



Priorities and Planning Committee

**Wednesday, January 22, 2020
2:00 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

**Public Agenda
Priorities and Planning Committee
Wednesday, January 22, 2020**

Approval of Public Agenda**Adoption of Minutes**

Priorities and Planning Committee - Public - Nov 20, 2019 11:45 AM

Tabled Reports

PPC19-15 Recreation Facility/Amenity Partnership Framework

Recommendation

1. That the Recreation Facility/Amenity Partnership Framework included in Appendix A be adopted.
2. That this report be forwarded to the December 16, 2019 meeting of City Council for approval.

PPC19-16 Official Community Plan Five-Year Review

Recommendation

1. That Part A – Citywide Plan of *Design Regina: The Official Community Plan Bylaw 2013-48* be amended as set out in Appendices A and B to this report.
2. That the City Solicitor be directed to prepare the necessary bylaw to amend *Design Regina: The Official Community Plan Bylaw 2013-48* to reflect the changes set out in Appendices A and B to this report.
3. That this report be forwarded to the December 16, 2019 meeting of City Council for approval, to allow adequate time for advertising of the required public notice for the bylaw.

Administration Reports

PPC20-1 Fire Master Plan Project Update

Recommendation

The Priorities and Planning Committee recommends that this report be



OFFICE OF THE CITY CLERK

received and filed.

PPC20-2 Building Permits and Inspections Review

Recommendation

The Priorities and Planning Committee recommends that this report be received and filed.

Adjournment

AT REGINA, SASKATCHEWAN, WEDNESDAY, NOVEMBER 20, 2019

AT A MEETING OF PRIORITIES AND PLANNING COMMITTEE
HELD IN PUBLIC SESSION

AT 11:45 AM

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

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

Regrets: Councillor Mike O'Donnell

Also in Attendance: City Clerk, Jim Nicol
Deputy City Clerk, Amber Ackerman
City Manager, Chris Holden
City Solicitor, Byron Werry
Executive Director, Citizen Experience, Innovation & Performance, Louise Folk
Executive Director, Citizen Services, Kim Onrait
Executive Director, City Planning & Community Development, Diana Hawryluk
Executive Director, Financial Strategy & Sustainability, Barry Lacey
Director, Citizen Experience, Jill Sveinson
Director, City Planning & Community Development, Fred Searle
Manager, Public Policy, Dawn Martin
Legal Counsel, Chrystal Atchison
Senior City Planner, Ben Mario

(The meeting commenced in the absence of Councillors Findura and Mancinelli.)

APPROVAL OF PUBLIC AGENDA

Councillor Sharron Bryce moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted.

ADOPTION OF MINUTES

Councillor Hawkins moved, AND IT WAS RESOLVED, that the minutes for the meeting held on October 23, 2019 be adopted, as circulated.

ADMINISTRATION REPORTS

PPC19-13 Zoning Bylaw Regulations for Massage Parlours

Recommendation

1. That the amendments proposed to *The Regina Zoning Bylaw, 2019 (No. 2019-19)* in relation to the regulation of land use for massage parlours, as outlined in Appendix B to this report, be approved.
2. That an amendment to *The Regina Zoning Bylaw, 2019 (No. 2019-19)* and *The Licensing Bylaw* regarding residential businesses, including therapeutic massage, be approved which restores the requirement from *Zoning Bylaw No. 9250* that a residential business must be operated by the resident of the home.
3. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective amendments.
4. That this report be forwarded to the December 16, 2019 meeting of City Council for approval, which will allow sufficient time for advertising the required public notices for the bylaw.

Trevor Wowk addressed the Committee.

(Councillors Findura and Mancinelli arrived at the meeting.)

The following addressed the Committee:

- Ed Smith;
- Devon Hill; and
- Jane Gattinger.

Councillor Barbara Young moved:

1. **That allowing massage parlours as a permitted use exclusively in industrial zones IL and IH, be approved and that Administration report back within one year on any impacts of this change.**
2. **That an amendment to *The Regina Zoning Bylaw, 2019 (No. 2019-19)* and *The Licensing Bylaw* regarding residential businesses, including therapeutic massage, be**

approved which restores the requirement from *Zoning Bylaw No. 9250* that a residential business must be operated by the resident of the home.

- 3. That the City Solicitor be directed to prepare the necessary bylaw to authorize the respective amendments.**
- 4. That this report be forwarded to the December 16, 2019 meeting of City Council for approval, which will allow sufficient time for advertising the required public notices for the bylaw.**

(Councillor Bryce temporarily left the meeting.)

(Councillor Bryce returned to the meeting via teleconference call.)

Councillor Lori Bresciani moved, in amendment, AND IT WAS RESOLVED, that discretionary use be approved.

Councillor Bob Hawkins moved, in amendment, AND IT WAS RESOLVED, that the term “Service Trade Adult” be amended to read as “Body Rub Establishment” in any bylaws or reference materials related to the regulations of massage parlours.

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

(Councillor Bryce left the meeting.)

Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that the Committee recess for 10 minutes.

The Committee recessed at 1:52 p.m.

The Committee reconvened at 2:13 p.m.

PPC19-15 Recreation Facility/Amenity Partnership Framework

Recommendation

1. That the Recreation Facility/Amenity Partnership Framework included in Appendix A be adopted.
2. That this report be forwarded to the December 16, 2019 meeting of City Council for approval.

PPC19-16 Official Community Plan Five-Year Review

Recommendation

1. That Part A – Citywide Plan of *Design Regina: The Official Community Plan Bylaw 2013-48* be amended as set out in Appendices A and B to this report.

2. That the City Solicitor be directed to prepare the necessary bylaw to amend *Design Regina: The Official Community Plan Bylaw 2013-48* to reflect the changes set out in Appendices A and B to this report.
3. That this report be forwarded to the December 16, 2019 meeting of City Council for approval, to allow adequate time for advertising of the required public notice for the bylaw.

Councillor Barbara Young move, AND IT WAS RESOLVED, that items PPC19-15 and PPC19-16, be tabled to the next scheduled meeting.

PPC19-14 Sponsorship, Naming Rights & Advertising Program

Recommendation

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

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

Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that the recommendation contained in the report be concurred in.

CITY CLERK'S REPORT

PPC19-17 Review of Outstanding Items

Recommendation

That the updated List of Outstanding Items for the Priorities and Planning Committee be forwarded to Executive Committee for information.

Councillor Andrew Stevens moved, AND IT WAS RESOLVED, that the recommendation contained in the report be concurred in.

Councillor Hawkins moved that the:

1. Two items placed on the private agenda be moved to the public agenda to be discussed; and
2. City Clerk review the process of items placed on a private agenda.

The motion was put and declared LOST.

Councillor Hawkins moved that a recorded vote be taken.

The motion was put and declared LOST.

RESOLUTION FOR PRIVATE SESSION

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

The Committee recessed at 2:33 p.m. for 5 minutes.

Chairperson

Secretary

November 20, 2019

To: Members
Priorities and Planning Committee

Re: Recreation Facility/Amenity Partnership Framework

RECOMMENDATION

1. That the Recreation Facility/Amenity Partnership Framework included in Appendix A be adopted.
2. That this report be forwarded to the December 16, 2019 meeting of City Council for approval.

CONCLUSION

In 2019, Council approved the new Recreation Master Plan (RMP). With the growth of the city and changing demographics, recreation needs and expectations of citizens continue to grow. At the same time infrastructure continues to age and requires investment, not only to repair and sustain what we have, but to modernize and provide new opportunities. As a result, partnerships are needed to move forward with the recommendations of the RMP. The Recreation Facility/Amenity Partnership Framework (Partnership Framework) (Appendix A) provides a structured process for the consideration of future partnership opportunities, to ensure funds are invested in the City of Regina's (City) highest priorities.

BACKGROUND

The City aims to provide a variety of recreation programs and services either directly or indirectly through partnerships with other organizations. Over many decades, the City has invested in its public recreation infrastructure, which has continued to evolve into an extensive array of facilities that include indoor and outdoor pools, arenas, outdoor rinks, neighbourhood centres, an arts centre, and many outdoor sports facilities such as athletic fields, tennis/pickleball facilities, ball diamonds, skate parks, among others. Programs and services are delivered by the City and in partnership with institutional and non-profit organizations.

In January 2019, Council adopted the RMP, which is guided by the following vision:

Four season sport and recreation facilities improve quality of life and make Regina a more vibrant and attractive place to live, work and visit.

The RMP provides direction for addressing aging infrastructure, maintaining citizen satisfaction levels, managing a range of partnerships and relationships, and responding to the needs and expectations that come from growth and changing demographics.

Recognizing that public expectations are high and interests continue to grow in diversity, the plan notes that partnerships with non-profit, institutional, and public service providers will enable public funds to be leveraged into expanded service levels. Many segments of the community understand that partnerships are necessary to address emerging needs and trends. A number of groups have contacted Administration with a desire to advance discussions around future partnerships. However, at this time, the City does not have a framework in place to prioritize opportunities and advance those most aligned with the City's strategic plans and master plans.

DISCUSSION

Administration has worked with RC Strategies to develop a framework that provides criteria for considering partnerships, as well as the City's expectations related to different types or levels of support given. The framework, which is included in Appendix A, defines *partnership* as "two or more organizations working together towards a joint interest where there is:

- Project alignment with the service outcomes and objectives of Master Plans
- Clear understanding of authority and responsibility among partners
- Joint investment of time, funding, expertise and/or information
- Allocation of risk among partners
- Significant benefit for the broader community."

The purpose of the framework is to provide an overview of the City's approach to partnerships, rationale for doing so, and application and review process. The intent of the Partnership Framework is to:

- Assist potential partner agencies in structuring proposals with complete and relevant information;
- Provide rationale for adjudicating potential partnership opportunities that add value for the City and enhance recreation in Regina;
- Provide increased accountability and transparency by clarifying the expected partnership outcomes and define the evaluation parameters;
- Reduce management time by providing a clear implementation approach; and
- Allow partners to effectively manage their relationship to the City

Overview of Framework

The proposed Partnership Framework consists of the following elements:

- Why the City Partners to Provide Recreation Services – to achieve socially worthwhile service outcomes that are consistent with City priorities where the partnership adds value or achieves outcomes and/or financial benefits that cannot be achieved otherwise.
- How the City participates in the partnership – from providing staff time and expertise to providing capital and/or operating funding.

- When the City should Partner to provide recreation facilities – the partnership enables the City to provide a service or facility that is highly aligned to its priorities and/or the partnership enables innovation or increased service levels not otherwise achievable.
- Who the City will partner with – Community Organizations, amateur sports organizations, not-for-profit agencies, school boards, etc.
- The Partnership Exploration and Approval Process – which is discussed further below

Partnership Exploration & Approval Process

The proposed Partnership Framework lays out a five-step process for the consideration of partnership opportunities that are initiated by the community:

1. **Initial Screen:** After discussion between a potential partner and Administration, the potential partner completes a partnership proposal form (Appendix A of the framework) which defines the ask of the City, along with rationale for the project. The proposal form is considered by Administration in the context of City priorities as outlined in strategic plan and master plans.
2. **Partnership Feasibility:** If the proposal is advanced to the second step, Administration works with the potential partner to conduct a more thorough feasibility assessment.
3. **Partnership Negotiation & Formalization:** This step formalizes potential roles and responsibilities of partners to form the basis of a recommendation for Council consideration.
4. **Development Design & Construction:** With Council approval, detailed planning of the project occurs, through established City processes.
5. **Operations:** The City will formalize desired outcomes and a process to measure achievement of those outcomes.

Appendix B provides an info-graphic which illustrates the evaluation process that would take place between each step. Internal review committees evaluating the partnership will be dependent on the type of partnership opportunity. The approach is cross-department in nature, involving input from staff with expertise in parks, recreation, culture, facilities management, planning, finance, legal, communications and real estate, among others.

Evaluation Criteria

Partnership feasibility will be ultimately defined using the following evaluation criteria.

1. Alignment with municipal vision, values and goals
 - Does the project align with the recommendations, strategies and service outcomes outlined in City master plans, such as the RMP, Regina's Cultural Plan and Transportation Master Plan?
2. Alignment with current City priorities

- Does the project align with the City's highest priorities as outlined in the Master Plans and the five-year capital plan?
- 3. Capital cost savings
 - Does the project save the City one-time capital costs related to approved existing or planned future capital budgets?
- 4. Operational cost savings
 - Does the project save the City ongoing operational costs related to approved existing or planned future operating budgets?
- 5. Social good
 - Is the project accessible to the general public from a social, financial and physical accessibility perspective? Are there any project conditions, restrictions related to exclusive use, space or program?
- 6. Competency of partner organization
 - The organization has an appropriate structure and capacity to fulfil its mandate. It has the ability to identify and access viable funding opportunities. The organization has a demonstrated ability and significant history working with community partners to ensure programming meets desired outcomes. The organization has shown responsiveness to change or potential change.

Administration's assessment of each of these criteria will form the basis for the recommendation to Council.

RECOMMENDATION IMPLICATIONS

Financial Implications

There are no financial implications associated with this report. Financial implications of potential projects will be considered as part of the evaluation.

Environmental Implications

There are no environmental implications associated with this report. The environmental impact of potential projects will be considered as part of the evaluation.

Policy and/or Strategic Implications

The Recreation Facilities/Amenities Framework (framework) supports the following policies:

Design Regina – Official Community Plan Bylaw 2013-48 (OCP):
Section B Financial Policies

Goal 1: Financial Principles

Use a consistent approach to funding the operation of the City of Regina.

- 1.1 Allocate the cost of delivering programs and services based on the following principles, which shall be referred to as the benefits model:
 - 1.1.1 Where the benefits of a program or service are city-wide and shared collectively among numerous beneficiaries, the costs are to be paid for by the general revenues of the City of Regina.
 - 1.1.2 Where the benefits of a program or service are directly attributable to specific beneficiaries, the costs are to be paid through user fees or other similar charges; and
 - 1.1.3 Where some of the benefits of a program or service are city-wide and some of the benefits are directly attributable to specific beneficiaries, the costs are to be paid for by a combination of general revenues of the City of Regina and user fees or other similar charges

Goal 2: Sustainable Services

Ensure that City of Regina services and amenities are financially sustainable.

- 1.3 Optimize the use of existing services/amenities
 - 1.3.2 Provide affordable and cost-effective services and amenities in accordance with available financial resources and capabilities

Goal 3: Financial Planning

Ensure the sustainability of the City by understanding and planning for the full cost of capital investments, programs and services in advance of development approval and capital procurement.

- 1.6 Make decisions on capital investment based on an understanding of the strategic priorities of the City and overall fiscal limitations.
- 1.7 Align capital development plans with the policies of this Plan:
 - 1.7.1 Coordinate capital plans with phasing of growth and development in accordance with the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b - Phasing of New Neighbourhoods and New Mixed-Use Neighbourhoods;
 - 1.7.2 Update capital plans annually to account for changes in the timing and location of development;
 - 1.7.3 Identify and evaluate each capital project in terms of the following, including but not limited to:
 - Costs;
 - Timing and phasing in accordance with the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b
 - Phasing of New Neighbourhoods and New Mixed-Use Neighbourhoods;
 - Funding sources;
 - Growth-related components;
 - Required financing and debt servicing costs;

- Long-term costs, including operations, maintenance and asset rehabilitation costs;
 - Capacity to deliver; and
 - Alternative service delivery and procurement options.
- 1.7.4 Identify a range of applicable funding sources over the lifecycle of an asset.

Section D7 – Parks Recreation and Open Space

Goal 2: Access to Recreation Programs and Services in all neighbourhoods.

- 9.6 Develop and manage recreation facilities, programs and services such that they adhere to the following:
- 9.6.2 A variety of recreation programs and services will be provided either directly by the City or indirectly through partnerships with organizations; and
 - 9.6.4 Recreation programs will consider the needs of the most vulnerable populations.
- 9.7 Study the application of new financing strategies and development incentives to provide, maintain and operate recreation facilities.
- 9.8 Encourage and facilitate partnerships to enable Policies 9.6 and 9.7.

Recreation Master Plan:

- Recommendation #2: Incorporate the base level of service statement when contemplating future recreation provision.
- Recommendation # 3: Incorporate recreation facility and space lifecycle allocations in operational budgeting.
- Recommendation #4: Use the amenity prioritization system and priorities outlined to guide future investment in recreation amenities and revisit it as new information becomes available.
- Recommendation #7: Continue to use both a direct and indirect approach to recreation program and opportunity delivery and focus on the areas outlined.
- Recommendation #8: Collaborate with other groups wherever possible in the implementation of this Master Plan and other aspects of recreation service delivery.
- Recommendation #11: Provide support to stakeholders and partners to build capacity and strengthen the recreation delivery system.
- Recommendation #12: Partner, where possible and appropriate, in the delivery of recreation services, facilities, and spaces under the guidance of the Partnership Policy and Framework.
- Recommendation #13: Access a combination of traditional and non-traditional internal and external funding sources to maintain existing and offer new recreation services, facilities and spaces.

Other Implications

There are no other implications associated with this report.

Accessibility Implications

Accessibility will be a consideration as part of the evaluation of opportunities brought forward to the City.

COMMUNICATIONS

The Partnership Framework was developed with internal departments that may be called on to be part of the evaluation process. The Partnership Framework will be shared with organizations approaching the City to partner on projects with a value of \$100,000 or greater.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

Respectfully submitted,



Diana Hawryluk, Executive Director, City Planning & Community Dev.

11/8/2019

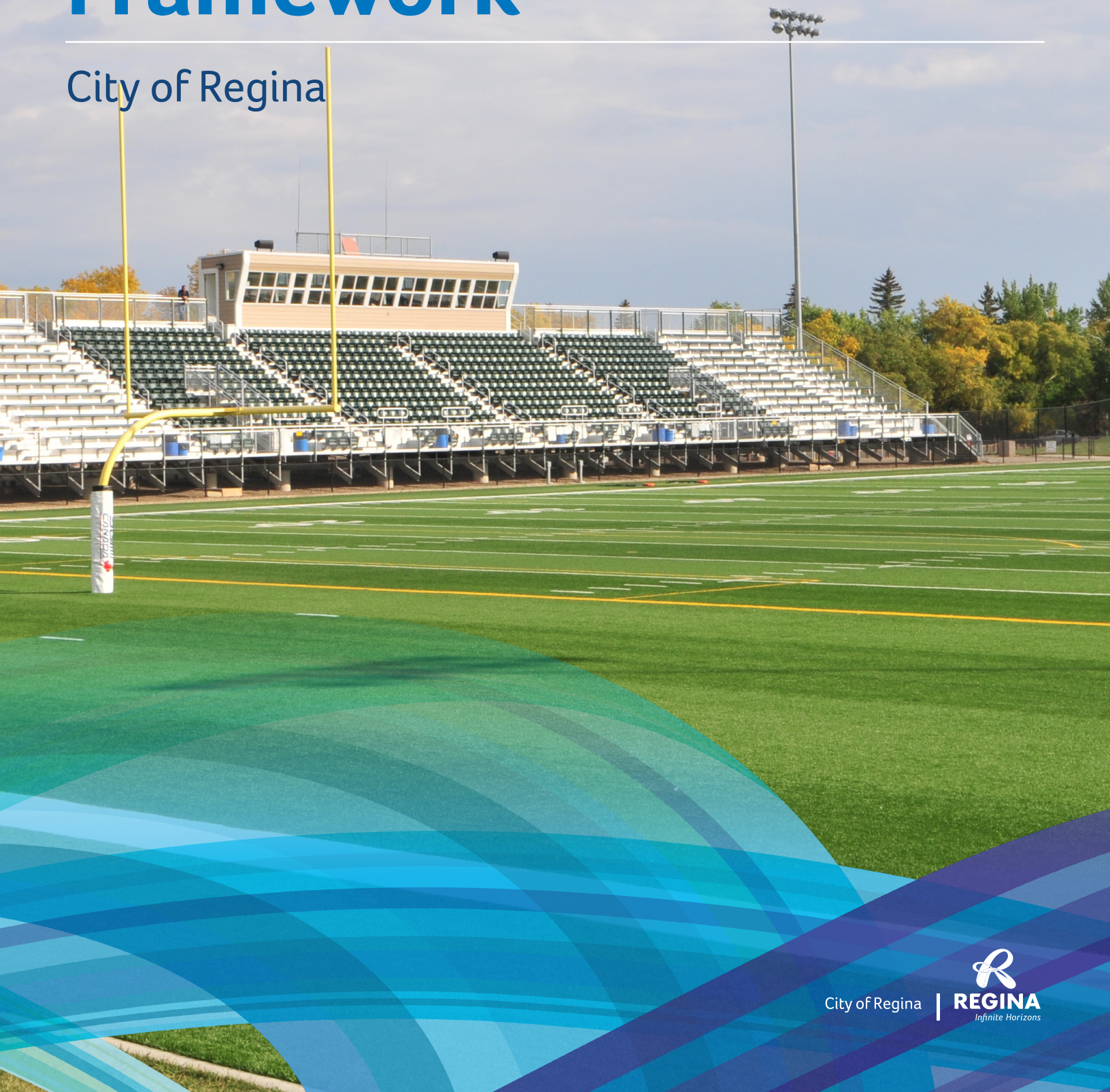
Report prepared by:

Janine Daradich, Manager Planning & Partnerships

Jeff May, Manager, Sport Facilities & Special Events

Recreation Facility/ Amenity Partnership Framework

City of Regina




City of Regina




REGINA
Infinite Horizons





The following Partnership Framework is intended to help the City of Regina determine why, how, when, and with whom the City will partner with in the provision of facilities and spaces.

The Framework provides a transparent process that both the City and potential partners can follow when contemplating working together.



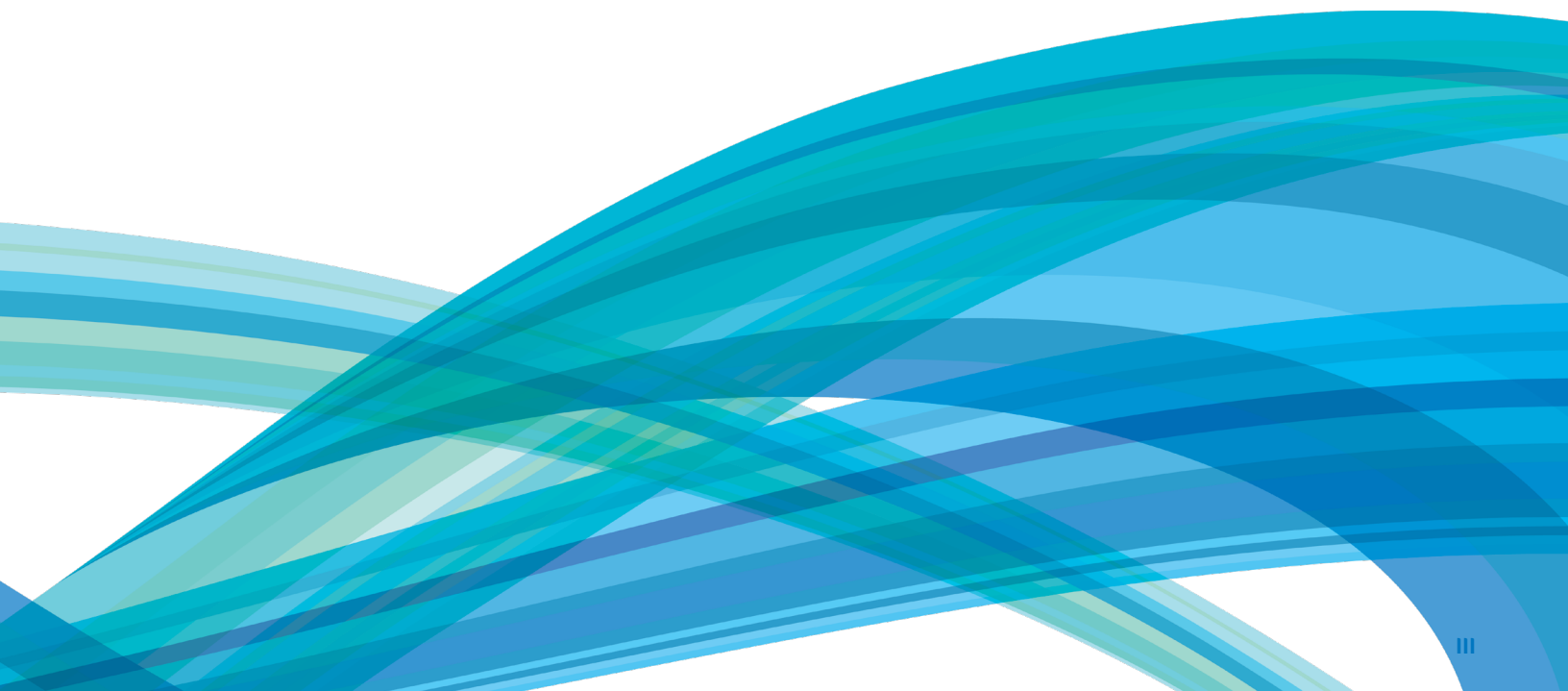
Partnership Framework

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Introduction

The City of Regina invests resources into the provision of a variety of services for both residents and visitors. Much of this investment is funded through general tax revenues. In order to get the most out of public investment, the City has and will continue to partner with community associations, groups, and organizations such as schools, non-profit groups, and possibly even other municipalities.

In regards to community services infrastructure, one of the areas where the City partners most with external agencies is in the provision of services. By using partnerships in providing services, public investment is optimized and capacity is built within the recreation delivery system.

Many existing City planning documents, like the City's Recreation Master Plan (2019), reference partnerships as a key component to implementation and outline considerations related to how and when the City might partner with external agencies. This document is meant to achieve this.

Partnerships are commonplace in Canadian municipalities. Many municipalities have partnership policies in place that provide a framework for involvement with other groups of similar interest. Partnerships in the delivery of recreation infrastructure and services enable public funds to be leveraged to expand service levels. The relationships considered in this framework are not always intended to be a "partnership" as defined in legal terms.

There is increasing evidence that thoughtfully designed relationships can provide mutual benefit to both partners while protecting the interests of the community they serve. The City currently has a number of partnerships in place with non-profit, institutional, and public service providers. By entering partnerships, the City has enhanced the quality and quantity of recreation opportunities available to City residents.

The Parks, Recreation and Cultural Services Department defines a partnership as two or more organizations working together towards a joint interest, where there is:

- Project alignment with the Service Outcome and objectives of the Master Plans;
- Clear division of authority and responsibility among partners;
- Joint investment of time, funding, expertise and / or information;
- Allocation of risk amongst parties;
- Mutual or complementary benefit;
- Significant benefit for the broader community; and
- No intention to create a legal partnership or any obligations of one party for the actions of the other.

To maximize its investment in recreation, the City has successfully partnered with organizations such as:

- Schools: to provide community use of gymnasium and outdoor playing surfaces (e.g. ball diamonds), through Joint Use Agreements
- Community Groups and non-profit sport organizations: to provide more variety and increased quality of programming (especially at City facilities)
- Third Party Facility Operators: to provide affordable rental rates to community groups
- Other entities such as the Provincial Capital Commission (PCC) and Regina Exhibition Association (REAL)

For the purposes of this Framework, a service is defined as the provision of a facility that enables activity to occur.

The purpose of the Community Partnership Framework is to provide an overview of the City's approach to partnerships, rationale for doing so, and application and review process. Templates and tools are also provided for potential partnership applicants.

The intent of this Partnership Framework is to:

- Assist potential partner agencies in structuring proposals with complete and relevant information;
- Provide rationale for adjudicating potential partnership opportunities that add value for the City and enhance recreation in Regina;
- Provide increased accountability and transparency by clarifying the expected partnership outcomes and define the evaluation parameters;
- Reduce management time by providing a clear implementation approach; and
- Allow partners to effectively manage their relationship with the City.

The following Framework is organized into the following sections:



Why the City Partners to Provide Recreation Services



The Spectrum of How the City Will Partner to Provide Recreation Services



When Will the City Partner to Provide Recreation Facilities



Who Will the City Partner with in Providing Recreation Services



The Partnership Exploration and Approval Process



Why the City Partners to Provide Recreation Services

As it relates to the City's partnership arrangements that are either already in place or that may materialize in the future, there are some underlying goals or intentions for recreation related relationships that need to be understood. For example, these intentions for recreation related projects are closely tied to the defined Service Outcomes for public investment in recreation as outlined in the Recreation Master Plan (2019). Other types of projects, such as those related to arts and culture or transportation, would need to consider the City's intentions for those other service areas. These intentions and outcomes are fundamental to all that the City does and are applicable to its partners as well.

The following questions provide insight as to how and why the City might consider partnerships.

1. Will the relationship achieve socially worthwhile service outcomes? If so, which service outcomes are achieved?
2. Are the outcomes achieved by the partnership consistent with current desired outcomes and priorities of the City?
3. Can the outcomes be achieved without City involvement or support? Does City involvement add value that cannot be added by any other agency?
4. Could the outcomes be achieved more cost effectively through another approach? Does the partnership lead to cost savings or financial benefits?
5. Does the partnership assist in the implementation of other City Master Plans and initiatives?

It is important to note that, from a financial perspective, the City allocates the costs of providing all public services based on the benefits model. This means that:

- Where the benefits of a program or service are city-wide and shared collectively among numerous beneficiaries, the costs are to be paid for by the general revenues of the City of Regina;
- Where the benefits of a program or service are directly attributable to specific beneficiaries, the costs are to be paid through user fees or other similar charges; and
- Where some of the benefits of a program or service are city-wide and some of the benefits are directly attributable to specific beneficiaries, the costs are to be paid for by a combination of general revenues of the City of Regina and user fees or other similar charges.

This philosophy will be apparent in the support the City offers to partners as well as its approach for services that are offered by the City on an independent basis.



The Spectrum of How the City Will Partner to Provide Recreation Services

Municipalities in Canada strive to provide citizens with quality services, often in an environment of fiscal constraints. As a result, many local governments have looked to new and innovative methods of delivering and operating infrastructure and programs. There are a number of ways to provide services. The following figure illustrates the spectrum of potential partnerships the City of Regina is either involved in or would consider being involved in. Partnerships established with the City need to help the City achieve its intended Service Outcomes related to recreation.



Depending on where the partnership relationship fits on the spectrum, the City will want to achieve varying degrees of the following aspects of the project.

1. The City will be involved in the planning and design of the project.
2. The City's infrastructure development processes and steps will be undertaken.
3. Public engagement will be undertaken and considered in project planning and development.
4. The City will provide project management support and/or oversight.
5. The City will be involved in the ongoing operations and maintenance of the project.

Examples of agreements in place (2019):

- Large, multi-use, City owned recreation facility
- Facility Lease Agreements
- Operating Agreements
- Joint-Use Agreements
- Fee for Service
- Grants for capital projects
- Service agreements for services not provided by the City
- Donation Agreements (including strictly financial, plus installation)
- License Agreements
- Temporary Installation Agreement



When Will the City Partner to Provide Recreation Facilities

Although partnerships help the City achieve intended Service Outcomes, relationships with external agencies might not be warranted in all instances. The City will consider partnerships if the opportunity responds to community needs and will clearly lead to community benefit and if one or more of the following conditions are met:

1. Partner intentions exceed the City's planned base service levels based on approved plans and strategies
2. Proposals provide improved service levels as per the City's approved plans and strategies
3. Proposals provide innovative opportunities for the City to meet intentions, priorities, and outcomes
4. Partners bring a substantial financial contribution to the partnership
5. Partners bring a specific expertise or non-financial resource to the partnership
6. The opportunity or activity provided by the partnership requires City support in order to exist



Who Will the City Partner with in Providing Recreation Services

The City either already partners with, or would potentially partner with, the following types of organizations:

- Community Associations
- Amateur sports associations
- Not-for-profit agencies
- School Boards
- Private sector or commercial companies that serve recreation markets in the Regina region
- Other levels of government
- Indigenous government or non-government organizations
- Post-secondary institutions
- Existing facility operators



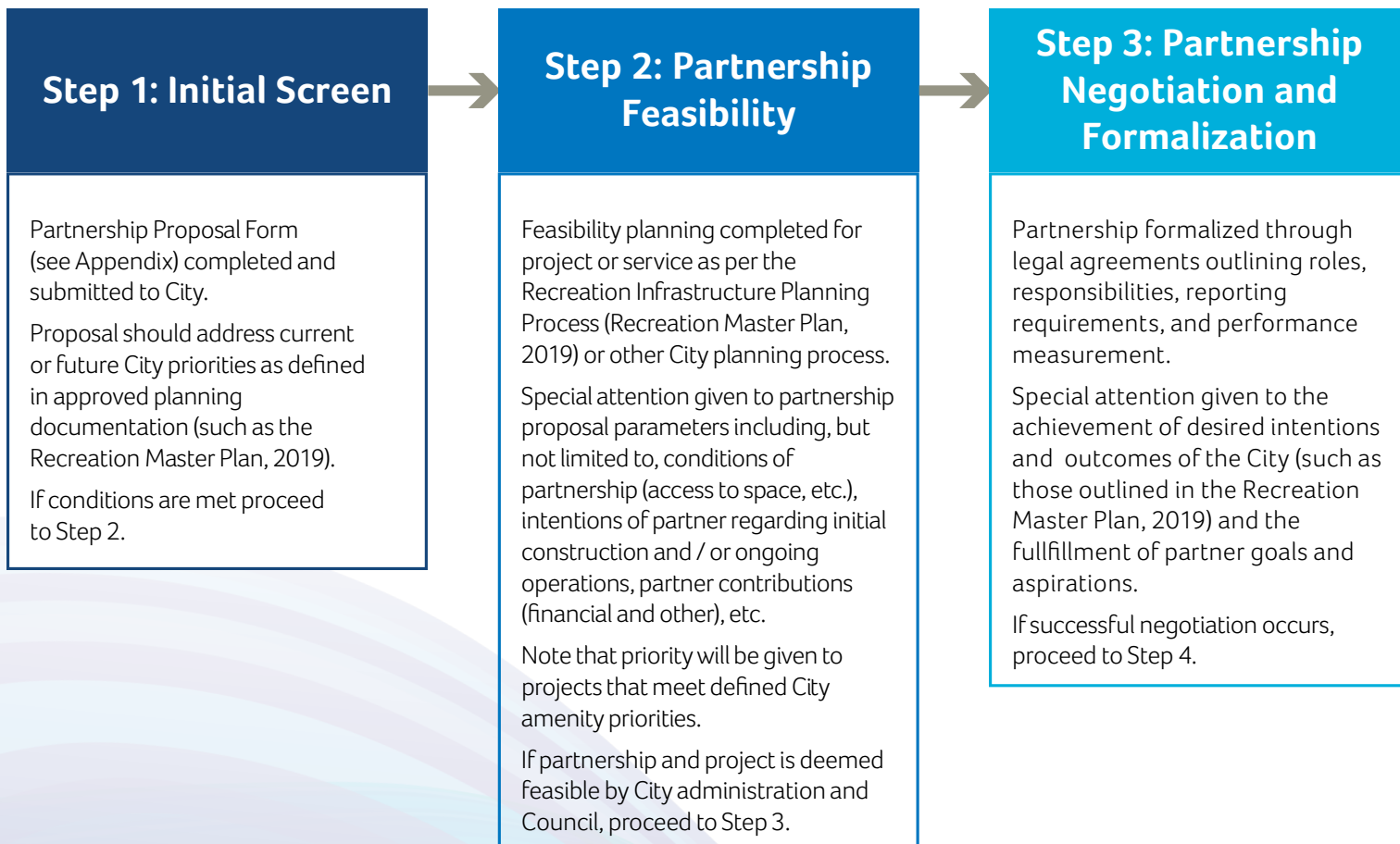
The Partnership Exploration and Approval Process

A potential partnership project or initiative can materialize in two ways:

1. A partnership opportunity may be proposed to the City for a project or initiative that has not yet been committed to by the City; or
2. The City might commit to pursuing a project or initiative and then ask for partnership interest.

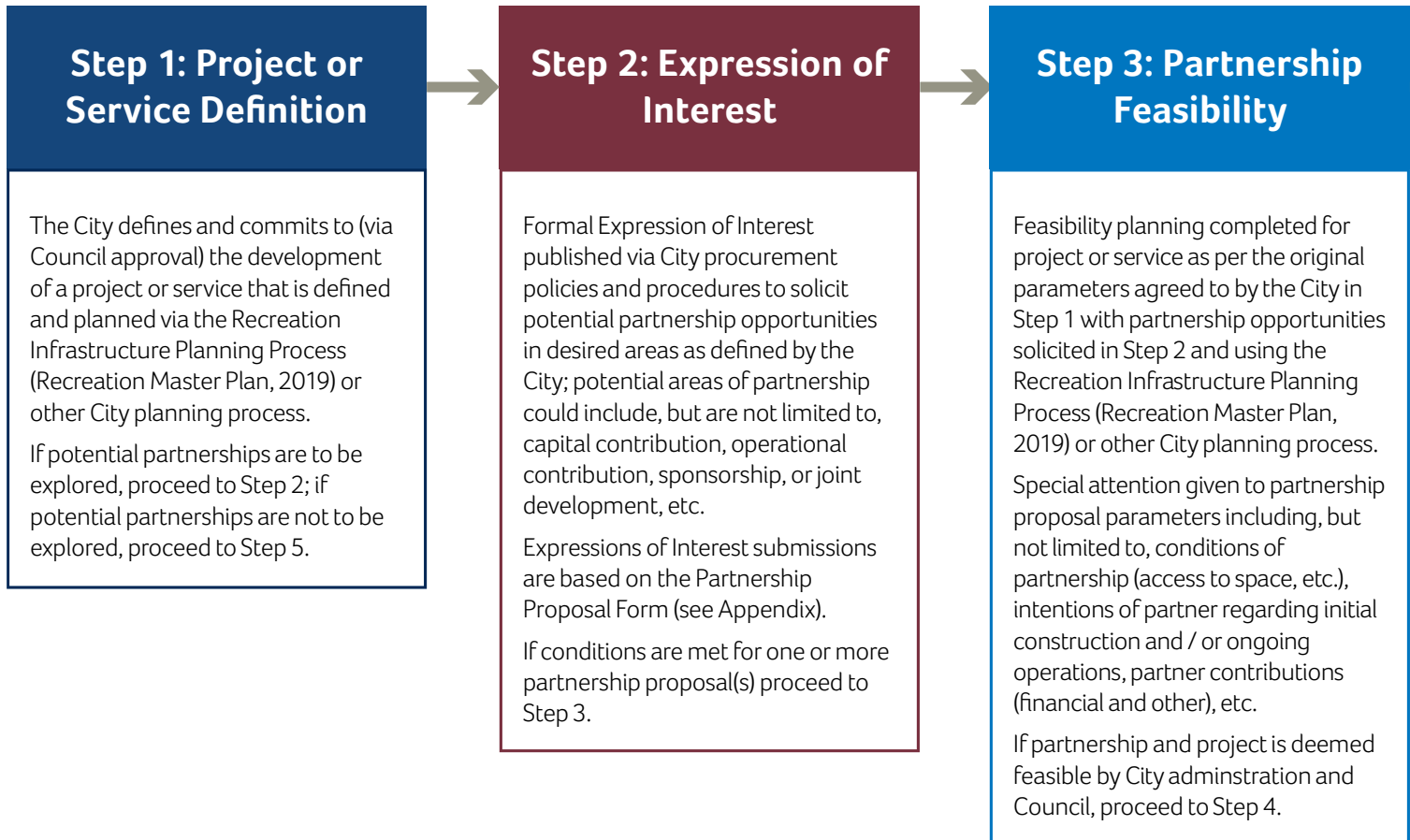
Regardless of how the project or initiative evolves, the partnership opportunity will be evaluated in the same way. Note that Steps 1-3 signify how and when partnerships will be explored. Steps 4 and 5 will occur regardless of partnership involvement.

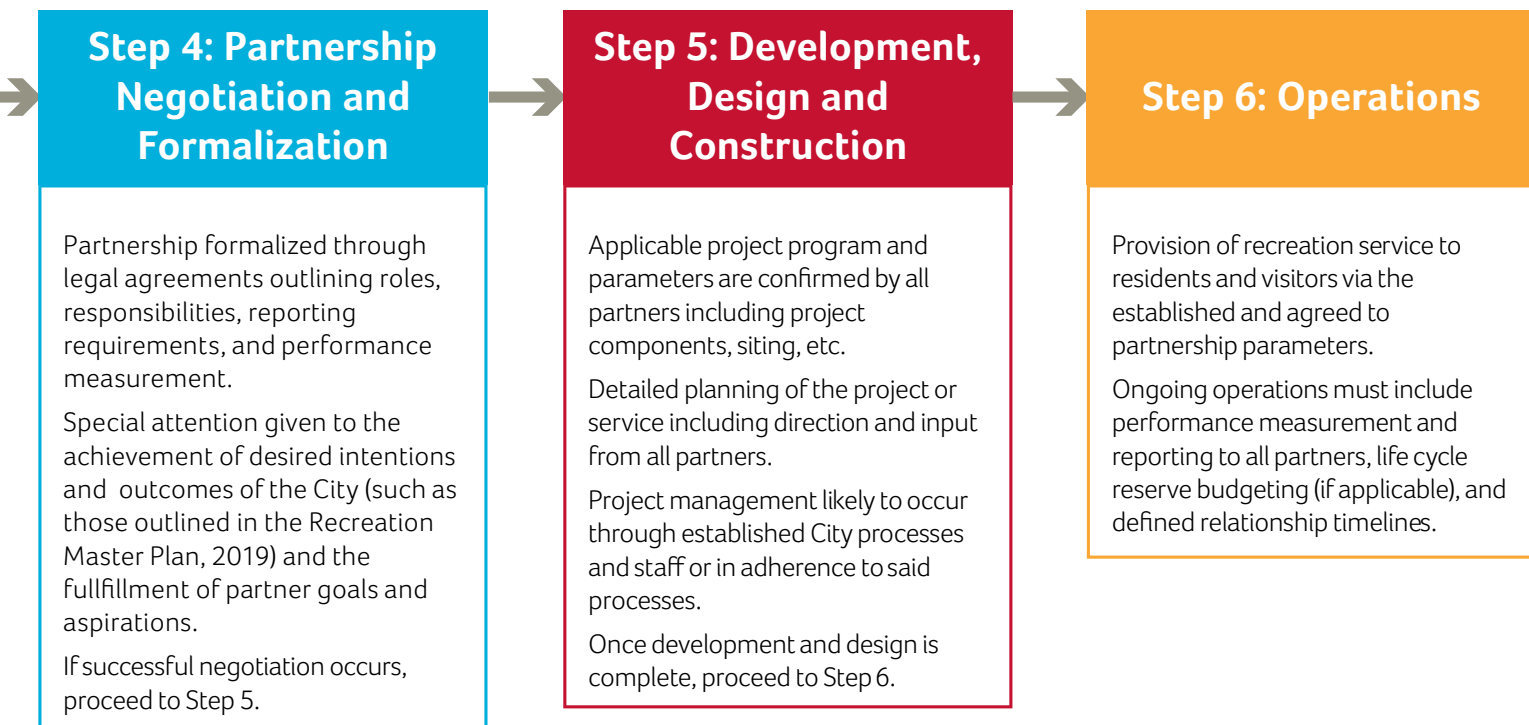
Partnership process for **partner initiated projects**...



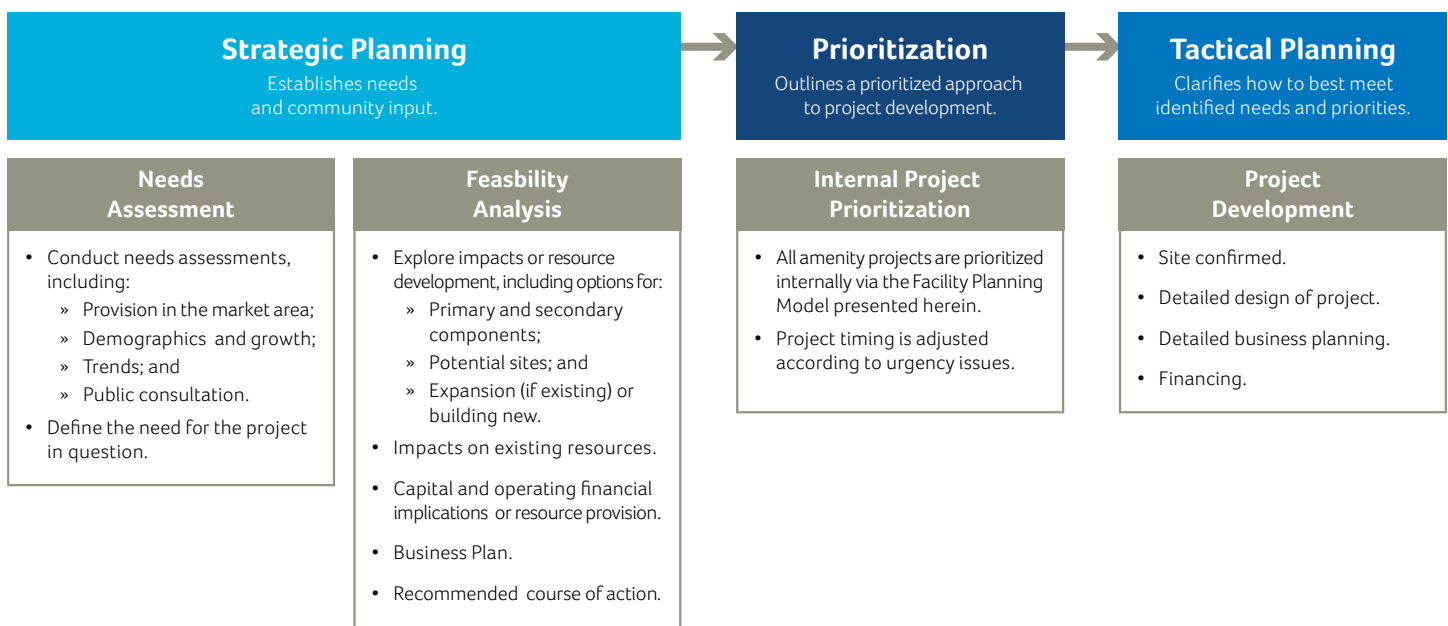
**Assumes overall project or service feasibility and business planning is completed by the potential partner prior to Initial screen.*



Partnership process for **City initiated projects...**



Regardless of when partnership opportunities are introduced into the processes outlined, the City has a Recreation Infrastructure Planning Process which it follows for recreation projects (as outlined in the 2019 Recreation Master Plan) and similar processes for other service areas. The process is summarized as follows. When investing significant public resources (funding or land) into a recreation project, this process and the information for decision making outlined throughout, needs to be followed. For more information on the process refer to pages 40-43 of the 2019 Recreation Master Plan.



As it relates to partnerships, the first step in the exploration and approval process is for the potential partner to complete the Partnership Proposal Form. This might occur through a formal Expression of Interest process for projects or opportunities already committed to by the City or, in the case of a partner driven project, through ad hoc submission of the Form to the City as projects or initiatives emerge.

The Partnership Proposal Form, found in the Appendix, is intended to provide an overview as to how the potential partner foresees its relationship with the City and exists to help the City achieve its strategic intentions and desired outcomes.

The Partnership Proposal Form, and associated materials and documentation, includes enough information for the City to determine whether or not to move forward with more detailed Partnership Feasibility Analysis. Partnership Proposal Forms are initially reviewed by the City's Manager of Planning & Partnerships, other relevant City departments, and if it is deemed that a proposal deserves further exploration, a Partnership Feasibility Analysis is initiated and a City Project Manager is assigned to the file.

It is important to note that broader "project business and feasibility planning" should be in place before a determination can be made regarding the feasibility of a partnership to deliver the project. In the case of City driven projects, the City is responsible for overall project business and feasibility planning. In the case of partner driven projects, the partner is responsible for overall project business and feasibility planning. Information required to be included in a well-informed project feasibility study can be found in the 2019 Recreation Master Plan (on pages 40-43).

Once Partnership Feasibility has been explored a decision can be made to either move forward or not. If Council approval is required or otherwise seeking Council approval is determined to be appropriate, then such approval will be sought prior to formalization of an agreement. A project may be terminated if a negotiated agreement cannot be concluded on terms acceptable to the City. Partnership Feasibility will be ultimately defined using the following evaluation criteria. More definition around these criteria as well as scoring metrics and weighting can be found in the Appendix.



Alignment with Municipal Vision, Values, and Goals



Alignment with Current City Priorities



Capital Cost Savings



Operating Cost Savings



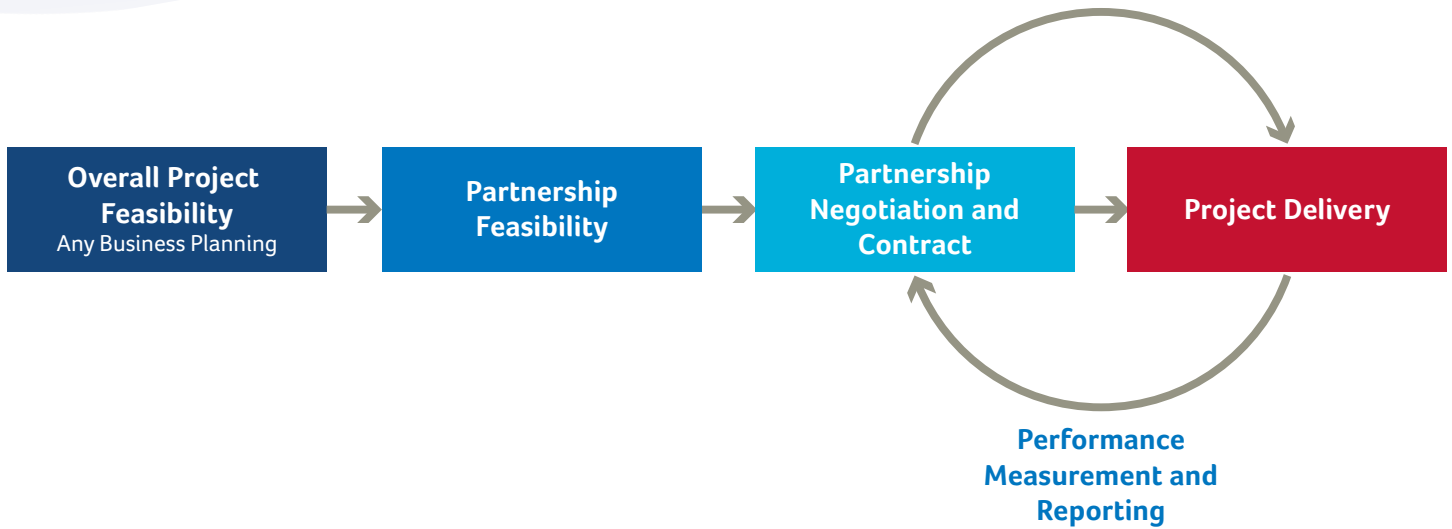
Social Good




Competency of Partner Organization

It is important to note that the final scoring for the partnership opportunity does not fit into an approval schedule (i.e. scores of over 45 are automatically approved). The score is meant to be a reference for ultimate decision making and to be able to look at opportunities that might be presented concurrently.

Once a formal contract is negotiated and agreed to, detailed design and construction (if applicable) and associated planning and delivery of the project or service will occur. It is important to note that regular, ongoing reporting on the partnership as per the contractual terms of the relationship is expected to occur.





Moving Forward: How to use this document to generate a strong partnership application

1. Read the entire document and prepare to make your case based on fulfilling the intentions and service outcomes of the City (such as those from the 2019 Recreation Master Plan, Page 21) and the criteria and considerations outlined herein.
2. Fill out the Partnership Proposal Form (see Appendix), clearly answering the questions as they relate to the evaluation criteria.
3. Submit your completed Partnership Proposal form to the City's Manager of Planning and Partnerships.
4. Familiarize yourself with the rest of the partnership exploration and approval process, as outlined in this document, and prepare to assist in the partnership feasibility phase if your proposal is accepted.
5. Call or email the City's Manager of Planning and Partnerships if you have any questions during this process.

APPENDIX A

Partnership Proposal Form

The Partnership Proposal Form is used in the initial screening of potential partnership opportunities. The intent of the Form is to give the City enough information about the opportunity to decide whether or not to proceed to the next stage of exploration: Partnership Feasibility Analysis. Based on the information provided in this initial screen, the City will decide whether or not to proceed to Partnership Feasibility Analysis.

Project Overview and Contacts

Proposed Project Name and Description (100 words or less):

Applicant group (must be a legal entity, such as a non-profit corporation):

Designated Contact Name:

Designated Contact Phone Number:

Designated Contact Email:

Alternate Contact Name:

Alternate Contact Phone Number:

Alternate Contact Email:

Address for proposed project (if applicable):

Project Background and Rationale

1. Describe the need or opportunity driving the project. Why is this project or initiative a priority?
2. What role do you propose the City will have in the project (funder, owner, operator, etc.)?
3. To the best of your knowledge, does the project fit with the City's approved plans and initiatives (such as the 2019 Recreation Master Plan)? If so, describe the fit with specific focus on the intentions and outcomes listed.
4. To the best of your knowledge, does the project comply with other related City policies, such as the Cultural Plan, Open Space Master Plan, Regina Urban Forestry Management Strategy, etc. If so, please explain.

5. What impacts (positive and/or negative) would the project have within the community and the City?

6. Identify all community stakeholders impacted by the project and include any letters of support or related material demonstrating community support.

10. Identify the financial operating (ongoing) commitments of all potential partners. Outline all expected sources of operating funds including any known conditions from partners.

Other information

11. Provide a project schedule, identifying when the funding committed by the community/organization will be available, major milestones (corporate sponsorship time lines, etc.), and the anticipated start and finish dates (if applicable).

Project costs

7. Identify preliminary potential capital costs associated with the project (consider labour, material, and land cost).

8. Identify preliminary potential operating costs associated with the project (consider labour, material, and land cost).

12. Describe the proposed ownership and operating structure of the project.







9. Identify the financial capital (one time) commitments of all potential partners. Outline all expected sources of capital funds including any known conditions from partners.

13. Do you have any other comments to make regarding the partnership opportunity that the City should be aware of?

APPENDIX B

Partnership Feasibility Guidelines

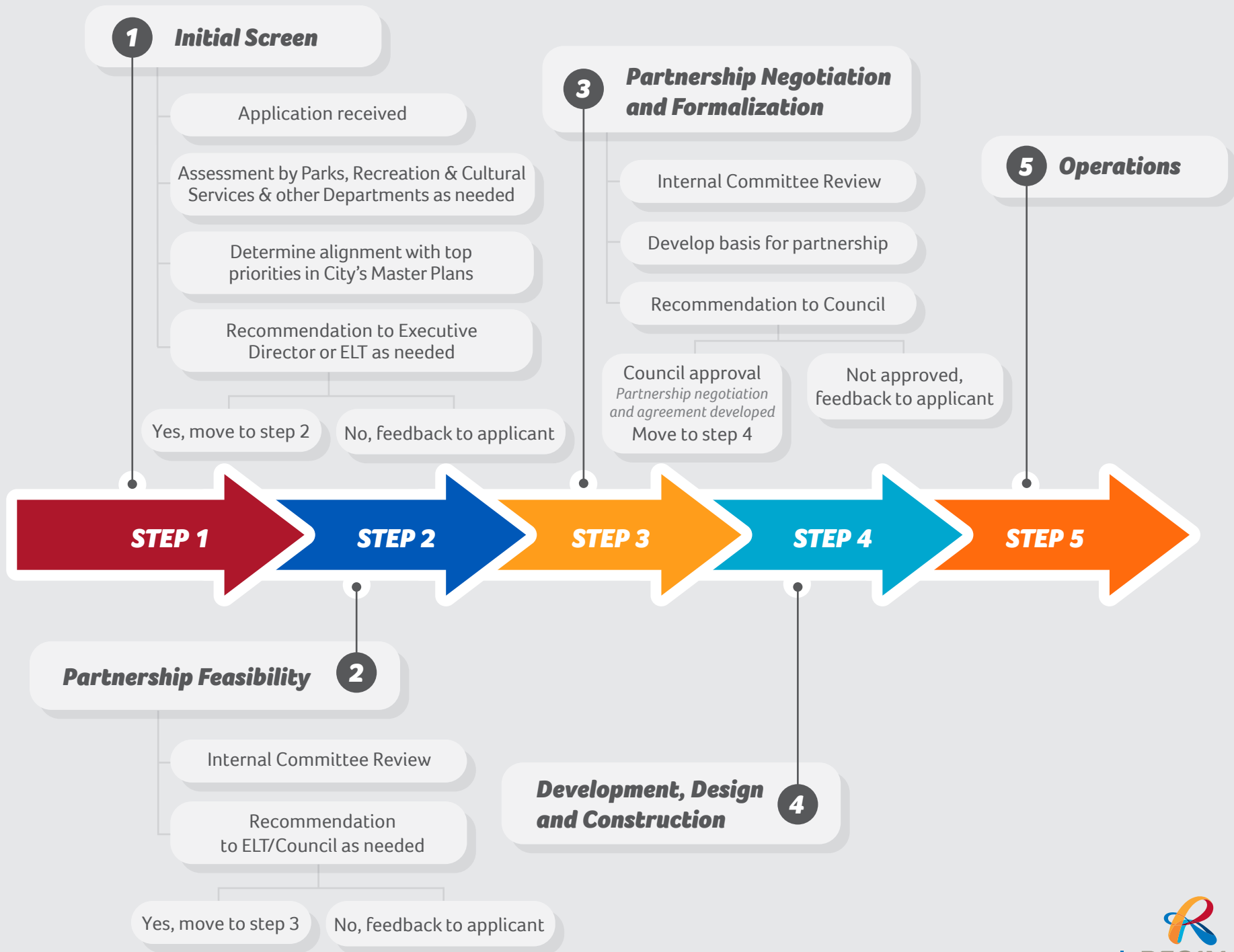
Partnership Feasibility Analysis is intended to enrich the information included in the Partnership Proposal Form and provide the City with enough information to decide whether or not to pursue the potential partnership. The Partnership Feasibility Analysis provides the information required to evaluate partnership opportunities and enable the City to proceed, if warranted, to the negotiation and contract stage of the relationship.

#	Criteria	Description	Scoring	Weighting
1	 Alignment with municipal vision, values, goals	<p>Explanation of how the project aligns with the recommendations, strategies, and service outcomes outlined in the Recreation Master Plan (2019) or the related service area.</p> <p>Explanation of how the project aligns with other City planning documentation and direction.</p>	0-5; 5 demonstrating complete alignment, 0 demonstrating no alignment	3
2	 Alignment with Current City Priorities	Explanation of how the project aligns with the current or known future amenity priorities of the as outlined in approved planning documentation (including, but not limited to the Recreation Master Plan 2019 and others.).	0-5; 5 demonstrating significant capital cost savings related to existing capital budgets, 0 demonstrating no capital cost savings	3
3	 Capital Cost Savings	<p>Explanation of how the project will save the City one time capital costs related to approved existing or planned future capital budgets (if applicable).</p> <p>Explanation of how the project will save the City one time capital costs related to the project as compared to it being a City project.</p>	0-5; 5 demonstrating significant capital cost savings related to existing capital budgets, 0 demonstrating no capital cost savings	2
4	 Operating Cost Savings	<p>Explanation of how the project will save the City ongoing operating costs related to approved existing or planned future operating budgets (if applicable).</p> <p>Explanation of how the project will save the City ongoing operating costs related to the project as compared to it being a City project.</p>	0-5; 5 demonstrating significant operating cost savings related to existing capital budgets, 0 demonstrating no operating cost savings	2
5	 Social good	Explanation of the accessibility of the project to the general public (social, financial, and physical accessibility) including any project conditions or partner related restrictions related to exclusive use of the facility, space, or program.	0-5; 5 outlining no public accessibility or use restrictions related to the project, 0 outlining significant barriers to participation and/or restrictions of use for the general public	2
6	 Competency of partner organization	Explanation of the competency, sophistication, and tenure of the partner group and clear understanding of the proposed project.	0-5; 5 demonstrating thorough understanding of the project and proven track record of the partner group, 0 demonstrating limited knowledge of the project and a new or unproven partner group	2





Regina.ca



November 20, 2019

To: Members
Priorities and Planning Committee

Re: Official Community Plan Five-Year Review

RECOMMENDATION

1. That Part A – Citywide Plan of *Design Regina: The Official Community Plan Bylaw 2013-48* be amended as set out in Appendices A and B to this report.
2. That the City Solicitor be directed to prepare the necessary bylaw to amend *Design Regina: The Official Community Plan Bylaw 2013-48* to reflect the changes set out in Appendices A and B to this report.
3. That this report be forwarded to the December 16, 2019 meeting of City Council for approval, to allow adequate time for advertising of the required public notice for the bylaw.

CONCLUSION

The Administration has completed the first five-year review of *Design Regina: The Official Community Plan Bylaw 2013-48* (OCP). Outcomes of the review include a snapshot of successes and challenges of implementation as well as next steps on implementing the OCP. Proposed policy amendments to improve the plan are also presented for consideration.

At the outset of this review it was determined that this would be a minor review of the plan as the plan is still in the early stages of implementing the OCP which was adopted in 2013.

BACKGROUND

Design Regina was adopted by City Council in December 2013 and received ministerial approval in March 2014. The OCP's implementation section, called 'Realizing the Plan', includes a policy requirement that the City "review the Plan every five years, using the eight Community Priorities and Plan goals as guidance" to "ensure the Plan remains current and relevant over its life." This report summarizes the findings and recommended changes resulting from the City's first five-year review of the OCP.

City Council also provided direction at their meeting on February 27, 2017 (CR17-13) to review the OCP office development policies as part of this project:

- 2) That the next Office Policy review occur with the *Design Regina: The Official Community Plan Bylaw No. 2013-48* five-year review in 2018.

DISCUSSION

OCP Review

The OCP is the City's highest-level policy plan guiding long-term growth and change in the community to a population of 300,000 and beyond. Development of the OCP required significant involvement by City Administration, the public and external stakeholders. A project was initiated in 2018 to undertake the first five-year review of the OCP. The plan is a long-term 25-year plan that set the policy direction/vision for the growth and development in Regina. Compared to the broad engagement used in creating the OCP, the focus of this project has been to assess whether current approaches to delivering the policies are on track to achieve the vision of the OCP.

Since Design Regina was adopted, City Administration has been implementing the OCP through the creation of master plans for various services, the development of two corporate strategic plans and through day-to-day actions that deliver on the goals and policies in the OCP. Progress to implement the OCP has been tracked and reported annually through the City's Annual Report.

The intent of this project was to:

- Evaluate implementation progress to date including barriers, successes, opportunities and challenges; and
- Identify minor improvements to address now (i.e. amendments) and future work that may be out of scope for the 5-year review but will be important to carry out over the next five years.

Implementation Highlights

Major implementation achievements of the first five years include:

- **Master Plans:** The past five years have seen the development of master plans for culture, transportation, recreation, water and wastewater. These subservient plans are created based on guidance from the OCP and provide the next layer of more detailed policy and actions. Master plans will help the City understand both the immediate cost of delivery of the service but also how the service must grow or evolve to serve a growing population, including the financial implications. Master plans are a key input to the Long-Range Financial Model, the primary tool for understanding the financial sustainability of our services.
- **Corporate Strategic Plan:** The City's strategic plan takes the guiding policy in the OCP and turns it into City actions and how the City manages its business. The most recently developed strategic plan titled *Making Choices Today to Secure Tomorrow* focusses on establishing foundational mechanisms so that the far-reaching vision in the OCP can be achieved. The plan outlines the necessary advancements required over the next four years to achieve long-term delivery of effective, reliable services in a way that balances the community needs and wants articulated in the OCP.

- **Secondary and Concept Plans:** Design Regina introduced the concept of developing complete neighbourhoods and includes policies guiding the development and implementation of complete neighbourhoods. It is one of the eight Community Priorities to “create safe and inclusive neighbourhoods that are easy to get around and that have a mix of housing choices, amenities, and services.” Numerous secondary plans and concept plans have been approved and planned to be complete neighbourhoods (e.g. Westerra, Coopertown, Southeast Neighbourhood) in accordance with the policies. Secondary plans comprise Part B of the OCP and provide the realization of the vision of the OCP at a community or neighbourhood level.
- **Long Range Financial Planning:** Since the approval of Design Regina, the City has been undertaking long-range financial planning work that directly responds to the Community Priority to ‘achieve long-term financial viability.’ Key initiatives of work have included the development of a long-range financial planning framework and supporting model and the reserve review. As a result, the City can better understand the impacts of financial decisions to address and ensure financial viability and sustainability.
- **Phasing and Financing Plan:** A few policy amendments have been made to Design Regina since it was adopted. The most significant of which has been the inclusion of phasing and financing policies for new neighbourhoods. The final phasing and financing plan, developed as part of the Service Agreement Fee (SAF) and Development Levy Policy review, and now a part of the OCP, supports development of complete neighbourhoods by limiting the number of neighbourhoods developed at any one time ensuring that development is sequence in a cost effective and compatible way that considers impacts on municipal infrastructure and services.

A comprehensive inventory of actions that have been carried out to implement policies in the OCP is attached as Appendix C and is also available online at Regina.ca. The implementation inventory is updated annually.

Several policies in the OCP are directly measurable. Progress on these policy targets are also tracked annually within the City’s Annual Report and published online along with the other OCP implementation actions. They include policy targets related to intensification, population of the City Centre, density of new neighbourhoods, office development and plan monitoring (Appendix D).

Implementation Challenges

Intensification

A key policy target of the OCP is that 70 per cent of the population growth will be directed to new neighbourhoods on the edges of the city, while 30 per cent of the growth will be accommodated through intensification of existing built up areas. Intensification supports sustainability in our community by:

- Maximizing use of existing infrastructure, including pipes, roads and parks;
- Supporting use of existing facilities, services and amenities, such as fire stations, libraries, recreation and schools;

- Fostering access to more and better options for utilizing various modes of transportation and moving around our community;
- Providing opportunity to integrate housing options for people of all ages and stages of life into our established neighbourhoods; and
- Revitalizing neighbourhoods.

The rate of growth through intensification has been on a downward trend since the OCP was approved in 2014. From 2014-2018 the cumulative intensification rate since the adoption of the OCP is approximately 13 per cent. Causes for a reduced intensification rate include ample supply of serviced land in new greenfield neighbourhoods, infrastructure barriers to developing infill and a downturn in the economy.

The City anticipates that the intensification rate will vary from year-to-year as has been the case in the past. The longer the rate stays below the 30 per cent target, the more challenging it will be to achieve the target. As an important step in supporting intensification, the City analyzed regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites throughout Regina through the Underutilized Land Improvement Strategy (ULIS), which was adopted by Council on July 29, 2019. Implementation of the recommended actions within ULIS will be critical to encouraging, incentivizing and removing barriers for infill development and intensification.

Major infill developments will also increase the intensification rate. The Railyard Revitalization Initiative is an opportunity to bring new residents to the City's core which would increase the intensification rate. Lastly, Neighbourhood & Corridor Plans in mature parts of the city will identify specific sites that are suitable for intensification at a neighbourhood scale through engagement with residents in these areas. Once approved, these plans will provide greater certainty to residents and local developers on where and how intensification could occur.

Pace of Implementation and Challenges with Monitoring

The City has spent much of its time in the first five years of implementing the OCP developing master plans and strategies to deliver on it. This is critical foundational work that must be done in order to advance the intended OCP results. This work has helped the City build a greater understanding of the opportunities and the challenges of meeting the vision outlined in the OCP and will help to pace the work in a way that is realistic, affordable, and achievable.

At the same time, the City has faced significant financial constraints – not only has the economy slowed since the initial adoption of the OCP, that slow-down has resulted in changes to the level of financial support from other levels of government. In this environment, the City's work through the strategic plan is largely focused on improving the financial sustainability of the services the City delivers and addressing how we deliver our service most efficiently. This work is critical to engaging the residents of Regina in a discussion to find the right balance between the priorities outlined in the OCP and affordability. Once this direction is clear, the City will have plans in place to pursue the vision as intended.

