



# **Executive Committee**

**Wednesday, November 17, 2021  
9:00 AM**

**Henry Baker Hall, Main Floor, City Hall**



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**OFFICE OF THE CITY CLERK**

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**Revised Public Agenda  
Executive Committee  
Wednesday, November 17, 2021**

**Approval of Public Agenda****Minutes Approval**

Minutes of the meeting held on November 3, 2021

**Communications and Administration Reports****Delegations – EX21-76**

- John Lee, Tina Beaudry-Mellor, and Chelsea Galloway, Economic Development Regina
- Monique Goffinet Miller and Adawe Aden, Provincial Capital Commission
- Tim Reid, David Sinclair, and Roberta Engel, Regina Exhibition Association Limited

EX21-76      2022 Budget Submission - Service Partners

**Recommendation**

The Executive Committee recommends that City Council refer and consider the 2022 budgets and related requests as submitted by the Regina Exhibition Association Limited (REAL) – Appendix A, Economic Development Regina (EDR) – Appendix B, and the Provincial Capital Commission (PCC) - Appendix C at its 2022 budget meeting in December 2021.

**Delegations – EX21-77**

- John Hampton, MacKenzie Art Gallery
- Sandy Baumgartner, Saskatchewan Science Centre
- Mary Ann McGrath, Regina Early Learning Centre
- Fahad Meer, Islamic Association of Saskatchewan, Regina Inc.

EX21-77      Community Non-Profit Tax Exemptions – 2022

**Recommendation**

The Executive Committee recommends that City Council:

1. Approve the property tax exemptions listed in Appendix B subject to



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the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.

2. Revise the Community Non-Profit Tax Exemption Policy to increase the financial cap to \$1.24 million and have the cap increase every year at a rate equal to the previous year's mill rate increase.
3. Authorize the Executive Director, Financial Strategy & Sustainability or his delegate to apply for the approval of the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the property tax levies payable to the Government of Saskatchewan that is \$25,000 or greater on an annual basis.
4. Direct the City Solicitor to prepare the necessary bylaw to authorize the property tax exemptions for 2022 for those properties that are receiving one-year tax exemptions as listed in Appendix B.
5. Approve these recommendations at its meeting on November 24, 2021.

**Delegations – EX21-78**

- Cara Steiner, Prairie Lily Early Learning Centre

EX21-78 Daycare Centre Tax Exemption Update

**Recommendation**

The Executive Committee recommends that City Council:

1. Remove CR20-102 from the List of Outstanding Items for City Council.
2. Receive and file this report.
3. Approve these recommendations at its November 24, 2021 meeting.



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### Delegations – EX21-79

- Andrew Williams, North Prairie Developments Ltd.
- Paul Moroz

EX21-80      Stu Niebergall: Intensification Levy Referral Report

**Recommendation**

That the Executive Committee receive and file this communication.

EX21-81      Andrew Williams and John Williams: Intensification Levy Referral Report

**Recommendation**

That the Executive Committee receive and file this communication.

EX21-79      Intensification Levy Referral Report

**Recommendation**

The Executive Committee recommends that City Council:

1. Amend *The Development Levy Bylaw, 2011* and the City's Development Charges Policy by:
  - a. repealing the Intensification Levy; and
  - b. amending the Established Area Policy to exempt development on lands within the Established Area from the collection of Servicing Agreement Fees and Development Levies.
2. Direct Administration to proceed with Funding Option #1 as outlined in this report to:
  - a. fund the costs of Capital Projects allocated to intensification-related infrastructure in accordance with the Development Charges Policy by applying the amount of any tax lift generated from intensification that occurs within the Established Area to such costs; and
  - b. create a new capital reserve titled Intensification Infrastructure Reserve which will:
    - i. be established for the primary purpose of funding intensification-related infrastructure as outlined in this report;
    - ii. be funded by the transfer of an amount each year into the reserve that is based on the tax lift generated from intensification that occurs within the Established Area; and
    - iii. allow transfers to be made from the reserve to fund





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## OFFICE OF THE CITY CLERK

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Capital Projects allocated to intensification-related infrastructure in accordance with the Development Charges Policy, as approved by City Council, by resolution, bylaw or in the General Capital Program.

3. Instruct the City Solicitor to prepare the necessary bylaw amendments to give effect to these recommendations, to be brought forward to a meeting of City Council following approval of these recommendations and the required public notice.
4. Direct Administration to report back to City Council by Q4 of 2023 with a review of the implementation of the recommended funding option with any recommended changes based on analysis and stakeholder consultation.
5. Amend the motion passed in CR21-86 related to consultation on an intensification incentive to remove the Development Charge Rebate incentive option from the scope of consultation.
6. Remove item EX21-60 from the Outstanding Items List for City Council.
7. Approve these recommendations at its meeting on November 24, 2021.

### **Resolution for Private Session**

AT REGINA, SASKATCHEWAN, WEDNESDAY, NOVEMBER 3, 2021

AT A MEETING OF EXECUTIVE COMMITTEE

HELD IN PUBLIC SESSION

AT 9:00 AM

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

Present: Councillor Cheryl Stadnichuk, in the Chair  
Mayor Sandra Masters  
Councillor Lori Bresciani  
Councillor John Findura  
Councillor Bob Hawkins  
Councillor Dan LeBlanc  
Councillor Jason Mancinelli  
Councillor Landon Mohl  
Councillor Terina Shaw  
Councillor Andrew Stevens  
Councillor Shanon Zachidniak

Also in Attendance: City Clerk, Jim Nicol  
Deputy City Clerk, Amber Ackerman  
A/City Manager, Kim Onrait  
City Solicitor, Byron Werry  
Executive Director, City Planning & Community Dev., Diana Hawryluk  
Exec. Director, Financial Strategy & Sustainability, Barry Lacey  
A/Executive Director, People & Transformation, Shawn Chaudhary  
Manager, Community & Recreation Programs, Bobbie Selinger  
Manager, Energy & Sustainability Solutions, Greg Kuntz (Videoconference)  
Manager, Real Estate, Keith Krawczyk (Videoconference)

#### APPROVAL OF PUBLIC AGENDA

**Councillor Lori Bresciani moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted.**

#### MINUTES APPROVAL

**Councillor Shanon Zachidniak moved, AND IT WAS RESOLVED, that the minutes for the meeting held on October 20, 2021 be adopted, as circulated.**

## ADMINISTRATION REPORTS

### EX21-72 2022 Budget Submission - Service Partners (RPL)

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#### **Recommendation**

The Executive Committee recommends that City Council refer and consider the 2022 budget and request as submitted by the Regina Public Library (RPL) at its 2022 budget meeting in December 2021.

(Councillor Landon Mohl declared a conflict of interest prior to the presentation of delegations and consideration of item EX21-72 2022 Budget Submission - Service Partners (RPL), citing a personal relationship with an employee of the Regina Public Library, abstained from discussion and voting and temporarily left the meeting.)

Jeff Barber, Sean Quinlan and Gail Kruger representing Regina Public Library, Regina, SK addressed the committee.

**Councillor Andrew Stevens moved, that the recommendations contained in the report be concurred in.**

|                   |  |
|-------------------|--|
| <b>RESULT:</b>    | CARRIED [10 to 0]  |
| <b>MOVER:</b>     | Councillor Stevens   |
| <b>IN FAVOUR:</b> | Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters |
| <b>ABSENT:</b>    | Councillor Mohl  |

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

(Councillor Mohl returned to the meeting.)

### EX21-73 2022 Regina Winter Festival

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#### **Recommendation**

The Executive Committee recommends that City Council:

1. Support the 2022 Regina Winter Festival with a cash grant valued up to \$150,000.
2. Provide the above support subject to the following conditions:
  - a) 2022 Regina Winter Festival Committee demonstrates the ability to plan and host the event through a comprehensive budget and event plan.
  - b) Completion of a Contribution Agreement(s) with 2022 Regina Winter Festival Committee member organizations Provincial Capital Commission, Regina Downtown Business Improvement District, Regina Warehouse Business Improvement District & Regina Exhibition Association Limited.

- c) Recognition by the Regina Winter Festival Committee and its member organizations that the City of Regina accepts no obligations for deficits, loans, or guarantees for the 2022 Regina Winter Festival.
  - d) A commitment by 2022 Regina Winter Festival Committee to provide a follow up report that identifies how the City of Regina's funding was utilized in the hosting of the event.
- 3. Delegate the authority to the Executive Director, City Planning & Community Development to negotiate and approve the terms of the Contribution Agreement(s) between the City of Regina and the 2022 Regina Winter Festival Committee and/or its member organizations, Provincial Capital Commission, Regina Downtown Business Improvement District, Regina Warehouse Business Improvement District & Regina Exhibition Association Limited.
  - 4. Authorize the City Clerk to execute the Contribution Agreement(s) on behalf of the City of Regina after review by the City Solicitor.
  - 5. Approve funding up to \$150,000 in support through 2022's annual Events, Conventions and Tradeshows attraction budget.
  - 6. Approve these recommendations at its meeting on November 10, 2021.

The following addressed and provided PowerPoint presentations to the committee:

- Monique Goffinet Miller, representing Provincial Capital Commission - Regina, SK;
- Judith Veresuk, representing Regina Downtown Business Improvement District Board - Regina, SK;
- Leasa Gibbons, representing Regina Warehouse Business Improvement District Board Regina, SK; and
- Tim Reid, representing Regina Exhibition Association Limited - Regina, SK

(Copies of the presentations are on file in the Office of the City Clerk.)

**Councillor Andrew Stevens moved, AND IT WAS RESOLVED, that the Committee recess for 30 minutes.**

The Committee recessed at 11:55 a.m.

The Committee reconvened at 12:29 p.m.

**Councillor Lori Bresciani moved, that the recommendations contained in the report be concurred in.**

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| <b>RESULT:</b>    | CARRIED [Unanimous]  |
| <b>MOVER:</b>     | Councillor Bresciani   |
| <b>IN FAVOUR:</b> | Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters |

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

EX21-74 Economic Opportunity Option to Purchase Agreement

**Recommendation**

The Executive Committee recommends that City Council:

1. Approve the City entering into an agreement granting an option to purchase the City owned lands described in Appendix A for \$5.48 million dollars.
2. Authorize the Executive Director of Financial Strategy and Sustainability to negotiate any other commercially relevant terms and conditions of the land option agreement.
3. Authorize the City Clerk to execute the land option agreement as approved by the City Solicitor.
4. Approve these recommendations at its meeting on November 10, 2021.

Pam Skotnitsky, Gil Le Dressay, Patrick Bergermann, and Brad DeLorey, Regina, SK representing Federated Co-operatives Limited addressed the committee.

**Councillor Jason Mancinelli moved, that the recommendations contained in the report be concurred in.**

**Councillor Lori Bresciani moved, AND IT WAS RESOLVED, that the mandatory 30 minute recess pursuant to the provisions of Section 33(2.2) of *The Procedure Bylaw, Bylaw No. 9004* be waived and the meeting continue.**

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| <b>RESULT:</b>    | CARRIED [10 to 1]   |
| <b>MOVER:</b>     | Councillor Mancinelli   |
| <b>IN FAVOUR:</b> | Councillors: Bresciani, Findura, Hawkins, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters |
| <b>AGAINST:</b>   | Councillor LeBlanc  |

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

EX21-75 2022 City Council and Committee Meeting Calendar

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**Recommendation**

The Executive Committee recommends that City Council:

1. Approve the 2022 meeting schedule of City Council as outlined in Appendix A:
  - a. City Council to meet every second Wednesday commencing at 9:00 a.m.;
  - b. Distribution and release of Council agendas and meeting materials is the Friday afternoon 13 days prior to the meeting, with the deadline moved to the preceding Thursday in instances where a statutory holiday falls on a Friday;
  - c. Deadline for written submissions from delegations to City Council is 1:00 p.m., the Thursday immediately preceding the Council meeting;
  - d. Council will recess for 30 minutes after meeting for 3 hours, if the agenda is not completed, with discretion provided to the chair to facilitate the hearing of delegations and/or progress of the report under consideration at that time.
  - e. Meetings will adjourn at 5:00 p.m. or earlier, unless a motion is passed to extend the meeting.
2. Approve the 2022 meeting schedule for Executive Committee as outlined in Appendix A:
  - a. Executive Committee to meet every second Wednesday at 9:00 a.m. on alternating weeks;
  - b. Distribution and release of Executive Committee agendas and meeting materials is the Friday afternoon 13 days prior to the meeting, with the deadline moved to the preceding Thursday in instances where a statutory holiday falls on a Friday;
  - c. Deadline for registering to address Executive Committee is 1:00 p.m., the Thursday immediately preceding the committee meeting.
3. Approve the 2022 meeting schedule for the Regina Planning Commission, Community Wellness Committee and Operations & Community Services Committee as outlined in Appendix A:
  - a. Regina Planning Commission to meet once monthly on Tuesday at 4:00 p.m. unless otherwise noted in Appendix A;
  - b. Community Wellness Committee to meet once monthly on Tuesday at 9:00 a.m. unless otherwise noted in Appendix A;
  - c. Operations & Community Services to meet once monthly on Tuesday at 9:00 a.m. unless otherwise noted in Appendix A;
  - d. Distribution and release of agendas and materials is the Friday afternoon 12 days prior to the meeting;
  - e. Deadline for registering to address the Commission or the committees is 1:00 p.m., the Thursday immediately preceding the

- commission/committee meeting;
- f. Committees will recess for 30 minutes after meeting for 3 hours, if the agenda is not completed, with discretion provided to the chair to facilitate the hearing of delegations and/or progress of the report under consideration at that time;
  - g. Committees will adjourn 5 hours after the start of the meeting or earlier, unless a motion is passed to extend the meeting.
4. Approve the following administrative revisions to *The Procedure Bylaw*:
- a. All agenda items and related meeting materials for meetings of City Council or Executive Committee must be submitted in writing to the City Clerk before the Thursday afternoon 14 days prior to the meeting, with the deadline moved to the preceding Wednesday in instances where a statutory holiday falls on a Tuesday;
  - b. All agenda items and related meeting materials for meetings of the Regina Planning Commission, Community Wellness Committee and Operations & Community Services Committee must be submitted in writing to the City Clerk before the Thursday afternoon 13 days prior to the meeting, with the deadlines moved to the preceding Wednesday in instances where a statutory holiday falls on a Tuesday;
  - c. Remove the reference to Prayer in the section "Order of Business at Meetings";
  - d. Remove the requirement for Council members, Administration and Delegations to "stand" when speaking at City Council;
5. Remove MN21-5 from the List of Outstanding Items for City Council.
6. Direct the City Solicitor to make the necessary amendments to *The Procedure Bylaw, Bylaw No. 9004* as outlined in this report and that these be considered by City Council at its meeting of November 24, 2021.
7. Approve this report at its meeting of November 10, 2021 after the required public notice has been provided.

**Councillor Bob Hawkins moved, that the recommendations contained in the report be concurred in.**

Amendment

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**Councillor Bob Hawkins moved, in amendment, that a mandatory mid-session recess be called for 15 minutes, every 90 minutes of all City Council and Committee meetings.**

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| <b>RESULT:</b>    | CARRIED [10 to 1]  |
| <b>MOVER:</b>     | Councillor Hawkins   |
| <b>IN FAVOUR:</b> | Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens, Zachidniak and Mayor Masters |
| <b>AGAINST:</b>   | Councillor Shaw  |

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

Amendment

**Councillor Dan LeBlanc moved, in amendment, that *The Procedure Bylaw, Bylaw No. 9004* be amended to remove all references to “he/his”, “she/her” to “they” and “their”.**

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| <b>RESULT:</b>    | CARRIED [Unanimous]  |
| <b>MOVER:</b>     | Councillor LeBlanc   |
| <b>IN FAVOUR:</b> | Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak and Mayor Masters |

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

Amendment

**Councillor Andrew Stevens moved, in amendment, that Item 3. (a), (b) & (c) be removed and remain with the status quo.**

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|-------------------|---|
| <b>RESULT:</b>    | CARRIED [8 to 3]  |
| <b>MOVER:</b>     | Councillor Stevens  |
| <b>IN FAVOUR:</b> | Councillors: Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Stadnichuk, Stevens and Mayor Masters |
| <b>AGAINST:</b>   | Councillors: Bresciani, Shaw, Zachidniak  |

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

Amendment

**Councillor Lori Bresciani moved, in amendment, that the City Clerk be directed to investigate the implications, costs and timing of implementing full-time City Councillor positions and conduct consultations with other comparative municipalities by Q3 of 2022.**

(Mayor Masters left the meeting.)



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|-------------------|---|
| <b>RESULT:</b>    | CARRIED [7 to 3]  |
| <b>MOVER:</b>     | Councillor Bresciani  |
| <b>IN FAVOUR:</b> | Councillors: Bresciani, Findura, LeBlanc, Mohl, Shaw, Stevens, Zachidniak |
| <b>AGAINST:</b>   | Councillors: Hawkins, Mancinelli, Stadnichuk                              |
| <b>ABSENT:</b>    | Mayor Masters   |

Main Motion, as amended

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|-------------------|--|
| <b>RESULT:</b>    | CARRIED [10 to 0]  |
| <b>MOVER:</b>     | Councillor Hawkins   |
| <b>IN FAVOUR:</b> | Councillors: Bresciani, Findura, Hawkins, LeBlanc, Mancinelli, Mohl, Shaw, Stadnichuk, Stevens, Zachidniak |
| <b>ABSENT:</b>    | Mayor Masters  |

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

RESOLUTION FOR PRIVATE SESSION

**Councillor Andrew Stevens moved, AND IT WAS RESOLVED, that in the interest of the public, the remaining items on the agenda be considered in private.**

**Councillor Jason Mancinelli moved, AND IT WAS RESOLVED, that the Committee recess for 5 minutes.**

The Committee recessed at 3:15 p.m.

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Chairperson

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Secretary



## 2022 Budget Submission - Service Partners

|                     |                                     |
|---------------------|-------------------------------------|
| <b>Date</b>         | November 17, 2021                   |
| <b>To</b>           | Executive Committee                 |
| <b>From</b>         | Financial Strategy & Sustainability |
| <b>Service Area</b> | Financial Services                  |
| <b>Item No.</b>     | EX21-76                             |

### RECOMMENDATION

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The Executive Committee recommends that City Council refer and consider the 2022 budgets and related requests as submitted by the Regina Exhibition Association Limited (REAL) – Appendix A, Economic Development Regina (EDR) – Appendix B, and the Provincial Capital Commission (PCC) - Appendix C at its 2022 budget meeting in December 2021.

### ISSUE

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It has been the practice for REAL, EDR and the PCC to provide the Executive Committee with a presentation outlining their plan of activities and budget request for the coming year. The purpose is to inform the Committee of the community investment (grant) that is being requested from the City by these organizations for future budget deliberations by City Council.

The deliberation and approval of the requests is undertaken as part of Council's consideration and approval of the overall General Fund Operating Budget. As a result, once discussed at the Executive Committee, the budget submissions are referred to the 2022 budget process for future budget deliberation by City Council.

### IMPACTS

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#### Financial Implications

The 2022 budget submission for REAL, EDR and PCC will be considered and approved by City Council through future budget deliberations.

REAL is requesting total funding of \$1,100,000 for 2022. This includes \$400,000 as an annual operating grant, which is the same as their 2021 approved operating grant funding and a \$700,000 conditional grant related to assisting REAL in making principal and interest payments on REAL debt previously approved by Council.

EDR is requesting total funding of \$2,185,205 in 2022 representing a net increase of \$337,000 over 2021. This increase includes \$37,000 in ongoing funding to cover cost of living and inflationary pressures and a one-time funding request of \$300,000 to support the long-term growth and recovery of events, conventions and tourism sectors.

The PCC is requesting \$2,719,000, which is the same as their 2021 request which was included and approved in the 2021 budget. This includes an operating funding request of \$2,119,000 and a capital request of \$600,000 in 2022.

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

## **OTHER OPTIONS**

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None with respect to this report.

## **COMMUNICATIONS**

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The Regina Exhibition Association Limited, the Economic Development Regina and the Provincial Capital Submission will be advised of the decision of City Council after Council considers and approves a 2022 budget for the City in December 2021.

## **DISCUSSION**

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### **Regina Exhibition Association Limited (REAL) – Appendix A**

The Regina Exhibition Association Limited (REAL) is a non-profit corporation that is responsible for the stewardship, development, promotion and overall management of Evraz Place for the City of Regina. REAL began operating as a not-for-profit municipal corporation in 2014 with oversight from a Board of Directors appointed by Council. The City of Regina owns the lands and assets of Evraz Place that REAL operates on behalf of the City. REAL is a large, multi-purpose event complex with over 1.2 million square feet of fully connected indoor space and over thirty (30) acres of outdoor usable space located in the heart of Regina – in close proximity to the Regina International Airport and downtown.

REAL is requesting \$400,000 in funding in 2022, which is the same as the 2021 approved funding. The funding is due to financial impacts the organization expects to experience due to the COVID-19

pandemic. REAL has re-committed to reducing this grant amount (\$400,000) in half next year in an effort to become financially sustainable.

This funding request is in addition to the \$700,000 conditional grant related to assisting REAL in making principal and interest payments on REAL debt approved by Council on December 16, 2020 (CR20-96) and August 11, 2021 (CR21-114). This grant will be reviewed annually to determine if REAL has sufficient cashflows to support their debt obligations.

### **Economic Development Regina (EDR) – Appendix B**

EDR's mandate is to create and implement an economic development strategy to grow and sustain prosperity in the Regina region; encourage the retention, development, attraction and growth of business and tourism products and services for those who live, work, visit and invest in the Regina region; and market and promote the Regina region for business and tourism. EDR is a not-for-profit municipal corporation with oversight from a Board of Directors that is appointed by City Council.

EDR is requesting total funding of \$2,185,205 in 2022 representing a net increase of \$337,000 over 2021. This increase includes core funding of \$1,885,205 in 2022, which is an increase of approximately \$37,000 or two per cent over 2021. This increase is reflective of cost of living and inflationary pressures to maintain core services and support day-to-day business.

In addition, on a one-time basis, EDR is requesting an additional \$300,000 from the City to support the long-term growth and recovery of events, conventions and the tourism sector. Traditional sources of revenue for these priorities continue to be impacted due to a longer than expected impact of COVID-19. Together with its partners, EDR is working to attract and maximize high-impact events for future years.

### **Provincial Capital Commission (PCC) – Appendix C**

Under *The Provincial Capital Commission Act*, the Government of Saskatchewan established a Board of Directors representing Wascana Centre's three participating parties.

The Board contains three representatives from the Government of Saskatchewan and one each from the City of Regina and University of Regina. The PCC provides oversight and stewardship of 2,300 acres of land within the City of Regina, including land owned by each participating party and occupied by diverse tenants.

Pursuant to legislation, the majority of PCC's revenue is in the form of grant contributions from the PCC's participating parties: Government of Saskatchewan, City of Regina and University of Regina.

PCC has presented a total request from the City of Regina of \$2,719,000, which is the same as their 2021 request which was included and approved in the City's 2021 budget. This includes an

operating funding request of \$2,119,000 and a capital request of \$600,000 in 2022. The capital budget includes capital upgrades/improvements related to the following projects:

- Albert Street Upgrades
- Fitness Station Walkways
- 23rd Connection - Moving Fence and Paving
- Candy Cane Park Pathway
- Wayfinding Signage
- Wascana Drive Lighting Upgrades

## **DECISION HISTORY**

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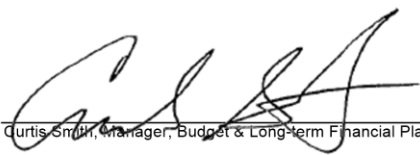
On July 7, 2021 (EX21-50), the Executive Director, Financial Strategy & Sustainability presented an Economic and Preliminary 2022 Budget Development Update to the Executive Committee.

On October 20, 2021 (EX21-71), the Executive Director, Financial Strategy & Sustainability presented the 2022 Budget Update to the Executive Committee.

The recommendation contained in this report is within the authority of the Executive Committee.

Respectfully submitted,

Respectfully submitted,



Curtis Smith, Manager, Budget & Long-term Financial Planning

11/3/2021



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

11/9/2021

Prepared by: Abiye Dickson, Corporate Budget Consultant

## **ATTACHMENTS**

Appendix A - REAL 2022 Budget Submission

Appendix B - EDR 2022 Budget Submission

Appendix C - PCC 2022 Budget Submission



**November 8, 2021**

City of Regina  
 Attention: Curtis Smith  
 Manager, Budget and Long-Term Financial Planning  
 City Hall – 2476 Victoria Avenue  
 Regina, SK S4P 3C8

**RE: Regina Exhibition Association Limited (REAL) 2022 Budget / Community Grant Request**

Dear Curtis,

As 2021 comes to a close, REAL is hopeful for 2022 to be the year for a full and permanent recovery from the pandemic. REAL is also realistic that the only thing that has been predictable over the last nineteen months is that things are not yet consistent, and we have to be nimble and responsive to change and the uncharted territory we have been travelling.

**Our Mandate**

Over the last nineteen months, the one thing that has not changed is REAL's mandate – a mandate that helped guide us through the darkest moments of 2020 and through the ever-changing landscape of 2021. As a non-profit organization, registered under the Non-Profit Corporations Act 1995 (Saskatchewan), the City of Regina (COR) is our sole shareholder who owns the lands and assets which we operate on behalf of City Council in accordance with our Unanimous Members Agreement (UMA).

It is this UMA that captures our mandate and has provided us guidance since January 2014:

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

**Our Mission, Vision and Corporate Values**

As demonstrated in 2020, our organization, team and staff members continued to respond to an environment that was under a Public Health Order (PHO), then was open for business and then very quickly reverted back to

be operating under further restrictions and a new PHO. They responded in a manner that truly reflected they believe in our values and that our mission and vision provided them the guidance they needed to plan for the unique and unconventional ways our property was activated in 2021.

### 2021 Overview

The year started off in a similar fashion to 2020, with restrictions in place preventing us from hosting any type of major event or concert. Our main source of revenue, during this period continued to rely on the Cooperators Centre being activated, the rental of the International Trade Centre to the Saskatchewan Health Authority (SHA) and the Canada Emergency Wage Subsidy (CEWS) federal funding program.

Knowing the Province was “hinting” at the PHO being lifted, we were excited to be able to start the planning for re-opening and our financial recovery. Planning for re-opening in hopes of delivery exciting events and getting back to football required a financial investment. A financial investment we were willing to make, knowing the revenue we were projecting to generate after July 11, 2021 would not nearly be enough to cover the up front investment. We knew this was the right approach as our community and our City depended on us to be there to deliver exceptional experiences and foster meaningful memories that make our community a better place.

### *The investment paid off!*

REAL delivered our first ever virtual Canada Farm Show (CFS) which was hugely successful with over 92,000 views, participation from 50 countries and over 100,000 farms being reached by our advertising campaign. The month of August was even better and proved to be the busiest month (ever) on our property with the return of the Saskatchewan Roughriders for three home games and an eight-day Queen City Exhibition (QCX) that had almost 275,000 people in attendance, almost 2,750,000 engagements on social and an economic impact of \$11.36 million dollars. In addition, Rider fans returned hungry and thirsty with food & beverage results that have surpassed budget and reporting the highest ever food & beverage per cap since the stadium opened.

Although CFS, QCX and Rider football generated revenue and had several thousands of guests return to our campus, it's the little events and our partnership with SHA that truly had an impact on our community. This all started in January when REAL made history by building the largest manmade rink in Canada and opened up Iceville for the first time. Over 190,000 tickets were requested, however due to restrictions REAL had to limit attendance to 21,000.

Immediately following the teardown of Iceville, REAL was in the process of planning for the WHL Hub. An event that brought seven teams together, over 46 days to play 84 games. REAL's attention to detail and highest regard for safety and cleanliness resulted in the delivery of an event where 1,930 COVID tests were delivered with 0 COVID cases being reported.

With SHA activated on our site and the uniqueness of our footprint, the partnership that was created provided residents several options to receive vaccines and get tested. SHA delivered over 200,000 vaccines and more than 135,000 tests which contributed to Regina achieving a vaccination rate of 85% for first doses and almost 80% for second doses.

**And then there are the kids** – the little guests that visit our property and bring the biggest smiles to our faces as we see them enjoy the second annual REAL Kids Camp and Trick or Treat with REAL. The expanded REAL Kid's Camp had 220 children attend where they participated in sports, arts and culture and learning more about team building and agriculture. This was the first year for introducing our little campers to experience QCX. Trick or Treat with REAL, in 2020, was so successful that when this year's event was announced tickets sold out in 2.5 minutes!

None of the above events would have been possible and our ability would have been limited if it weren't for the support we have received from all three levels of government. First, our corporate structure and ownership have provided us the opportunity to apply and receive payments from the Federal Government under the CEWS program. We believe the intent of this program was established to support organizations like ours, as it provided us the necessary funding to invest in the necessary planning and have our staff return to work to deliver on the above events to the standard our guests have come to expect and deserve. Forecasting the receipt of \$3.3 million, from the CEWS program, REAL has been able maintain relevancy in the community and minimize the operational loss for 2021.

Secondly, the Province of Saskatchewan continues to fund us \$2.6 million dollars under the Casino Funding agreement which is set to expire April 1, 2027. On average, in a normal operating year, this value represents 90% of our external government funding, not an insignificant amount. As highlighted in 2020, this funding continues to be and remains extremely important to REAL's financial sustainability.

With respect to the City of Regina Community Grant, REAL had committed, in 2019, to proactively reduce the ask by 50% with the intention of bringing the request to \$0 by 2023. Unfortunately, with the onset of the pandemic, REAL requested and was approved to receive \$400,000 in 2021. REAL acknowledges and appreciates the City's commitment and support with this Community Grant as it did have a positive impact and contributed to the reduced financial loss being forecasted for 2021.

### **2022 Budget**

**Be Assertive & Be Realistic** – the approach REAL took as it budgeted for 2022 under circumstances that continue to mimic 2021 – be prepared for change, uncertainty and nothing is guaranteed.



REAL is hopeful 2022 will prove to be a more profitable year and that the road to recovery is permanent but there is still a possibility, restrictions will remain for the time being and we need to be prepared.

Consideration was given to the following:

- Where applicable and reasonable, apply the Board Strategic targets of 4% revenue growth and manage expenses within 3%
- Refer to past PHO restrictions to predict what may be in place for 2022 and budget for no shutdowns, but a possible increase in expenses to manage the PHO requirements
- Demand is high for trade show and conference space – industries are excited to return to in-person events
- Live entertainment is back! With confirmation of 6 shows in Q1 of 2022 and a significant number of holds for the remainder of the year, this could be the busiest year for Brandt Centre shows
- Build off the success of CFS and QCX and deliver an experience that surpasses on what was achieved in 2021
- Be conservative when budgeting for the Grey Cup

As we close out 2021, evidence is mounting that we may be faced with negative effects from experiencing a pandemic since March 2020. The risks, REAL has identified, are ones that traditionally have not been highlighted as major. Inflation, rising costs, supply chain and the labour market are all risks that could have a real and significant impact on REAL's ability to achieve what is being considered a conservative budget. REAL has attempted to mitigate this risk by budgeting \$500k as a contingency for these unknowns.

On the flip side, REAL has opportunities that will help combat these risks. Events, entertainment and sport & rec is what we do best and we need to stay focused and capitalize on all the work we have done in 2021 and set a strong and fast pace for 2022. We need to build off of our success and continue with the delivery of an exceptional Iceville, CFS, QCX and Grey Cup. We need to capitalize on the event industry's excitement to be back and deliver on as many Brandt Centre events we possibly can. We need to embrace our newest event – Frost @ REAL – by delivering an experience for our community that will have them talking about it for years to come! Most importantly, we need to stay focused on developing our campus as this is the most important business line that was identified in REAL's 2.0 strategic plan as the means in which to become financially sustainable for years to come.

|   | Budget              | Q3 Forecast         | Actual             | Actual              |
|---|---------------------|---------------------|--------------------|---------------------|
| Activity Name                                 | 2022                | 2021                | 2020               | 2019                |
| <b>Operations:</b>                            |                     |                     |                    |                     |
| Day-to-Day                                    | (12,014,517)        | (10,524,800)        | (8,953,856)        | (12,861,846)        |
| Stadium Ops & Maintenance                     | -                   | -                   | 485,788            | -                   |
| <b>Total Operations</b>                       | <b>(12,014,517)</b> | <b>(10,524,800)</b> | <b>(8,468,068)</b> | <b>(12,861,846)</b> |
| <b>Sports, Recreation &amp; Rentals:</b>      |                     |                     |                    |                     |
| COVID-19                                      | (500,000)           | 3,073,745           | 2,647,927          | -                   |
| SHA Hospital                                  | -                   | 3,086,675           | 630,721            | -                   |
| COVID-19 / SHA Hospital                       | (500,000)           | 6,160,420           | 3,278,648          | -                   |
| Sport and Rec Rentals                         | 4,285,857           | 3,149,594           | 3,016,061          | 4,228,491           |
| External Vendors                              | 662,621             | (95,679)            | 25,086             | 614,475             |
| Trade Shows / Conferences & Meetings          | 1,251,900           | 41,216              | 587,940            | 1,718,666           |
| <b>Total Sports, Recreation &amp; Rentals</b> | <b>5,700,379</b>    | <b>9,255,550</b>    | <b>6,907,735</b>   | <b>6,561,632</b>    |
| <b>Major Tenants:</b>                         |                     |                     |                    |                     |
| CWA   | 944,945             | 593,829             | 81,768             | 902,044             |
| Rider Games                                   | 906,222             | 537,939             | (2,302)            | 1,070,352           |
| WHL Hub                                       | -                   | 61,161              | -                  | -                   |
| Regina Pat's Hockey                           | 697,183             | 96,771              | (124,568)          | 697,183             |
| <b>Total Major Tenants</b>                    | <b>2,548,350</b>    | <b>1,289,701</b>    | <b>(45,102)</b>    | <b>2,669,579</b>    |
| <b>Events:</b>                                |                     |                     |                    |                     |
| Community & New Events                        | 134,411             | (8,364)             | (65,988)           | 86,953              |
| Brandt Center Events                          | 924,133             | -                   | 154,529            | 777,416             |
| <b>Total Events</b>                           | <b>1,058,544</b>    | <b>(8,364)</b>      | <b>88,540</b>      | <b>864,368</b>      |
| <b>Signature Events:</b>                      |                     |                     |                    |                     |
| QCX   | 253,499             | (119,894)           | (9,560)            | 223,464             |
| CFS   | 1,144,108           | (236,172)           | (58,933)           | 1,304,909           |
| <b>Total Signature Events</b>                 | <b>1,397,607</b>    | <b>(356,065)</b>    | <b>(68,493)</b>    | <b>1,528,373</b>    |
| <b>Major Events:</b>                          |                     |                     |                    |                     |
| Stadium Concerts                              | 766,440             | -                   | -                  | 696,700             |
| Grey Cup / National Event                     | 779,314             | -                   | (1,668)            | 705,273             |
| <b>Total Major Events</b>                     | <b>1,545,754</b>    | <b>-</b>            | <b>(1,668)</b>     | <b>1,401,973</b>    |
| <b>Total</b>                                  | <b>236,115</b>      | <b>(343,978)</b>    | <b>(1,587,056)</b> | <b>164,078</b>      |

The 2022 budget has been developed taking into consideration all the information we know today combined with the best of our abilities to predict how our business will return in a time where this pandemic has been anything but predictable. The result – a budget for 2022 that combines a bold approach with a realistic perspective.

### **In Closing**

REAL is respectfully requesting, the City of Regina Administration to support and Council to approve, the payment of the Community Grant in the value of \$400,000 in 2022. REAL is re-committed to proactively reducing this ask year over year, by 50%.