Another challenge to monitoring implementation is that the high-level nature of the policies means that most of them are not directly measurable. This is addressed through the creation of master plans, which are the primary means to realize the OCP. Master plans include measurable policies and actions and the necessary framework to deliver on the OCP.

Proposed Amendments

A major component of the five-year review was policy analysis and review to see which policies are on track and to identify other areas of improvement. The review considered policy amendments to Part A – Citywide Plan of the OCP; changes to OCP Part B – Secondary Plans was out-of-scope for the project.

Proposed amendments can be categorized as: 1) minor housekeeping; 2) map changes; 3) provincially legislated changes; and 4) office development policy changes. High-level policy gaps in the current plan that require future work were also identified. A full list of the proposed amendments, including rationale, is provided in Appendix A.

Minor Housekeeping Updates

Numerous amendments are proposed to improve the intent and clarity of policies. Proposed changes range from correcting minor typos to adding language to clarify the intent of the policy to make it easier for users.

Map Updates

Many of the proposed map changes are also housekeeping in nature (e.g. updating city limits); however, they are worth discussing separately to highlight more notable changes to Map 1 – Growth Plan as follows:

- Addition of three new urban centres in existing areas of the city (Grasslands Commercial District, Northgate Mall and Southland Mall sites) based on their future redevelopment potential. This change is consistent with the definition of urban centres and in support of OCP policies that speak to new and existing urban centres and corridors.
- Removal of the Wascana Parkway as an urban corridor due to its lack of development potential and because part of it is outside the City's jurisdiction within Wascana Centre.
- Replacing the designation of "New Mixed-Use Neighbourhood (300k)" with "New Neighbourhood (300k)" since all neighbourhoods are encouraged and planned to have a mix of uses and there is no difference in policy between the area with this current designation and other new neighbourhoods.
- Replacing the designation of "New Neighbourhood (300k) 2016 Amendment" with "New Neighbourhood (300k)" located within the southeast portion of the Regina Bypass. This area does not warrant a separate designation from other new neighbourhoods.

Another map change of note is to update Map 2 – Regina Census Metropolitan Area (CMA). The Regina CMA boundary changed with the 2016 census to include the RM of Lajord southeast of the city.

Lastly, a new Map 1c is proposed for inclusion in the OCP to clearly delineate intensification areas of the city from new greenfield areas.

Revised maps are attached as Appendix B to this report.

Provincially Legislated Amendments

In 2018, *The Planning & Development Act, 2007* was amended to include new requirements for OCPs to address planning in proximity to railways and policies regarding school sites on municipal reserve (MR). Proposed changes related to school sites have been created in consultation with the Ministry of Education and local school divisions in accordance with legislation. Design Regina already has an existing policy (11.7) related to employing appropriate setbacks from rail while it is addressed more specifically on a site by site basis through the creation of secondary plans and concept plans for new neighbourhoods where rail facilities are present (e.g. Westerra Neighbourhood Plan).

Office Development Policy Minor Amendments

In 2012, the City established OCP policies guiding the development of office buildings for medium (1,000 – 4,000 m²) and major (>4,000 m²) scale office developments. The intent of the policy is to support the downtown as the city's primary business centre while allowing some limited suburban office and office uses that might not typically locate in the downtown. When the policies were established, City Council directed Administration to undertake an annual review of the office development policies (Section D5, Goal 5). The most recent update to City Council was in February of 2017. At the time, City Council decided that this would be the last update on the office policy in advance of the OCP five-year review project.

As part of the five-year review, Administration has consulted a stakeholder group of office industry experts seeking their input on the existing policies to help Administration better understand the implications of the policies on Regina's office market.

Based on the evaluation and understating of development trends the Administration has identified proposed amendments in Appendix A. These amendments are summarized as follows:

- **Heritage Conversions (7.29.1):** The intent of this policy is to support the conversion and adaptive re-use of any heritage buildings in the city. As it is written in the OCP, the policy could be interpreted as only applying to heritage conversions in the Warehouse District. Therefore, the policies should be separated into two separate sub-policies under 7.29 to clarify the intent, which was to promote potential conversion of heritage buildings as adaptive reuse to office.
- **Regina Airport Lands (7.29.3):** The existing policies include an exception clause that allows medium scale office developments (1,000 – 4,000 m²) on Regina Airport Lands, which is outside of City jurisdiction. A proposed change would replace the existing policy with a more general one about collaborating with local authorities and municipalities on the development of complementary development policies.

- **Urban Centres:** Addition of new urban centres in existing major commercial nodes of the city to Map 1 – Growth Plan and Map 6 – Office Areas. This is a general OCP change and it has implications for the office policies since medium office is allowed in both Office Areas and urban centres under certain conditions outlined in the policies. This will not have an impact in the near term while the vacancy rate for the downtown is above 6.5% (OCP policy 7.33 requirement).
- **Industrial Offices (NEW 7.29.7):** Consideration of industrial offices, on a case by case basis, as a discretionary use. During consultation on the policies several stakeholders requested changes to allow greater flexibility for industrial offices that are not appropriate downtown. This amendment will allow Council to consider applications to determine whether the proposed development will have a negative impact on the downtown and allow Council to accommodate industrial users who are not appropriate to locate in a downtown context.

Through this process, project applicants would be required to demonstrate that the proposed office use would not compete with the downtown office market. For example, there are industrial offices that may require warehousing space, compound space for fleet vehicles or storage of materials that are better suited to industrial areas of the city and that are currently restricted by the policies. The addition of this policy will enable consideration of these types of offices at the discretion of Council. However, Administration intends to bring back a report by the end of Q1 of 2020 with the appropriate zoning amendments to further support this OCP policy amendment and will include further engagement with the office industry.

- **Other Minor Changes:** Other proposed improvements are included such as cleaning up the definitions of medium and major office by changing the wording from “purpose-built” to “principal use” to match the related policies, which cover conversions and redevelopments; and adding a definition for Office Area.

Policy Gaps

Through analysis of the policies, Administration identified missing policies or definitions. One example is that Design Regina was approved before the Truth and Reconciliation Commission (TRC) Calls to Action were released. The Cultural Plan includes policies, objectives and actions regarding the TRC Calls to Action, however, there is a need for acknowledgement in the Plan and the inclusion of an overarching policy in the OCP to guide more detailed policies. Administration intends to initiate a process, beyond the scope of this project, to engage Indigenous leaders and other partners in the community on potential language to include within the OCP.

Implementation Next Steps

As the City continues to implement the OCP, major pieces of work over the upcoming years include:

- Development of remaining master plans for services (e.g. parks, fire, transit);
- Implementation of the new Zoning Bylaw – the main tools to implement the OCP from a land use and development perspective;
- Implementation of the Underutilized Land Improvement Strategy to support intensification;
- Launching a neighbourhood planning program to create new or update existing neighbourhood plans for mature neighbourhoods;
- Engaging Indigenous partners on potential language to include within the OCP;
- Addressing identified policy issues that went beyond scope of project such as those that require a separate project; and
- Continuing to monitor progress on policies and update as needed.

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The OCP's implementation section calls for the OCP to be 'a living plan' and that we must "ensure the Plan remains current and relevant over its life"

Section E – Realizing the Plan,

Goal 3: To ensure the OCP is a living plan, the following policies provided direction for the five-year review:

- 14.15 Review the Plan every five years, using the eight Community Priorities and Plan goals as guidance, and include:
 - 14.15.1 Public and stakeholder engagement and City cross-departmental involvement;
 - 14.15.2 Consideration of Plan implementation progress, barriers, successes, failures, challenges and opportunities; and
 - 14.15.3 Identification of amendments, mechanisms, or approaches to continuously improve the Plan.

The OCP also provides further guidance on community engagement as part of these reviews:

- 14.13 Ensure that public engagement is completed and integrated as part of the five-year review process as per Policy 14.15.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

Various methods of communication were undertaken to notify and solicit feedback on the OCP five-year review. These included:

- Information posted on the City's website;
- A public survey sent out to subscribers of the Design Regina emails soliciting feedback on implementation progress;
- Consultation with office industry stakeholders on the OCP office development policies;
- Public open house held on September 11, 2019; and
- Input from City departments on potential amendments and implementation progress.

Public Survey

A public survey was sent out to 571 individuals who are identified as Design Regina stakeholders and signed up to receive updates on the OCP. This included an opportunity for new residents to sign up for the survey as well. A total of 187 respondents completed the survey. The survey was open from March 25 until April 7. A summary of survey responses is provided in Appendix E.

Key findings from the survey are as follows:

- Most respondents were somewhat to very aware of the eight Community Priorities identified in the OCP.
- Respondents were most satisfied with progress toward the Community Priorities of environmental sustainability and developing complete neighbourhoods; they were least satisfied with progress on the priorities of fostering economy prosperity and supporting the availability of diverse housing options.
- The survey also provided an opportunity for a number of open-ended responses which ranged from City efforts directly related to the OCP to broader concerns about City services and service levels.

Stakeholders

Proposed policy changes were circulated to the RM of Sherwood for review and comment as per OCP policy 3.15. The RM did not have any comments about the proposed amendments.

Affected provincial ministries were consulted on the proposed changes including the Ministry of Education on changes related to school sites.

A workshop was held on February 28, 2019 with office industry experts to discuss how the office development policies have been working. Written feedback was also solicited. Both feedback from the workshop and written feedback were considered in the draft amendments to make minor adjustments to the policies.

Public Open House

A public open house was held at City Hall on September 11, 2019. The event was attended by 34 residents, as well as members of Regina Planning Commission, four City Councillors and some media. This come-and-go format event was intended to provide residents with an opportunity to learn about the OCP five-year review project and provide feedback on implementation progress, plans for the next five years and the proposed amendments.

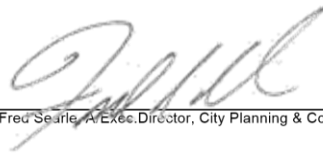
The City Council date and associated public hearing for the OCP amendments will be advertised.

DELEGATED AUTHORITY

City Council's approval is required, pursuant to Part IV Section 39 of *The Planning and Development Act, 2007*. The amendments, if adopted by City Council, will require ministerial approval before they come into force.

Respectfully submitted,

Respectfully submitted,



Fred Searle, A/Exec. Director, City Planning & Community Dev.



11/6/2019

Diana Hawryluk, Executive Director, City Planning & Community Dev.

11/8/2019

Appendix A - OCP 5-Year Review: Proposed Policy Amendments – Part A Citywide Plan*

*Note: This review does not include any potential amendments to OCP Part B – Secondary Plans

Potential Policies to Amend as Part of the OCP 5-Year Review			
Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
Introduction to Design Regina (Pg. 3 and 4)	Live/work	The use of the term “live/work” in this section is not consistent with the definition of live/work. The instance in this section should not be a defined term (i.e. not italicised).	CHANGE: “...ensure that all parts of the city are well connected, that a strong live/work live-work relationship for residents is retained, and that the city is extended to serve all current and new generations.”
Community Priority 2 description (p. 6)	“Embrace built heritage, and invest in arts, culture, sport and recreation”	<p>The term ‘built heritage’ is not a defined term in the OCP and it should be broadened to included to include not just buildings but also other sites with heritage value such as the Regina Indian Industrial School Site Cemetery. The defined term ‘historic places’ is more fitting and inclusive in this context.</p> <p>The description for this Community Priority refers to “supporting heritage preservation” whereas the intent of policies throughout the Plan is to support heritage “conservation.” The term ‘preserve’ is much more restrictive than intended.</p> <p>This language is consistent with recent work on the heritage program update.</p>	CHANGE: Embrace built heritage , and invest in arts, culture, historic places , sport and recreation Enhance <i>quality of life</i> , community identity and pride by supporting heritage conservation preservation , arts, culture and four season sport and recreation activities which will foster community vibrancy and cohesiveness.
How to Read this Plan (p. 8)	Policy Interpretation	<p>The Citywide OCP (Part A) is missing a section that provides clarity on what policies mean by “shall” versus “should” versus “may” versus “must” etc.</p> <p>Add the same section on policy interpretation that is found in the new secondary plans (OCP Part B).</p>	ADD: Policy Interpretation In the interpretation of the policies within this Plan, the word ‘shall’ means mandatory compliance. ‘Should’ policy statements demonstrate that compliance is encouraged and recommended. However, ‘should’ statements may not always be practical and flexibility is provided in such circumstances. ‘May’ statements indicate no obligation to undertake what is proposed, but implies that the approving authority shall give due consideration to the policy.
D2, 4.1.3 (see also policies 11.5 & 11.6), Appendix C	Policy RE: preservation of 1:500 FLOODPLAIN	<p>Reference in policy to preserving both the floodplain and “floodway fringe” is redundant as the floodplain includes both the floodway and floodway fringe.</p> <p>Note: The Province (Community Planning Branch) recommended alterations to Design Regina when it was being considered to include policies specifically protecting against 1:500 flood events (Statements of Provincial Interest)</p>	CHANGE: 4.1.3 Preservation of the FLOODPLAIN (i.e. <i>floodway and flood fringe</i>) and floodway fringe based on the 500-year flood event (provincial standard); and 11.5 ITALICIZE “floodway” 11.6 ITALICIZE “flood fringe” CHANGE: “floodway fringe” to “flood fringe” (Appendix C – definitions)

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
			<p>floodway fringe: The outer zone of a flood plain that is often inundated during floods, but generally does not experience flood currents where the waters in the 1:500 year flood are projected to be less than a depth of one metre or a velocity of one metre per second.</p> <p>ADD:</p> <p>floodway: The inner zone of a floodplain adjoining the channel where the waters in the 1:500 year flood are projected to meet or exceed a depth of one metre or a velocity of one metre per second.</p>
D2, 4.7	Urban Forest	<p>The urban forest includes all trees within the city. The policy does not encourage the expansion of private trees in the urban forest. The OCP should provide policy support for programs to promote tree planting on private property, particularly on residential lots.</p> <p>Include a sub-policy to encourage (not require) private tree planting on residential lots.</p>	<p>ADD:</p> <p>4.7.6 Encourage private tree planting on residential lots.</p>
D3, 5.8	Use of rights-of-way	<p>Policy is not used to protect ROW that are needed to achieve improvements in the public realm, especially in the downtown according to the Regina Downtown Neighbourhood Plan.</p> <p>Should add language about protecting and acquiring lands that are near or adjacent to transportation rights-of-way necessary to develop lands according to the related policies on urban design and public realm improvements.</p>	<p>CHANGE:</p> <p>Protect and acquire lands that are near or adjacent to transportation rights-of-way necessary to ensure overall connectivity within the transportation network and to develop lands according to the related policies on urban design and public realm improvements.</p>
D4, 6.7	Policy RE: stormwater management on MR and open space	<p>The intent of this policy has been misinterpreted to mean that stormwater management should be accommodated on municipal reserve (MR)/open space. The intent of this policy is to continue to have parks function as parks (e.g. maintain programmable recreation space) as the primary use while allowing stormwater management as a secondary use of parks.</p> <p>There is a need to improve wording of the policy to clarify intent. There have also been issues with allowing it adjacent to schools which may be addressed by adding a sub-policy stating that stormwater ponds are not appropriate adjacent to schools.</p>	<p>CHANGE/ADD:</p> <p>6.7 Integrate Consider, in appropriate contexts as determined by the City, integrating stormwater management into municipal reserves and open space in a manner that is compatible with the intended function of the open space.</p> <p>6.7A Utilize municipal utility parcels for stormwater management where combining stormwater management and open space is not appropriate.</p> <p>CHANGE/ADD:</p> <p>11.4 Encourage school boards and developers to locate schools such that the safety and level of activity of children is optimized including, but not limited to:</p> <p>11.4A Requiring safety measures when stormwater ponds are adjacent to school sites.</p>
D5, 7.1.8	Complete Neighbourhood policy	Missing italicized font of “sense of” before “place” (defined term) – housekeeping amendment	ADD italics to “ <i>sense of</i> ”
D5, 7.6	Live/Work	The policy requires the location of live/work units in residential areas to be specifically identified in a secondary or concept plan. This is unnecessarily restrictive. This is also inconsistent with policy 12.7.3 as well as the Guidelines for Complete Neighbourhoods policy 7.1.5	<p>CHANGE:</p> <p>7.5 Encourage appropriate <i>mixed-use</i> development and live/work opportunities within neighbourhoods, URBAN CORRIDORS and URBAN CENTRES, as well as the retention of existing local and neighbourhood commercial</p>

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
		<p>(bullet 2) and 7.1.10 (bullet 1) which encourage live/work developments.</p> <p>Revise the policy to remove the requirement for locations to be specified in secondary or concept plans. Include sub-clauses with the high-level factors that should be considered in determining whether live/work is appropriate in a residential area (e.g. street type, density of the area, etc.)</p> <p>Mixed-use is potentially more impactful than live/work but our policies are more permissive for mixed-use.</p>	<p>spaces.</p> <p>7.6 Permit <i>live/work</i> opportunities within URBAN CENTRES and URBAN CORRIDORS and within residential areas as identified within approved secondary plans or concept plans. Encourage the retention of existing local and neighbourhood commercial spaces.</p>
D5, 7.15.2	Plan ‘New Employment Areas’ to have certain land use and design elements	<p>Employment Areas could be confused with “New Employment Areas” which are specific areas on Map 1 – Growth Plan (primarily our new industrial areas) whereas the policies cover New Employment Areas, commercial, industrial and major institutional areas.</p> <p>Apply 7.15 to all (commercial, industrial, major institutional) in addition to New Employment Areas. These policies are important to keep in this section because it is a particular issue with planning employment areas.</p>	<p>CHANGE</p> <p>Goal 4 – Employment Areas Uses</p> <p>7.15 Plan and develop NEW EMPLOYMENT AREAS, as shown on Map 1 – Growth Plan, commercial areas, <i>major institutional</i> areas and industrial areas to include the following land-use and design elements:</p>
D5, 7.17	Clarification of the terms ‘Reinforce the streetscape’ and ‘Integrated’ in the context of policy	<p>Policy requires large format retail to be designed to reinforce the streetscape through orientation and site design, but it is unclear what that means. For example, if the existing streetscape is parking between the building and the fronting streets should new large format developments be required to continue with that orientation?</p> <p>The policy also requires large format retail to be designed to be integrated with surrounding neighbourhoods. It is unclear what should be assessed to determine whether a large format retail store has been "integrated" in the neighbourhood.</p> <p>Revise the policy to provide clarity on what is meant by “reinforce the streetscape” and “integrated”.</p>	<p>CHANGE:</p> <p>7.17.1 To reinforce the streetscape (e.g. direct pedestrian access oriented to sidewalks and streets, buildings pushed up to the street), a high-quality <i>public realm</i>, and access to transit through the orientation of buildings and site design;</p> <p>7.17.4 To be <i>accessible</i> and integrated with surrounding neighbourhoods (i.e. walkable to the adjacent neighbourhood).</p>
D5, 7.17, 7.18, 7.34 and Section E, 14.60, Appendix C	High-quality/enhanced public realm	<p>These policies require buildings to provide a high-quality public realm but there is no indication of what elements are necessary for a high-quality public realm. Without further clarity, development proponents can argue that they already provide a high-quality public realm.</p> <p>Include additional policy or definition that provides a high-level indication of what elements are necessary for a high-quality public realm.</p>	<p>CHANGE (definition):</p> <p>Public realm: Places and spaces that are shared by the public. This includes all public places, open spaces, and streetscapes. High-quality public realm may include opportunities for places to gather, places to walk to, beautiful spaces, pedestrian-oriented design etc.</p>
D5, 7.29.1	Office Development	It is unclear from the current wording if the policy supports only the	CHANGE:

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
	policies	conversion of heritage buildings within the Warehouse District or if they are supported everywhere within the Downtown/Central City Office Area in addition to the development or redevelopment of non-heritage buildings as medium scaled office buildings in the Warehouse District. The intent of the policy was to support any conversions of heritage buildings. Recommend creating separate policies speaking to heritage conversions and new development in the Warehouse District.	<p>7.29.1 The conversion of designated heritage buildings or the development of new <i>medium office</i> buildings in the Warehouse District, located within the DOWNTOWN/CENTRAL CITY OFFICE AREA, as identified on Map 6 – Office Areas;</p> <p>7.29.3 The development of <i>medium office</i> buildings in the Warehouse District, located within the DOWNTOWN/CENTRAL CITY OFFICE AREA, as identified on Map 6 – Office Areas;</p>
D5, 7.29.3 and 7.33B (NEW)	Office Development	<p>Policy 7.29.3 is in relation to Airport Land which is outside the jurisdiction of the City.</p> <p>Recommend changing 7.29.3 based on feedback from Zone Forward, Legal and Regina Airport Authority.</p>	<p>REPEAL existing 7.29.3 and ADD a new 7.33B:</p> <p>Collaborate with local authorities, municipalities and other lands under provincial and federal jurisdiction on the creation of complementary policies and agreements regarding office development.</p>
D5, 7.29.4	Office Development	Policy 7.29.4 says that medium and major office should be allowed outside the Downtown when associated with a “civic use”. This gets into ownership issues which can change over time, are difficult to monitor, and are outside the purview of the Zoning Bylaw, which outlines the regulations for the Office policy. Medium and major office should be encouraged Downtown regardless of the ownership.	<p>CHANGE:</p> <p>7.29.4 The development of <i>medium office</i> and <i>major office</i> buildings associated with and located adjacent to a <i>major institutional area</i> (e.g. university, hospital) or civic use;</p>
D5, 7.29.7 (NEW)	Office Development	<p>During the consultation on the office development policies several stakeholders expressed the desire to amend the policies to allow for industrial users that are not appropriate in a downtown location because they require warehousing space, compound space for fleet vehicles, storage of materials, etc.</p> <p>This OCP amendment will require a supporting amendment to the Zoning Bylaw (e.g. definition of ‘Office, Industry’ and development standards tables to include medium industrial offices as a discretionary use).</p>	<p>ADD:</p> <p>7.29.7 The development of <i>medium office</i> for industrial users considered as a discretionary use.</p>
D5, 7.40	Compatibility of Built Form	<p>It is unclear what aspect of the built form needs to be compatible or considered in development approvals – whether it is limited to building orientation and building massing or does it also include architectural elements.</p> <p>If it includes architectural elements, it is not possible to consider this in all aspects of development approvals without architectural controls for every area.</p>	<p>CHANGE:</p> <p>7.40 Consider the built form and <i>urban design</i> policies in all aspects of development and approvals the review of development applications.</p>
Section D6 - Housing (general), Appendix C	Housing policies	The only term that refers to housing that is not market rate is “attainable housing”. This term does not mean much nor is it used in the City’s housing policies or in housing policy generally. The terms affordable and below market housing have more usage and relevance to policy.	<p>Add a definition of <i>affordable housing</i> and <i>below market housing</i> to the OCP and add to policies 8.1, 8.7, 8.14 and 8.19 as noted in the policies. The definitions can be taken from the Housing Incentives Policy:</p> <p>Affordable Housing – housing where the cost does not exceed 30 per cent of the household’s gross income excluding costs for utilities, parking or other related expenses.</p>

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
		Definition proposed for affordable and below market varies slightly from the Comprehensive Housing Strategy. Future review of the CHS should align definition with the OCP and HIP.	Below Market Housing - housing for individuals and families who are at or below the Maximum Income Thresholds as defined by the City’s Housing Incentives Policy. Below market rental developments are also defined as those that provide units that are at or below Maximum Rental Rates as defined by the City’s Housing Incentives Policy.
D6, 8.1	Housing diversity	Policy should include affordable and below market housing. See above comments.	New wording: “Support <i>affordable, below market</i> and <i>attainable</i> housing...”
D6, 8.4	Italicize defined term	Italics of terms defined in OCP (housekeeping)	ITALICIZE: “accessory suite”
D6, 8.7	Incentives are used for affordable and below market housing, which are not mentioned in this policy	Policy should include affordable and below market housing. See above comments	New wording: “Use incentives... to increase the supply of <i>affordable, below market, attainable</i> , adequate...”
D6, 8.12	Flexibility and adaptability in the function of housing	It is unclear what function refers to in this context. The intent was physical design and function (e.g. multi-generational housing, transitional housing, supportive housing, etc.), but I don’t know that it adds to the policy so perhaps general is better. Recommended to remove “design and function”. Revise the policy to provide greater clarity on its intent.	CHANGE: 8.12 Allow for flexibility and adaptability in the design and function of housing and consider enabling regulation to increase innovation within the housing stock to accommodate the changing needs of households.
D6, 8.14	Development alternatives	Policy should include affordable and below market housing. See above comments	New wording: “Consider alternatives.... in support of <i>affordable, below market</i> and <i>specific needs</i> and innovative housing...”
D6, 8.19.1	Partnerships	Policy should include affordable and below market housing. See above comments	New wording: “Policy and regulatory changes...access to <i>affordable, below market, attainable housing</i> ...”
D9, 11.1, Map 9, Definitions	Land Use Compatibility Transition Area	These areas have caused confusion as is unclear how the compatibility transition areas can be used for land use planning purposes. The areas are made up of miscellaneous industrial and nuisance areas; however, it is unclear what is included. City planners have not found this designation to be helpful in the review of development applications. Potential nuisances and hazards are identified at more detailed levels of planning at the neighbourhood and site plan level.	REPLACE policy 11.1 with the following: Consider Map 9 – Health and Safety in the review of development applications. REMOVE the Land Use Compatibility Transition Area from Map 9 and legend REMOVE the definition for Land Use Compatibility Transition Area
D9, 11.15, Map 9	Evraz Buffer	Policies from the City’s former OCP (Part C NW Sector Plan of the Regina Development Plan – repealed in 2013 with new OCP adoption) should have carried forward to the new OCP that clearly stated that lands within the Evraz 1,000 metre buffer would only be permitted to develop non-residential uses. At present the City is protecting lands within the 1,000 m buffer by not allowing residential development but we could be challenged on it without clear policies. Sep. 26 Council Report (CR16-109) noted in the body of the report that	CHANGE: 11.15.1 That within the secondary plan or concept plan areas affected by the 1000m IPSCO buffer EVRAZ BUFFER (excluding the Lakeridge neighbourhood, which has had an approved concept plan in place since 1988), as shown on Map 9 – Health and Safety, future lot owners shall be made aware of potential noise and emissions associated with this operation; and ADD: 11.15A Require that land uses within the city, which are within the EVRAZ Buffer, as shown on Map 9 –

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		<p>these agreed upon changes would be made during the 5-year review.</p> <p>Amend policies as agreed with the RM of Sherwood (Sep.1, 2016).</p> <p>Policy should state that lands within the Evraz buffer shall include non-residential uses only. Revise Map 9 and wording in policy 11.15 to replace “Ipsco” to “Evraz”</p>	<p>Health and Safety, be restricted to non-residential uses such as, but not limited to, commercial, light industrial, appropriate institutional uses and recreational uses or any other compatible uses determined through an approved secondary plan and/ or concept plan.</p> <p>11.15B Consider requiring, through an applicable secondary plan, concept plan, zoning amendment or discretionary use process for proposed development within areas affected by the EVRAZ BUFFER, the construction of a berm/ barrier that is:</p> <p>11.15B.1 Located within the EVRAZ Buffer as determined by the City; and</p> <p>11.15B.2 Designed to include landscaping, and other elements as determined by the City, sufficient to provide visual and audible relief from industrial operations.</p> <p>CHANGE:</p> <p>Map 9 “IPSCO BUFFER” to ‘EVRAZ BUFFER’</p>
D11, Goal 5 – Social Inclusion	Ensure that Regina is socially inclusive and strives for social equality regardless of age, ethnicity, religion, income, sexual orientation, ability or family structure	Recommend adding ‘gender identity’ to more comprehensively cover social inclusivity and social equality	<p>CHANGE:</p> <p>Ensure that Regina is socially inclusive and strives for social equality regardless of age, ethnicity, religion, income, sexual orientation, gender identity, ability or family structure.</p>
Section E, 14.20B	Phasing and Financing Growth	<p>14.20A and 14.20B could be interpreted as having conflicting direction with respect to the inclusion of residential development within Urban Centres and Urban Corridors. 14.20A indicates they will be considered on a case-by-case basis. Meanwhile 14.20B states that if they are located within an area subject to phasing that the residential portion shall conform to the phasing schedule. To clarify the intent of policy 14.20A that it is referring to employment uses (commercial, industrial and major institutional) within the corridors and centres.</p> <p>Further, architecture is outside of the City’s authority unless an architectural control overlay is established.</p>	<p>CHANGE:</p> <p>14.20A The phasing of development, and the provision of associated municipal services, within lands identified on Map 1 - Growth Plan and Map 1b – Phasing of New Neighbourhoods and New Mixed Use Neighbourhoods as URBAN CORRIDORS, URBAN CENTRES AND NEW EMPLOYMENT AREAS, shall be considered for approval, by the City, on a case-by case basis for employment uses (i.e. commercial, industrial and major institutional).</p> <p>14.20B Notwithstanding Policy 14.20A, where an URBAN CENTRE or URBAN CORRIDOR is located within an area subject to phasing, as shown on Map 1b - Phasing of New Neighbourhoods and New Mixed Use Neighbourhoods the timing of residential development shall conform with the phasing schedule; however, Council may waive this requirement where it can be demonstrated, to the City’s satisfaction, that a mixed-use environment will be developed, which reflects a high quality urban design that is pedestrian-oriented, and includes high quality architectural treatment.</p>
Section E, 14.20D.3	Phasing and financing policies	Should read ‘Special Study Areas’ and not ‘Special Policy Areas’ (Housekeeping)	Replace ‘Special Policy Areas’ with ‘Special Study Areas’
D9, Section E, 14.23-14.37, Appendix B	Alignment with provincial legislation - School siting policies	The Planning & Development Act (P&D Act) that governs the OCP was amended in 2017 to include new requirements for OCP’s. The amended P&D Act sections 32(2)j(ii) & (iii) and 32(4) have new requirements regarding school sites locating on MR and consultation with the Ministry of Education.	<p>CHANGE/ADD:</p> <p>11.4 Encourage school boards and developers to locate schools such that the safety and level of activity of children is optimized including but not limited to:</p> <p>11.4B Locating school sites away from potentially <i>hazardous facilities</i>.</p>

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		<p>The draft policies were circulated to the Ministry of Education and local school divisions and reflect their comments.</p> <p>Comments from City departments pointed to the fact that some of the proposed provisions should be guidelines and some considerations beyond what is required by the Act should be guidelines rather than policy.</p> <p>Note: There was also an amendment to the P&D act requiring that OCPs include policy with respect to safe setbacks to rail operations. Regina’s OCP already includes such a policy (11.7) and it is also dealt with more specifically through secondary plans, which form part of the OCP.</p>	<p>14.37A Require that the planning for new schools is done in accordance with the following policies:</p> <p>14.37A.1 Where a Secondary Plan or Concept Plan is being prepared:</p> <p>14.37A.1.1 The City shall consult with the Government of Saskatchewan and the affected school divisions to determine the need and, where applicable, size and location for new school(s);</p> <p>14.37A.1.2 The location for new school site(s), where applicable, shall be illustrated conceptually within Secondary Plans, specifically within Concept Plans, or otherwise as required by the City.</p> <p>14.37A.2 Where a new school is deemed to be required, the City:</p> <p>14.37A.2.1 Should require that land (e.g. municipal reserve dedication) or money (e.g. cash in lieu of municipal reserve dedication; levies) be provided through the affected subdivision process(s) for the purpose of accommodating the school site;</p> <p>14.37A.2.2 Shall seek a financial contribution, where the proposed school benefits an adjacent municipality, which may include proportionally equitable monetary contributions from any benefitting municipality.</p> <p>CHANGE title to School Siting Site and Re-Use Guidelines (Appendix B).</p> <p>ADD section at end of Appendix B:</p> <p>a) New school sites should:</p> <ul style="list-style-type: none">• Be located on a collector roadway;• Not front, flank or back an arterial or higher classification roadway;• Be located connected to pedestrian networks that provide safe connectivity to adjacent neighbourhoods; and• Accommodate a school and a contiguously located recreational open space; <p>b) High school sites should be located adjacent, or in close proximity, to transit routes or future transit routes.</p> <p>c) New school sites shall be in substantial compliance with any applicable guidelines or standards pertaining to school site design adopted or endorsed by the City.</p>
Section E, 14.40.2	The need to protect all forms of land use from harmful encroachments by incompatible uses;	This policy should be expanded to cover discretionary uses. Also remove redundant text about requests for rezoning (type of application for amending the zoning bylaw).	CHANGE: 14.40 Ensure that applications to amend the zoning bylaw, or requests for the rezoning of land and discretionary use applications consider the following:
Section E, Goal 8 and 14.42.2.	Contract zone designation	The terms “unique” and “positive development” are too broad and creates the possibility for any proposed development to be designated a contract zone.	CHANGE: 14.42.1 Conforms with the general intent of this Plan or any applicable concept plan; and

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
			14.42.2 Represents a unique and/or positive development opportunity; and
Section E, Goal 9, 14.46.2 and 14.46.3	Direct Control District Designation.	<p>The word “unique” is too broad and creates the possibility for any proposed development to be designated a Direct Control District. The word unique is unnecessary in the context of the remainder of the clauses.</p> <p>Mixed-use development is not consistent with Goal 9 and should not be specifically listed as a reason for a Direct Control District. Mixed-use developments are contemplated in all but one commercial zone in Zoning Bylaw 9250 and are specifically encouraged in the proposed Zoning Bylaw as such, they do not require a DCD designation.</p> <p>Direct control districts have been applied to test new development forms (e.g. laneway suites) before they potentially become conventional zones.</p>	<p>CHANGE:</p> <p>14.46.3 Unique existing areas (e.g. Downtown, Warehouse District, Former Diocese of Qu’Appelle District and Centre Square Neighbourhood) or mixed-use development proposals.; and</p> <p>ADD:</p> <p>14.46.4 Pilot projects for testing new innovative development forms.</p>
Section E, 14.52	Exceptions to development standards	Zone Forward Steering Committee flagged a need to make this policy more general to not refer solely to the Zoning Bylaw. There are other tools beyond the Zoning Bylaw where we secure these contributions.	<p>CHANGE:</p> <p>14.52 Consider expanding the Zoning Bylaw or other tools to secure contributions from development to improve the <i>public realm</i>.</p>
Section E, 14.53	Small lot zoning	<p>The policy lists all the zones where detached dwellings on a small lot are permitted and restricts the use of these zones to older residential neighbourhoods. Goal 11 and Policy 14.54 indicate that small lots should be encouraged in new neighbourhoods.</p> <p>There are policies that refer to specific zones from Zoning Bylaw 9250, many of which will not exist when the proposed Zoning Bylaw is approved.</p>	<p>CHANGE:</p> <p>14.53 Apply narrow lot zoning the R1A (Residential Older Neighbourhood Detached), R3 (Residential Older Neighbourhood), R4 (Residential Older Neighbourhood), R4A (Residential Infill Housing), IIT (Innismore Industrial Transitional Overlay), and TAR (Transitional Area Residential) zones only in older residential neighbourhoods (determined by the City) with special site and parking regulations.</p>
Section E, policies 14.55-14.58	Mixed Residential Business Zone	<p>There are policies that refer to specific zones from Zoning Bylaw 9250, many of which will not exist when the proposed Zoning Bylaw is approved by the Province.</p> <p>The MX zone is not being carried forward to the new Zoning Bylaw</p> <p>This amendment also requires renumbering of Goal 13 to 12</p>	<p>REPEAL Goal 12 and policies 14.55-14.58:</p> <p>Goal 12 — Mixed Residential Business Zone</p> <p>Provide a compatible land use transition between commercial development and residential neighbourhoods.</p> <p>14.55 Use the MX — Mixed Residential Business Zone as a transition or buffer between high traffic generating commercial zones and residential neighbourhoods.</p> <p>14.56 Limit the MX — Mixed Residential Business zone to <i>low density</i>, low traffic generating commercial and multiple unit residential development.</p> <p>14.57 Apply the MX — Mixed Residential Business Zone in a manner which supports the stability and viability of adjacent residential areas.</p> <p>14.58 Restrict the MX — Mixed Residential Business Zone to locations on <i>minor arterials</i> and <i>collector</i> streets</p>

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			adjacent to residential areas and to locations between existing MAC Zones and residential areas. CHANGE (Re-number): Goal 12 13 – Architectural Control Districts
Section E, 14.64	Architectural Control Districts	Policy indicates that fees for development permits in Architectural Control Districts should be included in the Zoning Bylaw. All development application fees are set out in the Development Application Fee Bylaw and not the Zoning Bylaw.	CHANGE: 14.64 Set out the application process, and review mechanisms and any applicable fees related to development permits in ARCHITECTURAL CONTROL DISTRICTS through the Zoning Bylaw applicable bylaws .
Section F - Maps	All Maps	Proposed amendments to maps described below	REPLACE: All OCP maps with revised maps included as Appendix B in the report to committee and City Council. Note: All maps include amendments as described in this table with the exception of Map 1a RM of Sherwood-City of Regina Growth Intentions.
Section F – Maps	All Maps (except Map 1a)	There was a minor boundary alteration approved in 2018 that is not shown on the OCP maps (Housekeeping)	Update city limits on maps
Map 1 – Growth Plan	City Centre and central urban corridors	<p>The Albert Street and Victoria Avenue urban corridors underlay the City Centre however this is difficult to tell on the map. This has caused some confusion on a few different occasions. Make the City Centre layer more transparent to see the underlying urban corridors (Housekeeping).</p> <p>All of the urban corridors were looked at through the neighbourhood and corridor plan sequencing project. Wascana Parkway found to contain no vacant lots within the Urban Corridor. Wascana Parkway is primarily flanked with lands outside of municipal jurisdiction (Wascana Authority and University of Regina) to the east while residential and some commercial development to the west. The developments on the western portion of the corridor are generally backing the corridor, with limited building frontages to support street activity immediately on Wascana Parkway. Due to the current configuration of the corridor, there is limited opportunity for additional development or growth.</p> <p>The Albert St. Corridor should also be redrawn to extend south from its current stopping point at Victoria Avenue to College Ave instead, reflecting the redevelopment potential of this section of the roadway, especially the potential of the vacant lots.</p> <p>Make adjustments to the urban corridors and centres based on analysis from the neighbourhood and sequencing plan work.</p>	CHANGE: City Centre to transparent to ensure the underlying urban corridors and other features are visible Extend the urban corridor on Albert Street to College Avenue REMOVE: Urban Corridor and Intensification Area (300k) along Wascana Parkway
Map 1 – Growth	Urban Centres	Map 1 only shows future Urban Centre and not existing Urban Centres	ADD existing urban centres at:

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
Plan, Map 6, - Office Areas		<p>which will also serve as areas for future intensification (policy 2.7 speaks to urban centres and corridors at future and existing locations).</p> <p>Map changes to incorporate existing urban centres is a recommended change and supported by the existing policies and consistent with proposed changes to Zone Forward.</p> <p>The new urban centres are major redevelopment sites with significant potential to transform from single use commercial districts into mixed-use environments. In accordance with the definition of urban centres in the OCP they are to be located at a major intersection along an urban corridor and/or at a major transit node. All three locations are transit nodes as identified on OCP Map 5 and the TMP Transit Map; the Northgate Mall site is also on an urban corridor.</p>	<ul style="list-style-type: none"> - Southland Mall - Northgate Mall - Grasslands in Harbour Landing
Map 1 – Growth Plan	Population #s and land areas	<p>With the inclusion of the SE lands to the Growth Plan the population threshold would go beyond 300K. Need to review status of 235K as well and Special Study Areas.</p> <p>CR16-109 (Sep. 26, 2016) noted in the body of the report that this would be looked at during 5-year review</p> <p>Note: The population capacity within this area within the bypass is expected to be between 1,500 – 2,000 which is negligible to the overall growth plan (i.e. doesn’t warrant changing all of the numbers to say the 302k growth plan).</p>	<p>REMOVE:</p> <p>*The above figures do not include the amendment area in the southeast within the highway bypass (Approx.: 4,000 persons).</p> <p>REMOVE and CHANGE: “New Neighbourhood (300k) 2016 Amendment*” from the legend and depict the area in the southeast where it is currently shown as “New Neighbourhood (300k)”</p>
Map 1 – Growth Plan and associated policies (numerous)	New Mixed-Use Neighbourhoods	<p>There is little difference between the lands labelled as “New Mixed-Use Neighbourhood (300k)” and the “New Neighbourhood (300k)” – particularly Westerra south of Dewdney. When this area was in the preliminary stages of planning before the Growth Plan was finalized in the OCP it was anticipated that the area would have more of a mix of residential and employment lands whereas it shifted to more of a residential neighbourhood after the OCP was completed. Further, mixed-use is encouraged in all neighbourhoods.</p> <p>Would also need to remove any references in policy (Note: there are no stand-alone policies for New Mixed-Use Neighbourhoods; they are always lumped in with New Neighbourhoods)</p>	<p>REMOVE:</p> <p>New Mixed-Use Neighbourhood from legend, change on map to New Neighbourhood (300k), remove references in the Table of Contents and List of Maps in Section F.</p> <p>REMOVE: “New Mixed-Use Neighbourhoods” references in policies (numerous):</p> <p>1.4 Develop infrastructure in accordance with the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b - Phasing of New Neighbourhoods and New Mixed-Use Neighbourhoods.</p> <p>1.7.1 Coordinate capital plans with phasing of growth and development in accordance with the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b - Phasing of New Neighbourhoods and New Mixed-Use Neighbourhoods;</p> <p>1.7.3 Identify and evaluate each capital project in terms of the following, including but not limited to:</p> <ul style="list-style-type: none"> - Costs; - Timing and phasing in accordance with the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b - Phasing of New Neighbourhoods and New Mixed-Use Neighbourhoods;

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
			<p>- Funding sources</p> <p>2.6 Phase and stage development in accordance with the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b – Phasing of New Neighbourhoods and New Mixed Use Neighbourhoods.</p> <p>2.10.7 Guidelines for future <i>intensification</i> of NEW NEIGHBOURHOODS and NEW MIXED USE NEIGHBOURHOODS; and</p> <p>2.12 NEW NEIGHBOURHOODS, NEW MIXED USE NEIGHBOURHOODS and NEW EMPLOYMENT AREAS shall:</p> <p>2.12.1 Be developed in accordance with the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b - Phasing of New Neighbourhoods and New Mixed Use Neighbourhoods; and</p> <p>5.14 Ensure street patterns in NEW NEIGHBOURHOODS, NEW MIXED USE NEIGHBOURHOODS and NEW EMPLOYMENT AREAS provide both internal and external connectivity, pedestrian-scaled block sizes, and transportation choices.</p> <p>6.13 Sequence infrastructure based on the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b - Phasing of New Neighbourhoods and New Mixed Use Neighbourhoods.</p> <p>7.2 Encourage, through any applicable planning and development initiative or approval as determined by the City, that NEW NEIGHBOURHOODS, NEW MIXED USE NEIGHBOURHOODS, INTENSIFICATION AREAS and BUILT OR APPROVED NEIGHBOURHOODS conform to the guidelines outlined in Appendix A – Guidelines for Complete Neighbourhoods.</p> <p>14.20 The phasing of development, and the provision of associated municipal services, within lands identified on Map 1- Growth Plan as NEW NEIGHBOURHOODS and NEW MIXED USED NEIGHBOURHOODS shall be in conformity with Map 1b – Phasing of New Neighbourhoods and New Mixed Use Neighbourhoods.</p> <p>14.20A The phasing of development, and the provision of associated municipal services, within lands identified on Map 1 - Growth Plan and Map 1b – Phasing of New Neighbourhoods and New Mixed Use Neighbourhoods as URBAN CORRIDORS, URBAN CENTRES AND NEW EMPLOYMENT AREAS, shall be considered for approval, by the City, on a case-by case basis.</p> <p>14.20D As identified on Map 1b - Phasing of New Neighbourhoods and New Mixed Use Neighbourhoods, Phase 1 (i.e. the combination of Phase 1a, Phase 1b, and Phase 1c) shall be developed first, followed by Phase 2, which is followed by Phase 3.</p> <p>REPEAL definition:</p> <p>NEW MIXED USE NEIGHBOURHOOD:</p> <p>A new neighbourhood that is to be developed to accommodate multiple residential, commercial, and industrial uses, in stand alone and mixed development, offering a range of services and amenities to residents and workers.</p>
Map 1b	Phasing of New Neighbourhoods	A minor boundary alteration that included small parcels in Harbour Landing and West Harbour Landing requires an adjustment to this map	Show Harbour Landing parcel as Phase 1a and the parcel to the west as Special Study Area

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
		(Housekeeping)	
Map 2	Regina Census Metropolitan Area	Regina CMA boundary changed with 2016 census (Housekeeping)	Update map to reflect current CMA boundary
Map 6 – Office Areas	Boundary of Downtown	Southern boundary of downtown shown on this map does not reflect actual downtown boundary as defined in Part A of the OCP and as per the Regina Downtown Neighbourhood Plan (Housekeeping).	CHANGE south boundary of downtown to follow 13 th Avenue consistent with the RDNP
Map 9 & 10	Airport Vicinity	Minor changes to airport vicinity features (e.g. NEF boundaries and height restrictions) as per updated Regina International Airport Master Plan	CHANGE map features to align with the updated Regina International Airport Master Plan
Appendix B	School Site Re-Use Guidelines 1) b) iii) Commercial Uses	Reference that neighbourhood commercial would be considered on “collector or higher-level roadways at the periphery of neighbourhoods”. This conflicts with the guidelines in Appendix A (Policy 7.1.3 and Figure 2) to centrally locate neighbourhood hubs that include neighbourhood commercial. Locating commercial on the periphery is based on the former policy of the now repealed Northwest Sector Plan. Consider deleting “at the periphery of neighbourhoods”. Possibly replace with “within neighbourhood hubs”.	CHANGE: iii) Commercial Uses – Neighbourhood commercial uses may be considered for sites located on collector or higher-level roadways at the periphery of neighbourhoods , especially where higher density residential or commercial uses are located nearby.
Appendix B School Site Re-Use Guidelines	Heritage building retention	Façade-only retention is sometimes considered as a last option but may not be encouraged.	CHANGE: Where retention has been examined and found to be not viable, the building elements of greatest heritage value, such as the façade, should be preserved and incorporated into the new development.
Appendix C	Definition of COLLABORATIVE PLANNING AREA	Definition references “new policy 3.17” (Housekeeping) The reference to “new” is unnecessary – this policy and definition was part of the OCP when it was adopted in 2013 (when all the policies were new)	CHANGE: COLLABORATIVE PLANNING AREA: See new Policy 3.17
Appendix C	Definition of density	Inconsistent definitions and application of how density is measured between OCP, Zoning Bylaw and in practice. In new neighbourhoods, large format retail and industrial areas are netted out as a matter of practice. Definition should be amended to reflect working definition of density. This amendment should consider the minimum lot area requirement in the zoning bylaw. Some of the zones being applied to low density areas would not meet the requirement for low density in the OCP based on minimum lot area. For example, narrow lot single detached dwellings often yield a greater density than 25 units/hectare. Propose to change the definition to match the new zoning bylaw for low, medium and high	CHANGE: New neighbourhoods are to achieve a minimum overall gross population density of 50 persons per hectare (pph). This excludes any environmentally sensitive or other natural areas that will remain undeveloped (e.g. environmental reserve open space), large-format retail and industrial . For the purposes of reviewing concept plans: <ul style="list-style-type: none"> • Low density means the net density is less than 25 units/hectare; • Medium density means the net density is 25-50 units/hectare; and • High density means the net density is greater than 50 units/hectare. ADD:

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
		density defining by building form rather than people per unit.	<p>density (low): Low density refers to an area consisting primarily of lots with up to two units (e.g. single detached, single detached with secondary suites, single detached with accessory suites, semi-detached, and duplex).</p> <p>density (medium): Medium density refers to an area consisting primarily of lots with multi-unit buildings with more than two units (e.g. triplex, fourplex, townhouse, and low-rise apartment). Medium density development is often incorporated into development plans to transition low to high density development in neighbourhoods.</p> <p>density (high): High density refers to an area consisting primarily of lots with a mix of apartments buildings (e.g. low to high-rise apartments).</p>
Appendix C	Definition of OFFICE AREA is missing	<p>Need a definition for OFFICE AREA since it relates to policies 7.28-7.33 (D5, Goal 5); map feature on Map 6 – Office Areas (Housekeeping)</p> <p>Note: policy 7.30 already references that we need to consider in accordance with the Office Area zone in the Zoning Bylaw.</p>	<p>ADD:</p> <p>Office Areas: Conceptually depicted on Map 6 – Office Areas</p>
Appendix C	Medium and Major Office	The policies apply to new builds, conversions and redevelopments. The intent of the policy was to specify that it applies to buildings where office is the principle use. In other words where office is accessory the policies do not apply. Need to adjust the definitions to match the intent of the policies.	<p>CHANGE:</p> <p>Major office: A principal use purpose-built office building that is over 4,000 m2 in size (gross floor area, including secondary uses, but excluding indoor parking areas).</p> <p>Medium office: A principal use purpose-built office building that is between 1,000m2 and 4,000 m2 in size (gross floor area, including secondary uses, but excluding indoor parking areas).</p>
Appendix C – Definitions	Hazardous facilities	<p>Draft policy changes related to school site present the need to define the types of facilities that should be avoided in school site planning.</p> <p>Proposed definition is aligned with proposed Zoning Bylaw</p>	<p>ADD:</p> <p>Hazardous Facilities: Any building, structure or land use, including but not limited to gas pipelines, dangerous goods routes and chemical plants, which involves the storage, transportation, processing or manufacturing of hazardous materials as defined in the Zoning Bylaw, or which, in the City’s opinion, due to the presence of such hazardous materials poses an acute risk of harm or adverse effect in the event of an accident.</p>
Appendix C – Definitions	Neighbourhood Hub	Appendix A identifies that they must be considered in new neighbourhoods, but they could also be allowed in existing neighbourhoods. Remove “new” from the definition.	<p>CHANGE:</p> <p>neighbourhood hub: One of the focal points of new neighbourhoods that complement and act as smaller urban centres...</p>
Appendix C, Map 1, Map 1 c (New)	Greenfield and intensification	<p>Missing definitions for greenfield and infill development – they are referenced in the plan without definitions. The term ‘Greenfield’ only shows up once in Part A on Map 1 – Growth Plan and it is referring to New Neighbourhoods. This could be confused with what we consider to be greenfield for the sake of calculating the intensification rate.</p> <p>There is also a disconnect between what Map 1 considers built or approved neighbourhoods and what the City considers intensification.</p>	<p>CHANGE: “Greenfield” to “New Neighbourhoods (300k)” on Map 1 table</p> <p>ADD (definition – also italicise any references):</p> <p>Infill development – The replacement, alteration or redevelopment of an existing building or the construction of a new building on a vacant lot in an established neighbourhood.</p> <p>ADD (New map):</p>

Reference (policy, map, section)	Description of Policy	Rationale and Background for Potential Policy Amendment	Proposed change (new policies or text shown in bold; removed text or policies struck out)
		The City monitors intensification based on an established boundary that should be included as a map in the OCP.	Map 1c Intensification boundary ADD: 2.3.2 Monitor <i>intensification</i> based on Map 1c – Intensification Boundary
Appendix C	Definition of “Major institutional areas”	Erroneous reference to accessory uses that could be removed without consequence.	CHANGE: An area used for public, quasi-public and private institutional establishments of a citywide or regional significance, such as universities, colleges, hospitals and large religious institutions. and accessory uses that generate significant traffic, have a large footprint, and serve as employment hubs.
Appendix C – Definitions (Heritage Holding Bylaw and heritage properties listed), D8 10.6	Heritage Holding Bylaw	New bylaw and name change recently approved by City Council. We can merge the definitions for Heritage Inventory and heritage properties – listed.	CHANGE: Heritage Holding Bylaw Inventory – The list which identifies properties that have been formally recognized as having heritage value, but that are not designated under The Heritage Property Act. Heritage properties – listed: Properties listed on the Heritage Inventory Holding Bylaw that are formally recognized by City Council to have heritage value. 10.6 Develop a set of <i>cultural heritage</i> themes that reflect Regina’s identity and the diverse values of residents and ensure that the list of HISTORIC PLACES recognized within the <i>Heritage Property Register</i> and <i>Heritage Inventory</i> Holding Bylaw adequately represent these themes.

Map 1

GROWTH PLAN

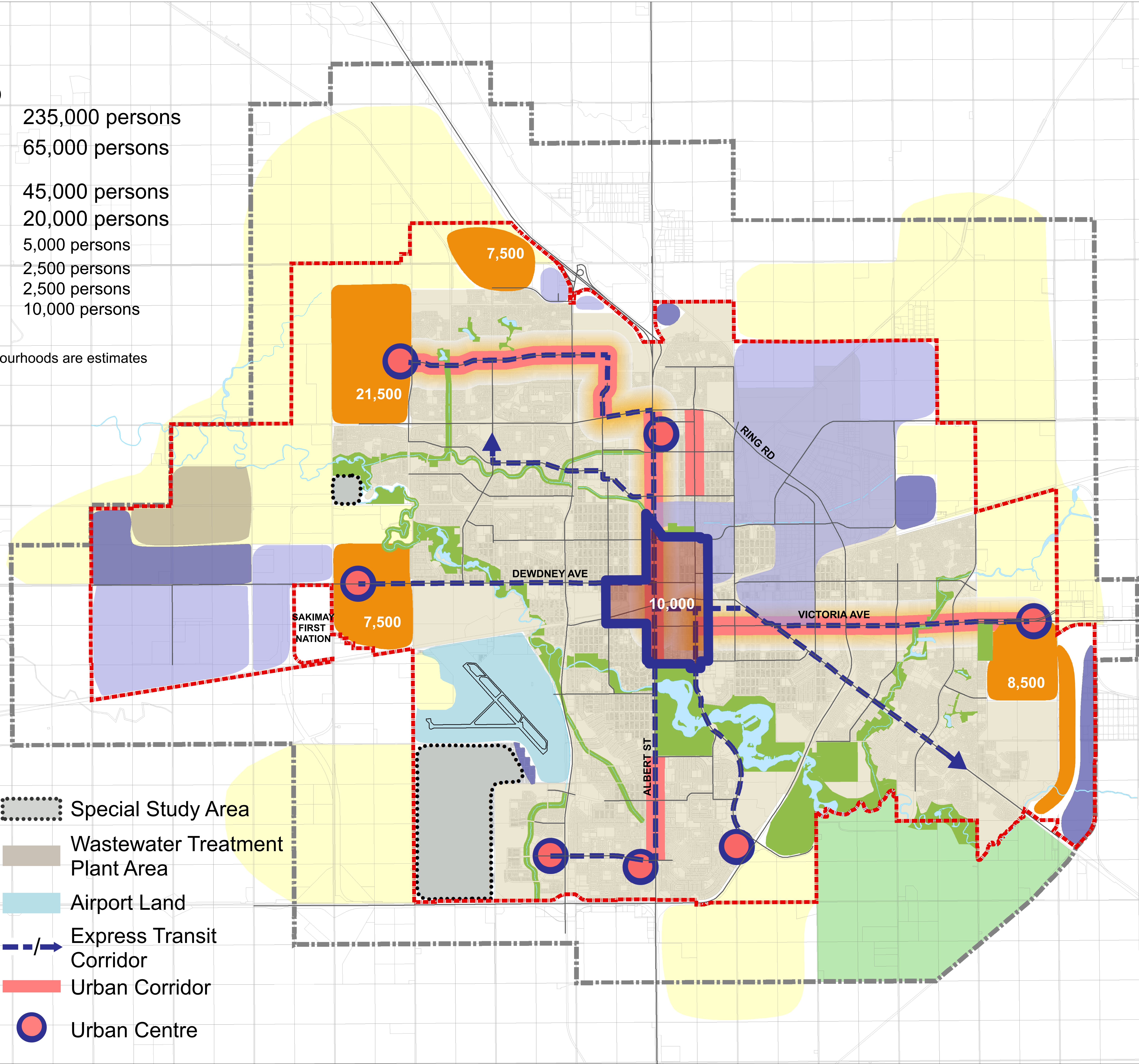
WITHIN BUILT OR APPROVED NEIGHBOURHOODS:	235,000 persons
TO REACH 300,000:	65,000 persons
New Neighbourhoods:	45,000 persons
Intensification:	20,000 persons
Clty Centre - Downtown:	5,000 persons
Clty Centre - RRI:	2,500 persons
Clty Centre - Elsewhere:	2,500 persons
Other Parts of the City:	10,000 persons

Note: Populations indicated for new neighbourhoods are estimates

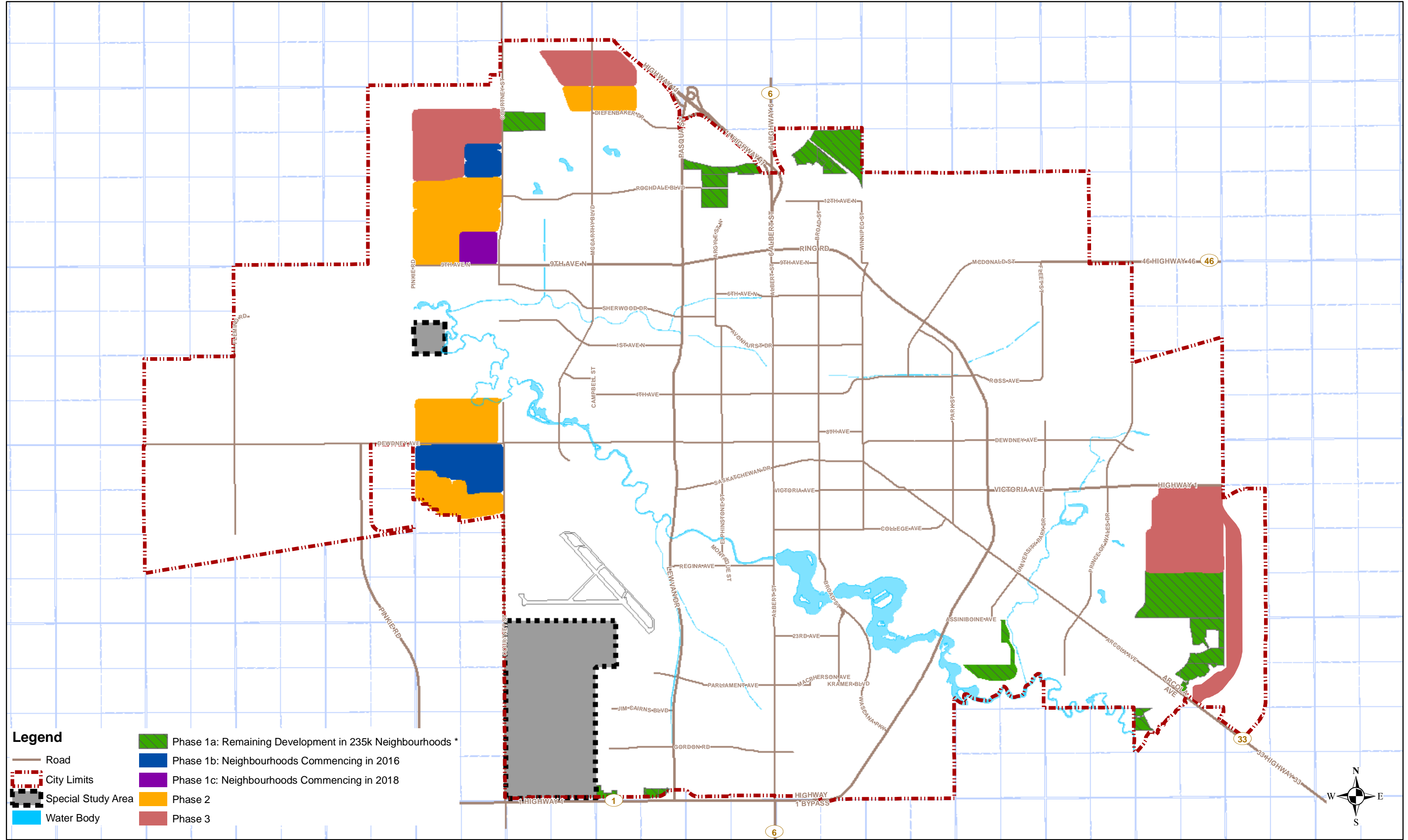
LEGEND

- Joint Planning Area Perimeter
- City Boundary
- Major Road
- Built or Approved Neighbourhoods
- New Neighbourhoods (300k)
- Intensification Area (300k)
- Future Long-Term Growth (~500k)
- City Centre
- Existing Approved Employment Area
- New Employment Area
- Collaborative Planning Area

- Special Study Area
- Wastewater Treatment Plant Area
- Airport Land
- Express Transit Corridor
- Urban Corridor
- Urban Centre

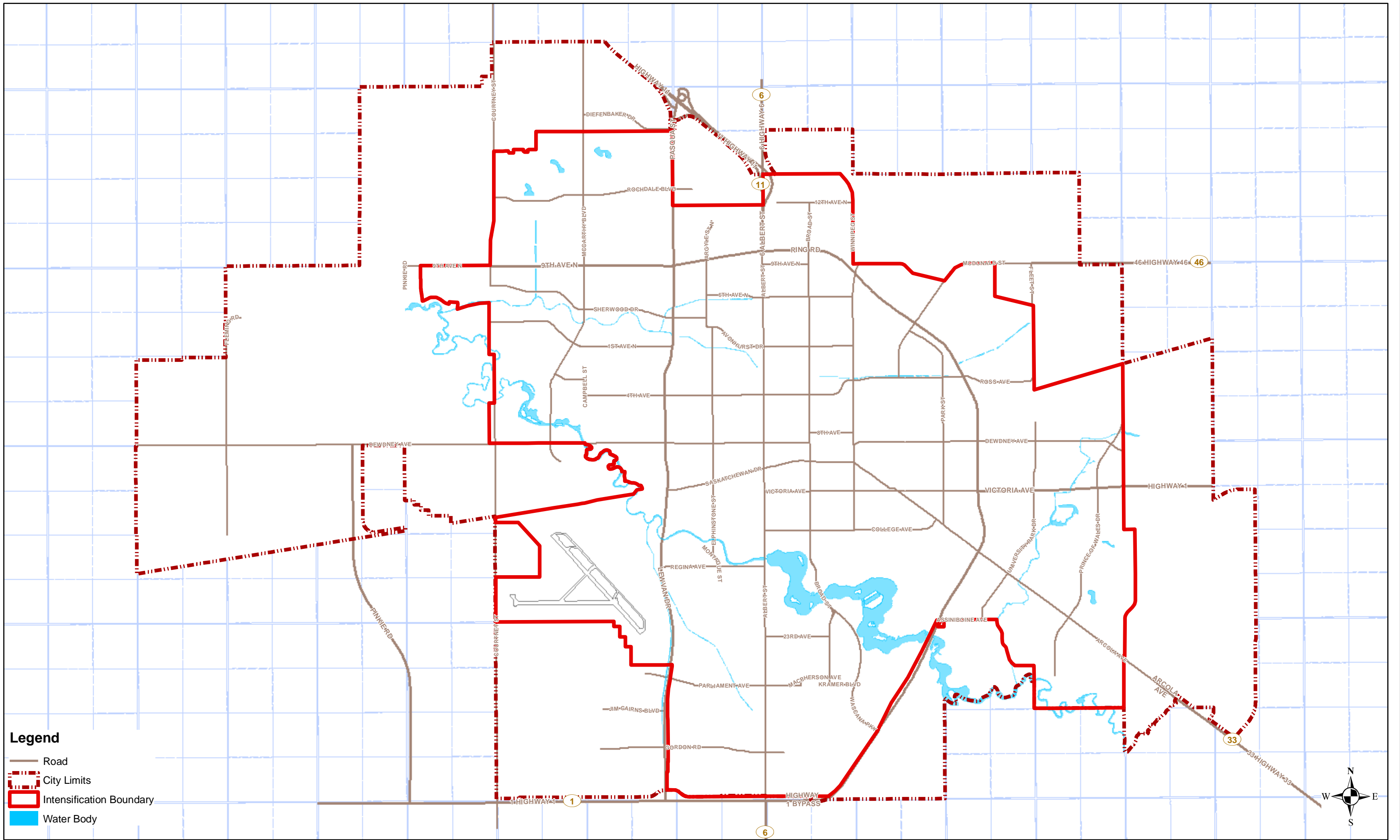


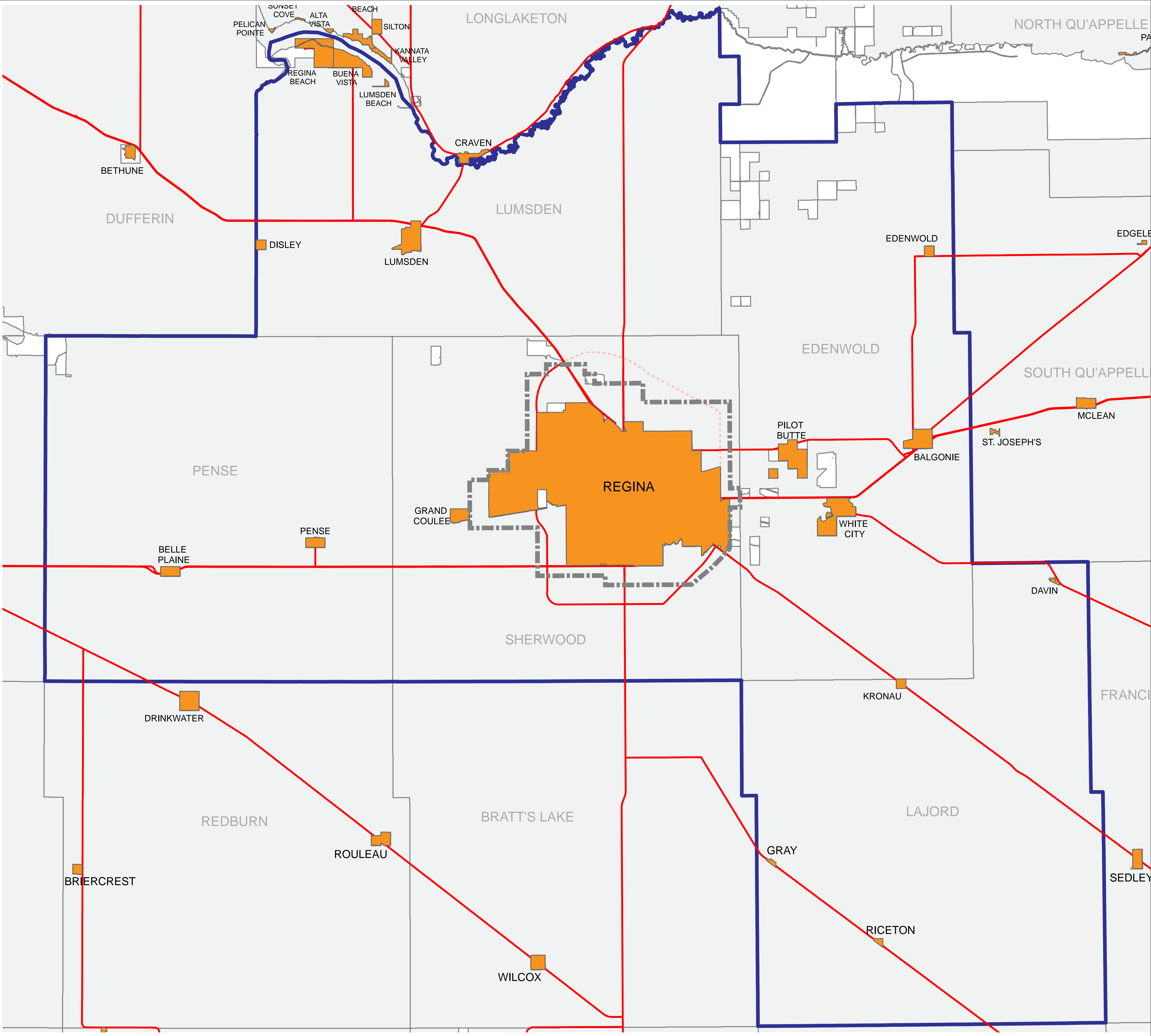
Map 1b: PHASING OF NEW NEIGHBOURHOODS



*Note: These neighbourhoods formed part of the 235,000 Population Growth Scenario under the former OCP - Regina Development Plan Bylaw 7877.