We would like to sincerely thank the City of Regina – Council and Administration – for your ongoing support and leadership through this most difficult time. We maintain our commitment to you, our Owner and Sole Shareholder, to continue to lead REAL in a fiscally responsible manner while providing our guests and community the events and services they have come to rely on in a time where they need us the most.

Respectfully yours,



Tim Reid  
President & Chief Executive Officer  
**REGINA EXHIBITION ASSOCIATION LIMITED**



Wayne Morsky  
Chair – REAL Board of Directors  
**REGINA EXHIBITION ASSOCIATION LIMITED**

cc. David Sinclair, Chair, REAL Audit & Finance Committee  
Roberta Engel, Vice-President, Corporate Services





City of Regina  
Executive Committee  
2022 Budget Presentation

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# Mission

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“We deliver exceptional experiences and foster meaningful memories that make our community a better place.”



# Vision

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“To be the heart of our city and province – a place where people come to live, work and play.”





# Corporate Values

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**Be original.** We think outside the box, constantly challenge the status quo and welcome ideas for improvement.

**Be a host.** We treat everyone as if they were a guest invited into our home and we do so with the highest level of hospitality.

**Be inclusive.** We welcome everyone and treat all others how we would like to be treated.

**Be proud.** We showcase how honoured we are to represent our history, our organization and to be a valued member of the Evraz Place family.

**Be resilient.** We willingly adapt to change and never give up.

**Be smart.** We strategically and thoughtfully manage our business and plan for the future.

**Always own it.** We hold ourselves and other accountable for delivering on promises.





## Historical Review





## Statement of Income

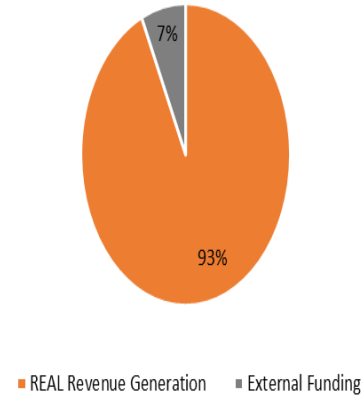
|   | Forecast<br>2021<br>\$ | Budget<br>2021<br>\$ | Actual<br>2020<br>\$ | Actual<br>2019<br>\$ | Actual<br>2018<br>\$ | Actual<br>2017<br>\$ | Actual<br>2016<br>\$ |
|---|------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Revenues</b>   |                        |                      |                      |                      |                      |                      |                      |
| External funding  | 3,175,740              | 3,028,640            | 2,711,281            | 2,884,449            | 3,718,104            | 3,007,256            | 3,001,324            |
| Event sales and recoveries                              | 8,660,093              | 15,024,808           | 5,235,484            | 15,064,681           | 13,046,701           | 13,869,256           | 9,747,049            |
| Rental and lease revenue                                | 7,713,577              | 8,696,051            | 5,083,566            | 10,053,547           | 9,663,558            | 9,727,789            | 6,836,504            |
| Sponsorship sales                                       | 1,725,402              | 2,123,161            | 344,790              | 2,524,801            | 2,314,417            | 2,231,408            | 1,684,469            |
| Food and beverage                                       | 4,896,009              | 9,037,349            | 2,182,185            | 14,291,962           | 14,649,011           | 15,151,244           | 8,659,343            |
|   | <b>26,170,821</b>      | <b>37,910,009</b>    | <b>15,557,306</b>    | <b>44,819,440</b>    | <b>43,391,791</b>    | <b>43,986,954</b>    | <b>29,928,689</b>    |
| <b>Expenses</b>   |                        |                      |                      |                      |                      |                      |                      |
| Contracted labour                                       | 957,241                | 1,440,510            | 270,422              | 2,302,651            | 1,911,466            | 2,456,674            | 1,521,499            |
| Cost of goods sold                                      | 1,749,848              | 3,891,504            | 881,228              | 5,080,927            | 5,330,585            | 5,611,569            | 3,308,226            |
| Repairs & maintenance                                   | 1,900,849              | 1,599,570            | 1,559,097            | 2,047,753            | 1,697,235            | 2,924,120            | 3,084,062            |
| Administration, supplies, and services                  | 8,796,804              | 12,970,690           | 4,059,022            | 12,543,154           | 10,615,067           | 11,993,181           | 6,126,967            |
| Utilities   | 3,302,673              | 3,549,860            | 3,062,509            | 3,552,678            | 3,462,322            | 3,248,958            | 2,103,651            |
| Wages and employee benefits                             | 13,084,314             | 16,563,785           | 11,378,939           | 19,128,199           | 19,671,939           | 17,237,017           | 13,082,295           |
|   | <b>29,791,729</b>      | <b>40,015,919</b>    | <b>21,211,217</b>    | <b>44,655,362</b>    | <b>42,688,614</b>    | <b>43,471,519</b>    | <b>29,226,699</b>    |
| <b>(Loss) Earnings from Operations</b>                  | <b>(3,620,908)</b>     | <b>(2,105,910)</b>   | <b>(5,653,911)</b>   | <b>164,078</b>       | <b>703,177</b>       | <b>515,435</b>       | <b>701,990</b>       |
| Government COVID-19 assistance                          | 3,276,930              | -                    | 4,066,855            | -                    | -                    | -                    | -                    |
| <b>(Loss) Earnings before amortization and interest</b> | <b>(343,978)</b>       | <b>(2,105,910)</b>   | <b>(1,587,056)</b>   | <b>164,078</b>       | <b>703,177</b>       | <b>515,435</b>       | <b>701,990</b>       |
| <b>Revenue Growth</b>                                   | <b>68.22%</b>          | <b>143.68%</b>       | <b>-65.29%</b>       | <b>3.29%</b>         | <b>-1.35%</b>        | <b>46.97%</b>        | <b>-0.88%</b>        |
| <b>Expense Growth</b>                                   | <b>40.45%</b>          | <b>88.65%</b>        | <b>-52.50%</b>       | <b>4.61%</b>         | <b>-1.80%</b>        | <b>48.74%</b>        | <b>2.41%</b>         |
| <b>Operating Margin</b>                                 | <b>-13.84%</b>         | <b>-5.56%</b>        | <b>-36.34%</b>       | <b>0.37%</b>         | <b>1.62%</b>         | <b>1.17%</b>         | <b>2.35%</b>         |

# REAL Revenue

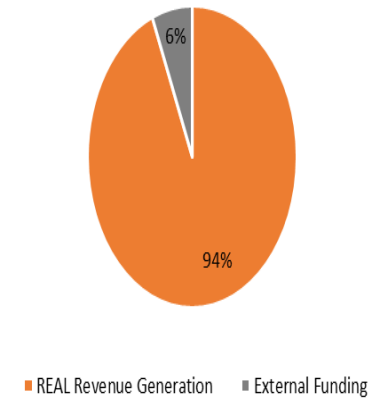
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- In a normal year of operations, REAL's revenue is predominately generated through the delivery of events, entertainment and sports & recreation
- For the last two years, REAL's reliance on external funding has increased significantly

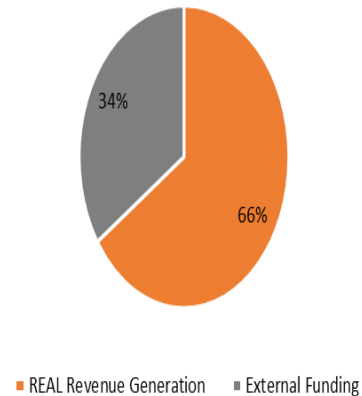
Actual 2018



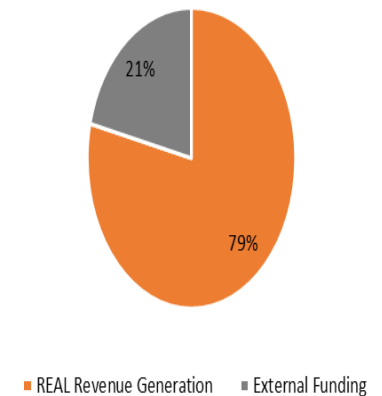
Actual 2019



Actual 2020

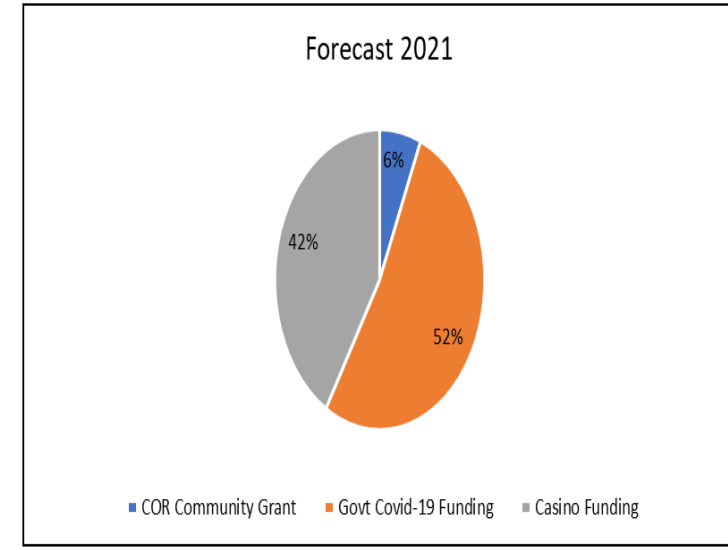
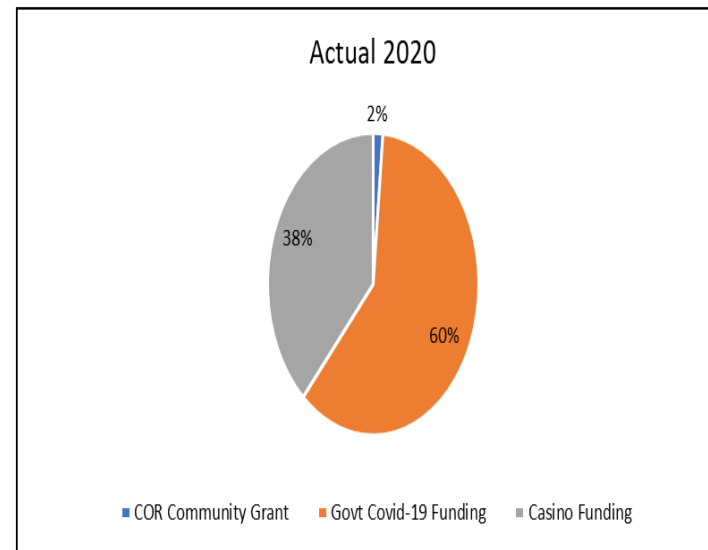
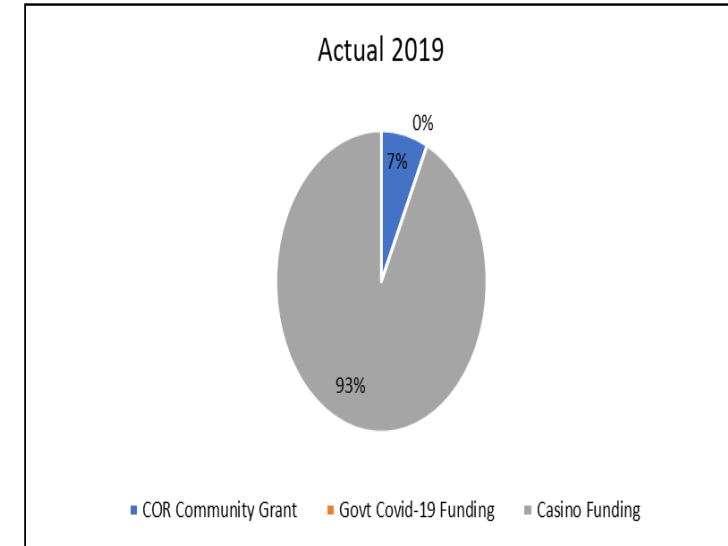
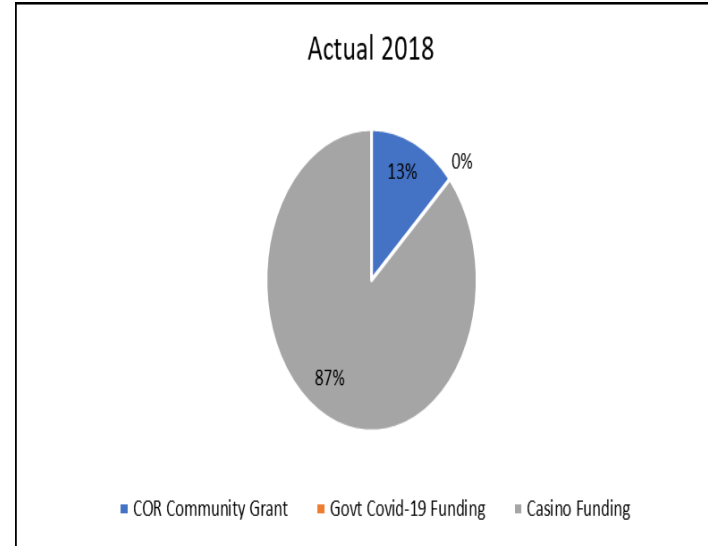


Forecast 2021



# Funding Impact

- REAL receives \$2.6 million annually in a Casino Grant which commenced on April 1, 1997 for a period of 30 years and will expire on April 1, 2027 – representing the majority of the external funding received in a normal year of operations
- For 2020 and 2021, the Canada Emergency Wage Subsidy (CEWS) represented more than 50% of the external funding received highlighting the positive impact the Federal program has had on REAL's sustainability







## 2021 Events





# Saskatchewan Health Authority

**209,405 Vaccinations & 135,817 COVID Tests to Date**

SHA started providing both COVID and flu vaccines on site beginning March 13, 2021 via drive thru, by appointment, and walk-in.

Regina has achieved a vaccination rate of 85% first doses and 79.8% second doses with a very large number of these doses being provided through the partnership between SHA & REAL.



# Iceville

December 31, 2020 – February 15, 2021

21,000 guests

17 different school groups

88 Paid Private Skate Times

More than 100 special skating times for ER, ICU, COVID/SHA Team, Neurology, and Pediatric Nurses, Regina Police Services Families, International Students, etc.

Demand was high - more than 190,000 tickets requested – number of tickets for sale was capped due to restrictions

With 90% turnout rate and the memories made, the investment to deliver the event was *priceless*.





## WHL HUB March 12 – April 27

46 Days  
84 Games  
7 Teams

1,930 COVID-19 Tests  
0 Covid Cases

A true testament to REAL's ability to deliver an event in a manner that placed safety and cleanliness first.





**92,000**  
views

during 2 days of show



**50 countries**  
participated



**8,000**  
CFS page views  
during the week

# CANADA'S FARM SHOW

VIRTUAL EVENT – JUNE 16 & 17, 2021  
BY THE NUMBERS



**950**  
registrations



**1.9 million**  
advertising  
impressions



**101,787**  
farms  
reached by  
print campaign



Presented By **VITERRA**

[canadasfarmshow.com](http://canadasfarmshow.com)

**182,868**  
Web Views

**35% Open Rate**  
on e-Communication

**274,624**  
People  
in Attendance



**28**  
Sponsors

**1,739**  
New Followers

SASKATCHEWAN'S FAIR

PRESENTED BY

**SaskTel**

## BY THE NUMBERS

**\$11.36 Million**  
in Economic  
Impact

**2,592,013**  
Advertising  
Impressions

**2,734,583**  
Engagements  
on Social







## Kids Camps at REAL July/August

**220 kids campers** ages 5-12

Programming included:

Sports  
Arts and Culture  
Team Building  
Agriculture  
Experience QCX

**16,500 memories made!**





# Trick or Treat with REAL October 31, 2021

25 Partner Booths

8,000 pieces of candy distributed  
= happy dentists!

2,000 Children 12 and Under  
Registered for FREE

Sold out in 2.5 Minutes!





# Saskatchewan Roughriders

**Per-caps exceeded** Pre-Covid results by **21%**. Rider fans are happy to be **BACK!**

Revenue is **exceeding budget by 52%**

Successful season with hopes of a  
Playoff Game!





## 2022 Budget

# Budget Considerations

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- ***Be assertive, but realistic***
- Apply – where reasonable – Board Strategic targets of ***4% revenue growth and manage expenses within 3%***
- ***Reference current PHO requirements*** to predict impact to business for 2022 – no shut down, just added requirements to enter facilities and attend events
- Take into consideration when restrictions started to lift, ***sport & rec was the first to come back and expectation it will remain in 2022***
- In July, when the PHO was released, ***trade shows & conferences demand was high*** and the industry was excited to get their spot reserved for Q4 2021 and 2022
- ***Live entertainment is excited to get back*** evidenced with 6 shows confirmed for Q1 of 2022 and a ***strong hold for a stadium show***
- ***CFS broke all expected viewership records and placed us on the world map*** with a glimpse of what is planned to be showcased on the 2022 launchpad
- Take a ***conservative approach to budgeting for the Grey Cup 2022***

# Risks & Opportunities

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## Risks

- Inflation and rising costs
- Supply chain
- Labour market
- Collective Bargaining Agreement expires
- Unknowns around COVID

## Opportunities

- **IceVille** – continue the success of Canada's largest manmade rink
- **Frost @ REAL** – introduce a new way to celebrate winter on REAL's campus
- **Brandt Centre Events** – capitalize on the industry's excitement to be back
- **CFS** – build off the overwhelming success of this year's virtual event
- **QCX** – build on the new programming offered in 2021 returning to the traditional 5-day fair
- **Grey Cup** – capitalize on the first major national event, since 2019
- **Site Development** – continue to develop and promote leasing opportunities on the REAL Campus

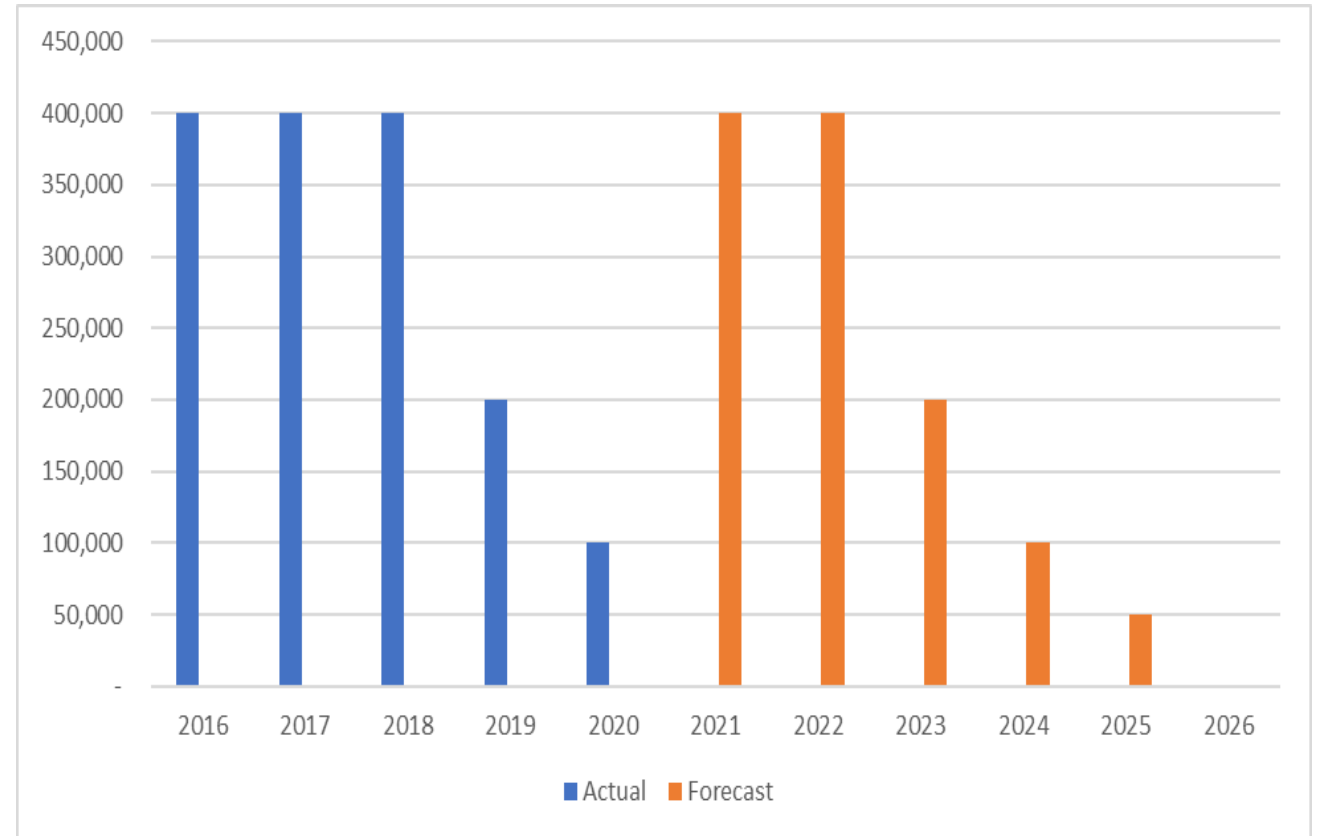


## Statement of Income

|   | <i>Budget<br/>2022<br/>\$</i> | <i>Forecast<br/>2021<br/>\$</i> | <i>Actual<br/>2020<br/>\$</i> | <i>Actual<br/>2019<br/>\$</i> | <i>Actual<br/>2018<br/>\$</i> | <i>Actual<br/>2017<br/>\$</i> | <i>Actual<br/>2016<br/>\$</i> |
|---|-------------------------------|---------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| <b>Revenues</b>   |                               |                                 |                               |                               |                               |                               |                               |
| External funding  | 2,876,711                     | 3,175,740                       | 2,711,281                     | 2,884,449                     | 3,718,104                     | 3,007,256                     | 3,001,324                     |
| Event sales and recoveries                              | 15,024,270                    | 8,660,093                       | 5,235,484                     | 15,064,681                    | 13,046,701                    | 13,869,256                    | 9,747,049                     |
| Rental and lease revenue                                | 10,026,578                    | 7,713,577                       | 5,083,566                     | 10,053,547                    | 9,663,558                     | 9,727,789                     | 6,836,504                     |
| Sponsorship sales                                       | 2,518,028                     | 1,725,402                       | 344,790                       | 2,524,801                     | 2,314,417                     | 2,231,408                     | 1,684,469                     |
| Food and beverage                                       | 14,253,624                    | 4,896,009                       | 2,182,185                     | 14,291,962                    | 14,649,011                    | 15,151,244                    | 8,659,343                     |
|   | <b>44,699,212</b>             | <b>26,170,821</b>               | <b>15,557,306</b>             | <b>44,819,440</b>             | <b>43,391,791</b>             | <b>43,986,954</b>             | <b>29,928,689</b>             |
| <b>Expenses</b>   |                               |                                 |                               |                               |                               |                               |                               |
| Contracted labour                                       | 2,292,737                     | 957,241                         | 270,422                       | 2,302,651                     | 1,911,466                     | 2,456,674                     | 1,521,499                     |
| Cost of goods sold                                      | 5,059,051                     | 1,749,848                       | 881,228                       | 5,080,927                     | 5,330,585                     | 5,611,569                     | 3,308,226                     |
| Repairs & maintenance                                   | 2,038,936                     | 1,900,849                       | 1,559,097                     | 2,047,753                     | 1,697,235                     | 2,924,120                     | 3,084,062                     |
| Administration, supplies, and services                  | 12,489,149                    | 8,796,804                       | 4,059,022                     | 12,543,154                    | 10,615,067                    | 11,993,181                    | 6,126,967                     |
| Utilities   | 3,537,382                     | 3,302,673                       | 3,062,509                     | 3,552,678                     | 3,462,322                     | 3,248,958                     | 2,103,651                     |
| Wages and employee benefits                             | 19,045,842                    | 13,084,314                      | 11,378,939                    | 19,128,199                    | 19,671,939                    | 17,237,017                    | 13,082,295                    |
|   | <b>44,463,097</b>             | <b>29,791,729</b>               | <b>21,211,217</b>             | <b>44,655,362</b>             | <b>42,688,614</b>             | <b>43,471,519</b>             | <b>29,226,699</b>             |
| <b>(Loss) Earnings from Operations</b>                  | <b>236,115</b>                | <b>(3,620,908)</b>              | <b>(5,653,911)</b>            | <b>164,078</b>                | <b>703,177</b>                | <b>515,435</b>                | <b>701,990</b>                |
| Government COVID-19 assistance                          | -                             | 3,276,930                       | 4,066,855                     | -                             | -                             | -                             | -                             |
| <b>(Loss) Earnings before amortization and interest</b> | <b>236,115</b>                | <b>(343,978)</b>                | <b>(1,587,056)</b>            | <b>164,078</b>                | <b>703,177</b>                | <b>515,435</b>                | <b>701,990</b>                |
| <b>Revenue Growth</b>                                   | <b>70.80%</b>                 | <b>68.22%</b>                   | <b>-65.29%</b>                | <b>3.29%</b>                  | <b>-1.35%</b>                 | <b>46.97%</b>                 | <b>-0.88%</b>                 |
| <b>Expense Growth</b>                                   | <b>49.25%</b>                 | <b>40.45%</b>                   | <b>-52.50%</b>                | <b>4.61%</b>                  | <b>-1.80%</b>                 | <b>48.74%</b>                 | <b>2.41%</b>                  |
| <b>Operating Margin</b>                                 | <b>0.53%</b>                  | <b>-13.84%</b>                  | <b>-36.34%</b>                | <b>0.37%</b>                  | <b>1.62%</b>                  | <b>1.17%</b>                  | <b>2.35%</b>                  |

# City of Regina Community Grant

- Pre-COVID measures were being taken to reduce the grant funding ask with the intent to bring to \$0 by 2023
- Due to COVID-19 and the financial impact it has had on REAL, REAL is requesting \$400,000 in funding for 2022
- REAL is committed to make efforts to reduce the funding ask at a minimum of 50% year over year – with no ask in 2026





# 2022 Budget

- *The 2022 budget has been developed taking into consideration all the information we know today combined with the best of our abilities to predict how our business will return in a time where this pandemic has been anything but predictable.*
- *REAL's approach – given the current environment - results in presenting a budget for 2022 that combines a bold approach with a realistic perspective.*

|   | Budget              | Q3 Forecast         | Actual             | Actual              |
|---|---------------------|---------------------|--------------------|---------------------|
| Activity Name                                 | 2022                | 2021                | 2020               | 2019                |
| <b>Operations:</b>                            |                     |                     |                    |                     |
| Day-to-Day                                    | (12,014,517)        | (10,524,800)        | (8,953,856)        | (12,861,846)        |
| Stadium Ops & Maintenance                     | -                   | -                   | 485,788            | -                   |
| <b>Total Operations</b>                       | <b>(12,014,517)</b> | <b>(10,524,800)</b> | <b>(8,468,068)</b> | <b>(12,861,846)</b> |
| <b>Sports, Recreation &amp; Rentals:</b>      |                     |                     |                    |                     |
| COVID-19                                      | (500,000)           | 3,073,745           | 2,647,927          | -                   |
| SHA Hospital                                  | -                   | 3,086,675           | 630,721            | -                   |
| COVID-19 / SHA Hospital                       | (500,000)           | 6,160,420           | 3,278,648          | -                   |
| Sport and Rec Rentals                         | 4,285,857           | 3,149,594           | 3,016,061          | 4,228,491           |
| External Vendors                              | 662,621             | (95,679)            | 25,086             | 614,475             |
| Trade Shows / Conferences & Meetings          | 1,251,900           | 41,216              | 587,940            | 1,718,666           |
| <b>Total Sports, Recreation &amp; Rentals</b> | <b>5,700,379</b>    | <b>9,255,550</b>    | <b>6,907,735</b>   | <b>6,561,632</b>    |
| <b>Major Tenants:</b>                         |                     |                     |                    |                     |
| CWA   | 944,945             | 593,829             | 81,768             | 902,044             |
| Rider Games                                   | 906,222             | 537,939             | (2,302)            | 1,070,352           |
| WHL Hub                                       | -                   | 61,161              | -                  | -                   |
| Regina Pat's Hockey                           | 697,183             | 96,771              | (124,568)          | 697,183             |
| <b>Total Major Tenants</b>                    | <b>2,548,350</b>    | <b>1,289,701</b>    | <b>(45,102)</b>    | <b>2,669,579</b>    |
| <b>Events:</b>                                |                     |                     |                    |                     |
| Community & New Events                        | 134,411             | (8,364)             | (65,988)           | 86,953              |
| Brandt Center Events                          | 924,133             | -                   | 154,529            | 777,416             |
| <b>Total Events</b>                           | <b>1,058,544</b>    | <b>(8,364)</b>      | <b>88,540</b>      | <b>864,368</b>      |
| <b>Signature Events:</b>                      |                     |                     |                    |                     |
| QCX   | 253,499             | (119,894)           | (9,560)            | 223,464             |
| CFS   | 1,144,108           | (236,172)           | (58,933)           | 1,304,909           |
| <b>Total Signature Events</b>                 | <b>1,397,607</b>    | <b>(356,065)</b>    | <b>(68,493)</b>    | <b>1,528,373</b>    |
| <b>Major Events:</b>                          |                     |                     |                    |                     |
| Stadium Concerts                              | 766,440             | -                   | -                  | 696,700             |
| Grey Cup / National Event                     | 779,314             | -                   | (1,668)            | 705,273             |
| <b>Total Major Events</b>                     | <b>1,545,754</b>    | <b>-</b>            | <b>(1,668)</b>     | <b>1,401,973</b>    |
| <b>Total</b>                                  | <b>236,115</b>      | <b>(343,978)</b>    | <b>(1,587,056)</b> | <b>164,078</b>      |



In Summary...





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**COVID-19 has had a major impact on REAL and will continue to impact REAL's performance** until restrictions are fully lifted and the public feels safe and wants to attend events again

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Major Concerts and Major Events continue to deliver meaningful financial, reputational and community benefit for REAL. REAL is hopeful 2022 will be the year for a full recovery.

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**REAL's budget is bold but realistic. Potential financial risk may be mitigated with the COVID contingency of \$500K, however inflation, rising costs and supply chain issues could seriously impact REAL's profitability.**

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***Unfortunately, due to COVID, REAL is seeking approval to receive the \$400,000 Community Grant funding from the City of Regina for 2022. REAL commits to proactively reduce this ask year over year by 50%.***





Questions?



November 5, 2021

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

**RE: ECONOMIC DEVELOPMENT REGINA INC. (EDR) 2022 COMMUNITY INVESTMENT FUNDING**

Dear Members of Council:

We are honored and privileged to be the economic development and tourism agency for Regina. We are a dedicated group of volunteer board members, and we think of EDR as a small but mighty team dedicated to growing our city. We are a broker, strategist and activator for Regina's economy.

Heading into 2022, EDR has fostered significant momentum for the city.

- Over the past year, our Enterprise team has played a critical role in securing announcements that will bring more than **\$1.7 billion in capital investments and thousands of jobs** (and thousands of additional spinoff opportunities) to the city. We know there are more transformative announcements on the horizon for Regina that will create many more jobs over and above what has already been announced.
- We also became a founding partner in Canada's first venture-backed **Agtech Accelerator**, which cements Regina's place as a key centre of innovation in the global agriculture and food sector. This month, we were pleased to welcome InnovateUK as a partner, further enhancing the accelerator's global impact.
- Together with **tourism** stakeholders, our Tourism team led the development and execution of a short-term recovery plan, which included key event activations, strategic marketing activities and developing new tourism assets like our highly successful new digital guides platform. Our November 3 conference and launch was very well received by the industry.

In 2021, our partnerships yielded critical foundational strategies that set the stage for growth in 2022 and well beyond. That critical work includes:

- Bringing together a steering committee that is the who's-who of business leaders in Regina's **agriculture and food** sector to develop an ambitious, actionable and achievable 10-year strategy for the sector that will generate billions of dollars across Regina's economy.
- Working closely with key stakeholders from across Regina's **visitor economy** to develop a long-term strategy for continued growth in our **tourism** sector.

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- Assembling a steering committee of business leaders from across Regina's economy to develop a single **destination brand and marketing** strategy that creates a unified, effective story for investors, visitors and residents alike. That story will be launched in early 2022.
- Leveraging partnerships with the City of Regina, WESK, FHQ Developments, the U of R and other key partners to ensure that Regina's ecosystem supports businesses in all stages of development – including a **Competitiveness Framework** and **All-Access Experts Program** (to be launched in Q1).
- With the Council for Entrepreneurship Growth, continuing to grow **Audacity YQR**, which celebrates the spirit that built our community and Regina's 23,000 business owners.

We are immensely proud of these outcomes, and we are the only organization in the city capable of achieving them because we are singularly and objectively focused on enhancing quality of life in our community by connecting people with opportunity in Regina.

Our 2022 Business Plan, unanimously approved by our Board of Directors, seizes on the momentum of the past year. It focuses on four strategic priorities that will have the greatest positive impact for Regina's economy in the coming years.

- Making Regina one of the most competitive places to do business now and for the next generation
- Enhancing Regina's reputation as a yearlong festival and event city that is known as the best host for events conventions and trade shows in Canada.
- Aggressively telling Regina's story at home and beyond our city limit
- Ensuring the foundation is in place to enable EDR's success in the work it does for the community

#### **EDR AND TOURISM REGINA'S 2022 INVESTMENT REQUEST**

For the 2022 fiscal year, EDR is requesting an investment of **\$1,885,205** from the City, which includes an economic adjustment of 2% over 2021. This funding will maintain core services and day-to-day business, which are outlined in our 2022 Business Plan. Significant additional partner contributions are necessary for effective delivery on key priorities and projects.

The City's ongoing commitment to EDR leverages significant additional funding through our Investment Partner Program and other third-party funding. In 2022, EDR expects to meet the goal it set last year to restore partner funding to pre-pandemic levels – equaling the City's core funding contribution. We are particularly proud of this achievement considering the significant decrease in partner funding related to the prolonged severe impact of the pandemic on the hospitality sector over the past two years. Due to funding requirements, much of our 2022 partner funding will flow directly to key priorities including the Agtech Accelerator, investment attraction and others.

On a one-time basis, EDR is requesting an additional **\$300,000** from the City to support the community-developed **Tourism and Visitor Economy sector** recovery plan, as outlined in our 2022 Business Plan. Without this investment, EDR cannot deliver on the framework developed and momentum gained in 2021, and risks having to scale back on key initiatives, as well as the staffing resources required to support them.

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Tourism, events, and conventions play a vital role in Regina's economic vitality and contribute to quality of life for residents. While the sector has been significantly impacted, it remains a key economic priority and can still equal or exceed its pre-pandemic contributions to the economy moving forward.

These funds (along with additional partner funding) will be invested into the following key priorities:

- Identify, acquire, grow and secure high-impact future ECTs that relate to Enterprise's key sectors
- Activate high-impact ECTs to increase brand awareness, visitor experience and investment opportunities
- Support the successful launch of an overall Destination Brand Strategy for Regina
- Enhance visitor services, including conference servicing and design and publication of Tourism maps, guides, promo materials

More than ever, EDR's work is having a major impact on our city and its future. Our vision is aggressive but achievable. The Board's 2022 budget allocates the human and financial resources needed to achieve this vision.

Economic and tourism development can only come about with a concerted effort from stakeholders and policymakers to promote and create prosperity across the community. No single organization, company or level of government is responsible for economic development, and EDR believes in the power of partnership to make Regina an even better place to live, work, invest, visit and play.

Facing major headwinds created by the pandemic, 2021 was a formative year for EDR and Tourism Regina. We've done the heavy lifting to create momentum, build powerful partnerships and develop ambitious strategies. 2022 will be a year of action and implementation, enabled by the foundational work completed alongside our shareholder, partners, and stakeholders. Regina's 2020-2030 Economic Growth Plan set a bold course for our city. Fueled by strong partnerships, we're working to make that vision a reality.

Sincerely,



Chair of the Board



President and CEO

**Enclosures: 2022 Business Plan**



ECONOMIC  
DEVELOPMENT

REGINA

TOURISM

REGINA

# SEE FURTHER GROW HIGHER

2022 BUSINESS PLAN





EDR is the catalyst for driving economic growth and advancement in the Greater Regina Area.

EDR's success lies in its ability to engage with a broad cross-section of community stakeholders. Starting with the 2020-2030 Economic Growth Plan and extending across all of our priority areas, this plan is the result of consultation with more than 2,000 residents, businesses and community stakeholders.



# 2021 BUSINESS PLAN SUMMARY

In 2020, the world changed in the blink of an eye. COVID-19 had a significant impact on the global economy – and Regina was not immune. Despite setbacks created by successive waves of the pandemic, 2021 marked the start of Regina’s recovery.

When the pandemic was still in its early days, recognizing that many organizations in and around the city were delivering key programs for businesses, EDR’s Board of Directors made a critical decision to pivot from economic survival to recovery. That decision created an opportunity to consider what possibilities lie beyond the pandemic.

**As a result of this shift, EDR, Tourism Regina and its partners across the community achieved several key milestones:**

- Within six months, major investment announcements from Raven Industries, Viterra, Cargill, Red Leaf Pulp and Brandt Industries included more than \$1.7 billion in capital investments, 1,500+ construction jobs, 1,000+ permanent jobs and countless spinoff opportunities for Regina businesses.
- EDR brought together a steering committee of industry leaders to develop and launch a strategy to make the GRA an agriculture and food hub for Canada and the world.
- Alongside Cultivator by Conexus and Emmertech, EDR was a founding partner in Regina’s Agtech Accelerator. That partnership has since grown to include InnovateUK.
- Tourism Regina joined key sector partners to develop a short-term recovery plan and a long-term tourism growth strategy.
- Tourism Regina launched all-new digital guides that spotlight entertainment and dining opportunities for visitors and residents alike.
- Together with the City of Regina, EDR developed a plan to make Regina more competitive for businesses of all types; whether they be new entrepreneurs and/or well-established businesses looking to locate operations in and around the city.

EDR’s current momentum – and future success – is fueled by partnerships across the community and across the economy. While much of what EDR works on can be considered “community-owned,” EDR acts as champion, activator, strategist, and connector to help the community succeed and move forward. Economic and Tourism development is a team sport that requires a high degree of cooperation, collaboration, coordination and trust to execute at a high level, and EDR’s role is to make that easier.

EDR’s strategic priorities for 2022 build on the significant momentum created in 2021, while remaining aligned with actions identified in the 2020–2030 Economic Growth Plan.

THOSE PRIORITIES INCLUDE:

-  **Economic Growth**
-  **Tourism and Visitor Economy**
-  **Destination Brand and Marketing**
-  **A Solid Foundation**

To ensure the organization remains focused on key areas moving forward, EDR restructured its senior management roles in 2021. The new Chief Economic Growth Officer and Chief Tourism and Visitor Growth Officer positions ensure those critical priorities are placed on equal footing. The Chief Finance and Operations Officer role focuses on the foundational elements that ensure EDR can fulfill its role in the community. The Senior Director, Marketing and Communications role applies an enterprise and city-wide lens to telling Regina’s story.

2022 is the year to continue the momentum. We have a vision to become better than ever and we have a strong, achievable plan in place to make this happen. Regina is known for building great things, not the least of which are the partnerships that make our community so special. The GRA is becoming more diverse, entrepreneurial, young and audacious – and EDR is working to harness that energy to turn Regina in to an economic powerhouse. Coming out of the pandemic, EDR is ready to connect people with opportunities across the GRA. EDR’s Board of Directors and management are confident in achieving the ambitious objectives contained in this document.

## STRATEGIC INTENT

EDR is responsible for providing leadership for economic growth to the City of Regina and the community with specific accountability for the following core functions:

- Support industry growth and diversification through retention, development and attraction of business and tourism.
- Find innovative ways to support the community in sustaining growth while effectively addressing the challenges of growth.
- Market and promote the Greater Regina Area for business and tourism.
- Ensure the Greater Regina Area prospers as a vibrant and diversified economy for investors, is a strong destination experience for visitors and a place of choice with a high standard and quality of life for residents.

# ABOUT EDR

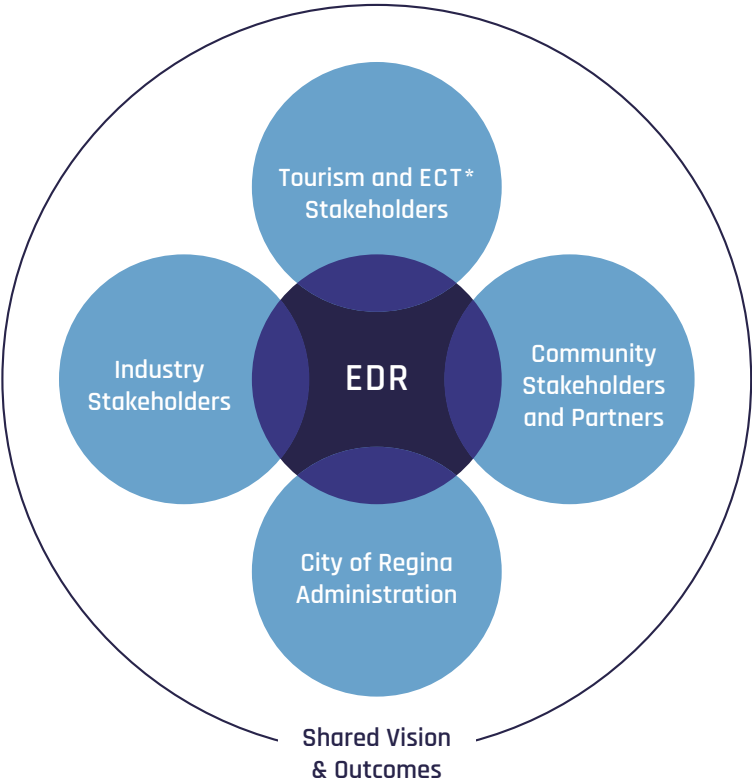
## VISION

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

## MISSION

Identify, develop and promote opportunities that advance economic prosperity for those who live, work, learn, visit and invest in the Greater Regina Area.

## BUSINESS MODEL



\*Events, Conventions and Tradeshows

## VALUE PROPOSITION

· EDR is a leader and catalyst for economic development in the Greater Regina Area and across southern Saskatchewan.

· We facilitate rapid advancement of strategic industry sectors.

· We connect people and resources, creating an environment where ideas are exchanged, resources are pooled and investments are leveraged.

· We provide strategic intelligence and assistance to ensure key projects are successfully implemented.

· We provide insights and ideas that help businesses identify promising and emerging opportunities and needs.

# EDR BOARD OF DIRECTORS

**FRANK HART, CHAIR**  
Chair  
GiGn' Inc.

**TINA SVEDAHL, VICE-CHAIR**  
Managing Director  
Hill Holdings Company

**MURAD AL-KATIB**  
President and CEO  
AGT Food & Ingredients Inc.

**ERIC DILLON**  
Chief Executive Officer  
Conexus Credit Union

**JASON DRUMMOND**  
Managing Partner  
York Plains Investment Corp.

**ELEAH GALLAGHER**  
President  
JCK Engineering Inc.

**DR. GINA GRANDY**  
Dean, Hill-Levene Schools of Business  
University of Regina

**DARREN HOWDEN**  
Senior VP, Prairie Operations  
Farm Credit Canada

**KYLE JEWORSKI**  
President and CEO  
Viterra Inc.

**MARK LANG**  
Chair of Audit and Finance  
Managing Partner, KPMG LLP

**SANDRA MASTERS**  
Mayor  
City of Regina

**RACHEL MIELKE**  
Founder and CEO  
Hillberg & Berk

**RYAN URZADA**  
Chief Experience Officer  
The Atlas Hotel

**CHRIS HOLDEN, OBSERVER**  
City Manager  
City of Regina

## SENIOR MANAGEMENT TEAM

**JOHN D. LEE**  
President & CEO

**TINA BEAUDRY-MELLOR**  
Chief Economic Growth Officer

**CHELSEA GALLOWAY**  
Chief Tourism and Visitor Growth Officer

**KARASTIN MICHALYCIA**  
Chief Finance and Operations Officer

**CHRIS BONK**  
Senior Director, Marketing  
and Communications

# REGINA'S 2020-2030 ECONOMIC GROWTH PLAN

Regina's 2030 Economic Growth Plan identifies key opportunities to increase the city's prosperity and economic potential for the next 10 years. Our aim is to promote the Greater Regina Area (GRA) as a leading destination for visitors, talent, businesses and investment.

Our ambitious plan provides a roadmap for the GRA to thrive and to improve the lives of Reginans today and in the future. It contains 19 specific, achievable actions that will drive economic growth and prosperity for years to come.

Over the next decade, the population in Saskatchewan will grow to over 1.4 million. Together with the Province, we will support a decade of growth by creating new jobs and economic opportunities to help families and communities thrive. Our plan aligns with Saskatchewan's Growth Plan, and we continue to actively seek opportunities to collaborate with the Government of Saskatchewan.

## A TEMPLATE FOR ECONOMIC RECOVERY

As Regina works to recover from the effects of COVID-19, the Economic Growth Plan provides concrete steps in the right direction. In 2021, EDR will prioritize actions that deliver the greatest possible economic impact for Regina.

## A COMMUNITY EFFORT

Led by a steering committee of key community stakeholders, the Plan is a result of extensive engagement and thorough research. Over 200 residents participated in roundtables and focus groups providing important insights that helped shape the strategic direction of the Plan. An online survey completed by over 1,400 Regina residents captured the thoughts of our community.



## A STRONG FOUNDATION

Our city has a strong foundation of talent and infrastructure in key economic sectors that will continue to be strong drivers for Regina's economy. Those sectors include agriculture and food; events, conventions and tradeshow; finance and insurance; manufacturing; mining; oil and gas; and tourism.

## A BOLD VISION FOR 2030

The Plan's steering committee identified five compelling visions for Regina's future economy, outlining their strengths and key areas of opportunity to increase prosperity and economic potential.

### Competitive

The business environment is thriving. Entrepreneurs excel here, and our city is full of driven and passionate people, changing the world from right here in our backyard. Regina has a variety of supports for entrepreneurs; from coworking spaces, to incubators, and programs to ensure success. Technology and innovation drive Regina's key sectors. The city has blossomed on the world stage as a place to pilot new agriculture and food technologies.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Food: The Greater Regina Area will play a key role in sustaining the growing global population that will rise to 8.5 billion people in 2030.
- Entrepreneurship: Regina is full of driven and passionate people who are creating global transformation.

### Vibrant

We are a year-long festival and event city that is known as the best host for events, conventions and tradeshow in Canada. The community is full of energy with rich and lively recreational activities, music, food and shopping experiences. Regina is a place where entrepreneurs, artists and the public sector have become a trifecta of collaboration and impact. There is a vitality in the city that promotes healthy lifestyles, creativity and community well-being.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Visitor Economy: If the province were to grow its visitation and expenditures by 3% per annum through to 2030, it would mean an almost 50% increase in real expenditures and jobs.

### Inclusive and Welcoming

The community has built upon the strong foundation of collaboration across organizations to create a safe and accessible city. Indigenous and newcomer employment at all levels are representative of our population. Our diverse community feels at home and proud of our cultural amenities and social gathering places. There is better pathfinding for newcomers to Regina and new cultural spaces.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Indigenous Engagement: Regina is dedicated to increasing employment participation, education and investment opportunities for Indigenous peoples.

### Sustainable

In 2030, Regina will be a shining example of how both renewable and non-renewable resources create prosperity. Regina is recognized internationally as a smart city for its generous green space, environmentally sound building standards, sustainable operational practices, energy efficient public transportation system and best-practice waste management. As proud stewards of air, land, water and biodiversity, we will create sustainable prosperity.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Energy and Resources: The Greater Regina Area is home to energy, oil and natural gas companies that are leaders in advancing technologies and will be instrumental to making the province a global energy leader.
- Renewable Energy and Green Economy: Regina will take steps to adopt new technologies, practices and policies to drive towards using and producing more responsible energy sources.

### Collaborative

Community leaders have created a climate of collaboration and risk-taking, where the private and public sectors work closely together to create opportunities, policies and programs that advance the economic prosperity for the Greater Regina Area. New business clusters have emerged. Private businesses, non-profits and community organizations work together to enact innovative changes that improve economic prosperity and community.

### KEY AREAS OF OPPORTUNITY FOR REGINA

- Talent and Training: Regina is creating partnerships between industry and education to develop the best home-grown talent that chooses to stay here.

## A MULTI-FACETED PLAN

Regina's 2030 Growth Plan will require city-wide and region-wide collaboration to deliver. We need strong and effective partnerships with many organizations, including other levels of government, non-profit organizations, businesses and – most of all – individual citizens. It's an achievable plan that will create an amazing place to live, work, learn, play and do business.

To view the complete 2030 Economic Growth Plan, visit [economicdevelopmentregina.com/economic-data/economic-growth-plan](https://economicdevelopmentregina.com/economic-data/economic-growth-plan).

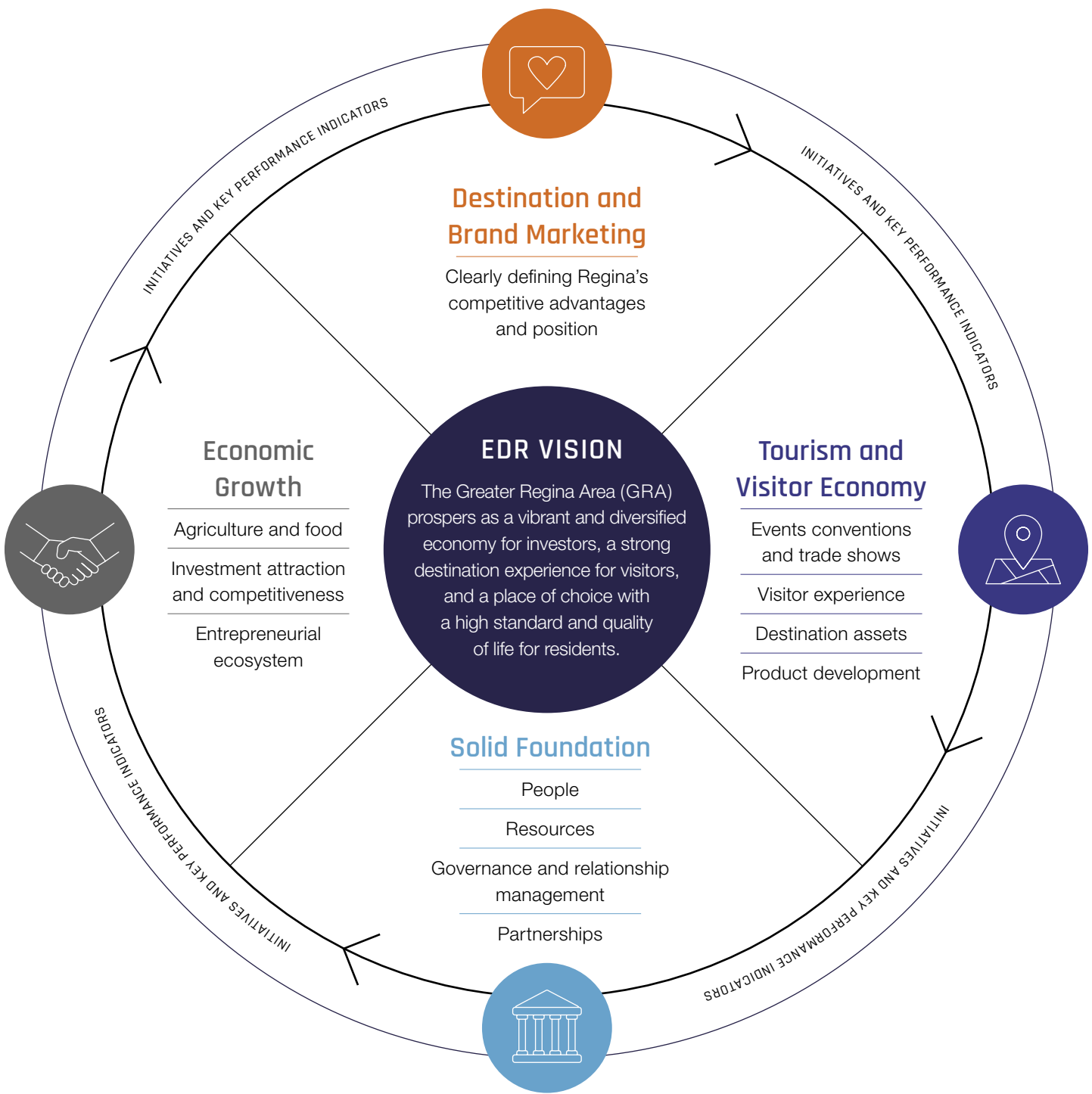
# 2022 STRATEGIC PRIORITIES

EDR's strategic priorities for 2022 build on the significant momentum created in 2021, while remaining aligned with actions identified in the 2020-2030 Economic Growth Plan.

EDR's Board of Directors identified four strategic priorities for 2022 that will have the greatest positive impact on Regina's near-term recovery and long-term growth. EDR will focus its efforts on these areas while adopting an agile approach to our work allowing us to remain on course through these rapidly changing times. Pursuing these priorities will directly contribute to actions identified in the Growth Plan.

As the agency responsible for Tourism Regina, EDR believes that each of these priorities will play an important role in driving Regina's visitor economy. As each of these priority areas flourish, they will create greater opportunities for business and leisure travel to Regina.

## EDR'S STRATEGIC PRIORITIES



# Economic Growth



The GRA has the potential to become one of the most competitive jurisdictions in Canada. EDR’s strategy to realize that potential is built on three interrelated areas of focus:

1. The agriculture and food cluster
2. Investment attraction and competitiveness
3. The growth of the entrepreneurial ecosystem and the Audacity movement

To advance on its key areas of focus, EDR will work across its priority areas to leverage new opportunities throughout the community. EDR’s Memorandum of Understanding with Canadian Western Agribition is an example collaboration that amplifies investment attraction opportunities. At the same time, international investment attraction activities will also create new opportunities for event hosting.

EDR is also working with the City of Regina to build a more competitive, business-friendly climate. Together with post-secondary partners, EDR is working to guide knowledge and skill development that meets the needs of the economy – particularly through our partnership with the Hill-Levene School of Business at the University of Regina. EDR will continue to build economic inclusion through its work with Women Entrepreneurs of Saskatchewan (WESK) and File Hills Qu’Appelle Developments (FHQ).

## PRIORITY

### Agriculture and Food

The Agriculture and Food Cluster strategy was launched in October 2021 and has been guided by a Steering Committee comprised of leaders in Regina’s agriculture and food sector. The strategy will be implemented and measured throughout 2022 and beyond as a key part of Regina’s 2020-2030 Economic Growth Plan.

## VISION

The Greater Regina Area will be the Agriculture and Food hub for Canada and the world: we will start, scale and grow and attract companies in agribusiness, drive innovation and agtech through an integrated and sustainable supply chain.

## INITIATIVES

**Enhance labour and skills development** by working with a consortium of partners under the leadership of Protein Industries Canada. Conduct industry roundtables and work with the national non-profit organization, Palette, to help upskill non-traditional workers for jobs in agriculture and agtech. Palette was conceived to address the challenge of transitioning Canada’s workforce to better align with the knowledge economy of the future.

**Help find solutions** to barriers to growth in infrastructure such as water treatment, rail access and roads.

**Fully launch Regina’s Agtech Accelerator**, including a cohort from UK Innovates in 2022. The Accelerator’s first beta cohort took commenced in fall 2021. Along with founding partners Emmertech and Cultivator, EDR has brought several more partners on board, including Innovation Saskatchewan, PrairiesCan, the University of Regina, the University of Saskatchewan and Saskatchewan Polytechnic.

**Aggressively pursue investment attraction opportunities** for the GRA – particularly in the agriculture and food sector – including domestic growth and foreign direct investment.

**Activate events, conventions and tradeshow**s, including Canada’s Farm Show and Canadian Western Agribition, which attract exhibitors, visitors and investors from around the world.

## KEY PERFORMANCE INDICATORS

Grow Agriculture Value-Added Revenue from the GRA from approximately \$570M today to \$2B by 2030.

Grow Agri-Food Exports from the GRA from an estimated \$496.4M today to \$2B by 2030.

Solutions to long-term infrastructure needs identified and prioritized in conjunction with the City.



PRIORITY

Investment Attraction and Competitiveness

The GRA saw several incredible investment announcements in the latter half of 2021 from Viterra, Cargill and Red Leaf Pulp. EDR is prepared to continue to build on this momentum in 2022 by leveraging our strength through the launch of the Agriculture and Food Strategy and investor and business confidence in the GRA.

In late 2021, we introduced a CRM system to help us better track and manage deal flow and we hired a Director of Business Development to bring a more aggressive sales lens to our team. In 2022, we will execute on our Investment Attraction 2.0 Plan.

INITIATIVES

**Advance economic gardening** in the GRA by engaging with leaders in the business community to discuss their growth plans and explore ways to assist that grown EDR will also work to advance its Investment Partnership Program, which provides opportunities for companies and organizations to invest directly in its long-term growth strategy.

**Enhance Regina’s business competitiveness** by working with the City of Regina to develop a concierge service to serve local businesses and outside investors. EDR will also work with Council to improve business friendliness – including publicizing business service standards, competitive tax and incentive structures, service land agreements, long-term infrastructure planning, and relationships with surrounding municipalities.

**Collaborate on Investment Attraction** with key partners including Global Affairs Canada and STEP, leveraging international trade and bringing investment to the region. In 2022, EDR will equip trade missions to the UAE with the information they need to promote Regina’s Agtech Accelerator and attract tech anchor companies. EDR will also join the province in the UK to build on our existing partnership with UKInnovates and at the world’s largest Agricultural show, Agritechnica.

**Leverage domestic Event, Convention and Tradeshows** to amplify business opportunities – and use international and national investment attraction efforts to uncover ECT bidding opportunities in collaboration with Tourism Regina.

KEY PERFORMANCE INDICATORS

Achieve four multimillion-dollar investment announcements for the GRA.

Facilitate and help guide the launch of a Business Response Team at the City of Regina.

Join the Province in the UK and at Agritechnica in Germany.

Develop baseline measures for ECT activation on business-to-business deals during Agribition.

Move 3 companies from lead generation to lead conversion as part of our deal flow deliverables.

PRIORITY

Entrepreneurial Ecosystem and Growth of Audacity Movement

The Audacity YQR movement continues to gain momentum throughout the GRA, creating an increasingly visible presence in the community and through community activation events like lemonade pop-ups held in the summer of 2021. With a new Council for Entrepreneurship Growth in place, the launch of the Agtech Accelerator, partnerships with WESK, FHQ and the Hill-Levene School of Business, 2022 will be a pivotal year in for EDR’s entrepreneurship goals.

INITIATIVES

Together with WESK and FHQ, launch the **All-Access Experts Program and entrepreneurship hub** in the soon-to-be expanded PATH Co-Work space. The program will provide access to marketing experts, legal advisors and chartered accountants for entrepreneurs looking to grow and scale their businesses.

In late 2021, together with EDR, PATH Co-Work will hire a **community coordinator** to provide front-line support to entrepreneurs and PATH tenants.

**Implementation of the Audacity** and Council for Entrepreneurship Growth Action Plan.

KEY PERFORMANCE INDICATORS

Grow the Audacity movement through increased partnerships, awareness, and participation.

Growth and recognition of audacity movement (social, web traffic, media).

Stakeholder satisfaction of 75% or higher.



# Tourism and Visitor Economy



The strategy for Regina’s Visitor Economy is founded on four major priorities that represent the greatest areas of opportunity where our city can:

1. Leverage our distinctiveness into a competitive advantage
2. Grow the number of visitors that visit Regina
3. Extend the length of their stay
4. Ensure visitors have a memorable and enjoyable experience

As the lead agency for Regina’s long-term tourism plan, Tourism Regina is uniquely positioned to foster a renewed partnership model for growing Regina’s visitor economy. That work includes ensuring strong, effective communication among tourism stakeholders in the region; increasing the representation of tourism industry participants and experts on EDR’s Board of Directors; creating an accountability framework for executing the long-term tourism strategy; seeking feedback when necessary and creating a clear path for resourcing the long-term plan.

## PRIORITY

### Events, Conventions and Trade Shows

Regina’s ECT sector contributes hundreds of millions of dollars to the local economy, providing employment for thousands of residents and creating countless opportunities for Regina businesses. In 2022, EDR and Tourism Regina will explore the services necessary to market and attract these events as well as how to coordinate their delivery – while understanding how Regina’s existing assets and infrastructure can be most effectively deployed.

#### Together with its partners, EDR and Tourism Regina will work to:

- Establish Regina as a sport tourism leader
- Grow our status as an agriculture event capital of North America
- Support the development of new signature events and enhance existing signature events
- Actively support the attraction of national and international ECTs

## INITIATIVES

**Develop a Sport Tourism Strategy** in collaboration with partners such as RHA, REAL, PCC, and the City of Regina including targeted events and an event infrastructure plan.

**Create an Agriculture Event Strategy** by focusing on our sector strength as an Agriculture Innovation Hub and our signature ag events, develop a multi-year strategy for hosting national and international ag events while supporting and growing our existing mega ag events.

**Play an active role on the Winter Festival** Committee.

Explore opportunities to launch a new **Agri-Food Show**.

**Lead the Event Alliance and create collaboration** amongst sales teams and funding partners to successfully secure ECTs.

## KEY PERFORMANCE INDICATORS

Support partners in submitting 25 Event and Convention Bids.

Lead and secure two major sporting event bids for future years with a EEI of at least \$2M.

Lead and secure one major event bid for future years with an EEI of at least \$10M.

Lead and secure two Agriculture-related events bids for future years.

A new city-wide ag hosting strategy in partnership with key stakeholders including REAL, the City of Regina, and the RHA is completed.

PRIORITY

Visitor Experience

Regina has earned a reputation as a “big welcome host” – a top-tier destination for sports, meeting and exhibitions. Together with its partners, EDR and Tourism Regina will take this reputation to the next level, welcoming and activating around business travelers, leisure visitors, events, conventions and trade shows, resulting in longer and more impactful stays in our destination. An emphasis will also be placed on ensuring locals know what’s happening and where to find out what’s happening. In 2022, EDR and Tourism Regina will work on a wide range of activities to deliver exceptional visitor experiences and to active the city in support of major events.

Together with its partners, EDR and Tourism Regina will work to:

- Develop an event activation strategy for major events
- Provide effective visitor services structured to enhance the visitor experience, increase engagement, spend and drive length of stay or return visits
- Servicing conventions and events by providing the right collateral and support to help organizers successfully promote and drive attendance to their events
- Become the main source of information for things to see and do in Regina

INITIATIVES

Activate existing events and support the development of new events. Areas of focus include agriculture, sport and Indigenous events.

Actively collaborate with the Regina Airport Authority to design, build and execute the creation of a permanent visitor kiosk and ensure an updated visual presence.

Work with the Regina Hotel Association to create a dedicated “Host in Regina” portal targeted to event organizers.

Engage partners and become experts on all things happening in Regina, and actively populate the TourismRegina.com event calendar, becoming the most comprehensive source for things to see and do in the city.

Regularly refresh Guides content to reflect new assets, upcoming events, and seasonal things to see and do.

KEY PERFORMANCE INDICATORS

Successful city-wide activations at a minimum of four major events.

Create 10+ new tourism assets (ex. themed guides).

Visitor kiosk and updated messaging is installed and launched at Regina International Airport.

Increase traffic to digital guides and event calendar by at least 25%.

Launch Host In Regina Portal for event organizers.

PRIORITY

Destination Assets

Our city’s spaces and places drive travel, create opportunities for visitors, strengthen our tourism industry, and contribute to our overall quality of life for locals. Regina’s destination assets fall into two principal categories – primary and secondary destination assets.

Primary Destination Assets drive travel to Regina. They are unique to our city: places that can be activated and programmed to encourage further visitation, increase visitor spend, and extend length of stay.

Secondary Destination Assets support our tourism industry. These assets are specifically built to satisfy a local or tourist when visiting or living in the community. They enhance a visit or contribute to a destination’s quality of life (e.g.: accommodations, restaurants, recreation venues, shopping malls, movie theatres).

Together with its partners, EDR and Tourism Regina will work to:

- Develop a partnership program to refine the support Tourism Regina provides to partner assets
- Increase local pride and enthusiasm for Regina’s destination assets and embrace the role of our citizens and tourism partners as the front-line of our destination asset promotion efforts
- Create opportunities to engage destination asset operators in the coordinated delivery of Regina’s overarching visitor economy strategy
- Actively connect visitors with destination assets to enhance their time in our city

INITIATIVES

Explore the feasibility of implementing a paid tourism partnership program.

Engage and market our assets to locals to change mindsets toward what Regina has to offer.

Incorporate the destination brand into existing local awareness campaigns including: You Gotta Try This, Regina Rep and SEELYQR.

Encourage cross-promotion of events and experiences at all destination assets.

Lead Attractions Regina to help foster a network of emerging Tourism Industry Professionals.

YQReady training curriculum is continuously updated with the goal of making all front-line staff experts on things to see and do in Regina as well as event activations.

KEY PERFORMANCE INDICATORS

Re-vamped Attractions Regina Committee is launched and a minimum of 6 meetings are held.

YQReady Training is Conducted for a minimum of 75 tourism industry partners and staff.

An “Ambassador” at each of our primary assets is identified and engaged in YQReady training.

PRIORITY

Product Development

Product development is about creating new and innovative products, experiences, and services to the market that create new opportunities for visitors and citizens of our community. By supporting Regina businesses to create or enhance tourism product offerings, we can encourage visitors to explore more of our destination and increase their economic activity

Together with its partners, EDR and Tourism Regina will work to:

- Encourage exploration and development of tourism product opportunities in high potential areas of our visitor economy (i.e.: Indigenous tourism and agricultural tourism)
- Explore funding and grant program development opportunities
- Facilitate relationships, connections and opportunities as emerging ideas begin to mature towards economically viable products

INITIATIVES

Engage with Indigenous leaders and experts in the tourism segment to develop a deeper understanding of the opportunities and existing efforts in Indigenous Tourism.

Work with Attractions Regina to uncover opportunities for packaging tours and creating experiences (i.e.: attractions pass, themed tours at multiple stops, etc.).

Create Companion Program and delegate experience options for conference and event organizers (i.e.: Mini Hop Circuit tour, etc.).

KEY PERFORMANCE INDICATORS

Support at least one Indigenous tourism product to be “launch ready.”

Support at least one ag tourism product to be “launch ready.”

Develop a menu of at least 5 new companion program options for ECT organizers.

Destination Brand and Marketing



Regina has an amazing story to tell, and sharing that story is a team effort. Across our economy, whether it’s tourism, entrepreneurship, investment attraction or community pride, it’s critical that everyone sees themselves as a vital part of a common story – a shared brand identity – for our city.

In 2021, as the lead destination marketing organization for the city, EDR worked closely with key stakeholders to develop a Destination Brand and Marketing Strategy that clearly defines the city’s brand – our competitive advantages and position.

PRIORITY

Clearly defining Regina’s competitive advantages and position

The Destination Brand and Marketing Strategy focuses in on the ingredients that make Regina special and brings them together in a way that resonates inside the community and tells a compelling story outside the community. Ultimately, the outcome is for Regina to have a consistent, competitive, recognizable identity.

This work will continue throughout 2022 as we more aggressively tell Regina’s story at home and well beyond the City Limit. This will include developing campaigns and materials that help Regina tell its story in a consistent way while generating even greater interest in our destination for both investment and tourism.

Together with its partners, EDR and Tourism Regina will work to:

- Promote Regina as a strong, competitive community and a great place to live, work, visit and invest
- Foster stakeholder support and commitment, both financially and otherwise

INITIATIVES

Develop a long-term (3 to 5 year) marketing and communications positioning and plan.

Execute a destination marketing campaign geared toward investment attraction and tourism.

Create a multi-year implementation plan that addresses stakeholder roles and captures short-, medium- and long-term objectives.

Engage with media to promote EDR, Tourism Regina and the sectors they promote.

Build effective measurement framework to track performance and identify opportunities.

KEY PERFORMANCE INDICATORS

Year one activities (including brand launch, community outreach and/or paid marketing) as identified in the long-term plan successfully completed.

Participation (financial and partner communications) of critical community partners, including the City of Regina and others.

Generate a minimum of 600 media articles with an earned media value of \$3.5 million.

25% year over year increase in social media audience.

Solid Foundation



While EDR is one of many stakeholders in Regina’s economy, its role as a catalyst and connector in the community allows it to champion critical issues, get the right people in the room, build strategies and execute on those strategies. That work relies on a foundation of strong relationships both inside and outside the organization, good governance and financial stability.

This foundation has and will continue to enable EDR’s success in the broad range of work it does for the community.



PRIORITY

People

EDR has developed a best-in-class organizational culture, structure, and competency to support its strategy now and in the future. EDR is small team of enthusiastic, talented individuals who care about what they do. To foster strong relationships for organizational excellence, EDR practices an intentional, collaborative workplace culture that embraces new ideas and new ways of doing things while being highly focused on building our community.

INITIATIVES

Live by the values of EDR's team charter and use these principles to guide our work.

Utilize Agile methodologies to respond to emerging opportunities.

Maintain and evolve effective performance management and recognition programs.

Continue to develop a strong workplace culture that strengthens relationships among employees and contributes to excellent work.

Provide professional development opportunities to ensure employees have the necessary skills to aggressively move the organization forward.

KEY PERFORMANCE INDICATORS

Annual employee survey score of 75%.

Performance management framework results.

100% of employees engage in professional development activities.

PRIORITY

Resources

EDR continues to work to ensure it has the necessary financial resources and systems to support the short- and long-term effectiveness of the organization.

The organization wasn't immune from the effects of COVID-19. In the years leading up to the pandemic, EDR had built up its gearing ratio, which represents the proportion of funding that comes from other sources compared to the City of Regina, to a point where it was close to one dollar in from outside sources for every dollar contributed by the City. Despite a setback when the pandemic first took hold, EDR expects not only to restore the gearing ratio to pre-pandemic levels, but surpass it.

INITIATIVES

Enhance funding received from stakeholder contributions and partner investment to meet or exceed core funding provided by the City of Regina.

Identify and pursue new sources of funding to diversify and sustain our growth model (in collaboration with the City and other stakeholders).

Grow investment from the City of Regina to maintain core operational functions and support incremental growth.

Assess human resource capacity, identify gaps and develop solutions.

KEY PERFORMANCE INDICATORS

Approval of City of Regina core investment.

Non-core revenue through partner investment and third-party contracts exceeds \$1.8 million, bringing EDR's gearing ratio beyond 1:1.

New revenue sources developed in collaboration with the City of Regina and other stakeholders.

Revenue generated through EDR's Investment Partnership Program reaches \$600,000.

Increased human resource capacity for both Enterprise and Tourism.

PRIORITY

Governance and relationship management

EDR is an independent, non-for-profit agency that operates independently but collaboratively with the City of Regina in accordance with a Unanimous Members Agreement established between the parties, with the City as its sole shareholder.

EDR benefits from the support of a world-class Board of Directors comprised of highly engaged leaders who volunteer hundreds of hours of their time to the organization and to the community. The City Manager is an observer to Board activities and the Mayor is a non-voting member. The Board is assisted in performing its work by two committees, the Governance and Human Resources Committee and the Finance and Audit Committee and appoints advisory/working committees as needed.

EDR enjoys a strong working relationship with City of Regina and City Council.