Map 1c: INTENSIFICATION BOUNDARY





MAP 2

Regina Census Metropolitan Area

Scale: Not to Scale

Legend


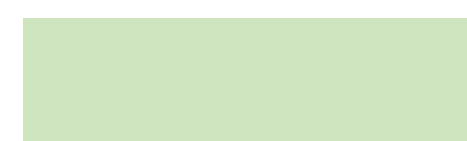

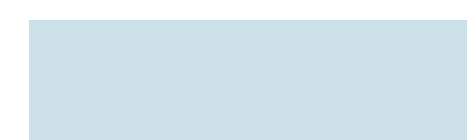
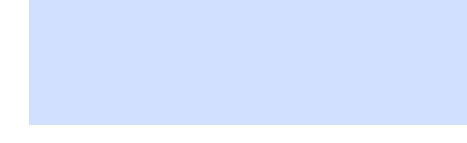




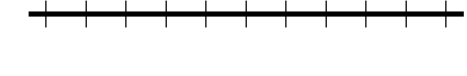



- Highway
- Potential Highway
- Joint Planning Area Perimeter
- Urban Municipality
- Rural Municipality
- Regina Census Metropolitan Area

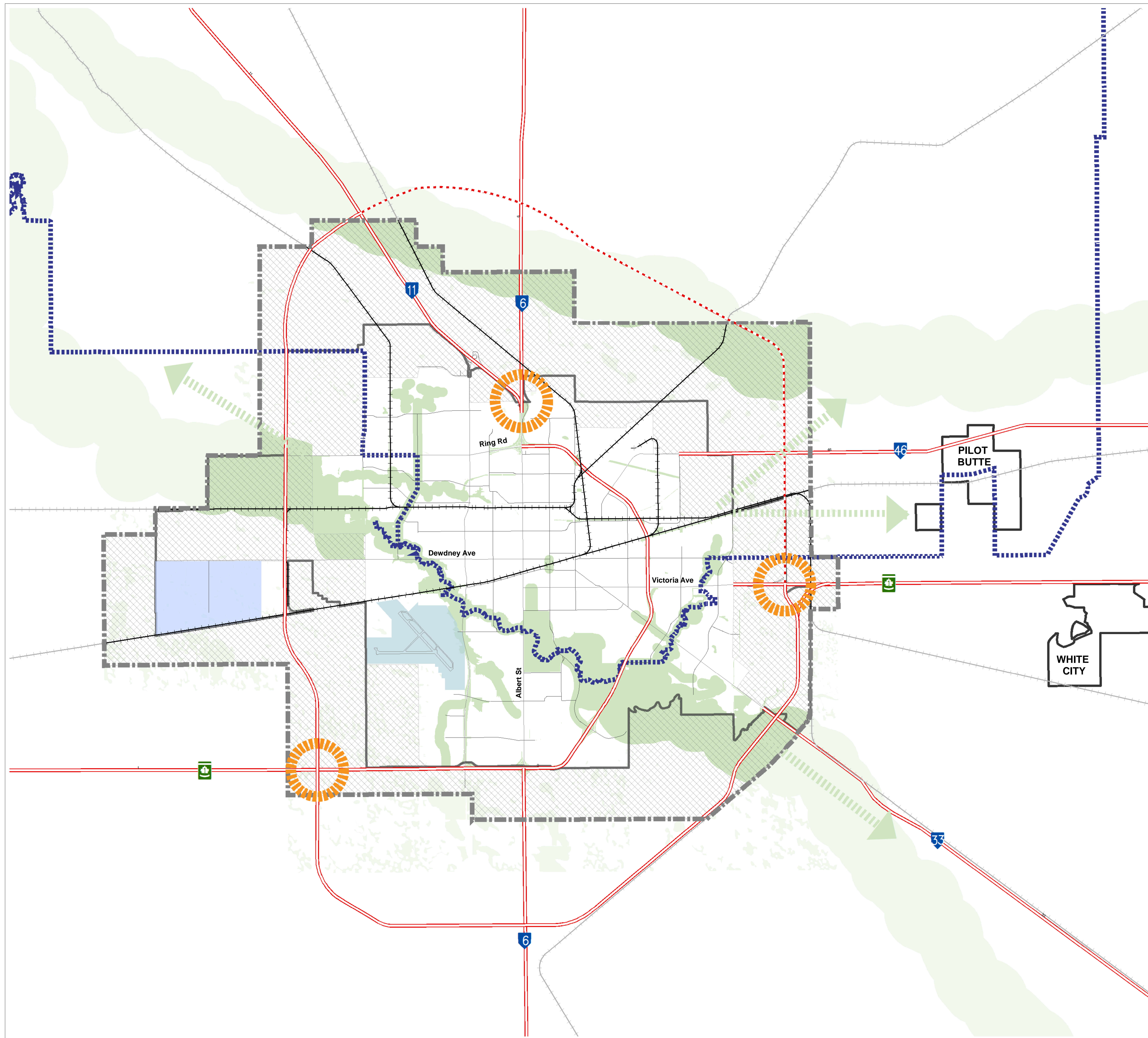
MAP 3

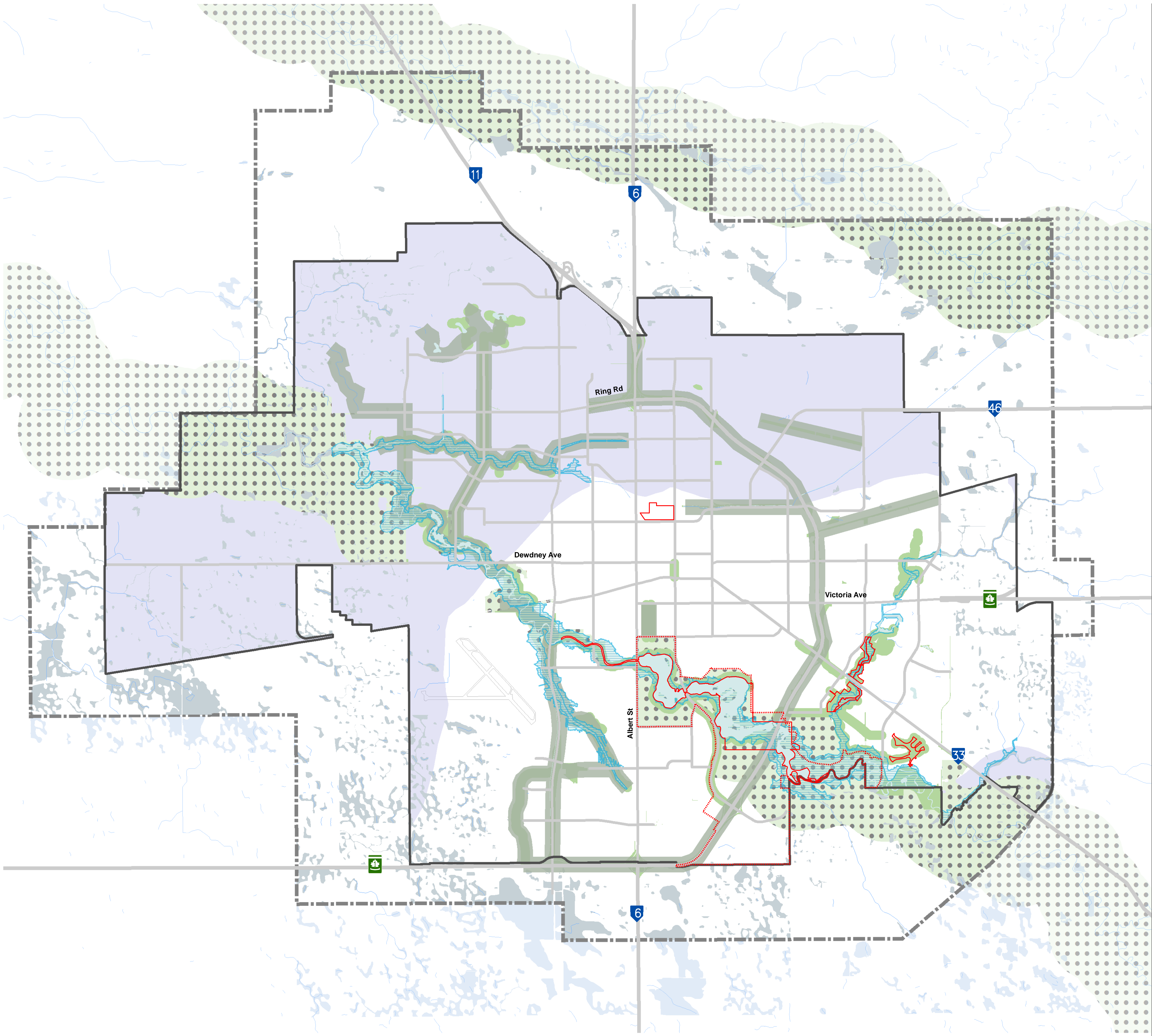
Regional Policy Context

Scale: Not to Scale

Legend

-  Urban Municipality
-  Natural System
-  Potential Open Space Connection
-  Airport Land
-  Global Transportation Hub
-  Major Roads
-  Highway
-  Potential Highway
-  Trans Canada Trail
-  Railway
-  Railway
-  Regional Gateway
-  Joint Planning Area





Environment

Scale: Not to Scale

Legend

















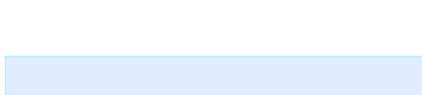


Natural System:

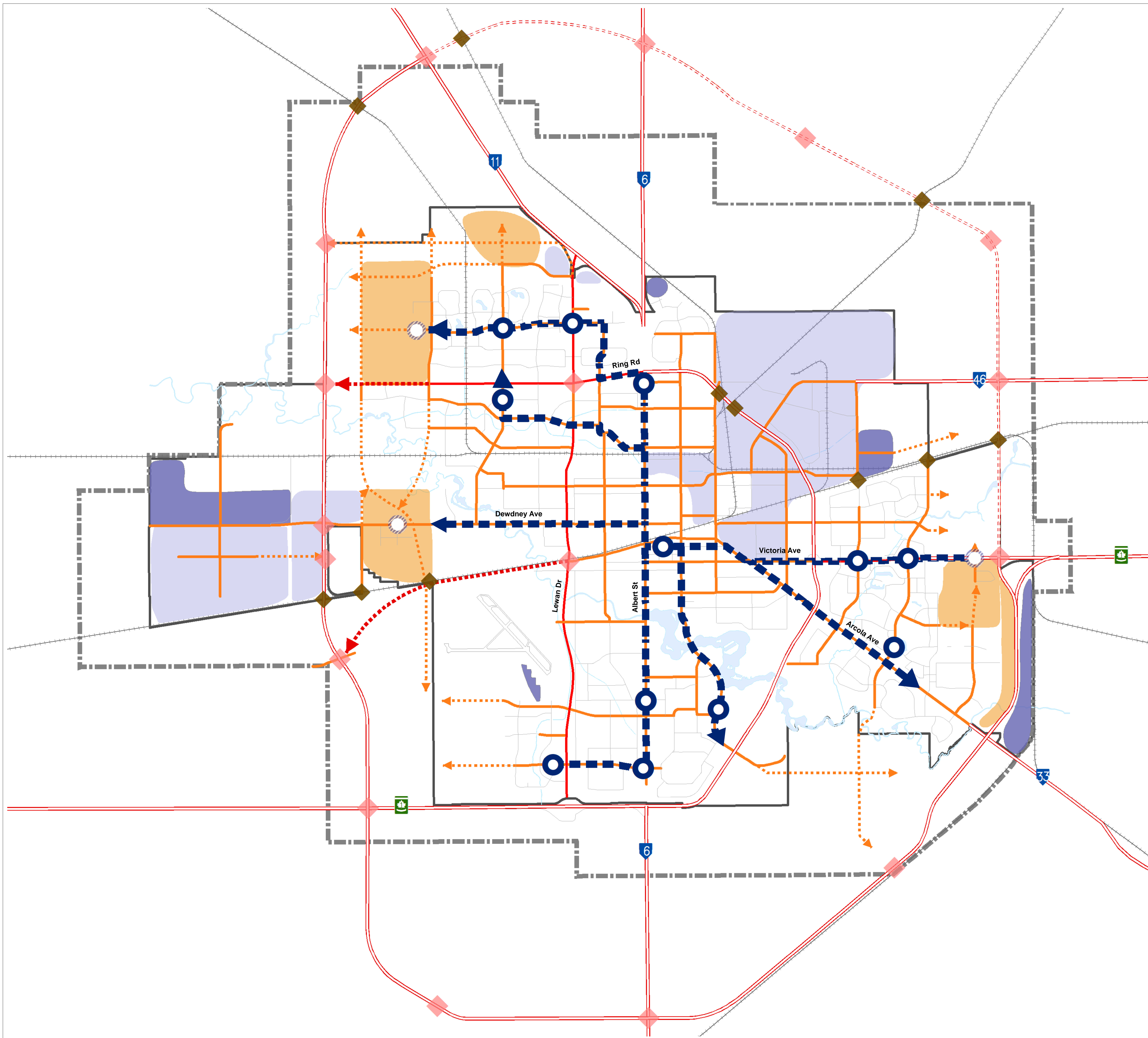
- Natural Area
 - Waterbody
 - Floodplain
 - Wetland
 - Habitat Area
 - Streams
- Natural Corridor
 - Natural Corridor
- Naturalized Corridor
 - Naturalized Corridor
- Tree Canopy
- Wascana Centre
- Aquifer
- City Boundary
- Joint Planning Area Perimeter
- Highway or Major Road

Transportation

Scale: Not to Scale

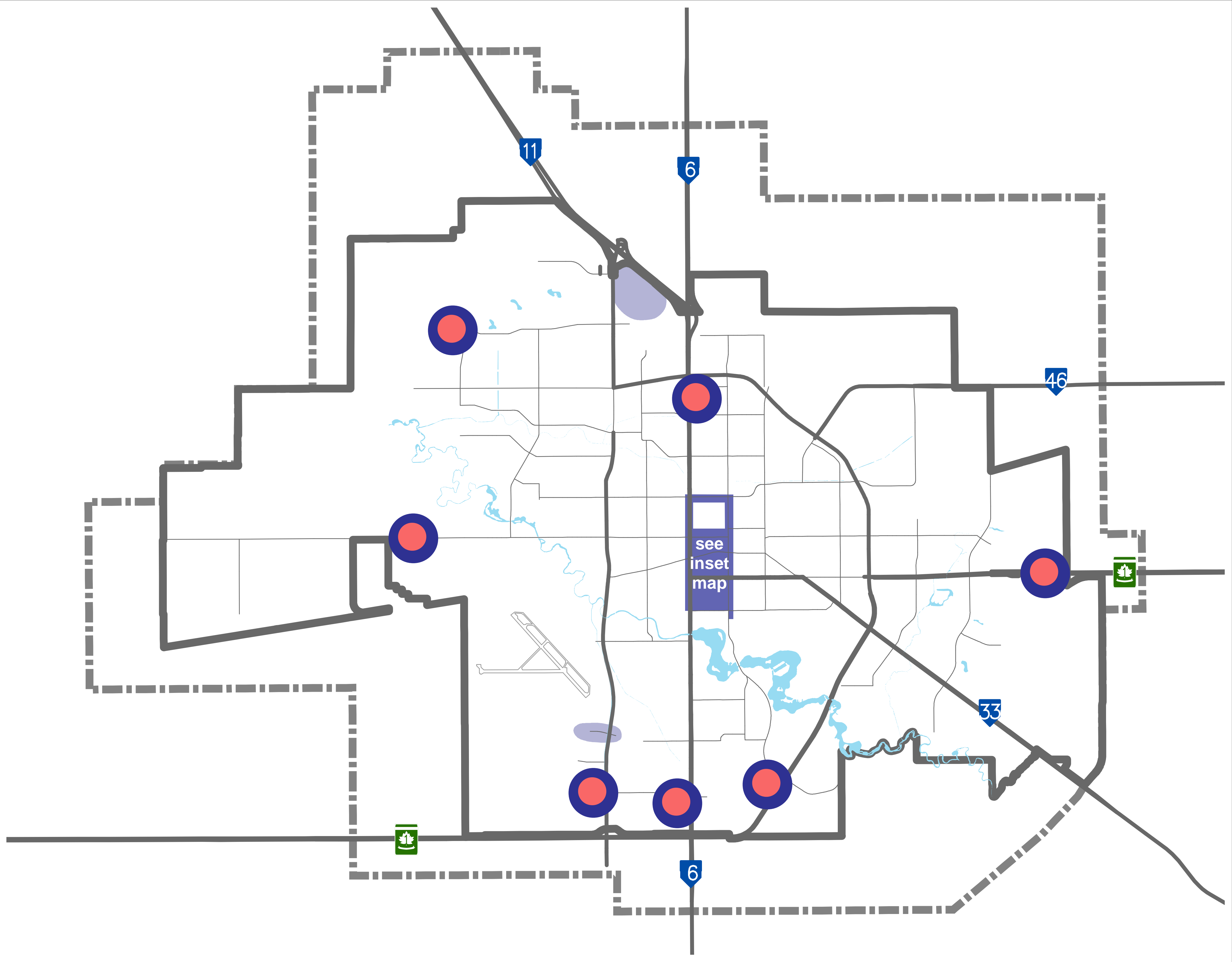
Legend

-  Highway
-  Potential Highway
-  Urban Expressway
-  Potential Urban Expressway
-  Arterial Road
-  Potential Arterial Road
-  Collector
-  Railway
-  Express Transit Corridor
-  Transit Node
-  Potential Transit Node
-  Potential Interchange
-  Potential Railway Grade Separation
-  New Neighbourhoods (300k)
-  Existing Approved Employment Area
-  New Employment Area
-  Waterbody
-  City Boundary
-  Joint Planning Area Perimeter

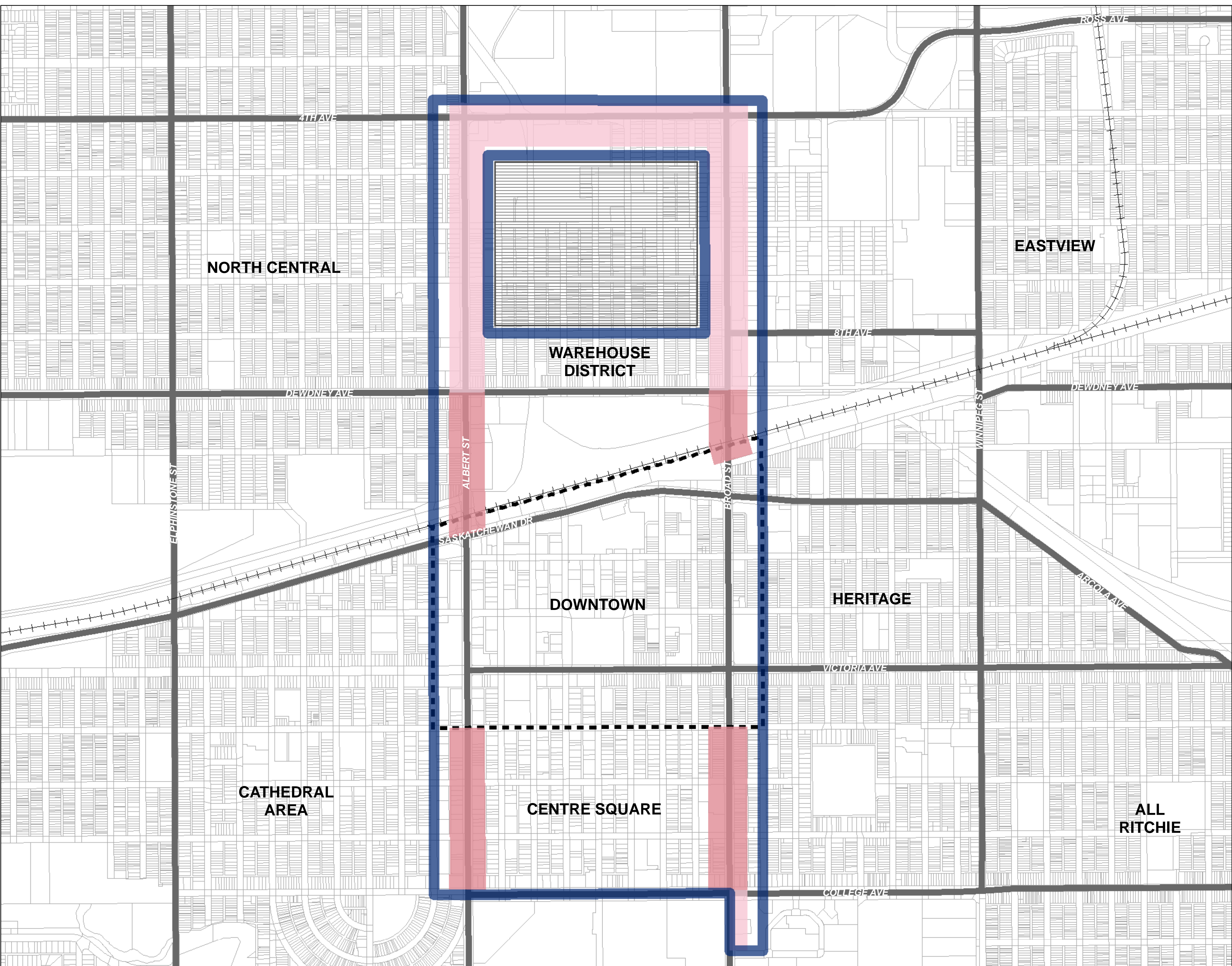


Office Areas

Scale: Not to Scale



- Downtown/Central City Office Area
- Office Area
- Urban Centre
- City Boundary
- Joint Planning Area Perimeter
- Highway or Major Road





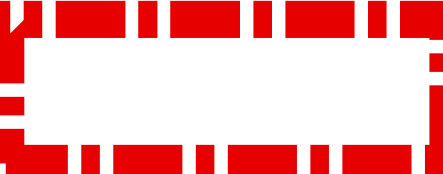








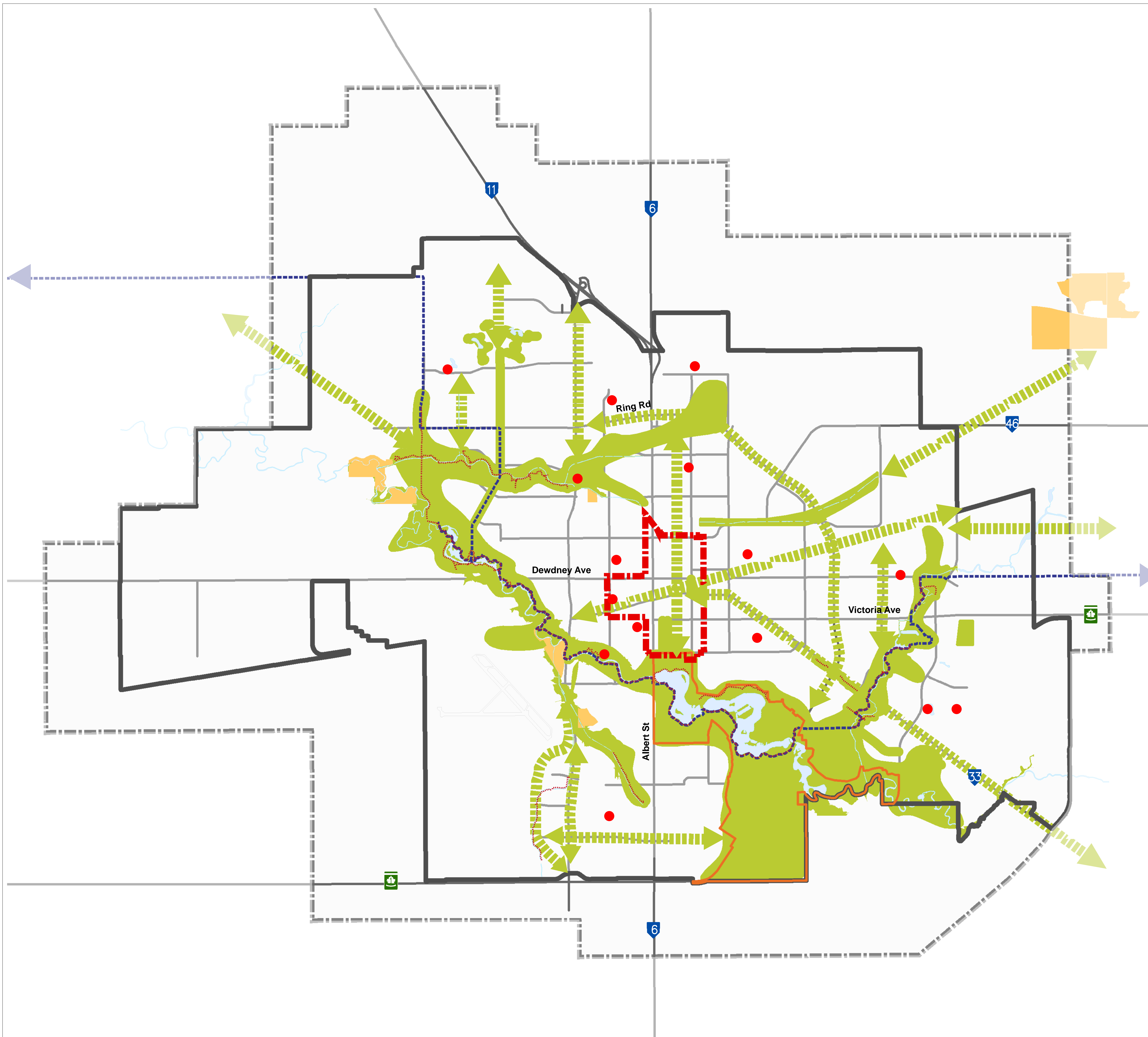
- Downtown
- Downtown/Central City Office Area
- Downtown/Central City Office Area Policy N/A
- Mid-Rise Office
Max. Height: 30m
- Low-Rise Office
Max. Height: 15m
Max. F.A: 7500 sqm
- Major Road
- Railway

MAP 7
**Parks, Recreation and
Open Space**

Scale: Not to Scale

Legend

-  Open Space Systems
-  Potential Open Space Connection
-  Private Open Space
-  Wascana Centre
-  City Centre
-  Trans Canada Trail
-  City Wide Trail
-  Activity Centre
-  City Boundary
-  Joint Plannin Area Perimeter
-  Highway or Major Road



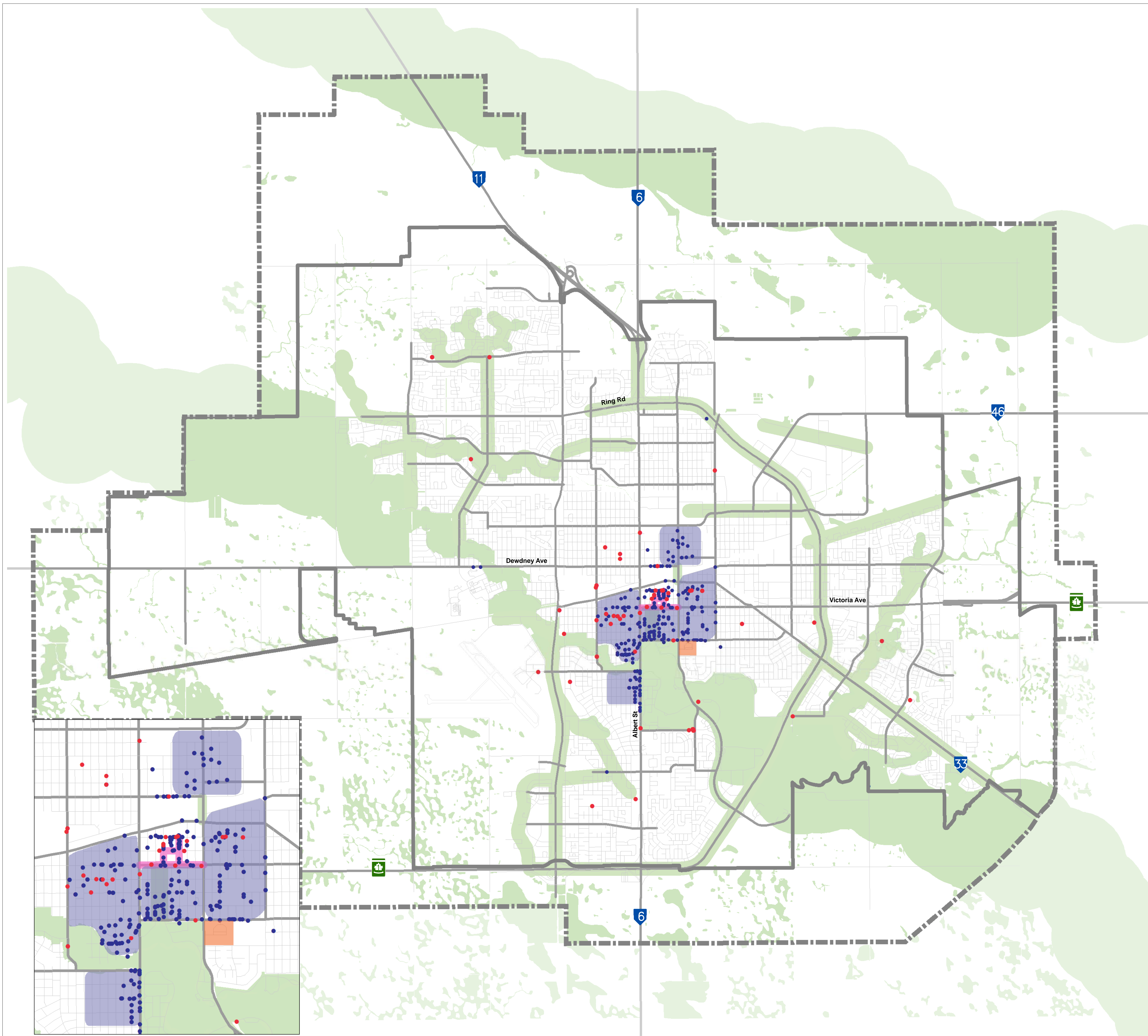
MAP 8

Cultural Resources

Scale: Not to Scale

Legend


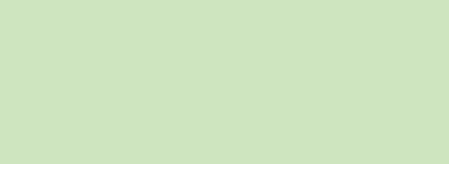







-  City Boundary
-  Joint Planning Area Perimeter
-  Heritage Conservation District
-  Architectural Control District
-  Potential Heritage Conservation Districts (subject to further study)
-  Natura System
-  Historic Places
-  Public Art
-  Highway or Major Road

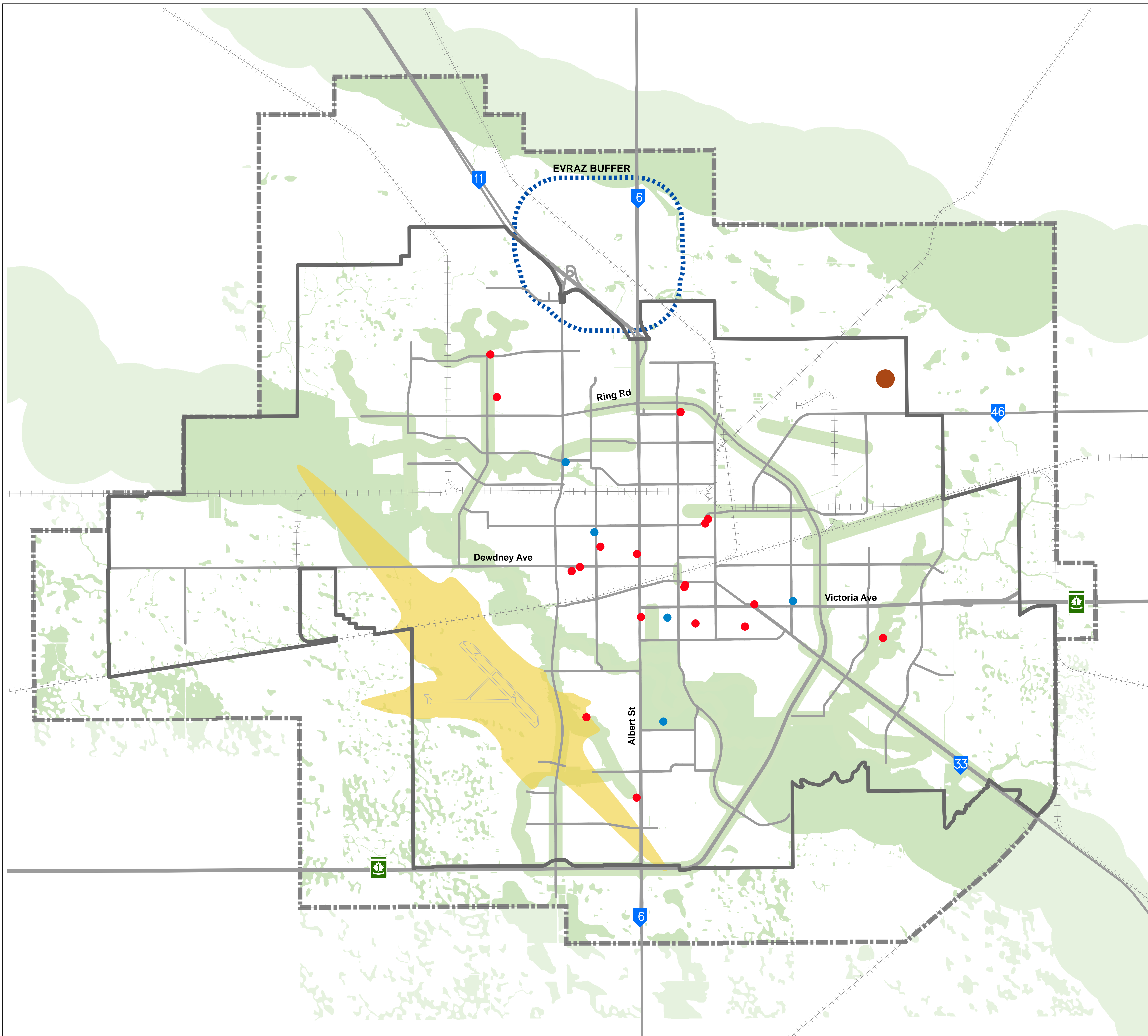


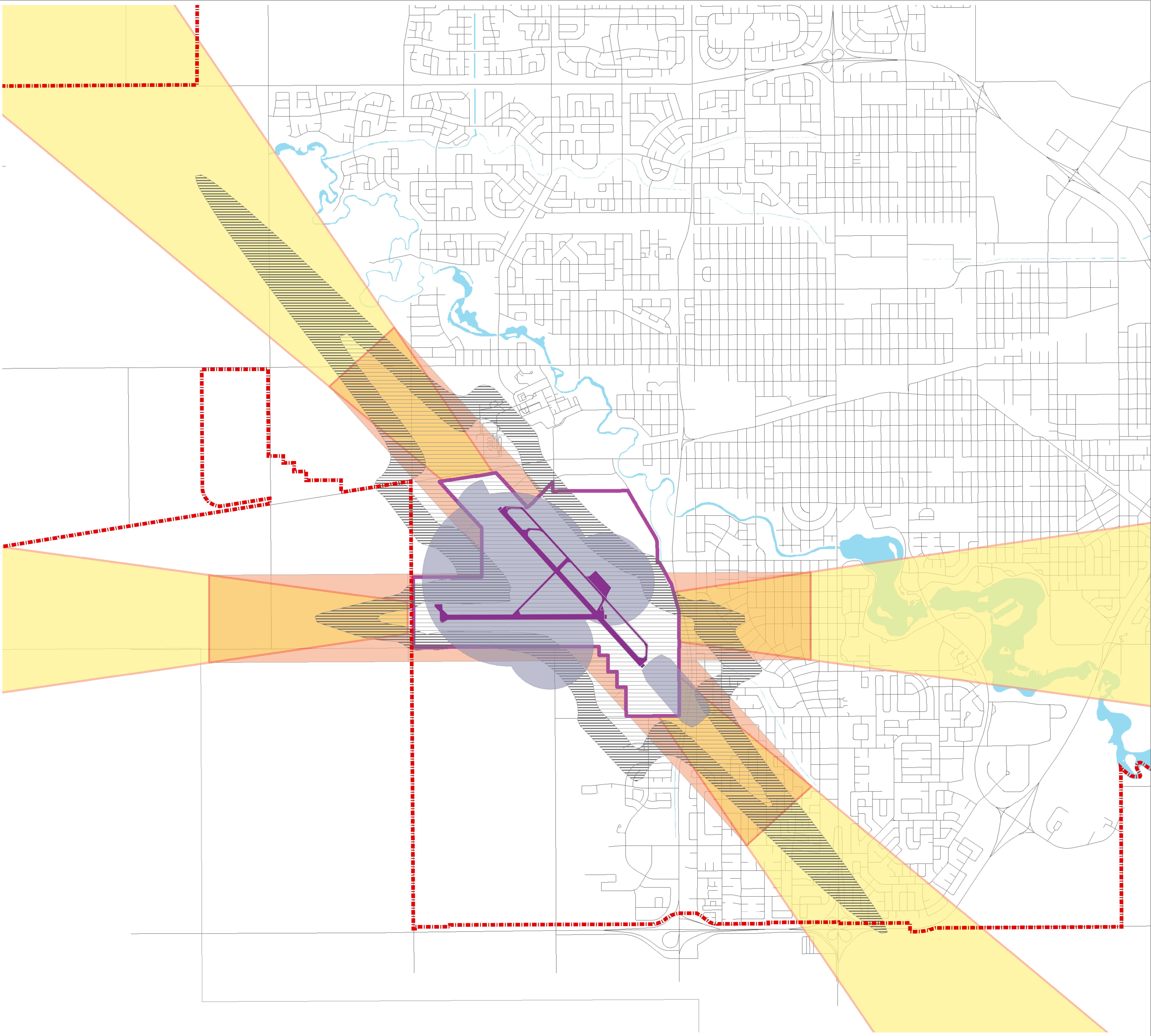
MAP 9
Health and Safety

Scale: Not to Scale

Legend

-  Airport Noise Exposure Contour
-  Naural System
-  Major Health Facility
-  Major Emergency Response Faciliy
-  Landfill
-  City Boundary
-  Joint Planning Area Perimeter
-  Railway
-  Highway






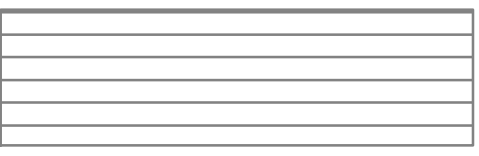
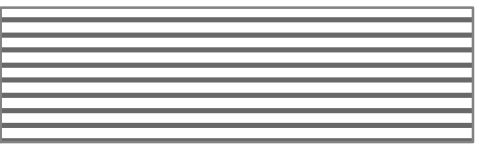






MAP 10

Airport Vicinity

Scale: Not to Scale

Legend

-  City Boundary
-  Airport Runway
-  Airport Lands
-  30 NEF
-  25 NEF
-  Clear Zone (1:50 Height Restrictions Approach Surface)
-  1:7 Height Restrictions Transition Surface
-  Airport Electronic Navigation Aids Protection Area
-  Roads

Appendix C – Design Regina Implementation 2014 - 2018

OCP Policy	2018 Actions	2017 Actions	2016 Actions	2015 Actions	2014 Actions
	Community Priorities				
Develop complete neighbourhoods Create safe and <i>inclusive</i> neighbourhoods that are easy to get around and that have a mix of housing choices, amenities, and services. Community input will drive a proactive approach to city planning.	<ul style="list-style-type: none"> Transit responded to growth demands by leveraging federal funding to add the Arcola Express Route. The City reviews area plans for new neighbourhoods ensuring they are planned to be ‘complete neighbourhoods.’ The City reviewed and approved a concept plan for a neighbourhood within Coopertown. There were also amendments approved to The Towns Concept Plan and the Westerra Neighbourhood Plan and phase 1 concept plan. 	<ul style="list-style-type: none"> The City reviewed a comprehensive secondary plan for the northwest neighbourhood, Coopertown. The Coopertown Neighbourhood Plan provides an overarching policy framework for guiding future land-use, development and infrastructure servicing for the northwest growth area. City Council adopted the plan in 2017, which is awaiting final approval by the Province of Saskatchewan. Council also adopted a concept plan for the Rosewood Park neighbourhood within Coopertown. Community engagement was conducted for the Rosewood Park, Coopertown Neighbourhood and Chuka Creek Business Park Concept Plans. 2017 marked the grand opening of māmawēyatitān centre in the North Central Community. This centre will act as an activity centre for the community where programs and services will be provided to create a more vibrant, inclusive and healthy community. 	<ul style="list-style-type: none"> The City reviewed a comprehensive secondary plan for the Southeast Neighbourhood. The Southeast Regina Neighbourhood Plan will provide an overarching policy framework guiding future land-use, development and infrastructure servicing for the southeast growth area. The City Council adopted the plan in 2016, which is awaiting final approval by the Province of Saskatchewan. The Council also adopted concept plans within the Southeast Neighbourhood for the Towns South Neighbourhood, a mixed-use residential neighbourhood, and the East Victoria Commercial area. 	<ul style="list-style-type: none"> The Final Phasing and Financing Plan, developed as part of the Service Agreement Fee and Development Levy policy review, and now a part of the OCP, supports development of complete neighbourhoods by limiting the number of neighbourhoods developing at any one time; this also helps to mediate growth-related impacts on City operations, which reduces risk to service levels and quality of life for existing residents. New neighbourhood developments are required to meet criteria set out in the OCP. The City reviewed several proposals and concept plans in 2015 and is working with developers to ensure OCP criteria are met. 	<ul style="list-style-type: none"> In 2014, the new OCP was used to guide the review and creation of secondary and concept plans. Complete neighbourhoods and other related OCP policies guided the review and creation of the Westerra Neighbourhood Plan.
Embrace built heritage, and invest in arts, culture, sport and recreation Enhance <i>quality of life</i> , community identity and pride by supporting heritage preservation, arts, <i>culture</i> and four season sport and recreation activities which will foster community vibrancy and cohesiveness.	<ul style="list-style-type: none"> Taylor Field deconstruction was completed, and site was levelled and fenced. The draft Recreation Facilities Master Plan was developed after extensive public and stakeholder consultation and will be presented in Q1 2019. The plan will guide the City’s role in the delivery of recreation services, including programs and facilities, over the next 20 years. The City continued work on developing a policy to support major sport and cultural event attractions. The Cultural Plan drove decisions on the restoration of Regina’s Glockenspiel and participation in Reconciliation Regina and special 	<ul style="list-style-type: none"> In conjunction with the opening of the new Mosaic stadium, the grand re-opening of Confederation Park took place in 2017. A renewal of one of the oldest parks in Regina included the restoration of the historic Confederation Fountain, the installation of public art features portraying the lost voices of Confederation and the importance of the park in the development of Regina. A review of the procedures for adding and removing properties from Bylaw No. 8912 (commonly known as the Heritage Holding Bylaw) under the Heritage Conservation Program was initiated. Work on the development of the Recreation Master Plan continued in 2017, which will assist Council in making strategic decisions regarding 	<ul style="list-style-type: none"> Council approved Regina’s first Cultural Plan, which prioritizes three goals to align cultural development resources: Embrace Cultural Diversity; Strengthen the Artistic and Cultural Community; and Commemorate and Celebrate the City’s Cultural Heritage. The City’s Horticulture Branch partnered with Wascana Centre Authority for the annual supply of 40,000 bedding plants for outdoor floral displays to ensure Regina is an attractive city for its residents and visitors. 	<ul style="list-style-type: none"> Work continued on the development of the City’s first ever Cultural Plan, a 10-year strategic plan guiding the development of the arts, cultural heritage, cultural industries and inter-culturalism. It will be the primary document that guides the city’s cultural policy decisions in ways consistent with the objectives of the OCP. Ongoing engagement activities occurred throughout 2015. 	<ul style="list-style-type: none"> Work continued on the development of the City’s first ever Cultural Plan, a 10-year strategic plan guiding the development of the arts, cultural heritage, cultural industries and inter-culturalism. It will be the primary document that guides the city’s cultural policy decisions in ways consistent with the objectives of the OCP.

	<p>projects that included development of policies for street painting.</p>	<p>investments in recreation programs and facilities. The first round of community engagement was completed in 2017, with further engagement planned for 2018.</p> <ul style="list-style-type: none"> The City worked through the early stages of developing a policy to support major sport and cultural event attractions. 			
<p>Support the availability of diverse housing options Support a variety of housing choices to ensure people from all walks and stages of life are welcomed to live in Regina.</p>	<ul style="list-style-type: none"> In 2018, a total of 30 affordable ownership units and 50 affordable rental units were approved for funding under the Housing Incentives Policy. 	<ul style="list-style-type: none"> The Infill Housing Guidelines consultant's recommendations document was released to the public in Q4 of 2017. Work is ongoing to determine how best to translate the recommended guidelines into enforceable regulations. Minor amendments were made to the Housing Incentives Policy to ensure: funding targets, areas of greatest housing need including affordable rental projects and the developments of non-profit housing providers. 	<ul style="list-style-type: none"> City Council approved a Zoning By-law Amendment to permit the construction of six laneway suites through the laneway and garden suite pilot project. 	<ul style="list-style-type: none"> The Housing Incentives Policy underwent a complete review and update to reflect current market conditions with prioritization of funding for affordable rental units and non-profit housing providers. The City initiated two related projects to support diverse housing – a laneway and garden suites pilot project and infill housing guidelines. 	
<p>Create better, more active ways of getting around Make it easier for people of all abilities to travel by investing in public transit in appropriate locations and planning for all active forms of transportation. This includes providing access routes so all people can more easily travel from home to work and to other destinations.</p>	<ul style="list-style-type: none"> Council approved funding of \$8.6 million over two years for Transit Capital projects. This is the City's portion of the 50% shared funding agreement with the federal and provincial government through PTIF. Projects completed in 2018 include: add a new Arcola Express route. A route review was completed to ensure Transit route usage is maximized and the City is appropriately served. Transit service has been extended into new residential developments. Transit Travel Training program was implemented. This program has a person with a disability teach other individuals with disabilities on how to ride conventional transit. This provides people with disabilities more options to move around the city. This also allows to reduce the 	<ul style="list-style-type: none"> The Transportation Master Plan (TMP) was approved by Council in 2017. The TMP is a comprehensive and multi-modal transportation policy and planning document for all modes of transportation (walking, cycling, transit and vehicles), which encompasses the investment and operation of transportation infrastructure. The City installed Saskatchewan's first Transit Priority Signal on Arcola Avenue at Ring Road. The Parks & Open Space Department defined a priority sequence for clearing asphalt pathways after snowfalls during the winter months to ensure residents have alternatives for transportation methods around Regina as well as the ability to continue recreational activities in the winter months. Updated The Taxi Bylaw, 1994 which included additions to improve driver and customer safety and increased service levels for accessible taxicabs. 	<ul style="list-style-type: none"> The City reviewed a comprehensive secondary plan for the Southeast Neighbourhood. The neighbourhood and concept plan approvals within the Southeast Regina Neighbourhood Plan included an array of transportation options including planning for on-street cycling lanes, multi-use pathways, transit including a transit hub within the East Victoria Avenue concept plan and road network. The City continued work on the development of the Transportation Master Plan (TMP) which is targeted to be brought before Committee and Council in 2017. The TMP is a comprehensive and multi-modal transportation policy and planning document for all modes of transportation, walking, cycling, transit and vehicles, which encompasses the investment and operation of transportation infrastructure. 	<ul style="list-style-type: none"> A draft version of the City's first Transportation Master Plan (TMP) was completed in 2015 – a key guiding document that will advance the implementation of the OCP. This plan sets the course for how different modes of transportation are integrated into new and existing areas. The draft TMP contains policies for things such as bike and pedestrian path design, traffic flow, and roadway design, all in support of the policy goals of the OCP. A new TMP Coordinator position at the City was created to coordinate projects related to implementation of the TMP. 	<ul style="list-style-type: none"> Work proceeded on the City's first Transportation Master Plan (TMP), a key guiding document that will advance the implementation of the OCP. Public engagement was the key focus in 2014 to guide work on the development of the TMP. In planning for a city with a future population of 300,000 residents, the TMP will contain policies for things such as bike and pedestrian path design, traffic flow, and roadway design, all in support of the policy goals of the OCP.

	<p>number of people required to book trips on Paratransit service.</p> <ul style="list-style-type: none"> Research and engagement were completed for the development of a licensing scheme for the introduction of Transportation Network Companies to the City 				
<p>Promote conservation, stewardship and environmental sustainability Reduce the city's environmental footprint; prioritize the conservation of land, water, and energy; and embrace new operational measures, such as leading practices for waste management.</p>	<ul style="list-style-type: none"> The City increased public communication and education on proper waste disposal and recycling practices. Council approved the permanent move to bi-weekly garbage collection from November to March. Council approved the implementation of a permanent Leaf & Yard site for the growing season to start in 2019. Council approved the development and implementation of a curbside organic waste collection service by 2023. 	<ul style="list-style-type: none"> The City of Regina endorsed the declaration on the right for a healthy environment as part of the Blue Dot Movement in 2017. The City's existing policy framework guides current and future actions to ensure Regina citizens reside within a healthy environment. The City increased public communication and education on proper waste disposal and recycling practices. Work advanced on the remaining residential services approved in Waste Plan Regina, including a permanent solution for leaf and yard waste, organics, and the future of the Big Blue Bin Program. Phase 1 of the Wastewater Master Plan was completed. The Plan will provide direction for capital investments in the wastewater collection system over the next 25 years and work towards meeting our provincial regulators commitments. The upgrades to the Waste Water Treatment Plant achieved completion. The plant will improve the quality of water to downstream residents through improved wastewater treatment. 	<ul style="list-style-type: none"> The Waste Water Treatment Plant met substantial completion in 2016. The plant will improve the quality of water of downstream residents through improved wastewater treatment. Landfill Gas to Energy facility became operational, converting gas from waste decomposition into electrical power. The power is sold to SaskPower. This facility produces enough electricity to power up to 1,000 houses Waste Plan Regina (WPR) achieved a diversion rate of 20 per cent of residential waste in 2016. 	<ul style="list-style-type: none"> A gas capture project began construction at the Landfill in 2015. This will allow for gas released through the operation of the landfill to be reused in generating energy by SaskPower. In 2015, the recycling program was extended to multi-family dwellings, considerably expanding the rate of diversion of solid waste from the landfill. 	

<p>Achieve long-term financial viability Spend money wisely to ensure the City's ability to manage its services and amenities both now and in the future. This includes considering the full costs of operating before committing to projects or services and to search out new ways to generate revenue to ensure the City has the financial resources to meet customers' needs.</p>	<ul style="list-style-type: none"> Reserve Review and Recommendations: This work aligned the City's reserves to long-range planning, ensured reasonability regarding the number, balances, and limits of reserves, and developed criteria for creation, close and maintenance of reserves. This ties directly to Section B: Financial Policies, as sound reserve management is critical to achieving long-term financial viability of the City Long Range Financial Model The City continued to utilize a long-range financial model and an annual practice to update the model. The tool helps align short term actions with long-term financial strategies and is essential for ongoing financial stability while providing a consistent level of services. It also allows the City to deliver on all Community Priorities in a financially responsible way. The model serves as the key input to our long-range financial plan. This work supports more flexibility to meet growth-related infrastructure requirements, while maintaining a manageable level of debt to support ongoing services and fiscal sustainability. Transit provided charter service to large events happening at Mosaic Stadium. Each event comprised 350 service hours moving between 6,500 to 7,000 customers each way to each event. A report was taken to Council that looked at adopting a Curbside Collection Services Funding Policy. 	<ul style="list-style-type: none"> The Long Range Financial Plan and supporting model were implemented and utilized to understand the long-term impact of financial decisions made today. This work will help manage resources over the long-term and provide more flexibility to meet growth-related infrastructure requirements, while maintaining a low, manageable level of debt to support ongoing services and fiscal sustainability. <p>The review will ensure an alignment of the Reserve Policy and Bylaw, the OCP, Long Range Financial Model and Financial Policies Framework to ensure the long-term financial goals of the City are achieved. Ensuring healthy reserves is critical to meeting the City's strategic goal of achieving long term financial viability. A report containing recommendations will be provided to Council in 2018.</p>	<ul style="list-style-type: none"> Work will continue to develop and implement a Long Range Financial Plan. The Long Range Financial Plan will enable more detailed conversations about the impact of current decisions on existing and future services and the trade-offs required to support the decision. It will put the organization in a position to understand the implications of policy recommendations in a specific area for the entire organization. 	<ul style="list-style-type: none"> The City began work in 2015 on the development of a long range financial plan that directly responds to this community priority. The plan will project revenues and expenditures over a 10 to 20-year period and assess our financial viability over that term. It will provide valuable information on what will be needed to support ongoing services, including maintenance of assets to provide those services. Having a long range financial plan allows us to better understand the future ramifications of present-day spending decisions so that the City can plan not just with the short-term in mind but also over the next 20 years. 	
<p>Foster economic prosperity</p>	<ul style="list-style-type: none"> Railyard Renewal Project: In November 2018, the Government 	<ul style="list-style-type: none"> Work progressed on the Regina Revitalization Initiative Railyard Renewal 		<ul style="list-style-type: none"> Key projects within the Regina Revitalization Initiative (RRI) were 	

Support a vibrant and diverse economy that provides opportunities for residents to prosper and Regina to flourish.	<p>of Canada, Province of Saskatchewan and City of Regina jointly committed more than \$33.6 million to fund numerous improvements on Dewdney Avenue and move phase 2 of the Regina Revitalization Initiative forward. Ultimately Dewdney Avenue will be renewed to become a complete street that prioritizes pedestrian needs while supporting new businesses. This investment will support site improvements including site cleanup, installing utility infrastructure and developing public spaces. Future work will include a new pedestrian bridge that links the Warehouse District to downtown.</p> <p>The governments of Canada and Saskatchewan and the City of Regina are each contributing up to roughly \$11 million to this project through the New Building Canada Fund–Provincial-Territorial Infrastructure Component–National and Regional Projects. The City of Regina will cover any remaining costs. The Federation of Canadian Municipalities provided an additional \$175,000 in federal funding through the Green Municipal Fund. Benefits of this project include more diverse housing options, additional urban green space and new commercial opportunities.</p>	<p>Project, including hosting public engagement activities.</p> <ul style="list-style-type: none"> • Work also progressed on the Regina Revitalization Initiative Taylor Field Neighbourhood, including the deconstruction and demolition of Mosaic Stadium at Taylor Field. • City Council approved the Chuka Creek Business Park Concept Plan within the Southeast Neighbourhood Plan area which supports development of employment lands. • An amended servicing agreement fee (SAF) for industrial development was approved by Council in November 2017 following policy research and analysis. The new rate for industrial development is established at one-third of the servicing agreement fee or development levy rate for other uses based on analysis that demonstrated that industrial development puts a lower demand on city services compared to residential or commercial development. 	<ul style="list-style-type: none"> • The Secondary and Concept Plans for the Railyard Renewal Plan were advanced in 2016. • The Waste Water Treatment Plant met substantial completion on schedule on December 31, 2016. • Regina’s new stadium met substantial completion, August 31, 2016, and the City assumed responsibility of the stadium on September 1, 2016. 	underway in 2015 including ongoing construction of the stadium and the launch of the Railyard Renewal Project.	
<p>Optimize regional cooperation</p> <p>Work cooperatively with surrounding municipalities, agencies, levels of government and other stakeholders to determine and evaluate opportunities to collaborate to plan for and potentially deliver services regionally.</p>	<ul style="list-style-type: none"> • Collaborative work continued with the following groups: White Butte Regional Planning Committee (includes White City, Village of Edenwold, and the RM of Sherwood), Moose Jaw Regina Industrial Corridor and the Rural Municipality of Sherwood MOU Committees. 	<ul style="list-style-type: none"> • Collaborative work continued with the following groups: White Butte Regional Planning Committee (includes White City, Pilot Butte, Balgonie, Village of Edenwold and the Rural Municipality of Edenwold), Moose Jaw Regina Industrial Corridor and the Rural Municipality of Sherwood Committee. 	<ul style="list-style-type: none"> • The City actively collaborated to explore planning initiatives and common interests with the following groups: White Butte Regional Planning Committee (which includes White City, Pilot Butte, Balgonie, Village of Edenwold and the Rural Municipality of Edenwold), Moose Jaw Regina Industrial Corridor, Rural Municipality of Sherwood Committee, Global Transportation Hub Authority, and 	<ul style="list-style-type: none"> • The City actively collaborated to explore planning initiatives and common interests with the following groups: White Butte Regional Planning Committee (which includes White City, Pilot Butte, Balgonie, Village of Edenwold and the Rural Municipality of Edenwold), Regina Moose Jaw Corridor, Rural Municipality of Sherwood Committee, Global 	<ul style="list-style-type: none"> • The City actively collaborated to explore planning initiatives and common interests with the following groups: White Butte Regional Planning Committee (which includes White City, Pilot Butte, Balgonie, Village of Edenwold and the Rural Municipality of Edenwold), Regina Moose Jaw Corridor, Rural Municipality of Sherwood Committee, Global

	<ul style="list-style-type: none"> Advanced projects with the RM of Sherwood: RM Zoning Bylaw, complementary agreement to avoid unfair competition, and civic addressing service to the RM, discussions around the growth intentions map. The City finalized the liquid waste disposal agreement with Sakimay First Nations. A municipal servicing agreement between the City and the Global Transportation Hub Authority was signed on December 4, 2018 pertaining to capital contributions and operating services. 	<ul style="list-style-type: none"> Work Plans have been developed with each group to establish work/projects for the year (e.g. Trans Canada Trail, Water Treatment partnership with the RM, Solid Waste, Utility Corridor). The City reached a signature in principle on the operating agreements with the Global Transportation Hub Authority. The City finalized water connection and access agreements with Sakimay First Nation. Advanced projects with the RM of Sherwood: proposed boundary alteration, RM Zoning Bylaw, complementary agreement to avoid unfair competition, and civic addressing service to the RM. Stakeholders from the greater region participated in the feedback and development of the Recreation Master Plan. As well, residents in the surrounding region were encouraged to participate through the online and telephone surveys as part of the community engagement process. Regina Fire & Protective Services continues to work closely with surrounding municipalities to provide fire services, mutual aid and information sharing. The department received approval to enter into a Fire Services Agreement with the RM of Edenwold from the Community & Protective Services Committee in April 2017. The Agreement aligns with the work plan of the White Butte Regional Planning Committee (WBRPC), of which the City is a member. Specifically, the work plan includes fostering and updating regional mutual aid agreements. 	<p>Sakimay First Nation, and the East Cottonwood Watershed Association.</p> <ul style="list-style-type: none"> The new Hauled Wastewater Station supports Regional Growth, as it delivers an improved level of service and more sustainable approach for customers throughout the region The City signed an agreement with Sakimay First Nation to service 16 acres of land outside of City limits with potable water access and fire services. This is the first agreement of this kind with a First Nation. 	<p>Transportation Hub Authority, and Sakimay First Nation.</p> <ul style="list-style-type: none"> The City of Regina and RM of Sherwood agreed to the definition of complementary industrial development. This agreement sets the foundation for future discussions between municipalities regarding servicing Sherwood Industrial Park in the RM north of the city and future discussions of shared services. 	<p>Transportation Hub Authority, and Sakimay First Nation.</p> <ul style="list-style-type: none"> The Regina and Region Water and Wastewater Study, completed in 2014 in cooperation with a number of municipalities surrounding Regina, was a successful act of regional cooperation that examined water, sewer and drainage needs of the region.
	Financial Policies:				
Financial Principles 1.1 Allocate the cost of delivering programs and services based on the following principles, which shall be referred to as the benefits model: 1.1.1 Where the benefits of a program or service are city-wide and shared	<ul style="list-style-type: none"> U-Pass Agreement with Saskatchewan Indian Institute Technologies (SIIT) in 2018. The U-Pass program provides full cost recovery for transit service 	<ul style="list-style-type: none"> The 2018-2021 Strategic Plan: Making Choices Today to Secure Tomorrow that was developed in 2017 includes the strategic objective 'Increase Understanding of Service Costs and Revenues Relative to Levels of Service' 	<ul style="list-style-type: none"> U-Pass was launched in 2016. The U-Pass program provides full cost recovery for transit service enhancements that are targeted for University of Regina students, but will benefit transit riders as a whole as well. 	<ul style="list-style-type: none"> Cemetery fees were reviewed and as a result, a new three-year fee schedule was approved to ensure full cost recovery and financial sustainability to the Cemeteries program and develop 	<ul style="list-style-type: none"> The Local Improvement Program (LIP) was amended to better align with the Benefits Model set out in the OCP. Changes recognize that some of the services linked to LIP investment were services that benefited the broader community. The

<p>collectively among numerous beneficiaries, the costs are to be paid for by the general revenues of the City of Regina;</p> <p>1.1.2 Where the benefits of a program or service are directly attributable to specific beneficiaries, the costs are to be paid through user fees or other similar charges; and</p> <p>1.1.3 Where some of the benefits of a program or service are city-wide and some of the benefits are directly attributable to specific beneficiaries, the costs are to be paid for by a combination of general revenues of the City of Regina and user fees or other similar charges.</p> <p>1.2 Consider, except where prohibited by <i>The Cities Act</i> or other regulations, and where appropriate, establishing user fees and other similar charges in excess of full cost recovery for the program or service to which the fees apply. Such resources shall be considered general revenues for the payment of costs associated with public benefits that are shared city-wide.</p>	<p>enhancements that are targeted for SIIT students.</p> <ul style="list-style-type: none"> • Regina Transit entered into an amended Contract Agreement with the Saskatchewan Roughriders Club. The new agreement provides full cost recovery with the user covering all costs associated with the service. • Regina Transit charges full cost recovery for the service provided to the Canadian Western Agribition. • The City continues to provide funding to Community Organizations through the Community Investment Grants Program (CIGP). The CIGP has three funding streams; Social Development, Culture and Sport and Recreation and each of these streams have priorities connected to the OCP. To ensure that funding allocated is connected to the vision of the City, applicants must ensure that their programs and services align with the priorities of each stream. • The City updated the Community Services Fees and Charges for sport, culture and recreation facilities to ensure the department accounts for the rising operating and maintenance costs associated with inflation. • A report was taken to Council that looked at adopting a Curbside Collection Services Funding Policy that would be in line with the benefits model. • Council approved the option for residents to apply for additional garbage services for a fee. 	<p>as well as measures and targets intended to focus organizational efforts on these OCP Financial Principles over the next four years.</p> <ul style="list-style-type: none"> • Reviewed landfill and recycling fees to increase compliance and enhance alignment with OCP policies. • Implementation of a Snow Site user fee for non-City Operational users. • Cemetery Bylaw amendments were approved with a new two-year fee schedule to ensure full cost recovery and financial sustainability to the Cemeteries program and develop new assets required to meet sales demand. This will allow for a consistent allocation for the 100 per cent cost recovery model for the two City cemeteries. <p>This initiative supports the benefits model where the benefits of a program or service are directly attributable to specific beneficiaries, the costs are to be paid through user fees or other similar charges.</p> <ul style="list-style-type: none"> • The City continues to provide funding to Community Organizations through the Community Investment Grants Program (CIGP). The CIGP has three funding streams; Social Development, Culture and Sport and Recreation and each of these streams have priorities connected to the OCP. To ensure that funding allocated is connected to the vision of the City, applicants must ensure that their programs and services align with the priorities of each stream. 	<ul style="list-style-type: none"> • A pay-per-load fee system based on truck size was implemented at the snow storage site. With this new fee structure, the operations of the snow storage site will be supported by its users. It remains accessible to all citizens, and commercial and private contractors for the winter season. • The new Hauled Wastewater Station will be operated under a full cost-recovery model. Customers who use the station will pay fees to recover the capital and operating cost and assure that non-users of the service do not bear the financial burden of it. 	<p>new assets required to meet sales demand.</p> <ul style="list-style-type: none"> • A Transit fare increase was approved which helps offset the tax supported funding needed to support the public transportation system; the plan runs through to 2017. • The City of Regina Snow Storage Site is a City-owned and operated facility accessible free of charge to all users, 24 hours a day during the winter season. Approximately 60 percent of all snow hauled to the site is from commercial and private contractors with the remaining comes from Winter Maintenance activities of the City. In order to align the operations of the snow storage site with the financial principles of the OCP, a pay-per-load fee system based on truck size was proposed. With this new fee structure, the operations of the snow storage site will be supported by its users. It will also still remain accessible to all citizens, and commercial and private contractors for the winter season. 	<p>amendments better reflect the balance of benefits between broader community benefits resulting from the renewal of residential roadways and the localized benefit of repaired sidewalks, gutters, and curbs. The changes to the LIP program were done in association with the introduction of a new Residential Roadway Program that provides a source of funding for the necessary work outside of the LIP framework.</p> <ul style="list-style-type: none"> • Transit has recognized that the balance of community wide benefits and individual benefits of the transit system are not accurately reflected in the level of cost recovery at which the system currently operates. Cost recovery estimates in Canada range from 45 percent to 47 percent. The City of Regina's cost recovery is significantly lower, at 37 per cent, with a target of 45 percent. The best way to improve cost recovery is through increased ridership, which has been a driving focus of Transit's ongoing business planning. However, in 2014, Transit also determined that a fee increase was warranted. A Transit fare increase was approved to increase revenue between \$1.2 and \$1.6 million annually. The fare increase shifts the balance closer to the 45 per cent target and represents the first in a planned series of fare increases to come closer to the target by 2017.
<p>Sustainable Services and Amenities</p> <p>1.3 Optimize the use of existing services/amenities:</p> <p>1.3.1 Establish an asset management framework and program;</p>	<ul style="list-style-type: none"> • The use of liquid salt was implemented to reduce the amount of sand used by 20%, resulting in cost savings overall. • A Snow Routes Pilot Project resulted in a more effective and 	<ul style="list-style-type: none"> • An asset management framework was approved in 2017 that will be adopted by all City departments. An asset management roadmap that identifies the initiatives to be completed over the 	<ul style="list-style-type: none"> • The City's Horticulture Branch partnered with Wascana Centre Authority for the annual supply of 40,000 bedding plants for outdoor floral displays to ensure 	<ul style="list-style-type: none"> • As a follow up to the 'Interim Phasing and Financing Plan', completed in 2014, a full review of the Service Agreement Fee and Development Levy policy was undertaken in 2015. The updated SAF policies put 	<ul style="list-style-type: none"> • The implementation of the new interim Phasing and Financing Plan, approved by City Council in the summer of 2014, helps make sure Regina's growth occurs methodically and in a way that is

<p>1.3.2 Provide affordable and cost-effective services and amenities in accordance with available financial resources and capabilities; and</p> <p>1.3.3 Require that new development meets City standards for infrastructure servicing, and require the development proponent to provide any upgrades necessary as a result of the new development.</p> <p>1.4 Develop infrastructure in accordance with a phasing and financing plan.</p> <p>1.5 Provide infrastructure that meets expected growth and service levels, in accordance with financial resources and capabilities.</p>	<p>efficient snow storm response. Crews were able to complete plowing 20% faster, produce more consistent snow ridges and impact road widths and travel lanes less when compared to traditional routes. This became a permanent program in 2018 with expansion planned for 2019/20 winter season.</p>	<p>next several years to advance the asset management program was endorsed in 2017.</p> <ul style="list-style-type: none"> • Re-assessed the current landfill design to increase the useful life of the landfill. • Prepared long term plans and financial models for operation and capital planning of the landfill. • An asset management plan for roadway infrastructure was completed in 2017. • In the review of various new secondary and concept plans, the City directed development to align the servicing strategy with City standards and upgrade existing infrastructure when required to support the development. • The Planning Department worked on reviewing and updating design standards for new infrastructure associated with water, wastewater, storm water, transportation and open space. • As follow up work to the Servicing Agreement Fee and Development Levy policy review undertaken in 2015: <ul style="list-style-type: none"> ○ The policy was updated to reflect the impact industrial greenfield development has on the City's infrastructure systems. As a result, the fee was reduced to 1/3 of the overall greenfield rate. • A project was initiated to determine how the fee for development resulting in intensification should be charged. • Process improvements in the Bylaw Enforcement Branch (such as the introduction of the ward system) means resources are being deployed more efficiently, resulting in faster response times and resolutions to bylaw enforcement complaints. • The Water Master Plan was substantially completed, and Phase 1 of the Wastewater Master Plan was completed in 2017. These plans will help to ensure that the City's services and amenities are financially sustainable. 	<p>Regina is an attractive city for its residents and visitors</p> <ul style="list-style-type: none"> • An asset management framework was developed in 2016 and will be adopted by all City departments in 2017. A framework and guide for asset management planning was developed to guide long-term infrastructure planning for both growth and maintenance needs. • In the review of various new development area plans, the City directed development proponents to align proposed servicing with City standards for infrastructure, and require upgrades associated with growth and ensure that infrastructure either would meet or addressed service levels in accordance with resources and capabilities. 	<p>into effect January 1, 2016 reflect the true costs of providing services to new developments and foster financial viability and sustainable growth. The policy allocates the development costs fairly between taxpayers and the developers to ensure that new development will not cause financial burdens to Regina taxpayers.</p>	<p>affordable and sustainable. Properly phasing and financing growth ensures that growth pays for growth, a key principle of the OCP. It is also a financially responsible practice because it reduces the level of financial risk associated with undertaking too much infrastructure development too quickly. In 2014, Council also committed to the completion of a final Phasing and Financing Plan in 2015.</p>
<p>Financial Planning – Capital Budgeting</p>					

<p>1.6 Make decisions on capital investment based on an understanding of the strategic priorities of the City and overall fiscal limitations.</p> <p>1.7 Align capital development plans with the policies of this Plan:</p> <p>1.7.1 Coordinate capital plans with phasing of growth and development;</p> <p>1.7.2 Update capital plans annually to account for changes in the timing and location of development;</p> <p>1.7.3 Identify and evaluate each capital project in terms of the following, including but not limited to:</p> <ul style="list-style-type: none"> – Costs; – Timing and phasing; – Funding sources; – Growth-related components; – Required financing and debt servicing costs; – Long-term costs, including operations, maintenance, and asset rehabilitation costs; – Capacity to deliver; and – Alternative service delivery and procurement options. <p>1.7.4 Identify a range of applicable funding sources over the lifecycle of an asset.</p> <p>1.8 Consider the following prioritization in developing capital investment plans:</p> <p>1.8.1 Supporting INTENSIFICATION AREAS;</p> <p>1.8.2 Completing BUILT OR APPROVED NEIGHBOURHOODS; and</p> <p>1.8.3 Developing NEW NEIGHBOURHOODS.</p>	<ul style="list-style-type: none"> • 2018 Annual Dept Report and Credit Rating: Debt management provides a long-term view of the City's debt, with a focus on addressing the future funding requirements of the City of Regina. • The City completes an annual presentation to Standard and Poor's to obtain the company's credit rating. The 2018 presentation resulted in an improved credit rating of AA+ Stable to AA+ Positive, allowing the City to access debt at a reasonable and economically viable rate. • This work responds directly to Section B: Financial Policies, as sound debt management is critical to achieving long-term financial viability of the City, ensuring the City can deliver on community priorities in a financially responsible way. 	<ul style="list-style-type: none"> • The five-year capital plan of the City of Regina is, in the case of most asset classes, based on longer term asset management plans that integrate growth components with the long-term cost of operating. • The Transportation Master Plan, approved in 2017 by City Council, identified adequate funding to accommodate population growth by improving and expanding multi-modal transportation networks to meet the Plan's goals will be needed over the next 25 years. 	<ul style="list-style-type: none"> • The Long Range Financial Model, developed in 2016, will assist Council and the Administration to understand the long-term implications of developing new infrastructure and investing in the maintenance of existing infrastructure. • The five-year capital plan of the City of Regina is now, in the case of most asset classes, based on longer term asset management plans that integrate growth components with the long-term cost of operating. • The Water and Wastewater Master Plans, which were key focuses of work in 2016, focus largely on supporting intensification areas. 	<ul style="list-style-type: none"> • The budget process for the City includes an analysis of strategic priorities in the context of overall fiscal limitations. In 2015, work was launched on the Long Range Financial Plan, which will further allow the City to assess overall fiscal limitations. • The Water and Sewer Utility has a long-term financial model that considers a twenty-five-year horizon for capital and operational costs to determine financially sustainable rates. • Capital plans are routinely developed on an ongoing basis in concert with the phasing of growth and development 	<ul style="list-style-type: none"> • The budget process for the City includes an analysis of strategic priorities in the context of overall fiscal limitations. • Capital plans are routinely developed on an ongoing basis in concert with the phasing of growth and development
<p>Financial Planning – Development Approvals</p> <p>1.9 Ensure decision-making on development applications considers the City's financial and infrastructure capacities.</p> <p>1.10 Consider requiring fiscal impact analyses for development proposals that have the potential to have an impact on the City's ability to achieve the goals of this Plan.</p> <p>1.11 Require the inclusion of the following in fiscal impact analyses:</p> <p>1.11.1 Capital and operating cost impacts, including the cost of financing and repaying debt associated with the development, if required;</p>		<ul style="list-style-type: none"> • The City's current utility rate structure is easy to understand and supports the sustainability and affordability goals in the OCP. The rate structure helps the City achieve community priorities of long-term financial viability, while fostering economic prosperity. 			