INITIATIVES

Governance model and framework review.

Inspire, invest in, and develop Board members to support achievement of corporate objectives.

Conduct an annual survey of Board members to ensure EDR’s work reflects Board objectives.

Develop a balanced corporate scorecard to measure performance.

KEY PERFORMANCE INDICATORS

Board survey score of 80% or higher.

Corporate Scorecard results.

Increased tourism industry representation on the EDR Board of Directors.

Implementation of governance review recommendations.

PRIORITY

Partnerships

EDR excels at cultivating meaningful relationships that are mutually beneficial in advancing strategic priorities. EDR works as a strategist and activator with stakeholders in all our priority areas – including all levels of government and the private sector. These partnerships move work forward in ways that no single agency could achieve alone.

As a result of the work of the Tourism Action Committee, several key initiatives have been identified to ensure momentum created with the committee’s Short-Term Plan is maintained.

Thriving on the power of the community, EDR’s influence will be able to reach farther and wider.

INITIATIVES

Ongoing communication and engagement with stakeholder groups.

Refine the definition of a “Tourism Industry Stakeholder” and build a comprehensive database of all stakeholders.

Clearly define Tourism Regina’s core services and ensure that it is widely communicated to our industry.

Demonstrate value of EDR and Tourism Regina’s work to current and potential Investment Partners, successfully attracting new members and diversifying funding opportunities for all priorities.

Committing to and acting on Truth and Reconciliation alongside our Indigenous partners.

Support our key relationships with actionable agreements that align with Business Plan priorities.

Develop and implement a multi-stakeholder relationship management and communication program.

KEY PERFORMANCE INDICATORS

Stakeholder awareness survey with 75% satisfaction rate of EDR relationships and services.

Send monthly newsletters to key stakeholder groups, including tourism and agriculture and food.

Investment Partnership Program – minimum of 5 (five) new partners.

A minimum of 5 (five) MOUs signed and successfully implemented.

# 2022 BUDGET

The 2022 Budget supports EDR’s successful execution of the organization’s balanced scorecard.

| REVENUE                                  | 2019      | 2020      | 2021 FORECAST | 2022 BUDGET |
|--|-----------|-----------|---------------|-------------|
| City of Regina Core Funding              | 1,812,000 | 1,848,240 | 1,848,240     | 1,885,205   |
| City of Regina Tourism Recovery          | –         | –         | 200,000       | 300,000     |
| Partner Investment & Third-Party Funding | 1,014,455 | 1,169,565 | 1,658,000     | 1,753,000   |
| RHA Destination Marketing Program        | 687,593   | 154,627   | –             | –           |
| Other Revenue                            | 114,666   | 102,105   | 95,900        | 90,000      |
| Total Revenue                            | 3,628,714 | 3,274,537 | 3,802,140     | 4,028,205   |

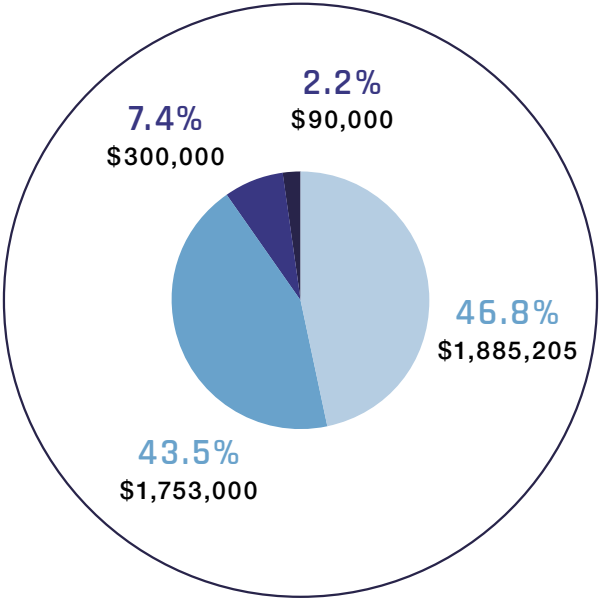
## EXPENSES

|                             |           |           |           |           |
|-----------------------------|-----------|-----------|-----------|-----------|
| Administration              | 651,452   | 597,972   | 644,205   | 602,705   |
| Economic Growth             | 1,155,829 | 1,089,307 | 1,800,000 | 1,880,500 |
| Tourism and Visitor Economy | 1,181,421 | 778,720   | 1,367,000 | 1,325,000 |
| Corporate                   | 555,015   | 281,929   | 290,500   | 220,000   |
| Total Expenses              | 3,543,717 | 2,747,928 | 4,101,705 | 4,028,205 |

|  |          |           |         |     |
|--|----------|-----------|---------|-----|
| Transfer from Restricted Surplus (Tourism) | –        | –         | 300,000 | –   |
| Net Income (Loss)                          | \$84,997 | \$526,609 | \$435   | \$– |

## REVENUE ALLOCATION

- City of Regina Core Funding
- Partners and Third-Party Funding
- City of Regina Tourism Recovery
- Other Revenue



## GEARING RATIO

EDR places a strategic emphasis to increase our Gearing Ratio (stakeholder and partner contributions: City core funding). The realities of the COVID-19 pandemic caused a setback, but EDR expects 2022 partner funding to exceed pre-pandemic levels. For every dollar the City contributes, Partners and Third Party funders are budgeted to contribute 93 cents in 2022.

|                                | 2017      | 2018      | 2019      | 2020      | 2021 FORECAST | 2022 BUDGET |
|--------------------------------|-----------|-----------|-----------|-----------|---------------|-------------|
| City of Regina Core Funding    | 1,719,500 | 1,719,500 | 1,812,000 | 1,848,240 | 1,848,240     | 1,885,205   |
| Partners & Third Party Funding | 1,031,622 | 1,300,000 | 1,702,048 | 1,324,192 | 1,658,000     | 1,753,000   |
| Gearing Ratio                  | 0.60      | 0.76      | 0.94      | 0.72      | 0.90          | 0.93        |



# A COMMUNITY EFFORT

This is an exciting time for EDR, and for Regina – and we know we can’t achieve our ambitious vision on our own.

In 2017, the Board of Directors of Economic Development Regina Inc. created the first opportunity for private sector companies and groups to invest directly into supporting our economic growth strategy.

We were very pleased by the response of the business community to this initiative. Since then, some 22 private sector organizations have become EDR Investment Partners, providing over \$1 million in new revenue, and becoming key stakeholders in our work. Our partners represent a broad cross-section of Regina’s business community who are fully invested in our long-term growth. They are leaders who care about our community and committed to the future of the Greater Regina Area.

While our primary focus is the Greater Regina Area, our sense of community compels us to cooperate well beyond our boundaries. When we succeed, all of Saskatchewan succeeds. And when Saskatchewan succeeds, we celebrate.

To all of our investment partners, thank you.

## INVESTMENT PARTNERS

EDR’s Investment Partnership Program provides opportunities for companies and organizations to invest directly in our long-term growth strategy. These are the partners who showed leadership and commitment to the future of the Greater Regina Area.

### Founders



### Premier





## CONTACT US

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November 10, 2021

City Council  
City of Regina  
P.O. Box 1790  
REGINA SK S4P 3C8

Dear Members of Council:

The Provincial Capital Commission (PCC) requests a total investment of \$2.719M to support operations and capital improvements at Wascana Centre, Regina's, and one of North America's, largest urban park at 2,300 acres. This represents no change from 2021-22 budget request.

The PCC provides stewardship of the land and assets for Government House and Wascana Centre's three funding partners: the City of Regina, the Government of Saskatchewan and the University of Regina. The PCC enhances quality of life by creating community partnerships and promoting visitor experiences within Regina, Saskatchewan's capital city.

## **I. VALUE PROPOSITION**

Wascana Centre and Government House are two national level sites managed by the PCC. Wascana Centre is home to key attractions like the Legislative Building, the Mackenzie Art Gallery, the Royal Saskatchewan Museum, the Saskatchewan Science Centre and Leibel Field. It hosts more than 2,000 events annually ranging from charity runs, cultural celebrations and athletic events at both local and national levels. It attracts five million visitors annually and serves the people of Regina. Government House hosts 38,000 visitors a year, representing the city with pride generating celebratory events.

To serve the interests of the three funding partners, the PCC's mandate provides for the operation, management and stewardship of provincial assets that include Government House and Wascana Centre, enhancing quality of life and creating pride in the capital city through educational programming, public events and celebratory opportunities. The PCC acts as a regulator for all land-use within Wascana Centre.

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The pillars that guide PCC's operations are:



Community engagement that includes events, programming, outreach and experiences, capital city celebrations, collaborations and partnerships, educational, ecological and active community infrastructure.



History and stewardship education that includes ecology programming, museum and collections, and storytelling.



Long-term legacy planner for the capital city that includes stewardship/development regulations, and sustainable development strategies as the principal steward of PCC assets.

Investing in the PCC keeps Wascana Centre and Government House beautiful and safe. For the City of Regina, it is where Regina people are active and engage with their community. For the Province of Saskatchewan, it is where the seat of government and numerous historic buildings of significance are located. And for the University, it is a campus that attracts students and provides research opportunities to innovate and to examine and sustain prairie ecology.

## II. THE PROPOSAL

### a. Operating Investment - \$2.119 million

The PCC requests *status quo* funding from each of its partners to support operations. For the 2022-23 fiscal year, the PCC requests \$2.119 million for operations from the City of Regina, no change from the previous year. The following table summarizes the PCC's funding requests for each partner.

| <i>(numbers in thousands)</i>        | <i>Province</i> | <i>City</i>     | <i>University</i> | <i>Total</i>     |
|--------------------------------------|-----------------|-----------------|-------------------|------------------|
| 2021-22 Funding                      | \$ 7,856        | \$ 2,119        | \$ 800            | \$ 10,125        |
| 2022-23 Funding Increase             | -               | -               | -                 | -                |
| <b>Total 2022-23 Funding Request</b> | <b>\$ 7,856</b> | <b>\$ 2,119</b> | <b>\$ 800</b>     | <b>\$ 10,125</b> |

Activities focus on finding efficiencies, leveraging economies of scale, and developing innovative ways to refresh existing initiatives. Funding for operations support the following programs that keep Wascana Centre and Government House beautiful, safe and accessible:



**Horticulture, Pest Control and Forestry** – The PCC is responsible for the maintenance and future of the urban forest located within Wascana Centre and Government House boundaries. The urban forest is monitored continually for overall health of the tree canopy cover by monitoring for disease and pest control, tree maintenance which includes pruning, structural repair, removal, relocating and planting. This information is shared with the City Officials in partnership.

Horticulture and Forestry include a production nursery and greenhouses used to grow trees, plants and flowers. Horticulture plans, grows, plants and maintains the floral beds throughout the Centre and for Government House.

Pest Control manages evasive and non-evasive insect concerns, rodents, noxious weeds and creates integrated pest management plans. A pilot tree vaccination project is underway at PCC sites to inoculate them from disease. This information is being shared nationally for research and the City of Regina Officials will also be aware of the results. The PCC is working with the city, sharing best practices and aligning standards concerning horticulture, pest control and forestry. The Wascana Centre Greenhouses provide annuals each year as a partnership contract with the city.

**Stewardship and Operations** – The PCC works closely with its partners and proponents on a consistent development process from conception to completion of any project. This division has made large improvements to resources of clarity around development application processes and records. The engineering and architectural advisory committees to the Board are supported by this division.

The Stewardship and Operations division is responsible for community use capital infrastructure planning, community labs, and procurement of the projects. Working with the Ministry of SaskBuilds and Procurement, this division manages the outcomes of base capital projects such as lighting, roads, trails, railings, picnic/BBQ sites and building upgrades at the PCC sites.

The Ecological Branch sits within this division and is making great efforts in work to protect the Marsh Lands legacy, Bird Sanctuary infrastructure and programming and working with the City of Regina annually on best practice Wildlife Management methods throughout the Capital.

**Visitor Services and Outreach** – This area oversees *Capital City Celebrations*, public outreach and marketing, event coordination, revenue generation and fundraising, conservation of historic exhibits and collections, educational programming, and ecology programming at all PCC sites. Event management, facility booking and compliance is essential to ensure that Wascana Centre and Government House assets are maintained to avoid deterioration or destruction. All PCC run programming and events are community focused and offered free of charge.

**Security** – The Community Safety Officer (CSO) Program at Wascana Centre ensures that the Centre is safe for the public to use. Special Constables educate, promote and protect public safety. They proactively mitigate behaviors that could deteriorate or destroy infrastructure or the reputation of the park. The PCC has invested in security to ensure that the 5 million visitors annually know the Centre to be safe and welcoming.

**Administration** – Executive Management and Corporate Services handle the human resources, safety, risk management, legal counsel, finance, public relations, government relations, PCC board support, committee advisory services and strategic planning for the PCC. This division is responsible to successfully implement the Board approved operational direction of the organization and be accountable to the Board approved financial plan.

**Maintenance** – The PCC contracts the Ministry of SaskBuilds & Procurement for grounds-keeping including irrigation, cutting, repairing the turf, and weed control in the tree and shrub beds throughout Wascana Centre and Government House. Maintenance also maintains recreation and play areas through all seasons, snow removal on trails, roadways, sidewalks, public parking areas and event areas. The operation of public washrooms, refuse disposal and graffiti removal is also the responsibility of Ministry of SaskBuilds & Procurement.

**b. Capital Investment - \$600 thousand**

For the 2022-23 fiscal year, PCC requests \$600 thousand from the City of Regina to fund the following capital projects at Wascana Centre.:

| Project                                    | Strategic Alignment  | Budget           |
|--|----------------------|------------------|
| <b>Capital Upgrades/Improvements</b>       |                      |                  |
| - Albert Street Upgrades                   | - Active Communities | \$600,000        |
| - Fitness Station Walkways                 | - Accessibility      |                  |
| - 23rd Connection- Moving Fence and Paving | - Safety             |                  |
| - Candy Cane Park Pathway                  |                      |                  |
| - Wayfinding Signage                       |                      |                  |
| - Wascana Drive Lighting Upgrades          |                      |                  |
| <b>TOTAL</b>                               |                      | <b>\$600,000</b> |

The PCC also plans to invest \$750 thousand from its *PCC Community Use Capital Investment Plan*.

| Project                                      | Strategic Alignment        | Budget    |
|--|----------------------------|-----------|
| <i>Active Communities</i>                    |                            |           |
| - Landscaping & Beds along Hillsdale Pathway | - Active Communities       | \$250,000 |
| - Bike Repair Station                        | - Winter Strategy          |           |
| - Wayfinding Signage                         | - Accessibility            |           |
| - Wildlife Management Plan                   | - Safety                   |           |
|  |                            |           |
| <i>Ecological Envelopes</i>                  |                            |           |
| - Willow Island Upgrades                     | - Green Initiatives        | \$250,000 |
| - Sheep Grazing                              | - Asset management         |           |
| - Wildlife Management Plan                   | - Agricultural labs        |           |
| <i>Outdoor Educational Infrastructure</i>    |                            |           |
| - Outdoor Programming Structure              | - Green Initiatives        | \$250,000 |
| - Arboretum Park Natural Playground          | - Accessibility            |           |
| - Arboretum Park Design                      | - Education                |           |
| - Wildlife Management Plan                   | - Tourism                  |           |
|  | - Long-term culture legacy |           |
| TOTAL  |                            | \$750,000 |

In addition, the Government of Saskatchewan funds capital upgrades in Wascana Centre and Government House through the Ministry of SaskBuilds & Procurement. In 2021-22, the Province invested \$3.6 million in irrigation upgrades throughout Wascana Centre. 2022-23 provincial capital investments will be available once the 2022-23 provincial budget is released.

### III. STRATEGIC VISION AND KEY ACCOMPLISHMENTS

The PCC partners with the City of Regina to be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity. It promotes and preserves the history and culture of Saskatchewan to ensure the province's capital city continues to remain a source of pride for its residents and a source of interest to visitors.

Recent accomplishments include:

- Investments in lighting upgrades
- Active Community use capital investments (new bike racks, outdoor fitness equipment)
- Upgrading storm water sewer system at Wascana Park
- Repairing roadways and sidewalks



- Investments in parking Infrastructure
- Winter strategy infrastructure projects
- Picnic sites rejuvenation initiative
- Gateway planter projects

Future opportunities include:

- Improvements in infrastructure improvements (lighting and pathways)
- Active Community use capital investments (bike repair stations, landscaping & beds)
- Wayfinding and promotional signage investments
- Outdoor educational spaces
- Ecological and green initiatives and sanctuary investments
- Monuments Committee and long-term planning

Moving forward, the PCC will focus on *possibility*. It continues to invest in long-term planning and the renewal of the master plan which will involve engaging Regina citizens on community use capital planning and the future of Wascana Centre and Government House. From a strategic perspective, Wascana Centre has changed considerably over the past 100 years. The park has transformed from grassland to an urban park that serves multiple uses.

With great efforts being made to make sustainable and ecological choices, the organization has invested to protect federally designated wetland habitat that supports local plants and wildlife. It is also a place for people to walk, bike, paddle, ski, swim and compete in team sports. Wascana Centre is the heart of the Queen's City and Government House is the historic jewel in Her crown.

With initiatives to create community spaces, events, and culture building infrastructure and programming the PCC sites work to make Regina a world-class destination that is a source of pride and significance for the people of Regina and Saskatchewan.

#### **IV. SUPPLEMENTARY INFORMATION**

The PCC's Board-approved 2022-23 *Spending Plan* is located in Appendix A. Information on Board structure and governance is in Appendix B.

We appreciate the supportive and collaborative relationship with the City of Regina and the ongoing investments in the infrastructure on City land. We look forward to meeting with you on November 17<sup>th</sup> to present our budget request for the upcoming year and appreciate the continuing support from the City in keeping Wascana Centre a beautiful and welcoming place in the heart of our capital city.

Sincerely,



J. Greg Miller  
Chair of the Board



Monique Goffinet Miller  
Chief Executive Officer

**APPENDIX A: Spending Plan**

| Provincial Capital Commission                 | 2020-21<br>Actual<br>(\$000s) | 2021-22<br>Budget<br>(\$000s) | 2021-22<br>Aug Forecast<br>(\$000s) | 2022-23<br>Draft Budget<br>(\$000s) |
|---|-------------------------------|-------------------------------|-------------------------------------|-------------------------------------|
| <b>Revenue</b>                                |                               |                               |                                     |                                     |
| Grants  |                               |                               |                                     |                                     |
| Government of Saskatchewan                    | 7,206                         | 7,856                         | 7,856                               | 7,856                               |
| City of Regina – Operating Grant              | 2,119                         | 2,119                         | 2,119                               | 2,119                               |
| University of Regina                          | 800                           | 800                           | 800                                 | 800                                 |
| City of Regina – Capital Grant                | 600                           | 600                           | 600                                 | 600                                 |
| PCC Generated Revenue                         | 831                           | 1,025                         | 1,027                               | 840                                 |
| <b>Total Revenue</b>                          | <b>11,556</b>                 | <b>12,400</b>                 | <b>12,402</b>                       | <b>12,215</b>                       |
| <b>Expenses</b>                               |                               |                               |                                     |                                     |
| CEO Office                                    | 385                           | 375                           | 388                                 | 381                                 |
| Finance and Corporate Services                | 587                           | 650                           | 629                                 | 660                                 |
| Accommodation                                 | 2,646                         | 3,215                         | 3,110                               | 3,148                               |
| Outreach and Visitor Experience               | 1,095                         | 1,264                         | 1,268                               | 1,284                               |
| Stewardship and Operations                    | 637                           | 556                           | 558                                 | 633                                 |
| Forestry                                      | 686                           | 613                           | 624                                 | 624                                 |
| Horticulture                                  | 652                           | 619                           | 619                                 | 640                                 |
| Wascana Centre Security                       | 444                           | 611                           | 607                                 | 619                                 |
| Maintenance                                   | 2,347                         | 2,672                         | 2,760                               | 2,826                               |
| Development and Infrastructure Projects       | 883                           | 2,395                         | 2,073                               | 1,970                               |
| Loss on Disposal                              | 23                            | -                             | -                                   | -                                   |
| Amortization                                  | 224                           | 180                           | 180                                 | 180                                 |
| Restructuring                                 | 2,344                         | -                             | -                                   | -                                   |
| <b>Total Expenses</b>                         | <b>12,954</b>                 | <b>13,150</b>                 | <b>12,816</b>                       | <b>12,965</b>                       |
| <b>Surplus (Deficit)</b>                      | <b>(1,398)</b>                | <b>(750)</b>                  | <b>(413)</b>                        | <b>(750)</b>                        |
| <b>Accumulated Surplus, beginning of year</b> | <b>11,829</b>                 | <b>10,430</b>                 | <b>10,430</b>                       | <b>10,017</b>                       |
| <b>Accumulated Surplus, end of year</b>       | <b>10,430</b>                 | <b>9,680</b>                  | <b>10,017</b>                       | <b>9,267</b>                        |



## APPENDIX B



### VISION

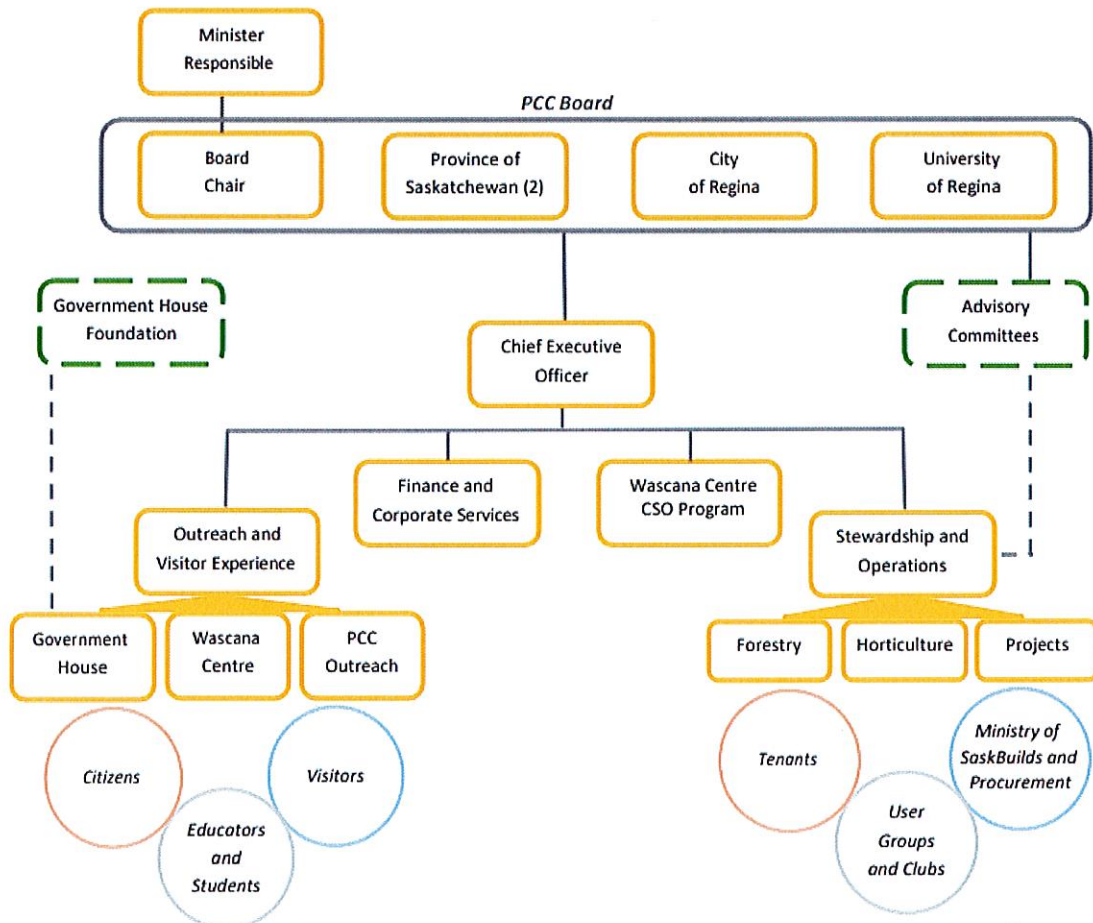
Inspiring pride and fostering connections to Saskatchewan's Capital City.

### MISSION

To enhance the quality of life by creating community partnerships, promoting visitor experiences and providing stewardship of the land and assets within the Provincial Capital Commission (PCC).

### MANDATE

The PCC is an Agent of the Crown. It provides for the operation, management and stewardship of provincial assets that include Government House and Wascana Centre, enhancing quality of life and creating pride in the Capital City through educational programming, public events and celebratory opportunities. The Commission acts as a regulator for all land-use within Wascana Centre.





## Community Non-Profit Tax Exemptions – 2022

|                     |  |
|---------------------|--|
| <b>Date</b>         | November 17, 2021                      |
| <b>To</b>           | Executive Committee                    |
| <b>From</b>         | Financial Strategy & Sustainability    |
| <b>Service Area</b> | Assessment & Property Revenue Services |
| <b>Item No.</b>     | EX21-77                                |

### RECOMMENDATION

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The Executive Committee recommends that City Council:

1. Approve the property tax exemptions listed in Appendix B subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.
2. Revise the Community Non-Profit Tax Exemption Policy to increase the financial cap to \$1.24 million and have the cap increase every year at a rate equal to the previous year's mill rate increase.
3. Authorize the Executive Director, Financial Strategy & Sustainability or his delegate to apply for the approval of the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the property tax levies payable to the Government of Saskatchewan that is \$25,000 or greater on an annual basis.
4. Direct the City Solicitor to prepare the necessary bylaw to authorize the property tax exemptions for 2022 for those properties that are receiving one-year tax exemptions as listed in Appendix B.
5. Approve these recommendations at its meeting on November 24, 2021.

## ISSUE

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34 organizations with a total of 54 property tax accounts have applied for 2022 property tax exemptions under the Community Non-Profit Tax Exemption Policy (CNPTEP) (Appendix A). Administration is recommending 31 of these organizations (47 properties) be approved for 2022 property tax exemptions (Appendix B) and three organizations (seven properties) be denied (Appendix C). The municipal portion of the recommended exemptions are approximately \$1,232,605.

The CNPTEP states that the total amount of exempted municipal tax dollars will not exceed \$1.2 million in a given year. For 2022, the total municipal property taxes from approved properties exceed this amount. Administration is recommending Council approve a 100 per cent exemption for all recommended exemptions and revise the CNPTEP to increase the cap to \$1.24 million and increase the cap in future years by the amount of the previous year's mill rate increase.

The education portion of tax levies is subject to *The Education Property Tax Act*, which specifies that any exemption or cancellation and refund of education tax levies payable to the Government of Saskatchewan (Government) that is \$25,000 or greater in any given year, must be approved by the Government. Administration will apply to the Government for any exemptions and cancellations approved by City Council that require Government approval.

## IMPACTS

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### **Financial Impact**

The total financial impact for granting the property tax exemptions as listed in Appendix B is approximately \$2,047,149. The City's share of this estimated foregone revenue is approximately \$1,232,605, \$32,605 more than the combined maximum property tax exemptions allowed under the current CNPTEP. The maximum total property tax exemptions allowed under the CNPTEP is \$1.2 million which has remained unchanged since the policy was approved in 2018.

Administration is recommending that the combined maximum property tax exemptions allowed under the policy be increased to \$1.24 million, and that in future years it be increased annually by the amount of the previous year's mill rate increase. This change ensures the value (compared to changes in tax rates) of the combined maximum property tax exemption allowed under the policy is not reduced as property tax mill rates increase over time. If approved, this would result in an additional \$32,605 in property tax exemptions being approved in 2022.



### **Policy/Strategic Impact**

The properties recommended for exemption are consistent with the CNPTEP and previous decisions by Council but reflect growing tensions within the policy. Since the implementation of the CNPTEP in 2019, the funding for the policy has not increased but the municipal mill rate has increased each year, increasing the amount of municipal exemption funding required for approved organizations. There has also been an increase in the number of eligible organizations applying for CNPTEP exemptions. These trends have resulted in the requested funding for eligible organizations exceeding the \$1.2 million cap. The CNPTEP allows Administration to recommend prorating exemptions to stay within the cap but does not provide direction on which services, if any, should be prioritized.

Prorating is useful for staying within the budget for a given year but over the long term, the static cap may undermine the purpose of the policy which is to support services and organizations in financial need. Increasing the cap for 2022 and indexing future years to the mill rate increases ensures that mill rate increases do not lessen the support provided to eligible organizations and ensures the policy will continue to fulfill its purpose in future years.

A policy review of the CNPTEP will be completed when the Community Safety and Wellbeing Plan is approved to maintain alignment between the CNPTEP and the City's strategic plans. Administration will bring forward recommendations for policy amendments following the review. The recommendation in this report does not consider funding needs that may arise from the review as they are unknown at this time. Additional funding requirements identified, will be considered in recommendations for policy amendments following the review.

### **Accessibility Impact**

Review of the accessibility requirements will be done as part of the general review following the approval of the Community Safety and Wellbeing Plan. In anticipation of policy review and in the spirit of the policy articulated by Executive Committee when they considered the 2021 CNPTEP exemptions, equity enhancing organizations that limit membership are not excluded from the 2022 recommendations.

### **Other Impacts**

The education portion of the tax is subject to *The Education Property Tax Act* which specifies that any exemption of education tax that is \$25,000 or greater in any given year, must be approved by the Government of Saskatchewan.

## OTHER OPTIONS

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**Option 1: Do not change the maximum amount of combined property tax exemptions allowed under the CNPTEP, requiring a partial tax exemption be approved for some properties in order to remain within the combined maximum property tax exemption limit of \$1.2 million. Approve the property tax exemptions listed in Appendix D subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.**

In this option, full exemptions are recommended for specific properties and the remaining properties are pro-rated equally at a rate of 97.03 per cent of the eligible portion of the property to remain within the current \$1.2 million combined property tax exemption limit under the policy.

A full exemption is recommended for the Regina Public Library and the Royal Canadian Legion Branch #001 as these properties would be tax exempt under *The Cities Act* if they owned their premises. The community gardens are recommended for full exemptions as they are operating on City or Provincial property that would be exempt under *The Cities Act* if it were not leased to the gardens' operators.

The CNPTEP allows for exemptions for individual properties to be pro-rated to stay within the cap. The policy states that Council may grant exemptions to properties where the exemption provides the most financial benefit to the City first, then place a cap on the dollar value and/or pro-rate exemptions granted on individual properties.

The total financial impact for granting the property tax exemptions as listed in Appendix D is approximately \$1,984,330. The City's share of this estimated foregone revenue is approximately \$1,199,906.

## COMMUNICATIONS

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All affected parties have been provided with the adjudication committee's recommendation for their application and will be provided with a copy of this report prior to the Executive Committee and City Council meetings. Notification of City Council's decision will also be provided to all affected parties.

Copies of the report will be provided to the Regina Public Library Board, Regina Roman Catholic Separate School Division No. 81, and the Government of Saskatchewan.

## **DISCUSSION**

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Unless specifically exempted, all property in a municipality is subject to assessment and taxation pursuant to *The Cities Act*. There are specific exemptions provided in subsection 262(1) of *The Cities Act*. Further, City Council may, by bylaw, exempt from taxation the whole or part of any land or improvement designated in the bylaw. Council may also enter into agreement, on any terms and conditions, to exempt property from taxation for not more than five years.

Prior to the adoption of the CNPTEP in 2018, Administration made recommendations to Council for property tax exemptions for non-profit organizations as individual requests were received based on individual circumstances and past practice. The practice resulted in requests presented to Council at various times throughout the year from all different types of organizations.

In addition to providing non-profit organizations property tax exemptions, the City also provides grants through the Council approved Community Investment Grants Program (CIGP). The CIGP funds non-profit organizations to deliver programs and services to Regina residents that align with City priorities, have a clear community impact and respond to community needs.

The purpose of the Community Non-Profit Tax Exemption Policy is to:

- set the parameters under which the City of Regina will consider applications for property tax exemptions from organizations with financial need;
- provide fair, consistent treatment and consideration for all applicants providing non-profit and charitable services for the benefit of Regina residents; and
- support the services and organizations in financial need that further Council's priorities, as outlined in *Design Regina: The Official Community Plan Bylaw No. 2013-48*, and for which the burden resulting from the tax exemption is a justifiable expense to the taxpayers of Regina.

### **Application Process**

2022 is the third year organizations applied for property tax exemptions under the CNPTEP. Information about the CNPTEP and applications are available online and previous recipients were sent applications directly. The application deadline for 2022 was June 30, 2021. 34 organizations with a total of 54 property tax accounts applied for 2022 property tax exemptions under the CNPTEP. Recognizing the impacts of the pandemic on the community, Administration assisted organizations to ensure applications were complete.

### **Adjudication**

The adjudication committee was composed of a cross section of Administration personnel. The committee reviewed all applications and reached recommendations on each based on the policy criteria.

### **Results**

To be eligible for a tax exemption, an organization must conform to all principles and meet all requirements of the policy. Administration is recommending 31 applicants receive approval for exemptions on 47 properties. A summary of the financial impacts of the properties recommended exemptions are shown in Table 1. Detailed information for each organization recommended for approval is attached as Appendix B.

**Table 1 – Summary of CNPTEP exemptions**

|      | <b>Municipal Levy</b> | <b>Total Levy</b> |
|------|-----------------------|-------------------|
| 2022 | \$1,232,605*          | \$2,047,149 *     |
| 2021 | \$1,223,442           | \$2,032,892       |
| 2020 | \$1,113,730           | \$1,902,612       |

*\*Estimated levy, based on recommendation and 2021 mill rates.*

Administration is recommending three organizations not be approved for a 2022 property tax exemption as they do not meet requirements of the CNPTEP:

- German Canadian Society Harmonie: Purpose does not meet the specific policy criteria in policy Principle #3.1(a) – Alignment with the City’s Plans and Programs. The German Canadian Society offers cultural events and experiences to the community but they are not unique in these services, nor are they delivering a unique collection of programs that would not be possible in another space.
- Canadian Blood Services: This organization has received funding under the CNPTEP for the property located at 2571 Broad Street from 2001 to 2021. For 2022, the adjudication committee had further conversations with Canadian Blood Services and identified they do not meet the criteria in Principle #5 -Financial Need as the organization has significant financial resources and stable funding from other levels of government.
- Al-Baaqi Foundation Inc.: Does not meet criteria in point (f) in policy Principle #3.1–Alignment with the City’s Plans and Programs. Al-Baaqi Foundation has applied for an exemption on three adjacent parcels of land on which they intend to construct a Mosque and a school. The facility may receive a statutory exemption, outside this policy, once complete but construction will not begin at this site for 10 to 15 years as the site does not have infrastructure and is not zoned for immediate development. Policy Principle #3.1(f) is intended to provide support for



organizations that will receive statutory exemptions once complete while in the construction phase. Therefore, the policy requires a building permit to be issued and construction timeline of two years to qualify under this point. As this site does not have permits and construction is not intended to begin for 10 to 15 years, the Adjudication committee does not recommend these properties for exemption under the policy.

A summary of this recommendation and adjudication results is attached as Appendix C.

### **Community Non-Profit Tax Exemption Policy Review**

At the December 9, 2020 Executive Committee meeting, Council requested Administration specifically review the eligibility criteria in the CNPTEP concerning Principle #3 – Alignment with the City's Plans and Programs and Principle #4 – Accessible to the Public.

While specific revisions to the CNPTEP have not been made in 2021 to address the concerns of Council raised at the December 9, 2020 Executive Committee meeting, the adjudication committee considered Council's comments in making recommendations for the 2022 exemptions.

The CNPTEP was scheduled for general review in 2021 to ensure the policy continues to align with the City's strategic plans and policies. These plans currently include the Regina Cultural Plan, the Recreation Master Plan, and the Community Investment Grant Program.