<p>1.11.2 Tax, Servicing Agreement Fees, Development Levy, and utility rate impacts; and</p> <p>1.11.3 Any identifiable qualitative impacts.</p> <p>1.12 Ensure all agreements required to provide infrastructure, including financial and development agreements, are in place prior to proceeding with development.</p>					
<p>Financial Planning – Financial Incentives</p> <p>1.13 Ensure the financial sustainability and return on investment of financial incentives designed to further the goals and objectives of this Plan.</p>	<ul style="list-style-type: none"> Real Estate updated the valuation of land process and implemented the rates resulting from the new process. 				
<p>Revenue Sources</p> <p>1.14 Work with other levels of government to:</p> <p>1.14.1 Secure sustainable sources of municipal funding for both capital and operating needs of the City;</p> <p>1.14.2 Identify major growth-related capital works that require Provincial/Federal direct investment; and</p> <p>1.14.3 Revise funding formulas for grants and other contributions relating to growth.</p> <p>1.15 Advocate for revisions to The Cities Act, The Planning and Development Act, 2007 (as amended), and other relevant legislation and regulations to expand the authority of the City of Regina to collect revenues.</p> <p>1.16 Ensure that growth pays for growth by:</p> <p>1.16.1 Ensuring Service Agreement Fees charges are based on full capital cost;</p> <p>1.16.2 Regularly reviewing the rate and rate structure for Service Agreement Fees;</p> <p>1.16.3 Reviewing the areas to which Service Agreement Fees apply, including the possibility of fees varying with location, density and use as necessary, except where specific and deliberate subsidies are approved to support public benefits;</p> <p>1.16.4 Aligning the City's development fees, property taxes and other charges with the policies and intent of this Plan; and</p> <p>1.16.5 Achieving a balance of employment and residential lands.</p> <p>1.17 Consider options for allocating costs to non-residents for the use of City of Regina</p>	<ul style="list-style-type: none"> Administration Bylaw Amendments: The language in the bylaw was updated to be consistent with new trade treaties and new procurement processes and documents. This work again responds to Section B: Financial Policies and achieving long-term financial viability, as adopting new methods of procurement aligns the City with industry best practice and provides additional tools to procure goods and services at reduced costs. Goal 4 (Revenue Sources) of Section B (Financial Policies) focuses on revenue growth and sustainability. This portion of the OCP speaks specifically to collaboration with other levels of government to secure additional funding. The bylaw was amended to allow Administration to enter revenue agreements from up to \$500,000 (an increase from \$100,000), which is more representative of currently offered revenue opportunities. Applied and received funding approval through the Building Canada Fund Infrastructure Grant for the RRI - Railyard Renewal 	<ul style="list-style-type: none"> The City received \$750,000 in funding from Multi-Material Stewardship Western, a stewardship program funded by paper and packaging generators to offset the cost of recycling their products. These funds are used to support the City's recycling program. Generated over \$296,000 in revenue at the Snow Storage Site. Initiated discussion with the White Butte group on the regional landfill to extend its life by encouraging more waste diversion. The City sold the North Pipeline Corridor (approximately 37 hectares), considering all aspects of the sale – revenue generated, protection of assets and infrastructure through easements, reduction to operating expenses for maintenance. 	<ul style="list-style-type: none"> The City received \$750,000 in funding from Multi-Material Stewardship Western, a stewardship program funded by paper and packaging generators to offset the cost of recycling their products. These funds are used to support the City's recycling program. A pay-per-load fee system based on truck size was implemented at the snow storage site. With this new fee structure, the operations of the snow storage site will be supported by its users. It remains accessible to all citizens, and commercial and private contractors, both local and regional, for the winter season. The new Hauled Wastewater Station will be operated under a full cost-recovery model. Customers who use the station will pay fees to recover the capital and operating cost and assure that non-users of the service do not bear the financial burden of it. This service is primarily required by residents of the region surrounding Regina. 	<ul style="list-style-type: none"> In 2015, Council approved the cost-recovery business model the new Septage Hauling Receiving Station, which was under construction in 2015 and will be operational in 2016. Through this model, customers who use the service will pay fees that recover the capital and operating costs of the facility over its lifecycle. 	<ul style="list-style-type: none"> Currently, septage haulers from the Regina region are able to unload into one of the City's sewage lagoons for a nominal fee. The development of the new Wastewater Treatment Plant will result in decommissioning the sewage lagoons, so this option will no longer be available. The City of Regina has only a limited requirement for septage services and could have proceeded to address only its needs. However in 2014, Council determined that the new Septage Receiving Station (SRS) will continue to accept septage from customers and communities outside of Regina, but on a full cost recovery basis consistent with this policy. Providing this service to non-Regina residents helps foster cooperation and growth with the surrounding area.

<p>services which are not fully cost recovered through user fees.</p> <p>1.18 Continue to consider and implement innovative financing tools to pay for growth, including but not limited to:</p> <p>1.18.1 Tax increment financing;</p> <p>1.18.2 Public-Private Partnerships (P3s);</p> <p>1.18.3 Special levies; and</p> <p>1.18.4 Bonusing (e.g. to allow for additional density or height in developments).</p> <p>1.19 Encourage surrounding municipal governments and government agencies to provide 10-year forecasts of capital expenditures to allow for improved joint planning.</p> <p>1.20 Apply the benefits model to ensure that costs shared with other municipalities and external agencies are paid for on a proportionate basis.</p> <p>1.21 Collect development charges through the use of development levies or servicing fees in accordance with <i>The Planning and Development Act, 2007</i>.</p>	<p>Project. Grant Planning work will begin in 2019.</p> <ul style="list-style-type: none"> In June 2018, City Council approved the Intensification Levy policy to enable the City to collect fees to fund offsite servicing costs for development within existing areas of the city. This task was a follow up action that resulted from the Servicing Agreement Fee and Development Levy (SAF/DL) Policy review and update in 2014-2015. The Intensification Levy is aligned with the 'growth pays for growth' policy and will come into effect on October 1, 2019. 				
Growth Plan					
<p>Long Term Growth</p> <p>2.1 Endeavor to ensure that lands contained within the LONG-TERM GROWTH AREA (500K) are protected over the long term to accommodate a city population of 500,000, as conceptually shown on Map 1 – Growth Plan.</p> <p>2.2 Direct future growth as either intensification on or expansion into lands designated to accommodate a population of approximately 300,000, in accordance with Map 1 – Growth Plan.</p> <p>2.3 Direct at least 30% of new population to existing urban areas as the City's intensification target:</p> <p>2.3.1 Review the intensification target every five years.</p>	<ul style="list-style-type: none"> In 2018, approximately 4% of estimated population growth was accommodated through the intensification of established areas of the city. The rate of growth through intensification has been on a downward trend since the OCP was approved in 2014. In 2014, 2015, 2016 and 2017 the intensification rates were approximately 26%, 12%, 11%, and 5% respectively. The cumulative intensification rate since the adoption of the OCP (2014-18) is approximately 13%. <p>The City anticipates that the intensification rate will vary from year-to-year as has been the case in the past. The longer the rate stays below the 30% target the more difficult it will be to achieve the target. As an important step in supporting intensification, the City</p>	<ul style="list-style-type: none"> In the ongoing review of new development area plans, the City sought to ensure lands were protected for the continued growth to a population of 500,000 which included considerations such as protection for road right-of-way for future interchanges and services considered for extension into the 500K LONG-TERM GROWTH AREA. The Coopertown Neighbourhood Plan approved by Council in 2017 includes planning for lands beyond the 300,000 growth boundary to ensure land use planning and infrastructure considers the larger context. In 2017, approximately 5% of estimated population growth was accommodated through the intensification of established areas of the city. The City anticipates that the intensification rate will vary from year-to-year as has been the case in the past. In 2014, 2015 and 2016 the intensification rates were approximately 26%, 12%, and 11% respectively. The 	<ul style="list-style-type: none"> In 2016, approximately 11% of estimated population growth was accommodated through the intensification of established areas of the city. The City anticipates that the intensification rate will vary from year-to-year as has been the case in the past. In 2014 and 2015 the intensification rates were approximately 26% and 12%, respectively. The cumulative intensification rate since the adoption of the OCP (2014-16) is approximately 17%. Based on 2016 Census data, between 2011 and 2016, 31% of population growth was accommodated in established areas of the city. The split between greenfield and infill growth is a measure the City will continue to monitor closely. In the ongoing review of new development area plans, the City sought to ensure lands were protected for the continued growth to a population of 500,000 which included considerations such as protection for road right-of-way for future interchanges and 	<ul style="list-style-type: none"> In 2015, approximately 12% of estimated population growth occurred through intensification of existing areas of the city. The City anticipates that the intensification rate will fluctuate from year to year as has been the case in the past. In 2014, there was approximately 26% of growth from intensification while the average over the two years since the OCP was approved (i.e. 2014-15) was 20%. While the OCP directs a five-year review of the split between greenfield and infill growth this is a measure that the City will continue to monitor closely. The Railyard Renewal Project, a major infill project to redevelop the former Canadian Pacific railyard on Dewdney Avenue, is important in supporting the intensification strategies in the OCP. This project launched in 2015 with public consultation on its design and vision. 	<ul style="list-style-type: none"> Land was annexed to fully incorporate the lands necessary for the 500K population growth area as conceptually identified on Map 1 – Growth Plan

	has been analyzing regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites throughout Regina through the Underutilized Land Study and Improvement Strategy.	cumulative intensification rate since the adoption of the OCP (2014-17) is approximately 14%. The split between greenfield and infill growth is a measure the City will continue to monitor closely. The City intends to analyse the intensification rate further through the 5-Year OCP review in 2018 and other projects.	services considered for extension into the 500K LONG-TERM GROWTH AREA		
Efficient Servicing 2.4 Make use of residual capacity of infrastructure in existing urban areas. 2.5 Develop compact and contiguous neighbourhoods. 2.6 Phase and stage development in accordance with a phasing and financing plan.		<ul style="list-style-type: none"> The approval of the Rosewood Park, Chuka Creek Business Park Concept Plans and work on other concept plan applications and amendments was in accordance with the phasing and financing policies in the OCP (14.19-14.20, Map 1b). Regina Fire & Protective Services continues to conduct annual emergency response time modelling for current neighbourhoods and newly proposed development areas to ensure all residents receive essential emergency services. The Water Master Plan was substantially completed, and Phase 1 of the Wastewater Master Plan was completed in 2017. These plans aim to maximize the efficient use of existing and new infrastructure over the long-term. 	<ul style="list-style-type: none"> In the ongoing review of new development area plans, the City sought to examine the efficient use of existing infrastructure but limiting to maintain a minimum level of service. In considering new infrastructure, directing development proponents to maximize the opportunity for the catchment area of both 300K CURRENT and 500K LONG-TERM GROWTH areas in addition to existing areas to consider improving existing levels of service 	<ul style="list-style-type: none"> As part of the Phasing and Financing Plan, amendments to the OCP approved by City Council in 2015, Regina's growth to 300,000 (300K) will be sequenced by separate phases in accordance with the plan. 	
Intensification 2.7 Direct future higher density intensification to the CITY CENTRE, existing URBAN CENTRES and CORRIDORS and adjacent INTENSIFICATION AREAS where an adequate level of service and appropriate intensity and land use can be provided. 2.8 Require intensification in BUILT OR APPROVED NEIGHBOURHOODS to be compatible with the existing built form and servicing capacity. 2.9 Direct at least 10,000 new residents to the CITY CENTRE, which will accommodate the city's highest population and employment densities. 2.10 Prepare an intensification development strategy, which addresses the following:	<ul style="list-style-type: none"> The City Centre population increased by an estimated 73 residents since the OCP was approved. Growth of the City Centre has been slow since the OCP was approved and for the first time decreased slightly in 2018 due to more demolitions than construction. The growth of City Centre population is expected to increase in the later years of the OCP as plans for the Railyard Renewal Project and Taylor Field Neighbourhood are finalized and implemented. 	<ul style="list-style-type: none"> In 2017, the City completed a pre-design study for improvements to storm water management of Drainage Area #10 which includes the downtown but also extends south to Wascana Lake, north the CPR Main Line and east to Winnipeg Street. In 2017, the City advanced an Underutilized Land Study that looks at potential regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites throughout the City, including brownfields, and recommend specific actions the City can 	<ul style="list-style-type: none"> Throughout 2016, the City undertook the work of a pre-design study for improvements to Storm water management of Drainage Area #10 which includes the downtown but also extends south to Wascana Lake, north the CPR Main Line and east to Winnipeg Street. This activity is captured within the intensification work plan, although does not necessarily provide specific capacity to support intensification, but rather supports the potential increase to level of service for the area during a major storm event. The City Centre population increased by an estimated 68 residents since the OCP 	<ul style="list-style-type: none"> Work continued on the four-year Intensification Work Plan (IWP) developed in 2014 with the initiation of a pilot project for laneway and garden suites as well as starting the process to draft guidelines for infill development. The guidelines are intended to help provide guidance to homebuilders, designers and developers to increase the compatibility of new housing developed in Regina's existing neighbourhoods in partial fulfilment of OCP policy 7.35 and policy 2.10.6. 	<ul style="list-style-type: none"> A four-year Intensification Work Plan (IWP) was developed as the first phase to accomplish the intensification goals outlined in the OCP. The strategy will enhance Regina's urban form through intensification and development of existing built-up areas of the city.

<p>2.10.1 Priority areas for intensification within areas identified in Policy 2.7 and 2.8;</p> <p>2.10.2 Potential obstacles to intensification and strategies to overcome them;</p> <p>2.10.3 Incentives for encouraging intensification development;</p> <p>2.10.4 Regulations and guidelines for undertaking the planning and design of intensification sites;</p> <p>2.10.5 Considerations for various types of intensification sites, including but not limited to former school sites, brownfield redevelopment sites, and CITY CENTRE sites;</p> <p>2.10.6 Guidelines for determining compatible urban design, appropriate built forms, densities, and design controls;</p> <p>2.10.7 Guidelines for future intensification of NEW NEIGHBOURHOODS and NEW MIXED-USE NEIGHBOURHOODS; and</p> <p>2.10.8 Other matters, as required by the City.</p>	<ul style="list-style-type: none"> • The Underutilized Land Study was completed and released to the public in the latter part of 2018. Work commenced on the Underutilized Land Improvement Study based on the consultant recommendation with a final report to Council on the Strategy anticipated for July 2019. • For 2018, a total of two tax exemptions for new residential units were approved in the Centre Square neighbourhood through the Housing Incentives Program. 	<p>undertake to improve the viability of redeveloping these lands.</p> <ul style="list-style-type: none"> • The City's Housing Incentives Policy includes a tax exemption for any new residential units added to the City Centre area, as identified in the OCP, to encourage additional residential density in the core area of the city. Exemptions differ for new rental versus ownership units. For 2017, there were no new units eligible for tax exemption in the City Centre area. • Planning work continued for the Railyard Renewal Project, which will be a major infill development / redevelopment of a brownfield site. Development of this site will significantly contribute to the city's intensification rate in the future. • Infill development and the residential intensification of the City Centre are regularly monitored. Analysis of building permit data indicates that, since the OCP was approved, approximately 84 additional residences have been added to the City Centre. This number is expected to increase in the later years of the OCP as plans for the Railyard Renewal Project and Taylor Field Neighbourhood are finalized and implemented. 	<p>was approved. The growth of the City Centre population is expected to increase in the later years of the OCP as plans for the Railyard Renewal Project and Taylor Field Neighbourhood are finalized and implemented.</p>		
<p>New Neighbourhoods and Employment Areas</p> <p>2.11 Require NEW NEIGHBOURHOODS and NEW MIXED-USE NEIGHBOURHOODS, as identified on Map 1 – Growth Plan, to:</p> <p>2.11.1 Be designed and planned as complete neighbourhoods in accordance with Policy 7. 1;</p> <p>2.11.2 Achieve a minimum gross population density of 50 persons per hectare (pph).</p> <p>2.12 NEW NEIGHBOURHOODS, NEW MIXED-USE NEIGHBOURHOODS and NEW EMPLOYMENT AREAS shall:</p> <p>2.12.1 Be developed in accordance with a phasing and financing plan; and</p> <p>2.12.2 Be subject to an approved secondary plan or concept plan.</p>		<ul style="list-style-type: none"> • New neighbourhood developments are required to be consistent with policies in the OCP including the density targets and complete neighbourhood policies. The City reviewed several proposals for secondary and concept plans in 2017. The Coopertown Neighbourhood Plan and the Rosewood Park concept plan within Coopertown were both approved in 2017. • Since the adoption of the OCP, there are very limited inhabitants in new neighbourhoods (300k) with housing construction starting within Westerra only; therefore, it is too soon to track the population density of these future Regina neighbourhoods. The plans 	<ul style="list-style-type: none"> • All maps in the OCP were amended in 2016. The most notable amendment added New Neighbourhood and Employment Areas to the OCP Growth Plan in the southeast. This results in extending the planning and build-out horizon of the Plan beyond the population of 300K. At this time, the additional 4000 estimated population within the bypass plus the amount of employment growth outside the bypass (approximately 137.5 hectares) are not anticipated to have a significant impact on the overall Growth Plan and policies. • Since the adoption of the OCP, newly approved areas had no inhabitants therefore it is too soon to track the 	<ul style="list-style-type: none"> • New neighbourhood developments are required to meet criteria set out in the OCP. The City reviewed several proposals and concept plans in 2015 and is working with developers to ensure OCP criteria are met. • Since the adoption of the OCP, newly approved areas had no inhabitants therefore it is too soon to track the population density of these future Regina neighbourhoods. The plans were, however, approved with land use strategies intended to exceed the 50 people per hectare threshold. 	<ul style="list-style-type: none"> • In 2014, the new OCP was used to guide the review and creation of secondary and concept plans. Complete neighbourhoods and other related OCP policies guided the review and creation of the Westerra Neighbourhood Plan. • Since the adoption of the OCP, newly approved areas had no inhabitants therefore it is too soon to track the population density of these future Regina neighbourhoods. The plans were, however, approved with land use strategies intended to exceed the 50 people per hectare threshold.

<p>2.13 Amend Map 1 – Growth Plan and related policies if necessary to correspond to the final alignment of the provincial highway bypass to comprehensively plan development in the southeast.</p> <p>2.14 Permit the development of lands designated as SPECIAL STUDY AREAS, as shown on Map 1 – Growth Plan, in accordance with Policy 2.15, where it can be demonstrated, to the City’s satisfaction, that:</p> <p>2.14.1 The extent to which development can proceed using capacity in existing infrastructure without significant upgrades being required;</p> <p>2.14.2 Any proposed new infrastructure supports planned long-term growth and can be provided in the financial best interest of the City of Regina from a life cycle cost perspective;</p> <p>2.14.3 Any interim servicing will be fully the responsibility of the developer until infrastructure supporting long-term growth is in place;</p> <p>2.14.4 The area can be developed in such a way so as to permit ready integration with future planned development and, where applicable, existing neighbourhoods;</p> <p>2.14.5 Impacts on the existing community, BUILT OR APPROVED NEIGHBOURHOODS, or other recommended development associated with the 300,000 population are minimal; and</p> <p>2.14.6 The proposed development conforms to the policies of this Plan.</p> <p>2.15 Ensure that the development of lands shown as SPECIAL STUDY AREA, as shown on Map 1 – Growth Plan, is subject to the following requirements:</p> <p>2.15.1 Only 120 hectares of the lands designated as SPECIAL STUDY AREA which are located within the southwest part of the City, as shown on Map 1 – Growth Plan, may be considered for development; however, the City may consider allowing additional land to be developed following the substantial</p>		<p>were, however, approved with land use strategies intended to exceed the 50 people per hectare threshold.</p>	<p>population density of these future Regina neighbourhoods. The plans were, however, approved with land use strategies intended to exceed the 50 people per hectare threshold.</p>		
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<p>build-out of the initial 120 hectares, in accordance with Policy 2.14; and</p> <p>2.15.2 Provided the criteria listed in Policy 2.14 has been met to the City's satisfaction, a secondary plan or concept plan shall be prepared and approved as a prerequisite for rezoning and development.</p>					
	Regional Context				
<p>Support Regional Growth</p> <p>3.1 Collaborate with regional partners to:</p> <p>3.1.1 Identify regional growth nodes and corridors and compatible land uses for each;</p> <p>3.1.2 Establish development forms that support the sustainable use of infrastructure; and</p> <p>3.1.3 Promote lands for housing and employment that support regional industry and investment.</p> <p>3.2 Work with regional partners to explore strategic planning initiatives, including but not limited to:</p> <p>3.2.1 An integrated servicing strategy that may include cost-sharing models, corresponding service levels, and performance outcomes for long-term views;</p> <p>3.2.2 Regional economic strategies;</p> <p>3.2.3 Regional health, safety and food security strategies;</p> <p>3.2.4 Regional open space and recreational strategies; and</p> <p>3.2.5 Sharing of knowledge, staff resources, and other measures in support of the above strategies.</p>	<ul style="list-style-type: none"> • The City worked with the RM of Sherwood to finalize the completion of the RM's new Zoning Bylaw while ensuring complementary growth in the Joint Planning Area. • Ongoing participation with the RM of Sherwood through the MOU agreement to review development within the Joint Planning Area. • Continued to participate with the proposed East Cottonwood Watershed Association to facilitate a long-term drainage solution for Harbour Landing West. • Completion of the negotiation for the servicing agreements with the GTHA. • Continue the implementation of the Regional Work Plan projects. • Completion of the negotiation and execution of the Liquid Waste Hauling Agreement with Sakimay First Nations for Salteaux Crossing. 	<ul style="list-style-type: none"> • The City worked with the RM of Sherwood to finalize the completion of the RM's new OCP while ensuring complementary growth in the Joint Planning Area. • Ongoing participation with the RM of Sherwood through the MOU agreement to review development within the Joint Planning Area. • Continued discussions with the RM of Sherwood on partnering in the development of an RM Water Treatment Plant for emergency purposes. • Continued to participate with the proposed East Cottonwood Watershed Association to facilitate a long-term drainage solution for Harbour Landing West. • Advanced projects that were identified on the White Butte Work Plan (e.g. Trans Canada Trail, Utility Corridor). • Met with George Gordon First Nation to clarify the City's role for the potential development of reserve land southeast of the city. • Continue the implementation of the Regional Work Plan projects. • Completion of the negotiation and execution of the Water Access Agreement with Sakimay First Nations for Salteaux Crossing. • Completion of the negotiation for the servicing agreements with the GTHA. • Met with regional stakeholders to discuss waste diversion initiatives and the future of the landfill. 	<ul style="list-style-type: none"> • The City continued to collaborate actively to explore planning initiatives and common interests with the following groups: White Butte Regional Planning Committee (which includes the towns White City, Pilot Butte, Balgonie, the Village of Edenwold, the Rural Municipality of Edenwold, and the Rural Municipality of Sherwood), Moose Jaw Regina Industrial Corridor, Rural Municipality of Sherwood Committees, Global Transportation Hub Authority, Sakimay First Nations, and the East Cottonwood Watershed Association. • Partnership with the White Butte Regional Planning Committee on developing a regional Trans-Canada Trail system to connect on the east of Regina. 	<ul style="list-style-type: none"> • In 2014, the Regina and Region Water and Wastewater Study was completed in cooperation with a number of municipalities within the Census Metropolitan Area (CMA). The study was initiated to explore future needs of water and wastewater servicing, with the goal to identify the potential for regional collaboration in the provision of these services. In 2015, the City continued discussions to explore shared servicing opportunities with its regional partners. • The City continued to collaborate actively to explore planning initiatives and common interests with the following groups: White Butte Regional Planning Committee (which includes White City, Pilot Butte, Balgonie, Village of Edenwold and the Rural Municipality of Edenwold), Regina Moose Jaw Corridor, Rural Municipality of Sherwood Committee, Global Transportation Hub Authority, and Sakimay First Nation. 	<ul style="list-style-type: none"> • The Regina and Region Water and Wastewater Study, completed in 2014 in cooperation with a number of municipalities surrounding Regina, was a successful act of regional cooperation that examined water, sewer and drainage needs of the region. In particular, the study identified an opportunity to explore possible ways to provide a shared wastewater plan for Regina and surrounding communities – particularly those southeast of the city. This type of regional cooperation provides the opportunity to capture economies of scale, allowing smaller communities to benefit from services they would otherwise be unable to afford, while also reducing costs for Regina residents. At the same time, it helps strengthen regional relationships and promote goodwill for future growth plans. • The City actively collaborated to explore planning initiatives and common interests with the following groups: White Butte Regional Planning Committee (which includes White City, Pilot Butte, Balgonie, Village of Edenwold and the Rural Municipality of Edenwold), Regina Moose Jaw Corridor, Rural Municipality of Sherwood Committee, Global Transportation Hub Authority, and Sakimay First Nation. • As a follow up to the success of the 2013 Regional Planning for Growth Summit: The Economic Case for Regional Cooperation, the City of Regina and its regional partners, the Regina Regional Opportunities Commission (RROC) and the White Butte Regional Planning

					Committee, held a second summit in November 2014. The summit culminated in a half day of facilitated workshops that brought our region's leaders together to focus on opportunities and chart a clearer path for regional cooperation for the Regina area. Participation by summit delegates resulted in an action plan for the Regina region.
Transportation 3.3 Work with surrounding municipalities, the Province and other regional partners as necessary to ensure the efficient movement of people and goods within the region. 3.4 Participate in the development of a regional transportation plan. 3.5 Work with the Province, surrounding municipalities and other regional partners as necessary to identify roads, or corridors for future road development, of common interest that should be protected. 3.6 Participate where necessary in defining the location and accommodation of key transportation infrastructure associated with the effective movement of goods within the region in partnership with the Province, surrounding municipalities, and the Global Transportation Hub Authority. 3.7 Encourage the Province to upgrade strategic goods routes and commuter routes that serve the region. 3.8 Explore the opportunity and feasibility with regional partners of future regional transit connections.		<ul style="list-style-type: none"> The City participated with the Saskatchewan Ministry of Highways and Infrastructure on value engineering sessions for 9 Avenue North and the west leg of the Regina Bypass. 	<ul style="list-style-type: none"> In 2016 and continuing into 2017, the City has worked the Provincial Government and the Regina Bypass Partners to ensure the successful delivery of the Regina Bypass project. This includes coordination, review and resolution of challenges of various aspects of which the City is a stakeholder in the construction of Regina Bypass infrastructure which upholding the financial, safety and security aspects for the citizens of Regina. 	<ul style="list-style-type: none"> The City has participated as a stakeholder in the provincially-led project to construct a highway bypass around Regina. 	
Joint Planning Area 3.9 The JOINT PLANNING AREA, as depicted on Map 3 – Regional Policy Context, provides a transition between the vacant lands in the city and RM that will transition to urban development over time. The RM and the City will collaborate where possible, particularly on the future of the City's aspirations for urban growth outside the city, and potential future land use conflict inside the city, to clearly define and differentiate future growth and future	<ul style="list-style-type: none"> RM of Sherwood and City representatives continued to meet in 2018 on a regular, monthly basis as part of the joint-planning committees to discuss matters of mutual interest. The Regional Planning Branch coordinated the RM's review of the City's Zoning Bylaw and worked with the RM to come up with solutions for potential conflicts. 	<ul style="list-style-type: none"> Work in 2017 on Functional Design Studies for the future extension of Saskatchewan Drive, Pinkie Road and road network planning in the Coopertown Neighbourhood Plan area works towards identifying and protecting for a future road corridor within the Joint Planning Area. RM of Sherwood and City representatives continued to meet in 2017 on a regular, monthly basis as part 	<ul style="list-style-type: none"> RM of Sherwood and City representatives continued to meet in 2016 on a regular basis as part of the joint-planning committees to discuss matters of mutual interest. The City's Regional Planning Branch coordinated the City's review of the RM of Sherwood's OCP and worked extensively with the RM to come up with solutions for potential conflicts between 	<ul style="list-style-type: none"> RM of Sherwood and City representatives continued to meet in 2015 on a regular basis as part of the joint-planning committees to discuss matters of mutual interest. Through the committees the City and RM agreed to the definition of complementary industrial development. This agreement sets the foundation for future discussions between municipalities regarding servicing Sherwood Industrial Park in the RM north of the city and shared services. 	<ul style="list-style-type: none"> The RM of Sherwood and City of Regina established three joint-planning committees that began meeting in 2014 to discuss matters of mutual interest. The committees created a work plan that focussed attention for 2014 on key projects that included renegotiation of the Fire Services Agreement, potential servicing of Sherwood Industrial Park and a solution for septage hauling. The City reviewed 24 proposed development applications and two

<p>required urban land contained within the JOINT PLANNING AREA. The objectives are:</p> <p>3.9.1 Work within the Memorandum of Understanding (MOU) framework to facilitate and manage development, land use, sharing of services and policies of mutual benefit to the RM and the City;</p> <p>3.9.2 Strengthen lines of communication between the RM and City in addressing issues for mutual benefit;</p> <p>3.9.3 Minimize potential land-use conflicts in the JOINT PLANNING AREA ; and</p> <p>3.9.4 Facilitate growth and sustainable development.</p> <p>3.10 The RM and the City acknowledge the current future growth intentions of each other as shown on Map 1a – RM of Sherwood – City of Regina Growth Intentions and agree to manage their municipal development in a way that is consistent and respects such intentions unless it is agreed that regional interests require revision of those intentions.</p> <p>3.11 Require development within the city to address the impacts on the adjacent road network in the RM where applicable.</p> <p>3.12 Require that where a proposed development will result in the need to upgrade existing, or to develop new, transportation infrastructure, in either the City or the RM, the associated costs shall be borne by the development proponent through a formal agreement with the relevant jurisdiction (e.g. City or RM), excepting situations where City Council or the RM, at its discretion, agrees to cost sharing for infrastructure.</p> <p>3.13 Work with the RM towards mutually beneficial planning of REGIONAL GATEWAYS and major entrance points to Regina conceptually shown on Map 3 – Regional Policy Context to reinforce Regina’s identification as the capital city of Saskatchewan.</p> <p>3.14 Enhance the design and appearance of REGIONAL GATEWAYS and major entrance points to Regina that are well-defined and emphasized through landscaping and wayfinding.</p>	<ul style="list-style-type: none"> • Agreement with the SRATC to work on updating the MOU in 2019. • The City reviewed 13 proposed development applications within the RM of Sherwood. This included 2 concept plans, 7 discretionary uses, and 4 subdivision applications. • The RM was sent all development applications within the Joint Planning Area (JPA) for review and comment and was also consulted on all secondary and concept plans within the JPA. • The City reviewed 6 extra-municipal servicing requests for septage hauling and water/sewer connections. All requests were located within the RM of Sherwood. 	<p>of the joint-planning committees to discuss matters of mutual interest.</p> <ul style="list-style-type: none"> • The City’s Regional Planning Branch coordinated the City’s review of the RM of Sherwood’s zoning bylaw and worked with the RM to come up with solutions for potential conflicts between the City’s future growth intentions and existing land use and the RM’s draft zoning bylaw. • The City and the RM developed and adopted a development application review process to stream line how applications for subdivisions, zoning bylaw amendments, road closures, discretionary uses, and OCP amendments within the Joint Planning Area in the City and in the RM, are handled. • The City and the RM worked collaboratively on a boundary alteration that involves approximately 7 hectares of lands that will come into the City’s jurisdiction in the summer of 2018. All details were worked out through the first level of the MOU process (Sherwood Regina Administrative Technical Committee - SRATC). This collaboration meant that the higher-level committees, Sherwood Regina Regional Development Committee (SRRDC) and the Sherwood Regina Governance Committee (SRGC), were not required in the process. • Agreement with the SRATC to work on updating the MOU in 2018. • The City reviewed 19 proposed development applications within the RM of Sherwood. This included 1 concept plan, 1 zoning bylaw amendment, 8 discretionary use, and 9 subdivision applications. • The RM was sent all development applications within the Joint Planning Area (JPA) for review and comment and was also consulted on all secondary and concept plans within the JPA such as the Chuka Creek Business Park and Rosewood Park Concept Plans. 	<p>the City’s future growth intentions and the draft OCP.</p> <ul style="list-style-type: none"> • Discussions with the RM of Sherwood on a cost sharing process for roadways within the Joint Planning Area serving both rural and urban traffic (Inland Drive). • RM of Sherwood and City staff worked collaboratively together to draft policies for each municipality’s respective OCP to address planning in proximity to the Evraz Steel Mill in Sherwood Industrial Park. The RM has included these draft policies in their proposed OCP whereas the City intends to make amendments to Design Regina as part of the 5-year review of the OCP scheduled for 2018 • The City’s Regional Planning Branch reviewed 21 proposed development applications in the surrounding municipalities. Of the 21 applications, 18 were in the RM of Sherwood, 1 was in the Town of Pilot Butte and 2 were in the RM of Edenwold. These applications included subdivisions, concept plans, and discretionary uses. • RM was consulted on all secondary plans and concept plans reviewed by the City in 2016 such as the Southeast Neighbourhood Plan. • The Sherwood-Regina Administrative and Technical Committee (SRATC) has agreed to work on the following items in 2017: policy on (jointly-funded) infrastructure projects, annexation – geographic considerations, policy, development application review process, process of developing reports/ recommendations with divergent views, secondary plan for mutual growth areas – develop list of areas, serviceability/services, road network planning, policy on joint services/servicing – both large and smaller areas, and agreement on what residential development looks like. 	<ul style="list-style-type: none"> • The City reviewed 19 proposed development applications and five applications for servicing in the RM in 2015. Major applications located within the Joint Planning Area were brought forward to the Sherwood-Regina Administrative Technical Committee for information. 	<p>applications for servicing in the RM of Sherwood in 2014. Major applications located within the Joint Planning Area were brought forward to the Sherwood-Regina Administrative Technical Committee for information.</p>
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<p>3.15 The development review process for land within the JOINT PLANNING AREA shall follow the process outlined in the MOU framework, through the committees as identified in the MOU framework, and processes as required by The Planning and Development Act, 2007 (as amended) or any other applicable Acts and as follows:</p> <p>3.15.1 Refer all subdivision, zoning amendment, discretionary use, and road closure applications, as well as draft land use policies and proposed amendments to this Plan, within the JOINT PLANNING AREA to the RM for their comment;</p> <p>3.15.2 Consult the RM prior to adoption of concept plans and secondary plans for new development within the JOINT PLANNING AREA;</p> <p>3.15.3 Allow 30 days from the circulation date for written responses to be submitted unless otherwise negotiated. If no response is received within 30 days of the circulation date the response may be considered as “no objection/ no comment; and</p> <p>3.15.4 Submit any relevant planning studies and non-planning studies within the JOINT PLANNING AREA to the RM.</p> <p>3.16 The Sherwood-Regina Administrative and Technical Committee (SRATC) is the joint administrative and technical committee to address and collaborate on larger regional issues and policy matters, in accordance with the MOU framework. The SRATC will undertake the following efforts to support their review of development in the JOINT PLANNING AREA:</p> <p>3.16.1 Explore a variety of planning, development, and finance tools to manage change in the JOINT PLANNING AREA, such as:</p> <p>3.16.1.1 Concept/secondary plans;</p> <p>3.16.1.2 Inter-municipal servicing agreements;</p> <p>3.16.1.3 Inter-municipal planning processes;</p> <p>3.16.1.4 Revenue sharing; and</p> <p>3.16.1.5 Development standards and design guidelines to guide development areas where future</p>		<ul style="list-style-type: none">• The City reviewed 15 extra-municipal servicing requests for septage hauling and water/sewer connections. Fourteen requests were located within the RM of Sherwood and one in the RM of Pense.	<ul style="list-style-type: none">• The City’s Regional Planning Branch reviewed 5 extra municipal servicing requests for septage hauling to our City facilities. Of the 5 requests, 3 were in the RM of Sherwood and 2 were in the RM of Edenwold.		
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<p>intensification and urban servicing is anticipated.</p> <p>3.16.2 Draft a document listing the basic requirements for a complete concept/secondary plan that may be required for new development in the JOINT PLANNING AREA and either municipality can require additional information for developments within their individual jurisdictions at their discretion. Requirements should include and not be limited to:</p> <p>3.16.2.1 Transportation;</p> <p>3.16.2.2 Servicing strategy;</p> <p>3.16.2.3 Community needs assessment;</p> <p>3.16.2.4 General use of land; and</p> <p>3.16.2.5 Stakeholder engagement.</p> <p>3.16.3 Manage the changes of use of land such that they do not impinge on the long term growth objectives of the City, as described in this Plan, and are in keeping with the overall intent of the RM OCP including:</p> <p>3.16.3.1 Agriculture and Small Lot Agriculture uses, including related home occupations and discretionary uses;</p> <p>3.16.3.2 Diversification of agricultural production and more intensive agricultural practices, including organic farming, value-added processing and points of sale, farm-related tourism and other agricultural activities that benefit from the proximity to the city; and</p> <p>3.16.3.3 Other employment, residential, and mix of uses as described in the RM OCP.</p> <p>3.16.4 Notwithstanding the above, the following developments are not to be permitted in the JOINT PLANNING AREA:</p> <p>3.16.4.1 Intensive livestock operations; and</p> <p>3.16.4.2 Natural resource extraction.</p> <p>3.16.5 Draft a document listing the standard submission requirements for new development applications in the JOINT PLANNING AREA and either municipality can require additional information for</p>					
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<p>developments within their individual jurisdictions at their discretion.</p> <p>3.16.6 Identify and protect future road corridors in the Joint Planning Area .</p> <p>3.16.7 Identify Special Servicing Areas that correspond to strategic nodes and corridors in the JOINT PLANNING AREA.</p> <p>3.16.8 Development served by City infrastructure will be complementary to development within the city limits. The SRATC will prepare a set of valuation criteria to determine development that qualifies for City services in the Special Servicing Areas. The criteria will address at minimum the following:</p> <p>3.16.8.1 Define complementary development;</p> <p>3.16.8.2 Allocation of available capacity; and</p> <p>3.16.8.3 Use of concept planning processes.</p> <p>3.16.9 In the interim, while valuation criteria are being established in accordance with policy 3.16.8, the City’s Extra-Municipal Servicing Policy will be used to accommodate development.</p> <p>3.16.10 Develop servicing standards for development in the JOINT PLANNING AREA that are compatible with the City standards, including:</p> <p>3.16.10.1 Roads;</p> <p>3.16.10.2 Water; and</p> <p>3.16.10.3 Wastewater, including strategies for hauled liquid waste.</p> <p>3.17 The RM and the City agree and see the benefit of development in the COLLABORATIVE PLANNING AREA (as shown on Map 1a – RM of Sherwood – City of Regina Growth Intentions). This area represents unique challenges and opportunities that would best be met by innovative approaches that could serve as a model for future inter-municipal collaboration. The intent of the work in this area is to achieve development that reflects the highest and best use of land over the long term that mutually benefits both municipalities and the region.</p> <p>3.17.1 The RM and the City will work together to prepare a concept/secondary</p>					
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<p>plan for the COLLABORATIVE PLANNING AREA as shown on Map 1a – RM of Sherwood – City of Regina Growth Intentions guided by the following principles:</p> <p>3.17.1.1 The Plan results in the coordination of use of land;</p> <p>3.17.1.2 The Plan coordinates the efficient and effective servicing and transportation connections for the RM, City and Region;</p> <p>3.17.1.3 The Plan will support economic development opportunities that benefit each municipality and the region; and</p> <p>3.17.1.4 The Planning process will incorporate the spirit of the inter-municipal process outlined in the MOU framework.</p> <p>3.17.2 The secondary plan will address1, unless agreed to be waived by the RM and City, the following:</p> <p>3.17.2.1 Land Use Planning;</p> <p>3.17.2.2 Transportation networks;</p> <p>3.17.2.3 Servicing;</p> <p>3.17.2.4 Tax revenue sharing;</p> <p>3.17.2.5 Capital/Recreational funding;</p> <p>3.17.2.6 Phasing of development; and</p> <p>3.17.2.7 Any other matters as the RM and the City see fit.</p> <p>3.17.3 The RM and the City acknowledge the advanced plans for section 33 and will encourage but not require the landowners to participate in the COLLABORATIVE PLANNING AREA planning process.</p> <p>3.17.4 The RM and the City acknowledge their intentions to make all critical decisions by consensus and any unilateral decision making in the COLLABORATIVE PLANNING AREA is undesirable, even if the formal authority of either party may allow for such decision.</p> <p>3.17.5 The RM and the City agree that as the functioning of the COLLABORATIVE PLANNING AREA develops, they will examine new models of governance that may fit the needs of the COLLABORATIVE PLANNING AREA better.</p>					
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<p>3.18 The JOINT PLANNING AREA boundary is fluid and is subject to change over time through the MOU framework process.</p> <p>3.19 Future expansion and annexation by the City of Regina of lands within the JOINT PLANNING AREA should be phased to allow for transitional development in the interim if such development is mutually beneficial to the City of Regina and the RM, and meets the overall intent of this Plan.</p>					
<p>Connected Natural System</p> <p>3.20 Partner with surrounding municipalities and other stakeholders in preparing a regional NATURAL SYSTEM management plan that will:</p> <p>3.20.1 Define, implement and monitor an ecosystems-based approach to regional environmental protection;</p> <p>3.20.2 Identify compatible land uses and design guidelines to guide development within or adjacent to the regional NATURAL SYSTEM;</p> <p>3.20.3 Identify environmental conservation measures to protect the regional NATURAL SYSTEM;</p> <p>3.20.4 Identify a regional trail and recreation system connected to the POTENTIAL OPEN SPACE CONNECTIONS; and</p> <p>3.20.5 Identify and monitor source water protection areas consistent with provincial initiatives.</p> <p>3.21 Provide natural and open space connections to the regional NATURAL SYSTEM with an emphasis on enhancing connections to primary entrances or REGIONAL GATEWAYS to the city, significant landscapes, and major institutions.</p>	<ul style="list-style-type: none"> Worked with University of Regina to assess water quality downstream of Regina on Wascana Creek and the Qu'Appelle River to determine sources of impacts. 	<ul style="list-style-type: none"> The City endorsed and agreed to participate as a member of the White Butte group on a project to complete the Trans Canada Trail (TCT). The project received approval for TCT funding for Phase 1. Collaboration with the proposed East Cottonwood Watershed Association to seek regional partnership opportunities for natural system management, environmental conservation and protection, and source water protection. 	<ul style="list-style-type: none"> Regional Planning has been working with the White Butte group on the TransCanada Trail that will connect the City portion of the trail to communities east of the City. Collaboration with the proposed East Cottonwood Watershed Association to seek regional partnership opportunities for natural system management, environmental conservation and protection, and source water protection. 		
Environment					
<p>Natural System</p> <p>4.1 Maintain and enhance the NATURAL SYSTEM conceptually identified on Map 4 – Environment, including but not limited to the:</p> <p>4.1.1 Protection and rehabilitation of NATURAL AREAS from a “no net loss” perspective, using, wherever possible,</p>	<ul style="list-style-type: none"> Continuation of naturalization initiatives, such as planting of native plants at storm water retention ponds. 	<ul style="list-style-type: none"> Continuation of naturalization initiatives, such as planting of native plants at storm water retention ponds. The City developed a framework to manage unwanted substances entering municipal wastewater and the landfill. 			

<p>native plant species and naturalization methods;</p> <p>4.1.2 Provision of sufficient vegetated buffers on the banks of STREAMS, WETLANDS and WATERBODIES;</p> <p>4.1.3 Preservation of FLOODPLAIN and floodway fringe based on the 500-year flood event (provincial standard); and</p> <p>4.1.4 Creation of high-quality, well-connected NATURAL CORRIDORS and NATURALIZED CORRIDORS to enhance biodiversity and facilitate species migration and movement.</p> <p>4.2 Restore beds and shores of STREAMS throughout the city to a naturalized state, where appropriate.</p> <p>4.3 Restore, protect, enhance and expand the diversity of species and ecosystem types within the NATURAL SYSTEM, including habitat protection for all rare species or species at risk.</p> <p>4.4 Require an ecological assessment for all new development, where appropriate, that identifies the following:</p> <p>4.4.1 The location of the NATURAL SYSTEM, species, ecologically sensitive areas, hazard lands, contaminated lands, features, buffers, and development limits; and</p> <p>4.4.2 Mitigation and protection strategies related to an ecological assessment, as appropriate.</p> <p>4.5 Work with the Wascana Centre Authority to protect and enhance the WASCANA CENTRE and its public open space features, WATERBODIES and HABITAT AREAS.</p> <p>4.6 Integrate environmental conservation efforts with the surrounding municipalities and the Province.</p>		<ul style="list-style-type: none"> • Collaboration by the City with the proposed East Cottonwood Watershed Association to seek regional partnership opportunities for natural system management, environmental conservation and protection, and source water protection. • The 'Buzz on Bugs' campaign led by the Parks & Open Space Department was launched to better manage media interest and education in all things pests, forestry and horticulture during the summer months. The 17-week initiative twice received national media coverage, with one focal point being the release of 300,000 ladybugs in Victoria Park as an environmental method to control aphids. An estimated 600 people, including kids from area daycares and summer camps, gathered over the lunch hour to learn about natural pest control mechanisms and spread ladybugs throughout the park. 			
<p>Urban Forest</p> <p>4.7 Maintain and continually expand a healthy and diverse urban tree canopy to improve air quality, increase carbon sequestration, reduce heat island effect and enhance the aesthetic character of the city by:</p> <p>4.7.1 Increasing the urban forest to one tree per person in public spaces;</p> <p>4.7.2 Requiring appropriate street tree plantings and landscaping in all</p>	<ul style="list-style-type: none"> • Regina is proud of its urban forest – recognizing that every tree in the community has been planted. In 2018, Regina had 210,537 trees in public spaces, or 0.90 trees per person. This is a small decline from 2017, when we had 0.93 trees per person. While the number of trees increases 	<ul style="list-style-type: none"> • The City inventoried 30,000 trees using GIS technology as part of a long-term goal of having a complete asset register of the urban forest that can be used to formulate changes to the Regina Urban Forest Management Strategy. • Continuing to protect, promote and expand Regina's urban forest and street tree canopy, the City continued its tree 		<ul style="list-style-type: none"> • In 2015, the City reduced the Urban Forest's pruning cycle by one year after exceeding the department's pruning target by 2000 trees. This effort should improve the health of the tree canopy over the longer term. • Continuing to protect, promote and expand Regina's urban forest and street tree canopy, the City continued its tree 	<ul style="list-style-type: none"> • Continuing to protect, promote and expand Regina's urban forest and street tree canopy, the City planted 475 trees and encouraged developers to plant drought and flood-tolerant foliage with low water requirements. Increasing the number of trees improves air quality, increases carbon sequestration, and enhances the aesthetic character of the

<p>development and other infrastructure projects;</p> <p>4.7.3 Requiring drought- and/or flood-tolerant shrubs and trees with low water requirements in landscape design where appropriate;</p> <p>4.7.4 Requiring tree conservation strategies for construction of new development, redevelopment and intensification projects; and</p> <p>4.7.5 Encouraging and developing forest strategies in commercial and industrial areas.</p>	<p>every year, at the current time, they are increasing at a rate slower than our population growth.</p>	<p>planting program, planting 475 new trees, and encouraged developers to plant drought and flood-tolerant foliage with low water requirements.</p> <ul style="list-style-type: none"> Regina is proud of its urban forest – recognizing that every tree in the community has been planted. In 2017, Regina had 208,616 trees in public spaces, or 0.93 trees per person. While the number of trees increases every year, at the current time, they are increasing at a rate slower than our population growth. 		<p>planting program and encouraged developers to plant drought and flood-tolerant foliage with low water requirements.</p>	<p>city. Encouraging the use of specific foliage significantly reduces the amount of irrigation required to establish the foliage as well as reduces replacement costs of plant material that may be exposed to extreme Saskatchewan weather conditions.</p>
<p>Water Protection</p> <p>4.8 Develop strategies to protect the quality and quantity of surface and ground water resources from contamination and impacts.</p> <p>4.9 Work with stakeholders to establish an AQUIFER management framework that protects AQUIFER water quality.</p> <p>4.10 Minimize the impacts of current and future urban land development and land use on water quality and sedimentation rates in city STREAMS and WATERBODIES.</p> <p>4.11 Work with the province and other stakeholders to develop and update an inventory and assessment of the status of surface water and watersheds.</p> <p>4.12 Implement an integrated watershed planning approach to deal effectively with relationships between land use, water quality management, and water supplies.</p> <p>4.13 Work with stakeholders to protect the City of Regina’s primary and secondary water sources to ensure they are not compromised by new development or other impacts.</p>	<ul style="list-style-type: none"> Improved instrumentation for a program to monitor the quality of sewage sent to the Wastewater Treatment Plant (WWTP) for treatment providing increased protection of the WWTP and the environment. Operated the landfill to enhance the protection of groundwater assets. 	<ul style="list-style-type: none"> Initiated a program to monitor the quality of sewage sent to the Wastewater Treatment Plant (WWTP) for treatment providing increased protection of the WWTP and the environment. Operated the landfill to enhance the protection of groundwater assets. 	<ul style="list-style-type: none"> The design work for the Trunk Relief Initiative will reduce the risk of wastewater entering other waterbodies. 	<ul style="list-style-type: none"> Regina’s Zoning Bylaw was amended to extend the aquifer protection overlay zones following the 2014 boundary alteration to identify areas of low, moderate or high aquifer sensitivity. 	
<p>Resiliency</p> <p>4.14 Work with stakeholders to:</p> <p>4.14.1 Promote more energy-efficient new construction;</p> <p>4.14.2 Improve Regina’s air quality, including reduction of corporate and community greenhouse gas (GHG) emissions;</p> <p>4.14.3 Monitor changes in climate and its impact on the city, and develop mitigation strategies;</p>	<ul style="list-style-type: none"> Monitored sewer flows to evaluate the effects of weather extremes on the domestic sewer system. 	<ul style="list-style-type: none"> Completion of the 2016 Greenhouse Gas (GHG) emission inventory for the City of Regina along with the anticipated impact of pending GHG regulations or taxes. 			

<p>4.14.4 Encourage green building design; and 4.14.5 Encourage the reduction of greenhouse gas emissions through the use of alternative energy sources.</p>					
	Transportation				
<p>Sustainable Transportation Choices</p> <p>5.1 Use the Transportation Master Plan, which shall be consistent with the objectives and policies of this Plan, as the guiding document for transportation policy and planning within the city.</p> <p>5.2 Review, update and maintain the city's road classification system to align future demands for all travel modes with the year-round functional requirements anticipated by this Plan.</p> <p>5.3 Develop achievable mode share targets for city-wide and area-specific travel, reflecting a more multi-modal city and emphasizing walking, cycling, car-pooling and transit on a year-round basis.</p> <p>5.4 Establish all-season design and maintenance priorities for roads, sidewalks and pathways to ensure the transportation network provides safe travel, access and mobility, including for the following:</p> <p>5.4.1 Key transit facilities;</p> <p>5.4.2 Key pedestrian and cycling routes; and</p> <p>5.4.3 Public buildings and institutions.</p> <p>5.5 Where necessary, require Transportation Demand Management Plans for new development that identify access to transportation choices other than private auto.</p> <p>5.6 Adopt a complete streets framework for new road construction as well as the renewal of existing streets, where feasible.</p> <p>5.7 Proactively and strategically promote walking, cycling, carpooling and transit choices by using City and community-led programs and organizations to provide education and promote awareness.</p> <p>5.8 Protect and acquire lands that are near or adjacent to transportation rights-of-way necessary to ensure overall connectivity within the transportation network.</p>	<ul style="list-style-type: none"> • The City employed a Transportation Master Plan Coordinator to aid in implementing the TMP. • Transit received a donation for an additional bus shelter. The installation of a bus shelter enhances transit service in existing residential neighbourhoods. • Council approved funding of \$8.6 million over two years for Transit Capital projects. This is the City's portion of the 50% shared funding agreement with the federal and provincial government through PTIF. Transit responded by replacing and adding new bus shelters to enhance transit service. • Research and engagement were completed for the development of a licensing scheme for the introduction of Transportation Network Companies to the City • Implementation of an electronic payment system and installation of new paid parking infrastructure are building blocks to facilitate improvements in parking policies. 	<ul style="list-style-type: none"> • The Transportation Master Plan (TMP) was approved by Council in 2017. The TMP is a comprehensive and multi-modal transportation policy and planning document for all modes of transportation, including walking, cycling, transit and vehicles, which encompasses the investment and operation of transportation infrastructure. The TMP consists of 7 Transportation Directions, 33 Goals, 216 Transportation Policies and Recommended Actions, Transportation Network Maps for all modes of travel, and a Complete Streets Framework. • With the approval of the TMP, a Road Network classification based on function was adopted to address the diversity of roadway functions. • Mode share targets were developed and included as part of the TMP for all modes with both short-term and long-term goals. • A portion of the road right-of-way required for the future upgrade to Pinkie Road was acquired and dedicated in 2017. Work on Functional Design road network planning and the development and approval of secondary and concept plans identified to protect for future road right-of-way and multi-use pathways in other locations to ensure overall connectivity within the transportation network for all modes. • Saskatchewan's first Transit Priority Signal was installed at Arcola Avenue at Ring Road. • Successful experimentation of liquid salt mixed with sand which is anticipated to result in safer roads, better winter driving conditions, and reduced amount of sand and salt usage. 	<ul style="list-style-type: none"> • The City continued work on the development of the Transportation Master Plan (TMP) which is targeted to be brought before Committee and Council in 2017. The TMP is a comprehensive and multi-modal transportation policy and planning document for all modes of transportation, walking, cycling, transit and vehicles that encompasses the investment and operation of transportation infrastructure. • Beginning in January of 2016, the City of Regina enhanced the Sidewalk Clearing program to further clear sidewalks adjacent City-owned parks on Category 3 and 4 roads, as well as all no frontage locations. This change to the Winter Road Maintenance Policy added 26 km of sidewalks to the snow clearing schedule and in turn improves accessibility for citizens throughout the winter months. The recommendations are in response to the goals and actions outlined in the OCP, specifically, the first goal in Transportation to "offer a range of year-round sustainable transportation choices for all, including a complete streets framework." 	<ul style="list-style-type: none"> • Beginning in the winter of 2015, the City of Regina cleared sidewalks adjacent to City-owned parks on category 3 and 4 roads. This change to the Winter Road Maintenance Policy adds 26 km of sidewalks to the snow clearing schedule and, in turn, improves accessibility for citizens throughout the winter months. • The OCP has been used to guide the development of operational plans for the new stadium, particularly the draft transportation and parking strategy which places a greater emphasis on active travel modes and transit use for stadium events. The strategy will be considered by Council in 2016. • Regina's municipal transit system was the first in Saskatchewan to install heated bus shelters. Four heated and lit bus shelters were installed along 11th Avenue in the downtown. 	<ul style="list-style-type: none"> • Changes made to the Winter Maintenance Policy will contribute to improve all-season accessibility and mobility for Regina residents. In 2014, the Winter Maintenance Policy was amended to enhance service levels by including sidewalk clearing adjacent to City-owned parks located next to public schools. • To help enhance the city centre and establish the location as a central hub, recommendations from the Downtown Transportation Study saw the implementation of a shared traffic and pedestrian corridor along 12th Avenue between Hamilton Street and Lorne Street. The changes to this corridor improve the flow of traffic through the downtown, while maintaining a safe and accessible corridor for pedestrian traffic.

		<ul style="list-style-type: none"> • Rapid Rectangular Flashing Beacons installed at three crosswalk locations to improve and enhance safety for pedestrians at un-signalized intersections and mid-block pedestrian crossings. • Initiated Rail Safety Program in cooperation with CN and CP Rail. • Updated The Taxi Bylaw, 1994 which included additions to improve driver and customer safety and increased service levels for accessible taxicabs. 			
<p>Public Transit</p> <p>5.9 Plan for and protect EXPRESS TRANSIT CORRIDORS identified on Map 5 – Transportation for future transit and rapid transit. These corridors will serve to provide higher levels of transit service and link corridors to TRANSIT NODES.</p> <p>5.10 Promote intensification and mixed-use development along EXPRESS TRANSIT CORRIDORS and at TRANSIT NODES and POTENTIAL TRANSIT NODES through increased service levels, more direct routes, express services, and competitive travel times.</p> <p>5.11 Enhance transit service in existing neighbourhoods to support continued residential and employment growth.</p> <p>5.12 Support ridership by better connecting active transportation choices to transit service and enhanced passenger amenities.</p> <p>5.13 Maximize the accessibility of the conventional transit system while ensuring the paratransit system meets the needs of those unable to use the conventional system.</p>	<ul style="list-style-type: none"> • A route review was completed to ensure Transit route usage is maximized and the City is appropriately served. Transit service has been extended into new residential developments. New service was expanded to Fairways West, Tuxedo Park, the Greens on Gardiner as well as additional service to Harbour Landing. A new express route was also introduced along Arcola Avenue. • Council approved funding of \$8.6 million over two years for Transit Capital projects. This is the City's portion of the 50% shared funding agreement with the federal and provincial government through PTIF. Transit responded to growth demands by leveraging the federal funding to add a new Arcola Express route. The Arcola Express route made it easier, more convenient and a more direct, quicker route for customers from the East part of the City to downtown. This route has seen high ridership. • A U-Pass Agreement with Saskatchewan Indian Institute Technologies (SIIT) was approved in 2018. The U-Pass program provides full cost recovery for transit service enhancements that are targeted for SIIT students. 	<ul style="list-style-type: none"> • City Council approved the Transportation Master Plan (TMP). The TMP identifies and provides guidance on the general location of express transit corridors within the City. • Council approved funding of \$17.2 million for Transit Capital projects. This funding was possible through a shared funding with the federal and provincial governments called the Public Transit Infrastructure Fund (PTIF). Projects worked on in 2017 include: <ul style="list-style-type: none"> ○ purchase additional buses for a new Express route on Arcola Avenue and the overall spare fleet ○ purchase additional buses for the overall spare fleet of both conventional and paratransit fleet ○ purchase 17 replacement 40-foot buses ○ purchase 9 replacement paratransit buses ○ update conventional bus stops with new concrete pads ○ made accessibility enhancements to bus stops including high visibility poles and enhanced accessible signage with braille and raised lettering ○ purchase more modern bus shelters ○ purchase and implement new dispatch software for the conventional operations • Increase in ridership by 3% to a total of 6.6 million rides 	<ul style="list-style-type: none"> • There was the addition of two buses to the Paratransit fleet to respond to increasing demands for use. Furthermore, the use of taxis in this service were two of the successful variables to reduce the unaccommodated refusal rate to 0.7. • Audible Stop Announcement software was installed making the bus trip more assessable for many customers assisting them to know the next stop. • The launch of the Universal Bus Pass (U-Pass) at the University of Regina resulted in additional routes and enhanced service frequencies. More direct, quicker routes were implemented. This will enhance the overall Transit system and the services for residents 	<ul style="list-style-type: none"> • Implemented bus route changes on Victoria Avenue East to cover more area in the Victoria East area at no additional cost. The changes allowed residents to have more choice in bus routes and made it easier and more convenient to take the bus. • Service was introduced on five additional stat holidays that previously did not have any transit service. This allowed another transportation option during holidays. On average there were 3,200 rides given on each holiday. • The approval of a Universal Bus Pass (U-Pass) at the University of Regina will require addition routes and enhanced service frequencies to support the increase of students taking the bus. More direct, quicker routes will be implemented to make the service attractive. Around 10,000 students will have a U-Pass and will be able to use the Transit service while going to the University. This will enhance the overall Transit system and the services for residents. Ridership is expected to increase gradually as new users to the Transit system try it for the first time. This will build future generation Transit riders that will form new transportation habits. • Bus service was introduced in the Hawkstone development to ensure this area had no more than a 400 meter walk to Transit services. Previously the distance was over 1,000 meters. This 	<ul style="list-style-type: none"> • In 2014, transit was extended into Eastgate. This decision built on top of significant transit improvements in July 2013 when service was expanded to previously unserved or poorly served neighbourhoods including Maple Ridge, Lakeridge, Lakeridge Addition, Skyview, Kanosis, Windsor Park, Spruce Meadows, the Greens on Gardiner, the Refinery, Ross Industrial East, and Wascana Park/Science Centre. At the same time, two new express routes operating on Albert Street and Victoria Avenue were added. Finally, as part of the 2015 budget, approved in December 2014, Council made a decision to expand Transit service to the following statutory holidays: Victoria Day, Canada Day, Saskatchewan Day, Labour Day and Thanksgiving Day.

Implementation 2014-2018

	<ul style="list-style-type: none"> All Conventional Transit buses are low floor and are accessible to all customers. Visual bus stops announcement reader boards were installed on 63 buses for those that may have hearing. Conventional Transit is transporting more customers that used Paratransit service in the past. This along with the utilization of taxis where possible has assisted in a reduction in denied Paratransit trips. Paratransit conducted a Customer Engagement survey to receive feedback from their customers on what is working well and areas of improvement. This will allow Paratransit to focus on enhancing the service provided where needed. Transit implemented a Class Trip Program. This program allows schools to access transit service for external class trips. In providing this service Transit will increase awareness of transit services and their benefits to a younger age group as potential future customers. Over 1,000 students took advantage of this service in the first four months of implementation. Transit Fare changes are proposed for 2019. The incentives are to attract new customers and encourage the use of transit. Included in the changes are an Affordable bus pass for those with a lower income. Individuals with a lower income have the ability to purchase a reduced bus pass. 	<ul style="list-style-type: none"> Paratransit continues to provide additional service and utilize taxis to reduce the number of unaccommodated trips. In 2017, Paratransit was able to reduce its unaccommodated trip rate to approximately 0.24% of all trips requested. Charter Service increased dramatically for 10 Saskatchewan Roughrider games and 2 Music Concerts at Mosaic Stadium. The average for each event was 6,620 transit customers with an overall total of 79,444 rides. Council delegated authority to City Administration to negotiate and approve a contract with the Saskatchewan Indian Institute of Technology (SIIT) for a U-Pass program for a duration of three years. 		<p>change connects Hawkstone to the rest of the neighbourhood and allows choice in transportation for the residents in this area.</p> <ul style="list-style-type: none"> In 2015, the City continued its pursuit of an overall action plan with respect to accessible taxicabs, supporting the priorities of sustainable transportation choices and social inclusion. This approach supports Transit Services' plan for reducing Paratransit refusal rates by utilizing taxicabs. 	
Integrated Transportation and Land Use Planning 5.14 Ensure street patterns in NEW NEIGHBOURHOODS, NEW MIXED-USE NEIGHBOURHOODS and NEW EMPLOYMENT AREAS provide both internal and external connectivity,	<ul style="list-style-type: none"> City administration worked with developers on the preparation of the Coopertown Concept Plan to ensure that it includes planning for future road, cycling, pedestrian and transit network extensions for The Saskatchewan Drive Extension and Pinkie & Courtney Functional 	<ul style="list-style-type: none"> The review and approval of the Coopertown Neighbourhood Plan, Rosewood Park Concept Plan and Chuka Creek Business Park Concept Plan and work on other concept plan applications and amendments integrated transportation and land use planning 			

<p>pedestrian-scaled block sizes, and transportation choices.</p> <p>5.15 Require the analysis of transportation and multimodal needs of the broader area surrounding new development, where appropriate.</p> <p>5.16 Provide transit service in NEW NEIGHBOURHOODS as soon as feasible to encourage transit use and influence early adoption.</p> <p>5.17 Adopt approaches to parking standards and management that encourage multi-modal transportation options.</p> <p>5.18 Develop standards requiring the provision of bicycle parking for industrial, commercial, institutional, and multi-family residential land uses.</p> <p>5.19 Ensure that street design is compatible with the intended land use and built form.</p>	<p>Design projects were completed and are designed to be supportive of future growth.</p>	<p>through the identification of various road classifications, transit routing, on-street cycling and multi-use pathway connections to align with City policy and standards.</p> <ul style="list-style-type: none"> Street design at the concept plan level was considered and identified in all concept plans approved in 2017. 			
<p>Road Network Capacity</p> <p>5.20 Consider improvements to existing infrastructure before constructing new or expanded roadways.</p> <p>5.21 Adopt Transportation Demand Management strategies to encourage alternative ways of getting around.</p> <p>5.22 Analyze and implement the use of transit and high-occupancy vehicle lanes to encourage mode shift, where feasible.</p> <p>5.23 Where feasible, identify and implement new technologies and best practices to enhance traffic management and safety and minimize environmental impacts.</p> <p>5.24 Provide a truck route network for the transportation of heavy, over-sized, and dangerous goods.</p>				<ul style="list-style-type: none"> In 2015, the City of Regina undertook efforts to widen and improve the overall quality of the roadway on Victoria Avenue East between Prince of Wales Drive and Coleman Crescent. Through this project, accessibility and safety were improved and now allow for a more walkable neighbourhood while also improving traffic safety. 	
<p>Active Transportation</p> <p>5.25 Develop an inviting and efficient citywide bikeway network to expand on-street and off-street cycling infrastructure to connect key trip generators and destinations.</p> <p>5.26 Maintain, enhance, and where feasible expand the city's multi-use pathway network to new and existing neighbourhoods for all seasons.</p> <p>5.27 Develop a citywide pedestrian strategy to provide a continuous high-quality,</p>	<ul style="list-style-type: none"> The cycling projects identified in the TMP were re-evaluated based on existing corridor information and site analysis. The result of this was an updated and prioritized network comprising an approximate 94 km of cycling infrastructure located in developed areas of the city. Through the course of yearly road maintenance, 32 km of sidewalk was rehabilitated to improve 	<ul style="list-style-type: none"> The City defined a priority sequence for clearing asphalt pathways after snowfalls during the winter months to ensure residents have alternatives for transportation methods around Regina as well as the ability to continue recreational activities in the winter months. Lorne Street on-street bikeway extension was completed from Victoria Ave to 12th Avenue. 	<ul style="list-style-type: none"> Multi-use pathways were constructed by developers as part of new developments in Fairways West/Westhill, Harbour Landing, Hawkstone, Kensington Greens, Riverbend, the Creeks and the Greens on Gardiner. 	<ul style="list-style-type: none"> In 2015, the City opened an on-street bikeway along Chuka Boulevard in The Greens on Gardiner neighbourhood. There was also a boulevard trail along Parliament Avenue, from Pasqua Street to Lewvan Drive, constructed in 2015. Multi-use pathways were constructed by developers as part of new developments in Harbour Landing, Riverbend, Skyview and the Greens on Gardiner neighbourhoods. 	<ul style="list-style-type: none"> Multi-use pathways were constructed by developers as part of new developments in the Creeks and the Greens on Gardiner neighbourhoods.

<p>connected, safe, and universally accessible walking experience.</p> <p>5.28 Develop processes and policy for neighbourhood traffic calming, including the use of road diets, to create safer, more walkable, and cycle-friendly streets.</p>	<p>safety, 495 m of missing sidewalk was constructed, and eight bus stop connections were built.</p> <ul style="list-style-type: none"> Through the Street Infrastructure Renewal Program and the Residential Road Renewal Program approximately 310 pedestrian ramps were installed or upgraded to ensure safety for all pedestrians 	<ul style="list-style-type: none"> Multi-use pathways were constructed by developers as part of new developments in Fairways West and the Greens on Gardiner. Additionally, the Albert Park Community Association contributed to a new multi-use pathway for Realtors Park. 			
	Infrastructure				
<p>Safe and Efficient Infrastructure</p> <p>6.1 Design, construct and operate infrastructure to comply with relevant legislative and regulatory requirements.</p> <p>6.2 Ensure new and reconstructed infrastructure follows industry best practices and overall City standards for design and construction.</p>	<ul style="list-style-type: none"> Admin Bylaw Amendments Section D4 (Infrastructure) of the OCP directs the City to meet regulatory requirements and industry best practice when considering new infrastructure. The amended bylaw implements industry best practice and aligns with trade treaties. While these proposed changes are not necessarily new infrastructure in their own right, these changes to the procurement process provide the mechanisms to help the City procure the right infrastructure while minimizing risk to the City 	<ul style="list-style-type: none"> The City implemented recommendations brought forward through the Airspace Efficiency Audit, a report outlining best practices for the City's landfill. The changes will improve operations and user experience, increasing landfill life and enhancing environmental protection at the landfill. The Water Master Plan was substantially complete in 2017. The plan will ensure the City meets regulatory requirements and industry best practices for design, construction and operation of infrastructure. Phase 1 of the Wastewater Master Plan was completed. The Plan will provide direction for capital investments in the wastewater collection system over the next 25 years and work towards meeting the City's provincial regulatory commitments. 	<ul style="list-style-type: none"> Capital upgrade projects currently underway at the Buffalo Pound Water Treatment Plant will ensure the plant can continue to meet regulatory requirements and provide the City with a reliable water source. 		
<p>Asset Management and Service Levels</p> <p>6.3 Prepare and implement an asset management strategy for infrastructure to:</p> <p>6.3.1 Guide City planning and operations;</p> <p>6.3.2 Establish a service framework and levels of service for existing and new assets; and</p> <p>6.3.3 Focus resources for managing and investing in infrastructure.</p> <p>6.4 Adopt a continuous improvement framework to address the current infrastructure gap and ensure that future requirements for infrastructure are aligned with the priorities, goals and policies of this Plan.</p>	<ul style="list-style-type: none"> Roadways & Transportation completed the fifth year of the Residential Road Renewal Program, delivering 56 projects and covering 17.1 km of residential roadways. Additionally, 8 km (13 projects) were completed on the major road network. New Residential Road Renewal Program strategy was adopted by council. 	<ul style="list-style-type: none"> A service framework was developed to guide how the City measures success against established service delivery targets (known as 'levels of service'). The City is building its capability for long-term planning with existing human resources. An additional four asset management plans were developed for a total of six to date, which plan long-term for the operations, replacement, and building of new assets. Plans were developed for City Facilities, Waste Water, Roadways and Asphalt Plant. 	<ul style="list-style-type: none"> The City completed a maturity assessment and gap analysis. This feeds a 10-year corporate strategy and roadmap that will be geared toward maintaining and improving City infrastructure and capital assets while keeping costs for Regina residents affordable (to be completed in 2017). An asset management continuous improvement framework will be adopted by all City departments in early 2017. A service framework is being developed to guide how we measure success against 	<ul style="list-style-type: none"> City is developing master plans for the following asset categories: <ul style="list-style-type: none"> Water Waste Water Facilities The Residential Road Renewal Program applies an asset management strategy with dedicated funding, through the 1 percent mill rate, to improve the condition of our residential streets. The Program allocates 10 percent of funding to roads in 'good' condition, 65 percent to roads in 'fair' condition and the remaining 25 percent to roads in 'poor' 	<ul style="list-style-type: none"> In 2014, Council approved a proposal to allocate 1 per cent of the annual mill rate increase for the next five years to residential roadway renewal. Before this decision, the renewal of residential roads has been limited and failed to address a significant gap in service. Work has started to create a new Residential Road Network Improvement Plan. The plan will set out project timelines for the renewal and maintenance of residential roadways in a systematic manner, and steadily improve the overall quality of residential roads in our city.

6.5 Determine requirements to upgrade and finance existing infrastructure to service new development at defined service levels.		<ul style="list-style-type: none">• Restorative Seals project to extend asphalt, concrete, and paving life cycle. This was done following research and evaluation of options for preventative maintenance. In total 260,000 m2 of City roads were treated.• Asset management plans for the Asphalt Plant and Roadway Infrastructure were completed in 2017.• Reviewed and updated Standard Construction Specification and identified necessary changes to improve roadway performance.• Implemented third year of the Residential Road Renewal Program by completing 67 projects covering 18.7 km of roadways. Implemented another year of the Street Infrastructure Renewal Program by completing 25 projects covering 15.5 km.• Four bridge replacements (Ring Road over Victoria Ave Overpass, Wascana Parkway over Ring Road Overpass, and two pedestrian bridges over the South Storm Channel) were completed. Bridge work on Ring Road over Victoria Ave Overpass was completed ahead of schedule.• Traffic signals installed at eight new intersections, traffic signals rehabilitated at seven intersections, four new overhead signal pedestrian corridors, 32 uninterruptable power supplies, and 15 new expressway lights with all new ducts and cables.• The City proactively rehabilitates and replaces both water and wastewater mains as part of its renewal program. In 2017, over 25 km of wastewater mains were relined and approximately 5 km of water mains were relined and replaced.• The creation of master plans for water and wastewater will ensure infrastructure decisions result in long-term sustainability of the City's assets.• The City replaced irrigation infrastructure to address deteriorating assets at the end of their life cycle.	<p>our service delivery targets (known as 'levels of service').</p> <ul style="list-style-type: none">• The City is building its capability for long-term planning with existing human resources. The City developed its first two asset management plans, which plan long-term for the operations, replacement, and building of new assets. Plans were developed for City bridges and the infrastructure supporting City's potable water service, including both pump facilities and the underground pipe network.	<p>condition. In 2015, 87 projects improved the condition of a 19.2 km of our residential road network. The 2016 construction season will include approximately 20.8 km of roadway improvements and will continue to increase which will continue to maintain and improve our residential roads overall.</p>	<ul style="list-style-type: none">• Work was completed on the Second Pressure Zone project, delivering improved water pressure including water pressure sufficient for fire response to residents in the northern portion of the community. This second pressure zone ensures service expectations are maintained while infrastructure growth continues in a sequential and coordinated manner.
Planned Infrastructure For Growth					

<p>6.6 Develop infrastructure plans that will:</p> <p>6.6.1 Address both short- and long-term growth requirements;</p> <p>6.6.2 Manage the impacts of new development on system-wide services;</p> <p>6.6.3 Optimize use of existing infrastructure to minimize financial and environmental impacts of growth; and</p> <p>6.6.4 Align the approval process for capital funding with requests for ongoing operating funding.</p> <p>6.7 Integrate stormwater management into municipal reserves and open space in a manner that is compatible with the intended function of the open space.</p> <p>6.8 Assess infrastructure requirements prior to reconstruction to ensure that the design accommodates future growth, where feasible.</p> <p>6.9 Consider operational aspects, such as providing solid waste management services, in the design of new developments.</p>	<ul style="list-style-type: none"> • The Water Master Plan was approved by Council in 2018. The plan will ensure the City meets regulatory requirements and industry best practices for design, construction and operation of infrastructure. • Work on the Wastewater Master Plan was advance in 2018. 	<ul style="list-style-type: none"> • The City, with the developer of Rosewood Park and the developer of Phase 1b within the Coopertown Neighbourhood Plan area worked towards a solution to transition servicing utilizing existing wastewater pump station to a new larger wastewater pump station to service the entire plan area. • The City review of concept plans for new growth areas examined the integration of storm water management into municipal reserves and open space that allowed for the continued operation intended for the open space while providing the level of protection required by City standards in a major storm event. • The City considered the operational aspects including efficient garbage collection in the road and alley layout of planned new development areas within the various concept plans approved and under review. • The Water Master Plan was substantially complete in 2017. The plan will ensure infrastructure needed for growth will be planned from a long-term perspective. • Phase 1 of the Wastewater Master Plan was completed. The Plan will provide direction for capital investments in the wastewater collection system over the next 25 years to renew existing infrastructure and plan for new infrastructure in support of growth. 	<ul style="list-style-type: none"> • The City, with the developer of the Towns and in consultation with developers within the Greens on Gardiner and The Creeks, completed a planning pre-design study for the near-term expansion of the Creeks Sanitary Pump Station to maximize the available capacity to service new growth within the South East Neighbourhood Plan. • The City review of Concept Plans for new growth areas examined the integration of storm water management into municipal reserves and open space that allowed for the continued operation intended for the open space while providing the level of protection required by City standards in a major storm event. • The City examined various infrastructure requirements for growth prior to reconstruction including various roadway and bridge maintenance activities as well as planned water and sanitary service infrastructure. (examples: Ring Road over Victoria Avenue bridge deck replacements, 3rd McCarthy Boulevard force main, planning for realignment of Water Supply lines to include a future 3rd supply line, Wascana Parkway over Hwy #1 Bypass bridge deck replacement planning) • The City considered the operational aspects including efficient garbage collection in the road and alley layout of planned new development areas within the various Concept Plans approved and under review. 	<ul style="list-style-type: none"> • The Wastewater Treatment Plant project continued throughout 2015. The development of the new plant supports the environmental objectives of the OCP, improving effluent quality. It also supports the future growth of the community. • The Water Master Plan, which will guide the development of Regina's water infrastructure over the long term, was started in 2015. This is consistent and encourage by the OCP, which proposes that "the infrastructure needed for growth will be planned from a long-term perspective." The way the Utility does financial planning is also consistent with the OCP. One of the goals is to "ensure the sustainability of the City by understanding and planning for the full cost of capital investments, programs and services in advance of development approval and capital procurement." The Utility has a long-term financial model to include capital and operational costs to support financially sustainable rates. 	
<p>Conservation and Environment</p> <p>6.10 Monitor the demand for City water and develop environmental conservation strategies.</p> <p>6.11 Support runoff infiltration and retention by:</p> <p>6.11.1 Separating stormwater and sanitary sewer systems and continuing to reduce the incidence of water runoff being directed to the sanitary system; and</p> <p>6.11.2 Adopting standards regulating the quality of stormwater.</p>	<ul style="list-style-type: none"> • Continued to seek and eliminate cross connected sewers. 	<ul style="list-style-type: none"> • Operated the Landfill Gas to Energy System, creating electricity from landfill gas. • Ongoing drainage upgrades were advanced along 5th Avenue North and 12th Avenue, which will reduce the risk of flooding and assist in reducing rainwater in the wastewater system. • A third forcemain was constructed from the McCarthy Boulevard Pumping Station to the Waste Water Treatment Plant. The additional forcemain will 	<ul style="list-style-type: none"> • Landfill Gas to Energy facility became operational, converting gas from waste decomposition into electrical power. The power is sold to SaskPower. This facility produces enough electricity to power up to 1,000 houses. 	<ul style="list-style-type: none"> • The construction of a waste-to-energy facility began in 2015. Beginning in 2016, this facility will convert landfill gas, a by-product of decomposing waste, into electricity. This electricity will be sold to SaskPower through the Green Options Partners Program. 	

6.12 Explore waste-to-energy processes whereby waste and waste byproducts of one activity are used as resources for another.		<p>allow the City to pump more wastewater during major rainfall events and reduce the risk of wastewater overflows and sewer backups.</p> <ul style="list-style-type: none"> Construction was completed on a new Ultra Violet Facility at the Buffalo Pound Water Treatment Plant, which improves the overall water treatment process. Master plans for water and wastewater will ensure that infrastructure is designed to conserve resources and minimize impacts on the environment. 			
<p>Infrastructure Staging</p> <p>6.13 Sequence infrastructure based on a phasing and financing plan.</p> <p>6.14 Plan and build infrastructure from a long-term perspective and permit servicing only when aligned with the servicing needs for long-term growth.</p> <p>6.15 Align new infrastructure with planned upgrades to existing City assets.</p> <p>6.16 Encourage collaboration with other utility providers to maintain and enhance public and private facilities and services such as electricity, gas and telecommunications.</p>		<ul style="list-style-type: none"> The review and approval of new concept plans in 2017 was in line with the phasing and financing policies outlined in the OCP (14.19-14.20, Map 1b); new infrastructure supporting the development will also be in-phase while incorporating the necessary design aspects to consider the longer planning horizon. Master plans for water and wastewater will ensure infrastructure needed for growth will be planned from a long-term perspective. 	<ul style="list-style-type: none"> Infrastructure staging for the concept plans under review or approved is directed to be in line with the phasing policies of the OCP and planned for the long-term perspective, unless specific phasing circumstances required the use of interim infrastructure or the planned decommissioning of existing infrastructure. 	<ul style="list-style-type: none"> The City ensures development of new infrastructure needed for City services, such as water, wastewater, drainage, landscaping and transportation, is meeting the necessary regulations and City standards. In 2015, the City managed 17 servicing agreements with developers to construct new infrastructure in the following communities: <ul style="list-style-type: none"> Hawkstone The Greens on Gardiner The Creeks Harbour Landing Kensington Greens 	
Land Use and Built Environment					
<p>Complete Neighbourhoods</p> <p>7.1 Require that NEW NEIGHBOURHOODS, NEW MIXED USE NEIGHBOURHOODS, INTENSIFICATION AREAS and BUILT OR APPROVED NEIGHBOURHOODS are planned and developed to include the following:</p> <p>7.1.1 A collaborative planning process involving stakeholders;</p> <p>7.1.2 Integration and interconnectivity with all adjacent neighbourhoods, the city, and where appropriate, the region;</p> <p>7.1.3 A framework, where appropriate, of smaller neighbourhood districts and a centrally located neighbourhood hub;</p> <p>7.1.4 Opportunities for daily lifestyle needs, such as services, convenience shopping, and recreation;</p>	<ul style="list-style-type: none"> The City reviews area plans for new neighbourhoods ensuring they are planned to be 'complete neighbourhoods.' The City reviewed and approved a concept plan for a neighbourhood within Coopertown. There were also amendments approved to The Towns Concept Plan and the Westerra Neighbourhood Plan and phase 1 concept plan. The Welcome Services Pavilion was tendered in 2018 with construction anticipated to commence in Q1, 2019. The Underutilized Land Study was completed and released to the 	<ul style="list-style-type: none"> The City reviewed a comprehensive secondary plan for the Coopertown Neighbourhood Plan. The Coopertown Neighbourhood Plan provides an overarching policy framework guiding future land-use, development and infrastructure servicing for the northwest growth area. City Council adopted the plan in 2017 which is awaiting final approval by the Province of Saskatchewan. Progress on a corridor and neighbourhood sequencing plan began in 2017 and will continue into 2018. This work will allow the City to establish criteria to evaluate and determine the order in which updates to 	<ul style="list-style-type: none"> In 2016, Council approved a Shopping Centre on Chuka Drive in the Greens on Gardiner, which will provide needed local services including a grocery store for area residents. In addition, Zoning Bylaw Amendments were made for the first phases of the East Victoria Concept Plan Aurora, and The Towns/ Eastbrook Concept Plan. The City reviewed a comprehensive secondary plan for the Southeast Neighbourhood. The Southeast Regina Neighbourhood Plan will provide an overarching policy framework guiding future land-use, development and infrastructure servicing for the southeast growth area. City Council adopted the 	<ul style="list-style-type: none"> The Final Phasing and Financing Plan, developed as part of the Service Agreement Fee and Development Levy policy review, and now a part of the OCP, supports development of complete neighbourhoods by limiting the number of neighbourhoods developing at any one time; this also helps to mediate growth-related impacts on City operations, which reduces risk to service levels and quality of life for existing residents. A pilot project for laneway and garden suites was initiated. New neighbourhood developments are required to meet criteria set out in the OCP. The City reviewed several proposals and concept plans in 2015 and is working 	<ul style="list-style-type: none"> New neighbourhood developments are required to meet criteria set out in the OCP and the Westerra Neighbourhood is the first residential neighbourhood to gain approval that is within the 300K population growth plan. The neighbourhood takes advantage of a mix of uses, including residential, open space recreation and employment, and higher density to create a more complete neighbourhood.

<p>7.1.5 A diversity of housing types to support residents from a wide range of economic levels, backgrounds and stages of life, including those with specific needs;</p> <p>7.1.6 Specialized open space, such as squares, civic centres, and parks, which are optimally located and designed;</p> <p>7.1.7 Streets, pedestrian paths and bike paths that contribute to a network of fully connected, safe and accessible routes to all destinations;</p> <p>7.1.8 A distinctive character, identity and sense of place;</p> <p>7.1.9 Buildings which are designed and located to enhance the public realm, and contribute to a better neighbourhood experience; and</p> <p>7.1.10 Convenient access to areas of employment.</p> <p>7.2 Encourage, through any applicable planning and development initiative or approval as determined by the City, that NEW NEIGHBOURHOODS, NEW MIXED-USE NEIGHBOURHOODS, INTENSIFICATION AREAS and BUILT OR APPROVED NEIGHBOURHOODS conform to the guidelines outlined in Appendix A – Guidelines for Complete Neighbourhoods.</p> <p>7.3 Collaborate with stakeholders to determine whether former institutional properties are required for a civic use or should be converted to an alternate land use.</p> <p>7.4 Ensure redevelopment of surplus school sites considers Appendix B – School Site Re-Use Guidelines where it has been determined that a former school site is not required for civic use.</p> <p>7.5 Encourage appropriate mixed-use development within neighbourhoods, as well as the retention of existing local and neighbourhood commercial spaces.</p> <p>7.6 Permit live/work opportunities within URBAN CENTRES and URBAN CORRIDORS and within residential areas as identified within approved secondary plans or concept plans.</p>	<p>public in the latter part of 2018. Work commenced on the Underutilized Land Improvement Study based on the consultant recommendation with a final report to Council on the Strategy anticipated for July 2019.</p>	<p>neighbourhood plans will occur starting in 2019.</p>	<p>plan in 2016 which is awaiting final approval by the Province of Saskatchewan.</p> <ul style="list-style-type: none">• In 2016, City Council approved development applications for two mixed use buildings (125 Hamilton Street and 120 Broad Street).• In 2016, City Council approved Live/Work Zoning Regulations and a live/work development in Westerra.• City Council approved a Zoning By-law Amendment to permit the construction of six laneway suites through the laneway and garden suite pilot project.	<p>with developers to ensure OCP criteria are met.</p>	
City Centre					

<p>7.7 Collaborate with stakeholders to enhance the CITY CENTRE, as depicted on Map 1 – Growth Plan, by:</p> <p>7.7.1 Investing in an attractive, safe public realm, including pedestrian-friendly and lively streets, and inviting, versatile multi-season public spaces;</p> <p>7.7.2 Ensuring the CITY CENTRE maintains a healthy urban forest;</p> <p>7.7.3 Requiring built form that complements, enhances and accentuates adjacent streets and public places;</p> <p>7.7.4 Supporting the development of a mixed use environment, with design and density emphasis adjacent to major corridors and public spaces;</p> <p>7.7.5 Supporting HISTORIC PLACES, cultural and civic resources and events;</p> <p>7.7.6 Supporting a range of density while respecting the unique characteristics of the neighbourhoods within the area; and</p> <p>7.7.7 Implementing the Regina Downtown Neighbourhood Plan.</p> <p>7.8 Ensure that a future Neighbourhood Plan(s) for the CITY CENTRE addresses the following:</p> <p>7.8.1 Enhancement of the Albert Street and Broad Street corridors, including the underpasses;</p> <p>7.8.2 Integration of the Regina Revitalization Initiative;</p> <p>7.8.3 A pedestrian connection between the DOWNTOWN and the Warehouse District;</p> <p>7.8.4 Better connections to and between the Warehouse District, the stadium site and exhibition grounds, the future Taylor Field Neighbourhood, the DOWNTOWN, and surrounding neighbourhoods;</p> <p>7.8.5 A strategy for supporting a mixed-use environment;</p> <p>7.8.6 Guidelines and regulations for heritage conservation, architecture and urban design, place making, and neighbourhood identity;</p> <p>7.8.7 Details on implementation, which may include revitalization incentives, future zoning and development standards, and capital improvements; and</p>	<ul style="list-style-type: none"> • The Welcome Services Pavilion was tendered in 2018 with construction anticipated to commence in Q1, 2019. • The Underutilized Land Study was completed and released to the public in the latter part of 2018. Work commenced on the Underutilized Land Improvement Study based on the consultant recommendation with a final report to Council on the Strategy anticipated for July 2019. 	<ul style="list-style-type: none"> • The City advanced an Underutilized Land Study that looks at potential regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites throughout the City. This study will recommend specific actions the City can undertake to improve the viability of redeveloping these lands. • In 2017, key development approvals related to City Centre infill growth included 2 adaptive reuse approvals for buildings, and Commercial Building Permits for 66 renovations and 15 changes of use in the City Centre. • Saskatchewan Municipal Board decision confirms that the Development Officer's decision on a development permit is guided by Transitional Area Neighbourhood Plan (OCP Part B.3) policies related to retention of streetscape character. • Significant work was undertaken to rehabilitate two heritage buildings at the Cornwall Centre which will improve the 11th Avenue streetscape. • In the City Centre, significant work was undertaken to repair three designated Municipal Heritage Properties (one with financial assistance provided under the Heritage Building Rehabilitation Program). • Information on the Heritage Conservation Program was sent by mail to all owners of properties designated as either Municipal Heritage Properties or as part of the Victoria Park Heritage Conservation District, and properties listed under <i>Bylaw No. 8912</i> (commonly known as the Heritage Holding Bylaw). Approximately 25% of these properties were represented at information sessions. • In 2017, Council approved partnership agreements with the Regina Downtown Business Improvement District (RDBID) to construct an addition to the maintenance building in Victoria Park and to construct a welcome pavilion on 	<ul style="list-style-type: none"> • In 2016, key development approvals included City Centre infill growth including several adaptive reuse approvals for buildings in the Transition Area (also known as the Centre Square Neighbourhood) and the Warehouse District. • The Regina Downtown Business Improvement District was established to improve the downtown's appearance and image, promote and market the downtown and undertake projects and initiatives that facilitate ongoing enhancement and redevelopment within the RDBID boundary. The RDBID will provide a number of programs and services to business owners, including streetscape beautification, street cleaning, graffiti removal and inclusion in marketing and promotional campaigns 	<ul style="list-style-type: none"> • Since its endorsement by Council in the fall of 2009, the City has been working with partners like Regina Downtown Business Improvement District to implement the Regina Downtown Neighbourhood Plan (RDNP). Work is ongoing or complete on 27 of the plan's 32 actions. 	<ul style="list-style-type: none"> • Since its endorsement by Council in the fall of 2009, the City has been working with partners like Regina Downtown Business Improvement District to implement the Regina Downtown Neighbourhood Plan (RDNP). Work is ongoing or complete on 27 of the plan's 32 actions.
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<p>7.8.8 A strategy for providing adequate levels of utility and transportation services.</p> <p>7.9 Explore actions necessary to convert vacant or underutilized properties to market-ready development sites to realize intensification in the CITY CENTRE.</p>		<p>City Square Plaza in the future. Both projects will assist in providing programs and services and activating the spaces in downtown.</p> <ul style="list-style-type: none"> City Council approved entering into partnership with the RDBID for the long-term capital maintenance of the pavilion in City Square Plaza. 			
<p>Urban Centres and Corridors</p> <p>7.10 Support the development or redevelopment of lands within identified URBAN CENTRES and URBAN CORRIDORS to incorporate:</p> <p>7.10.1 An appropriate mix of higher density residential and commercial development;</p> <p>7.10.2 Mixed-use, transit-oriented development; and</p> <p>7.10.3 Community amenities and open space.</p> <p>7.11 Ensure land use, scale and density of development within an URBAN CENTRE or URBAN CORRIDOR is compatible with servicing capacity and provides appropriate transition to surrounding areas.</p> <p>7.12 Cluster high density built form within URBAN CORRIDORS adjacent to TRANSIT NODES, POTENTIAL TRANSIT NODES, or prominent intersections.</p> <p>7.13 Support the redevelopment of existing retail areas to higher density, mixed-use, and transit-oriented development with densities appropriate to servicing capacity.</p> <p>7.14 Identify segments and/or sites along identified URBAN CORRIDORS that should be subject to priority investment and redevelopment, through the intensification development strategy.</p>	<ul style="list-style-type: none"> In 2018, development of lands within urban centres and corridors was supported with the Aurora Development located at the east city limits. The development includes Costco which opened in 2018. In 2018, work continued on a Neighbourhood & Corridor Sequencing Plan. The Sequencing Plan will establish and provide a rationale for prioritizing neighbourhood and corridor planning processes over the short, medium and long term 	<ul style="list-style-type: none"> In 2017, work began on a Neighbourhood & Corridor Sequencing Plan. The Sequencing Plan will establish and provide a rationale for prioritized groups of neighbourhoods and corridors to enable City Council to make informed decisions around the timing of the creation of new neighbourhood and corridor plans over the short, medium and long term. 			
<p>Employment Areas</p> <p>7.15 Plan and develop NEW EMPLOYMENT AREAS, as shown on Map 1 – Growth Plan to include the following land-use and design elements:</p> <p>7.15.1 Clustering of complementary development;</p> <p>7.15.2 Safe and convenient transit, cycling, pedestrian and vehicular accessibility</p>	<ul style="list-style-type: none"> In 2018, the City approved a subdivision application for the Chuka Creek Business Park Phase 1. The Business Park provides new employment opportunities between the Regina Bypass and east city limits. 				

<p>and wayfinding, including parking for all modes;</p> <p>7.15.3 Compatibility with adjacent residential land use through the minimization of off-site impacts; and</p> <p>7.15.4 Site, building and stormwater design that support the sustainability of the NATURAL SYSTEM, and the establishment of a quality and aesthetically pleasing environment.</p>	<ul style="list-style-type: none"> Included within the Chuka Creek Business Park is an intermodal facility, which will include a rail siding two gantry tracks, a single internal roadway, and container storage. The intermodal yard is expected to reach full operating capacity within fifteen years. 				
<p>Employment Areas – Commercial</p> <p>7.16 Encourage local commercial within residential areas.</p> <p>7.17 Require new large-format retail to be located on URBAN CORRIDORS or within identified URBAN CENTRES and designed:</p> <p>7.17.1 To reinforce the streetscape, a high-quality public realm, and access to transit through the orientation of buildings and site design;</p> <p>7.17.2 To allow for change and intensification over time;</p> <p>7.17.3 To mitigate potential adverse impacts on adjacent residential uses; and</p> <p>7.17.4 To be accessible and integrated with surrounding neighbourhoods.</p>	<ul style="list-style-type: none"> In 2018, the City approved large format retail at urban corridors through approving several building permits for the Aurora Development including the new Costco development. 				
<p>Employment Areas – Major Institutional Areas</p> <p>7.18 Require major institutional areas to be accessible and well served by transit and provide a high-quality public realm.</p> <p>7.19 Encourage related housing, services and amenities, including hotels or short-term accommodations, to locate near or adjacent to major institutional areas.</p>					
<p>Employment Areas – Industrial</p> <p>7.20 Permit industrial development in NEW EMPLOYMENT AREAS where supported by a secondary plan or concept plan and within EXISTING APPROVED EMPLOYMENT AREAS.</p> <p>7.21 Ensure an adequate supply of serviced industrial land to maintain a diverse range of development opportunities.</p> <p>7.22 Consider establishing additional industrial or commercial land-use designations, such as flexzones, industrial</p>	<ul style="list-style-type: none"> In 2018, the City supported industrial development in new employment areas through the approval of Phase 1 of the Chuka Creek Business Park. The Business Park provides new employment opportunities between the Regina Bypass and east city limits. 	<ul style="list-style-type: none"> City Council approved the Chuka Creek Business Park Concept Plan within the Southeast Neighbourhood Plan area which supports development of employment lands between the Regina Bypass and east City limits. An amended servicing agreement fee (SAF) for industrial development was approved by Council in November 2017 following policy research and analysis. The new rate for industrial development 			

<p>plus, and start-up districts to accommodate a wide range of economic activity.</p> <p>7.23 Protect industrial lands by avoiding re-designations of industrial areas, except where the City determines that a different land use is more beneficial.</p> <p>7.24 Within industrial areas, permit supporting services or amenities that complement industrial uses or cater to industrial employees or customers.</p> <p>7.25 Consider heavy industrial development only within NEW EMPLOYMENT AREAS or EXISTING APPROVED EMPLOYMENT AREAS where it can be demonstrated to the satisfaction of the City that the proposed development:</p> <p>7.25.1 Is in accordance with an approved secondary plan or concept plan;</p> <p>7.25.2 Is compatible with adjacent land uses and the NATURAL SYSTEM;</p> <p>7.25.3 Meets all regulatory requirements; and</p> <p>7.25.4 Has adequate access to regional transportation infrastructure.</p> <p>7.26 Consider light industrial development as part of mixed-use areas, providing that:</p> <p>7.26.1 The proposed development is compatible with the natural environment and adjacent uses; and</p> <p>7.26.2 Adequate measures are undertaken to ensure appropriate design and transition between land uses.</p> <p>7.27 To ensure optimal use of industrial lands, monitor market conditions and undertake the following:</p> <p>7.27.1 An inventory of the existing land use composition and vacancy;</p> <p>7.27.2 An analysis of land use and servicing issues and options; and</p> <p>7.27.3 Preparation of a secondary plan or concept plan for guiding redevelopment where required.</p>		<p>is established at one-third of the servicing agreement fee or development levy rate for other uses based on analysis that demonstrated that industrial development puts a lower demand on city services compared to residential or commercial development.</p>			
<p>Office Development</p> <p>7.28 Endeavour to ensure, over the life of the Plan, that at least 80% of the total office floor area in the city, pertaining to medium office and major office development, is located in the DOWNTOWN/CENTRAL CITY</p>	<ul style="list-style-type: none"> The office development policies are being reviewed as part of the five-year review of the OCP. In 2018, 80% of medium and major office space was located in 	<ul style="list-style-type: none"> Office policies in the OCP are reviewed annually respecting the effectiveness and potential impacts the policies may be having on the Regina office market conditions. 	<ul style="list-style-type: none"> Office policies in the OCP are reviewed annually respecting the effectiveness of the office policy and potential impacts the policy may be having on the Regina office market conditions. In 2015, a 	<ul style="list-style-type: none"> Office policies in the OCP are reviewed annually respecting the effectiveness of the office policy and potential impacts the policy may be having on the Regina office market conditions. In 2015, a minor 	

<p>OFFICE AREA, as identified on Map 6 – Office Areas.</p> <p>7.29 Require medium office and major office to locate inside the DOWNTOWN, except for in the following contexts:</p> <p>7.29.1 The conversion of designated heritage buildings or the development of new medium office buildings in the Warehouse District, located within the DOWNTOWN/CENTRAL CITY OFFICE AREA, as identified on Map 6 – Office Areas;</p> <p>7.29.2 The development of medium office and major office buildings in the Centre Square Neighbourhood, in accordance with a Neighbourhood Plan;</p> <p>7.29.3 The development of medium office buildings associated with the operations of and located within Regina AIRPORT LAND;</p> <p>7.29.4 The development of medium office and major office buildings associated with and located adjacent to a major institutional area (e.g. university, hospital) or civic use;</p> <p>7.29.5 The development of medium office buildings within identified OFFICE AREAS and URBAN CENTRES that are conceptually located on Map 6 – Office Areas; and</p> <p>7.29.6 The development of medium office and major office buildings along Albert Street and Broad Street, in accordance with the Map 6 – Office Areas location and size limitations.</p> <p>7.30 Ensure the development of medium office buildings within identified OFFICE AREAS and URBAN CENTRES is in accordance with the “Office Area” zone of the City’s zoning bylaw, which shall include the following stipulations:</p> <p>7.30.1 Office use shall be limited to businesses that can benefit from close access to major corridors and regional customers;</p> <p>7.30.2 Proposed new medium office buildings shall be considered as a discretionary use; and 7.30.3 Surface parking area shall be restricted; however, additional parking may be</p>	<p>the Downtown/Central City Office Area.</p>	<ul style="list-style-type: none"> • In 2017, a review of the office policies was undertaken based on fall 2016 data, which resulted in no changes to the policies. In 2016, 83% of medium and major office space was located in the Downtown/Central City Office Area. Office distribution is not anticipated to have seen much changed much in 2017 from the previous year. • The office development policies will be reviewed as part of the five-year of the OCP in 2018. 	<p>minor amendment was made to the OCP to allow Council to consider anomalous situations to relocate medium and major office away from potential hazards.</p>	<p>amendment was made to the OCP to allow Council to consider anomalous situations to relocate medium and major office away from potential hazards.</p>	
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<p>allowed where structured parking is used, or where contributions are made towards community amenities or services.</p> <p>7.31 Ensure the development of medium office buildings within identified OFFICE AREAS and URBAN CENTRES is in accordance with an approved secondary plan or concept plan, which illustrates, in addition to other considerations:</p> <p>7.31.1 The area of land comprising the OFFICE AREA or URBAN CENTRE;</p> <p>7.31.2 The location, amount and type of office development proposed; and</p> <p>7.31.3 How land identified for medium office development can transition to other land uses, should offices not be approved or not otherwise occur.</p> <p>7.32 Ensure that no OFFICE AREAS or URBAN CENTRE includes more than 16,000 square metres of total gross medium office floor area.</p> <p>7.33 Prohibit development or rezoning to accommodate a medium office building(s) within an identified OFFICE AREA or URBAN CENTRE unless a market analysis, which has been prepared by a qualified expert based on the most recent available data, demonstrates, to the City's satisfaction, the following:</p> <p>7.33.1 That there is a clear need for the office development;</p> <p>7.33.2 That the proposed amount of office floor area will not result in, or contribute to, the DOWNTOWN/CENTRAL CITY OFFICE AREA retaining less than 80% of the city's total office floor area pertaining to medium office and major office; and</p> <p>7.33.3 That the vacancy rate, as interpreted by the City, pertaining to medium office and major office development in the DOWNTOWN, does not exceed 6.5%.</p>					
<p>Built Form and Urban Design</p> <p>7.34 Support design excellence by ensuring that public and private spaces and buildings contribute to a sense of place and an enhanced public realm through high-quality design and strategic location.</p>	<ul style="list-style-type: none">The City issued a building permit for expansion to an existing parkade located at 1900 Albert Street. The development supports re-occupation of the building for a	<ul style="list-style-type: none">Design excellence was supported by ensuring that Development Permit applications for privately-owned properties in the Former Diocese of Qu'Appelle Neighbourhood (also known		<ul style="list-style-type: none">Consultation regarding the creation of Infill housing guidelines commenced. The guidelines are intended to provide guidance to homebuilders, designers and developers to increase the compatibility	

<p>7.35 Ensure quality design through preparation of guidelines or regulations for development that has a significant influence on the public realm (e.g. large-format retail, multi-unit residential, and major corridors).</p> <p>7.36 Consider the inclusion of the following elements where a secondary plan or concept plan is required in support of a proposed development:</p> <p>7.36.1 Design principles or guidelines for landscaping, building treatment, PUBLIC ART, site design and other elements;</p> <p>7.36.2 Strategies for providing a high-quality built environment and public realm, including but not limited to consistent built-form edge, appropriate transitioning of density, and active street frontages; and</p> <p>7.36.3 Strategies for including PUBLIC ART in the design and development of City parks and plazas, where required by the City.</p> <p>7.37 Explore the establishment of an urban design review process.</p> <p>7.38 Consider impacts of alterations, development, and/or public realm improvements on or adjacent to an HISTORIC PLACE to ensure heritage value is conserved.</p> <p>7.39 Support safe and accessible open space within the city, through the planning and subdivision process by:</p> <p>7.39.1 Discouraging the rear or side portions of residential lots from abutting parks that cater to active recreation use;</p> <p>7.39.2 Encouraging the design of parks that have streets abutting them; and</p> <p>7.39.3 Ensuring that street design and configuration, especially in primarily residential and mixed-use areas, provides a safe environment for pedestrians through traffic management, pedestrian infrastructure, and through an integrated network that allows for multiple route options.</p> <p>7.40 Consider the built form and urban design policies in all aspects of development and approvals.</p>	<p>new tenant and includes a community amenities agreement to improve the public realm in the vicinity of the property.</p> <ul style="list-style-type: none"> • The City processed three applications under the heritage building rehabilitation program for St. Chad's Chapel and College, Henderson Terrace, and Sacred Heart Academy. • City Council approved municipal heritage designation applications for the Regina Cartage Building (2220 Dewdney Avenue) and the Louis Residence (1431 Victoria Avenue). • Through the heritage alteration permit process, alterations and developments on seven historic properties were assessed for compliance with the "Standards and Guidelines for the Conservation of Historic Places in Canada" • Community and industry stakeholders were engaged to help determine which of The Infill Housing Guidelines recommendations would be advanced to become regulations as part of the new Zoning Bylaw. 	<p>as Canterbury Park) were assessed for compliance with the design guidelines established under Architectural Control District – 1. As such, new buildings will contribute to a sense of place, which is characteristic of the area.</p> <ul style="list-style-type: none"> • Impacts of alterations and development on 10 historic places were assessed for compliance with the "Standards and Guidelines for the Conservation of Historic Places in Canada" • The Infill Housing Guidelines consultant's recommendations document was released to the public in Q4 of 2017. Work is ongoing to determine how best to translate the recommended guidelines into enforceable regulations. 		<p>of new housing developed in Regina's existing neighbourhoods in partial fulfilment of OCP policy 7.35 and policy 2.10.6.</p>	
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Housing					
Housing Supply and Affordability 8.1 Support attainable housing in all neighbourhoods through ownership, rental housing and specific needs housing. 8.2 Leverage the City's land assets to increase the supply and diversity of housing. 8.3 Decrease the number of vacant, non-taxable and underutilized lots within the city that are appropriate for residential development. 8.4 Establish accessory suite regulations within appropriate residential areas. 8.5 Support the redevelopment of brownfield and former institutional and commercial properties that are appropriate for housing. 8.6 Support the conversion of non-residential and heritage buildings to new residential uses where appropriate. 8.7 Use incentives and alternative approaches to increase the supply of attainable housing, adequate specific needs housing, and innovative housing developments. 8.8 Support residential intensification in existing and NEW NEIGHBOURHOODS to create complete neighbourhoods.	<ul style="list-style-type: none"> Two of the six laneway suites approved under the Infill Laneway and Garden Suite Pilot Project completed construction and are now occupied. The Underutilized Land Study was completed and released to the public in the latter part of 2018. Work commenced on the Underutilized Land Improvement Study based on the consultant recommendation with a final report to Council on the Strategy anticipated for July 2019. The City's Housing Incentive policy committed \$1,190,000.00 in capital grant funds for 30 affordable ownership and 50 affordable rental units throughout the city in 2018. Units receiving capital grant funding for affordability are eligible for a five-year tax exemption. A total of 20 affordable units received capital grant funding within the intensification area. 	<ul style="list-style-type: none"> In 2017, the City advanced an Underutilized Land Study that looks at potential regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites throughout the City, including brownfields, and recommend specific actions the City can undertake to improve the viability of redeveloping these lands. Minor amendments were made to the Housing Incentives Policy in 2017 to ensure funding for the greatest housing needs including affordable rental projects and the developments of non-profit housing providers. Through the City's Housing Incentives Policy, the City committed \$2,280,000 in capital grant funds for affordable housing in 2017. In total, funding was committed for 60 affordable rental units and 91 affordable homeownership units through the City's Housing Incentives Policy. Units receiving capital grant funding for affordability are eligible for a five-year tax exemption. The 60 affordable units are in intensification areas. In 2017, five-year tax exemptions were approved to begin in 2018 for 522 new rental and affordable ownership units. The projected municipal tax exemption value of the units is \$2,560,000. Three of the six laneway suites approved under the Infill Laneway and Garden Suite Pilot Project began construction. 	<ul style="list-style-type: none"> The City was an active participant in the Housing First Initiative led by the YWCA. City Council approved a Zoning By-law Amendment to permit the construction of six laneway suites through the laneway and garden suite pilot project. 	<ul style="list-style-type: none"> The Housing Incentives Policy underwent a complete review and update to reflect current market conditions with prioritization of funding for affordable rental units and non-profit housing providers. Housing incentives tax exemptions were provided for 883 rental units and 142 ownership units for a total municipal investment of \$679,622 for new units, and \$1,576,918 for new and existing residential tax exemptions in 2015. Housing incentives capital grants were committed for 73 affordable rental units and 89 affordable ownership units for a total investment of \$2,430,000 in 2015. The City plays a key role in the federal government's Homelessness Partnering Strategy by providing leadership on the Regina Community Plan on Homelessness and the Community Advisory Board. In 2015, the following was accomplished to support the homeless population: <ul style="list-style-type: none"> Allocated over \$700,000 to organizations for capital projects and to deliver housing and support services; Completed a 'Point-in-Time Count' to identify the needs of the homeless; and Developed a Housing First Model for Regina to be implemented in early 2016. Laneway and garden suites guidelines were developed to allow the City to test and monitor the development of a limited number of these housing forms in existing neighbourhoods throughout the City, in partial fulfillment of the OCP's 30 per cent Intensification goal and Comprehensive Housing Strategy, strategies 3 and 25. 	<ul style="list-style-type: none"> Housing incentives tax exemptions provided 454 rental units and 87 ownership units for a total investment of \$629,746 in 2014. Housing incentives capital grants provided 22 rental units and 118 ownership units for a total investment of \$1,945,000 in 2014. The City hosted the second Mayor's Housing Summit in fall 2014, which built upon the momentum of implementing the Comprehensive Housing Strategy and the previous year's summit. There were 191 people in attendance representing all spectrums of the housing continuum, with participants from government, private and non-profit sectors. Social Housing: in 2014 the City continued to participate on the Homelessness Partnering Strategy to implement the Community Plan by having a member on the Community Advisory Board. This project leverages federal government investment in community social housing of \$1.1 million each year for five years. In 2014, the City approved a Laneway Housing Pilot Project in the Greens on Gardiner Neighbourhood. Laneway housing will allow the creation of detached secondary suites in both existing neighbourhoods and new developments. Under the current bylaw, only secondary suites within a single dwelling unit, such as a basement suite, are allowed. Laneway housing provides another option for homeowners and tenants that will improve urban density.
Existing Housing Stock 8.9 Adopt measures to retain existing housing stock and improve its condition.		<ul style="list-style-type: none"> Significant work was undertaken to repair an existing rental apartment building under the Heritage Building 		<ul style="list-style-type: none"> The Condominium Policy Bylaw, which governs condominium conversions, was revised to address changes in provincial 	

8.10 Ensure the Condominium Conversion Policy Bylaw is consistent with the policies of this Plan and any strategies related to this Plan.		<p>Rehabilitation Program. The building is designated as a Municipal Heritage Property.</p> <ul style="list-style-type: none"> In 2017 the Bylaw Enforcement Branch prioritized maintenance and yard concerns, ensuring the upkeep and regeneration of existing housing stock. 		<p>legislation requiring that the impact of a condominium conversion be measured. The revised Bylaw restricts conversions from taking place if the result of the conversion would decrease the rental vacancy rate below three per cent at the neighbourhood level.</p>	
<p>Diversity of Housing Forms</p> <p>8.11 Encourage developers to provide a greater mix of housing to accommodate households of different incomes, types, stages of life, and abilities in all neighbourhoods.</p> <p>8.12 Allow for flexibility and adaptability in the design and function of housing and consider enabling regulation to increase innovation within the housing stock to accommodate the changing needs of households.</p> <p>8.13 Expand areas where apartments and multi-unit buildings are permitted uses.</p> <p>8.14 Consider alternatives for parking, height, or other development standards in support of specific needs housing and innovative housing within new development.</p>		<ul style="list-style-type: none"> The scorecard for the Housing Incentives Policy includes criteria for affordable units to ensure more points are scored for developments addressing targeted housing needs including micro-suites, large units for families, barrier-free units and supportive housing developments. 			
<p>Housing for Persons with Special Needs</p> <p>8.15 Work with stakeholders to create and preserve barrier-free housing and housing for persons with specific needs.</p> <p>8.16 Permit group care facilities in residential and mixed-use neighbourhoods.</p>				<ul style="list-style-type: none"> A multi-generational care facility (Orange Tree) was approved in Harbour Landing. 	
<p>Collaboration with Partners</p> <p>8.17 Support non-profit housing organizations through incentives, partnership arrangements, and other forms of assistance.</p> <p>8.18 Work with industry partners and investors on alternative housing and financing options to support appropriate worker housing in the city.</p> <p>8.19 Work with federal and provincial governments and other partners to meet the diverse housing needs of the city through:</p>	<ul style="list-style-type: none"> Updates on the federal National Housing Strategy was provided to members of the Mayor's Housing Commission in February and November of 2018. 	<ul style="list-style-type: none"> Minor amendments were made to the Housing Incentives Policy in 2017 to ensure funding for the greatest housing needs including affordable rental projects and the developments of non-profit housing providers. The National Housing Strategy, released in November 2017, includes provisions to involve municipalities in achieving the goals of the strategy including affordable, mixed-use and mixed-income housing development. The City is working closely with other municipalities and groups to understand 			

<p>8.19.1 Policy and regulatory changes to increase access to attainable housing and specific needs housing;</p> <p>8.19.2 Increased access to specific needs housing for the most vulnerable populations;</p> <p>8.19.3 Retention and regeneration of existing housing stock;</p> <p>8.19.4 Prototypes and pilot initiatives of innovative housing forms;</p> <p>8.19.5 Coordination of assembly, use, and disposal of City-owned lands to maximize program subsidies and increase housing options; and</p> <p>8.19.6 Alignment of City initiatives with provincial and federal funding sources.</p>		<p>the impacts to and role of municipalities in the new federal strategy.</p>			
Parks, Recreation and Open Space					
<p>Open Space and Recreation Principles</p> <p>9.1 Develop the OPEN SPACE SYSTEM generally in accordance with Map 7 – Parks, Recreation and Open Space and adhere to the following principles:</p> <p>9.1.1 The OPEN SPACE SYSTEM will be managed in a comprehensive and environmentally sensitive manner;</p> <p>9.1.2 The OPEN SPACE SYSTEM will be effectively and equitably distributed;</p> <p>9.1.3 Minimum standards for quantity and quality will guide the management of the OPEN SPACE SYSTEM, including where population densities are increasing in existing neighbourhoods;</p> <p>9.1.4 Responsive planning, design, development and maintenance practices of parks and open space; and</p> <p>9.1.5 Appropriate requirements for structured and unstructured recreational needs.</p> <p>9.2 Ensure that new and existing neighbourhoods integrate access to ACTIVITY CENTRES as conceptually depicted in Map 7 – Parks, Recreation and Open Space.</p> <p>9.3 Co-locate or cluster parks and open space, where possible, with ACTIVITY CENTRES or other community resources.</p> <p>9.4 Connect neighbourhoods, where possible, via active transportation routes to multi-</p>	<ul style="list-style-type: none"> Regina Minor Football opened a new support facility for Leibel Field in partnership with the City of Regina, which continues to improve on Douglas Park as an activity center. 	<ul style="list-style-type: none"> Spray pads renewals were completed through the Canada 150 grant program to improve on Gocki Park and Rick Hansen Optimist Playgrounds as activity centres. The grand opening of the spray pad at the North West Leisure Centre took place in 2017, again building on the site as an activity centre for the North West area of the city. All park development and redevelopment plans are reviewed using CPTED principles. In 2017, Fire & Protective Services took the lead on the Regina Smoking Bylaw, which was passed by Council and brought into effect in July 2017. The Regina Smoking Bylaw supports OCP policies for Parks, Recreation, and Open Space, and integrates public health and safety considerations into the terms of use for city-owned recreation facilities. Further, the Regina Smoking Bylaw addresses concerns of second-hand smoke pollution in outdoor environments. 	<ul style="list-style-type: none"> The City's Horticulture Branch partnered with Wascana Centre Authority for the annual supply of 40,000 bedding plants for outdoor floral displays to ensure Regina is an attractive city for its residents and visitors Concept Plans under review or approved for parks and open space included consideration of connection to multi-use pathways and the natural system as well as considering Crime Prevention through Environmental Design (CPTED) principles in the adjacent land uses and being able to have eyes on the space. 	<ul style="list-style-type: none"> The City reviewed and revised the Herbicide Reduction Plan to ensure the long-term health of open space assets by managing weeds while reducing herbicide use in parks and open space areas. 	

<p>use pathways, regional trails, and the NATURAL SYSTEM.</p> <p>9.5 Integrate public safety considerations into the planning and design of parks and recreation facilities.</p>					
<p>Access to Recreation Programs and Service</p> <p>9.6 Develop and manage recreation facilities, programs and services such that they adhere to the following:</p> <p>9.6.1 Multifunctional parks and open space will be strategically located to provide convenient access and designed to accommodate diverse and changing needs and interests;</p> <p>9.6.2 A variety of recreation programs and services will be provided either directly by the City or indirectly through partnership with other organizations;</p> <p>9.6.3 Minimized barriers to the use of municipal facilities, programs or services;</p> <p>9.6.4 Recreation programs will consider the needs of the most vulnerable populations; and</p> <p>9.6.5 Parks and open space will be designed for year-round use, whenever possible.</p> <p>9.7 Study the application of new financing strategies and development incentives to provide, maintain and operate recreation facilities.</p> <p>9.8 Encourage and facilitate partnerships to enable Policies 9.6 and 9.7.</p>	<ul style="list-style-type: none"> • Delivery of a range of sport, culture and recreation services and programs directly and through partnerships. • A new online registration system, providing a more modern registration and facility booking process for customers, was introduced this year. • Playgrounds were renewed at Elsey Dorsey Park and McNab Park through the annual playground renewal program • McNab Community Association installed a shade structure at McNab Park in partnership with the City to build on McNab park as an activity centre for their neighbourhood. 	<ul style="list-style-type: none"> • Delivery of a range of sport, culture and recreation services and programs directly and through partnerships. • māmawēyatitān centre opened in 2017. The City is continuing work with partner organizations to develop integrated programs to benefit the community. • Renewal of Confederation Park was completed, including the restoration of the Confederation Park Fountain and the creation and installation of public art features that mark the importance of the Park in the development of Regina, and pay homage to the missing voices of Confederation. • Spray pads renewals were completed through the Canada 150 grant program to improve on Gocki Park and Rick Hansen Optimist Playgrounds as activity centres. • The grand opening of the spray pad at the North West Leisure Centre took place in 2017, again building on the site as an activity centre for the North West area of the city. 		<ul style="list-style-type: none"> • A private developer partnered with the City of Regina by donating the funds required to construct a spray pad on the site of the Northwest Leisure Centre. The initiative leverages partnerships to expand the services available to residents in the northwest of the City by creating a multifunction destination, increasing the variety of programs and services provided, and increasing access to a wide range of populations. 	
Culture					
<p>Support Cultural Development and Cultural Heritage</p> <p>10.1 Build partnerships and work collaboratively with community groups, other levels of government, and the private and voluntary sectors to encourage cultural development opportunities and conserve HISTORIC PLACES.</p> <p>10.2 Consider cultural development, cultural resources and the impact on HISTORIC PLACES in all areas of municipal planning and decision-making.</p> <p>10.3 Identify, evaluate, conserve and protect cultural heritage, HISTORIC PLACES, and cultural resources, including but not</p>	<ul style="list-style-type: none"> • The Cultural Plan drove decisions on the restoration of Regina’s Glockenspiel and special projects that included development of policies for street painting. • A Lieutenant Governor’s Heritage Award in the Physical Heritage Conservation category was presented to the City of Regina and the City’s project team of architects and contractors for restoration of the fountain in Confederation Park. 	<ul style="list-style-type: none"> • The City participates in a seven-year, multi-party partnership for arts research. • A Lieutenant Governor’s Heritage Award was presented to the City of Regina and the City’s project team of architects and contractors for the restoration of Old Fire Hall No. 1 on 11th Avenue (see 2016 project description). • City Council presented four heritage awards under the City of Regina Heritage Awards Program for the Viterra Building, Saskatchewan Legislative Building Dome, St. Paul’s Cathedral, and the Regina Downtown Cultural Trailway. 	<ul style="list-style-type: none"> • In 2016, the City of Regina contributed land to the University of Regina College Avenue Campus Renewal project. This partnership with the University will enable the conservation of a provincially-significant historic campus. • In April of 2016, City Council considered four reports seeking Municipal Heritage Property designation for the Frontenac Apartments, Somerset Block, Weston Bakery and Old Fire Hall No. 1, which were all approved. City Council also approved the removal of the Watchler 2nd Residence (13 Leopold Crescent) from 	<ul style="list-style-type: none"> • The City committed financial support to a bid to host the 2016 <i>Breakout West Awards and Festival</i>, a celebration of the music industry in Western Canada. This funding was provided in partnership with a number of other partners and resulted in a successful bid for the event. • Renewal of Confederation Park on the site of the new Mosaic Stadium was initiated in 2015. Confederation Park is one of the oldest park areas in the City and the renewal project responds to the OCP’s direction to conserve historic places. 	<ul style="list-style-type: none"> • Work continued on the development of Regina’s first ever Cultural Plan, a 10-year strategic plan guiding the development of the arts, cultural heritage, cultural industries and inter-culturalism. It will be the primary document that guides our cultural policy decisions in ways consistent with the objectives in the OCP.

<p>limited to PUBLIC ART identified on Map 8 – Cultural Resources, to reinforce a sense of place.</p> <p>10.4 Protect, conserve and maintain HISTORIC PLACES in accordance with the “Standards and Guidelines for Historic Places in Canada” and any other guidelines adopted by Council.</p> <p>10.5 Encourage owners to protect HISTORIC PLACES through good stewardship and voluntarily designating their property for listing on the Heritage Property Register.</p> <p>10.6 Develop a set of cultural heritage themes that reflect Regina’s identity and the diverse values of residents, and ensure that the list of HISTORIC PLACES recognized within the Heritage Property Register and Heritage Holding Bylaw adequately represent these themes.</p> <p>10.7 Identify, prioritize and develop (via monuments, plaques, PUBLIC ART and other applied cultural resources) locations that provide a sense of arrival and departure into significant cultural landscapes.</p> <p>10.8 Evaluate POTENTIAL HERITAGE CONSERVATION DISTRICTS conceptually identified in Map 8 – Cultural Resources and consider them for designation.</p> <p>10.9 Consider the cultural heritage value in the acquisition, disposal, upgrading and development of City-owned property and open space.</p> <p>10.10 Develop and enforce vacant building, property maintenance, and property standards by-laws to protect heritage properties against deterioration.</p> <p>10.11 Leverage and expand funding, financial incentive programs and other means of support to advance cultural development, cultural resources and conservation of HISTORIC PLACES.</p>	<ul style="list-style-type: none"> • City Council approved two municipal heritage designation applications for the Regina Cartage Building (2220 Dewdney Avenue) and the Louis Residence (1431 Victoria Avenue). • The City processed three applications under the heritage building rehabilitation program for St. Chad’s Chapel and College, Henderson Terrace, and Sacred Heart Academy. 	<ul style="list-style-type: none"> • City Council approved an application for a street name change to rename the portion of Tower Road between east Victoria Avenue and Arcola Avenue as “Anaquod.” • In commemorating and celebrating Regina’s cultural heritage, restoration funding for the Glockenspiel was approved in 2017, which is consistent with OCP Section D8 Culture Goal 1, Policy 10.3 with calls for conservation of cultural heritage resources. • City Council considered one report seeking Municipal Heritage Property designation for the Broderick Residence. • Restoration of the fountain in Confederation Park was completed. While the Park is not a designated Municipal Heritage Property, the restoration of the fountain was conducted in accordance with the “Standards and Guidelines for Historic Places in Canada.” • Information on the Heritage Conservation Program was sent by mail to all owners of properties designated as either Municipal Heritage Properties or as part of the Victoria Park Heritage Conservation District, and properties listed under <i>Bylaw No. 8912</i> (commonly known as the Heritage Holding Bylaw). Approximately 25% of these properties were represented at information sessions. Owners of properties listed under the Heritage Holding Bylaw were encouraged to designate their property. An increased interest in designation can be attributed to promotion of the financial incentives available to designated property under the Heritage Building Rehabilitation Program. • The City developed a Thematic Framework model using five themes that highlight Regina’s diverse cultural, economic and social history. • The City processed one application under the Heritage Building Rehabilitation Program for St. Matthew’s Anglican Church. 	<p>Heritage Holding Bylaw No. 8912 that spring.</p> <ul style="list-style-type: none"> • Restoration of the fountain in the City-owned Confederation Park on the site of the new Mosaic Stadium continued in 2016. Confederation Park dates to the celebration of the Diamond Jubilee of Canadian Confederation in 1927 and the project responds to the OCP’s direction to conserve historic places. • Restoration of the Old Fire Hall No. 1 on 11th Avenue was also completed in 2016. The project should be recognized for its notable contribution to the conservation of a prominent City-owned heritage building including careful sourcing of replacement shingles and repair of wood, masonry and metal materials. • In 2016, the Development Services Department processed two applications under the Heritage Building Rehabilitation Program including the Frontenac Apartments (2202 Lorne Street) and Knox Metropolitan United Church on the north-west corner of the intersection of Victoria Avenue and Lorne Street. 	<ul style="list-style-type: none"> • City Council approved the Heritage Building Rehabilitation Program which replaced the former Municipal Incentives Policy for the Preservation of Heritage Properties which was adopted in 1991. The new Program provides a tax exemption to owners of municipally designated heritage properties equal to 50% of the costs associated with upgrading heritage character defining and structural elements of the designated buildings for up to a period of 10 years. In 2015, the Development Services Department processed three applications under the new Program including the Viterra Offices at 2006 Albert Street (Former C.W. Sherwood Department Store), the Patton Residence at 2398 Scarth Street, and the Hill Residence Carriage House at 2990 Albert Street for a total investment of \$ 3.3 million over 10 years. • Work continued on the development of the City’s first ever Cultural Plan, a 10-year strategic plan guiding the development of the arts, cultural heritage, cultural industries and inter-culturalism. It will be the primary document that guides the city’s cultural policy decisions in ways consistent with the objectives of the OCP. Ongoing engagement activities occurred throughout 2015. 	
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<p>Inclusion</p> <p>10.12 Respond to the cultural needs and aspirations of Regina’s increasingly diverse population through culturally relevant programs, services and facilities.</p> <p>10.13 Engage with Regina’s First Nations, Métis and Inuit communities to determine collaborative strategies and approaches to addressing cultural needs and aspirations.</p> <p>10.14 Encourage the strengthening and expansion of festivals and events that reflect diverse community interests and needs.</p>	<ul style="list-style-type: none"> The City of Regina Archives launched its 150 Stories timeline on National Indigenous Peoples Day, June 21, 2018. The virtual timeline explores Regina from an Indigenous perspective and includes shared wisdom, stories and personal reflections on video and audio as well as photographs and material from the City of Regina Archives’ collections. The Cultural Plan drove decisions on the participation in Reconciliation Regina. 	<ul style="list-style-type: none"> Protocol of Recognition, Partnership and Respect signed between the City of Regina and File Hills Qu’Appelle Tribal Council. This partnership intends to strengthen relationships, improve lives, promote better understanding of cultures and cooperation on mutual issues of concern are integral to the overall wellbeing of the city, community and province. 	<ul style="list-style-type: none"> City Council approved Municipal Heritage Property designation of the Regina Indian Industrial School Cemetery (701 Pinkie Road). The project was recognized as responding to the Truth and Reconciliation Calls to Action #75 and 76. 	<ul style="list-style-type: none"> In partnership with a number of community stakeholders, the City of Regina participated in activities to welcome 450 Syrian refugees to the community. A coalition led by the Regina Open Door Society provided support services, programs, and facilities to ensure the successful settlement of these new residents. 	
<p>Accessibility</p> <p>10.15 Partner with stakeholders to improve promotion of, awareness of, and access to cultural resources, learning opportunities, and activities.</p> <p>10.16 Support equitable access to cultural resources, practices and activities.</p>				<ul style="list-style-type: none"> In partnership with a number of community stakeholders, the City of Regina participated in activities to welcome 450 Syrian refugees to the community. A coalition led by the Regina Open Door Society provided support services, programs, and facilities to ensure the successful settlement of these new residents. 	
Health and Safety					
<p>Safety and Urban Planning</p> <p>11.1 Ensure the compatibility of new development within LAND USE COMPATIBILITY TRANSITION AREAS identified on Map 9 – Health and Safety.</p> <p>11.2 Collaborate with stakeholders to ensure the long-term health and safety of Regina’s residents by:</p> <p>11.2.1 Ensuring complementary land use adjacent to MAJOR HEALTH FACILITIES;</p> <p>11.2.2 Providing appropriate public access to MAJOR HEALTH FACILITIES and service centres;</p> <p>11.2.3 Providing municipal services and supporting amenities that meet the long-term growth needs of existing healthcare institutions;</p> <p>11.2.4 Evaluating the potential health effects of a planned development or project in</p>		<ul style="list-style-type: none"> As part of the 2017 Standards of Cover, Regina Fire & Protective Services (RFPS) completed a community risk assessment on over 82,000 properties across the city. Using the most current data available from City of Regina Assessment and Taxation Department and the Department’s records management system, RFPS assigned risk levels of low, moderate, high or special for all property types across the service areas of fire suppression, emergency medical services, hazardous materials and technical rescue. 	<ul style="list-style-type: none"> RM of Sherwood and City staff worked collaboratively together to draft policies for each municipality’s respective OCP to address planning in proximity to the Evraz Steel Mill in Sherwood Industrial Park. The RM has included these draft policies in their proposed OCP whereas the City intends to make amendments to Design Regina as part of the 5-year review of the OCP scheduled for 2018. 		