Administration has moved the review to 2022, after the Community Safety and Wellbeing Plan is approved, to ensure the principles in the CNPTEP align with that plan in addition to the existing City plans.

### **DECISION HISTORY**

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On June 25, 2012 Council approved CR12-98 Community Grants Program.


On December 17, 2018 Council approved CR18-22 Revised – Community Non-Profit Tax Exemption Policy (CNPTEP) and the policy became effective January 1, 2019.


On December 16, 2020 Council approved CR20-103 – Community Non-Profit Tax Exemptions - 2021 approving exemptions for the 2021 tax year to 26 organizations. This included an amendment to include the Girl Guides of Canada.

The recommendations contained in this report require City Council approval.

Respectfully submitted,

Respectfully submitted,

  
Deborah Bryden, Acting Executive Director, Financial Services 11/3/2021

  
Barry Lacey, Exec. Director, Financial Strategy & Sustainability 11/9/2021

Prepared by: Tanya Mills, Manager, Assessment & Property Revenue Systems

### **ATTACHMENTS**

- Appendix A - Community Non-Profit Tax Exemption Policy
- Appendix B - CNPTEP Applicants Recommended for Exemption
- Appendix C - CNPTEP Applicants Not Recommended for Exemption
- Appendix D - CNPTEP Option 1

# City Policy

|   |  |
|---|--|
| <b>Approved By City Council:</b> 2018/12/17   | <b>Policy Number:</b> 2018-1-CPD           |
| <b>Council Report:</b> CR18-122   |  |
| <b>Effective Date:</b> 2019/01/01   | <b>Recommended by:</b> Executive Committee |
| <b>Next Review:</b> 2021/01/01  |  |
| <b>Policy Owner:</b> Manager, Property Tax & Administration<br>Assessment & Taxation Department |  |
| <b>Title:</b> Community Non-Profit Tax Exemption Policy   |  |

## 1.0 Policy Statement

To consistently review and evaluate applications for permissive property tax exemptions from non-profit and charitable organizations.

## 2.0 Purpose

The purpose of this policy is to:

- set the parameters under which the City of Regina will consider applications for property tax exemptions from organizations with financial need;
- provide fair, consistent treatment and consideration for all applicants providing non-profit and charitable services for the benefit of Regina residents; and
- support the services and organizations in financial need that further Council's priorities, as outlined in *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP), and for which the burden resulting from the tax exemption is a justifiable expense to the taxpayers of Regina.

## 3.0 Definitions

In this Policy, unless the context otherwise requires:

*Abatement* means a cancellation, reduction, refund or deferral of property taxes authorized by section 244 of *The Cities Act*.

*Access/accessible/accessibility* is a general term used to describe the degree to which an activity, service, or physical environment is available to as many people as possible, regardless of their physical abilities or socio-economic background. Improving accessibility involves removing economic, physical, cultural, and transportation barriers to participation in programs, projects and facilities.

*Applicant* means the organization applying for a tax exemption.

*Assessed value* means the property assessment determined in accordance with *The Cities Act* and adopted by the Saskatchewan Assessment Management Agency.

*Building permit* means a permit issued under the City of Regina *Building Bylaw* No. 2003-7.

*CIG Program* means the City of Regina's Community Investment Grants Program, which is designed to fund and partner with community non-profit organizations to deliver programs, projects and services that align with the City's priorities, have a clear community impact and respond to community needs.

*City* means the City of Regina.

*Community garden* means a single piece of land gardened collectively by a group of people for fruits, vegetables, or flowers.

*Executive Director* means the Executive Director of the City Planning & Development Division, or his or her designate.

*Exemption* means an exemption or an abatement from property taxes provided under *The Cities Act*

*Food security* refers to the goal that all residents have access to safe, culturally appropriate and nutritious food through an economically and environmentally sustainable food system that promotes self-reliance and social justice.

*OCP* means *Design Regina: The Official Community Plan Bylaw* No. 2013-48 (OCP), a comprehensive policy framework to guide the physical, environmental, economic, social and cultural development of the city. The goals and policies in *Design Regina* aim to create a sustainable city where social, environmental and economic concerns are addressed.

*Statutory exemption* means an exemption from property taxes provided under section 262 of *The Cities Act*.



## **4.0 Legislative Authority**

Section 244 of *The Cities Act* permits a council to cancel or reduce tax arrears, cancel or refund all or part of a tax, or defer the collection of a tax in accordance with the provisions of the Act.

Subsection 262(3) of *The Cities Act* permits a council to exempt any property from taxation in whole or in part with respect to a financial year.

Subsection 262(4) of *The Cities Act* permits a council to enter into an agreement with the owner or occupant of any property for the purpose of exempting that property from taxation, in whole or in part, for not more than five years. A council may, in that agreement, impose any terms and conditions that it may specify.

## **5.0 Policy**

### **A. General**

To be eligible for a tax exemption, an organization must conform to the following principles and meet all the requirements of this policy. Each principle is supported by specific criteria that provide a way of judging whether the principle has been met in practice. Relaxation of any requirement is at the discretion of the Executive Director of Planning and Development or their designate.

Tax exemptions may be granted to the portion of a property or a percentage of the assessed value equivalent to the proportion of services provided by the Applicant, that meets all the requirements of this policy.

Council may provide relief from municipal property taxes, and/or other taxing authorities in accordance with and to the extent permitted by *The Cities Act* and applicable provincial legislation and regulations that govern education and library property taxes.

Tax exemptions are dependent on the annual budget set by Council.  
The total amount of exempted municipal tax dollars will not exceed \$1.2 million.

To implement this, Council may grant exemptions to properties where the exemption provides the most financial benefit to the City first, then place a cap on the dollar value and/or pro-rate exemptions granted on individual properties. Council, at its discretion, may cancel any or all exemptions within a given year.

## B. Principles and Criteria

### **Principle #1 – Compliance with Municipal Policies, Plans, Bylaws, Codes and Legislation**

*The Applicant must support or comply with all applicable legislation, municipal policies, plans, bylaws, codes.*

*The intent of this principle is to ensure that organizations receiving municipal support reflect the goals, policies and general operating principles of the City.*

Criteria:

- 1.1 The Applicant's property use must conform to zoning, building and land use bylaws. Applicable bylaws include but are not limited to:
  - Zoning Bylaw
  - The Building Bylaw
  - The Clean Property Bylaw
  - The Regina Fire Bylaw
  - The Regina Community Standards Bylaw
- 1.2 Applicants must support the City's official plans, including but not limited to:
  - Design Regina: The Official Community Plan
  - The Recreation Master Plan
  - The Cultural Plan
- 1.2 Applicants must be in good standing with the City (i.e. no outstanding accounts such as unpaid taxes, utilities, tickets, permits, or follow-up reports required pursuant to a grant or other funding program).
- 1.3 Applicants must comply with any applicable provincial or federal legislation, including but not limited to:
  - Section 15 of the Canadian Charter of Rights and Freedoms which prohibits discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability except where the object of the Applicant's program is to improve the conditions of disadvantaged individuals or groups as authorized by section 15(2) of the Charter.
  - The Planning and Development Act, 2007
  - The Uniform Building and Accessibility Standards Act and Regulations (which incorporates the National Building Code)
  - The Fire Safety Act and Regulations (which incorporates the National Fire Code)

## **Principle #2 – Non-Profit Organization**

*Applicants must be a non-profit or charitable organization.*

*The intent of this principle is to ensure that municipal support is not used for commercial or private gain, and that organizations are publicly accountable entities with the authority to manage funds and receive grants from governments and funding agencies.*

Criteria:

2.1 Applicants must be:

- (a) a charitable or membership non-profit corporation incorporated or registered pursuant to The Non-profit Corporations Act, 1995 or the Canada Not-for-profit Corporations Act and be in operation for at least one year prior to the date of application; or
- (b) a non-profit co-operative incorporated or registered pursuant to The Co-operatives Act, 1996 or the Canada Co-operatives Act and be in operation for at least one year prior to the date of application.

## **Principle #3 – Alignment with the City's Plans and Programs**

*The Applicant's main services, programs and activities must align with the parks recreation and open space, cultural, health and safety and social development priorities and objectives outlined in the OCP.*

*The intent of this principle is to ensure that tax exemptions are used to support organizations that further Council's objectives of enhancing quality of life and delivering services economically as set out in the OCP.*

Criteria:

3.1 Applicants must meet one or more of the following requirements whereby the Applicant:

- (a) operates as a sport, culture, recreation, arts or heritage organization in a single facility that is delivering a service that is not provided by another organization in the city and:
  - (i) are able, often because they are purpose-built or retrofitted, to deliver a unique collection of programs that would not be possible in another space; or
  - (ii) are positioned strategically within the city to enhance the activation of key institutional, recreation and economic hubs, such as in Wascana Centre and in downtown Regina;

- (b) supports community gardens on public lands;
  - (c) supports communities to create collaborative strategies to address hunger and food security through education and training for marginalized communities;
  - (d) enhances public safety, security and emergency preparedness for the citizens of Regina;
  - (e) would receive a statutory exemption as per Sections 262 (j) or (p) of *The Cities Act* if the organization owned the building or land.
  - (f) is, at the time of application, under construction and once complete will qualify for a statutory exemption provided that:
    - (i) a building permit for the site has been issued; and
    - (ii) construction and occupancy of the property and/or facility will be complete within two years of the date of application.
- 3.2 Tax exemptions are based on the main use of the property being considered for an exemption, not on the non-profit or charitable service of the Applicant as a whole.
- 3.3 Any portion of the property used by the private sector or an organization not meeting the terms of this policy is not eligible for a tax exemption

#### **Principle #4 – Accessible to the Public**

*The Applicant's services, programs and activities should be equally available to all residents of Regina.*

*The intent of this principle is to ensure that the organization does not prohibit the public from participation.*

Criteria:

- 4.1 Applicant must demonstrate that the services, programs and activities provided are available to the public, and that efforts are made to remove any economic, physical, cultural and transportation barriers to participation.
- 4.2 Where special equipment, knowledge or developed skills are required as a prerequisite to participation, the knowledge or skill development should be available to the public from the Applicant (i.e. equipment rentals, learn-to programs).
- 4.3 Members of the public, within the appropriate age range, may join the Applicant's organization or participate in its activities for a nominal rate or fee.



## Principle #5 – Financial Need

*The Applicant must demonstrate that the organization needs the City's support and that its operations or user fees would be significantly impacted without the tax exemption.*

*The intent of this principle is to balance the cost to tax payers with the financial benefit to the Applicant's organization while considering the impact on the services provided by the applicant.*

Criteria:

- 5.1 Applicants must present a business case that demonstrates:
  - (a) How funding will be used to deliver services,
  - (b) How it will continue to deliver its core services if a tax exemption is not received.
  - (c) How a lack of a tax exemption would:
    - (i) impair services to the community or;
    - (ii) impose hardship on the users of the services of the program.
- 5.2 If an Applicant is leasing the property, documents that indicate that the Applicant will receive the benefit of the tax exemption are required. Documents should demonstrate that the lease payments will be reduced by the amount of the tax exemption, or that other considerations equivalent to the value of the tax exemption will be provided by the landlord.

### C. Duration of the Tax Exemption

Applicants may receive tax exemptions for:

- one calendar year; or
- where it is demonstrated that the services and/or benefits the Applicant offers to the community are of a duration exceeding one year, for a term of not more than four calendar years.

### D. Conditions

Conditions of the tax exemption may include but are not limited to:

- registration of a covenant restricting use of the property;
- a requirement that the Applicant will continue a specific service or program;
- a requirement that the Applicant have the property available for public use for specific times or a total amount of time;

- a requirement that the Applicant offer use of the property available to certain groups free of charge or at reduced rates; and
- a requirement that the Applicant will immediately disclose any substantial increase in the organization's revenue or anticipated revenue.

## **E. Failure to Comply with Conditions**

Where an organization breaches any conditions of the tax exemption, Council may take one or more of the following actions:

- revoke the tax exemption with notice;
- disqualify any future application for tax exemptions for a specific period; or
- require repayment of monies equal to the foregone tax revenue.

## **F. Cancellation of the Tax Exemption**

A property receiving a tax exemption becomes taxable if:

- the use of the property changes to a use that does not qualify for the tax exemption; or
- the occupant of the property changes and the new occupant does not qualify for the tax exemption.

## **G. Process**

A complete application with supporting documentation must be submitted to the City of Regina, using the prescribed application form:

- by June 30 in the year preceding the year for which they are requesting the tax exemption.

Application submissions must include:

- (a) a copy of the Certification of Incorporation;
- (b) if registered in Saskatchewan, a Corporate Registry Profile Report from Information Services Corporation;
- (c) a description of the programs, services and/or benefits delivered from the property including participant numbers, volunteer hours, benefiting groups, individuals, and/or special needs populations, and the fees charged for participation;
- (d) a description of any third-party use of the property including user group names, fees charged, and conditions of use;
- (e) for the last three (3) years, copies of:

- (i) audited financial statements, or
  - (ii) where audited financial statements are not available, financial statements that have been verified as correct by two signing officers from the organization;
- (f) a copy of the certificate of title or lease agreement, as applicable; and
- (g) evidence of funding requests from other sources, if applicable.

Administration will review and process all applications and make recommendations to Council. The recommendation will include whether the tax exemption will be granted as an exemption or an abatement. If approved by City Council, the exemption or abatement will be authorized by Council's passage of an enabling bylaw. The Applicant may also be required to enter into a tax exemption agreement with the City.

All recipients of tax exemptions from the City are required to publicly acknowledge the exemption.

## **H. Transition Provisions**

Applications for tax exemptions will be considered under the following terms:

- (a) all applications received on and after January 1, 2019 will be considered under this policy;
- (b) all properties exempt from property taxes for the 2018 calendar year pursuant to *The Properties Exempt from Taxation Bylaw, 2018* shall be transitioned to the new policy as follows:
  - (i) for the 2019 calendar year the properties shall receive an exemption for their property taxes on the same terms and conditions as the exemption granted for the 2018 calendar year
  - (iii) for the 2020 and all subsequent years, the application for a tax exemption must comply with the terms of this policy.

## **I. Roles and Responsibilities**

The Executive Director, or their delegate, in their sole discretion conclusively determines compliance with the eligibility criteria for tax exemptions under this policy. Council approval of all tax exemptions under this Policy is required through the passing of a bylaw. The Executive Director is authorized to finalize and approve the terms of any tax exemption agreements entered into pursuant to this policy, and the City Clerk is authorized to execute the agreements after review and approval by the City Solicitor.

Amendments to this policy made from time to time require approval by Council.

## 6.0 Related Policies or Bylaws

Council's authority to grant property tax exemptions is also exercised under the following policies and programs, as applicable:

- Heritage Incentive Policy,
- Housing Incentives Policy,
- Downtown Residential Tax Incentives Policy,
- Economic Development Incentives Program, and
- 2013 boundary alteration tax mitigation principles and tools.

## 7.0 Reviews

| <b>Date of Policy Owner's Review</b> | <b>High Level Description</b> |
|--------------------------------------|-------------------------------|
| 2019/01/01                           | Initial Release               |
| 2021/01/01                           | Scheduled Review of Policy    |

## 8.0 Amendments

| <b>Date of Council Decision</b> | <b>Council Report #</b> | <b>Main Committee</b> | <b>Date of Main Committee Review</b> | <b>Description</b> |
|---------------------------------|-------------------------|-----------------------|--------------------------------------|--------------------|
|                                 |                         |                       |                                      |                    |
|                                 |                         |                       |                                      |                    |



**Appendix B: 2022 Community Non-Profit Tax Exemption Policy Applicants Recommended for Exemption**

| Properties Recommended for a One-Year Exemption - January 1, 2022 to December 31, 2022 |            |                       |   | Recommendation             |           |           |   |                                       |  |                          |                |                             |
|--|------------|-----------------------|---|----------------------------|-----------|-----------|---|---------------------------------------|--|--------------------------|----------------|-----------------------------|
| Organization   | Account ID | Civic Address(es)     | Assessed Parcel(s)  | Estimated 100% Exempt Levy |           |           | Compliant with Municipal Policies, Plans, Bylaws, Codes | Policy Principles                     |  |                          |                | Previous Exemption received |
|  |            |                       |   | Percent of Property Exempt | Municipal | Total     |   | Non-Profit or Charitable Organization | Alignment with the City's Plans and Programs | Accessible to the Public | Financial Need |                             |
| Regina Public Library  | 10017267   | 303 ALBERT STREET     | Plan: 68R23751 Block: 17 Lot: 2 / Plan: 68R23751 Block: 17 Lot: 1                             | 27.27%                     | \$ 25,275 | \$ 41,998 | Y   | Non-profit                            | 3.1 (e)                                      | Y                        | Y              | 2006-2021                   |
|  | 10065624   | 2715 GORDON ROAD      | Plan: 78R20752 Block: Q / Plan: 101145710 Block: N / Plan: 66R13992 Block: M                  | 100.00%                    | \$ 35,297 | \$ 58,649 | Y   | Non-profit                            | 3.1 (e)                                      | Y                        | Y              | 2005-2021                   |
| Al Ritchie Community Association Community Gardens                                     | 10305760   | A - 2299 EDGAR STREET | Plan: 73R17293 Block: C   | 100.00%                    | \$ 1,144  | \$ 1,901  | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2017-2021                   |
|  | 10305759   | A - 1109 14TH AVENUE  | Plan: 70R04472 Block: R1  | 100.00%                    | \$ 454    | \$ 754    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2017-2021                   |
| Cathedral Area Community Association   | 10035871   | 2055 FORGET STREET    | Plan: I5211 Block: 32 Lot: 12 / Plan: I5211 Block: 32 Lot: 13 / Plan: I5211 Block: 32 Lot: 14 | 100.00%                    | \$ 1,192  | \$ 1,980  | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|  | 10035872   | 2029 FORGET STREET    | Plan: I5211 Block: 32 Lot: 16   | 100.00%                    | \$ 586    | \$ 974    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|  | 10035873   | 2021 FORGET STREET    | Plan: I5211 Block: 32 Lot: 17   | 100.00%                    | \$ 116    | \$ 193    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|  | 10035874   | 2019 FORGET STREET    | Plan: 101197919 Block: 32 Lot: 20   | 100.00%                    | \$ 116    | \$ 193    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|  | 10035875   | 2005 FORGET STREET    | Plan: I5211 Block: 32 Lot: 19 / Plan: 101197896 Block: 32 Lot: 22                             | 100.00%                    | \$ 58     | \$ 97     | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|  | 10035876   | 2010 ARTHUR STREET    | Plan: I5211 Block: 32 Lot: 1 / Plan: I5211 Block: 32 Lot: 2 / Plan: I5211 Block: 32 Lot: 3    | 100.00%                    | \$ 206    | \$ 342    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
| Queen City Eastview Community Association Inc.   | 10305756   | A - 615 6TH AVENUE    | Plan: F1625 Block: B  | 100.00%                    | \$ 312    | \$ 519    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2017-2021                   |

|  |          |                             |   |         |           |           |   |            |               |   |   |               |
|--|----------|-----------------------------|---|---------|-----------|-----------|---|------------|---------------|---|---|---------------|
| Dewdney East Community Association               | 10305757 | A - 1197 PARK STREET        | Plan: 65R40289 Block: 24 Lot: B   | 100.00% | \$ 2,384  | \$ 3,961  | Y | Non-profit | 3.1 (b)       | Y | Y | 2017-2021     |
| West Zone Community Gardens                      | 10305758 | A - 1010 MCCARTHY BOULEVARD | Plan: 101882910 Block: XX   | 100.00% | \$ 1,069  | \$ 1,776  | Y | Non-profit | 3.1 (b)       | Y | Y | 2017-2021     |
| South Zone Community Garden Association          | 10055792 | 3303 GRANT ROAD             | Plan: 00RA15705 Block: B  | 100.00% | \$ 51,690 | \$ 85,888 | Y | Non-profit | 3.1 (b)       | Y | Y | 2015-2021     |
| Grow Regina                                      | 10049337 | 3500 QUEEN STREET           | Plan: 60R07552 Block: R2  | 100.00% | \$ 3,114  | \$ 5,174  | Y | Non-profit | 3.1 (b)       | Y | Y | 2012-2021     |
| Royal Canadian Legion Branch 0001                | 10032641 | 1820 CORNWALL STREET        | Plan: 00RA12095 Block: 308 Lot: 42  | 27.31%  | \$ 8,604  | \$ 14,296 | Y | Non-profit | 3.1 (e)       | Y | Y | 2019-2021     |
| YWCA REGINA INC.                                 | 10101336 | 1915 RETALLACK STREET       | Plan: 101887623 Block: 339 Lot: A   | 100.00% | \$ 11,763 | \$ 19,545 | Y | Non-profit | 3.1 (f)       | Y | Y | 2020 - 2021   |
|  | 10101337 | 1955 RETALLACK STREET       | Plan: 101887623 Block: 339 Lot: B   | 100.00% | \$ 13,263 | \$ 22,038 | Y | Non-profit | 3.1 (f)       | Y | Y | 2020 - 2021   |
| JOHN HOWARD SOCIETY OF SASKATCHEWAN              | 10038445 | 2078 TORONTO STREET         | Plan: OLD33 Block: 359 Lot: 25  | 100.00% | \$ 3,825  | \$ 6,152  | Y | Non-profit | 3.1 (c) & (d) |   | Y | NEW APPLICANT |
| THEATRE REGINA INC.                              | 10025856 | 1077 ANGUS STREET           | Plan: GA1016 Block: C / Plan: OLD33 Block: 86 Lot: 1 / Plan: OLD33 Block: 86 Lot: 2 / Plan: OLD | 100.00% | \$ 30,115 | \$ 50,040 | Y | Non-profit | 3.1 (a)(i)    | Y | Y | 1993-2021     |
| Wish Safe House                                  | 10018363 | 555 TORONTO STREET          | Plan: F4996 Block: 6 Lot: 14 / Plan: F4996 Block: 6 Lot: 13 / Plan: F4996 Block: 6 Lot: 15      | 100.00% | \$ 3,314  | \$ 5,331  | Y | Non-profit | 3.1 (c) & (d) |   | Y | NEW APPLICANT |
| THE CANADIAN RED CROSS SOCIETY                   | 10037637 | 2050 CORNWALL STREET        | Plan: 98RA28309 Block: 368 Lot: 45  | 100.00% | \$ 24,760 | \$ 41,141 | Y | Non-profit | 3.1 (d)       | Y | Y | 2005-2021     |
| Regina Education and Action on Child Hunger Inc. | 10091140 | 1350 OSLER STREET           | Plan: 101864280 Block: 184 Lot: C   | 68.65%  | \$ 9,434  | \$ 15,676 | Y | Non-profit | 3.1 (c)       | Y | Y | 2007-2021     |
| CARMICHAEL OUTREACH INC.                         | 10235033 | 1510 12TH AVENUE            | Plan: OLD33 Block: 301 Lot: 22 / Plan: OLD33 Block: 301 Lot: 24 / Plan: OLD33 Block: 301 Lot:   | 100.00% | \$ 5,321  | \$ 8,842  | Y | Non-profit | 3.1 (c) & (d) | Y | Y | 2021          |
| IGNITE ADULT LEARNING FOUNDATION CORPORATION     | 10033509 | 900 VICTORIA AVENUE         | Plan: DV270 Block: 19 Lot: 9 / Plan: DV270 Block: 19 Lot: 10                                    | 100.00% | \$ 6,868  | \$ 11,412 | Y | Non-profit | 3.1 (c) & (d) | Y | Y | 2021          |

|  |          |                        |  |         |            |            |   |            |               |   |   |                 |
|--|----------|------------------------|--|---------|------------|------------|---|------------|---------------|---|---|-----------------|
| REGINA TRADES AND SKILLS CENTRE INC.                         | 10027144 | 1275 ALBERT STREET     | Plan: 94R44318 Block: 145 Lot: 22  | 100.00% | \$ 40,749  | \$ 67,710  | Y | Non-profit | 3.1 (c) & (d) | Y | Y | 2011-2021       |
| OXFORD HOUSE SASKATCHEWAN INCORPORATED                       | 10050889 | 17 LAKE STREET         | Plan: FV2273 Block: 12 Lot: 5  | 100.00% | \$ 2,395   | \$ 3,852   | Y | Non-profit | 3.1 (c) & (d) |   | Y | NEW APPLICANT   |
|  | 10010852 | 282 HANLEY CRESCENT    | Plan: 69R21952 Block: 1 Lot: 66  | 100.00% | \$ 2,204   | \$ 3,545   | Y | Non-profit | 3.1 (c) & (d) |   | Y | NEW APPLICANT   |
|  | 10047450 | 46 METCALFE ROAD       | Plan: 75R51450 Block: 26 Lot: 7  | 100.00% | \$ 2,743   | \$ 4,412   | Y | Non-profit | 3.1 (c) & (d) |   | Y | NEW APPLICANT   |
|  | 10008142 | 154 FAIRVIEW ROAD      | Plan: 72R13893 Block: 15 Lot: 9  | 100.00% | \$ 1,905   | \$ 3,064   | Y | Non-profit | 3.1 (c) & (d) |   | Y | NEW APPLICANT   |
|  | 10040398 | 409 FROOM CRESCENT     | Plan: 63R25686 Block: 3 Lot: 17  | 100.00% | \$ 1,821   | \$ 2,928   | Y | Non-profit | 3.1 (c) & (d) |   | Y | NEW APPLICANT   |
| THE CIRCLE PROJECT ASSOC. INC.                               | 10024857 | 3433 5TH AVENUE        | Plan: EV4588 Block: 107 Lot: A / Plan: EV4588 Block: 107 Lot: C / Plan: EV4588 Block: 107 Lot: | 100.00% | \$ 5,152   | \$ 8,561   | Y | Non-profit | 3.1 (c) & (d) |   | Y | NEW APPLICANT   |
| THE ISLAMIC ASSOCIATION OF SASKATCHEWAN, REGINA INCORPORATED | 10039677 | 641 VICTORIA AVENUE    | Plan: DV270 Block: 38B Lot: 20 / Plan: DV270 Block: 38B Lot: 19 / Plan: DV270 Block: 38B Lot:  | 100.00% | \$ 25,021  | \$ 41,575  | Y | Non-profit | 3.1 (f)       | Y | Y | 2020 - 2021     |
| GIRL GUIDES OF CANADA - GUIDES DU CANADA                     | 10042141 | 1530 BROADWAY AVENUE   | Plan: FU1338 Block: 8 Lot: D   | 100.00% | \$ 8,716   | \$ 14,483  | Y | Non-profit | 3.1 (c)       |   |   | 1990-2019, 2021 |
| REGINA HUMANE SOCIETY INC.                                   | 10279148 | 4900 PARLIAMENT AVENUE | Plan: 102296066 Block: A2  | 100.00% | \$ 34,156  | \$ 56,755  | Y | Non-profit | 3.1 (d)       | Y | Y | 2021            |
| Saskatchewan Science Centre                                  | 10145969 | 2903 POWERHOUSE DRIVE  | Plan: 101919416 Block: A   | 96.92%  | \$ 155,113 | \$ 257,739 | Y | Non-profit | 3.1 (a)(i)    | Y | Y | 2009-2021       |
| THE GLOBE THEATRE SOCIETY                                    | 10060138 | 1 - 1801 SCARTH STREET | Plan: 99RA23145 Unit: 1  | 100.00% | \$ 14,642  | \$ 24,330  | Y | Non-profit | 3.1 (a)       | Y | Y | NEW APPLICANT   |
|  | 10060139 | 2 - 1801 SCARTH STREET | Plan: 99RA23145 Unit: 2  | 100.00% | \$ 8,268   | \$ 13,739  | Y | Non-profit | 3.1 (a)       | Y | Y | 1990-2021       |
|  | 10060140 | 3 - 1801 SCARTH STREET | Plan: 99RA23145 Unit: 3  | 100.00% | \$ 8,268   | \$ 13,739  | Y | Non-profit | 3.1 (a)       | Y | Y | 1990-2021       |

|  |          |                        |  |         |              |              |   |            |               |   |   |               |
|--|----------|------------------------|--|---------|--------------|--------------|---|------------|---------------|---|---|---------------|
|  | 10060141 | 4 - 1801 SCARTH STREET | Plan: 99RA23145 Unit: 4  | 100.00% | \$ 6,709     | \$ 11,148    | Y | Non-profit | 3.1 (a)       | Y | Y | 1990-2021     |
| REGINA EARLY LEARNING CENTRE INC.                          | 10026230 | 3079 5TH AVENUE        | Plan: OLD33 Block: 111 Lot: 2 / Plan: OLD33 Block: 111 Lot: 1                                  | 100.00% | \$ 3,817     | \$ 6,342     | Y | Non-profit | 3.1 (c) & (d) | Y | Y | NEW APPLICANT |
|  | 10065021 | 2125 ATHOL STREET      | Plan: 99RA02447 Block: 398 Lot: 22   | 100.00% | \$ 17,387    | \$ 28,890    | Y | Non-profit | 3.1 (c) & (d) | Y | Y | NEW APPLICANT |
| MACKENZIE ART GALLERY INCORPORATED                         | 10065555 | A - 3475 ALBERT STREET | Plan: 101991865 Block: C / Plan: 101991865 Block: D  | 99.18%  | \$ 171,716   | \$ 285,326   | Y | Non-profit | 3.1 (a)       | Y | Y | 1995-2021     |
| REGINA & DISTRICT FOOD BANK INC.                           | 10018622 | 445 WINNIPEG STREET    | Plan: 79R42384 Block: X  | 36.29%  | \$ 66,472    | \$ 110,451   | Y | Non-profit | 3.1 (c)       | Y | Y | 1997-2021     |
| South Sask Independent Living Centre                       | 10017267 | 303 ALBERT STREET      | Plan: 68R23751 Block: 17 Lot: 2 / Plan: 68R23751 Block: 17 Lot: 1                              | 9.38%   | \$ 8,694     | \$ 14,446    | Y | Non-profit | 3.1 (c) & (d) | Y | Y | 2021          |
| NORTH CENTRAL FAMILY CENTRE AND REGINA FAMILY SERVICES INC | 10120835 | 2931 5TH AVENUE        | Plan: OLD33 Block: 112 Lot: 1 / Plan: OLD33 Block: 112 Lot: 2 / Plan: 101178345 Block: 112 Lot | 100.00% | \$ 5,767     | \$ 9,582     | Y | Non-profit | 3.1 (c) & (d) | Y | Y | NEW APPLICANT |
| MOUNTED POLICE HERITAGE CENTRE                             | 10115375 | 5907 DEWDNEY AVENUE    | NE 22-17-20-2 / Plan: 101973494 Block: A / NW 22-17-20-2 / SE 22-17-20-2 / SW 22-17-20-2 / NW  | 100.00% | \$ 400,609   | \$ 665,659   | Y | Non-profit | 3.1 (a)(i)    | Y | Y | 2007-2021     |
| Total  |          |                        |  |         | \$ 1,232,605 | \$ 2,047,149 |   |            |               |   |   |               |



**Appendix C: 2022 Community Non-Profit Tax Exemption Policy Applicants Not Recommended for Exemption**

| Properties Not Recommended for Exemption |            |                      |   |                            |                  |                   |                                  |  |                             |
|--|------------|----------------------|---|----------------------------|------------------|-------------------|----------------------------------|--|-----------------------------|
| Organization                             | Account ID | Civic Address(es)    | Assessed Parcel(s)  | Percent of Property Exempt | Estimated Levy   |                   | Alignment with Policy Principles |  | Previous Exemption received |
|  |            |                      |   |                            | Municipal        | Total             | Y/N                              | Reason                                       |                             |
| German Canadian Society Harmonie         | 10033105   | 1727 ST JOHN STREET  | Plan: OLD33 Block: 291 Lot: 9 / Plan: OLD33 Block: 291 Lot: 8 / Plan: OLD33 Block: 291 Lot: 7 | 100.00%                    | \$ 5,278         | \$ 8,770          | N                                | Does not fit in the policy Principle #3      | NONE                        |
|  | 10033098   | 1728 ST JOHN STREET  | Plan: OLD33 Block: 290 Lot: 33 / Plan: OLD33 Block: 290 Lot: 34                               | 100.00%                    | \$ 592           | \$ 984            | N                                | Does not fit in the policy Principle #3      | NONE                        |
| CANADIAN BLOOD SERVICES                  | 10042143   | 2571 BROAD STREET    | Plan: FU1338 Block: 8 Lot: B  | 100.00%                    | \$ 49,411        | \$ 82,102         | N                                | Does not fit in the policy Principle #5      | 2001-2021                   |
|  | 10052977   | 4150 ALBERT STREET   | Plan: 60R11934 Block: G / Plan: 60R11934 Block: H   | 26.98%                     | \$ 41,877        | \$ 69,583         | N                                | Does not fit in the policy Principle #5      | NONE                        |
| AL-BAAQI FOUNDATION INC.                 | 10268567   | 4044 CAMPBELL STREET | Plan: AY270 Block: 33 Lot: 21 / Plan: AY270 Block: 33 Lot: 22 / Plan: AY270 Block: 33 Lot: 23 | 85.15%                     | \$ 621           | \$ 749            | N                                | Does not fit in the policy Principle #3.1(f) | NONE                        |
|  | 10269176   | 4045 GARRY STREET    | Plan: AY270 Block: 33 Lot: 34   | 100.00%                    | \$ 81            | \$ 97             | N                                | Does not fit in the policy Principle #3.1(f) | NONE                        |
|  | 10268250   | 4049 GARRY STREET    | Plan: AY270 Block: 33 Lot: 31 / Plan: AY270 Block: 33 Lot: 32 / Plan: AY270 Block: 33 Lot: 33 | 100.00%                    | \$ 243           | \$ 293            | N                                | Does not fit in the policy Principle #3.1(f) | NONE                        |
|  |            |                      |   | <b>Total</b>               | <b>\$ 98,102</b> | <b>\$ 162,577</b> |                                  |  |                             |