<p>partnership with the health region, where appropriate; and</p> <p>11.2.5 Ensuring compatible land use adjacent to MAJOR EMERGENCY RESPONSE FACILITIES.</p> <p>11.3 Encourage utility providers to bury high voltage transmission lines when adjacent to residential neighbourhoods.</p> <p>11.4 Encourage school boards and developers to locate schools such that the safety and level of activity of children is optimized.</p> <p>11.5 Prohibit the development of new buildings and additions to buildings in the flood way of the 1:500 year flood elevation of any watercourse or water body; and</p> <p>11.6 Require flood-proofing of new buildings and additions to buildings to an elevation of 0.5 metres above the 1:500 year flood elevation of any water course or water body in the flood fringe.</p>					
<p>Health and Environmental Impacts</p> <p>11.7 Employ appropriate setback standards to ensure compatible development adjacent to the following: railway, pipeline, and other utility corridors, energy-generation facilities and other features, where required.</p> <p>11.8 Identify and employ a framework for the completion and evaluation of impact assessments.</p> <p>11.9 Ensure city roadways are able to provide all-season emergency response access, maximize connectivity, and minimize response times.</p> <p>11.10 Consider the impact of new development on emergency response infrastructure.</p> <p>11.11 Require environmental impact assessments and remediation of brownfield sites prior to development.</p> <p>11.12 Provide appropriate crime and fire education and prevention programs in collaboration with community associations and other stakeholders.</p>		<ul style="list-style-type: none"> Work continued to maintain a series of partnerships with external organizations such as the Ministry of Social Services and the Open Door Society to help educate seniors, new Canadians, children and families about fire safety. Another partnership, with the University of Regina, resulted in the publication of the Residential Cooking Fires Research Project Final Report – the culmination of a two-year research partnership between Regina Fire & Protective Services and the Community Research Unit at the University of Regina. Ultimately, the research project seeks to guide development and implementation of evidence-based education strategies designed to reduce these incidents (policy 11.12). Regina Fire & Protective Services initiated a review of the Regina Fire Bylaw with a goal of improving public safety through encouraging behaviour changes. 	<ul style="list-style-type: none"> In 2016 the City undertook a study to examine the various standards and criteria associated with risk assessment of sources of risk and setbacks from various lands uses. The study will inform future work to consider whether the City current setback analysis requirements associated with future development require revision. 		<ul style="list-style-type: none"> A series of partnerships were initiated with external organizations such as Social Services and the Open Door Society to help educate seniors, new Canadians, children and families about fire safety. Another partnership, with the University of Regina, will study residential cooking fires. The City of Regina and the Regina Humane Society reached a 20-year agreement for animal control services. Part of this agreement involves the development of a new Animal Community Centre. The Centre is planned to be a progressive shift away from the historical model of a “city pound” and instead serve as a vibrant, central hub with improved spaces for animal care, greater community access, expanded education programming, and an improved working environment for staff and volunteers.
<p>Special Policy Areas – Airport</p> <p>11.13 Adhere to the regulations respecting the location and height of buildings within</p>					

<p>identified areas on Map 10 – Airport Vicinity around the Regina International Airport.</p> <p>11.14 Promote public safety and avoid issues of nuisance and incompatibility within the vicinity of the Regina International Airport by applying the following policies:</p> <p>11.14.1 Apply noise attenuation standards to new residential development in the area between 25 and 30 NOISE EXPOSURE FORECAST in accordance with the Zoning Bylaw;</p> <p>11.14.2 Prohibit residential land use within the 30 NOISE EXPOSURE FORECAST contour;</p> <p>11.14.3 Minimize the potential to attract migratory birds by discouraging stormwater retention and reducing the amount of natural ponding;</p> <p>11.14.4 Protect navigation aids by applying the development standards set out by federal regulations. This will apply to development in the area shown on Map 10 – Airport Vicinity; and</p> <p>11.14.5 Prohibit uses with emissions that may affect airport visibility on lands adjacent to the airport.</p>					
<p>Special Policy Areas – Steel Mill and Refinery</p> <p>11.15 Ensure that landowners register an interest on all residential and potentially affected non-residential property titles, at a time before or during the subdivision stage, in accordance with the following contexts and requirements:</p> <p>11.15.1 That within the secondary plan or concept plan areas affected by the 1000m IPSCO buffer (excluding the Lakeridge neighbourhood, which has had an approved concept plan in place since 1988), as shown on Map 9 – Health and Safety, future lot owners shall be made aware of potential noise and emissions associated with this operation; and</p> <p>11.15.2 That within the secondary plan or concept plan area located north of Uplands and bound by Winnipeg Street to the east, city limits to the north and the CP rail line to the southwest, future</p>			<ul style="list-style-type: none">• RM of Sherwood and City staff worked collaboratively together to draft policies for each municipality’s respective OCP to address planning in proximity to the Evraz Steel Mill in Sherwood Industrial Park. The RM has included these draft policies in their proposed OCP whereas the City intends to make amendments to Design Regina as part of the 5-year review of the OCP scheduled for 2018.		

lot owners shall be informed of potential noise and emissions associated with the petroleum refinery.					
Economic Development					
Economic Vitality and Competitiveness 12.1 Ensure an orderly regulatory environment within which business and industry can operate assured of transparency, predictability, and fairness in their dealings with the City. 12.2 Minimize regulatory barriers to economic growth to the greatest possible extent while balancing the needs and aspirations of all Regina residents, fee-and taxpayers, and the sustainability of the city. 12.3 Establish taxation rates and other residential and business fees and charges that consider the sustainability of services. 12.4 Provide easy access to information about investing in, conducting business in, and visiting Regina.	<ul style="list-style-type: none"> For the 26th consecutive year, the City received the Government Finance Officers Association's (GFOA) award for presentation of the City's Annual Report. The 2019 Budget sets the fiscal foundations for the City to achieve the goals and objectives in the Official Community Plan, while adhering to the community priority of achieving long-term financial viability. The 2019 Budget demonstrates Administration's commitment to reasonable, affordable property tax and fee changes that support planned, sustainable growth and maintenance of the City. The City's utility rate structure is easy to understand and supports the sustainability and affordability goals in the Official Community Plan. Our rate structure helps the City achieve community priorities of long-term financial viability, while fostering economic prosperity. The five-year capital plan of the City of Regina is, in the case of most asset classes, based on longer term asset management plans that integrate growth components with the long term cost of operating. For the first time, the City's budget book received the Government Finance Officers Association's (GFOA) award for presentation of the budget. The City's newly established long-range financial model serves as a key input to the budgeting process, helping us understand 	<ul style="list-style-type: none"> The 2017 Budget sets the fiscal foundations for the City to achieve the goals and objectives in the OCP, while adhering to the community priority of achieving long-term financial viability. The 2017 Budget demonstrates Administration's commitment to reasonable, affordable property tax and fee changes that support planned, sustainable growth and maintenance of the City. Industrial Barriers research and SAF policy, Support Economic Development Regina work on industrial land inventory 	<ul style="list-style-type: none"> Regina has continued to operate without a business tax to ensure a competitive environment for business to operate. Economic Development Regina ensured that businesses wishing to locate in Regina and tourist visitors to Regina had easy access to information and support. Economic Development Regina successfully led bids to host a number of major national and international events in Regina during 2016, including the 2017 Skate Canada and the 2018 Tim Horton's Brier. 	<ul style="list-style-type: none"> Regina has continued to operate without a business tax to ensure a competitive environment for business to operate. Economic Development Regina ensured that businesses wishing to locate in Regina and tourist visitors to Regina had easy access to information and support. 	<ul style="list-style-type: none"> Regina has continued to operate without a business tax to ensure a competitive environment for business to operate. Economic Development Regina ensured that businesses wishing to locate in Regina and tourist visitors to Regina had easy access to information and support.

	the long-term financial impacts of decisions made today.				
Economic Growth 12.5 Establish and implement mechanisms to expand and diversify the economy, promote the attractiveness of Regina and the region as a place to live, invest, do business, and visit, by: 12.5.1 Identifying and leveraging opportunities to expand existing industries; 12.5.2 Identifying and encouraging the development of new economic opportunities; and 12.5.3 Promoting and enhancing tourism. 12.6 Collaborate with community economic development stakeholders across the region to leverage shared economic advantages and tourism opportunities, including but not limited to: 12.6.1 Working with the Province to build upon Regina’s role as the provincial capital; 12.6.2 Working with the Wascana Centre Authority to promote physical connections between provincial facilities and adjacent areas; 12.6.3 Collaborating with surrounding First Nations, Métis and Inuit communities to promote shared prosperity; 12.6.4 Maximizing potential linkages and leveraging special economic assets such as Innovation Place, the Global Transportation Hub, Regina International Airport, the University of Regina and other specific lands and land uses with high linkage/spinoff potential; and 12.6.5 Support urban reserves that are in keeping with overall land use and growth policies.		<ul style="list-style-type: none">• The City initiated a project to redesign Regina.ca to provide residents with easier access to information on City programs and services. The project is intended to improve City communications by providing residents with a website that is easy to use – especially via smartphones.• Signed and implement water access agreement with Sakimay First Nations to facilitate Treaty Land Entitlement (TLE) land development for commercial and light industrial.• Met with George Gordon First Nation and Cowessess First Nation to discuss and review options for land development under TLE.			
Economic Generators 12.7 Encourage innovative options to support and incubate new entrepreneurs and commercial ventures: 12.7.1 Encourage the development and commercialization of new ideas that have the potential to diversify the economy;					

<p>12.7.2 Consider leasing or selling City-owned properties for use as live/work spaces, studio spaces and offices for arts organizations;</p> <p>12.7.3 Consider the inclusion of live/work spaces, studio space and cultural facilities in new and renovated developments as a community amenity;</p> <p>12.7.4 Collaborate with stakeholders to create opportunities for all residents to participate in the labour force, including, but not limited to, on-the-job training, mentorship, and skill development in wide-ranging occupations; and</p> <p>12.7.5 Encourage new and existing industry clusters, including cultural and creative industries, to increase collaboration, innovation and shared industry infrastructure.</p> <p>12.8 Compete in the marketplace where it is appropriate and within the legislative authority of the City when:</p> <p>12.8.1 Policies and practices are in place to ensure transparency and fair dealing by the City of Regina;</p> <p>12.8.2 The financial benefit to Regina residents of competing in the marketplace can be quantified; and</p> <p>12.8.3 Participation in the marketplace ensures the sustainability of critical services or infrastructure.</p>					
	Social Development				
<p>Social Sustainability</p> <p>13.1 Develop community resources to provide opportunities for social activities, events and programming for Regina residents.</p> <p>13.2 Require new development plans to demonstrate access and connections to ACTIVITY CENTRES and the OPEN SPACE SYSTEM.</p> <p>13.3 Encourage the use of ACTIVITY CENTRES, open space, community resources, and other areas within the public realm for neighbourhood gatherings, accommodation of service providers, and delivery of community programs.</p> <p>13.4 Collaborate with partners and the community to identify required social programs and services to address the</p>		<ul style="list-style-type: none"> 2017 marked the grand opening of māmawēyatitān centre in the North Central Community. This centre will act as an activity centre for the community where programs and services will be provided to create a more vibrant, inclusive and healthy community. The City of Regina participated in the Cold Weather Strategy in collaboration with non-profit and provincial entities to ensure no one sleeps outside during extreme cold. The Strategy is in place from November 1 – March 31 of each year. 	<ul style="list-style-type: none"> The māmawēyatitān centre is a new facility under construction in the heart of North Central. The Centre is a community hub and will house Scott Collegiate, a child care facility, the City’s recreation services, public library, and a community policing centre. The Centre is expected to be completed in spring 2017 and open to the public in June. Overall cost of the project is approximately \$41 million with Regina Public Schools contributing \$31 million with support from the Province. The City is providing \$8.8 million and the Regina Public Library is investing \$2.5 million. 	<ul style="list-style-type: none"> Regina Public Library (RPL) partnered with the City of Regina and other groups to lead development and initiate construction of the Māmawēyatitān Centre (formerly called the North Central Shared Facility). The facility will be a hub of community activities and will include Scott Collegiate, a child care facility, City recreational complex, the RPL’s Albert Branch and a community policing centre. By the end of 2015, the project was over 25% complete and well on its way to being finished on schedule in mid-2017. 	<ul style="list-style-type: none"> Plans for Regina’s North Central Shared Facility were advanced throughout 2014 and Council formalized its support for the facility in the 2015 budget, approved December 2014. The facility is an innovative use of space that combines a community centre, high school, public library, a community police centre and space for community organizations all in a single location. This multi-use facility will act as a community hub to foster socially inclusive interactions.

<p>diverse needs of residents, including the most vulnerable populations.</p> <p>13.5 Encourage the provincial government and the community to establish locally based attainable childcare facilities, which are essential to enabling parents to secure access to employment.</p> <p>13.6 Encourage intensification as a means to revitalize and renew neighbourhoods and existing community resources.</p> <p>13.7 Provide neighbourhood organizations with information on available programs to be used for the maintenance and renovation of properties.</p> <p>13.8 Collaborate with stakeholders on education and outreach for physical and social health programs.</p>			<ul style="list-style-type: none"> Plans for Regina's Railyard Renewal were advanced throughout 2016. With the completion of the Regina's new Mosaic Stadium, decommissioning of the old stadium will begin in 2017 releasing twenty acres of prime development land within the North Central neighbourhood. This land will be developed as a complete neighbourhood. The North Central community will have input into the planning process. Some potential benefits for North Central are increased business and investment opportunities in the neighbourhood. 	<ul style="list-style-type: none"> The YMCA organized a 'Point-in-Time Count' to identify the needs of the homeless. 	
<p>Food</p> <p>13.9 Support community gardens on public and private land.</p> <p>13.10 Collaborate and seek partnerships to increase access to healthy, diverse and affordable food within neighbourhoods through Policy 3.2.3 and the following:</p> <p>13.10.1 Building capacity in the food sector;</p> <p>13.10.2 Supporting local-food and food-related business; and</p> <p>13.10.3 Promoting community gardens and year round space for farmers markets within the city.</p>		<ul style="list-style-type: none"> The City has leased out City owned land to accommodate 6 Community Gardens through the local Community Associations. The māmawēyatitān centre site plan includes community garden plots that will be managed by the North Central Community Association. There was also a conscious decision made by the partners to include a variety of fruit bearing trees on the site, which will provide local residents with onsite healthy food opportunities. As well there will be opportunities for the partners and community to use the fruit onsite in the programming provided at the centre. 	<ul style="list-style-type: none"> At the request of City Council, the City created a community garden policy and program to ensure that non-profit organizations interested in establishing a community garden have access to land both City and other. The interest and support for community gardens continued to increase in 2016: <ul style="list-style-type: none"> Regina currently has 15 community gardens. The majority are on City land One private charitable garden continues to operate at the University of Regina Six schools have gardening programs. The Four Seasons Urban Agriculture Project is a new initiative of the Food Bank. The project provides 2400 sq. ft. of year-round indoor green space to grow fresh produce and to engage clients and community members in different aspects of the food system. As an added bonus the project has diverted 350 lbs of waste from the landfill by using earthworms to convert organic waste into fertilizer. (this is not a city initiative so not sure it should be included unless we 		

			<p>funded through the community investment grants)</p> <ul style="list-style-type: none"> - The City is working with the community to establish a new community garden in Southwest Regina. • Food Regina is a network of local food organizations that exists to improve the security, sustainability and resiliency of Regina's local food system. The Food Regina Board of Directors work together to improve community food security by supporting research, public awareness, education, infrastructure, and policies related to the local food system. The City is an ex-officio member of Food Regina. 		
<p>Community Security</p> <p>13.11 Recognize that prevention is a crucial component to health and safety.</p> <p>13.12 Promote health and safety by embracing the principles of Crime Prevention through Environmental Design (CPTED).</p> <p>13.13 Collaborate and partner with other levels of government, stakeholders, and the broader community to:</p> <p>13.13.1 Deliver, where feasible, community education, outreach, and programs on crime and fire prevention and disaster survival;</p> <p>13.13.2 Improve the management of litter;</p> <p>13.13.3 Implement the Graffiti Management Program; and</p> <p>13.13.4 Develop and implement strategies to address community-identified social issues.</p>		<ul style="list-style-type: none"> • The City is a member of the Canadian Municipal Network on Crime Prevention, a partnership with municipalities across Canada that provides training and information sharing on crime-prevention strategies. • In 2017, the Bylaw Enforcement Branch placed a greater focus on education and outreach, in combination with an emphasis on proactive enforcement. This supports community safety by mitigating community-identified social issues such as health and safety hazards, and unsightly properties before they become larger problems in the community. 	<ul style="list-style-type: none"> • As part the Graffiti Management Program, the City partnered with the Cathedral Area Community Association and Regina Police Service to wipe-out graffiti in the Cathedral neighbourhood prior to the 25th Anniversary Celebration of the Cathedral Arts Festival. The initiative included a media event, communications to Cathedral residents and businesses, enhanced removal of graffiti from City and other stakeholder assets and enhanced bylaw and police enforcement. 		
<p>Vulnerable and Marginalized Populations</p> <p>13.14 Work with others to ensure that all residents have secure access to basic needs, such as food, housing and other services.</p> <p>13.15 Participate in the development of a comprehensive plan to address homelessness in partnership with other levels of government.</p> <p>13.16 Work with the community to coordinate the delivery of and provide information</p>	<ul style="list-style-type: none"> • A member of City Administration sits on the Regina Homelessness Community Advisory Board for the federal government funding under the Homelessness Partnering Strategy (HPS). • In 2018, \$1.8 million in federal HPS funding was committed to organizations working on homelessness in the community 	<ul style="list-style-type: none"> • In fall 2017, Council approved a motion to support A Plan to End Homelessness for Regina and provide \$60,000 funds towards the creation of the Plan. Matching funds were provided by federal Homelessness Partnering Strategy funds. Work on the Plan will commence in 2018. • The City is a member of the Regina Homelessness Community Advisory Board for the federal government's 	<ul style="list-style-type: none"> • The City provides over \$800,000 in Social Development Community Investment funds to non-profit organizations to deliver programs to assist vulnerable and marginalized populations with basic and other needs. • The City continued to play a key role in the federal government's Homelessness Partnering Strategy by providing leadership on the Regina Community Plan on Homelessness and the 	<ul style="list-style-type: none"> • In partnership with a number of community stakeholders, the City of Regina participated in activities to welcome 450 Syrian refugees to the community. A coalition led by the Regina Open Door Society provided support services, programs, and facilities to ensure the successful settlement of these new residents. 	

about social programs and services to those in need.	<p>including \$750,000 for Housing First.</p> <ul style="list-style-type: none"> The creation of A Plan to End Homelessness for Regina was launched in February. 	Homelessness Partnering Strategy. In 2017, \$1.7 million in federal funding was provided including \$1 M for a Housing First program in Regina and \$700,000 to organizations involved in rapid re-housing, housing support, program evaluation and case management services for those experiencing or at risk of homelessness.	<p>Community Advisory Board. In 2016, the following was accomplished to support the homeless population:</p> <ul style="list-style-type: none"> Allocated over \$700,000 to organizations for capital projects and to deliver housing and support services; Launched Regina's Housing First program to house individuals experiencing chronic homelessness and with acute needs; Initiated a Rapid Rehousing program to house individuals experiencing episodic homelessness and with moderate needs and to work in tandem with Housing First; and Secured the services of an evaluator to evaluate Regina's efforts and to grow the program 		
<p>Social Inclusion</p> <p>13.17 Partner with stakeholders and the broader community to promote education and awareness programs and social marketing strategies as a way to advance cultural awareness, as well as to prevent and reduce bullying, racial tensions, and misunderstanding among diverse populations.</p> <p>13.18 Provide opportunities for residents to be engaged in civic life, including, but not limited to, sitting on boards and committees that advise City Council and Administration.</p> <p>13.19 Establish programs and a fee structure to ensure that City programs, services and facilities are affordable, accessible, and welcoming to all residents of Regina.</p> <p>13.20 Support the city's population of seniors and persons with specific needs by:</p> <p>13.20.1 Promoting "aging in place" within the design of new and existing neighbourhoods;</p> <p>13.20.2 Using principles of barrier-free and universal design in creating public space to ensure accessibility for all; and</p> <p>13.20.3 Coordinating accessibility actions and initiatives across City departments.</p> <p>13.21 Collaborate with First Nations, Métis and Inuit communities and other levels of government to identify opportunities to</p>	<ul style="list-style-type: none"> The City transferred the contents of Welcometoregina.ca to Regina.ca to provide better access to newcomers by consolidating all City information on accessing services, activities and employment on one web site. 	<ul style="list-style-type: none"> The Zoning Bylaw was amended in response to a request by the Islamic Association of Saskatchewan to allow for religious institutions in the Industrial Tuxedo area. This amendment provides opportunity for all religious affiliations to establish a physical presence and build community in an area of the city that suits their needs. The City of Regina maintains a webpage, welcometoregina.ca, for newcomers to the City including information on accessing basic services, activities, and employment. 	<ul style="list-style-type: none"> There was the addition of two buses to the Paratransit fleet to respond to increasing demands for use. Furthermore, the use of taxis in this service were two of the successful variables to reduce the unaccommodated refusal rate to 0.7 Audible Stop Announcement software was installed making the bus trip more assessable for many customers The City participated in efforts to support the arrival, settlement and integration of the Syrian refugees by working in partnership with the Regina Open Door Society. Approximately 650 Syrian refugees (about 67% of them children) had arrived in Regina by the end of December 2016. 	<ul style="list-style-type: none"> Paratransit initiated an Interactive Voice Response program and piloted the use of taxis to reduce the number of unaccommodated trips. In 2015, the City continued its pursuit of an overall action plan with respect to accessible taxicabs, supporting the priorities of sustainable transportation choices and social inclusion. <ul style="list-style-type: none"> Introduced an additional eight accessible taxicab licences in 2015, ahead of the original plan of adding four in 2015 and another four in 2016 Intent was to make accessible services comparable to regular taxicab services in terms of 24/7 availability and wait times Supports Transit Services plan for reducing Paratransit refusal rates by utilizing taxicabs. Two buses were added to the Paratransit fleet to increase capacity by 4,000 hours and increase the amount of service available to those that need it. The trip refusal rate is has been decreasing and more trips are being accommodated. 	<ul style="list-style-type: none"> The number of licences for accessible taxis increased from four to 10 as a way of increasing transportation options for all residents. The fare for using accessible taxicabs has also been equalised to the fare of regular taxicabs.

<p>support Aboriginal initiatives within the city.</p> <p>13.22 Identify opportunities to collaborate with the community and support the improved settlement and integration of international immigrants.</p> <p>13.23 Develop an integrated multi-modal transportation system that offers choices to all of Regina's residents regardless of location, income level or ability.</p>				<p>- A pilot of an accessible bus stop was implemented at the transit hub on 11th Avenue. This initiative was supported by the installation of four heated and lit bus shelters along 11th Avenue.</p>	
Realizing the Plan					
<p>Relationship Between Plans</p> <p>Ensure alignment between the OCP and its cascading and related plans, practices, standards, and other guiding documents.</p> <p>14.21 Develop or renew City Plans, strategies and approaches to ensure the goals and policies of this Plan are actionable and realized over time. Such Strategies may be cross-department (e.g. strategic plans and business plans) or within a particular subject area or discipline (e.g. master plans).</p> <p>14.22 Give priority to policies in Part A in the event of any conflict that may exist between policies in Part A and Part B.</p>	<ul style="list-style-type: none"> Since the 2014 Annual Report, an annual update of progress on the implementation of the OCP has been prepared and published in the Annual Report. A Planning and Performance Framework has been developed and adapted to ensure the monitoring of the OCP implementation. Master plans can be described as the next level of detail from the OCP. In 2018, the Water Master Plan was approved, the Recreation Master Plan neared completion and work progress on implementation of the Transportation Master Plan and Cultural Plan. The City continued to advance Zone Forward – a project to comprehensively review the Regina Zoning Bylaw 9250. This project aligns most closely with OCP Section E – Realizing the Plan, Goal 7 – Zoning Bylaw Compliance to 'Ensure that the Zoning Bylaw facilitates development in accordance with the goals and policies of this Plan.' The draft bylaw was reviewed by staff and key external stakeholders in 2018. The new Zoning Bylaw will be presented to Council for consideration in 2019. 	<ul style="list-style-type: none"> Since the 2014 Annual Report, an annual update of progress on the implementation of the OCP has been prepared and published in the Annual Report. A Planning and Performance Framework has been developed and adapted to ensure the monitoring of the OCP implementation. The 2018-2021 Strategic Plan: Making Choices Today to Secure Tomorrow was developed in 2017 to advance the OCP. This plan focuses on the advancements required over the next four years to achieve long-term delivery of effective, reliable services in a way that balances the community needs and wants articulated in the OCP. The Strategic Plan is cascaded throughout the organization via annual business planning processes and is built into work plans for implementation. Master plans can be described as the next level of detail from the OCP. Cross-divisional collaboration resulted in the development of guidelines and a template for all City of Regina master plans. This was established to offer corporate consistency in approach and content but extend enough flexibility for business areas to adapt to any specific needs of each policy document. Some master plans are currently in development with more in business plans for future development over the next few years. 	<ul style="list-style-type: none"> The Corporate Policy Framework originally developed in 2010 was updated and extended to include policies approved by City Council. Various employee groups with the responsibility for policy development were consulted in the creation of definitions, criteria and tools. Master plans can be described as the next level of detail from the OCP. Cross-divisional collaboration resulted in the development of guidelines and a template for all City of Regina master plans. This was established to offer corporate consistency in approach and content but extend enough flexibility for business areas to adapt to any specific needs of each policy document. Some master plans are currently in development with more in business plans for future development over the next few years. 		

		<ul style="list-style-type: none">• Created public engagement tools and processes and launched an internal practitioners circle.• Launched CityConnect, the City’s new intranet which provides information sharing between departments including business plans, project information, and scripts.• The City started developing a social media framework to increase engagement.• In the early stages of developing a program for Naming Rights, Sponsorships, and advertising.• Started the development of a Corporate City of Regina engagement framework.• The City continued to advance Zone Forward – a project to comprehensively review the Regina Zoning Bylaw 9250. This project aligns most closely with OCP Section E – Realizing the Plan, Goal 7 – Zoning Bylaw Compliance to ‘Ensure that the Zoning Bylaw facilitates development in accordance with the goals and policies of this Plan.’			
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Design Regina Target Results 2014 - 2018

OCP Targets			Cumulative (since 2014)	2018 Results	2017 Results	2016 Results	2015 Results	2014 Results	Comments
		Intensification							
At least 30% of new population is directed to existing urban areas			13%	4%	5%	11%	12%	26%	The intensification rate for 2018 was 4%. The rate of growth through intensification has been on a downward trend since the OCP was approved in 2014. In 2014, 2015, 2016 and 2017 the intensification rates were approximately 26%, 12%, 11%, and 5% respectively. The cumulative intensification rate since the adoption of the OCP (2014-18) is approximately 13%. The City anticipates that the intensification rate will vary from year-to-year as has been the case in the past. The longer the rate stays below the 30% target the more difficult it will be to achieve the target. As an important step in supporting intensification, the City has been analyzing regulatory, environmental, social and economic barriers to private sector redevelopment of various types of underutilized sites throughout Regina through the Underutilized Land Study and Improvement Strategy.
At least 10,000 new residents will be located in the City Centre			73	-11	16	68			<p>In 2018, the number of additional residents added to the City Centre area declined to 73 residents since the approval of the OCP. Growth of the City Centre has been slow since the OCP was approved and for the first time decreased slightly in 2018 due to more demolitions than construction. The growth of City Centre population is expected to increase in the later years of the OCP as plans for the Railyard Renewal Project and Taylor Field Neighbourhood are finalized and implemented.</p> <p>Note: During the five-year period from 2011-2016, 31 percent of population growth took place in the intensification area. Census data can only be used every five years (census years). It does not show how population has changed since the OCP was approved. We will</p>

OCP Targets			Cumulative (since 2014)	2018 Results	2017 Results	2016 Results	2015 Results	2014 Results	Comments
									have a clearer picture of intensification growth and the City Centre population after the 2021 census.
		New Neighbourhood Density							
Minimum gross population density of 50 persons per hectare in new neighbourhoods			Plans approved to meet targets; too soon to measure results.						Since the adoption of the OCP, secondary plans have been adopted for the Westerra, Southeast Regina and Coopertown neighbourhoods. There are very limited inhabitants in new neighbourhoods (300,000) with housing construction taking place within Westerra only; therefore, it is premature to track the population density of these future Regina neighbourhoods. The City will have a better sense of densities in new neighbourhoods once they are more built out and following future Statistics Canada data from the 2021 Census. The plans were, however, approved with land use strategies intended to exceed the 50 people per hectare threshold.
		Urban Forest							
One tree per person in public spaces		Trees	n/a	210,537	208,616	206,148	Not reported	Not reported	Regina is proud of its urban forest — recognizing that every tree in the community has been planted. In previous years, this measure has been reported as trees under the direct control of the City of Regina. However, the urban forest which defines the City is also represented by the trees in Wascana Centre and Government House. The data has been restated to reflect this bigger picture.
		Trees/ person	n/a	0.90	0.93	0.93	n/a	n/a	In 2018, Regina had 210,537 trees in public spaces, or 0.90 trees per person. This is a small decrease from 2017, when we had 0.93 trees per person. While the number of trees increases every year, at the current time they are increasing at a rate slower than our population growth.
		Office Development							

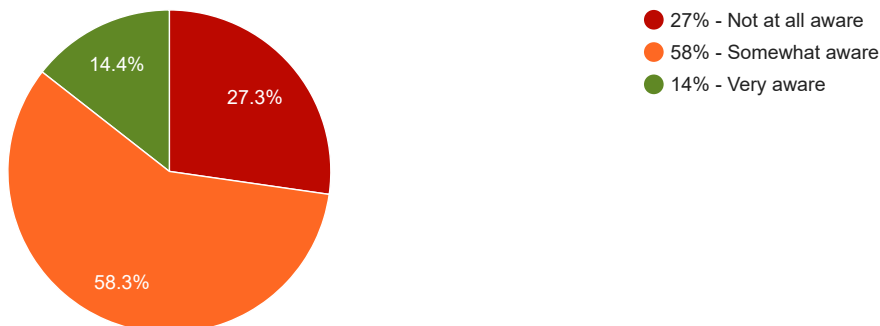
Target Results 2014-2016

OCP Targets	Cumulative (since 2014)	2018 Results	2017 Results	2016 Results	2015 Results	2014 Results	Comments
<i>At least 80% of total office floor area in the city, pertaining to medium and major office development is located in the Downtown/Central City office area</i>	n/a	80%	n/a	83%	Not reported	Not reported	The distribution of medium and major office space is reviewed annually. In 2018, 80 percent of medium and major office space was located in the Downtown/Central City Office area. Office policies are currently under review as part of the 5-year review of the OCP.

OCP 5-Year Review: Community Priority Progress

Status:	Closed	Partial completes:	49 (26.2%)
Start date:	2019-03-21	Screened out:	0 (0%)
End date:	2019-04-08	Reached end:	138 (73.8%)
Live:	19 days	Total responded:	187
Questions:	18		

1. The OCP identifies 8 community priorities. Please rank your awareness of the priorities.



Community Priority - Develop complete neighbourhoods.

Create safe and inclusive neighbourhoods that are easy to get around and that have a mix of housing choices, amenities and services. Community input will drive a proactive approach to city planning.

In the first five years, the City has integrated this priority in review and approval of development plans, and in policy development and review including the Service Agreement Fees and Development Levy policy. 2017 marked the grand opening of māmawêyatitân centre in the North Central Community, where the City, Regina Public Library and Scott Collegiate High School partnered to create a community-based activity centre.

2. Please rate your assessment of progress towards this priority.



Respondents

78

Skipped question: 81

0% 20% 40% 60% 80%

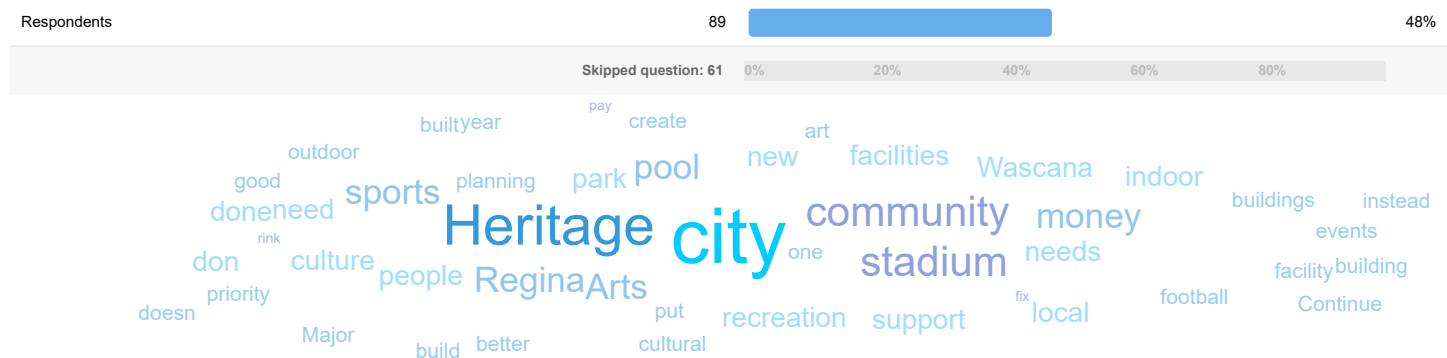
Word cloud content includes: city, community, neighbourhoods, housing, services, areas, people, provide, parks, properties, better, amenities, away target, one, move, input, Keep, idea, Without, need, Development, small, Regina, big, centre, public, communities, lot, new, infill, CA down, even, needs, space, lot, off, schools, off, tax, run, create, continue, lots, neighbourhood, and neighbourhood.

Support heritage preservation, arts, culture and four-season sport and recreation activities that foster community vibrancy and cohesiveness.

4. Please rate your assessment of progress towards this priority.



5. What do you suggest the City could be doing over the next five years to continue to move forward on this priority?

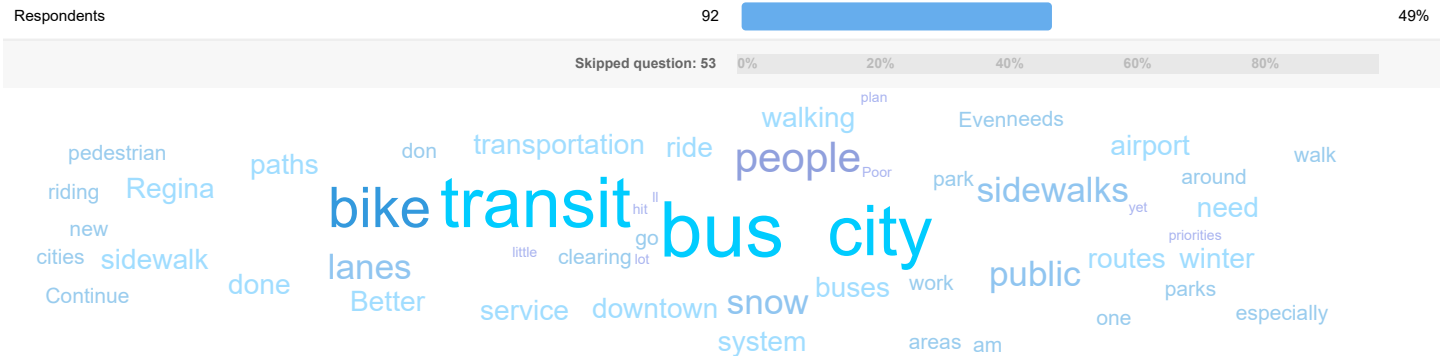


8. Please rate your assessment of progress towards this priority.



n=145

9. What do you suggest the City could be doing over the next five years to continue to move forward on this priority?



Community Priority - Promote conservation, stewardship and environmental sustainability.

Reduce the city’s environmental footprint; prioritize the conservation of land, water, and energy; and embrace new operational measures, such as leading practices for waste management.

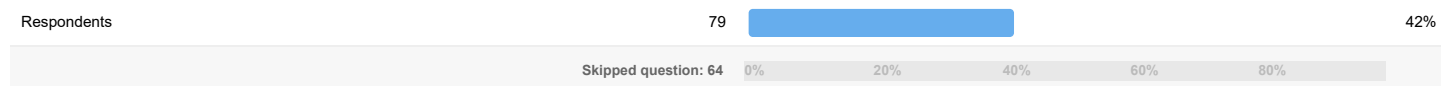
In the first five years, the Landfill Gas to Energy facility began converting gas from waste decomposition into electrical power, efforts to divert leaf and yard waste from the landfill increased and a curbside organic waste collection service by 2023 was approved. The City is now looking at developing a framework to help Regina become a 100% renewable city by 2050.

10. Please rate your assessment of progress towards this priority.



n=143

11. What do you suggest the City could be doing over the next five years to continue to move forward on this priority?

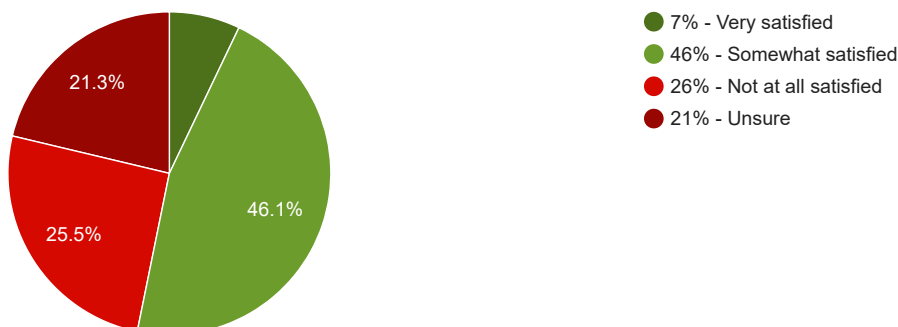


Community Priority - Achieve long-term financial viability.

Spend money wisely to ensure the City's ability to manage its services and amenities both now and in the future.

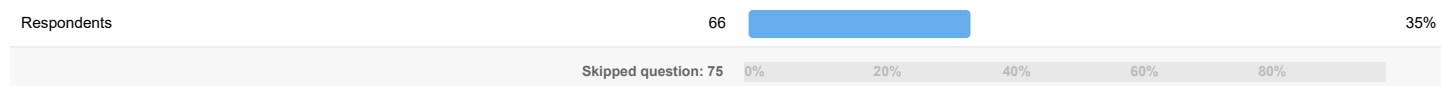
In the first five years, long-range financial planning practices have been approved and there is a greater focus on the use of Master Plans to provide more details on investment, development and renewal plans to maintain target service levels.

12. Please rate your assessment of progress towards this priority.



n=141

13. What do you suggest the City could be doing over the next five years to continue to move forward on this priority?

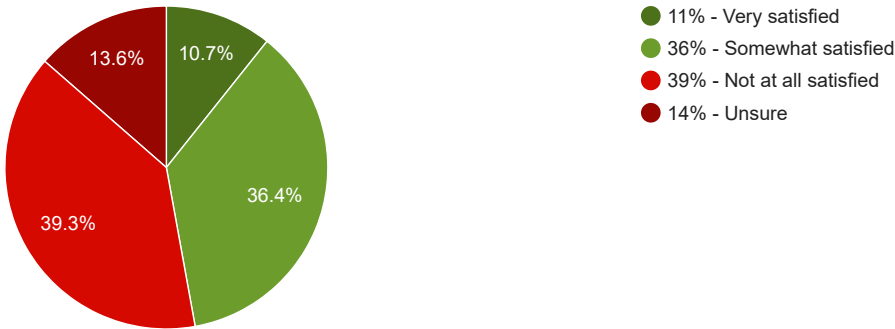


Community Priority - Foster economic prosperity.

Support a vibrant and diverse economy that provides opportunities for residents to prosper and Regina to flourish.

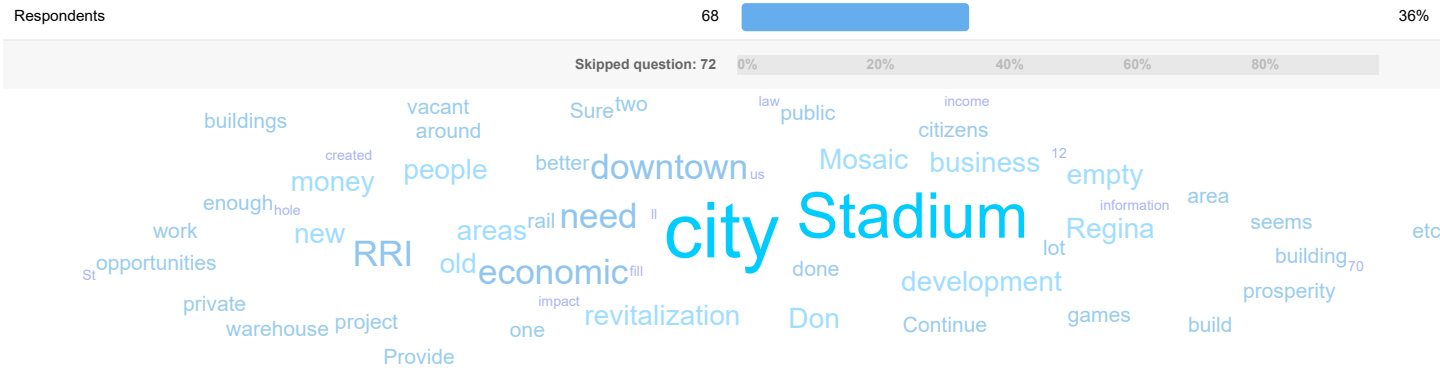
In the first five years, the City launched the Regina Revitalization Initiative (RRI) as the largest urban revitalization project in the City's history that included the opening of the new Mosaic Stadium. As well, an amended servicing agreement fee for industrial development was approved.

14. Please rate your assessment of progress towards this priority.



n=140

15. What do you suggest the City could be doing over the next five years to continue to move forward on this priority?

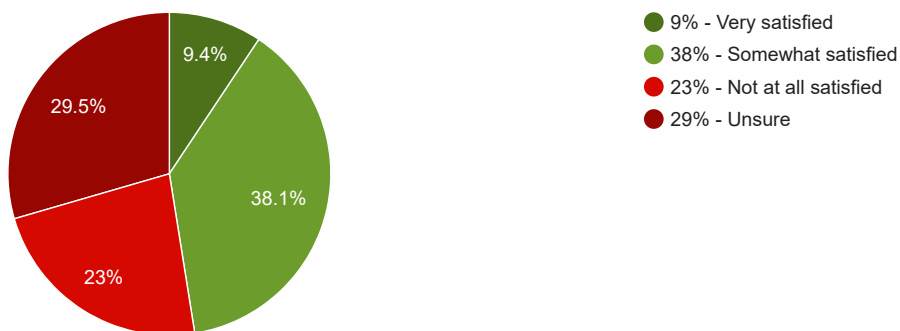


Community Priority - Optimize regional cooperation.

Work cooperatively with surrounding municipalities, agencies, levels of government and other stakeholders to determine and evaluate opportunities to collaborate to plan for and potentially deliver services regionally.

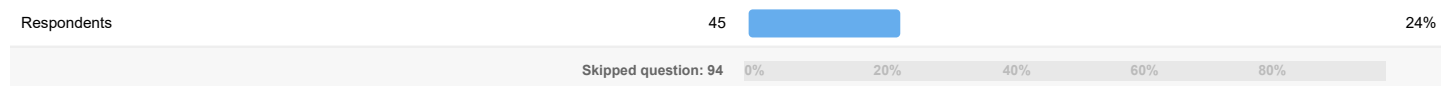
In the first five years, the City strengthened collaboration with regional partners including the Global Transportation Hub, the Moose Jaw Regina Industrial Corridor Committee and the Sakimay First Nation. The Regina and Region Water and Wastewater Study examined with a number of surrounding municipalities the water, sewer and drainage needs of the region.

16. Please rate your assessment of progress towards this priority.

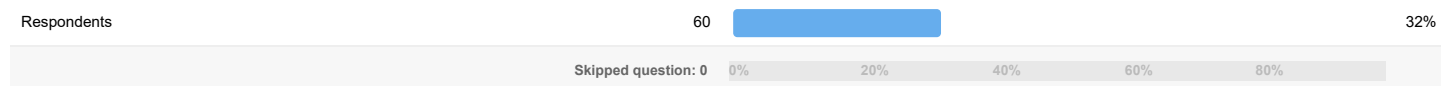


n=139

17. What do you suggest the City could be doing over the next five years to continue to move forward on this priority?



18. Is there any other perspective you would like to offer on the first five years of the Official Community Plan?



Fire Master Plan Project Update

Date	January 22, 2020
To	Priorities and Planning Committee
From	Citizen Services
Service Area	Fire & Protective Services
Item #	PPC20-1

RECOMMENDATION

The Priorities and Planning Committee recommends that this report be received and filed.

ISSUE

This report provides an update on the Fire Master Plan Project. Regina Fire & Protective Services (RFPS) will bring a report to Council to approve the Fire Master Plan upon its completion.

IMPACTS

City Council approved \$100,000 for the Fire Master Plan consultant in the 2019 budget. The consultant, Emergency Management & Training (EMT), estimates that 50 per cent of the project was complete at the end of 2019. The remaining fees will be covered from within the RFPS budget for completion of the Fire Master Plan in 2020.

Any recommendations with future financial implications within the Fire Master Plan will include a cost outline.

There are no accessibility, environmental, risk/legal or other implications or considerations.

OTHER OPTIONS

None to consider.

COMMUNICATIONS

Administration will develop a strategy for stakeholder engagement including IAFF Local 181, emergency service partners, community associations, landlords and local rural municipalities. In addition, Administration will develop a communication plan for advising residents when the Fire Master Plan is approved.

DISCUSSION

The Regina Fire Master Plan will allow the City to be proactive in planning to enhance and maintain sustainable and effective fire and prevention services for the citizens of Regina and the areas served by the City.

Scope of the Fire Master Plan:

1. Study the future staffing, equipment and apparatus needs for the next 25 years.
2. Identify new station locations (or realignment of current stations based on the OCP's growth projections.
3. Review response time models as well as service delivery and support services requirements.
4. Study the potential use of fire protection technologies, fire and building regulations and other deployment factors to mitigate risk in the community.
5. Conduct and summarize the stakeholder engagement process and outcomes.
6. Project capital and operating costs for facilities, fleet, equipment and staff for potential new stations and apparatus.
7. Review alternative models for staff structure.

The consultant has been in collaboration with other City departments to ensure any recommendations which may impact them are captured and integrated into their future planning as needed.

Timeline:

Stakeholder engagement is scheduled to be complete by the end of Q1 2020. The completed Fire Master Plan is expected in spring 2020 and will then be scheduled for consideration by City Council.

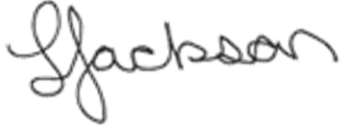
See Appendix A for presentation from the Fire Master Plan Consultants, Emergency Management & Training, Inc.

DECISION HISTORY

City Council approved \$100,000 in the 2019 budget for a consultant to complete the Fire Master Plan.

The recommendation to receive and file this report is within the delegated authority of the Committee.

Respectfully submitted,



Layne Jackson, Director, Fire & Protective Services

12/31/2019

Respectfully submitted,



Kim Ohra, Executive Director, Citizen Services

1/8/2020

Prepared by: Lindsay Rothmar, Policy & Procedure Analyst

ATTACHMENTS

Appendix A



Appendix A



Regina Fire Master Plan Project Goals and Outcomes



Emergency
Management &
Training Inc.



Key Items

1. **STUDY:** future staffing, equipment and apparatus needs, spanning 25 years and considering a regional footprint.
2. **IDENTIFY:** new fire station locations or realignment of existing
3. **REVIEW:** response time models, service delivery, support services
4. **CONSIDER:** fire protection technologies, fire and building regulations, and other deployment factors
5. **REPORT:** stakeholder summary outlining internal and external engagement
6. **PROJECT:** capital and operating costs for facilities, fleet, equipment and staffing for potential new resources
7. **REVIEW:** alternative models for staffing structure





To Accomplish Key Components, EMT Will Review:

1. Governance
2. Service Delivery
3. Fire Prevention
4. Emergency Response
5. Firefighter Training
6. Apparatus and Equipment
7. Maintenance Program
8. Facilities
9. Administration
10. Finance
11. Human Resources
12. Communications
13. Emergency Management Program





Steps To Accomplish Expectations

1. Assessment of impacts of existing conditions and future growth patterns, community needs projection aligned with OCP
2. Review of existing information and strategies, detailed trend analysis
3. Community risk assessment
4. Analysis of industry best practices and other comparable communities
5. Comprehensive engagement strategy



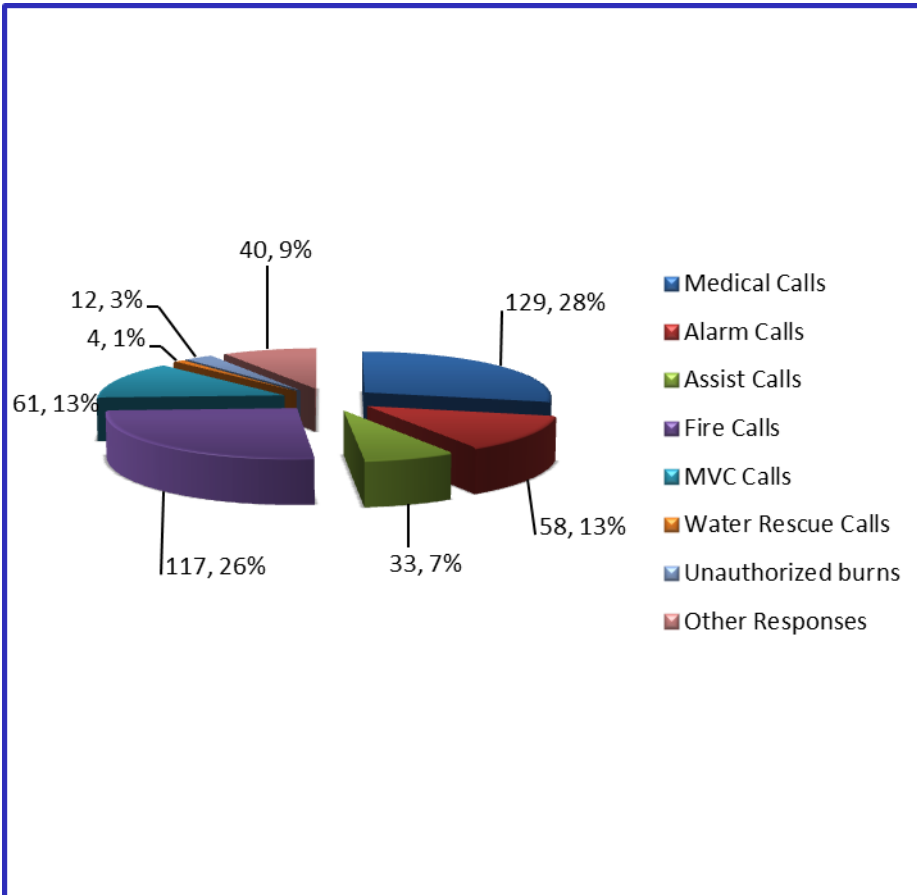
Engagement Strategy

- Meetings to review project
 - Fire Staff
 - ELT
 - Council
 - Community Stakeholders
- Survey for Fire Staff
- Survey for Public to confirm recommendations

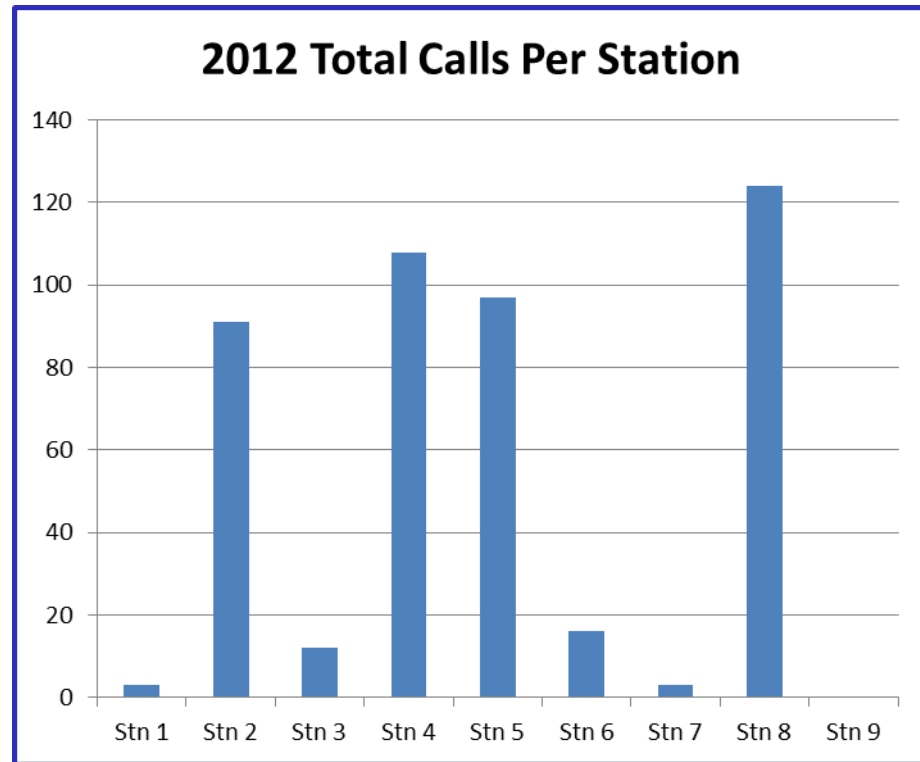




Examples of Data Collection

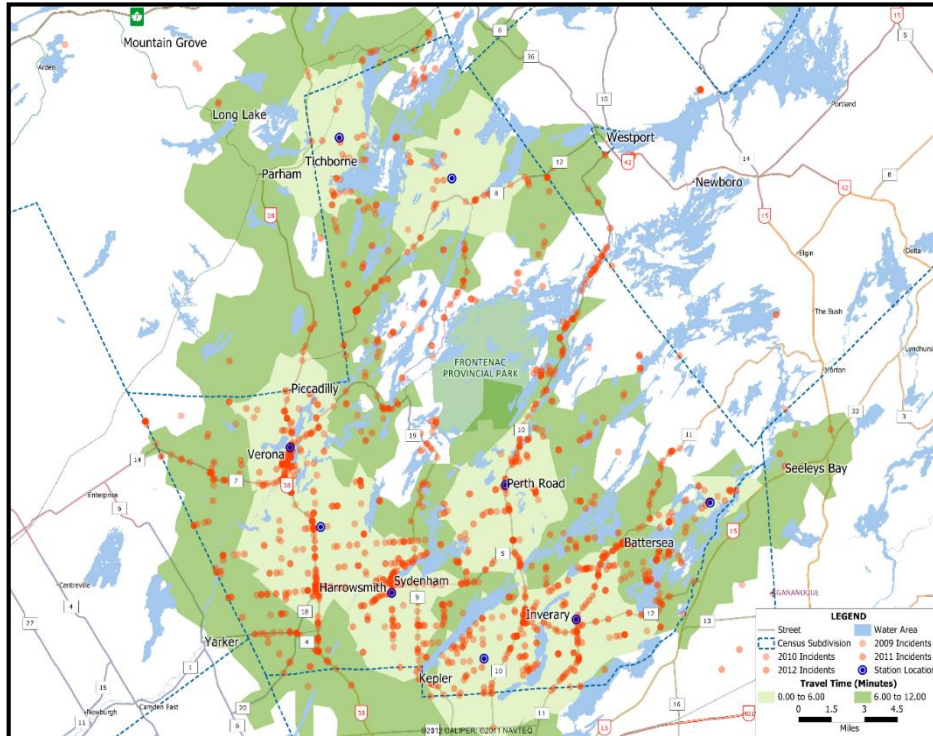


Types of Calls and Percentages



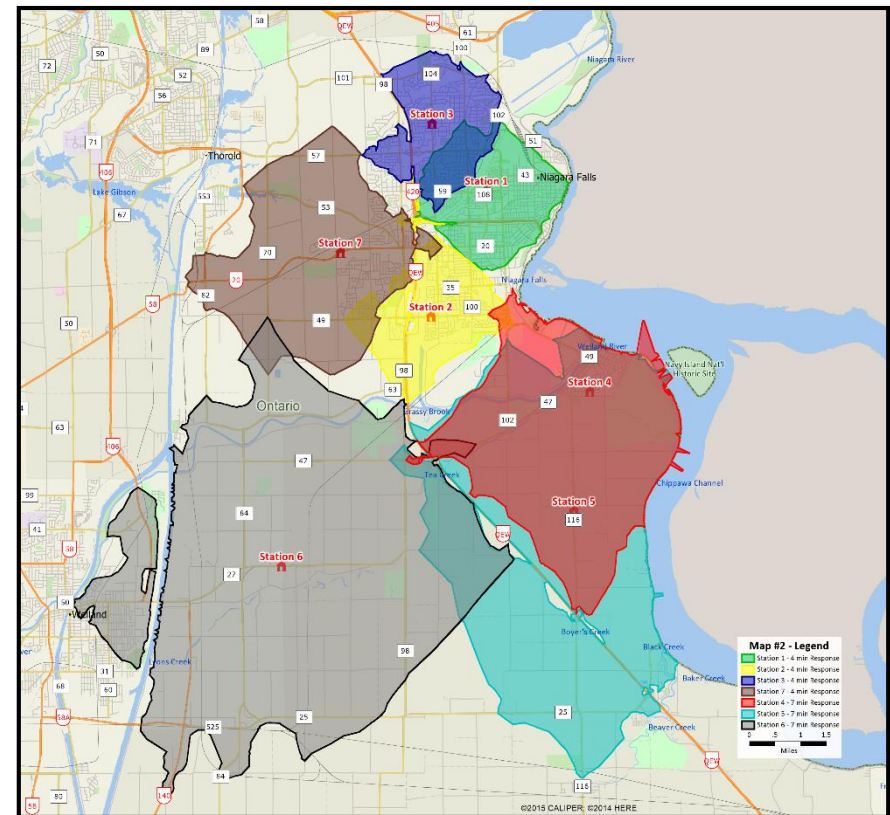


Data Collection (con't)



Call Clustering

Response Zones Evaluation





Plan Outcomes

Present recommendations related to:

- Areas for service improvements
- Staff development and planning
- Benchmarking opportunities to measure improvements
- Proactive planning for sustainable and effective fire and protective services
- 25-year projection for the community's emergency response and prevention resource needs
- Implementation plan in five-year sections





Thank You...Questions?



Emergency
Management &
Training Inc.

info@emergencymgt.com

(705) 719-9007 or 1-888-421-0665



Building Permits and Inspections Review

Date	January 22, 2020
To	Priorities and Planning Committee
From	City Manager's Office
Service Area	City Manager's Office
Item #	PPC20-2

RECOMMENDATION

The Priorities and Planning Committee recommends that this report be received and filed.

ISSUE

The Building Permits process has, for many years, received numerous complaints. The City of Regina has endeavored to address these issues incrementally over time, but the issues have continued. By the summer of 2019, elected officials were consistently hearing of these complaints and issues had also been featured in media reports.

To resolve these issues, the City launched a service review of the Building Permit and Inspection Service. This report includes the results of that review and recommendations for improvement.

IMPACTS

Policy and Strategic Impact

The recommendations in the attached report support the priority identified in the recent management review, that the City become more *customer focused*.

The Building Permits and Inspections Service has the objectives of public safety, public confidence and economic competitiveness. In order to achieve these objectives, the service must be well-delivered and have the confidence of the public and the construction industry. If the City fails to diligently conduct plan review, permit issuance and construction inspections, the City may face legal liability for resulting financial losses, personal injuries or death. The recommendations in the report reflect significant engagement with stakeholders

and a review of the practices of other jurisdictions. They are designed to deliver on the service objectives.

Financial Impact

The implementation plan will be financed through the approved 2020 general operating budget. As the implementation progresses, longer term budget implications may be identified. The Administration will make recommendations to City Council through the annual budget process.

A study in 2018 found that the current Building Permits and Inspections Service is not operating at full cost recovery as intended. To close this gap would require an immediate 14 per cent fee increase. This report recommends that no fee increases be considered until the City can assess the true cost of delivering the improved process and demonstrate service improvements that build the confidence of the industry.

OTHER OPTIONS

The review process considered a wide range of options in response to a high volume of input from stakeholders. The attached report explores these options.

The City's service review methodology requires consideration of whether it is more cost effective to contract the service out.

Analysis of Option: Currently, the Building Permits and Inspections Service is supplemented by contract resources at times when volumes exceed the capacity of existing staff resources. One of the key challenges facing the current Service is the recruitment and retention of qualified licensed Building Officials. Indeed, the report recommends a workforce development plan in response to these issues.

There are few licensed Building Officials in the employment market at any given time. A private contractor would have similar recruitment and retention issues to the City. Furthermore, there would be significant labour relations implications to taking such an action. Given these implications, it made more sense for the attached report to focus on improving the service and systems that are already in place.

COMMUNICATIONS

The report was developed through extensive engagement with stakeholders and internal staff. Engagement with stakeholders will continue throughout the implementation of recommendations.

Improvements to content and forms on Regina.ca has taken place, and continuous improvements will be made in tandem to the development of a long-term communications strategy that is in alignment with the implementation plan.

Stakeholders including the Regina Construction Association and the Regina and Region Homebuilders Association will receive a copy of this report.

DISCUSSION

Building standards in Saskatchewan are regulated by the Province of Saskatchewan through *The Uniform Building and Accessibility Standards Act* (UBAS). UBAS directs local authorities (municipalities) to enforce and administer the Act on behalf of the Government of Saskatchewan. The UBAS regulations establish the code standards with which buildings in Saskatchewan must comply. While the City of Regina has full control over how it administers its permits and inspections service, it has no authority over the code itself. Improvements to the Building Permits and Inspections service cannot be achieved by amending the regulations.

The attached report makes recommendations regarding how the service should be administered in five key areas – General Service Recommendations and recommendations to improve:

- The clarity of the service
- The consistency of the service
- The efficiency of the service
- The predictability of the service

All of the recommendations are within the authority of the City Manager to either implement or authorize the necessary work to prepare recommendations for City Council. The introduction of processes that require a fee for service will require the approval of City Council.

The responsibility for implementation is assigned to the Executive Director of City Planning and Community Development, who will provide updates on progress to committee and City Council as required.

DECISION HISTORY

There have been no previous decisions.

Respectfully submitted,


Chris Holden, City Manager 1/17/2020

Prepared by: Dawn Martin, Manager, Public Policy

ATTACHMENTS

Building Permits and Inspections Review (FINAL)

Building Permits and Inspections Service Review

Public Policy Branch, Corporate Strategy & Performance
Citizen Experience, Innovation & Performance Division
January 2020

City of Regina



REGINA
Infinite Horizons

The first part of the paper discusses the importance of the research and the need for a new approach. It then presents a detailed description of the methodology used in the study. The results of the study are then presented, followed by a discussion of the implications of the findings. The paper concludes with a summary of the main points and a list of references.

The research was conducted in a laboratory setting. The participants were all male, aged between 20 and 30 years. They were all students at the University of [Name]. The study was approved by the ethics committee of the university.

The participants were divided into two groups. The first group was the control group, and the second group was the experimental group. The control group consisted of 10 participants, and the experimental group consisted of 10 participants.

The experimental group was subjected to a series of tests. The first test was a physical fitness test. The second test was a cognitive test. The third test was a psychological test. The fourth test was a social test. The fifth test was a combined test.

The results of the study showed that the experimental group performed significantly better than the control group in all tests. This suggests that the intervention used in the study was effective. The results also suggest that the intervention had a positive effect on the participants' physical fitness, cognitive abilities, psychological well-being, and social skills.

The implications of the findings are that the intervention can be used to improve the performance of students in a variety of areas. This could be particularly useful for students who are struggling in school. The findings also suggest that the intervention could be used to help students develop better social skills, which is an important part of their education.

The study has some limitations. The sample size was small, and the study was conducted in a laboratory setting. This means that the results may not be generalizable to other groups of students. However, the study does provide some useful information about the effectiveness of the intervention.

Further research is needed to confirm the findings of this study. This could include a larger study with a more diverse sample of participants. It could also include a study that examines the long-term effects of the intervention.

In conclusion, the study shows that the intervention is effective in improving the performance of students in a variety of areas. This suggests that the intervention could be a valuable tool for educators. Further research is needed to confirm the findings of this study.

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Executive Summary

Background

The role of the City of Regina is to administer and enforce the safety standards of buildings as set out in national/provincial building codes. In consideration of the City's regulatory responsibility for the built environment, it is important to understand that the customers of the building permits and inspections service are the occupants of buildings for the life of the building. It is to those occupants that the City owes its primary obligation. If the City fails to diligently conduct plan review, permit issuance and construction inspections, the City may face legal liability for resulting financial losses, personal injuries or death.

The Building Permits process has, for many years, received numerous complaints. The City of Regina has endeavoured to address these issues incrementally over time, but the issues have continued. By the summer of 2019, elected officials were consistently hearing of these complaints and they had also been featured in media reports. To resolve these issues, the City launched a service review of the Building Permit and Inspection Service. This report includes the results of that review and recommendations for improvement.

Regulatory effectiveness can be a competitive advantage for a community looking for investment. The current level of performance of the City of Regina in this service does not provide any advantage when investors are considering where to locate their investments. A clear goal of this review is to turn what has become a disincentive into a competitive advantage.

Recommendations

Framework for Improvement

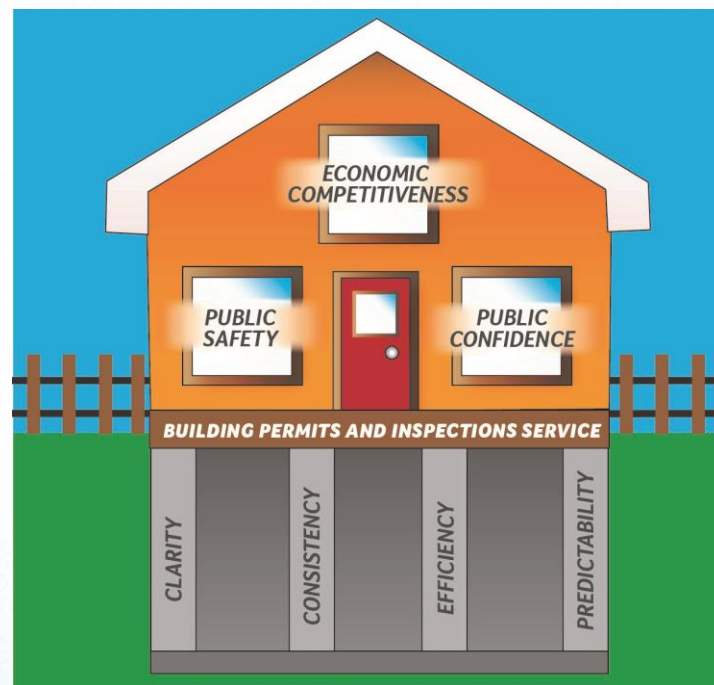
A framework has been developed as the basis for recommendations. The framework sees the City of Regina and the construction/building industry as partners in achieving the objectives of:

- **Public safety:** The primary role of the building permits and inspections service
- **Public confidence:** This objective recognizes that buildings last significantly longer than the involvement of the builder and the first occupant. The role of the City in public safety is one that transfers to new owners, thereby providing them assurance that the buildings they purchase are safely built.
- **Economic competitiveness:** This service review recognized that any process that costs the users unnecessarily or that affects the attractiveness of Regina as a place to build and invest is counterproductive to the goals of the community. While the effort to support economic competitiveness cannot undermine the safety objective, it was useful for the review to also understand the importance of streamlined efficient systems as part of the City's regulatory responsibility.

The Building Permits and Inspections Service is the foundation upon which these objectives rest. The regulatory service is built on the supports of **clarity, consistency, efficiency** and **predictability**. The recommendations are structured based on this framework.

The recommendations are structured to address each element of the “structure” with general service recommendations (the floor upon which the house is built) and recommendations for each pillar of the foundation.

This framework sounds simple enough, but the reality is that, if the City of Regina is able to achieve these four pillars, it will deliver on one of the most competitive and attractive regulatory systems in Canada. While speed of service is certainly important to the industry, even more important is predictability of service. It is the inability of construction companies to be able to reliably plan their work that is the biggest issue they are facing. In order to achieve predictability, the City must also achieve clarity and consistency. These four pillars represent an integrated and proactive approach to regulation that, if achieved, will assure the service objectives of **public safety, public confidence, and economic competitiveness**.



General Service Recommendations

1. That the City of Regina recognize and work with the design, building and construction industries as partners to achieve the objectives of **public safety, public confidence** and **economic competitiveness**.
 - 1.1 That the City of Regina establish a strategy to build and maintain a positive relationship with the construction industry including, but not limited to:
 - Regularly attending association meetings and educational opportunities
 - Hosting meet and greet sessions to allow industry to get to know the names and faces of those working in Building Standards and vice versa
 - Partnering with associations to provide education to the industry on code interpretation and the building permit process

- Partnering with the associations to advocate for improved code instruction through various educational and apprenticeship programs
 - Establishing mechanisms to allow for affiliated and unaffiliated professionals in the construction industry to stay updated on information related to the building code and the permit/inspection process
- 2. That the City of Regina continue to uphold its role as a regulator and proactively communicate the value of building permits to the public.
 - 2.1 That the City of Regina establish a strategy to provide better public education on the building permit process, especially targeting audiences such as commercial real estate brokers and commercial building owners.
- 3. That the City of Regina establish the following preliminary performance targets for the 2021 construction season:
 - Residential: 5 business days to provide a permit or comments
 - Commercial: 10 business days to provide a permit or comments
 - Resubmissions: 5 business days to provide a permit or additional comments
 - 3.1 That for 2020, while the recommendations of this review are being implemented and to ensure predictability for the industry, the City communicate the following preliminary targets:
 - Residential: 10 business days to provide a permit or comments
 - Commercial: 20 business days to provide a permit or comments
 - Resubmissions: 5 business days to provide a permit or additional comments
 - 3.2 That the City develop and implement more specific service targets based on the complexity of the construction project and application (e.g. decks, garages, etc.; more complex/less complex commercial projects) by the end of 2020.
 - 3.3 That the implementation team working on these recommendations establish performance targets that will allow the measurement of benefits realized from this review, including:
 - A targeted reduction in the percentage of permit applications put on hold
 - A targeted reduction in the number of service requests received
- 4. That the City of Regina ensure that the Implementation Plan and Building Standards Branch personnel are adequately supported to ensure the successful implementation of the recommendations.
 - 4.1 That the City assign a dedicated project manager to coordinate the implementation project.
 - 4.2 That the City put into place supports to ensure good change management, including:

- Ensuring buy-in to the proposed program framework and the partnership with industry to achieve the program objectives of **public safety, public confidence** and **economic competitiveness**
 - Supporting the enhancement of competencies in the staff to build the required relationships with industry and to provide the regulatory service in a way that is solution focused
 - Ensuring documentation of new standards for applying code and processes as developed to support the objective of consistency
 - Continuing to build on the workplace culture so that it is collaborative, supportive and solution-focused
- 4.3 That the City develop an efficient process to manage customer escalations, particularly during the implementation project to minimize distractions from delivering levels of service and recommendation implementation.
- 4.4 That the City develop an internal workforce development plan for the Building Standards Branch to ensure better retention and succession planning, including:
- Ensuring job evaluations, classifications and compensation adequately consider the required expertise, the level of risk and judgment associated with the work, and the market rates for such competencies
 - Ensuring that compensation supports career development and advancement within the service
5. That Building Permit fees remain unchanged throughout 2020 to provide time for the City of Regina to demonstrate its improved levels of service and build confidence in the industry.
- 5.1 That any necessary permit fee increases be phased in, beginning in 2021, until full cost recovery is achieved.

Clarity

6. That the City of Regina clearly communicate the expectations of applicants for the building permit and inspection process and provide clear information regarding how code will be interpreted and how any changes in code will be interpreted and applied.

Consistency

7. That the City of Regina establish internal training and standardized processes to ensure consistent interpretation and application of building code across all reviewers and inspectors.
- 7.1 That the City explore opportunities to establish a quick and efficient dispute resolution process to address disputes in code interpretation between the City of Regina and permit applicants/holders. This process should:
- Be readily available within five days of a request for dispute resolution
 - Enable an open and fair dialogue between the City and the applicant
 - Include documenting decisions as a precedent for future code interpretation.

Efficiency

8. That the City of Regina establish short-term work-around processes by June 1, 2020:
 - 8.1 Make available a set number of opportunities per week for permit applicants to pay to have their applications expedited.
 - 8.2 Establish a separate service stream to expedite small projects.
 - 8.3 Improve the phased permit process.
9. That the City of Regina address issues that are reducing the efficiency of the process.
 - 9.1 That the City establish a pre-application meeting process for complex projects that ensures the following:
 - The meeting process ensures all necessary officials (e.g. building officials, development officers, etc.) are in attendance;
 - Documentation of meeting results so that, at the time of application submission, the assigned reviewer has access to the record of discussion at the pre-application meeting; and
 - The process is cost recovery.
 - 9.2 City staff address any administrative or minor code errors in permit applications by email or telephone (confirmed in writing) rather than putting the application on hold.
 - 9.3 The inspector sign off on any minor project changes that occur through the construction process and not require the submission of a change through the review process.
 - 9.4 The resubmission performance target of five business days applies to only two resubmissions per permit application. After two resubmissions, if the application still has deficiencies, it should re-enter the process at the back of the line.
 - 9.5 Permit fees cover only one reinspection where inspections identify deficiencies. The full cost of reinspection should be charged for any additional reinspection(s). The option to charge for re-inspections is already in place – the recommendation is intended to describe how it should be applied in the future.
10. That the City of Regina implement enabling technologies to support digital service delivery, improve internal efficiency and support overall program performance.
 - 10.1 The City identify and implement processes to automate tasks within the new planning and building software (e.g. automated compilation of comments; assignment of work tasks, structured use of checklists and corrections, automatic issuing of notifications, etc.).
 - 10.2 The City provide online self-service options for common information requests such as search for the permit history and the zoning of a property online.

- 10.3 The City improve the customer experience on Regina.ca to better support and empower applicants when accessing the building and permits program. Provide content and online tools to support the development of customer knowledge, provide guidance on how to navigate the system, and reduce demand on internal resources to manage support requests (e.g. provide customized applications based on project scope and step by step support for applicants).
- 10.4 External stakeholders and representative user groups be engaged in the development of online services and participate in formal usability testing prior to launch to ensure a minimum standard for user experience.
- 10.5 Online functionalities identified through the review process be formally scoped, estimated and further evaluated as a part of the implementation phase (e.g. online dashboards of application status, online collaboration tools, automated notifications, interactive checklist wizard, automated calendar invitations for inspections, online code-related repositories, digital signatures, etc.)
- 10.6 The City prioritize the system functionality and integration required to support performance management and reporting efforts as a part of the implementation plan.
- 10.7 The City evaluates opportunities for technology and automation to improve the customer experience and contribute to program objectives on an ongoing basis in collaboration with external stakeholders.
- 11. That the City of Regina introduce new efficiencies to existing processes.
 - 11.1 The City develop a consistent process to expedite the review of production builds (e.g. reviewing a prototype in detail and reviewing only changes to subsequent models).
 - 11.2 Separate the building and development permit application processes and, where it makes sense (e.g. for more complex commercial projects), administer them separately.
 - 11.3 The City redesign the application and work-flow process to collect appropriate information at the application stage and throughout the inspection process, in order to ensure consistency with the design and construction process. This process may be facilitated through the use of conditional permits.
 - 11.4 The City optimize the role of File Support Managers, so they are responsible for both customer liaising and work-flow management.

Predictability

- 12. That the City of Regina improve predictability for industry.
 - 12.1 The City review resourcing levels and practices to ensure that service levels for application permits can remain consistent through peak construction times.
 - 12.2 The City provide notification of changes to permit process, permit requirements, and code interpretation to industry with adequate notice (i.e. six months) and

implement changes during slow construction periods (i.e. Q1 or Q4 of any calendar year).

- 12.3 Building Standards work with industry to develop a long-term permanent solution to early occupancy of homes with stucco finishes. In the meantime, explore temporary solutions for the 2020 construction season.

Building Permits and Inspections Review

January 2020

Background

The role of the City of Regina is to administer and enforce the safety standards of buildings as set out in national/provincial building codes. In consideration of the City's regulatory responsibility for the built environment, it is important to understand that the customers of the building permits and inspections service are the occupants of buildings for the life of the building. It is to those occupants that the City owes its primary obligation. If the City fails to diligently conduct plan review, permit issuance and construction inspections, the City may face legal liability for resulting financial losses, personal injuries or death.

The Building Permits process has, for many years, received numerous complaints. The City of Regina has endeavoured to address these issues incrementally over time, but the issues have continued. By the summer of 2019, elected officials were consistently hearing of these complaints and they had also been featured in media reports. To resolve these issues, the City launched a service review of the Building Permit and Inspection Service. The review was managed through the City Manager's Office and was conducted at arm's length from the Planning and Development Services Department, which is responsible for the service.

The review charter included an analysis of the current situation, identification of issues and the development of solutions including a plan to implement them. The City contracted with an external consulting firm, MPATH Engagement, to develop and deliver the process to support our understanding of the needs of the development community and the internal staff. By understanding these needs, the process would ultimately lead to the development of targeted solutions.

The project purpose, which informed all aspects of the project design and delivery, was:

*To determine changes the City can make to its delivery of the building and development permits program to improve satisfaction with service delivery and achieve program objectives for **public safety, public confidence and economic competitiveness**.*

The three program objectives were central to the project's thinking and design. For many years, the permit service has been built upon the dual program objectives of public safety and public confidence. The City of Regina's responsibility in these areas is present for the life of any building and outlives the responsibility of the builder or the original owner. This project added an additional lens to the thinking that drives the service, that of economic competitiveness. There was a recognition that any process that costs the users unnecessarily or that affects the attractiveness of Regina as a place to build and invest is counterproductive to the goals of the community. While the effort to support economic competitiveness cannot undermine the other program goals, it is useful to understand the City's regulatory role through this added filter. This shift required that the City begin to think of those applying for building permits as important customers as well.

The effectiveness of regulation can be a competitive advantage for a community for investment. The current level of performance of the City of Regina in this service does not provide any advantage when investors are considering where to locate their investments. One clear goal of this review is to turn what has become a disincentive into a competitive advantage.

The scope of this review focuses on the processes from building permit application to occupancy. While there are areas of the City Administration that deal with this process outside the Building Standards Branch, for the most part the review focused on the processes within the branch itself, with some consideration also given to the roles of the Development Engineering Services branch and the Fire & Protective Services Department. Based on engagement with the industry, this was the right focus. There may be upstream issues (e.g. policies and procedures surrounding the application of *The Zoning Bylaw*, which has recently been revised and with which developers and builders are still developing familiarity) that contribute to issues in Building Standards, but these would need to be addressed in another way.

The project began with a Request for Quotes from vendors in August 2019. Engagement began in September with key informants and proceeded to broader stakeholders in October through December. Over the same period, data was collected to assess the City's performance and gain a better understanding of potential solutions.

The project brought with it several complexities that had to be managed. The first was that, at the same time as the review was underway, the staff of Planning and Development Services was launching new software to support the building and development permit process. The software went live internally in September 2019, with plans to release a customer portal in early 2020. The second complexity was that the staff continued to work on an ongoing effort to improve service, which had been underway for some months. Finally, the branch appointed a new manager for the building permit service area in September 2019. Fortunately, the new manager was an internal hire and continuity was strong. The service review project made every effort to coordinate with these three efforts to avoid overlaps and inconsistencies.

Building Standards in Saskatchewan

Building standards in Saskatchewan are regulated by the Province of Saskatchewan through *The Uniform Building and Accessibility Standards Act* (UBAS). UBAS directs local authorities (i.e. municipalities) to enforce and administer the Act on behalf of the Government of Saskatchewan. The UBAS regulations establish the code standards with which buildings in Saskatchewan must comply. The main standard that applies is the National Building Code of Canada. As of January 1, 2019, the National Energy Code of Canada for Buildings was also declared in force through the UBAS regulations. UBAS also contains Saskatchewan-specific amendments to the National Building Code of Canada that must be complied with. Thus, while the City of Regina has full control over how it administers its permits and inspections service, it has no authority over the code itself. This means that improvements to the Building Permits and Inspections service cannot be achieved by amending the regulations.

Process design

Engagement Framework

The City of Regina bases the design of engagement processes on the principles and guidelines of the International Association of Public Participation (IAP2). This body has outlined a spectrum of public participation that includes five general approaches from *consult* to *empower* (see Appendix A – IAP2 Spectrum of Public Participation). In recognition of the evident dissatisfaction with the building permit and inspection process, the City chose to design the engagement process using the *Involve* level of engagement design. The goal of the *Involve* level is “to work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.” The promise to the public of engaging at the *Involve* level is that “we will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.” In making this choice, the City had to fulfill its responsibilities for public safety and public confidence, while remaining focused on the processes that affect customers.

Engagement Design

The process of the service review was built upon a common investigative framework, outlined in Figure 1 below.

Issues

The identification of issues began in the early stages of engagement, through key informant interviews with the Regina and Region Homebuilders Association (RRHBA), the Regina Construction Association (RCA), and supervisory staff within the City of Regina Building Standards Branch.

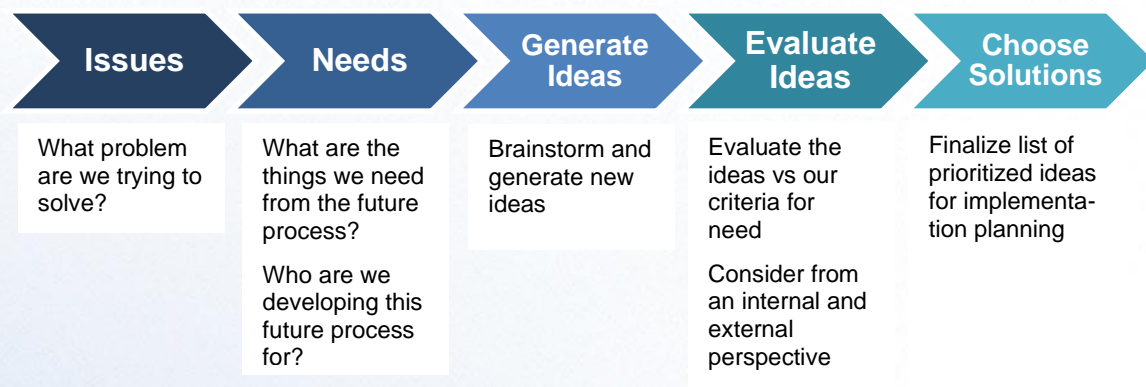


Figure 1: Investigative Framework utilized by the Building Permits and Inspections Service Review

A stakeholder analysis was conducted to identify parties with whom the project should engage, and the engagement process was designed based on this analysis. Key groups that emerged through the stakeholder analysis process were:

- Commercial construction businesses
- Residential builders
- Designers (engineers, architects, draftspersons)
- Small general contractors
- Staff with roles in the permit process

Broader engagement on issue identification involved facilitated meetings with associated groups of stakeholders. The RCA hosted a session for commercial construction and the RRHBA hosted a session for residential builders. A session for designers was developed through cooperation with the Saskatchewan Association of Architects (SAA) and the Association of Consulting Engineers – Saskatchewan (ACEC – SK). Additionally, a list of draftspersons that had indicated their interest in receiving updates on building standards was used to recruit members to the group. Staff participated in small focus groups by work unit. In total, 17 sessions were held to identify issues.

Needs, Idea Generation, and Evaluation

The second round of engagement was developed based on four working groups consisting of both industry and staff representation. There were four groups of approximately 15 to 20 members each, with roughly equal representation from industry and City staff. The groups were structured as follows:

- Commercial construction
- Residential home builders
- Designers
- Small general contractors unaffiliated with any association

Each working group met twice, with each session focusing on a different bucket of issues as defined through the issue identification phase. Participants from industry were offered a small per diem for their participation to offset the cost to them of taking time away from paid work. Session 1 focused on *Information and Awareness; Interactions and Support; and Relationships, Roles and Accountability*. Session 2 focused on *Speed and Timing of Delivery; Regulatory Involvement; and Financial and Economic Competitiveness*. Participants identified needs associated with issues in each bucket and then generated ideas to respond to those needs across the several stages of the building permit process (general process improvement; pre-application; application; review; inspection; and occupancy).

As a final stage, several of the key solutions were voted on using an in-room electronic poll to determine priorities.

Reporting Findings and Recommendations

In recognition of the IAP2 Spectrum approach to engagement, *Involve*, a final session was held where all participants in the working group process were invited to hear the findings and recommendations resulting from their input and the research conducted. This final stage allowed participants to provide input as to whether they had been accurately understood and to provide final input into the recommendations.

In total, there were in excess of 50 hours of facilitated sessions in the engagement process.

Research

Independently of the engagement process, the project team engaged in research on several fronts:

1. Survey research of customer satisfaction
2. Comparative research into the performance of other jurisdictions in Canada
3. Analysis of six months (March to September 2019) of inquiries to Service Regina regarding building permits
4. Examining the cost to the customer of the City's building permits and inspections process, particularly the cost of delays.
5. Analysis of the software system that had been recently launched internally to identify technology opportunities.

Findings

Survey

An electronic survey was issued through several channels:

1. A sign-up list to which industry and residents had been invited so that the City could update them on developments in the building permits and inspections service. At the time of the distribution of the survey, the list had approximately 150 stakeholders on it.
2. Through the membership of the following associations:
 - a. The Regina Construction Association
 - b. The Regina and Region Homebuilders Association
 - c. The Saskatchewan Architects Association
 - d. The Association of Consulting Engineers – Saskatchewan

In total, 126 individuals responded to the survey. Of those, 85 percent self-identified as professionals in the building industry, 11 percent self-identified as residents, and another 4 percent identified as "Other". Of those in the building industry, 50 percent were directly responsible for coordinating permits and another 27 percent supported those who coordinated permits. Another 24 percent were not directly involved in obtaining permits but indicated that their work was directly affected by the permit process.

Survey results (see Appendix B – Detailed Results of Survey) showed a significant and pervasive level of dissatisfaction among respondents. The highest degree of dissatisfaction was in relation to the efficiency and speed of the permits and inspections service. Each of these had 90 percent of respondents express some degree of dissatisfaction.

Jurisdictional Comparison

The comparative analysis conducted for this report examined an array of jurisdictions. Generally, the comparisons focused on three municipalities considered as similar to Regina based on a

variety of factors. These were Winnipeg, Saskatoon and Calgary. Where other data was easily accessible, it is included for information purposes.

Speed of Service

Speed of service (generally understood as the time from application to issuance of a permit) is complex to assess and compare. There is no standardized way to measure speed across jurisdictions. The City of Regina has integrated its development permit and building permit processes, so all speed measurements include both. Many other jurisdictions require that building permit applicants already have any required development approvals prior to applying for a building permit. Another inconsistency regarding how speed is measured is related to the time during which any deficiencies in the application are being addressed by the customer, referred to by the City of Regina as *hold time*. Some jurisdictions include this time in their calculation of speed of service, while others exclude it. The City of Saskatoon, for example, has established speed targets that exclude hold time, but also include estimates of time for “customer dialogue” which are greater than the target processing time.

Average Permit Approval Times, 2018 [#]		
	Average Days to Approve a Residential Permit	Average Days to Approve a Commercial Permit
Regina	43	65
Saskatoon	5	25 to 50 days (based on complexity)
Calgary	21 [*]	49 – 56 (based on complexity)
Winnipeg	11	1 – 29 (based on complexity) ^{**}

Note:

[#]Note that these comparisons do not account for the differences in process. Regina performance times include the approval of a development permit while some others may not.

^{*} Calgary has an expedited process for some applicants with a target turnaround time of one to four days.

^{**} Winnipeg has a service that allows certain commercial applicants to pay for a meeting with all necessary approvers to allow for expedited approvals.

Figure 2: Permit approval timelines by jurisdiction

Speed of permit application review varies considerably depending on the complexity of the permit application. Most jurisdictions publish targets and performance in a matrix based on complexity. Full details of the various matrices can be found in Appendix C – Performance by Jurisdiction.

The City of Regina’s performance on speed of service is generally slower than most other jurisdictions, particularly on the residential side, even when accounting for differences in approaches to measurement. A few key comparators are provided by way of example in Figure 2.

Permit Fees

The permit and inspection service is typically funded through full cost recovery (i.e. permit fees cover the cost of the service). Permit costs to applicants therefore represent two issues:

1. Charges for permits can be a competitive advantage for municipalities that charge lower fees; and
2. Low cost permits may result from choices to inadequately resource the permit service, which potentially affects the speed and efficiency of the service.

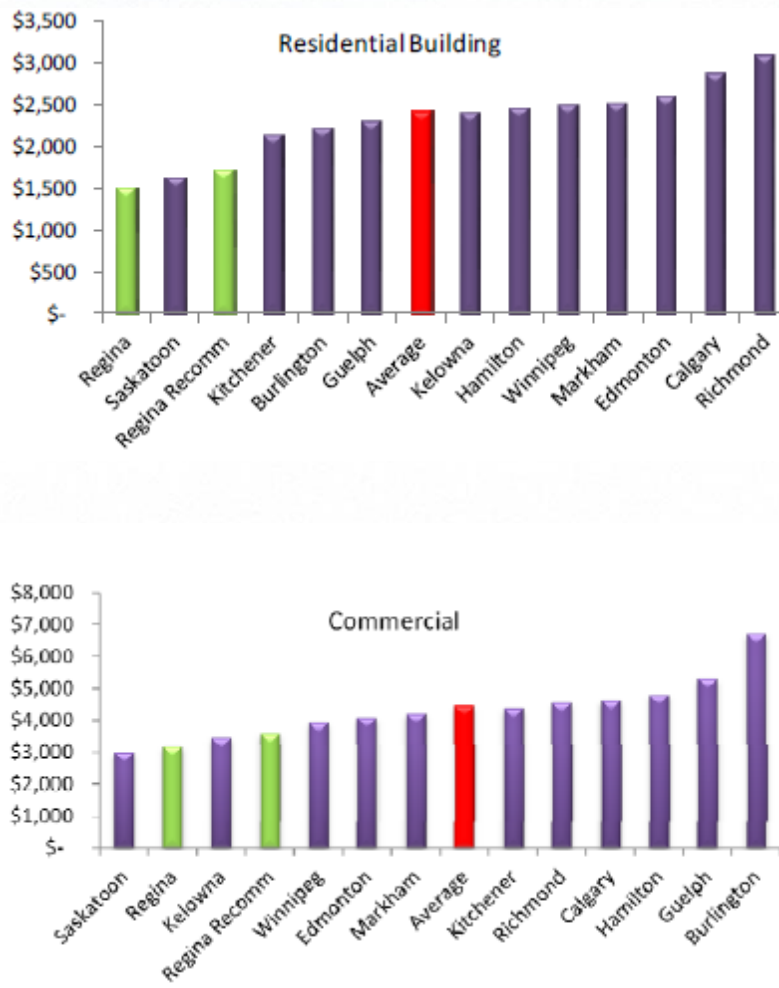


Figure 3: Comparison of permit fees by jurisdiction

The City of Regina's permit charges are typically lower than those of other jurisdictions. The City of Regina undertook a comparison of eleven jurisdictions in a review of its permit fees in 2018. That data is presented in Figure 3. That review found that Regina's fees were not recovering the full cost of the service and recommended a small increase. Due to the City's pending launch of a

new software, which was expected to improve levels of service, no increase has yet been recommended.

Efficiency

The primary driver of cost in the permit and inspection service is that of staff. Staffing also provides a good metric to assess efficiency and productivity. Regina's staffing level is slightly higher than most jurisdictions for which staffing numbers were available except Saskatoon. A reasonable conclusion is that the current level of staffing should be delivering a similar speed of service to other jurisdictions. If, however, Regina wants to achieve the level of service that Saskatoon is achieving for residential permits, it will likely require additional staff. A full comparison, normalized using "average number of permits processed per staff member" and "number of staff per \$100K of construction value," is provided in Figure 4 below.

Comparison of Staff Levels Per \$100K of Total Construction Value – 2018					
	<i>Total Number of Permits Issued</i>	<i>Total Value of All Construction Permits</i>	<i>Total Number of Staff Reviewing</i>	<i>Average Number of Permits Processed Per Staff Member</i>	<i>Number of Staff per \$100K of Total Construction Value</i>
Regina	2,590	\$409,141,580	8	324	.0019
Saskatoon	3,371	\$640,535,000	17	198	.0027
Calgary	16,636	\$4,551,529,069	36	462	.0008
Winnipeg	10,249	\$1,849,841,000	Est. 16	641	.0008

Figure 4: Comparison of the efficiency of the permit service by jurisdiction

Analysis of Internal Performance

There were two sources of internal performance information that were analyzed to better understand some of the issues facing the permits and inspections service. This analysis provides some insight into possible solutions.

The first area of analysis was a deeper examination into the processing time of permit applications. To understand this analysis, it is useful to understand the key steps in the application process. These are described in Figure 5.

At each step an application might be put on hold because of some deficiency. At the Application stage, this is likely due to missing forms or information. At the Development Review stage, it can be due to issues like setbacks or site coverage. At the Code Review stage, it is usually due to non-compliant items in the building code. Finally, at the Permit Issuing stage, it is because permit applicants fail to come to the City to pick up and pay for their permits (at the time this report was written there were more than 100 permits that had not been picked up).

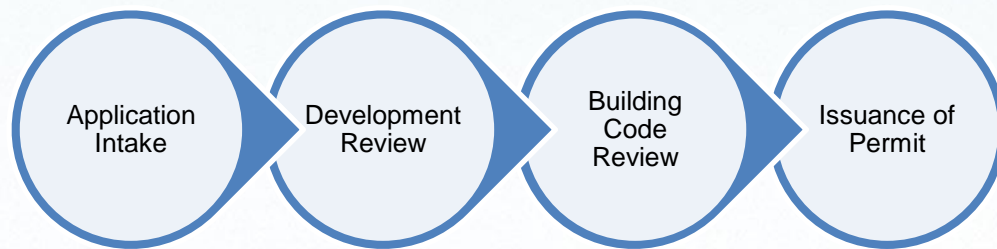


Figure 5: Permit application stages at the City of Regina

While the City of Regina has much to improve in terms of its processing times, some of the delays in processing are due to issues with the applications themselves. Returning an application to the applicant and placing it on hold essentially doubles the processing time for any stage of the process. Reducing the number of applications on hold will significantly improve the overall processing time. This will require effort by the City and by the industry, which is discussed further in the recommendations.

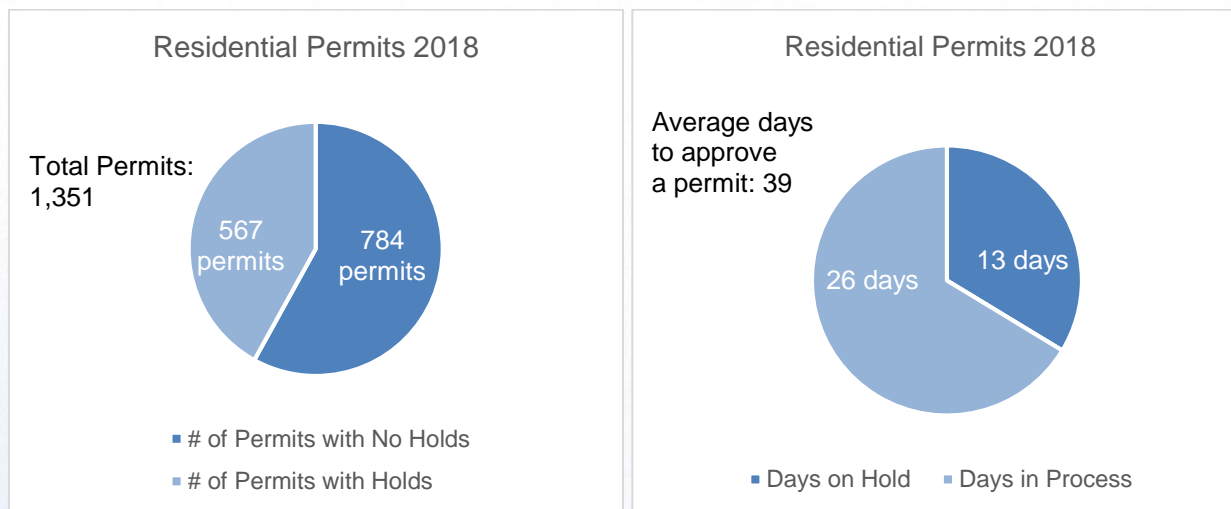


Figure 6: Analysis of the impact of "holds" on the **Residential** permit application process

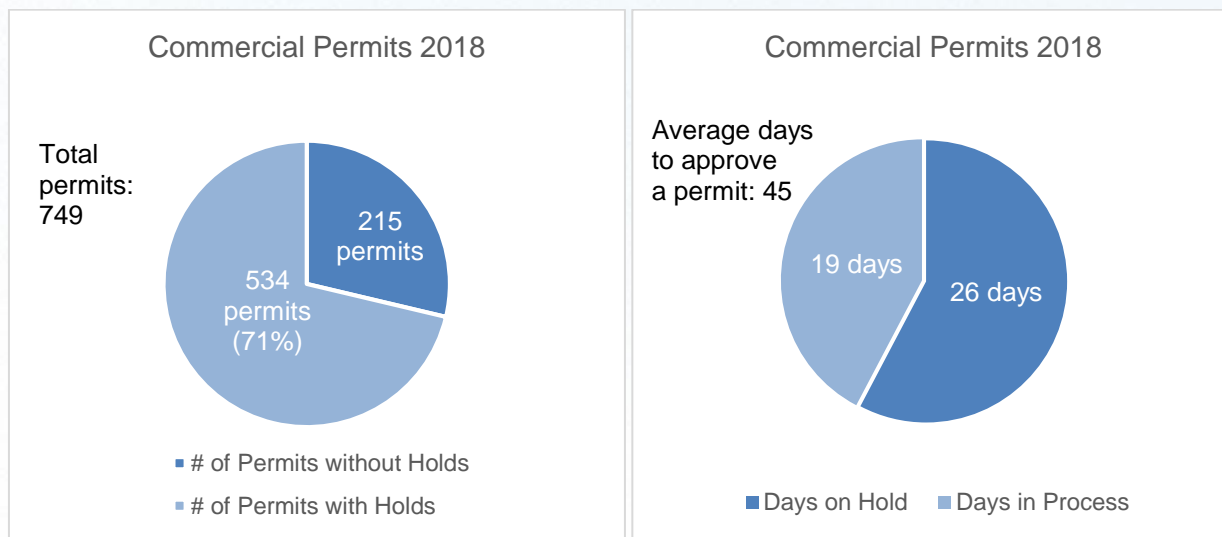


Figure 7: Analysis of the impact of "holds" on the **Commercial** permit application process

Another area for examination was the inquiries received by the Building Standards Branch through Service Regina. A detailed analysis was conducted of all service requests for the six months between March and September 2018. During that period, the branch received 1,573 service requests, most of which required an in-person response. An analysis of these requests suggests there are efficiencies, some of which are already in development, that could improve both the customer experience and the productivity of the branch personnel. The calls were placed into five different categories:

- **Application status:** These calls were to determine when an applicant for a building permit could expect to receive it. Just over a quarter of the calls were in this category. Most of these calls will be eliminated when the Customer Portal for building permits is launched. This system will allow customers to do an online search to determine application status. The extent to which this new process will eliminate such calls is dependent upon the level to which the branch can improve processing times.
- **Pre-application assistance:** These calls ranged from assistance with the application itself to code interpretation. Over 40 percent of the calls were in this category. Many of them could be eliminated with improved information on Regina.ca about:
 - How to complete an application
 - What does and doesn't require a building permit
- **Post-application assistance:** These calls were generally related either to projects that were underway, such as making changes to the construction plan for the project, or they were in response to calls/questions from City Building Officials. This is the only category of calls which would almost always require a Building Official to respond.
- **Permit History:** Almost 15% of calls were from property owners or contractors looking for the permit history of a particular property. An automated system that allows customers to do their own searches online would eliminate most of these calls.

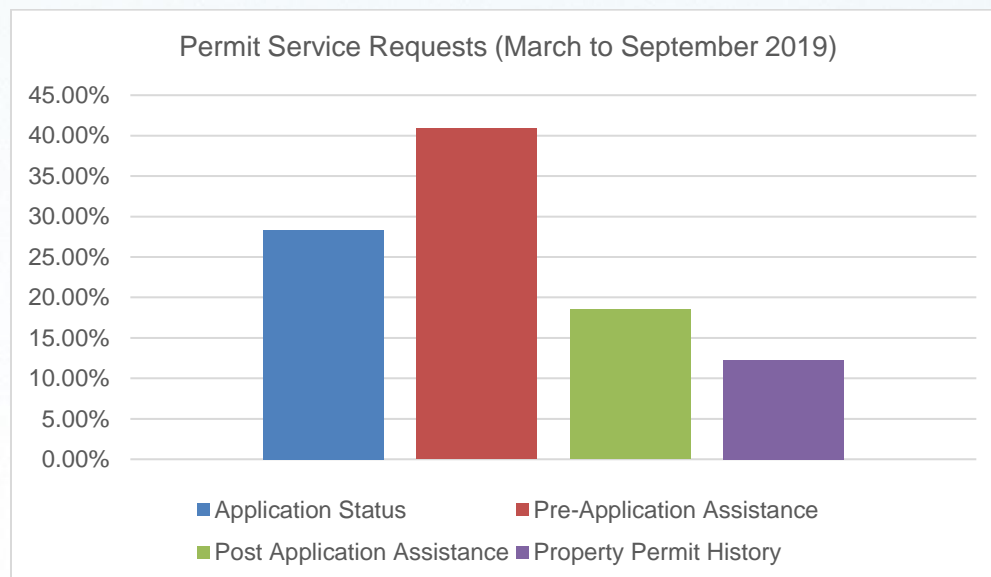


Figure 8: Analysis of Service Requests to the Building Standards Branch (March to September 2019)

Direct Cost Estimator

Early in the review process the Government of Saskatchewan Regulatory Modernization Branch contacted the project team. The branch has been working across the Provincial government to improve and streamline regulation. In service to that end, they have developed a tool, the Direct Cost Estimator (DCE), which assesses the cost of regulation. The Regulatory Modernization Branch offered this tool to the City of Regina to use in its review of the building permits and inspections service. Uniquely, the tool assesses not only the cost to Government of administering regulations, but also the cost to the customer of complying with regulations. It was this unique insight that the tool provided – the cost to customers of complying with regulations – that added significant value.

The City met with a small number of both commercial and residential builders to obtain the data to populate the DCE. The DCE works best when the cost to the customer is the same in all circumstances and the reality is that, for builders, each circumstance is unique. The key issue that surfaced in terms of the cost of the permitting process is the cost to customers of the need for multiple resubmissions of plans. Depending on the size and scale of a project and whether there is an in-house drafter or designer, or the work is shopped out externally, the financial impact of resubmissions is difficult to calculate. It can range from a few minutes of an in-house drafter's time to thousands of dollars on a large project. In one instance, the delays resulted in the loss of a contract.

While the DCE was not helpful as a mathematical tool, it raised the City's sensitivity to the cost of regulation for customers. This was a useful lens that helped orient the service review to the customer's needs.

Case Study #1

A commercial contractor was the successful proponent for an RFP for construction management services on a fast track tenant improvement project for a major corporation. The tenant improvements would see the complete renovation of two full floors and two partial floors of a downtown commercial office building (22,000 square feet) in a \$2 million project. The corporate client provided three months for the tenant improvements and had ordered office furniture to be delivered at the end of the third month.

The following is a history of the permit process:

- An application for demolition was submitted on September 12th.
- The demolition permit was issued on October 18th. Typically, demolition permits take much less time, even when a full building is being demolished. This delayed the project by a full month.
- A full permit was applied for on October 10th.
- Questions and comments were provided to the contractor on October 31st and response was provided on November 5th.
 - Some questions were already answered in the specifications or would be provided in shop drawings that had to meet those specifications. Shop drawings typically are not available at the time of submission.
- Additional questions and comments were provided to the contractor on November 12th with a response on November 19th (these were different than were asked in the first round of questions and comments.)
 - Some of the comments (outdated smoke dampers) were about base building infrastructure to which the landlord needed to agree (at the cost of the landlord). Potentially there is education required to inform building owners of their obligations when tenant improvements are undertaken.
- Final permit was issued November 26th, six weeks after the application and more than two months into what was originally a three-month project timeline.

Scheduling for the project became a significant challenge for the contractors and his subcontractors. Crews are typically committed to the projects and when they don't progress those crews have to find other work to keep them busy or are sent home. When the work proceeds, contractors and subcontractors must scramble to mobilize their crews and work around revised commitments.

The contract did not include a liquidated damages provision, otherwise the financial consequences of this project would have been significant. Without a liquidated damages clause, it is difficult to quantify the cost. The cost of delays is shared by many as it affects the tenants, landlords, consultants, general contractors, subtrades & suppliers. The delays certainly put pressure on the schedule. Note that this commercial contractor will no longer agree to liquidated damages without qualification because of the unreliability of the building permit process.

Case Study #2

A small independent contractor was hired by a private resident to build a detached residential garage. The project was in the range of \$40,000 to \$50,000 in total, with 10 percent of that as margin that would flow to the contractor. The following is the history of the building permit process:

- The original permit application was submitted on October 15th.
- The permit was returned to the contractor on October 25th as incomplete (missing truss drawings)
 - The truss drawings had been submitted after the original application but were not attached to the original application by the City when submitted. Thus, the application reviewer did not have access to the truss drawings.
- On November 15th, the applicant was notified that there was a typo on the truss design and was asked to submit a correction
- Later in November, the applicant was notified that the site coverage for the garage slightly exceeded the allowance under *The Zoning Bylaw* and an application for a minor variance was required. At the time of writing, this application is still outstanding.

By mid-November, the owner who wanted a new garage was heading south for the winter and postponed the garage project to the spring. The contractor laid off two workers and was unable to secure the income from the project in 2019.

Case Study #3

A residential custom home builder was designing and building a large custom home with some unique features requiring both design and engineering support.

The permit package was completed on October 7 and, wanting to ensure the application went smoothly, the home builder engaged the City on several questions from site coverage to water meter sizing. Answers to these questions required revision to the drawings, including to stamped engineer drawings at a cost to the builder that could not be passed on to the client. The process took several weeks, in part because of the City's slow responsiveness to calls and emails and to their lack of clarity in answers.

The permit application was finally submitted on October 25. The home builder was not notified that the application had been received until they called the City on November 4. On November 5, the builder received a Notice of Incomplete Application. The list of deficiencies included:

- Items that had never been requested at the application stage before and that were usually reviewed at the time of inspection
- Engineer stamped drawings and truss design drawings that didn't agree and had to be redone (one was in metric and one was in imperial – they were otherwise identical)
- Reference to "spray foam building envelope design drawings" to which neither the designer nor the engineer knew how to respond. This comment resulted in several requests for clarification from the City by different people. The issue was eventually was clarified as something spray foam installers supply.

The revised application was resubmitted on November 15, at which time the builder was advised by the City that they should submit only those pages that had been revised. On November 18,

the builder was advised by the City that the whole package needed to be resubmitted – not only the revised pages. This required the engineer to open the engineer stamped drawings and re-stamp the whole document.

On November 25, the builder was notified by the City that there were two development issues that needed to be resolved prior to a building permit being issued:

- The house was being built on two lots and an application was required to consolidate them
- The eaves of the house encroached on the easement adjacent to the property and an application was required to address this
- The fees for these two applications were \$730 in total.

The letter to follow up on these issues arrived four days later, but also included several other issues, some of which were already addressed in the original application but were simply missed by the reviewer.

Drawings were redone and re-stamped by the designer and engineer. An easement agreement was undertaken with the City and a consolidation application was submitted. All materials were provided to the City by December 4.

The encroachment agreement was completed and brought to City Hall on December 6, but the City couldn't accept a credit card payment for the fee. On December 10, a cheque was couriered, and an agreement was executed and registered with ISC on December 12.

Final approved permit was received December 13.

The impact of the process to achieve the permit included:

- \$450 in engineering time revising and re-stamping drawings
- \$1,350 in direct cost to the builder from the designer and another equal amount borne by the designer for time spent researching and trying to contact the City to get clarity on the issues
- \$200 in consulting time from the energy consultant to answer questions between the builder and the City
- \$1,800 in builder time to coordinate the responses and obtain clarity from the City
- Approximately \$5,000 in heating and hoarding costs for undertaking a large basement construction in January, rather than in October

The builder noted that there were occasions through this process that either they or their contractors had to deal with Municode (the City of Regina code consultant who supports some application reviews) and found them very easy to reach and to get clarity from.

Industry Engagement

Engagement sessions were held with members of the Regina Construction Association and the Regina and Region Homebuilders Association as well as approximately 20 independent engineers, architects and designers. In total approximately 60 individuals participated in the process.

The input from industry through the issue identification sessions was themed and shared back with participants to ensure accuracy. Detailed reporting of the results of these sessions can be found in Appendix C – Issues Identification (External Stakeholders). In summary, the issues were clustered into the following themes:

- **Communication and awareness:** Communication about and during the permitting process is insufficient.
- **Speed and timing of delivery:** The speed of permit reviews is generally slow and not aligned to the needs of industry or building owners. Further, the timing of information requirements does not align with the industry building process.
- **Roles and relationships:** There has been an erosion of a collaborative and productive working relationship between industry and the City, coupled with an absence of effective dispute resolution mechanisms.
- **Regulatory involvement:** Inconsistency exists in the application of building code and other regulations at all stages of the process.
- **Service touchpoints and interactions:** The City's approach to service does not meet the needs of industry. The current approach extends timelines and does not result in collaborative interaction.
- **Ownership and accountability:** Industry indicated that it was nearly impossible to manage project timelines and delivery schedules when City staff are unable to make any firm commitments for permit review timelines.
- **Financial and economic competitiveness:** The quality of the permit service means the community is falling behind in investment, causing negative financial impacts at the project, industry and community level.

Staff Engagement

Employees met with the external consultant in small groups to discuss their concerns about the current state of the program. The consultant hosted a total of 14 sessions with 41 individuals. The majority of the sessions were with employees of Building Standards; however, sessions were also held with staff from other areas of Planning & Development Services and Fire & Protective Services.

In order to provide a safe environment for employees to be open and transparent about their concerns, input gathered was anonymous. There were some common issues and themes that emerged from each session, as well as some diverse perspectives.

Detailed reporting of the results of these sessions are in **Error! Reference source not found..** In summary, issues were clustered into the following themes:

- **Managing Escalations:** Escalations are typically related to significant delays in permit processing. They receive priority attention and reduce overall efficiency. Numbers of escalations are increasing, and this is having a net negative effect on the service.
- **Quality of Regulatory Service:** Staff generally perceive that the quality and integrity of the regulatory work has improved substantially from what it was in the past. However, concerns remain about the consistency of decisions and quality across all work teams.

- **Process and Service Delivery:** Redesigned processes have meant that Building Official 1s are no longer utilized to sign off on simpler applications, reducing overall capacity. The five-day turnaround on resubmissions has resulted in some applications continually churning at the front of the queue. Pre-application meetings for commercial projects help identify potential issues and result in a smoother review process later, but they are demanding from a resource perspective. The branch is suffering from a lack of an effective process to manage a complex, multi-step process. The project to launch the new software included limited optimization of business processes.
- **Interactions with Industry and Customers:** Applicants do not acknowledge the extent to which regulations have changed or simply do not think they should apply to them because the regulations would go against established construction practices. There is a culture of non-compliance among some in the industry who take a “good enough is good enough” approach. Reviewers are working to improve consistency in their comments when providing feedback on drawings.
- **Regulations and Processes:** Customers have varying levels of understanding about City review and inspection processes and a lack of knowledge about what is expected as part of an application. There is a general tendency by applicants to underestimate the level of complexity involved. Renovations to existing commercial buildings presents one of the most challenging areas of regulation to navigate.

Solutions

As a follow-up to the issue identification sessions, a series of working group sessions occurred, featuring a mix of City staff and external stakeholders. The objective of these sessions was to gain deeper insight into the needs of all stakeholders and work collaboratively on developing potential solutions.

There were eight sessions between November and December 2019. Session length was 3.5 hours in total. Four sets of participants attended, representing a different make-up of external stakeholders – designer, residential, commercial and independent. An external facilitator led the sessions. Participants sat in groups of four to six, with one to two City staff also present at each table.

The first series of working group sessions began with information sharing on delivery times for residential and commercial permits in 2018, the percentage of applications placed on hold and the impact of holds on approval times, as well as the results of the online satisfaction survey.

Participants worked primarily in small groups and began by developing a series of personas used to anchor the service design solutions. The categories identified from the issue identification sessions served as a framework to develop a detailed inventory of needs. Finally, participants brainstormed a series of ideas and solutions that were mapped onto the various stages of the permitting and inspections process.

Topics covered in the first sessions included:

- Information and Awareness
- Interactions and Support

- Relationship, Roles and Accountability

The second series of working group sessions followed a similar format as the first sessions, with participants working through a process of identifying needs and a series of potential solutions.

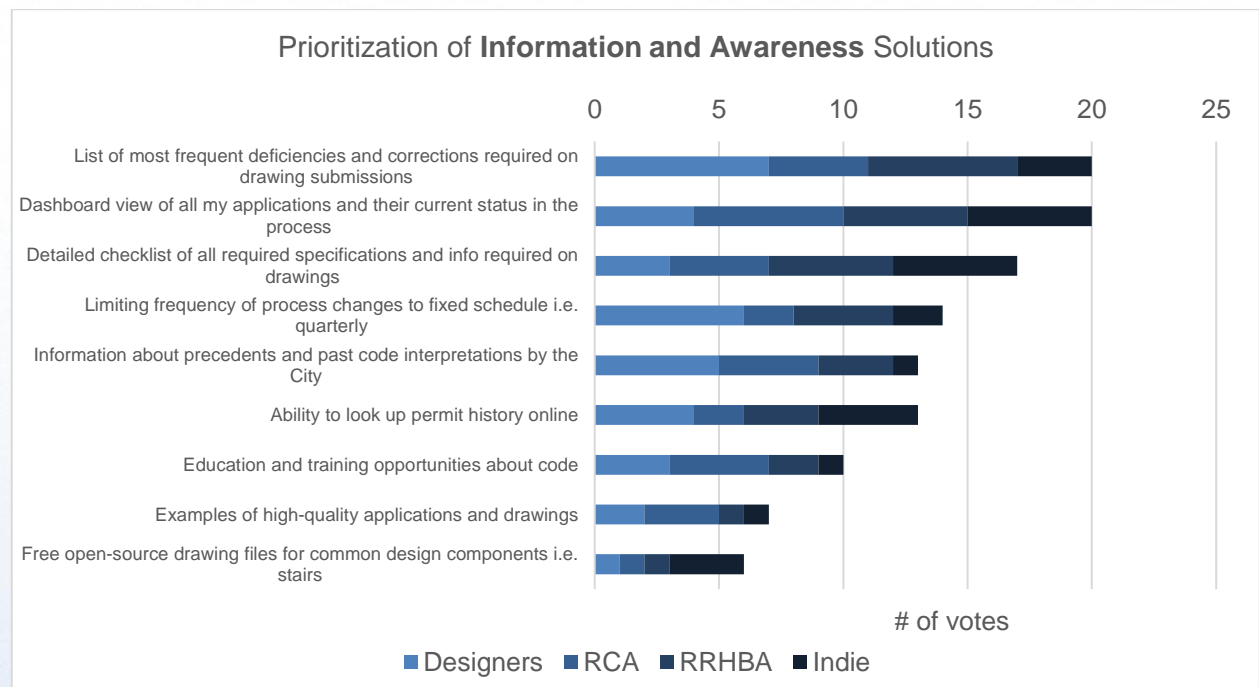
Topics covered in the second sessions included:

- Speed and Timing of Delivery
- Regulatory Involvement
- Financial and Economic Competitiveness

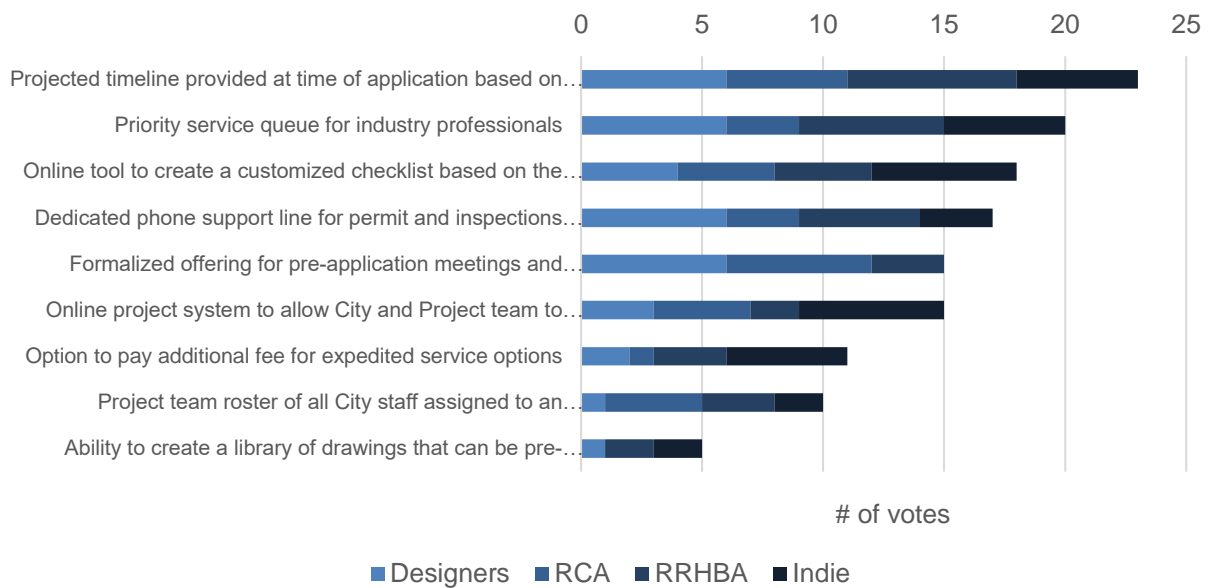
Appendix E – Working Group Outputs includes the detailed outputs from these sessions.

Prioritizing and refining solutions was the focus of the latter part of the sessions. Participants voted to select topics for further discussion based on ideas that originated in the first sessions. Appendix E includes more details regarding the discussion on solutions, but the charts below also outline the prioritization of topics.

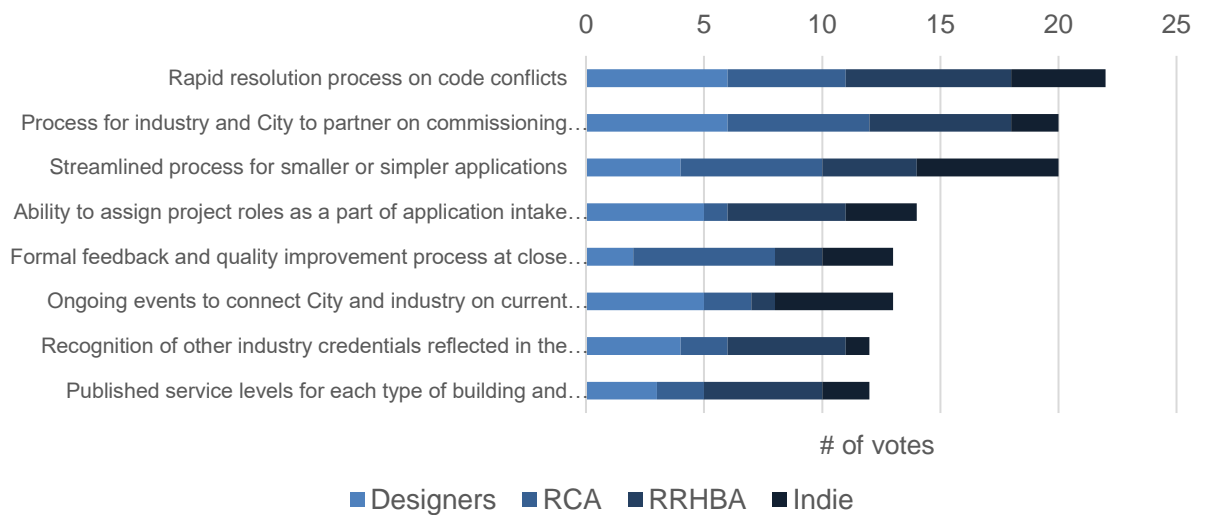
Working Group Results

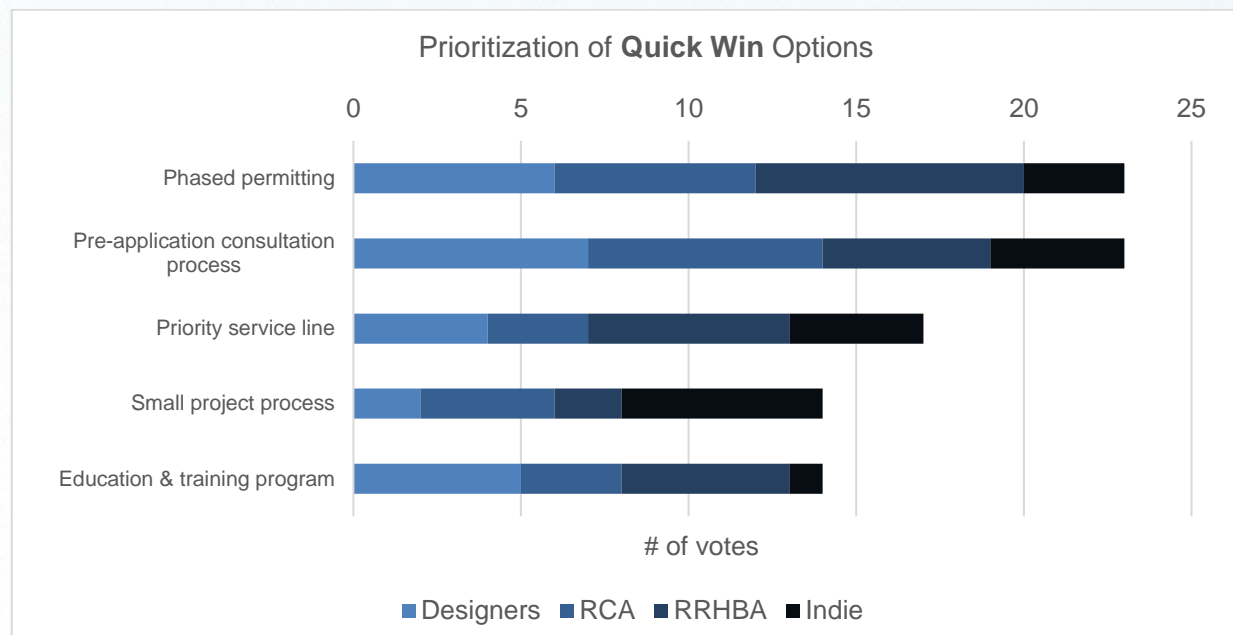


Prioritization of Interactions & Support Solutions



Prioritization of Roles & Relationships Solutions





Improvements Already in Progress

Prior to the announcement of the review, there was already an improvement plan underway and a plan to launch software to automate some of the work. Through the process of the service review, particularly while developing solutions, the staff has actively participated and taken ideas back to the workplace. Considerable work has already taken place to address the issues and needs identified by the industry and these are all in line with and supportive of the recommendations. The following represents a list of progress that has been made:

- The launch of the software in late September has improved efficiency, particularly in the following ways:
 - Concurrent review, meaning the development review and building code review processes can occur simultaneously. Where fire code or other infrastructure reviews are required, they can also occur simultaneously.
 - Electronic submissions: While the software has not yet been able to allow for direct customer access, it has allowed for digital submissions. Customers no longer need to submit multiple copies of printed plans. The software also allows for easier comparison of plans when they are resubmitted to address deficiencies, improving the processing time for resubmissions.
 - Monitored review deadlines: The City has seldomly met its previously established review time targets. Indeed, the City did not have good processes to even monitor them. The new software allows for the establishment of deadlines for each application and easier performance monitoring.

- Small residential projects: Building Standards staff have developed a fast track process to more quickly assess and process small residential projects (i.e. decks, spray foam, basements, etc.)
- Conditional Permits: The new software allows for more flexibility to conditionally approve a permit with minor deficiencies. Approval is conditional upon the correction of such deficiencies, with corrections reviewed during the building inspection process. This effort results in fewer holds and fewer re-submissions.
- Customer Service: The branch has assigned capacity and developed a system so applicants have a person to call directly, allowing them to bypass Service Regina. Supplementing this new capacity are two key service enhancements made possible because of the software:
 - Applicants immediately receive an acknowledgement of their application when received by the City. This communication outlines who is working on the application and how to contact them if there are questions. The letter also outlines the file support manager assigned to the file, whose commitment is to stay in touch and be the main point of contact at all stages of the process.
 - When an application is placed on hold for deficiencies, the file support manager will follow up with the applicant to ensure they are clear on what is required and to link them with any supports they might need.
- Website: Now includes information and processes to support applicants including:
 - Fillable forms
 - Advisories
 - A subscriber list (to receive regular notifications)
- Staffing: Additional resources have been made available, including a code consultant to support timely reviews at times when application volume exceeds staff capacity. Most vacancies have either been filled or are in the process of being filled.

The result of these changes has been significant improvement in review times. As of December 2019, the application review process was reliably able to meet the following targets:

- Residential permits: 5 days to either permit or comments to the applicant
- Commercial permits: 10 days to either permit or comments to the applicant
- Revisions: 5 days to either permit or further comments to the applicant

There are several other processes in development, including:

- In busy periods, inspectors will review, issue permits and inspect deck applications to free up residential reviewers for other more complex reviews;
- The creation of a tendered list of code consultants intended as a resource when application volume exceeds branch capacity; and
- A townhouse pilot project is currently underway to review and approve prototype designs. Once the system to document, store and retrieve the prototypes has been

established, the review of productions builds should be much more efficient. Subsequent applications based on the same model will only require review of the features that differ from the approved prototype plans.

While the branch is currently able to meet aggressive targets for application review, the volume of applications in November and December is low. The plan includes strategies to support the team in times of higher volume, but the branch will need to work through a full season to determine sustainable targets for review time.

Transitioning to Implementation

The City of Regina recognizes that reviewing the Building Permits and Inspections Service is not the end of this work. If one understands an improvement process to include the following steps: Listen, Understand, Action and Maintain, then this review has completed only two of them. The implementation project will Action the recommendations and establish systems to Maintain the results.

By the time of this report, a project manager to lead the implementation has already been put in place. The consulting team that supported the service review project, MPATH Engagement, was also contracted for the implementation project, providing much needed continuity from the service review to implementation. The implementation plan will be finalized within a month of the approval of recommendations and work will continue throughout 2020.

Recommendations

Framework

A framework has been developed as the basis for recommendations. The framework sees the City of Regina and the construction/building industry as partners in achieving the objectives of:

- **Public safety:** The primary role of the building permits and inspections service
- **Public confidence:** This objective recognizes that buildings last significantly longer than the involvement of the builder and the first occupant. The role of the City in public safety is one that transfers to new owners, thereby providing them assurance that the buildings they purchase are safely built.
- **Economic competitiveness:** This service review recognized that any process that costs the users unnecessarily or that affects the attractiveness of Regina as a place to build and invest is counterproductive to the goals of the community. While the effort to support economic competitiveness cannot undermine the safety objective, it was useful for the review to also understand the importance of streamlined efficient systems as part of the City's regulatory responsibility.

Based on engagement with stakeholders, four key themes emerged throughout the project's engagement, including:

1. The Building Permit and Inspections process needs to provide more **clarity** on what is expected from builders and designers. This includes clarity on how code will be interpreted, what will be reviewed and inspected, what information is required at each stage of the building process and what construction processes require a permit.
2. More **consistency** is required in the application and inspection process. The project heard numerous accounts where different reviewers applied code in different ways and reviewers and inspectors applied code in different ways. This is enormously frustrating for builders.
3. The application process needs to demonstrate **efficiency**. The process needs to advance as quickly as possible. Tactics that improve efficiency need to be established and barriers need to be removed. Automation also needs to be solidified to improve efficiency.
4. The **predictability** of the process needs to be improved. If there was one message from the industry, it was that improving the predictability of how long the permit application process would take would improve their ability to plan and scope their work (and manage their costs).

The framework presented in Figure 9 is a proposed way forward. The objectives of the Building Permits and Inspections service are supported by the regulatory program itself. This program is built on the pillars of **clarity, consistency, efficiency, and predictability**.

The recommendations are structured to address each element of the “structure” with general service recommendations (the floor upon which the house is built) and recommendations for each pillar of the foundation.

This framework sounds simple enough. But the reality is that, if the City of Regina can achieve these four pillars, it will deliver one of the most competitive and attractive regulatory systems in Canada. While speed of service is certainly important to the industry, even more important was the concept of predictability. It is the inability of construction companies to be able to reliably plan their work that is the biggest issue they are facing. In order to achieve predictability, the City must also achieve clarity and consistency. These four pillars represent an integrated and proactive approach to regulation and, if achieved, will assure the service objectives of **public safety, public confidence, and economic competitiveness.**

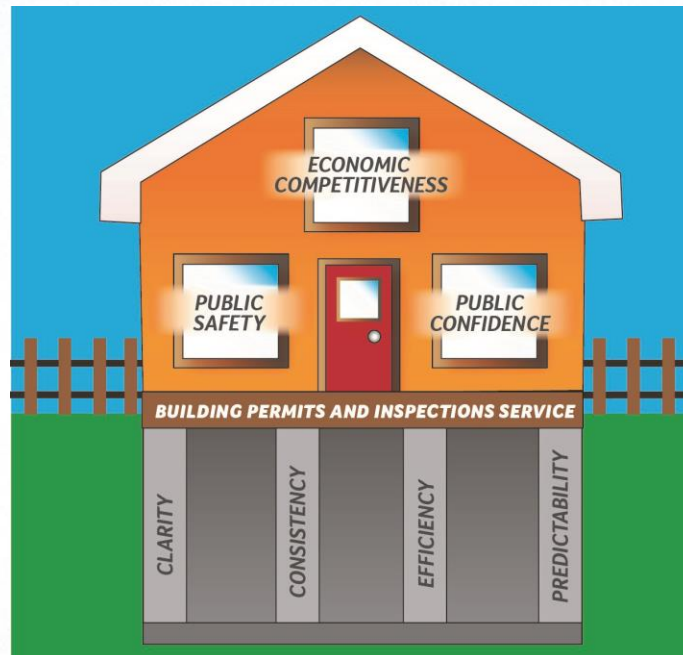


Figure 9: Proposed framework for the Building Permits and Inspections Service

General Service Recommendations

Industry as Partners

Throughout the project to review the Building Permits and Inspections Service, it became clear that the industry can be a strong ally of the City in ensuring a productive and well-functioning building permit system. The working relationship with the industry and the trust between the staff of the Building Standards Branch and the industry grew over the course of the project itself. Industry has requested that this effort to build relationships continue after the review is complete.

1. That the City of Regina recognize and work with the design, building and construction industry as partners to achieve the objectives of *public safety, public confidence and economic competitiveness.*

Local associations such as the Regina Construction Association (RCA) and the Regina and Region

Homebuilders Association (RRHBA) have been and can continue to provide a strong basis for these relationships, but the review found many designers and builders who were not aligned with either of these associations. Efforts must be taken to reach out beyond the associations.

Within this context, it is also recommended:

- 1.1 That the City of Regina establish a strategy to build and maintain a positive relationship with the construction industry including, but not limited to:
 - Regularly attending association meetings and educational opportunities
 - Hosting meet and greet sessions to allow industry to get to know the names and faces of those working in Building Standards and vice versa
 - Partnering with associations to provide education to the industry on code interpretation and the building permit process.
 - Partnering with the associations to advocate for improved code instruction through various educational and apprenticeship programs
 - Establishing mechanisms to allow for affiliated and unaffiliated professionals in the construction industry to stay updated on information related to the building code and the permit/inspection process.

City as Regulator

One consequence of poor performance in the Building Permits and Inspections service is that the regulatory service can be perceived to be a hurdle rather than a public benefit. This potentially leads to reluctance to comply with the process when non-compliance is possible. The regulation of building safety plays an important role in the construction industry. It provides assurance to current and future purchasers and occupants of buildings that the building is safe. Throughout the engagement process, builders indicated that a well-administered permit and inspections service should be a competitive advantage for them. With a consistent, efficient and predictable program, builders will be able to provide their customers with assurances that their work will be inspected by the local authority. This is particularly valuable when the property is resold.

2. That the City of Regina continue to uphold its role as a regulator and proactively communicate the value of building permits to the public.

As part of embracing the City's role as a regulator, the City will necessarily need to play a role in promoting the value of building permits to the public. Supports such as effectively communicating the value of building permits and clarifying the permitting process itself will be invaluable in ensuring the objectives of *Public Safety*, *Public Confidence* and *Economic Competitiveness*.

In terms of public education, the construction industry indicated there were certain target audiences that would benefit from better understanding the permit and development process. For example, commercial real estate brokers and commercial building owners do not always

understand the implications of change of use from a zoning perspective or tenant improvements in aging buildings. Without a solid understanding of these processes, purchasers or lessees can be misled about the cost and/or timelines of readying the property for its intended use.

Within this context it is also recommended:

- 2.1 That the City of Regina establish a strategy to provide better public education on the building permit process, especially targeting audiences such as commercial real estate brokers and commercial building owners.

Performance Targets

As a result of this review, the industry expects target review timelines to be established and consistently met. The branch is currently consistently meeting its existing target of 5 business days for residential permits and 10 business days for commercial permits (at which point the applicant can expect either a permit or comments on deficiencies). The branch is also consistently meeting the target of 5 business days for resubmissions.

These targets have been met through December 2019, which is generally the slowest time of the year for construction. The branch should test its ability to achieve this target during the busy summer construction season, recognizing that predictability is as important to the industry as speed. The plan includes strategies to support the team in times of higher volume, but the branch will need to work through a full season to determine sustainable targets for review time. The public commitment during the summer 2020 construction season should be reliably achievable during the peak construction season.

Within this context, it is also recommended:

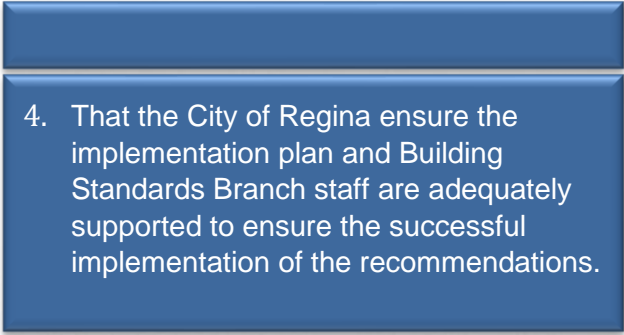
- 3.1 That for 2020, while the recommendations of this review are being implemented and to ensure predictability for the industry, the City communicate the following preliminary targets:
 - Residential: 10 business days to provide a permit or comments
 - Commercial: 20 business days to provide a permit or comments
 - Resubmissions: 5 business days to provide a permit or additional comments

3. That the City of Regina establish the following preliminary performance targets for the 2021 construction season:
 - Residential: 5 business days to provide a permit or comments
 - Commercial: 10 business days to provide a permit or comments
 - Resubmissions: 5 days to provide a permit or additional comments

- 3.2 That the City develop and implement more specific service targets based on the complexity of the construction project and application (e.g. decks, garages, etc.; more complex/less complex commercial projects) by the end of 2020.
- 3.3 That the implementation team working on these recommendations establish performance targets that will allow the measurement of benefits realized from this review including:
 - A targeted reduction in the percentage of permit applications put on hold
 - A targeted reduction in the number of service requests received

Organizational Capacity

The program of work required to address some of the Building Permits and Inspections service's challenges will require sustained and significant involvement from both supervisory and front-line staff. The implementation plan requires that supports be put into place that allow this involvement. This involvement will ensure that the solutions implemented will work and that there will be buy-in from staff. Without this support, the changes necessary to build a successful partnership with industry that achieves the program's objectives will not be implemented.