**Appendix D: 2022 Community Non-Profit Tax Exemption Policy Applicants Listed as Option 1**

| Properties Listed as Option 1 - One-Year Tax Exemption - January 1, 2022 to December 31, 2022 |            |                             |   |                            |           |           | Option 1                   |           |           | Policy Principles                                       |                                       |  |                          |                |                             |
|---|------------|-----------------------------|---|----------------------------|-----------|-----------|----------------------------|-----------|-----------|---|---------------------------------------|--|--------------------------|----------------|-----------------------------|
| Organization  | Account ID | Civic Address(es)           | Assessed Parcel(s)  | Estimated 100% Exempt Levy |           |           | Estimated Exempt Levy      |           |           | Compliant with Municipal Policies, Plans, Bylaws, Codes | Non-Profit or Charitable Organization | Alignment with the City's Plans and Programs | Accessible to the Public | Financial Need | Previous Exemption received |
|   |            |                             |   | Percent of Property Exempt | Municipal | Total     | Percent of Property Exempt | Municipal | Total     |   |                                       |  |                          |                |                             |
| Regina Public Library   | 10017267   | 303 ALBERT STREET           | Plan: 68R23751 Block: 17 Lot: 2 / Plan: 68R23751 Block: 17 Lot: 1                             | 27.27%                     | \$ 25,275 | \$ 41,998 | 27.27%                     | \$ 25,275 | \$ 41,998 | Y   | Non-profit                            | 3.1 (e)                                      | Y                        | Y              | 2006-2021                   |
|   | 10065624   | 2715 GORDON ROAD            | Plan: 78R20752 Block: Q / Plan: 101145710 Block: N / Plan: 66R13992 Block: M                  | 100.00%                    | \$ 35,297 | \$ 58,649 | 100.00%                    | \$ 35,297 | \$ 58,649 | Y   | Non-profit                            | 3.1 (e)                                      | Y                        | Y              | 2005-2021                   |
| Al Ritchie Community Association Community Gardens  | 10305760   | A - 2299 EDGAR STREET       | Plan: 73R17293 Block: C   | 100.00%                    | \$ 1,144  | \$ 1,901  | 100.00%                    | \$ 1,144  | \$ 1,901  | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2017-2021                   |
|   | 10305759   | A - 1109 14TH AVENUE        | Plan: 70R04472 Block: R1  | 100.00%                    | \$ 454    | \$ 754    | 100.00%                    | \$ 454    | \$ 754    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2017-2021                   |
| Cathedral Area Community Association  | 10035871   | 2055 FORGET STREET          | Plan: I5211 Block: 32 Lot: 12 / Plan: I5211 Block: 32 Lot: 13 / Plan: I5211 Block: 32 Lot: 14 | 100.00%                    | \$ 1,192  | \$ 1,980  | 100.00%                    | \$ 1,192  | \$ 1,980  | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|   | 10035872   | 2029 FORGET STREET          | Plan: I5211 Block: 32 Lot: 16   | 100.00%                    | \$ 586    | \$ 974    | 100.00%                    | \$ 586    | \$ 974    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|   | 10035873   | 2021 FORGET STREET          | Plan: I5211 Block: 32 Lot: 17   | 100.00%                    | \$ 116    | \$ 193    | 100.00%                    | \$ 116    | \$ 193    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|   | 10035874   | 2019 FORGET STREET          | Plan: 101197919 Block: 32 Lot: 20   | 100.00%                    | \$ 116    | \$ 193    | 100.00%                    | \$ 116    | \$ 193    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|   | 10035875   | 2005 FORGET STREET          | Plan: I5211 Block: 32 Lot: 19 / Plan: 101197896 Block: 32 Lot: 22                             | 100.00%                    | \$ 58     | \$ 97     | 100.00%                    | \$ 58     | \$ 97     | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
|   | 10035876   | 2010 ARTHUR STREET          | Plan: I5211 Block: 32 Lot: 1 / Plan: I5211 Block: 32 Lot: 2 / Plan: I5211 Block: 32 Lot: 3    | 100.00%                    | \$ 206    | \$ 342    | 100.00%                    | \$ 206    | \$ 342    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2013-2021                   |
| Queen City Eastview Community Association Inc.  | 10305756   | A - 615 6TH AVENUE          | Plan: F1625 Block: B  | 100.00%                    | \$ 312    | \$ 519    | 100.00%                    | \$ 312    | \$ 519    | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2017-2021                   |
| Dewdney East Community Association  | 10305757   | A - 1197 PARK STREET        | Plan: 65R40289 Block: 24 Lot: B   | 100.00%                    | \$ 2,384  | \$ 3,961  | 100.00%                    | \$ 2,384  | \$ 3,961  | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2017-2021                   |
| West Zone Community Gardens   | 10305758   | A - 1010 MCCARTHY BOULEVARD | Plan: 101882910 Block: XX   | 100.00%                    | \$ 1,069  | \$ 1,776  | 100.00%                    | \$ 1,069  | \$ 1,776  | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2017-2021                   |
| South Zone Community Garden Association   | 10055792   | 3303 GRANT ROAD             | Plan: 00RA15705 Block: B  | 100.00%                    | \$ 51,690 | \$ 85,888 | 100.00%                    | \$ 51,690 | \$ 85,888 | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2015-2021                   |

**Appendix D: 2022 Community Non-Profit Tax Exemption Policy Applicants Listed as Option 1**

| Properties Listed as Option 1 - One-Year Tax Exemption - January 1, 2022 to December 31, 2022 |            |                       |   |                            |           |           | Option 1                   |           |           | Policy Principles                                       |                                       |  |                          |                |                             |
|---|------------|-----------------------|---|----------------------------|-----------|-----------|----------------------------|-----------|-----------|---|---------------------------------------|--|--------------------------|----------------|-----------------------------|
| Organization  | Account ID | Civic Address(es)     | Assessed Parcel(s)  | Estimated 100% Exempt Levy |           |           | Estimated Exempt Levy      |           |           | Compliant with Municipal Policies, Plans, Bylaws, Codes | Non-Profit or Charitable Organization | Alignment with the City's Plans and Programs | Accessible to the Public | Financial Need | Previous Exemption received |
|   |            |                       |   | Percent of Property Exempt | Municipal | Total     | Percent of Property Exempt | Municipal | Total     |   |                                       |  |                          |                |                             |
| Grow Regina   | 10049337   | 3500 QUEEN STREET     | Plan: 60R07552 Block: R2  | 100.00%                    | \$ 3,114  | \$ 5,174  | 100.00%                    | \$ 3,114  | \$ 5,174  | Y   | Non-profit                            | 3.1 (b)                                      | Y                        | Y              | 2012-2021                   |
| Royal Canadian Legion Branch 0001   | 10032641   | 1820 CORNWALL STREET  | Plan: 00RA12095 Block: 308 Lot: 42  | 27.31%                     | \$ 8,604  | \$ 14,296 | 27.31%                     | \$ 8,604  | \$ 14,296 | Y   | Non-profit                            | 3.1 (e)                                      | Y                        | Y              | 2019-2021                   |
| YWCA REGINA INC.  | 10101336   | 1915 RETALLACK STREET | Plan: 101887623 Block: 339 Lot: A   | 100.00%                    | \$ 11,763 | \$ 19,545 | 97.03%                     | \$ 11,413 | \$ 18,964 | Y   | Non-profit                            | 3.1 (f)                                      | Y                        | Y              | 2020 - 2021                 |
|   | 10101337   | 1955 RETALLACK STREET | Plan: 101887623 Block: 339 Lot: B   | 100.00%                    | \$ 13,263 | \$ 22,038 | 97.03%                     | \$ 12,869 | \$ 12,869 | Y   | Non-profit                            | 3.1 (f)                                      | Y                        | Y              | 2020 - 2021                 |
| JOHN HOWARD SOCIETY OF SASKATCHEWAN   | 10038445   | 2078 TORONTO STREET   | Plan: OLD33 Block: 359 Lot: 25  | 100.00%                    | \$ 3,825  | \$ 6,152  | 97.03%                     | \$ 3,711  | \$ 5,969  | Y   | Non-profit                            | 3.1 (c) & (d)                                |                          | Y              | NEW APPLICANT               |
| THEATRE REGINA INC.   | 10025856   | 1077 ANGUS STREET     | Plan: GA1016 Block: C / Plan: OLD33 Block: 86 Lot: 1 / Plan: OLD33 Block: 86 Lot: 2 / Plan: OLD | 100.00%                    | \$ 30,115 | \$ 50,040 | 97.03%                     | \$ 29,221 | \$ 48,553 | Y   | Non-profit                            | 3.1 (a)(i)                                   | Y                        | Y              | 1993-2021                   |
| Wish Safe House   | 10018363   | 555 TORONTO STREET    | Plan: F4996 Block: 6 Lot: 14 / Plan: F4996 Block: 6 Lot: 13 / Plan: F4996 Block: 6 Lot: 15      | 100.00%                    | \$ 3,314  | \$ 5,331  | 97.03%                     | \$ 3,216  | \$ 5,172  | Y   | Non-profit                            | 3.1 (c) & (d)                                |                          | Y              | NEW APPLICANT               |
| THE CANADIAN RED CROSS SOCIETY  | 10037637   | 2050 CORNWALL STREET  | Plan: 98RA28309 Block: 368 Lot: 45  | 100.00%                    | \$ 24,760 | \$ 41,141 | 97.03%                     | \$ 24,024 | \$ 39,919 | Y   | Non-profit                            | 3.1 (d)                                      | Y                        | Y              | 2005-2021                   |
| Regina Education and Action on Child Hunger Inc.  | 10091140   | 1350 OSLER STREET     | Plan: 101864280 Block: 184 Lot: C   | 68.65%                     | \$ 9,434  | \$ 15,676 | 66.611%                    | \$ 9,154  | \$ 15,210 | Y   | Non-profit                            | 3.1 (c)                                      | Y                        | Y              | 2007-2021                   |
| CARMICHAEL OUTREACH INC.  | 10235033   | 1510 12TH AVENUE      | Plan: OLD33 Block: 301 Lot: 22 / Plan: OLD33 Block: 301 Lot: 24 / Plan: OLD33 Block: 301 Lot:   | 100.00%                    | \$ 5,321  | \$ 8,842  | 97.03%                     | \$ 5,163  | \$ 8,579  | Y   | Non-profit                            | 3.1 (c) & (d)                                | Y                        | Y              | 2021                        |
| IGNITE ADULT LEARNING FOUNDATION CORPORATION  | 10033509   | 900 VICTORIA AVENUE   | Plan: DV270 Block: 19 Lot: 9 / Plan: DV270 Block: 19 Lot: 10                                    | 100.00%                    | \$ 6,868  | \$ 11,412 | 97.03%                     | \$ 6,664  | \$ 11,073 | Y   | Non-profit                            | 3.1 (c) & (d)                                | Y                        | Y              | 2021                        |
| REGINA TRADES AND SKILLS CENTRE INC.  | 10027144   | 1275 ALBERT STREET    | Plan: 94R44318 Block: 145 Lot: 22   | 100.00%                    | \$ 40,749 | \$ 67,710 | 97.03%                     | \$ 39,539 | \$ 65,699 | Y   | Non-profit                            | 3.1 (c) & (d)                                | Y                        | Y              | 2011-2021                   |
|   | 10050889   | 17 LAKE STREET        | Plan: FV2273 Block: 12 Lot: 5   | 100.00%                    | \$ 2,395  | \$ 3,852  | 97.03%                     | \$ 2,324  | \$ 3,737  | Y   | Non-profit                            | 3.1 (c) & (d)                                |                          | Y              | NEW APPLICANT               |
|   | 10010852   | 282 HANLEY CRESCENT   | Plan: 69R21952 Block: 1 Lot: 66   | 100.00%                    | \$ 2,204  | \$ 3,545  | 97.03%                     | \$ 2,139  | \$ 3,440  | Y   | Non-profit                            | 3.1 (c) & (d)                                |                          | Y              | NEW APPLICANT               |

**Appendix D: 2022 Community Non-Profit Tax Exemption Policy Applicants Listed as Option 1**

| Properties Listed as Option 1 - One-Year Tax Exemption - January 1, 2022 to December 31, 2022 |            |                        |  |                            |            |            | Option 1                   |            |            | Policy Principles                                       |                                       |  |                          |                |                             |
|---|------------|------------------------|--|----------------------------|------------|------------|----------------------------|------------|------------|---|---------------------------------------|--|--------------------------|----------------|-----------------------------|
| Organization  | Account ID | Civic Address(es)      | Assessed Parcel(s)   | Estimated 100% Exempt Levy |            |            | Estimated Exempt Levy      |            |            | Compliant with Municipal Policies, Plans, Bylaws, Codes | Non-Profit or Charitable Organization | Alignment with the City's Plans and Programs | Accessible to the Public | Financial Need | Previous Exemption received |
|   |            |                        |  | Percent of Property Exempt | Municipal  | Total      | Percent of Property Exempt | Municipal  | Total      |   |                                       |  |                          |                |                             |
| OXFORD HOUSE SASKATCHEWAN INCORPORATED  | 10047450   | 46 METCALFE ROAD       | Plan: 75R51450 Block: 26 Lot: 7  | 100.00%                    | \$ 2,743   | \$ 4,412   | 97.03%                     | \$ 2,661   | \$ 4,281   | Y   | Non-profit                            | 3.1 (c) & (d)                                |                          | Y              | NEW APPLICANT               |
|   | 10008142   | 154 FAIRVIEW ROAD      | Plan: 72R13893 Block: 15 Lot: 9  | 100.00%                    | \$ 1,905   | \$ 3,064   | 97.03%                     | \$ 1,849   | \$ 2,973   | Y   | Non-profit                            | 3.1 (c) & (d)                                |                          | Y              | NEW APPLICANT               |
|   | 10040398   | 409 FROMM CRESCENT     | Plan: 63R25686 Block: 3 Lot: 17  | 100.00%                    | \$ 1,821   | \$ 2,928   | 97.03%                     | \$ 1,767   | \$ 2,841   | Y   | Non-profit                            | 3.1 (c) & (d)                                |                          | Y              | NEW APPLICANT               |
| THE CIRCLE PROJECT ASSOC. INC.  | 10024857   | 3433 5TH AVENUE        | Plan: EV4588 Block: 107 Lot: A / Plan: EV4588 Block: 107 Lot: C / Plan: EV4588 Block: 107 Lot: | 100.00%                    | \$ 5,152   | \$ 8,561   | 97.03%                     | \$ 4,999   | \$ 8,307   | Y   | Non-profit                            | 3.1 (c) & (d)                                |                          | Y              | NEW APPLICANT               |
| THE ISLAMIC ASSOCIATION OF SASKATCHEWAN, REGINA INCORPORATED                                  | 10039677   | 641 VICTORIA AVENUE    | Plan: DV270 Block: 38B Lot: 20 / Plan: DV270 Block: 38B Lot: 19 / Plan: DV270 Block: 38B Lot:  | 100.00%                    | \$ 25,021  | \$ 41,575  | 97.03%                     | \$ 24,278  | \$ 40,340  | Y   | Non-profit                            | 3.1 (f)                                      | Y                        | Y              | 2020 - 2021                 |
| GIRL GUIDES OF CANADA - GUIDES DU CANADA  | 10042141   | 1530 BROADWAY AVENUE   | Plan: FU1338 Block: 8 Lot: D   | 100.00%                    | \$ 8,716   | \$ 14,483  | 97.03%                     | \$ 8,457   | \$ 14,052  | Y   | Non-profit                            | 3.1 (c)                                      |                          |                | 1990-2019, 2021             |
| REGINA HUMANE SOCIETY INC.  | 10279148   | 4900 PARLIAMENT AVENUE | Plan: 102296066 Block: A2  | 100.00%                    | \$ 34,156  | \$ 56,755  | 97.03%                     | \$ 33,142  | \$ 55,069  | Y   | Non-profit                            | 3.1 (d)                                      | Y                        | Y              | 2021                        |
| Saskatchewan Science Centre   | 10145969   | 2903 POWERHOUSE DRIVE  | Plan: 101919416 Block: A   | 96.92%                     | \$ 155,113 | \$ 257,739 | 94.039%                    | \$ 150,507 | \$ 250,084 | Y   | Non-profit                            | 3.1 (a)(i)                                   | Y                        | Y              | 2009-2021                   |
| THE GLOBE THEATRE SOCIETY   | 10060138   | 1 - 1801 SCARTH STREET | Plan: 99RA23145 Unit: 1  | 100.00%                    | \$ 14,642  | \$ 24,330  | 97.03%                     | \$ 14,208  | \$ 23,607  | Y   | Non-profit                            | 3.1 (a)                                      | Y                        | Y              | NEW APPLICANT               |
|   | 10060139   | 2 - 1801 SCARTH STREET | Plan: 99RA23145 Unit: 2  | 100.00%                    | \$ 8,268   | \$ 13,739  | 97.03%                     | \$ 8,023   | \$ 13,331  | Y   | Non-profit                            | 3.1 (a)                                      | Y                        | Y              | 1990-2021                   |
|   | 10060140   | 3 - 1801 SCARTH STREET | Plan: 99RA23145 Unit: 3  | 100.00%                    | \$ 8,268   | \$ 13,739  | 97.03%                     | \$ 8,023   | \$ 13,331  | Y   | Non-profit                            | 3.1 (a)                                      | Y                        | Y              | 1990-2021                   |
|   | 10060141   | 4 - 1801 SCARTH STREET | Plan: 99RA23145 Unit: 4  | 100.00%                    | \$ 6,709   | \$ 11,148  | 97.03%                     | \$ 6,510   | \$ 10,817  | Y   | Non-profit                            | 3.1 (a)                                      | Y                        | Y              | 1990-2021                   |
| REGINA EARLY LEARNING CENTRE INC.   | 10026230   | 3079 5TH AVENUE        | Plan: OLD33 Block: 111 Lot: 2 / Plan: OLD33 Block: 111 Lot: 1                                  | 100.00%                    | \$ 3,817   | \$ 6,342   | 97.03%                     | \$ 3,703   | \$ 6,154   | Y   | Non-profit                            | 3.1 (c) & (d)                                | Y                        | Y              | NEW APPLICANT               |
|   | 10065021   | 2125 ATHOL STREET      | Plan: 99RA02447 Block: 398 Lot: 22   | 100.00%                    | \$ 17,387  | \$ 28,890  | 97.03%                     | \$ 16,870  | \$ 28,032  | Y   | Non-profit                            | 3.1 (c) & (d)                                | Y                        | Y              | NEW APPLICANT               |



**Appendix D: 2022 Community Non-Profit Tax Exemption Policy Applicants Listed as Option 1**

| Properties Listed as Option 1 - One-Year Tax Exemption - January 1, 2022 to December 31, 2022 |            |                        |  |                            |                     |                     | Option 1                   |                     |                     |   |                                       |  |                          |                |                             |
|---|------------|------------------------|--|----------------------------|---------------------|---------------------|----------------------------|---------------------|---------------------|---|---------------------------------------|--|--------------------------|----------------|-----------------------------|
| Organization  | Account ID | Civic Address(es)      | Assessed Parcel(s)   | Estimated 100% Exempt Levy |                     |                     | Estimated Exempt Levy      |                     |                     | Policy Principles                                       |                                       |  |                          |                | Previous Exemption received |
|   |            |                        |  | Percent of Property Exempt | Municipal           | Total               | Percent of Property Exempt | Municipal           | Total               | Compliant with Municipal Policies, Plans, Bylaws, Codes | Non-Profit or Charitable Organization | Alignment with the City's Plans and Programs | Accessible to the Public | Financial Need |                             |
| MACKENZIE ART GALLERY INCORPORATED  | 10065555   | A - 3475 ALBERT STREET | Plan: 101991865 Block: C / Plan: 101991865 Block: D  | 99.18%                     | \$ 171,716          | \$ 285,326          | 96.236%                    | \$ 166,616          | \$ 276,852          | Y   | Non-profit                            | 3.1 (a)                                      | Y                        | Y              | 1995-2021                   |
| REGINA & DISTRICT FOOD BANK INC.  | 10018622   | 445 WINNIPEG STREET    | Plan: 79R42384 Block: X  | 36.29%                     | \$ 66,472           | \$ 110,451          | 35.212%                    | \$ 64,498           | \$ 107,171          | Y   | Non-profit                            | 3.1 (c)                                      | Y                        | Y              | 1997-2021                   |
| South Sask Independent Living Centre  | 10017267   | 303 ALBERT STREET      | Plan: 68R23751 Block: 17 Lot: 2 / Plan: 68R23751 Block: 17 Lot: 1                              | 9.38%                      | \$ 8,694            | \$ 14,446           | 9.101%                     | \$ 8,436            | \$ 14,017           | Y   | Non-profit                            | 3.1 (c) & (d)                                | Y                        | Y              | 2021                        |
| NORTH CENTRAL FAMILY CENTRE AND REGINA FAMILY SERVICES INC                                    | 10120835   | 2931 5TH AVENUE        | Plan: OLD33 Block: 112 Lot: 1 / Plan: OLD33 Block: 112 Lot: 2 / Plan: 101178345 Block: 112 Lot | 100.00%                    | \$ 5,767            | \$ 9,582            | 97.03%                     | \$ 5,596            | \$ 9,298            | Y   | Non-profit                            | 3.1 (c) & (d)                                | Y                        | Y              | NEW APPLICANT               |
| MOUNTED POLICE HERITAGE CENTRE  | 10115375   | 5907 DEWDNEY AVENUE    | NE 22-17-20-2 / Plan: 101973494 Block: A / NW 22-17-20-2 / SE 22-17-20-2 / SW 22-17-20-2 / NW  | 100.00%                    | \$ 400,609          | \$ 665,659          | 97.03%                     | \$ 388,711          | \$ 645,889          | Y   | Non-profit                            | 3.1 (a)(i)                                   | Y                        | Y              | 2007-2021                   |
| <b>Total</b>  |            |                        |  |                            | <b>\$ 1,232,605</b> | <b>\$ 2,047,149</b> |                            | <b>\$ 1,199,906</b> | <b>\$ 1,984,330</b> |   |                                       |  |                          |                |                             |



## Daycare Centre Tax Exemption Update

|                     |                         |
|---------------------|-------------------------|
| <b>Date</b>         | November 17, 2021       |
| <b>To</b>           | Executive Committee     |
| <b>From</b>         | People & Transformation |
| <b>Service Area</b> | People & Transformation |
| <b>Item No.</b>     | EX21-78                 |

### RECOMMENDATION

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The Executive Committee recommends that City Council:

1. Remove CR20-102 from the List of Outstanding Items for City Council.
2. Receive and file this report.
3. Approve these recommendations at its November 24, 2021 meeting.

### ISSUE

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In December 2020, Council agreed to extend the current property tax exemptions for licensed non-profit child care centres until the end of 2022 in an effort to provide support while the federal government began work on a national child care plan.

Council requested Administration report back by the end of 2021 on the state of the federal government's plan and any known impacts on City policy.

This report provides an update on the national plan and an analysis of the impacts.

## COMMUNICATIONS

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Administration will provide notice of this report to the existing licensed non-profit child care centres in Regina and any other interested parties.

As further details about the federal national plan become available, Administration will engage with licensed non-profit child care centres to gain further clarity on the impact it will have on their operations.

## DISCUSSION

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### **National Child Care Plan**

In April 2021, the federal government announced a national child care plan that will provide parents in Canada with, on average, \$10 a day regulated child care spaces for children under the age of six.

The plan – estimated to cost \$30 billion over five years – aims to reduce fees by 50 per cent by 2022 and have the cost down to \$10 per day by 2026. The federal funds will also be used to:

- Create 250,000 regulated child care spaces in Canada.
- Create an Indigenous Early Learning and Child Care Framework partnership with First Nations governments to develop Indigenous-led local child care strategies.
- Improve and expand before and after school care to provide more flexibility for working parents.

After the first five years, the federal government will spend at least \$9.2 billion annually to maintain the national plan. The distribution of provincial funding, starting in year six, will be determined based on an understanding of need and progress achieved as part of the initial plan.

Shortly after its announcement the federal government began negotiating agreements with each province and territory to outline the details for each jurisdiction and guide the investment of funds. While the individual agreements may involve different amounts of provincial money, the services offered must meet the common expectations set out in the federal government's plan.

Saskatchewan reached an agreement with the federal government in August 2021. Agreements have also been reached with Quebec, Manitoba, British Columbia, Nova Scotia, Prince Edward Island, Newfoundland and the Yukon.

### **Saskatchewan's Agreements**

On August 13, 2021, Saskatchewan signed two agreements with the federal government – the first relates to the \$10 a day national child care plan and the second is an extension of the Canada-

Saskatchewan Bilateral Early Learning and Child Care Agreement which was originally signed in 2017.

*1. Canada-Saskatchewan Canada-Wide Early Learning and Child Care Agreement*

Under this agreement, the federal government will pay the provincial government \$1.1 billion over the next five years to:

- Reduce the average parent fees for children under six in regulated child care by 50 per cent by the end of 2022 and to an average of \$10 a day by the end of 2025-26.
- Create 28,000 new regulated child care spaces by 2025-26.
- Recruit and retain early childhood educators through the creation of a wage grid and support for professional development opportunities.
- Support inclusive programming for children requiring additional supports to access early learning programs, as well as vulnerable children and children from diverse populations.

The Agreement also includes a clear commitment to work collaboratively with Saskatchewan First Nations and Métis Nations communities to ensure Indigenous children have access to affordable, high-quality and culturally appropriate early learning and child care.

*2. Canada-Saskatchewan Bilateral Early Learning and Child Care Agreement*

Initially signed in 2017, the provincial and federal government agreed to an extension of this Agreement to provide over \$68.5 million over the next four years to increase child care spaces in the province and a one-time investment of \$17.2 million in 2021-2022 to support the early childhood workforce.

On November 3, 2021, the provincial government announced that \$9.6 million of the one-time federal funding of \$17.2 million will fund a one-time wage hike of up to \$3 per hour for early childhood educators in Saskatchewan. The pay increase is retroactive to July 1, 2021 with funds expected to be available by December 2021.

The other key actions in 2021-22 include the following:

- Expanded access to high quality child care programs, including Family Resource Centres
- Opportunities for preschool aged children experiencing disability
- Support for Francophone early learning and child care
- Enhanced early learning and child care experiences for children
- Support for the ongoing operations of investments under the Agreement.



### **Role of the Municipality in Child Care**

Canada's constitution assigns provincial governments exclusive authority in the areas of social policy and education. This results in child care policies and funding arrangements varying from province to province.

While some provincial governments have enacted legislation delegating oversight of child care to municipalities, in Saskatchewan the provincial government maintains that responsibility. The province, through the ministries of education and social services, is responsible for child care oversight and funding through *The Child Care Act* and *The Child Care Regulations*.

### **Impact of Bilateral Agreements on Municipal Policy**

The federal funding for early learning and child care through the two Bilateral Agreements with the province are expected to have a significant impact on child care throughout the province.

Representatives of the early childhood sector say the Agreements will promote economic growth, empower women to re-enter the workforce, empower workers in the early learning and child care field, and nurture positive outcomes for children throughout the province.

Specific outcomes include an increase in licensed child care spaces, a reduction in costs and improved wages for early childhood educators.

There are approximately 17,600 licensed child care spaces in Saskatchewan, which is expected to increase by 28,000 over the next five years. It is estimated that 25 per cent of these will be in the Regina area.

Only provincially licensed child care centres are eligible for the federal funding. There are currently approximately 238 registered home-based daycares operating in Regina, of which only 79 are licensed by the province. A home-based daycare does not require a provincial child care license if caring for fewer than nine children, though it must have a home-based business license issued by the City of Regina. It is expected that more unlicensed daycares will become provincially licensed to access funding and offer the reduced cost to parents.

Currently, an infant child care space in Saskatchewan is estimated to cost, on average, \$800 a month. The cost is higher in larger cities with the average cost in Regina up to \$1,300 a month. Cutting that cost in half by the end of 2022 and to an average of \$10 a day by 2025-26 will make a significant difference to women and their families.

In 2018, Council approved a 40 per cent property tax exemption for 23 non-profit licensed child care centres for each of the 2019-20 tax years. The exemption was extended in 2020 to the 2021-22 tax years to provide support while the federal government began work on a national child care plan.

With the announcement of the national plan and the Bilateral Agreements signed with Saskatchewan, Administration plans to engage with these 23 non-profit licensed centres in early 2022 to gain further clarity on the impact these Agreements will have on their operations. A supplementary report and a recommendation will be brought forward to Council in November 2022.

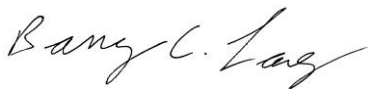
## **DECISION HISTORY**

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In December 2018, Council approved Option 1 (a 40 per cent exemption) for licensed nonprofit child care centres for 2019 and 2020 (CR18-119). This exemption was intended to provide tax relief for licensed non-profit child care centres until a new policy addressing support for them could be developed in consultation with Council and stakeholders.

In December 2020, Council approved Administration's recommendation that the exemption be continued through the end of 2022 to allow time for more clarity on the national child care program (EX20-34).

Respectfully submitted,



Barry Lacey  
Executive Director,  
Financial Strategy & Sustainability

Respectfully submitted,



Louise Folk  
Executive Director,  
People & Transformation

Prepared by: Jordan Reid, Acting Manager, Public Policy

Regina & Region  
Home Builders'  
Association



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November 15, 2021

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

Subject: EX21-79 Intensification Levy Referral Report

Dear City Council,

The Regina & Region Home Builders' Association supports the City of Regina's Administrations recommendation to amend The Development Levy Bylaw 2011.

The recommendation aligns with the RRHBA white paper presented in February 2020 to the City Administration and Council of the time, "*A Practical Guide to Infill Development in Regina*". The paper identified several roadblocks that "*should be addressed in order to promote private investment in infill development projects*". Implementing this type of concept of future taxes from the uplift of intensification was a suggested in our paper.

Two key demonstrable obstacles to intensification include: infill housing comes at a premium cost, including a recent development levy which exacerbates the premium, and most important is the lack of certainty regarding approvals and available infrastructure, which deters builders from considering infill sites.

This recommendation addresses an important deterrent to that attracting infill and intensification investment and sets a course to start to address the other obstacles. Approving this recommendation will ensure the Intensification Levy no longer erodes the affordability of housing in infill and intensification units. At the same time, ensures inter-generational equity as the burden of the infrastructure costs are not fully born solely by the initial home buyer, but through appropriate use of taxation spread across the lifecycle of the infrastructure. All the time ensuring existing taxpayers are protected.

We encourage City Council to support and approve the recommendation.

Thank You,

Stu Niebergall  
President & CEO



November 15, 2021

City of Regina  
Executive Committee

**RE: REGINA – INTENSIFICATION LEVY REFERRAL REPORT  
STAKEHOLDER COMMENTS**

To the Executive Committee,

Please be advised that we received the Intensification Levy Referral Report from the City of Regina on Friday, November 12<sup>th</sup> and were only provided until Monday, November 15<sup>th</sup> to submit comments. As a stakeholder with infill lands in Regina, we would expect more time to review future proposals as a courtesy.

With reference to the report itself, we have the following comments to offer:

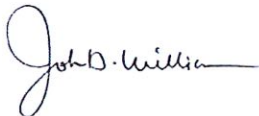
- Infill developments are an essential part of any city's growth, and a good strategy should be formed. It is important that the city recognize a healthy balance between infill and suburban growth.
- The removal of the intensification levies is a must. We are prime example of the direct impact. When it was introduced, we stopped all future planning on any potential infill acquisitions in Regina and focused our time, capital, and efforts on Saskatoon projects.
- The "tax lift" proposed is a good idea however it counteracts our next set of comments.
- The city of Regina needs to go beyond the removal of Intensification Levies if they want to achieve their infill goals.
- The city of Saskatoon is good reference and more weight should be placed on the programs that were introduced which include:
  - Removal of all levies including off-sites and sub-division
  - Tax exemptions for 5 years on new developments
  - Appointment of a city employee to help stream-line the application process for large developments
  - "Cut the red tape" initiative in which the city works closely with industry as a partner - See attached Infill Round Table report
- Even with all the incentives, it will not equate to an immediate rush of infill projects. It takes longer to plan and get approvals on these sites.




- In the city report, it is not clear on how many new infill housing units were created during this time period.
  - 
  - le: *"Since coming into effect, the Intensification Levy has been collected on 52 developments in the established area, totaling \$1,030,334.40. The 52 developments have included residential, commercial and mixed-use developments"*
    - The city needs to be transparent in this process and communicate clearly to council the impact this policy has had on Infill developments. How many new infill housing units were created and how does this compare with years prior?
  - The report also stated that it *"estimated \$125 million in growth-related infrastructure needed to support intensified development in established areas. This is based on the 30 percent intensification target"*
    - It is not clear on how many infill projects could move forward at this point in time and over how many years. The clause suggests that in order for any sites to move forward that the city must invest \$125 million in infrastructure.
- More consideration given to the impacts of having "zero" to minimal infill development. What impact and cost does this have on the City of Regina? The report does not look at this aspect.
- In relation to appendix C in the report, for clarity, Saskatoon has waived the off-site service charges for the infill sites it established. And council should place a heavy weight on Saskatoon policies versus other provinces as Saskatoon is direct competition for citizens, jobs and business.
- Infill sites are also provide the city with strategic locations for future rental stock. Well located rental sites, provide economic advantages to the city as it helps attract new workers and immigration. In the near future, we expect that vacancies will significantly tighten, and these infill sites will help achieve future growth in the next economic cycle.

In closing, we support the city recommendation to remove the intensification levy however we strongly urge administration and Council to go beyond this initiative. We believe that the recommendations provided will help create competitive environment necessary to attract developers to infill related projects, in turn, helping the City of Regina achieve its infill related goals.

Sincerely,



**John Williams** | President & CEO  
Canwest Commercial & Land Corp.



**Andrew Williams** | CEO  
North Prairie Developments Ltd.



# INFILL ROUNDTABLE

## REMOVAL OF BARRIERS

# Barriers & Recommendations

November 29, 2017

"We've done infill work before, but we likely won't again. It's simply much easier to work on greenfield.

Why do something that is ten times harder to make the same profit? You pick the path of least resistance."

*Comment received in Summer 2017 from a local builder.*

"This is the last time my company will work on an infill project needing rezoning. It's just not worth the hassle. Actually, we would love to do nothing but infill, but it's severely limiting at the moment, so we will be forced to do more greenfield."

*Comment received in Fall 2017 from an experienced local developer/builder.*





# CONTENTS

|                                       |    |
|---------------------------------------|----|
| Executive Summary                     | 3  |
| Current Landscape                     | 4  |
| Roundtable Process                    | 4  |
| Barriers to infill growth             |    |
| Phase 1                               |    |
| Objectives of the process             |    |
| Values of the process                 |    |
| Stakeholders involved                 |    |
| Sub Categories Analysed               | 6  |
| Planning                              |    |
| Transportation & Utilities            |    |
| Water & Sewer                         |    |
| Communications                        |    |
| Recommendations                       | 11 |
| Access to information                 |    |
| Communications                        |    |
| Organizational changes & coordination |    |
| Financial                             |    |
| Parking Lot                           | 13 |
| Conclusion                            | 13 |



# EXECUTIVE SUMMARY

This report describes the results of the first phase of the Infill Roundtable discussions designed to address challenges to infill development in Saskatoon and level the playing field between greenfield and infill development. While there are many challenges to infill development that may take some time to address, the development community is well-positioned to provide feedback on a multitude of barriers and ideas which can be addressed relatively quickly as an important first step to increase opportunities for infill development in Saskatoon.

## Process

Phase one focused on identifying barriers to growth and recommending solutions to these issues, making an effort to move forward on items which can have a quick turnaround so as not to delay improvements any longer than necessary. The main organizational team represented a balanced core, including Director of Planning and Development Lesley Anderson (representing City of Saskatoon staff), Chief of Staff Michelle Beveridge (representing the Mayor's Office), and Saskatoon & Region Home Builders' Association CEO Chris Guérette (representing the residential construction and development industry). The remaining 24 participants were a mix of stakeholders who were carefully chosen to represent a wide range of builders and developers (small and large, infill and greenfield, single and multi-family), consultants, City staff, and elected officials.

## Barriers & Recommendations

At the initial meeting, the group worked together to identify barriers and ideas for solutions, which were organized into subcategories (Planning, Transportation & Utilities, Water & Sewer, and Communications). Each barrier and its corresponding ideas for solutions were then further organized by priority level and degree of complexity. A detailed description of these discussions can be found in the tables on pages 5-11 of this report. From these discussions, a list of 21 recommendations were drafted and reviewed at a second meeting on August 3, including:

### 1. Access to Information

- Make info within the City's control readily available
- Identify which data can be readily shared
- Determine a process to house information and make it easily accessible
- Clearly and quickly disclose process and project status

### 2. Communications

- Develop a consistent message which is made available to all players (e.g., developers)
- Facilitate Internal communications between departments
- Recognize and manage NIMBYism
- Make the Mayor's Infill Roundtable a long-term commitment
- Create infill sub-committee of Developers' Liaison Committee

### 3. Organizational Change & Coordination

- Neighbourhood by neighbourhood study on infrastructure
- Conduct organizational review of the rezoning process
- Prioritize infrastructure requirements
- Re-evaluate the zoning process
- Develop tree policy or bylaw to better support infill development
- Allow for innovation and flexibility where possible

### 4. Financial

- Reduce weigh of deposits
- Remove offsite levies and/or infrastructure upgrades
- Use levies in the neighbourhood for which they were collected
- Review parking requirements
- Give tax incentive to developer instead of future homeowner
- Seize opportunities with other policies to remove costs to infill development

## Next Steps

The current timeline for phase one proposes to finish with a presentation to City Council on December 18<sup>th</sup>, 2017. Overall, there is optimism about the impacts that the Infill Roundtable can have in addressing barriers to infill development in Saskatoon, and the participants look forward to continuing to work with the City toward our common goal of healthy, balanced growth in Saskatoon.