- 
4. That the City of Regina ensure the implementation plan and Building Standards Branch staff are adequately supported to ensure the successful implementation of the recommendations.

The key issue facing the staff is capacity management. Critical implementation activities will need to happen in the build-up to the peak of the construction season in 2020. This is exactly the time when all capacity is needed to deliver on the industry's required levels of service.

Within this context, it is also recommended:

- 4.1 That the City assign dedicated project manager to coordinate the implementation project.
- 4.2 That the City put into place supports to ensure good change management including:
 - Ensuring buy-in to the proposed program framework and the partnership with industry to achieve the program objectives of **public safety, public confidence** and **economic competitiveness**
 - Supporting the enhancement of competencies in the staff to build the required relationships with industry and to provide the regulatory service in a way that is solution focused
 - Ensuring documentation of new standards for applying code and processes as developed to support the objective of consistency

- Continuing to build on the workplace culture so that it is collaborative, supportive and solution-focused
- 4.3 That the City develop an efficient process to manage customer escalations, particularly during the implementation project to minimize distractions from delivering levels of service and recommendation implementation.
- 4.4 That the City develop an internal workforce development plan for the Building Standards Branch to ensure better retention and succession planning including:
- Ensuring job evaluations, classifications and compensation adequately consider the required expertise, the level of risk and judgment associated with the work, and the market rates for such competencies
 - Ensuring that compensation supports career development and advancement within the service

Building Permit Fees

The Building Permits and Inspections service is intended to be a full cost recovery service – the fees for the service are intended to cover the cost of delivery. A study conducted in 2018 found that the current fee structure is insufficient to recover costs. It recommended an immediate 14 percent increase to fees with inflationary increases annually after that. This recommendation was not advanced at the time, largely because the City's permits and inspections service was not consistently meeting the commitments it had made for levels of service and was working on launching a software system that would improve efficiency.

5. That Building Permit fees remain unchanged throughout 2020 to provide time for the City of Regina to demonstrate its improved levels of service and build confidence in the industry.

There remains considerable lack of confidence in the City's permit and inspections service. Some of the tactics discussed in this report may lead to some increased costs (e.g. back-up code consultants to assist during higher volume periods), but some may result in decreased costs (e.g. improved processes). It is recognized that trust will have to be rebuilt with the industry. While the industry did not express significant

concerns with the potential for a fee increase, they did want to see evidence of value for the money being spent. For that reason, this review recommends that general permit fees not be increased in 2020 and that the service continue to be subsidized. This recommendation is separate and apart from any specific recommendations that have charges attached to them. Beginning in 2021, any necessary fee increases should be phased in. This will provide for a year of "proof of concept," giving the industry an opportunity to test for itself the improved levels of service provided by Building Standards.

Note that if a change in permit fees is required, City Council will need to approve them.

Within this context, it is also recommended:

- 5.1 That any necessary permit fee increases be phased in, beginning in 2021, until full cost recovery is achieved.

Clarity

A key finding of the review was that industry is no longer clear on what is expected of them. Their experience of the service is that the process itself and the application of code can change unexpectedly and without notice. The changes often feel arbitrary and not conducive to good construction planning and execution.

There is little distinction from the customer's perspective between clarity and consistency. For the purposes of this report, these two related themes are distinguished in the following way:

- Clarity includes those recommendations that will improve the building industry's knowledge and awareness of what the City expects from them (external).
- Consistency includes those recommendations that will improve Building Standards personnel's consistency in applying code and communicating with the industry (internal).

The tactics that improve consistency are likely to also improve clarity.

A wide range of tactics were suggested as solutions to this issue by the working groups in the engagement process, including:

- Learning events and regular information sessions
- Searchable online archive of code and code interpretation updates
- Contractor handbook/training guide and sample sets of drawings that meet the expected standards
- Regular reporting on reasons applications go on hold
- Regular reporting on common inspection deficiencies
- Clear expectations for what activities require a permit for both residential and commercial renovations
- Clear and consistent approach to establishing permit fees for renovations based only on activities that require a permit. Consider flat fees for each permissible activity.
- Improved checklists for complex projects with greater detail provided regarding required information

6. That the City of Regina clearly communicate the expectations of applicants for the building permit and inspection process and provide clear information regarding how code will be interpreted and how any changes in code will be interpreted and applied.

Consistency

In order to provide the clarity required by the industry, the Building Standards Branch must develop improved tactics to ensure that each reviewer and inspector is approaching their work using the same standards. There is a high degree of staff turnover in the branch for a wide range of reasons – this review recommends a human resource review to respond to this challenge.

7. That the City of Regina establish internal training and standardized processes to ensure consistent interpretation and application of building code across all reviewers and inspectors.

Because of high turnover, the branch is frequently under-resourced and many of the staff are relatively inexperienced in their roles. Building code is complex and the nuances and application of code are something that are better and better understood over time. Reviewers and inspectors are learning all the time on the job as they become more exposed to various applications and building sites. Systems need to be

implemented that mitigate the risks of inconsistent interpretation and application of the code that this situation creates.

The engagement process offered numerous suggestions to achieve this recommendation including:

- Standard operating procedures for code interpretation
- Clarity regarding errors/deficiencies that require resubmission and those that are immaterial or addressable through a conversation with the applicant
- Documentation of acceptable substitutes in code interpretation and approved alternative solutions

A significant issue that emerged was the need for a process to resolve disputes in code interpretation. Within that context, it is also recommended:

- 7.1 That the City explore opportunities to establish a quick and efficient dispute resolution process to address disputes in code interpretation between the City of Regina and permit applicants/holders. The process should:
- Be readily available within five days of a request for dispute resolution
 - Enable an open and fair dialogue between the City and the applicant
 - Include documenting decisions as a precedent for future code interpretation

Efficiency

It became evident throughout the service review process that the level of service (the speed at which application review occurs) is the key concern of the industry. Many of the solutions proposed were 'work-arounds' for the real requirement, which is predictable and reliable levels of service that meet the needs of industry. The recommendations in this report include some of the proposed work-arounds but not others. The real focus of the efficiency effort should be on producing a level of service that the Building Standards branch can consistently deliver.

Work-arounds: Short-term Fixes

The planning and building software is still in the early stages of implementation. It is resulting in an improvement in speed of service. The launch of the customer portal will further improve efficiency, but this launch remains some months off. The long-term level of service target is five days to permit approval or comments for residential applications and ten days for most commercial applications. These targets will become more nuanced (i.e. specific targets for specific project types) as the branch implements the recommendations of this report. There were two key recommendations that the industry requested as work-arounds – phased permits, which allow a foundation permit to be issued while other issues are being worked on in the larger project; and a fast track process of some sort that would allow some applications to bypass others.

There were three general suggestions for the structure of a fast track process:

- A process like the Canadian Border Security Agency (CBSA) NEXUS process, a fast process based on the qualification of the applicant. This structure would see the applications from contractors/ designers/builders meeting certain criteria bypass the applications from those who do not meet the criteria.
- An option like an airline's first-class seating, which costs more and offers only limited availability. This structure would allow those who have some need that is urgent to be able to pay to bypass the regular application process.
- A structure based on the nature of the project. In this case, those projects that are relatively simple to assess such as garages, decks and basement developments would bypass other more complex projects.

The NEXUS process would be cumbersome to establish and maintain. The burden of creating and managing criteria for eligible participants is significant. Given that the process is unlikely to provide much added value once the level of service meets the target level of performance, this process is not recommended.

The other two processes are recommended.

Phased permits are already being issued by the Building Standards Branch. To ensure that their systems can manage phased permits, applicants are required to apply for permits for each phase of their

8. That the City of Regina establish short-term work-around processes by June 1, 2020.

project. A separate foundation permit can be issued and a permit for the rest of the project can be issued later. This is not ideal and complicates the process by requiring builders to manage multiple permits.

Another shortcut that is already in place is conditional permits. Applications that have not entirely addressed deficiencies are issued with conditions, which are then reviewed at the time of inspection. This process potentially creates a risk for the builder as the conditions on the permit do not show up on the drawings, but it does reduce the need to put a given application on hold and wait for a resubmission.

Within this context, the following specific short-term work-arounds are recommended (by June 1, 2020):

- 8.1 Make available a set number of opportunities per week for permit applicants to pay to have their applications expedited.
- 8.2 Establish a separate service stream to expedite small projects.
- 8.3 Improve the phased permit process.

Addressing Issues that Reduce the Efficiency of the Process

There were two particular issues that showed up consistently that appeared to “clog” up the permit review system and eat up the limited capacity of the branch – the frequency of putting applications on “hold,” resulting in a single application being reviewed multiple times, and the number of service

requests that do not require a building official to answer the question. Simply addressing these issues will add to the capacity of the team responsible for reviewing permit applications. The intent of this section’s recommendations is to reduce these capacity demands so that more effort can be expended on actually reviewing applications (ideally only once). One additional issue that came up from time to time was that minor changes in the project during construction should not require a change submission. Rather, the inspector should be able to sign off on the changes on site. Finally, poor quality applications or inspections can result in repeated need for resubmissions or inspections. This ties up resources and reduces access to them for strong performers.

Within this context, it is further recommended that:

- 9.1 The City establish a pre-application meeting process for complex projects that ensures the following:
 - The meeting process ensures all necessary officials (e.g. building officials, development officers, etc.) are in attendance;
 - Documentation of meeting results so that, at the time of application submission, the assigned reviewer has access to the record of discussion at the pre-application meeting; and

9. That the City of Regina address issues that are reducing the efficiency of the process.

- The process is cost recovery.
- 9.2 City staff address any administrative or minor code errors in permit applications by email or telephone (follow up in writing) rather than putting the application on hold.
 - 9.3 The inspector sign off on any minor project changes that occur through the construction process and not require the submission of a change through the review process.
 - 9.4 The resubmission performance target of five business days applies to only two resubmissions per permit application. After two resubmissions, if the application still has deficiencies, it should re-enter the process at the back of the line.
 - 9.5 Permit fees cover only one reinspection where inspections identify deficiencies. The full cost of reinspection should be charged for any additional reinspection(s). The option to charge for re-inspections is already in place – the recommendation is intended to describe how it should be applied in the future.

Automation

The City of Regina has recently acquired new software to support the management of the planning and building processes. The software has been installed to achieve the improvements described earlier in this report and there is opportunity for continued optimization through additional automation.. Regina.ca also offers significant opportunities for communication and education regarding the building permits and inspections process. It is recommended that the City maximize the potential of these technologies to improve efficiency and customer service.

Within this context, it is also recommended that:

- 10.1 The City identify and implement processes to automate tasks within the new planning and building software (e.g. automated compilation of comments; assignment of work tasks, structured use of checklists and corrections, automatic issuing of notifications, etc.).
- 10.2 The City provide online self-service options for common information requests such as search for the permit history and the zoning of a property online.
- 10.3 The City improve the customer experience on Regina.ca to better support and empower applicants when accessing the building and permits program. Provide content and online tools to support the development of customer knowledge, provide guidance on how to navigate the system, and reduce demand on internal resources to manage support requests (e.g. provide customized applications based on project scope and step by step support for applicants).

10. That the City of Regina implement enabling technologies to support digital service delivery, improve internal efficiency and support overall program performance.

- 10.4 External stakeholders and representative user groups be engaged in the development of online services and participate in formal usability testing prior to launch to ensure a minimum standard for user experience.
- 10.5 Online functionalities identified through the review process be formally scoped, estimated and further evaluated as a part of the implementation phase (e.g. online dashboards of application status, online collaboration tools, automated notifications, interactive checklist wizard, automated calendar invitations for inspections, online code-related repositories, digital signatures, etc.)
- 10.6 The City prioritize the system functionality and integration required to support performance management and reporting efforts as a part of the implementation plan.
- 10.7 The City evaluates opportunities for technology and automation to improve the customer experience and contribute to program objectives on an ongoing basis in collaboration with external stakeholders.

Addressing the Efficiency of the Existing Processes

The working group process identified numerous opportunities to improve processes as did the project team's own investigation into things like the software. Only those options with the most potential are noted here. Others not included here are in Appendix E – Working Group Outputs.

Within this context, it is recommended that:

- 11.1 The City develop a consistent process to expedite the review of production builds (e.g. reviewing a prototype in detail and reviewing only changes to subsequent models).
- 11.2 Separate the building and development permit application processes and, where it makes sense (e.g. for more complex commercial projects), administer them separately.
- 11.3 The City redesign the application and the work-flow process to collect appropriate information at the application stage and throughout the inspection process, in order to ensure consistency with the design and construction process. This process may be facilitated through the use of conditional permits.
- 11.4 The City optimize the role of File Support Managers so they are responsible for both customer liaising and work-flow management.

11. That the City of Regina introduce new efficiencies to existing processes.

Predictability

While speed of service was important, when asked whether predictability or speed was more important, the industry agreed that predictability was the most important issue. Industry was prepared to forgo some speed of service if the slower speed could be consistently delivered. The

12. That the City of Regina improve predictability for industry.

key message to the City of Regina was, “don’t make promises you can’t keep.” If the industry had confidence that application review time was predictable and consistent, they could accommodate it through their project planning.

A secondary issue of predictability is related to the issue of consistency – the industry has asked that code changes or changes to how code is interpreted be undertaken with enough notice that the changes can be accommodated through the project design and planning process.

Within this context, it is also recommended that:

- 12.1 The City review resourcing levels and practices to ensure that service levels for application permits can remain consistent through peak construction times.
- 12.2 The City provide notification of changes to permit process, permit requirements, and code interpretation to industry with adequate notice (i.e. six months) and implement changes during slow construction periods (i.e. Q1 or Q4 of any calendar year).
- 12.3 Building Standards work with industry to develop a long-term permanent solution to early occupancy of homes with stucco finishes. In the meantime, explore temporary solutions for the 2020 construction season.

Advice on Implementation and Phasing

While the development of an implementation plan is not within the scope of this service review, there were some key lessons that surfaced within the project that should be considered in the design of the implementation plan.

1. The engagement of staff in the development of solutions and processes is valuable. People support what they create – the buy-in to new approaches will be significantly better than would have otherwise been the case. While it is not possible to build an engagement process targeting consensus, staff engagement should be a priority wherever feasible.
2. The ongoing engagement of industry will be essential to retaining the industry’s buy-in to this review. The project has had positive feedback from the service review process. Industry has asked that the engagement continue.

3. The short term work-arounds should be the priority for process improvement including:
 - Phased permitting
 - Pre-application meetings – particularly how to support the capacity required to deliver on this commitment
 - Removing hold for admin errors
 - Sign-off on minor changes by Inspector
 - Scratch coats
 - Production builds
 - Small project process
4. The capacity of the staff and the capacity of the industry to respond to changes is low, particularly during peak season. Establish an incremental implementation strategy that tackles a few things at a time to ensure that new processes work and are stable before moving on to the next things.

Acknowledgements

This report was developed by the Public Policy Branch of the City of Regina with the aid and assistance of numerous parties. The Branch would like to thank and acknowledge the following:

- MPATH Engagement, the consulting firm that supported the service review from planning through to final recommendations. Derek Leverington and Roslyn Kozak provided a level of collaboration and support that was instrumental to this project's success.
- The staff of Planning and Development Services, and most particularly the Building Standards Branch, who, even though they were under the microscope for this process, embraced the work and the challenge of finding solutions.
- The builders, contractors and designers who provided their constructive insights into the issues they were facing and their thoughtful advice on improvements.
- Kevin Dureau, Executive Director of the Regina Construction Association and Stu Niebergall, President and CEO of the Regina and Region Homebuilders Association, who met with the project team throughout the project and provided thoughtful and insightful guidance and advice on the process.
- Bill Hawkins, Chief Building Official, Province of Saskatchewan, whose advice and insight set the review on track from the outset.
- Regulatory Modernization Unit, Province of Saskatchewan. Joe Carson (Director) and Daniel Leiva (Senior Policy Analyst) provided training and support in the assessment of regulatory environments.
- The project team: Jordan Reid, Public Policy; Rob Bartlett, City Planning and Community Development; Leah Goodwin, Citizen Experience; Erin Navin, Citizen Experience. The team provided the backbone of the service review.
- Kelly Leichert, Development Control Officer with the City of Regina, member of two working groups, and a talented artist who provided the drawing that became the basis of the Framework for Improvement.

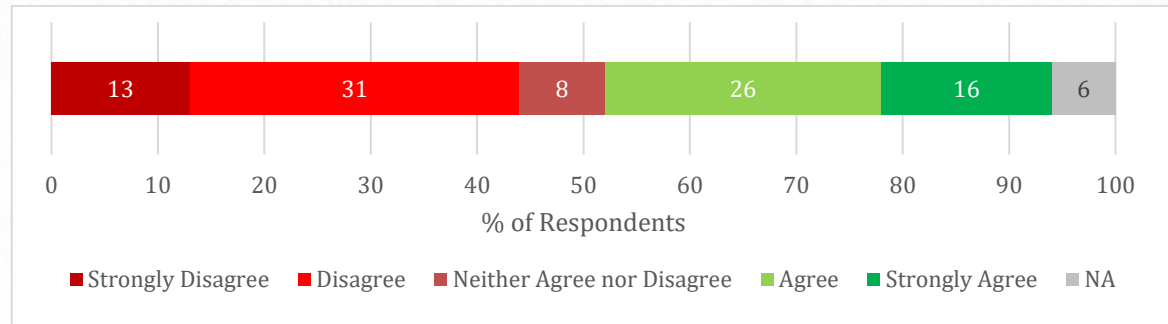
Appendix A – IAP2 Spectrum of Public Participation

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

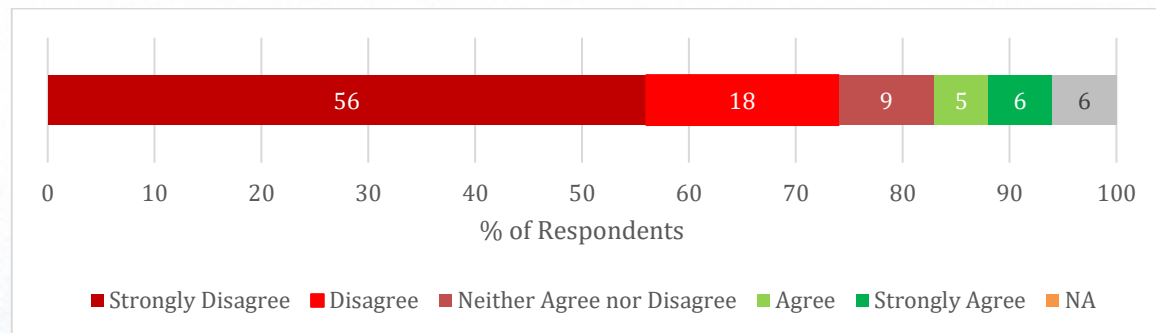
Appendix B – Detailed Results of Survey

Respondents were asked ten questions and were able to respond using a Likert scale ranging from “Strongly Disagree” to “Strongly Agree”.

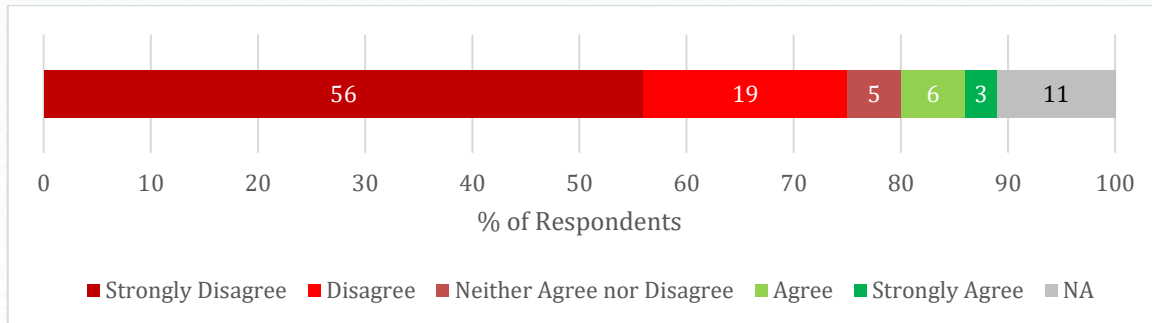
1. I have access to the information I need to prepare my building permit application.



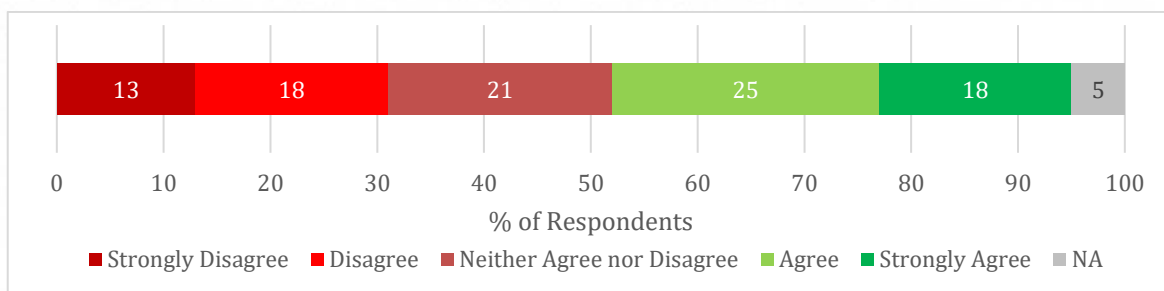
2. I can communicate with the City about my permit application in a way that works well for me.



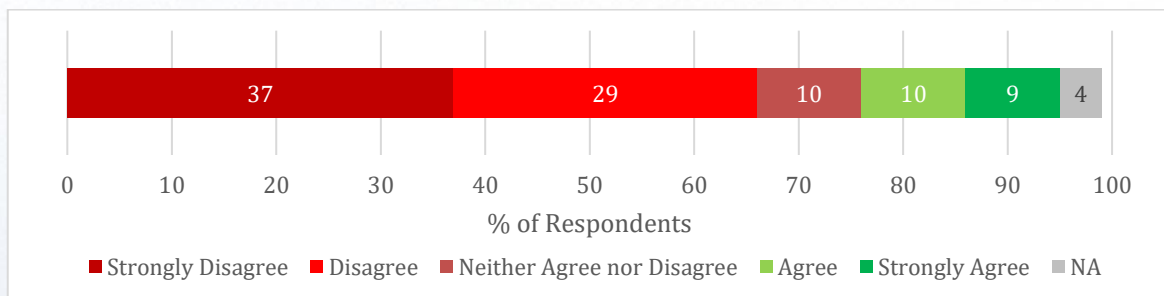
3. The City keeps me informed about the status of my permit application.



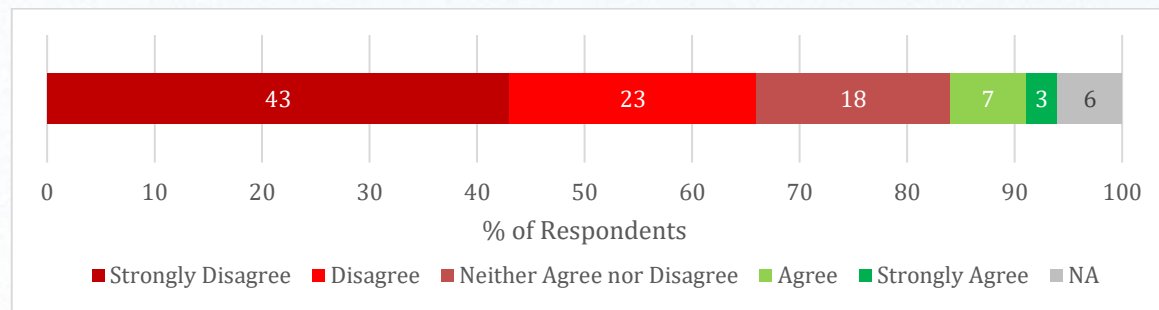
4. The City of Regina building permits and inspection process is effective at ensuring public safety.



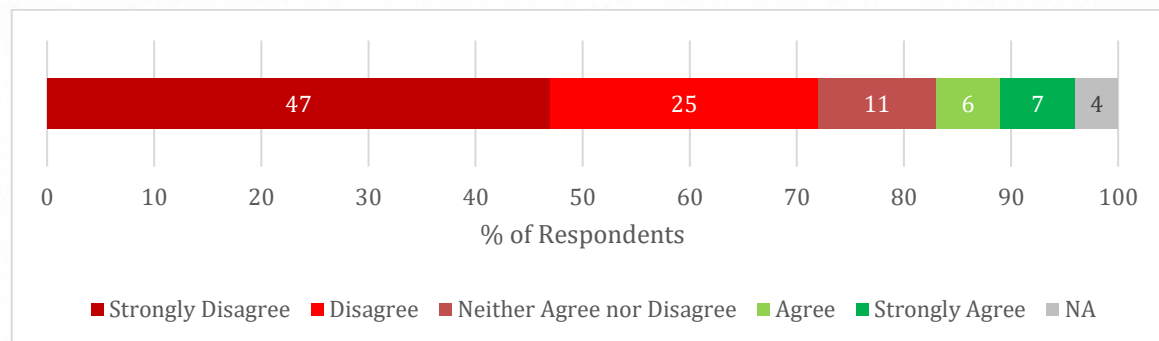
5. The effort required to demonstrate compliance with regulations is reasonable.



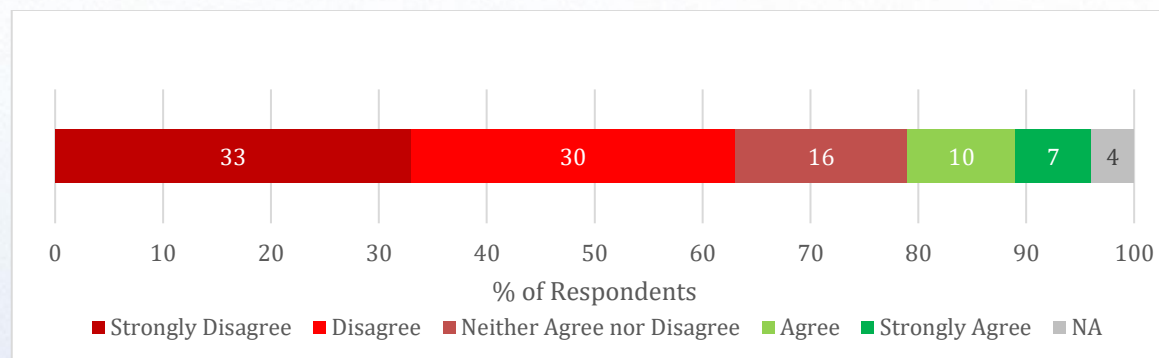
6. There is a fair process for resolving issues with a permit application.



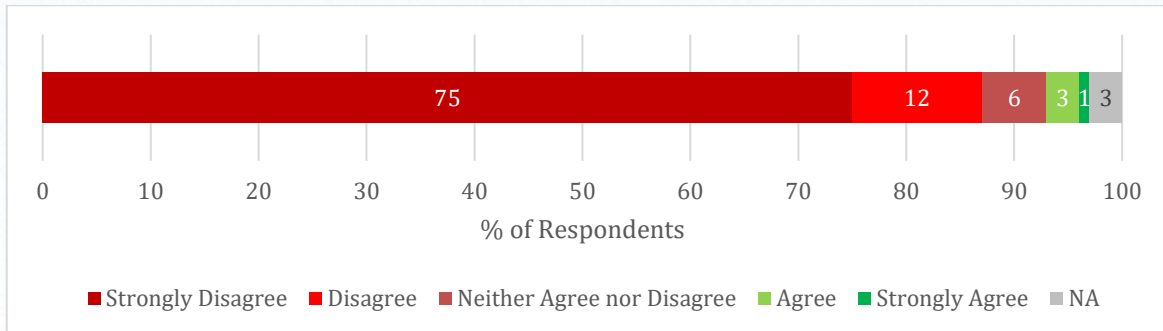
7. The City is consistent when evaluating compliance with the building code during the application and inspection process.



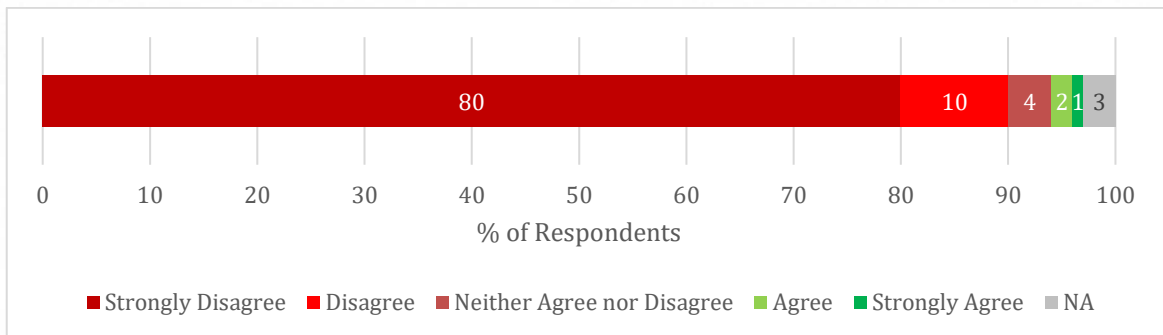
8. I am confident the City will follow-up on service commitments it makes regarding my building permit application or inspection.



9. The City of Regina building permits and inspection process is efficient.



10. The speed of service for processing building permits meets my needs.



Appendix C – Performance by Jurisdiction

Saskatoon

The City of Saskatoon has a five-day review target for single detached, semi-detached and duplex dwellings, and a nine-day target for decks, detached garages and accessory buildings. In 2018, these targets were met 90 percent of the time.

Regarding non-residential plan reviews, which include institutional, commercial, industrial and multi-family developments, the City of Saskatoon has a broader target of 5-10 weeks for plan review. Their staff have noted challenges in meeting this target and they were unable to provide a performance level. The City has developed a complexity matrix that is intended to provide timelines for plan review based upon the type and size of development (see Table 1).

Table 1: Saskatoon Building Permit Review Complexity Matrix												
		SMALL REVIEW by Development Services	LARGE REVIEW by Development Services	CURB CROSSING Review by Transportation	SMALL REVIEW by C&D (Inc. Saskatoon Water)	LARGE REVIEW by C&D (Inc. Saskatoon Water)	SMALL REVIEW by Building Standards	LARGE REVIEW by Building Standards	Administration and Circulation	SMALL Total Working Days	LARGE Total Working Days	Customer Dialogue
Group 1: OUD, TUD Rowhouse with RMTN Zoning – Group Dwelling Site	New	11	15	4	6	8	5	6	4	30	37	6-8 weeks
	Add		13			8		6	4		31	Approx. 6 weeks
	Alt	5					3		2	10		Approx. 2 weeks
Group 2: Alternative Family Care Home (Residential Care Home)	New	11		4	6		4		4	29		Approx. 6 weeks
	Add	11			6		4		2	23		Approx. 5 weeks
	Alt	11					4		2	17		Approx. 4 weeks
Group 3: Residential Apartments, Motels/Hotels, Restaurants, Shopping Centres, Retail Stores, Office Buildings, Industrial – Warehouses and Manufacturing Plants	New		15	4		8		13	4		44	9-10 weeks
	Add		15			8		12	4		39	Approx. 8 weeks
	Alt	12	15				5	11	4	21	30	4-6 weeks

Group 4: Public (assembly) Buildings, Education Buildings and Churches, Institutional Buildings – Hospitals and Detention Centres, High Rise Building (all building types)	New		15	4		8		15	4		46	Approx. 10 weeks
	Add	12	15		6	8	9	13	4	31	40	6-8 weeks
	Alt	12	15				5	11	4	21	30	4-6 weeks
Basement Development	New						3		2	5		5 business days
Residential Deck/Single Detached Garage/Detached Accessory Building	New	5					2		2	9		9 business days
Seasonal Building	New	5					5		2	12		2-3 weeks
Demolition	New	5					5		2	12		2-3 weeks
Shoring Permits	New	5					5		2	22		4-5 weeks
Fire/Structural Repairs – only when fast track is requested	Alt	5					5		2	12		2-3 weeks

Calgary

The City of Calgary has three different types of applications for building permits, including Residential Improvement Projects (RIP), Single Construction Permits (SCP) and Commercial Multi-Family (CMF). The City of Calgary does offer a “quick release” program for certain types of projects, where applicants meeting certain criteria can have their permit issued in 1-4 business days instead of 21. The projects qualifying for faster processing under this program include:

- interior office renovations;
- temporary uses such as tents or stages;
- interior partition removal;
- parkade repairs;
- fire alarm repairs/upgrades; and
- demising wall installation.

The criteria for determining whether these types of projects can be processed using the “quick release” program varies – for example, installation of demising walls would only qualify if there are no changes to the building’s mechanical systems, and no penetration of the wall by any architectural or mechanical system.

For residential development, the City of Calgary accepts applications through two streams. Builders that have obtained a business license with the City have their applications processed through one stream, while all other applications are processed through a separate stream. Different staff groups work on each stream, so there are essentially two teams handling residential permit applications. City staff noted that applications made through the first stream, i.e. by those with a business license, are often approved within one or two business days. The City of Calgary does not otherwise expedite approval processes for applicants, though administration officials noted that high-performance applicants generally get through the application process faster anyway as their applications usually are more complete or correct than others. Figure 10 outlines the City of Calgary’s performance targets by development type and 2018 performance.

<i>Development Type</i>	<i>Performance Targets*</i>	<i>2018 Performance</i>
New Single, Semi-Detached or Duplex Dwelling	Approval within 21 days	N/A – The City of Calgary's performance against their targets is not publicly reported, but their staff acknowledge that for the most part they are meeting them.
Alteration to Single, Semi-Detached or Duplex Dwelling	Approval within 7 days	
Multi-Residential Building	Approval within 49 days for projects between \$1M and \$10M, and within 56 days for projects over \$10M.	
Industrial Building		
Mixed-Use Building		
Commercial Building		
Note:		
* = Performance targets cover only time required to obtain a building permit; applying for a development permit is a separate process that adds additional time.		

Figure 10: City of Calgary building permit review performance targets and 2018 performance

Winnipeg

Like in Regina, the City of Winnipeg's building permit review process includes reviews by multiple individuals. For a typical commercial build, for example, reviews are conducted by different individuals for each aspect of construction, including development.

Winnipeg offers an expedited program on the commercial side that could serve as a potential model for expedited permit application processing in Regina. The process requires an additional payment but can often see commercial permits approved in a week to ten days as opposed to the standard timing. The process is reserved for relatively simple projects such as rowhouses (which are considered commercial by Winnipeg) and box stores.

<i>Residential Permit Type</i>	<i>Description of Work</i>	<i>Target Processing Time</i>	<i>Sept/Oct 2018* Median Processing Time</i>	<i>Nov/Dec 2018 Median Processing Time</i>
Residential Permits (New construction, additions and alterations)				
Residential 1 Day	Accessory Structure permit of any type that does not require a zoning or structural review.	1	1	2
Residential 5 Day	Accessory Structure permit for in-ground or above ground Swimming Pool, or a permit that requires a structural plan and/or Zoning review.	5	3	3
Residential 10 Day	Housing permit for new construction, additions, alterations (except above).	10	13	11
Residential 15 Day	Housing permit for change of use and conversions (adding or subtracting dwelling units, residential care homes, day cares, secondary suites, rooming houses).	15	17	15
Residential 20 Day	Rowhousing	20	12	15

Figure 11: City of Winnipeg Initial Complete Review – Residential processing targets and median results

<i>Commercial Permit Type</i>	<i>Description of Work</i>	<i>Target Processing Time</i>	<i>Sept/Oct 2018* Median Processing Time</i>	<i>Nov/Dec 2018 Median Processing Time</i>
Interior Alterations				
Category A	Minor alterations with no building change of use; no professionals required; no impact on life safety; exterior alterations not affecting life safety.	5	1	2
Category B	No change of use in building; one or two	10	8	6

	professionals other than structural; minimal or no impact on base building or other tenants.			
Category C	Change of use in existing tenant space; multiple professionals involved.	15	17	14
Category D	Gutting of existing space; change from single to multi-tenant space; significant impact on base building; property types affected by historic, waterways, flood fringe, downtown, etc.	20	29	19
Category E	Re-purposing of existing building; historic; multiple alternative solutions.	30	N/A	N/A ¹
New Commercial Buildings and Additions				
OPCP	Option for commercial permit applications submitted under professional seals to be issued with no plan examination.	5	5	N/A
New commercial buildings and additions – standard	Standard additions/new buildings	20	27	22
New commercial buildings and additions – staged/partial	Staged permits for commercial new/major additions	15 ²	17	14
<p>Notes:</p> <p>* = The City of Winnipeg notes that commercial permit processing times are expected to increase throughout September and October.</p> <p>¹ = N/A indicates that there were no permits or the permit volumes were too low to be statistically relevant.</p> <p>² = 15 days per stage</p>				

Figure 12: City of Winnipeg Initial Complete Review – Commercial processing targets and median results

Regina

The Building Standards branch has established performance targets of 5 days to approve a residential permit and 10 days to approve a commercial permit. A review of the data in Figure 12 demonstrates that the branch has experienced some difficulty in meeting its targets consistently.

Figure 13 shows the median and average calendar days to approve both a residential building permit and a commercial building permit from 2017 through to the present.

<i>Year</i>	<i>Median Days to Approve a Residential Permit</i>	<i>Average Days to Approve a Residential Permit</i>	<i>Median Days to Approve a Commercial Permit</i>	<i>Average Days to Approve a Commercial Permit</i>
2017	19	32	N/A*	N/A*
2018	20	39	28	45
2019 ¹	25	26	28	32
<p>Note:</p> <p>* = As a result of changes in application tracking, this information is not available for commercial permits for 2017.</p> <p>1 = Includes data up to September 26.</p>				

Figure 13: Median and average permit approval times, 2017 – 2019

Appendix C – Issues Identification (External Stakeholders)

City of Regina Building Permits and Inspections Review

External Stakeholder Summary of Issues

Background

In 2019, the City began a review of the building permits and inspections service to determine changes that can be made to improve satisfaction with service delivery and achieve program objectives for public safety, public confidence and economic competitiveness.

The review is made up of two phases. The first is a Current State review which will be followed by a Future State definition phase. As part of understanding the current state, the City hosted three external stakeholder sessions with members of the building, construction and design industry (October 16, 17 and November 1, 2019).

The City worked with industry and professional associations to identify volunteers for the sessions. Participants were selected to reflect the diverse interests of those most affected by changes to the permit and inspections processes.

Session Format

Sessions were 2 to 2.5 hours in length and facilitated by an independent facilitator. Attendance at each session ranged from 17 to 25 participants. Three City staff attended as observers.

All sessions began with a brief presentation to provide

background information on the project and outline the engagement process and opportunities for participation available during the service review.

The meetings were designed and facilitated as issues identification sessions, with participants having the ability to put forward issues outside of any suggested or pre-defined categorizations.

The meeting format included time for individual documentation of concerns before participating in small group discussions. Each group had time to discuss their individual concerns before developing a common set of issues. Finally, all participants in the room engaged in a facilitated discussion where issues were documented and further discussed as a large group before being sorted into common themes.

The issues and general themes that emerged from each session were generally common across the three groups, with some variety in the level of focus on a given issue. The issues articulated on the following pages represent an overall picture of the issues and themes across groups as well contributions specific to each session.

Represented Organizations

Altered Dimensions Drafting and Design
Alton Tangedal Architect
Ardel Steel
BBK Structural Engineers CJ
Evans Home Design Clark
Design Studio Crawford
Homes Daytona Homes
DS Designs
Envision Drafting and Design
FioranteHomesandCommercial
Flynn Canada
Fries Tallman
Gang-Nail Trusses
Gilroy Homes
Glenrose Homes
Graham Construction
Halstead Drafting and Design
Hipperson Construction
Homes by Dream
Jill of all Trades Interior Design
K. Cooney Drafting Studio
Kincaid Interiors
Ledcor

Ministry of Central Services
Munro Homes
North Ridge
P3A
Pacesetter Homes
PCL Construction
Piller and Putz Construction
Pinnwest Developments
R. J. England Consulting
Regina Construction Association
Regina & Region Home Builders Association
Ritenburg & Associates
Robinson Residential Design Rohit
Communities
Saskatchewan New Home Warranty Program
SEPW Architecture
Stantec Sthamann
Homes
Tangent Drafting and Design
Walker Projects
Westridge Construction WSP

Issues Identified in Sessions

Communication and Awareness

- Communication is not sufficient to keep customers informed of changes to the permitting process
- Lack of reference material and examples to help prepare applications
- Uncertainty on how to interpret reviewer feedback
- No effective method to track details when communicating back and forth during reviews and revisions
- Uncertainty regarding the status of an application after submission and a slow inquiry process e.g. service request
- Application form doesn't identify project contributors (i.e. designers) to enable direct communication and collaboration if issues arise
- General feeling that 'the rules keep changing'

Speed and Timing of Delivery

- Speed of permit reviews is generally slow and not aligned to the needs of industry or building owners
- Timing of delivery for permit application reviews is inconsistent
- Extent of up-front application requirements are seen as onerous and tend to delay projects getting started
- Timing of application information requirements doesn't align with the industry building/permit process e.g. detailed drawings being required as a part of an application requiring approval for land use
- Current process tends to apply a one-size-fits-all approach to processing various permit request types regardless of its stage or scope e.g. decks are in the same queue as more complex permit applications

- Lack of coordination between processing dependent permits results in delays e.g. demolition permit required to receive building permit
- Requests for additional information during review are unpredictable and it is difficult to know when individual aspects of approval are achieved

Roles and Relationships

- Erosion of collaborative, productive relationships between industry and City
- City personnel changes have resulted in loss of common history and established working relationships
- Review process ignores established norms, conventions and standards that exist within professions such as engineering and architecture
- Absence of effective mechanism for conflict resolution on project-specific issues as well as issues that are common across multiple projects
- Difficulty with getting approvals can reflect negatively on the reputation of industry professionals to their clients
- Frustration that it is often easier to concede an issue to regulatory authority than it is to argue a position that is believed to be a superior solution
-

Regulatory Involvement

- Extent of regulatory intervention is sometimes perceived as excessive relative to project scale and level of risk
- Inconsistent expectations and approvals between staff members e.g. reviewer to reviewer, reviewer to inspector
- Potential conflict between feedback provided from reviewers of different areas
- Tension in balancing role of problem-solving and compliance during review process
- Inconsistency in review results in successful past applications not serving as a form of interpretive precedent to guide future work
- When reviews contradict comments or direction from past or similar reviews, it is frustrating and diminishes confidence in the review process
- No capacity to identify and manage versions of individual design elements results in repeated review efforts e.g. common elements on several drawings
- Unreasonable interpretations in discretionary circumstances e.g. renovations to existing buildings
- Regulatory approach doesn't accommodate the realities of our climate and short construction season

Service Touchpoints and Interactions

- Prefer to have direct access to reviewers by phone during review process, instead of leaving voice messages and receiving email follow-ups afterwards
- Lack of formalized options for collaboration during planning phase to support project scoping and design decisions to avoid surprises later on i.e. pre-application meetings
- Consensus that service channels designed for residents i.e. 777-7000 do not work well for managing this type of process
- Waiting to receive a call back is too slow and

commitments are not consistently kept for follow-up activity

- Limited access to reviewers or resources with technical expertise
- Post-review interactions are not effective at resolving issues and tend to go back and forth
- Current service is a change from past service where there was more direct contact and collaboration with reviewers
- Requirement for in-person application submission do not add value to interaction and generally increases the amount of effort required
- Interactions with new or inexperienced staff can be frustrating, especially when their involvement is viewed as slowing down the process compared to more senior or experienced staff
- Staff attending job sites are not always properly outfitted with personal protective equipment

Ownership and Accountability

- Ambiguity around risk and liability result in uncoordinated efforts and unproductive approaches to mitigation
- Nearly impossible to manage project timelines and delivery schedules when no firm commitments for permit review timelines can be made by City staff
- Initiating follow-ups to inquire on status has become an informal practice to improve service received
- Service levels fluctuate according to time of year and staffing levels

Financial and Economic Competitiveness

- Unpredictability in the review process leads to lapses in timelines, change in project scope and increased costs
- The community is falling behind in terms of its competitiveness as other jurisdictions are providing more efficient service and/or looking to improve service delivery
- Negative financial impacts are significant and are felt at the community, industry and project level
- Investment is leaving the City and it is difficult to attract new investment
- Job loss within the sector
- Increased pressures on cashflows and profitability
- Projects delivery is taking longer than necessary
- Increased costs to demonstrate compliance during review that add no real value to the project
- Charges levied by the City for permits and inspections do not always represent a fair exchange of value for money
- Increased costs if project extends past planned seasonal window
- Direct costs in the form of liquidated damages due to being unable to deliver on project schedules
- Revenue lost from cancelled projects

Appendix D – Issues Identification (Internal Stakeholders)

City of Regina Building Permits and Inspections Review

Internal Stakeholder Summary of Issues

Background

In 2019, the City began a review of the building permits and inspections service to determine changes that can be made to improve satisfaction with service delivery and achieve program objectives for public safety, public confidence and economic competitiveness.

The review is made up of two phases. The first is a Current State review which will be followed by a Future State definition phase. As a complementary process to engaging external stakeholders, staff were invited to share concerns in order to create an equivalent understanding of the current state from an internal perspective.

Employees meet with the external consultant in small groups to discuss their concerns about the current state of the program. The consultant hosted a total of 14 sessions with 41 individuals. The majority of the sessions were with employees of Building Standards, however sessions were also held with staff from other areas of Planning Development Services and Fire.

Session Format

All sessions began with a brief presentation to provide background information on the project. The presentation outlined the engagement process and highlighted opportunities for

staff to participate during the service review. Sessions were scheduled for 1 hour in length.

The meetings were designed and facilitated as issues identification sessions, with participants having the ability to put forward issues outside of any suggested or pre-defined categorizations. Participants were encouraged to focus on issues and impacts on internal teams and individuals at the City.

In order to provide a safe environment for employees to be open and transparent about their concerns, input gathered was anonymous and was consolidated into common themes.

Employees were invited to provide any additional comments or information to the consultant directly as a follow-up to the discussion for inclusion in the summary.

The issues and themes that emerged from each session were generally common across groups, with some diversity of perspectives present. The issues articulated on the following pages represent an overall picture of the discussions as well contributions specific to each session.

Issues Identified in Sessions

Managing Escalations

- Managing escalations takes a lot of time and reduces overall efficiency - attending to an urgent request means putting everything else on hold
- Both reviewers and inspectors are exposed to a lot of frustration from the industry and find they are often apologizing for delays
- While it is seldom that escalations are not related to significant delays in permit processing, the numbers of escalations are increasing and this is having a net negative effect on the service.
- Staff have been threatened with a phone call to senior management or the Mayor by customers who aren't getting what they want

Quality of Regulatory Service

- Staff generally perceive that the quality and integrity of the regulatory work has improved substantially from what it was in the past
- There are internal concerns about the consistency of decisions and quality across all work teams
- Not all direction provided to customers is consistent and sometimes needs to be addressed by other team members later in the process
- Staff feel some validation based on Municode's feedback on the quality of applications they have reviewed
- Some of the City's current permitting processes are a result of not having better mechanisms for managing the process e.g. using occupancy permits for matters more related to zoning requirements

Process and Service Delivery

- Staff with Building Official Level 1 certification are qualified to and used to sign off on simpler applications like decks or garages but don't any longer due to a change in process
- The new requirement for 5-day revision turnaround times results in some applications churning at the front of the queue, potentially as a result of being a low-quality application in the first place, resulting in delayed reviews of other applications
- Staff feel frustrated that the expedited turnaround on revisions is offered even when an application takes several weeks to be revised and re-submitted
- Pre-application meetings for Commercial projects help identify potential issues and result in a smoother review process later on but places additional demand on resources to be able to accommodate
- Permitting process is too complex for residents wanting to do simple projects e.g. deck, garage
- Staff prefer to have the same reviewer stay with the file until complete, making it difficult to share workload
- Lack of an effective method to manage complex, multi-step work processes
- Work can get hung up internally and a single bottleneck can have a significant impact on overall turnaround times and reflect negatively on the whole department
- Internal processes have largely been inherited from the past and have not been recently analyzed or optimized
- The scope of the software project did not include sufficient optimization of business processes
- There is no overall plan for how to manage work with the level of complexity that the building permit application process has

- Workarounds exist to address process changes and lack of communication
- Lack of ownership and accountability on internal process, delivery standards and systems
- Insufficient documentation and training resources for new software
- Building permits tends to be a common focus of attention however but some of the same underlying issues exist in other areas such zoning and developmental engineering
- Tendency for internal silos to develop are driven by constraints of scope and function when regulating applicable acts i.e. UBAS vs Planning & Development Act
- Applicants get frustrated when required to make an improvement as a part of one type of review when there is no over-arching regulatory approach that sees the benefit realized i.e. being required to upsize a water line at the street only to get downsized again at the building
- There is not always consensus within the City about how to best manage projects and requirements across areas
- The current zoning and building permit processes adds to overall complexity and is not well-understood by applicants

Interactions with Industry and Customers

- Applicants don't acknowledge the extent that regulations have changed or simply don't think they should apply to them because they have established practices of doing construction a certain way
- Staff feel that their professional integrity is being put at odds with customer service expectations

- Reviewers have started using conditions as a means to get permits issued but there are concerns that this will only result in deferring issues to later on in the building process when they are more expensive to resolve
- Staff have a higher level of confidence when drawings are both complete and fully compliant up-front rather than relying on conditions which may get missed later on, resulting in additional costs to resolve
- Culture of non-compliance is still expected by some in the industry with a "good enough is good enough" approach
- Depending on the applicant, City staff expertise as code experts is either not respected or applicants expect to be told how to solve the gaps in compliance
- Application submissions from out-of-province designers that have experience with building codes in other markets are generally of higher quality
- City gets blamed for issues that are not the fault of the City e.g. a slow economy or added complexity for code requirements
- Some customers would rather argue than work productively on making their application compliant
- Reviewers are working on improvements to consistency of comments when providing feedback on drawings
- Some applicants seem to use the City's review process as a way to finish their design work instead of a validation step
- Industry expectations of the software needs to be managed as it won't solve all existing problems and may introduce new challenges
- City has provided a checklist that is now required as a part of the application but not everyone uses it or values it
- Lots of back and forth is required during the review

which is frustrating and time consuming for all involved

- Unclear on how to help in light of UBAS Act i.e. you can't design for someone and staff are not consultants
- Customers will sometimes ignore reviewer feedback on drawings which then results in more effort to review
- In situations where reviewers have been treated poorly by customers, there is a hesitation to deal directly with industry over the phone and communicating by email is preferred

- *Knowledge of Regulations and Processes*

- Some residential customers are bringing in packages from retailers like Home Depot without realizing they are not turn-key in terms of compliance for an application
- Customer not willing to hire professionals with the required level of expertise and this puts extra pressure on the City and the system to provide support
- Customers have varying levels of understanding about City review and inspection processes
- Customers have a lack of understanding of what City departments are involved in reviewing applications (e.g. zoning, development engineering)
- Lack of knowledge about what is expected as a part of an application
- Missing information when an application is submitted slows down the process
- General tendency by applicants to underestimate the level of complexity involved and sometimes other members of industry over-promise or set expectations that are unrealistic
- Some industry professionals are working outside their core area of expertise without realizing their gaps in technical knowledge

- Tenant changes may require improvements to the overall building i.e. suite separation
- Tenants leasing in new buildings may have to do significant upgrades to be compliant with fire safety code
- Renovations to existing commercial buildings presents one of the most challenging areas of regulation to navigate

Appendix E – Working Group Outputs

City of Regina Building Permits and Inspections Review

Working Groups Session 1 and 2 – Summary of Future State Definition

As a follow-up to the issues identification sessions, a series of working group sessions were facilitated with a mix of City staff and external stakeholders. The objective of these sessions was to gain deeper insight into the needs of all stakeholders and work collaboratively on developing potential solutions.

Eight sessions were held in November and December 2019. Session length was 3.5 hours in total. Four sets of participants attended, representing a different make-up of external stakeholders – designer, residential, commercial and independent. An external facilitator was used to lead the sessions. Participants were seated in groups of four to six, with one to two City staff present at each table.

The first series of working group sessions began with information sharing on delivery times for residential and commercial permits in 2018, the percentage of applications that are put on hold and respective duration times, as well as the results of the online satisfaction survey.

Participants worked primarily in small groups and began by developing a series of personas used to anchor the service design solutions. The categories identified from the issues identification sessions were used as a framework to develop a detailed inventory of needs. Finally, a series of ideas and solutions were developed and mapped onto the various stages of the permitting and inspections process.

Topics covered in the first sessions included:

- Information and Awareness
- Interactions and Support
- Relationship, Roles and Accountability

The second series of working group sessions followed a similar format as the first sessions, with participants working through a process of identifying needs and a series of potential solutions.

Topics covered in the second sessions included:

- Speed and Timing of Delivery
- Regulatory Involvement
- Financial and Economic Competitiveness

The latter part of the sessions was dedicated to prioritizing and refining solutions. Participants voted to select topics for further discussion based on ideas that originated in the first sessions.

These topics included:

- Phased permitting
- Pre-application consultation process
- Education and training program
- Small project process
- Priority service line

At the close of the sessions, external participants voted on ideas that would have the most positive impact on their business.

THEME	NEEDS	IDEAS & SOLUTIONS
Information and Awareness	<ul style="list-style-type: none"> • Ability to understand what types of permits are required and when • Working knowledge of City processes for building permit review and inspections • Awareness of any changes to City processes that would affect submission requirements with sufficient time to update internal procedures • Access to code-focused learning opportunities rather than having to learn through the trial and error of a review and inspection process • Information and tools to understand the applicable reviews that a given application type is subject to • Understanding of the regulatory frameworks and governing authorities that are responsible for managing compliance • Expected level of service for how long a review will take when it is being completed or coordinated by the City • Detailed status information about the progress of an application through its required steps • Knowledge of where to turn to for help and support when navigating the process • List of available contacts and roles related to the review process • Access to examples and precedents of previous code interpretations • Timely updates from regulatory authorities on changes in interpretations or application of regulations • Ability to anticipate and understand requirements for complex projects or where direction is required by the City • Convenient access to permit history for a property • Access to reference information to help create a high-quality applicable • Access to property information the City has on file, such as past drawings • Ability to understand the difference between code requirements vs the City's procedural requirements 	<ul style="list-style-type: none"> • Provide upstream education to community stakeholders to support knowledge of process and avoid pitfalls later on • Ability to monitor detailed status of applications • Access to a dashboard-style online view of all current applications, the present status and projected date of completion • Provide estimated completion time for reviews based on expectations of both City and applicant • Education programs provided by the source of the regulation • Detailed checklist of all information that is required on a submission and the format it is expected to be provided • Repository of previous code interpretations that can be relied on for use in future applications • List of all internal and external team members associated with a permit application with their role and contact information included • Process and procedural documentation or guidebook • Procedural requirements are managed and released in versions and remain in place until a next formal update occurs • Formal program for education and training that increases overall level of knowledge within the industry • Wizard-style online tools that can support applicants in understanding requirements and applicability of regulations • Access to examples and stories to illustrate more theoretical or abstract information in a practical context • Use off-season time as an opportunity to communicate and educate • Develop tools and resources to support applicants, especially interactive tools that can be specific to all application types • Communication programs to educate homeowners about the benefits of regulation and what they need to know before undertaking projects such as a deck or garage • Current listing and inventory of most common deficiencies on applications and recommended approaches to improve submissions • Usable and efficient process for acquiring permission to access permit history for a property • Manage and share the current version of drawings online • Ensure that specifications that are not referenced in a drawing are readily available for reference with the application file

THEME	NEEDS	IDEAS & SOLUTIONS
	<ul style="list-style-type: none"> • Procedures regarding the timing of when information is required in the process • Ability to provide other background information as a part of the project to set context for review 	<ul style="list-style-type: none"> • Provide structured method to manage information-sharing and communication on application-related tasks
Interactions and Support	<ul style="list-style-type: none"> • Ability to speak to staff who have the technical knowledge to answer technical questions or provide direction • Support offered on preferred channels that are appropriate for the type of inquiry such as phone calls instead of relying on emails or written communication • Ability to provide access to designers and other project contributors on the application to support communication • Follow-up communication from the City that supports quick and efficient resolution of any deficiencies in compliance • Support real-time phone communication with documented notes from discussion for future reference • Flexibility for support interactions based on the audience and type of application • Ability to share a common set of content and information across entire City and industry team, particularly where information is being updated or appended • Ability to have access to technical resources at the City when planning projects • Efficient and consistent process and tools for managing communication and collaboration, particularly around the resolution of application deficiencies 	<ul style="list-style-type: none"> • Provide customer access to staff with appropriate level of technical knowledge to deliver first-contact resolution to issues without waiting for a call back • Provide regular information sharing opportunities such as live events or online communication • Ability to provide predictable update on timelines when exceptions occur and an updated status is requested • Increase speed for call-backs to support faster resolution to same-day instead of standard 48-hours • Have phone call follow-ups immediately after review to support fast resolution of remaining gaps in compliance • Access to an online portal with information on the status of an application through the individual review steps • Uninterrupted levels of service when staff are out of office • Designated alternate contacts for both applicants and City staff • Follow-up notifications for applicants of outstanding tasks • Automated notification of application progress through reviews • Ability to identify all individuals associated with an application and their roles on the project to support effective collaboration • Flexibility to transition from model of submission and review to other more collaborative methods of working • Option for online submissions vs in-person submissions at City Hall • Access to a formalized pre-application meeting process that can provide direction to inform project approaches early on • Direct phone access to technical resources to answer questions without needing to create a request through Service Regina • Have pre-defined roles assigned to individuals on the application form to support role clarity and collaboration • Ensure that builder owners who hold the ultimate responsibility for compliance are appropriately engaged in the process • Offer service options for industry professionals at City Hall that minimize delays • Provide permit to builder at final inspection when possible

THEME	NEEDS	IDEAS & SOLUTIONS
		<ul style="list-style-type: none"> • Efficient method for construction manager to log and communicate minor changes that result during construction phase, such as material changes, to City review and inspection team • Send calendar invitation automatically when booking inspections • Retain record of past communication and documentation that can be used in the future
Relationship, Roles and Accountability	<ul style="list-style-type: none"> • Maintain healthy working relationship between the City and industry to avoid a feeling of “us and them” • Provide mechanisms to prevent unresolved issues or differences in interpretation to avoid tension and frustration in working relationships • Maintain clarity on roles between design and review • Ensure that regulatory authority is used appropriately and does not extend outside the scope of the role • Sense of shared responsibility for outcomes across City and industry • Provide explanations and rationale when rejecting applications • Service commitments need to be made and kept • Commitments should be based on realistic expectations for delivery • Provide clarity on how the significance of professional designations such as an engineer’s stamp are factored into the review process • Single point of contact for applications • A mutual sense of trust and respect for the contribution everyone makes to the project 	<ul style="list-style-type: none"> • Develop feedback mechanisms for all parties involved • Have a single point of contact at City who champions the progress of an application until completed • Provide a streamlined process where the provision of a stamped drawing can satisfy regulatory requirements • Ensure service commitments are made and kept • Have established points of contact and escalation • Pair equivalent roles between City and industry to allow people with similar experience and expertise to collaborate • Provide a reasonable level of flexibility when possible to accommodate the needs of the project team • Find a balance between up-front review vs inspection • Develop framework to measure and monitor performance • Partner with industry associations to create support materials and provide education • Define and communicate roles and responsibilities of each party • Partner with structural engineers to establish preferable alternatives • City to sponsor on-site relationship building opportunities with industry • Create a method for high-performing applicants to be recognized and rewarded in the process • Add a portfolio manager to work with industry and allow technical staff to focus on the technical aspects of reviewing • Assign a common City team to specific clients • Work with professional associations to ensure that occupants of buildings receive accurate information about the building permit and inspections process • Provide contractor with notification and the option to attend inspection

THEME	NEEDS	IDEAS & SOLUTIONS
		<ul style="list-style-type: none"> • Include contractor in communications with building owner in order to support their reputation and working relationship • Use day-to-day project interactions to help build positive working relationships between City and industry • Provide incentives as well as disincentives for reduced levels of performance for both City and applicants • Institute a formal project close-out process that identifies key learnings that can be applied to future improvement initiatives
Speed and Timing of Delivery	<ul style="list-style-type: none"> • Predictable speed of delivery that can be used for project planning • Service delivery to be consistent regardless of time of year or fluctuations in demand • Speed of service delivery to match timeline requirements of the project, especially when outside the control of applicant • An equitable and outcome-driven approach to prioritizing review efforts that is communicated externally • Maintain a logical connection between the amount of time required to complete the work and the length of time to complete the review process • Focus on training and communication to support the preparation of high-quality application that move through the system efficiently • Consistent information sharing in general • Service delivery times that supports tendering deadlines and processes • Process that works for larger, distant head office clients that may have increased time pressure and less familiarity with local market • Service options that can address unforeseen demands for quick turnarounds on permit approvals 	<ul style="list-style-type: none"> • Speed of permit delivery should reflect the time to complete the construction • Documented service standards for each application review type • Provide flexibility and support for customers that are out of market and may not understand local processes i.e. head offices building franchises • Prioritized level of service in emergency circumstances i.e. fire/flood • Predictable levels of service with defined timelines • Provide a streamlined process for smaller, less-complex projects i.e. decks, garages and basements • Support ability to get started on initial stages of projects without requiring efforts or information that is better deferred until later in the process • Provide rapid turnaround options to help larger projects get started more quickly using phased approaches • Ensure capacity can scale up and respond to the overall demand curve of the annual business cycle as well as short-term peaks that can result from favorable weather conditions • Provide clarity on turnaround times in business days vs calendar days • Provide a range of options for turnarounds that allows industry to make decisions about how to prioritize a mix of small and large projects • Offer a paid service for expedited review, similar to a Nexus pass

THEME	NEEDS	IDEAS & SOLUTIONS
Regulatory Involvement	<ul style="list-style-type: none"> • Avoid slowing down the processing of applications due to minor administrative errors • Address ambiguity and grey areas that are reliant on the City's interpretation or decision-making • Avoid delays in occupancy on account of requirements better managed through zoning requirements • Support industry in addressing any tensions or conflicts between requirements from different level of regulations • Repository of precedents that can be relied on for future design and decision-making • Collaborate with industry by providing direction and guidance on regulatory matter as early as possible in the design and planning process • Identify any risks early on that may cause delays later on • Identify high-value focus areas when regulating and clarify expectations • Avoid unnecessary regulatory scope-creep when reviewing renovation projects • Consistency between review and inspection stages • Consistency between different reviewers and review types • Opportunity to collaborate or turn to a 3rd party to resolve issues • Ability to capture City's investment of time and resources into project that may not have fees captured other • Flexibility in terms of permits provided i.e. phased vs an entire project • Feedback on application reviews needs to be clear, actionable and support resolution • Common exposure to information on regulation between regulators and designers • Coordinated approach to managing the risks associated with regulation • Unbundle permit types that have the effect of slowing down projects 	<ul style="list-style-type: none"> • Provide a streamlined re-review process when a minor change, or one typical during construction, is required • Pre-application meetings to get direction on compliance-related aspects of the design • Follow-up pre-application meetings with documentation and direction that allows applicants to proceed with confidence • Document precedents from previous applications as well as acceptable solution that are deemed compliant by the City • Clarify and communicate the City's position on aspects of code that applicants find ambiguous or difficult to interpret • Differentiate between minor administrative deficiencies on an application vs major compliance issues such as safety concerns • Provide flexibility in processes to allow projects to get started more easily i.e. phased permitting • Align the timing requirements for technical specification information with its availability to applicants • Offer flexibility for applicants with proven track records • Provide quick appeals process, potentially to a neutral third party, to resolve any impasses between applicant and the City • Develop a disciplined process for ensuring consistent reviews • Option to submit a standardized drawing that can be locked and later reused for other projects • Limit interventions to areas related to regulatory compliance vs other design-focused feedback • Provide rationale for why information is required as a part of the submission • Proactively engage external involvement to support the overall performance of the process i.e. engage subject matter experts on how technical solutions can achieve desired outcomes • Evaluate options for level of scrutiny applied to regulation and make decisions aligned with risk profile • Separate permit types such as development and building permits to streamline processes and provide appropriate flexibility for different project types • Address persistent issues such as the issue of being unable to grant occupancy without scratch-coat applied with a solution that

THEME	NEEDS	IDEAS & SOLUTIONS
		<p>adequately addresses the needs of the builder, the owner/occupant and the City</p> <ul style="list-style-type: none"> • Evaluate where processes undertaken by other parties can streamline the City's efforts on reviewing compliance such as warranty providers, 3rd party contracted inspections, etc. • Provide a structured checklist of items for reviews and inspections • Use alternate approaches to address zoning issues such as registering deficiencies on title instead of delaying occupancy • Partner with industry associations to develop a program for pre-qualification that addresses needs and risks of ensuring compliance
Financial and Economic Competitiveness	<ul style="list-style-type: none"> • Help avoid unnecessary costs and delays associated with supplying drawings by communicating requirements in advance • Support ability to commence projects by tailoring processes and requirements based on a reasonable level of detail available at the time to applicants • Support ability to get compensated in a timely manner at project close-out • Strike a balance between the level of detail required on drawings to demonstrate compliance vs requiring a level of detail that is better managed during inspection • Method for designers to avoid providing a client with a permit-ready drawings that may not get used until sometime in the future and may no longer be compliant due to procedural changes • Monitor and match service delivery of other jurisdictions that are competing with the City for investment and projects • Support projects that function as drivers of economic activity or attract new investment to the area such as industrial projects that can result in additional residential development • Identify projects that have contractual obligations and penalties associated if the timeline is delayed i.e. liquidated damages • Match delivery to typical contractual timelines for projects such as tenant improvements 	<ul style="list-style-type: none"> • Support ability to take advantage of favourable weather conditions without having to stop work • Avoid requirement for more expensive submissions i.e. new drawings for minor changes, when simpler approaches for demonstrating compliance can suffice • Remain competitive with other jurisdictions that can attract investment away from Regina • Ensure the building and inspections program is a positive contributor to the overall competitiveness of the community • Align with efforts of other levels of government on coordinating efforts that will result in positive growth such as provincial growth plan • Method of identifying projects with both positive and negative economic and financial implications to support appropriate responses • Identify projects that have externally mandated timelines such as competitive RFP processes or tenant improvements • Develop approaches to delivery that reflect awareness and prioritization of economic considerations • Support the development of educational programs and recruiting of human resources into the industry • Establish a permit fees structure where possible to avoid inconsistent calculations of fees i.e. renovations • Standardize fees so they are easy to interpret and encourage utilization of the program

THEME	NEEDS	IDEAS & SOLUTIONS
	<ul style="list-style-type: none"> • Ability to submit a drawing for a floorplan that can be reused multiple times without requiring repeated submissions • Clarity in how fees are calculated based on dollar value that ensures a level playing field for contractors • The costs of regulation should represent a fair exchange of value for the service performed • Ability to align with and support the objectives of other organizations and levels of government that are focused on growth • Support the industry with consistent and predictable delivery that supports project planning and managing client expectations • Flexibility for inspection windows so work can continue on weekends if weather permits 	<ul style="list-style-type: none"> • Support industry's ability to manage projects effectively with consideration given to the effects of regulation on scope, timelines and costs • Add additional fees for applicants who ignore direction on how to achieve compliance and put unnecessary demands on the system