## CURRENT LANDSCAPE

Following the delivery of the City of Saskatoon's recent Growth Plan, there have been many discussions surrounding the goals and objectives focused on increasing infill development in our city. In fact, one of the great debates in today's Canadian cities has been in regards to infill vs. greenfield development, where picking sides on the debate has been more important than finding a solution tailored for one's city. In fact, infill and greenfield developments are not mutually exclusive silos that operate independently from one another where if you have one, you can't have the other. Rather, cities should have a solid, balanced plan as to not hinder development and erode affordability, while still offering homeowners a choice in price and style. With the right plan, both infill and greenfield development can co-exist in a way that's much more beneficial than choosing one or the other.

There are debates within the development community surrounding the goals of infill development for the City of Saskatoon, about whether they are reasonable or attainable; and although there are a variety of opinions on this, many can agree that more needs to be done to ensure a level playing field exists between infill and greenfield development.

It is well known within the development community that there are far more challenges and barriers in developing infills compared to greenfield developments. Although difficult to measure the degree of missed opportunities due to these challenges, one can still argue that infill development has had a slow growth in Saskatoon. This is not for lack of opportunity, but because of high resistance to bring projects to market.

Before incentivising infill development and conducting more studies, the City may want to analyse what "quick wins" it can provide as a first step so as to make faster progress on the issue. The development community is well positioned to provide feedback and ideas to identify barriers within the City's control that can be removed relatively quickly and would increase opportunities for the development community to work on infill projects.

Although a boxed-in or limited approach to such a large issue, this analysis is a small and important piece of the conversation on improving our city's delivery of infill development and an excellent starting point. A roundtable discussion was led in partnership by both the Saskatoon & Region Home Builders' Association and the City of Saskatoon, to bring the expertise from both groups to the table to identify and move forward on quick improvements, an objective all stakeholders have in common.

## ROUNDTABLE PROCESS

The Saskatoon & Region Home Builders' Association in partnership with the Mayor's office of the City of Saskatoon, will coordinate the following process in order to bring the Infill Roundtable Discussion to fruition and kick-start the discussion on infill development in our city.

### Barriers to infill growth

**Phase 1:** Identifying barriers and make recommendations.

**Phase 2:** Attach timeline and resources required for each recommendation.

**Phase 3:** Following implementation, record comments and track permits to determine degree of progress.

**Phase 4:** Evaluate, report. Continue with additional or ongoing removal of barriers and/or start similar process with topic of incentivising infill growth.

### Phase 1

The first few steps of phase 1 moved very quickly, after which the SRHBA took a pause in order to properly consult and provide the highest credibility to the report. The original deadline to complete the project was in September but we are hopeful that with this new timeline, 2018 will be off to a good start on this file. It is important to note that all businesses involved in the process were very keen in finishing Phase 1 and presenting this report.

Initial meeting - **July 18 2017 (2-6PM)**

SRHBA drafts recommendations and submits to group - **July 31 2017**

Second meeting to review draft recommendations - **August 3 2017**

Provided verbal update to City Council - **September 25 2017**

Present to Planning & Development Committee - **December 4 2017 (external presentation)**

Third meeting to discuss next steps - **December 15 2017**

Potentially present to City Council - **December 18 2017 (potentially)**





## Objectives of the process

The objectives of the day were purposefully limited. Challenges in infill development are not unique to Saskatoon and are very complex. In order to start the discussion, we argued that we have to take smaller bites and build on small successes regularly. We will not be able to fix everything overnight, but we have to start the discussion. It was thus important to only identify barriers and ideas that were within the City's direct control, and nothing else. This is not to say that other points are not a priority or important, but they are to be considered in a different process. The day's objectives were to:

- Identify barriers
- Think of ideas for solutions
- Determine order of priority (quick wins)
- Gauge level of difficulty or complexity
- Discuss next steps in the process

## Values of the process

The participants of the Infill Roundtable decided amongst themselves of the values that would guide their discussions and work together. All participants were committed to working for common objectives and although many of them do not regularly work with one another, they wanted to start an ongoing relationship of having an openness as a group to work together, putting the elephants on the table and continuing the dialogue. The values agreed upon were:

- Focus on barriers
- Forward looking, not dwell on the past and challenging experiences
- Focus on process & potential to improve, not people

## Stakeholders involved

Stakeholders were carefully chosen to have a mix of small to large builders and developers, infill and greenfield, single to multi family, consultants, City staff and elected officials. The main organizational team was comprised of a balanced core: Lesley Anderson (City of Saskatoon staff), Michelle Beveridge (for the elected side from the Mayor's office) and Chris Guérette (industry lead). The stakeholders selected are:

|                         |  |                           |  |
|-------------------------|--|---------------------------|--|
| <b>Jim Siemens</b>      | Oxbow Architecture                             | <b>Charlie Clark</b>      | Mayor, City of Saskatoon                           |
| <b>Karl Miller</b>      | Meridian Development                           | <b>Kara Fagnou</b>        | Building Standards, City of Saskatoon              |
| <b>Mark Bobyn</b>       | Design Build                                   | <b>Darryl Dawson</b>      | Planning and Development, City of Saskatoon        |
| <b>Andrew Williams</b>  | North Prairie Development                      | <b>Darren Crilly</b>      | Parks, City of Saskatoon                           |
| <b>Curtis Olson</b>     | CEO, Shift Development                         | <b>Jeff Jorgenson</b>     | City of Saskatoon                                  |
| <b>Lee Torvik Smith</b> | Development Manager, Shift Development         | <b>Murray Totland</b>     | General Manager, City of Saskatoon                 |
| <b>Ron Olson</b>        | GM, Boychuk Construction                       | <b>Daryl Schmidt</b>      | Land Development, City of Saskatoon                |
| <b>Cam Skoropat</b>     | CEO, Lexis Homes                               | <b>Jay Magus</b>          | Transportation, City of Saskatoon                  |
| <b>Alan Wallace</b>     | V3 Group of Companies of Canada                | <b>Galen Heinrichs</b>    | Saskatoon Water, City of Saskatoon                 |
| <b>Brent Penner</b>     | Executive Director, Downtown YXE BID           | <b>Rob Dudiak</b>         | Construction and Design, City of Saskatoon         |
| <b>Darla Lindbjerg</b>  | President & CEO, Saskatoon Chamber of Commerce | <b>Lesley Anderson</b>    | Director of Planning, City of Saskatoon            |
| <b>Alex Miller</b>      | CEO, Innovative Residential                    | <b>Michelle Beveridge</b> | Chief of Staff, City of Saskatoon                  |
| <b>Mark Kelleher</b>    | BlackRock Developments                         | <b>Chris Guérette</b>     | CEO, Saskatoon & Region Home Builders' Association |
| <b>Cynthia Block</b>    | Councillor for Ward 6, City of Saskatoon       |                           |  |



## SUB CATEGORIES ANALYSED

The following box details the group's discussion in categories by first identifying the barriers, then matching it with potential ideas for solutions. A level of priority was also given to each barrier identified (1 through 3, with 1 being of highest importance) and matched where possible with a degree of complexity (easy, medium or hard). The feedback provided were categorized in four categories reflective of the development process:

### 1. Planning

### 2. Transportation & Utilities

### 3. Water & Sewer

### 4. Communications

### 1. Planning

| Barriers Identified   | Ideas for Solutions   | Priority & Complexity                               |
|---|---|---|
| <p><b>1.1 Timelines.</b> Not knowing timelines and their impacts adds to much risk to projects. Must have a more predictable zoning process that takes risk out of it.</p> <p>One determinant impacting the speed of a timeline is the rezoning process, which is too slow due to resistance in up-zoning. Many have experienced a timeline of 1 year, which is too long.</p> <p>Business does not stop because of an election, summer or vacation. How to keep the process going 12 months of the year, every year?</p> <p>Local area plan process could benefit from an adjustment. Can the developer community be engaged here with residents as well? It's a matter of getting input early. The City needs to articulate public direction better. Is public consultation also always necessary?</p> | <p>Some say more human resources will help to shorten the whole process but until you look at the whole problem as a whole, it is hard to determine if lack of staff is the issue. This is also about understanding the process and where the sticking points are.</p> <p>Conducting a process review with the developer community and city staff could determine pain points and how to power through improvements to timelines. If an operational review is already under way or planned, how can we ensure developers can contribute or take part where opportune?</p> <p>Internal champion within City of Saskatoon staff could help.</p> <p>Overlay districts could also be a solution so residents and developers already know what an area can potentially be up-zoned to, accelerating the process of public consultations or even avoiding the possibly of going to council in some cases. If the requirements of the overlay district are met with the proposal, the land could then re-zoned immediately. This could cut timelines down as quickly as the process for a building permit. The public would already be aware of the public consultation that would have taken place when the overlay districts were originally put in place.</p> <p>All building permits go through same three individuals but the City has grown beyond that model. New process required.</p> <p>City could help with the communication piece of rezoning. This is an investment in time but could assist in lowering the temperature with community. Relying on the developer to send the message and lead the process is not the best route. Some cities have best practices on this and their processes could be evaluated to see what would work for Saskatoon.</p> | <p>1 &gt; easy but process evaluation is medium</p> |





| Barriers Identified   | Ideas for Solutions  | Priority & Complexity   |
|---|--|---|
| <p><b>1.2 Lack of conversation between departments.</b> Consultation between departments at the beginning would identify surprises and variables.</p> <p><b>1.3 Inefficiencies.</b> The work has to be repeated if going through rezoning, subdivision or condo applications, even without changes.</p> | <p>Designated infill coordination to decrease the culture of silos, increase communications and increase efficiency.</p> <p>Evaluate the administrative process to reduce redundancy and increase efficiency.</p> <p>Developers with a proven track record are fast-tracked through certain steps and processes when there would be changes. Although this could be seen as providing preferential treatment, a clear process could be put into place to determine how to get such status.</p> <p>Not piecemeal zoning, a clear direction, vision and strategy for corridors and communities. With a clear laid out plan(s), this would provide certainty to not only developers but for community members as well. It is important to not get too much into the details however as to hinder the process; Broader scoped visions and values can also provide the guidance required.</p> <p>Clarity of vision is required for a comprehensive zoning strategy in the City. Mesh layers of City with developers.</p> <p>Education session with development community when new or improved processes in place.</p> | <p>1 &gt; medium</p> <p>2 &gt; easy because in process already</p> <p>1 &gt; medium</p> |
| <p><b>1.4 Inflexibility.</b> Models are applied to infill and greenfield as though they would be the same (eg., parking). Lack of flexibility in applying regulations to infill, existing conditions not considered.</p>  | <p>If infill is truly to be reflected in growth plan, we need to have more transparency to bylaws and policies as to bring focus to this objective in a way that will not hinder growth.</p> <p>The Planning Officer should have more flexibility to make trades on items, not everything has to go through council. For example, a density bonus could be given should more parking be provided or a parking relaxation should a public amenity or green spaces be provided.</p> <p>Review of bylaws impacting infill with new lens. Nothing was written for purpose of infill development, only greenfield, we need to tailor bylaws to infill development.</p>  | <p>1 &gt; medium to hard</p>  |
| <p><b>1.5 Green infrastructure.</b> Value and requirement of tree protection not communicated early enough in the process and sometimes challenging with infill realities.</p>  | <p>Communication &amp; consideration during design phase so identification of conflict between development and trees can be identified and resolved early in the process.</p> <p>Develop tree policy or bylaw to better support infill. Council policy currently mandates the protection of</p>  | <p>3 &gt; easy</p> <p>3 &gt; medium</p>   |





| Barriers Identified   | Ideas for Solutions  | Priority & Complexity |
|---|--|-----------------------|
| 1.5 Green infrastructure (Cont'd)   | all healthy city trees but this policy was not developed with infill in mind and does not consider the business case of infill vs. environmental (mature tree canopy) vs. citizens' quality of life. These aspects should be considered in a new tree policy or bylaw to ensure that the rules that govern tree protection around infill development sites are balanced and applied consistently at early stages of development. Trees need to be protected but removal should not be so punitive (barrier) that it affects a project. |                       |
| 1.6 Parking requirements. Parking policy requirements creates a significant reoccurring barrier in infill. A lot of infill developments do not require the amount of parking required by the bylaw. Inefficient use of space and dollars. | Increase flexibility in negotiating zoning restrictions.<br><br>Parking requirement needs to be re-written from top to bottom. A trade-off option might be the walkability ratio and off-street parking where appropriate.   | 3 > hard              |

## 2. Transportation & Utilities

| Barriers Identified   | Ideas for solutions   | Priority & Complexity  |
|---|---|--|
| 2.1 Deposits. Currently deposits are perceived as a penalty. They are also not clear and consistent in their process, timing and application. | Establish clear, consistent application and communication of process.<br><br>Look at other mechanisms (bonds and other guarantees) or if available, communicate options clearly as a service to provide.<br><br>Ask for realistic amounts of deposits and release deposits in a timely matter. Developers increasingly require deeper pockets to operate.<br><br>Recognition or rating system for good developers who have proven themselves over time. There might be an opportunity of a good pilot project with multi-unit sidewalk deposits which could be replicated elsewhere.<br><br>Global management for all deposits, as opposed to a continual and uncoordinated accumulation of several deposits that impacts cash flow.<br><br>It was noted that that the sewer and water connection deposits work well. | 2 > easy<br><br><br><br><br>3 > medium to hard<br><br>3 > medium |



| Barriers Identified  | Ideas for solutions   | Priority & Complexity |
|--|---|-----------------------|
| <b>2.2 Cost of lane paving.</b> The reasoning for this requirement is not always clear and understood, appears arbitrary in some cases. This is a large barrier that is also difficult to anticipate and the innovation and capital can be spent more effectively elsewhere. | Create a city-wide program to pave or address all lanes, not picking here and there depending on development. Maybe include in the community strategy mentioned in category 1. Would also be more cost effective to aggregate a number of small projects. Developers willing to work together if they know of each other's works and common city requirements.  | 1 > medium            |
| <b>2.3 Cost of Traffic Impact Assessments.</b> Inconsistent when it is required and overlapping between nearby properties and other servicing reports.   | Analyse if gravel lanes are acceptable. Decide and research (storm water liability?). The practice should be discontinued until proven necessary.<br>City shares TIAs and other reports with developers through a portal and vice versa. The City however, does not own all/most TIAs and reports so they cannot release them. There may be an opportunity in creating a system between participating developers and the SRHBA and City to share such reports and information in a single-point portal. | 3 > hard              |
| <b>2.4 Administration of land development accounting.</b> Access to key staff challenging, hard to get information and creates delays.   | Single point of contact at the City.<br><br>Could there be a champion internally for infill? Unsure if this is viable but worth looking at.   | 2 > medium            |
| <b>2.5 Fees and levies.</b> They are discovered too late in the process, creating more unpredictability.   | Give some control to the developer to figure out levies and calculations on their own so they can determine the level of opportunity for a project. Better communications by creating an infill single-point of access online with calculators and all data. The data is available now, just make it easily accessible.   | 1 > medium            |
| <b>2.6 No right to appeal conditions of rezoning.</b> Lack of servicing agreement.   | Put standards online, not applied consistently.   | 2 > medium            |
| <b>2.7 List of smaller items but they add up:</b> Access for staging, closing right of ways, meter hooding.  | No charge for meters, right of ways etc. if projects are labelled for infill growth.<br><br>The history of hooding fees was punitive in nature to recover damages. As an incentive, the City could initiate a change here.  | 2 > easy              |

### 3. Water & Sewer

| Barriers Identified  | Ideas for Solutions   | Priority & Complexity |
|--|---|-----------------------|
| <b>3.1 New storm capacity requirements.</b> These requirements are now impacting infill as well; Developers are blind on the infrastructure needs and unable to anticipate cost in advance. What triggers an infrastructure upgrade? Subdivision, design, rezoning, service agreement etc. It's the element of surprise because of the lack of communication. The intent is appropriate but the implementation is problematic. | Look closely at limitations, come up with a city-wide solution and fund it properly. Neighborhood by neighborhood. There will not be a "one solution fits all" across the city but downtown might be a relatively easy one to start with as well as corridors highlighted on the growth plan. | 1 > hard              |





| Barriers Identified   | Ideas for Solutions   | Priority & Complexity                      |
|---|---|--|
| <b>3.3 Inconsistencies in overlapping policies.</b> From planning to water & sewer, policies between departments overlap and created inconsistencies that often only the developer will see and have to work around.  | Review administrative policies to align departments. Maybe an infill champion internally could assist with this? Find best practices in other cities.   | 2 > easy in pinpoint, medium to modify.    |
| <b>3.4 Investment in existing infrastructure.</b> Currently, the onus is on the future home owner, via the developer, to make up for the short fall yet charging offsite levies on infill creates a double hit: paying the tax and paying for the upgrades. | Track offsite levies for infills and where they go. Who gets them? How are they tracked? How do we understand this infrastructure accounting better? Infill might be more popular with the public if they knew levy dollars were to be used to improve their community. | 1 > consultation required with City staff. |
| <b>3.5 Lack of openness to creative solutions.</b> Some examples around this relate to potential solutions to address challenges in storm/sewer capacity.   | City to take a broader approach to addressing infrastructure impacts for a particular area.   | 3 >  |
| <b>3.7 Acquiring data.</b> Getting data on what capacity is available at a given location is challenging and time consuming.  | Find a model to share information and models of storm, water etc. The City of Kelowna is one of those good examples.  | 3 > easy                                   |

#### 4. Communications

| Barriers Identified  | Ideas for Solutions  | Priority & Complexity                 |
|--|--|---------------------------------------|
| <p><b>4.1 Lack of access to basic information.</b> Information required is within the City's hands, but very difficult if not impossible sometime, to access. They are:</p> <p>Are offsite levies owing or not? If owing, information about those levies is very difficult to find and impacts success of a project.</p> <p>Servicing agreements can't be found.</p> <p>How are the rates calculated? Why can't one calculate themselves online?</p> <p>Not all land development constraints are known at time of land purchase, but can be.</p> | <p>Create info hub for developers (or anyone), a one-stop-shop, an app maybe? Keep it high level (processes &amp; costs) with status for each application/development. Service agreements can be made available, online calculator, map, guide. Let the user calculate and search on their own without having to depend on a response from a staff person. Access to basic development information, made easy.</p> <p>Let developers know implication of future actions e.g., if you subdivide, you will have off-site levies).</p> <p>Levies and how they are calculated are a bit of a mystery. Clarify and be transparent.</p> <p>Look at the City of Kelowna's website as a best practice.</p> | 1 > City staff consultation required. |
| <p><b>4.2 NIMBYism: Not In My Back Yard.</b> We all want to talk growth and infill until it is in our own back yard. How can we get to a less polarizing language and process? NIMBYism can make or break a project.</p>   | <p>Manage the issue: Publicise strategic plans broadly. City promotion could help change residents' attitudes.</p> <p>Develop communication strategy. Communicate plainly.</p> <p>Articulate the cost of not having infill. Signage for example, could be installed in a neighborhood around upgrades to infrastructure to identify how projects were funded. If infill had a part in paying for such things, support for infill might not be as challenging, decreasing NYMBIs.</p>   | 1 > hard                              |





| Barriers Identified  | Ideas for Solutions   | Priority & Complexity  |
|--|---|--|
| 4.2 NIMBYism: Not In My Back Yard (Cont'd)   | Change city's narrative from unlimited expansion to vibrant density. Density and suburbs can co-exist.  |  |
| 4.3 Information is scattered. Different departments and individuals do not talk to each other and collecting required information is time consuming and navigating the City staff structure is challenging.  | All players need to be involved but in coordination. Communication between departments. Sometimes there is conflicting information. City staff as a unit could benefit from understanding the benefits of infill. Engagement from within. | 1 >  |
| 4.4 Timeframe for review. Trying to find out a project's status at any given time creates delays. Some things can get addressed faster while other aspects are still being evaluated. Making the entire process transparent also makes it more efficient in terms of using time wisely meaning items can be prepared while others are being processed. | Can the SRHBA lead some part of this? Willing to sit down with the City and determine what role we could play without stepping on toes.<br>Provide real-time information via online system or portal.                                     | 1 > hard in terms of getting set up and operational through IT |

## RECOMMENDATIONS

Following the details of the discussion above, the following 21 recommendations are being made to the City of Saskatoon, grouped into the following themes:

1. Access to information
2. Communications

3. Organizational changes & coordination
4. Financial

### 1. Access to information

**1.1 Identify what data and information can readily be shared without access to City staff.** The SRHBA can assist with some options should some information not be within the City's scope to share, such as with general industry and developer reports.

**1.2 Make information within the City of Saskatoon's control readily available.** All the information required to determine a business case and develop infill already exists, it's a matter of making it either easy to find for the development community or publicly available. If the development community has access to the information it requires, it can mean less staff required for the City. The development community will do the work and prepare ahead of time, before issues or questions arise at the City's level. This might also help allay residents' concerns as they can find information or do the research themselves.

**1.3 Determine infrastructure or process to house information and make it easily accessible.** The City could have this available online such as a website, an application or an internal portal, a sort of one-stop-shop. Additional tools could eventually be integrated such as a calculator and search function.

**1.4 Clearly & quickly disclose processes and status of projects.** The City can also disclose information such as policies, requirements, expected timelines, status of applications, status of approvals or requested changes in real time or with minimal delays. This could also eventually be included in an internal portal mentioned above, or at the very least, continual electronic communication throughout the process.





## 2. Communications

**2.1 Create overlay districts on neighborhoods targeted for infill growth.** The intent would be a public consultation with a larger scope, but that only needs to be done once for a neighborhood instead of for one lot. Then residents and developers already know what an area can potentially be up-zoned to once approved, and if the requirements of the overlay district are met with the proposal, the land could then re-zoned immediately, cutting timelines significantly.

**2.2 Make one consistent message available for all players.** One consistent message (a strategy) from the City would be better than developers going around the area they wish to develop. Residents can be educated on the benefits of infill and that it is something that the City is promoting and will be doing now and in the future. Each developer does this differently with different messages and it's not always well received by the community. Again, the City is better placed to take the lead on this, and the development community can utilize it consistently. Language and process must be changed as to be less polarizing.

**2.3 Facilitate internal communications between departments.** Current communication between departments is very compartmentalized. Information and policies can be conflicting and very rigid in nature. An internal infill champion might be the solution.

**2.4 Make the Mayor's Infill Roundtable a long-term commitment.** An important and successful partnership was created where dialogue was productive and efficient. The SRHBA is willing to play a supportive role in continuing the dialogue with this Roundtable until we can get it right for Saskatoon.

**2.5 Create an infill sub-committee of the Developers' Liaison Committee.** City staff have already moved ahead with this recommendation.

## 3. Organizational change & coordination

**3.1 Neighborhood by neighborhood study on infrastructure.** Select a few core neighborhoods to conduct engineering studies and then release the information. The development community can then know what service & utility capacities exist prior to development. This will help make investment decisions but could also allow the project costs to be lowered, making entire projects more viable.

**3.2 Prioritize infrastructure requirements.** The City requires a way to communicate its priorities clearly so developers can assist and plan.

**3.3 Conduct an organizational review of the rezoning process in order to make it more efficient and foster opportunities.**

**3.4 Re-evaluate the zoning process.** Once a plan for a community is in place, does every situation have to go back to council? Some cities have mastered this and best practices should be evaluated.

**3.5 Develop a tree policy or bylaw to better support infill development considering the business case vs. environmental case vs. quality of life for citizens.** Current policy was not developed with infill in mind.

**3.6 Allow for innovation and flexibility where possible, such as offering the ability to trade-in certain options or gaining credits for others.** Certain members of the development community have been pioneers in infill development, how can we create pioneers within the City of Saskatoon, allowing policies and ideas to breathe their intent?

## 4. Financial

**4.1 Reduce the weight of deposits, both in terms of process and monetary value.** The process, in its current format, is far too heavy and creates constraints on business that far outweigh its intent. The deposit is too large, and when several departments collect individual deposits, the sum is unreasonable. The timeline for their return is too long and some processes are not transparent and well understood.



**4.2 Remove offsite levies and/or infrastructure upgrades (paving of alleys, storm or sewer storage, etc).** Tax incremental financing should be the principal mechanism for the City to finance Infrastructure upgrades in infill neighborhoods, not offsite levies. Also, having both these being charged at the same time creates a double tax but also puts an unfair weight on the future homeowner of that project. It also provides a lack of transparency and understanding as to what offsite levies are being used for.

**4.3 Use levies for the neighborhood they were collected for.** By being able to track offsite levies to see where they go, this could also assist a neighborhood in understand why infill is viable and desired.

**4.4 Review parking requirement to make it more flexible and allow for innovation.**

**4.5 Give the tax incentive to the developer instead of the future homeowner.** Many anecdotes provided confirmation that the tax incentive as it is designed is not providing an incentive for homeowners to buy, it is simply a nice add-on at the end. The true benefit would be to give this to the developer to conduct the work.

**4.6 Seize the opportunities with other policies, to remove costs to infill development.** Many small items add up to a lot. From right of ways to meter hooding, if these expenses were removed for infill development, the cost of projects would go down.

## PARKING LOT

The following items were identified as either challenges that were not necessarily barriers that could be removed by the City, or challenges that require more attention and analysis than what was within the scope of the Roundtable discussions. These points could certainly be included into a future phase of work on infill development, but are purposefully not included in this report due to the scope being smaller than what these points required:

1. Cost of surface servicing
2. Timing of servicing (re: gas, winter increases in fees based on date)
3. Land Bank priorities meshing with the Growth Plan

## CONCLUSION

The results produced by the Infill Roundtable are an important first step in attaining a balance between infill and greenfield in Saskatoon. This process was such an instrumental initiative to start the conversation on infill development that many want it to continue.

We look forward to the discussions surrounding the delivery of the recommendations and continuing this collaborative work for the benefit of our city.





## Intensification Levy Referral Report

|                     |  |
|---------------------|--|
| <b>Date</b>         | November 17, 2021  |
| <b>To</b>           | Executive Committee  |
| <b>From</b>         | City Planning & Community Development                                |
| <b>Service Area</b> | Office of Executive Director (City Planning & Community Development) |
| <b>Item No.</b>     | EX21-79  |

### RECOMMENDATION

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The Executive Committee recommends that City Council:

1. Amend *The Development Levy Bylaw, 2011* and the City's Development Charges Policy by:
  - a. repealing the Intensification Levy; and
  - b. amending the Established Area Policy to exempt development on lands within the Established Area from the collection of Servicing Agreement Fees and Development Levies.
2. Direct Administration to proceed with Funding Option #1 as outlined in this report to:
  - a. fund the costs of Capital Projects allocated to intensification-related infrastructure in accordance with the Development Charges Policy by applying the amount of any tax lift generated from intensification that occurs within the Established Area to such costs; and
  - b. create a new capital reserve titled Intensification Infrastructure Reserve which will:
    - i. be established for the primary purpose of funding intensification-related infrastructure as outlined in this report;
    - ii. be funded by the transfer of an amount each year into the reserve that is based on the tax lift generated from intensification that occurs within the Established Area; and
    - iii. allow transfers to be made from the reserve to fund Capital Projects allocated to intensification-related infrastructure in accordance with the Development Charges Policy, as approved by City Council, by resolution, bylaw or in the General Capital Program.



3. Instruct the City Solicitor to prepare the necessary bylaw amendments to give effect to these recommendations, to be brought forward to a meeting of City Council following approval of these recommendations and the required public notice.
4. Direct Administration to report back to City Council by Q4 of 2023 with a review of the implementation of the recommended funding option with any recommended changes based on analysis and stakeholder consultation.
5. Amend the motion passed in CR21-86 related to consultation on an intensification incentive to remove the Development Charge Rebate incentive option from the scope of consultation.
6. Remove item EX21-60 from the Outstanding Items List for City Council.
7. Approve these recommendations at its meeting on November 24, 2021.

## ISSUE

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At the September 22, 2021 meeting of Executive Committee, a referral motion was approved regarding the City of Regina Development Charges Annual Rate Review. The motion requested that Administration review and report back with alternative policy options to fund the currently estimated \$125 million in growth-related infrastructure needed to support intensified development in established areas. This is based on the 30 per cent intensification target from *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP).

## IMPACTS

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### Financial Impact

Tax revenue is needed to fund all municipal services and take advantage of opportunities.

Tax lift may be described as the difference in municipal taxes on a property before new development occurs and the taxes after new development is completed.

Using tax lift is one tool to fund intensification-related infrastructure. There are risks associated with using the tax lift funding tool as a funding source for intensification-related infrastructure projects and upgrades:

- Directing tax lift from intensified development within the established area to finance intensification-related infrastructure, reduces future tax revenue that otherwise would have been directed to the General Fund. Shifting to funding from a tax lift is expected to result in more development creating an increase to the tax base in the future once the cost of infrastructure has been funded.
- The viability of the tax lift tool is dependant on the premise that property tax revenue growth will increase by a certain amount.



- If expected property tax revenue growth is not realized, alternative funding sources for intensification-related infrastructure will need to be secured.

In the proposed financial model, the risk to using a tax lift are similar to those inherent in the current Development Charges Policy through the collection of an Intensification Levy.

The Housing Incentive Policy includes an Intensification Levy Rebate incentive for new affordable housing development. Incentives under the Housing Incentive Policy are funded through the Social Development Reserve. If the Intensification Levy were removed the Intensification Levy Rebate incentive would no longer be applicable. To date, no rebates have been issued under this policy.

### **Policy/Strategic Impacts**

Intensification of established areas meets several Community Priorities from the OCP, including: *“Promote conservation, stewardship and environmental sustainability”*. This Community Priority involves reducing the City’s environmental footprint and aligns with the City’s community goal of achieving net-zero emissions and sourcing of net-zero renewable energy by 2050.

Removing the Intensification Levy is intended to promote intensification in established areas and advance the OCP.

Policy 1.1 under Goal 1 – Financial Principles, outlines the City’s benefits model which allocates the cost of delivering programs and services, based on the following principles:

- 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* (Example: fire service).
- 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 similar charges* (Example: transit user).
- 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* (Example: new aquatic centre).

The Development Charges Policy, which defines the Intensification Levy, aligns with OCP Section B – Financial Policies, Goal 4 – Revenue Sources, Policy 1.16, which states:

- 1.16 – *Ensure that growth pays for growth by:*
  - 1.16.4 – *Aligning the City’s development fees, property taxes and other charges with the policies and intent of this Plan.*
  - 1.16.5 – *Achieving a balance of employment and residential lands.*

Tax lift funding is another tool that aligns with these policies, but pays for intensification-related infrastructure through the tax base rather than the developer, which may increase intensification development to help us achieve our targets.

The City's intensification target comes from OCP Section C – Growth Plan, under Goal 1 – Long-Term Growth. The target is the basis for the Growth Plan and implementation of the Development Charges Policy. Costs of growth-related infrastructure projects within the Development Charges Model that have a shared benefit between established and greenfield areas are split 30 (established area)/70 (greenfield area), based on this target.

- *2.3 – Direct at least 30% of new population to existing urban areas as the City's intensification target.*

### **Environmental Impact**

City Council set a community goal for the City of Regina of achieving net-zero emissions and sourcing of net-zero renewable energy by 2050. In support of this goal, City Council asked Administration to provide energy and greenhouse gas implications of recommendations so that Council can evaluate the climate impacts of its decisions.

This report outlines potential models for funding growth-related infrastructure needed to support intensified development in established areas of the city. The recommended funding option discussed in this report has limited direct impacts on energy consumption and greenhouse gas (GHG) emissions.

Intensification in established areas of cities is generally known to contribute to the reduction of energy consumption and associated GHG emissions in various ways, including:

- Reducing travel distances
- Encouraging active transportation and use of transit
- Making more efficient use of land and infrastructure already developed and in place
- Becoming a more compact city by building up existing areas versus sprawling outward

Intensification can also contribute to the restoration of the environmental quality of contaminated sites achieved through environmental remediation during site development.

### **Risk/Legal Impact**

The City collected \$1,030,334.40 in Intensification Levies during the time the bylaw amendments that established the Intensification Levy were in force in accordance with the requirements of *The Planning and Development Act*, 2007. Should the Intensification Levy be repealed, there is no legal obligation for the City to refund any payments duly collected pursuant to the applicable policy and regulations in place during that time. In addition, refunding previously collected Intensification Levies

would not have been considered or accounted for in the financial modelling on which the Development Charges Policy is based on and would have a significant impact on the model. On that basis, Administration does not recommend that refunds be considered.

## OTHER OPTIONS

1. Refer the report back to Administration. If City Council has specific concerns, the report may be referred to Administration to be considered by Executive Committee or brought back directly to City Council. Should the report not be presented by December 31, 2021, the 2021 Intensification Levy Rates would continue to apply, unless suspended by City Council.
2. Direct Administration to use tax lift from intensified development in the established area to fund intensification-related infrastructure, supplemented with a budgeted \$2 million added to the Intensification Infrastructure Reserve for the first five years (Funding Option #2). This would put upward pressure on the 2022 Budget and subsequent budgets.
3. Deny the recommendations and adopt the Intensification Levy Rates recommended in EX21-60 (see Table 1), effective January 1, 2022. If City Council were to proceed with this option, the scope for planned stakeholder consultation on an intensification incentive and intensification-related policy authorized by City Council in CR21-86 would remain unchanged.

**TABLE 1 – Proposed 2022 Intensification Levy Rates (EX21-60)**

| Land Use Types                           | Ratio   | 2021<br>(current) | 2022<br>(proposed) | Change <sup>+</sup> |
|--|---------|-------------------|--------------------|---------------------|
| <b>Residential</b>                       |         |                   |                    |                     |
| Secondary Suite                          | 1.3     | \$4,200           | \$4,500            | \$300 (7.14%)       |
| Single Detached                          | 2.7     | \$8,700           | \$9,300            | \$600 (6.90%)       |
| Semi-Detached (e.g. duplex)              | 2.6     | \$8,400           | \$9,000            | \$600 (7.14%)       |
| More than 2 Dwelling Units               | 2.5     | \$8,100           | \$8,600            | \$500 (6.17%)       |
| Apartment (Less than 2 Bedrooms)         | 1.3     | \$4,200           | \$4,500            | \$300 (7.14%)       |
| Apartment (Two or More Bedrooms)         | 1.9     | \$6,100           | \$6,600            | \$500 (8.2%)        |
| Residential Group Care Home              | 2.7     | n/a <sup>§</sup>  | \$9,300            | n/a <sup>§</sup>    |
| Office/Commercial/Institutional (per m2) | 0.02778 | \$90              | \$100              | \$10 (11.11%)       |
| Industrial (per m2)                      | 0.01333 | \$40              | \$50               | \$10 (25%)          |

+ Increase from 2021 (Current) to 2022 (proposed) intensification levy land-use specific rates

§ The "Residential Group Care Home" land-use type is new for the 2022 rates as a result of the new Development Charges Policy approved in May of 2021 (CR21-73)

## COMMUNICATIONS

Following Executive Committee on September 22, a communication was sent to industry stakeholders advising them of Executive Committee's referral motion and the planned presentation of this report.

Stakeholders and other interested parties have received a copy of the report and notification of the meeting to appear as a delegation and will receive written notification of City Council's decisions. Any changes to the Intensification Levy will be updated on the City's website.

Should City Council direct policy changes related to the Intensification Levy, an amendment to *The Development Levy Bylaw, 2011* (Bylaw) and Development Charges Policy (Schedule A to the Bylaw) will be required before changes come into effect. Public notice for the public hearing required to be conducted in conjunction with Council's consideration of the amending bylaw will be given in accordance with *The Public Notice Bylaw, 2020*.

## **DISCUSSION**

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### **Intensification Levy Background**

The Intensification Levy became effective on October 1, 2019, to fund the portion of growth-related infrastructure attributed to intensification, currently estimated at approximately \$125 million. This infrastructure is needed to support the 30 per cent intensification target.

Since coming into effect, the Intensification Levy has been collected on 52 developments in the established area, totalling \$1,030,334.40. The 52 developments have included residential, commercial and mixed-use developments.

The Development Charges Policy directs that the Intensification Levy be applied to development in the established area (Appendix A) where there is an intensification of land use resulting in more residential units, or an increased floor area to what previously existed on the land. This is because intensification results in an increased demand for capacity on system-wide infrastructure. To sustain growth and support intensification, the City invests in growth-related infrastructure projects. Growth-related infrastructure projects that support both established and greenfield growth areas allocate 30 per cent of cost to the established area and 70 per cent to greenfield areas.

### **Growth Targets**

The current OCP Growth Plan manages the city's growth from a population of 235,000 to a population of 300,000, while setting the stage for longer term development.

At the time of OCP development, a population of 235,000 represented existing and approved neighbourhoods not fully built-out, highlighted in green on the Phasing of New Neighbourhoods Map (Appendix B).

Per the OCP, population growth from 235,000 to 300,000 will be achieved by adding:

- 45,000 in population growth in new greenfield neighbourhoods
- 20,000 in population growth in established areas, with 10,000 of this growth occurring specifically within the boundaries of the City Centre



The pace of development for established and greenfield areas, is shown in Table 2.

**TABLE 2 – Greenfield vs Established Area Growth (2014-2020)**

| <b>City Population Growth 2014-2020</b> | <b>217,347* to 239,497*</b>     |
|---|---------------------------------|
| Greenfield Growth**                     | 17,636 population (7,425 units) |
| Established Area Growth**               | 2,456 population (1,210 units)  |

\* In non-censal years, the City estimates population using data released by Statistics Canada that provides estimates for Census Metropolitan Areas as of July 1. Statistics Canada releases this estimate in January of the year following the July 1 estimate date.

\*\* The City annually monitors the portion of population growth in greenfield and established (intensification) areas by using current building permit data. The population estimates are based on the number of dwelling types built and the average people per unit for the corresponding dwelling type.

### **Funding of Growth-Related Infrastructure through Tax Lift**

Canadian municipalities have several tools available to fund growth-related infrastructure:

- Grant funding (subject to availability)
- Profits from a municipal land development corporation
- Development charges
- Contributions from regional partners
- Borrowing/expenditure bylaws
- Local improvement bylaws
- Utility bill levy
- Tax lift/increments from development
- Operating and capital budgets

Many municipalities elect to use a combination of these options. Appendix C contains jurisdictional research outlining funding sources for growth-related infrastructure and intensification growth targets in four comparable cities.

The usage of tax lift, also referred to as tax increments, is a funding option that can be used by municipalities to fund area-specific growth-related infrastructure. Tax lift can be described as the difference between taxes on a property before development and the new assessment of taxes after development, typically increasing property taxes. The method uses future taxes on intensified development in established areas to subsidize current infrastructure improvements.

The tax lift funding concept is similar to a formal Tax Increment Financing (TIF) program. Section 281.1 of *The Cities Act* (the “Act”) grants a city council the authority to enact a bylaw to establish a TIF program in a designated area of a city. Per the Act, the TIF program would define the geographical boundaries of a designated area, set a baseline of municipal taxes levied in the area and then set a period in which incremental taxes would be placed in a reserve to be used for a

variety of purposes, as described in the Act. Saskatchewan legislation limits the usage of TIF programs to the municipal portion of taxes only.

The recommended funding option from this report does not involve establishing a TIF program as described in the Act. Implementing a formal TIF program requires approval of a bylaw by City Council. The recommended funding option does not involve a bylaw which allows the City to make changes to the amount of taxes collected or the area in which they are collected on properties without having to pass bylaw amendments.

### **Analysis of Funding Options**

Administration has conducted a financial analysis to estimate the tax lift that could be expected if the Intensification Levy was removed. To develop this analysis, the average intensification rate in the three years before the introduction of the Intensification Levy was assumed as the growth in intensification beginning in 2022. Other assumptions include:

- The average new residential units added per year is calculated by dividing the intensification growth in persons by 1.7 persons per unit.
- Average municipal taxes per unit of tax lift will be \$2,000.
- Taxes grow via mill rate increases and assessment growth at an average of four per cent per year comprised of an assumed three per cent increase in mill rate and a one per cent increase in assessment value.

Administration's analysis is based on residential tax revenue growth only. Commercial intensification can yield higher tax revenue growth than residential. Two examples include:

1. Sobey's Liquor Store on 13<sup>th</sup> Avenue – the parcels consolidated for this development had combined pre-development municipal taxes of \$5,808.47. After development, municipal taxes rose to \$20,791.69, which equates to an annual tax lift of \$14,983.22.
2. Residence Inn by Marriott – before development, the parcel had municipal taxes of \$8,046. Post-development municipal taxes rose to \$178,752, which means the annual tax lift for this parcel is \$170,705, as a result of the development.

### **Funding Option 1 (Recommended)**

In this option, the Intensification Levy would be removed following City Council's approval of the applicable amendments to *The Development Levy Bylaw, 2011* and *The Regina Administration Bylaw, 2003*. The capital cost of growth-related infrastructure to support intensification would be paid for by utilizing the increase in taxes or tax lift, from growth in the established area. These funds would be placed in a reserve and allocated through the Annual Budget Process.

Under these assumptions, tax lift from intensified development in the established area could generate approximately \$125 million by the end of the current growth horizon to provide funding for intensification-related infrastructure.

As outlined in the report's recommendations, this recommendation requires the creation of a new Intensification Infrastructure Reserve. The reserve would be funded by transferring the incremental municipal taxes from intensified properties to the reserve. Expenditures from this reserve to fund intensification infrastructure will be authorized through the Budget process. Collection of tax lift from intensified development in the established area would start upon approval of this report.

Properties in the established area that have intensified development will have the corresponding tax lift re-directed to the Intensification Infrastructure Reserve after new development is completed. The tax lift will continue to be re-directed into the reserve annually until the intensification-related infrastructure is fully funded. Once funded, the tax lift will be available to general revenues.

#### *Pro's*

- Intensification-related infrastructure can be funded through tax lift.
- No change required to the greenfield rate.
- The tax lift estimated is greater than the revenue currently being generated by the Intensification Levy over the life of the model.
- May result in more development as it reduces a developers' cost to develop the land.

#### *Con's*

- Incremental taxes collected in this process are encumbered or not available to fund current and future programs, services or other projects. This is considered an "opportunity cost".
- Tax lift funds take time to build. In the initial years of removing the levy, tax lift will not be sufficient to cover capital outflows. A reserve funded from tax lift could be in a negative position until funds are sufficient. Negative reserves reduce the amount in investment income the City generates.
- If the assumptions from the financial analysis are not correct, tax lift would be insufficient to pay for the intensification-related infrastructure. This would be similar to the risk of not collecting sufficient Intensification Levies over the current growth horizon, as such, this is not a new risk.
- Potentially eliminates the option of using a TIFF as a funding source for potential future recreation infrastructure or other City brownfield initiatives such as The Yards, as the tax lift would already be devoted to funding intensification related infrastructure. If a TIFF were desired at a future time for another project, further analysis would be required as to the impact on the proposed Reserve and what adjustments would be required to the policy.

### Funding Option 2

Administration considered a variation of Option 1, supplemented by General Fund contributions in the initial years. This option was evaluated as a possible way to reduce the risk that the assumptions in Option 1 are not attained. In Option 2, to supplement the tax lift created by removing the Intensification Levy, a budgeted \$2 million would be added annually to the reserve for the first five years following removal of the Intensification Levy. These funds would need to be added to the 2022 Budget, putting upward pressure on the preliminary mill rate presented to Executive Committee on October 20, 2021.

#### *Pro's*

- No change required to the greenfield rate.
- The tax lift estimated is greater than the revenue currently being generated by the Intensification Levy over the life of the model.
- May result in more development as it reduces a developers' cost to develop the land.

#### *Con's*

- Incremental taxes collected in this process are encumbered or not available to fund current programs, services or other projects. This is considered an "opportunity cost".
- Requires funding from the 2022-2026 Budgets. An assessment would be required to determine if this funding was sufficient or if future Budget commitments would be required.
- Tax lift funds take time to build. In the initial years of removing the levy, tax lift will not be sufficient to cover capital outflows. A reserve funded from tax lift could be in a negative position until funds are sufficient. Negative reserves reduce the amount in investment income the City generates.
- If the model assumptions are not correct, the tax lift would be insufficient to pay for all intensification-related infrastructure.

### Funding Option 3

In this option, the allocation of greenfield and intensification costs through the Development Charges Model would be adjusted periodically to reflect the actual pace of intensification, rather than basing it on the OCP's 30 per cent intensification target. Currently, 30 per cent of the cost of projects that support both greenfield and intensification growth are allocated to the Intensification Levy. The cumulative rate of intensification observed to date is approximately 12 per cent. Changing the Development Charges Model to allocate 12 per cent of project costs that benefit both growth types would reduce the amount of infrastructure to be paid for through tax lift.

This scenario would require further analysis, consultation and changes to policy.



#### *Pro's*

- No additional funding required from the General Fund.
- The tax lift estimated is greater than the revenue currently being generated by the Intensification Levy.
- The amount to recover through tax lift is lower than other options.
- It may be an opportunity to reflect a more realistic population growth split between greenfield and established areas based on current growth rates.

#### *Con's*

- Incremental taxes collected in this process are encumbered or not available to fund current programs, services or other projects. This is considered an “opportunity cost”.
- Tax lift funds take time to build. In the initial years of removing the levy, tax lift will not be sufficient to cover capital outflows. A reserve funded from tax lift could be in a negative position until funds are sufficient. Negative reserves reduce the amount in investment income the City generates.
- If the model assumptions are not correct, the tax lift would be insufficient to pay for all intensification-related infrastructure.
- The methodology does not apply the same principle between development in established and greenfield areas, because it is reflective of actual development versus the target for this growth horizon.
- If the City does not maintain the intensification target of 20,000 people (30 per cent) in the Growth Plan to a population of 300,000, then the Growth Plan and growth-related capital project lists would need to be reevaluated.
- This policy change would not reflect the City's commitment to intensification and becoming a renewable city by 2050.

#### **Other Initiatives Supporting Intensification**

Through their deliberation on the Intensification Incentive Discussion Paper presented in April 2021 (CR21-86), City Council authorized Administration to undertake a market analysis measuring consumer housing and locational preferences and proceed with stakeholder and public consultation on an intensification incentive and three discussion points related to land use policy:

1. Incentivizing temporary, public usage (community gardens and public spaces)
2. Restrictions and/or disincentives on where certain housing types can be built to compel particular developments in the neighbourhoods assigned in this report [City Centre, Heritage, North-Central]
3. Expanding the City's land development strategy to include the recruitment of certain developments and development types in assigned neighbourhoods

The market analysis is currently in progress and will involve a quantitative review of housing conditions in the city, as well as a qualitative analysis consisting of surveys to consumers regarding

factors on why they find greenfield areas desirable and what amenities or conditions would need to be in place to draw them to core areas.

Stakeholder and public consultation are targeted for December 2021 and early January 2022, respectively. A report to Executive Committee with the results of the consultation and market analysis is targeted for Q1, 2022.

Other initiatives underway that support intensification include:

- Undertaking a multi-year program to complete Neighbourhood Planning for 31 mature neighbourhoods. This will guide future growth and development and help meet the goals of complete neighbourhoods and the intensification target.
- Streamlining City Centre to address barriers identified by stakeholders
- Saskatchewan Drive Corridor Plan Project
- Rehabilitation of Dewdney Avenue
- Energy & Sustainability Framework
- Implementation of:
  - City Centre Core Framework
  - The Yards Neighbourhood Plan
  - 2019 Underutilized Land Improvement Strategy
- Ongoing monitoring and evaluation of related planning policy

In addition, planning for the 10-year OCP review will commence in 2022. The 10-year review will entail extensive evaluation and consultation on OCP policies, such as the Growth Plan, Phasing Plan, growth targets and others.

## **DECISION HISTORY**

*Design Regina: The Official Community Plan Bylaw No.2013-48* (OCP) was adopted by City Council in December 2013 (CR13-173) and received Ministerial Approval from the Province in March 2014.

In 2012, an infrastructure gap in the city was recognized with aging infrastructure requiring significant investment to support a backlog of asset replacement, renewal and/or maintenance. In 2015, Servicing Agreement and Phasing policies were updated through City Council's approval of the following policies through CM15-14:

- Administration and Calculation of Servicing Agreement Fees and Development Levies
- Administration of Servicing Agreements and Development Levy Agreements

In June 2018, City Council directed changes to *The Development Levy Bylaw, 2011* that established intensification development rates applicable to new intensified development (CR18-55). The Intensification Levy has been in effect since October 1, 2019.

In May 2021, City Council (CR21-73) approved an amendment to *The Development Levy Bylaw, 2011* that included an updated Development Charges Policy.

In May 2021 (CR21-86), City Council authorized Administration to proceed with stakeholder consultation on an intensification incentive that uses the following options identified in the Intensification Incentive Discussion Paper as a starting point for discussion:

- Development Charge Rebate
- Choice of Tax Increment Equivalent Grant or Tax Exemption
- Annual Tax Increment Equivalent Grants Covering Eligible Project Costs

City Council added the following three land-use policy discussion points related to intensification to the scope of this consultation, in addition to a market analysis:

1. Incentivizing temporary, public usage (community gardens and public spaces)
2. Restrictions and/or disincentives on where certain housing types can be built in an effort to compel particular developments in the neighbourhoods or other newer or existing subdivisions assigned in this report
3. Expanding the City's land development strategy to include the recruitment of certain developments and development types in assigned neighbourhoods

In September 2021, City Council (CR21-129) approved the 2022 Servicing Agreement Fee and Development Levy rates applicable to greenfield subdivision and development. The rates will be effective January 1, 2022.

Respectfully Submitted,



Diana Hawryluk  
Executive Director,  
City Planning & Community Development

Respectfully Submitted,



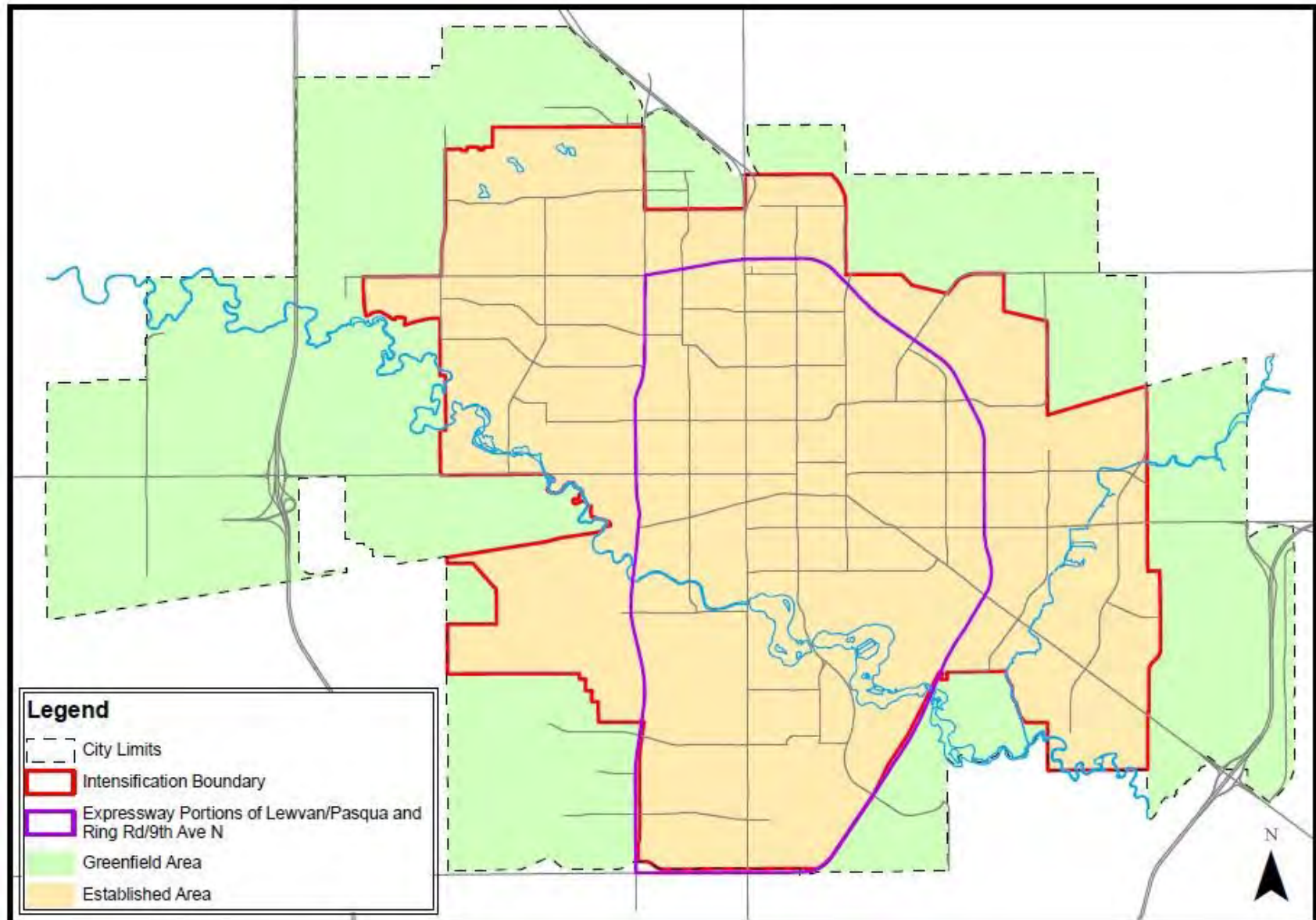
Chris Holden  
City Manager

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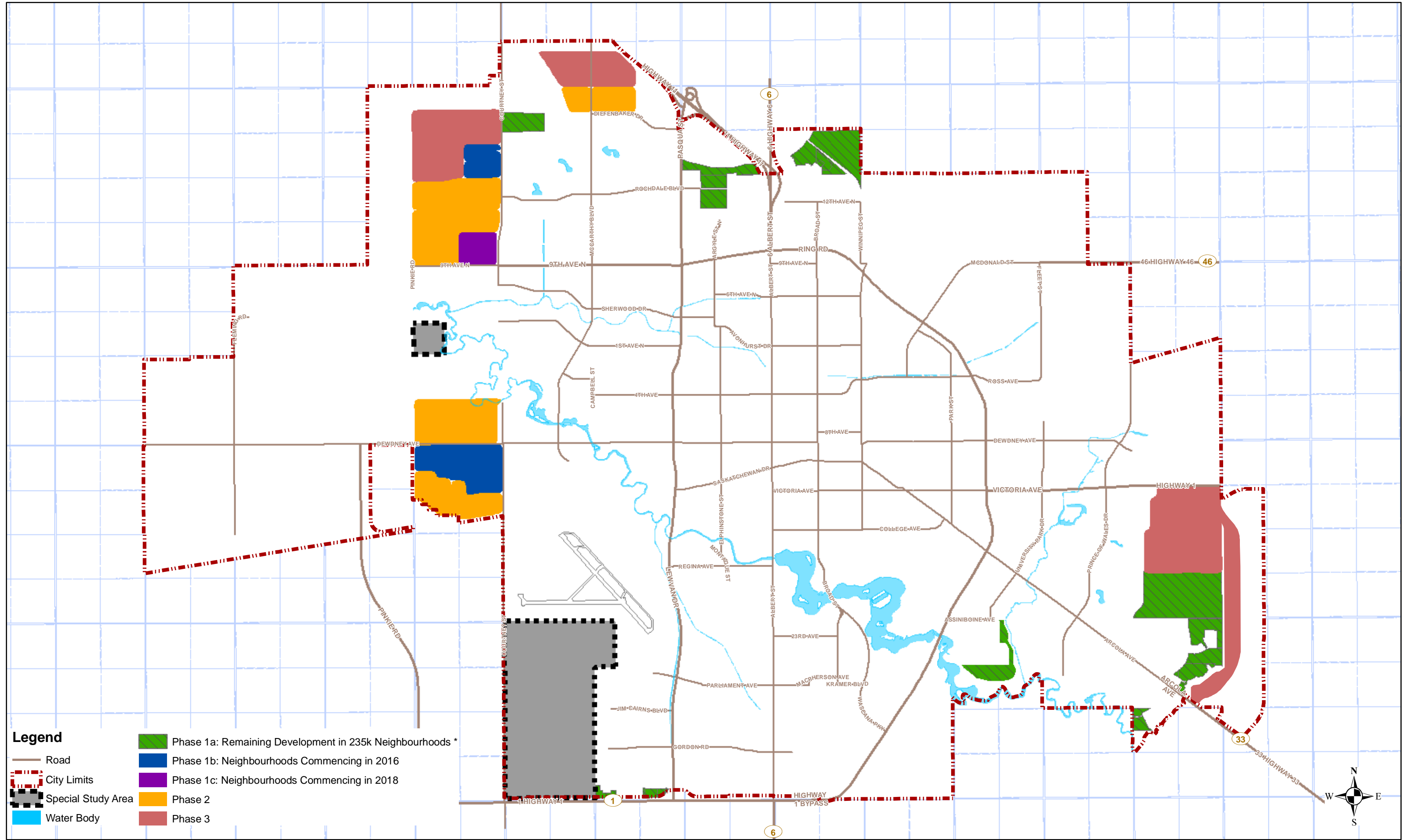
## **ATTACHMENTS**

Appendix A - Established Area Map  
Appendix B - OCP Map 1B - Phasing of New Neighbourhoods  
Appendix C - Jurisdictional Research

## Appendix A







## APPENDIX C

### 1.0 INTRODUCTION

This research paper provides a case studies on development charge structures for other comparable cities in Western Canada, examining differences in methodology for administering development charges and funding sources for growth-related infrastructure. When comparing municipalities there are a few considerations to note:

- **Differing Legislation** – Saskatchewan, Alberta, British Columbia, Manitoba and Ontario all have differing legislation respecting the calculation and imposition of development charges.
- **Differing Needs** – Cities have different infrastructure needs, different council priorities and varying financial realities, all of which contribute to how they fund growth-related infrastructure.
- **Terminology** – Broadly speaking, the term “development charge” may refer to one-time fees imposed by municipalities on land developers, home builders and institutions when they subdivide, develop, build or intensify on an area of land. Development charges are intended to offset the cost of increased municipal services and infrastructure required due to population growth and development.
  - The terms servicing agreement fee, off-site levy, development levy, all refer to types of development charges. They may be collected at different times or in different areas, but the fundamental principles for why they are collected are the same.

### TABLE OF CONTENTS

|   |          |
|---|----------|
| <b>1.0 Introduction</b> .....                         | <b>1</b> |
| <b>2.0 Development Charges in Saskatoon</b> .....     | <b>2</b> |
| 2.1 Servicing Agreement Fees – Offsite Services ..... | 2        |
| 2.2 Funding Sources.....                              | 2        |
| <b>3.0 Development Charges in Red Deer</b> .....      | <b>3</b> |
| 3.1 Funding Source .....                              | 3        |
| <b>4.0 Development Charges in Calgary</b> .....       | <b>3</b> |
| 4.1 Off-site Levy .....                               | 3        |
| 4.2 Centre City Levy .....                            | 4        |
| 4.3 Funding Source (Off-Site Levy) .....              | 4        |
| <b>5.0 Development Charges in Edmonton</b> .....      | <b>4</b> |
| 5.1 Facilities Off-Site Levy Bylaw .....              | 4        |
| 5.2 Arterial Roadway Assessments.....                 | 5        |
| 5.3 Permanent Area Contributions.....                 | 5        |
| 5.4. Sanitary Servicing Strategy Fund .....           | 5        |
| 5.5 Funding Source .....                              | 5        |
| <b>6.0 Works Cited</b> .....                          | <b>6</b> |

## 2.0 DEVELOPMENT CHARGES IN SASKATOON

### **Long-term Infill/Established Growth Target: 50%**

Historically, Saskatoon has applied servicing agreement fees to subdivisions in both greenfield and established areas. This applies most often to greenfield subdivisions as many infill developments do not require the subdivision of land. Currently, Saskatoon's servicing agreement fees include growth-related infrastructure projects from every category of infrastructure allowable under *The Planning and Development Act, 2007*, however, water and sewer projects only relate to linear infrastructure and not treatment plants, storage or conveyance (MNP Hemson 6).

The City of Saskatoon does not have a Development Levy Bylaw in place. As such, unless subdivision is involved, intensified development projects would not be subject to a charge.

In 2018, Saskatoon exempted charging servicing agreement fees for new subdivisions in their Downtown (City of Saskatoon 1-2). In 2019, City Council resolved to expand the servicing agreement fee exemption area to include established neighbourhoods (excluding U of S Lands) that fall under a multiple-unit residential, commercial or mixed-use zone. Per City Council's resolution, this exemption will remain in place until Saskatoon's audit of their development charge structure that is currently ongoing is completed (City of Saskatoon).

### 2.1 SERVICING AGREEMENT FEES – OFFSITE SERVICES

Offsite services refer to infrastructure that benefits a broader catchment area (e.g. city-wide) than direct services which typically benefit a specific subdivision or development only. Saskatoon has several different servicing agreement fees for a variety of infrastructure types. Servicing agreement fees for parks & recreation, trunk sewers, primary watermains and arterial roads are the only servicing agreement fee types that are charged in both greenfield and infill areas.

Servicing agreement fees for these broader offsite services are established and charged on a lot front metre basis which differs based on the proposed land-use (residential or non-residential) and zoning.

### 2.2 FUNDING SOURCES

An independent review of Saskatoon's processes regarding development charges was conducted by a consultant in 2019/2020 and undertook a comprehensive examination of the City's servicing agreement fee structure, calculation methodologies, policies & practices and assessed opportunities for improvements. The report contained several recommendations in which the City is currently preparing an Implementation Plan to explore further (City of Saskatoon).

As a part of this independent review, the consultant identified four funding sources for growth-related infrastructure:

- Servicing agreement fees applied to developments requiring subdivision;
- Land development surpluses;
- Provincial and Federal grants; and
- Property taxes and utility rates (MNP Hemson).

According to the 2019/2020 review of Saskatoon's development charge processes, a portion of financial returns from Saskatoon Land (Development Corporation) get reinvested in the community. From 2007 to 2019, over \$123 million in net proceeds from Saskatoon Land were directed to the City's operating budgets and capital projects. In addition, the City works to apply the funds to growth-related infrastructure projects such as roads, trunk sewers, primary watermains, interchanges, lift stations and park development projects (MNP Hemson 15-16).

### 3.0 DEVELOPMENT CHARGES IN RED DEER

#### **Long-term Infill/Established Growth Target: N/A**

The City of Red Deer recently passed a new Off-Site Levy Bylaw that separated the city into 19 “basins” (city area), each with a unique per hectare rate based on several individual rates for transportation, water, sanitary and storm infrastructure.

Development in each basin pays for the infrastructure that will proportionally benefit that basin or have a shared benefit among multiple basins. Rates for basins are as low as \$76,000, while other basins have rates as high as \$308,000 for areas that are generally further from the river and water treatment plant (Hall).

Rates are applied based on the number of hectares in a subdivision plan, or development plan, in cases where no subdivision is involved.

Off-site levies must be paid by the owner or developer of any parcel of land within the City involving subdivision or development, where there is no record that off-site levies have been previously paid. For example:

- a. Upon subdivision, if the parcel had been previously serviced, off-site levies will be required on all the new lots created, except the one new lot that was originally serviced. The original lot may be subject to a redevelopment levy.
- b. Upon subdivision or redevelopment, where the parcel was not previously serviced, off-site levies must be paid on the entire development area.

#### 3.1 FUNDING SOURCE

Projects within the City of Red Deer’s Off-Site Levy Bylaw are either fully or partially funded through collected off-site levies from development or subdivision within a benefitting basin(s). For projects partially funded through off-site levies, the remaining portion is covered via tax-supported funding.

On occasion, there may be a third-party contribution towards certain projects. For instance, there is one off-site levy-funded project that is technically a provincial highway, so the Province of Alberta contributes funding accordingly.

### 4.0 DEVELOPMENT CHARGES IN CALGARY

#### **Long-term Infill/Established Growth Target: 50%**

The City of Calgary’s Off-Site Levy Bylaw and Centre City Levy Bylaw are in place to fund growth-related infrastructure. The Off-Site Levy funds growth-related infrastructure that provides a broader benefit (e.g. arterial roads) and includes a greenfield and established area rate. The Centre City Levy program is a funding tool used to collect levies from developers to share in the funding of growth-related local infrastructure and community improvements within the Centre City Plan Area (City of Calgary).

#### 4.1 OFF-SITE LEVY

There are two different types of levies included in Calgary’s Off-Site Levy Bylaw, one that applies only to the greenfield area and one that applies only to the established area. Growth-related infrastructure types included in the Off-Site Levy Bylaw are as follows: water distribution & wastewater collection infrastructure, transportation and community or recreation infrastructure (transit, fire, police, recreational and library facilities).

For growth-related infrastructure projects, cost is allocated based on the benefit a project will provide to new growth (in greenfield or established areas), existing development and regional growth (e.g. Airdrie forcemain tie-in).

Levies in the greenfield area are charged on a per hectare basis for all development types and all infrastructure types. Levies in the established area are applied to only water and wastewater infrastructure, namely treatment plants. In established areas, the off-site levy payable is determined based on the type of development proposed and collected on



a per unit basis for residential development and metres squared basis for commercial/industrial development.

#### 4.2 CENTRE CITY LEVY

Calgary's Centre City Levy program is a funding mechanism to collect levies from developers to cost-share local growth-related infrastructure and public realm improvements required due to new growth within the Centre City Plan Area. New development is charged a rate on a linear basis using the length of the parcel's frontage for the calculation.

The levy is collected on development in the Centre City Plan Area that is later invested, often with other funding sources for infrastructure programs to support growth, quality of life and resiliency in the Centre City Plan Area. This could include funding to support local infrastructure projects and public realm improvements that are triggered by new development (City of Calgary 2-3).

#### 4.3 FUNDING SOURCE (OFF-SITE LEVY)

Costs for off-site growth-related infrastructure with a broader benefit spanning multiple areas are funded by the City through off-site levies and other funding sources such as utility rates, property taxes and government grants (City of Calgary 24-25).

##### 4.3.1 DENSITY INCENTIVE PROGRAM

A Density Incentive Program is included in Calgary's Off-Site Levy Bylaw and is intended to offset the cost of off-site levies for high-density development in established areas. Under the program, developments with a density above 285 equivalent people per hectare have their off-site levies capped at a rate equal to what a development of 285 equivalent people per hectare would pay. This is less than what would be paid should the rate be calculated based on the total number of units or square metres.

An Established Areas Redevelopment Incentive Budget covers the cost of the program, specifically subsidizing off-site levies for development with densities above 285 equivalent people per hectares. The program budget is funded through the property tax uplift arising from intensification within established areas (City of Calgary 1-4).

#### 5.0 DEVELOPMENT CHARGES IN EDMONTON

##### Long-term Infill/Established Growth Target: 50%

Edmonton is somewhat unique in how it charges levies to cover infrastructure and costs related to growth. Rather than applying a single development charge covering multiple infrastructure types, Edmonton uses a combination of "charges" to cover different classes of growth-related infrastructure.

##### 5.1 FACILITIES OFF-SITE LEVY BYLAW

In June 2021, Edmonton adopted a new Facilities Off-Site Levies Bylaw, which currently includes projects that involve the construction of fire halls in new development areas. Each development within a specified catchment area outlined in the bylaw pays a proportionate share of the costs of a new fire hall for that area based on the area of the land included in a subdivision or development proposal (City of Edmonton).

The cost of the new facilities is jointly shared between the City and new development. The cost to construct the 12 fire halls listed in the bylaw is roughly \$185 million. It is estimated that the City will recover 40 to 45 per cent of these costs via collected off-site levies as the communities that the fire halls will serve are built out. The leftover \$110 million share of costs will be covered by the City through other sources such as grants, tax levy on a pay-as-you-go basis, or through tax-supported debt (City of Edmonton).

## 5.2 ARTERIAL ROADWAY ASSESSMENTS

Arterial Roadway Assessments (ARA) are charged during subdivision or at the time of a development permit to cover major arterial road infrastructure needed to support growth. Edmonton's ARA Bylaw stipulates that the cost for several arterial roads is to be cost-shared by development in various catchment areas. New development or subdivision within a catchment area defined in the ARA Bylaw is subject to the applicable per hectare ARA rate for that catchment area. Catchment areas are adjacent to Edmonton's major freeway that circles the city. Mainly, these areas are located outside of the circle freeway in newer greenfield areas, however, there are some catchment areas located inside of the freeway. No catchment areas are within, or near the downtown core area.

## 5.3 PERMANENT AREA CONTRIBUTIONS

Permanent Area Contributions (PAC) are payments for storm and sanitary trunk sewers, stormwater management facilities and other cost-sharable drainage improvements within predefined drainage basins (city areas). A PAC is charged on a per hectare basis to new development or subdivision within a defined basin. The PAC system has two types of cost-sharing:

- **On-site cost-sharing** – the sharing of costs for trunk sewers installed within a drainage basin.
- **Off-site cost-sharing** – the sharing of costs for intercepting sewers built outside the boundaries of an on-site cost-sharing basin.

On-site cost-sharing projects are more localized to a specific basin, where off-site cost-sharing projects can span several basins (Agrawal 19-20).

## 5.4. SANITARY SERVICING STRATEGY FUND

In 1999, Edmonton established a Sanitary Sewer Servicing Fund (SSSF) intended to fund future sewer trunk projects large than 1,050 millimetres in diameter and serving areas greater than 1,400 hectares. The City collects

revenue for this fund ahead of making expenditures through three pooled funding sources, which are detailed below.

### 5.4.1 SANITARY UTILITY CONTRIBUTION

This is a yearly fee contributed by the sanitary utility owner (EPCOR). The current yearly contribution is set at \$1.3 million per year (City of Edmonton).

### 5.4.2 EXPANSION ASSESSMENT CHARGE

This is a per hectare charge applied to new subdivisions and development located in areas planned to be serviced by existing or future major sanitary trunks. This charge only applies to three catchment areas located along the periphery of the city (greenfield area). Each of these catchment areas has a distinct charge based on the infrastructure required for that area. These include: North Edmonton Sanitary Trunk, South Edmonton Sanitary Sewer and West Edmonton Sanitary Sewer (City of Edmonton).

### 5.4.3 SANITARY SEWER TRUNK CHARGE

This charge is levied on new development and redevelopments that increase the intensity of land use on properties that abut an EPCOR Water Service or city right-of-way in which there is a sanitary or combined sewer. All money collected is deposited into the Sanitary Servicing Strategy Fund.

## 5.5 FUNDING SOURCE

| Fee Type:                                 | Funding Sources:   |
|---|--|
| <i>Facilities Off-site Levy</i>           | Levies collected from developers and contributions from City funding sources.  |
| <i>Arterial Roadway Assessments (ARA)</i> | Collected ARAs from development within a corresponding catchment area.   |
| <i>Sanitary Sewer Servicing Fund</i>      | Developers contribute through the Expansion Area and Sanitary Sewer Trunk charges. EPCOR contributes \$1.7 million as the utility owner. Regional contributions are also made. |
| <i>Permanent Area Contributions</i>       | Developers of property within a benefitting area of the city.  |

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