



CITY COUNCIL

**Wednesday, December 15, 2021
9:00 AM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

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**Agenda
City Council
Wednesday, December 15, 2021**

The following items will be considered Wednesday December 15, 2021 at 9:00 am:

- **CR21-157: Regina Police Service 2022 Operating and Capital Budget**
- **CM21-29: 2022 Council and Committee Meeting Calendar**
- **2021-84: The Procedure and Committee Amendment Bylaw, 2021**

The following items will be considered Thursday December 16, 2021 at 9:00 am:

- **CM21-23: 2022 General and Utility Operating Budget and 2022 - 2026 General and Utility Capital Plan**
- **2021-79: The 2022 Alley Maintenance Special Tax Bylaw**
- **2021-82: The Regina Water Amendment Bylaw, 2021**
- **2021-83: The Regina Wastewater and Storm Water Amendment Bylaw, 2021**

Confirmation of Agenda

DELEGATIONS AND TABLED REPORT

| | |
|----------|---|
| DE21-336 | Terri Sleevea, Regina, SK |
| DE21-337 | Jim Elliott, Regina, SK |
| DE21-338 | Joel Murray, Regina, SK |
| DE21-339 | Florence Stratton, Regina, SK |
| DE21-340 | Amanda Halderman, Ron Pobielski, and Cory Little. Regina Crime Stoppers, Regina, SK |
| DE21-341 | Carla Harris, Regina, SK |
| DE21-342 | Casey Ward, Regina Police Association, Regina, SK (CR21-157) |
| DE21-343 | Kay Yee, Regina, SK |



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- DE21-344 Dylan Morin, Regina, SK
- CP21-37 Erica Mthembu, Regina, SK
- CR21-157 Regina Police Service 2022 Operating and Capital Budget

Recommendation

1. That the 2022 Regina Police Service Operating Budget, which includes estimated gross operating expenditures of \$103,695,300 and revenues of \$10,898,600, resulting in a Net Operating Budget of \$92,796,700, be approved.
2. That the 2022 Capital Budget of \$4,891,000 with capital funding to be determined by Regina City Council and an additional \$248,000 funded by SGI, be approved.
3. That this report be forwarded to the December 15, 2021 City Council budget meeting

PUBLIC NOTICE BYLAW AND RELATED REPORT

- CM21-29 2022 Council and Committee Meeting Calendar

Recommendation

That City Council:

1. Re-confirm the following specific decisions taken at its November 24, 2021 meeting respecting the 2022 City Council and Committee Meeting Calendar (CR21-159):
 - a. Incorporating the respective responsibilities of the Community Wellness Committee and the Operations & Community Services Committee into Executive Committee;
 - b. Establishing Council meetings:
 - i. Twice monthly on alternate Wednesdays beginning at 1:00 p.m., except as outlined in Appendix A, with adjournment no later than 9 p.m.;
 - ii. Recess for 15 minutes every 90 minutes of each meeting with the exception of a 45 minute break for dinner at 6:00 p.m.;



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- c. Establishing Executive Committee meetings:
 - i. Twice monthly on alternate Wednesdays beginning at 9 a.m., except as outlined in Appendix A, with adjournment no later than 5 p.m.;
 - ii. Recess for 15 minutes every 90 minutes of each meeting with the exception of a 45 minute break for lunch at 12:15 p.m.;
- d. Establishing Regina Planning Commission meetings as once monthly on Tuesdays beginning at 4 p.m., as outlined in Appendix A, with a recess for 15 minutes every 90 minutes of each meeting;
- e. Providing Members with multiple opportunities of 5 minutes to speak on each of the four primary categories of the annual budget (Regina Police Service; and City Operating; Capital; and Utility);
- f. Establishing revised timelines for earlier submission, distribution and release of Council and Committee agendas and meeting materials;
- g. Making administrative revisions to *The Procedure Bylaw, Bylaw No. 9004*:
 - i. Discontinuing the requirement for Members, Administration or delegations to stand at City Council meetings when speaking;
 - ii. Discontinuing the requirement for the Mayor or Deputy Mayor to leave the chair for the purpose of taking part in the debate at City Council;
 - iii. Incorporating gender neutral language;
 - iv. Updating the "Order of Business at Meetings" section.
- h. Removing MN21-5 from the List of Outstanding Items for City Council;
- i. Directing the City Clerk to investigate the implications, costs and timing of implementing full-time Councillor positions.



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2. Allow delegations to address City Council and/or Executive Committee and/or Regina Planning Commission at any scheduled meeting:
 - a. Written submissions from delegations wishing to address City Council must be submitted by 1:00 p.m., the Thursday immediately preceding the City Council meeting;
 - b. No written submissions from delegations wishing to address Executive Committee or Regina Planning Commission are required but the deadline for registering to address either committee is 1:00 p.m., the Thursday preceding the respective meeting.
3. Approve the 2022 meeting calendar as outlined in Appendix A; and
4. Approve amendments to *The Procedure Bylaw, Bylaw No. 9004* and *The Committee Bylaw, Bylaw No. 2009-40* incorporating these provisions as outlined and prepared by the City Solicitor, with an effective date of January 1, 2022.

2021-84 THE PROCEDURE AND COMMITTEE AMENDMENT BYLAW, 2021

DELEGATIONS, BYLAWS, AND RELATED REPORT

| | |
|----------|---|
| DE21-345 | Karin Iskander, Regina, SK |
| DE21-346 | Jair Gyamfi, Regina, SK |
| DE21-347 | Oni Oluwanifemi, Regina, SK |
| DE21-348 | Jamie McKenzie, Regina, SK |
| DE21-349 | Florence Stratton, Regina, SK (CM21-23) |
| DE21-350 | Jim Elliott, Regina, SK |
| DE21-351 | Ryan Pollock, Royal Regina Golf Club, Regina, SK |
| DE21-352 | Carla Harris, Regina, SK (CM21-23) |
| DE21-353 | Sophia Young, Regina, SK |
| DE21-354 | Joanne Havelock, Friends of the Regina Public Library, Regina, SK |



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| | |
|----------|--|
| DE21-355 | Chris Guerette, Saskatchewan Realtors Association, Regina, SK |
| DE21-356 | Tim Reid, Wayne Morsky, and Roberta Engel, REAL, Regina, SK |
| DE21-357 | Dylan Morin, Regina, SK (CM21-23) |
| CP21-38 | Alan G. Wallace, National Affordable Housing Corporation, Saskatoon, SK |
| CM21-23 | 2022 General and Utility Operating Budget and 2022 - 2026 General and Utility Capital Plan |

Recommendation

That City Council:

1. Approve the 2022 General Operating Budget as outlined in Appendix A, including the following details:
 - a. Gross expenditures of \$512,213,000 and a net property tax levy of \$280,946,000;
 - b. 2022 mill rate of 9.78115 representing a 3.49% increase for all programs and services;
 - c. Funding for the Provincial Capital Commission (PCC), Economic Development Regina Inc. (EDR) and Regina Exhibition Association Limited (REAL); and
 - d. Regina Police Services (RPS) gross expenditures totaling \$103,695,300 and revenues totaling \$10,898,600.
2. Approve the 2022-2026 General Capital Budget with total gross expenditures of \$136,339,000 in 2022, as summarized in the City of Regina 2022 Budget, attached as Appendix A beginning on page 97.
3. Approve the General Capital Budget as outlined on page 96 of Appendix A for multi-year projects that require future year commitments with gross expenditures of \$3,145,000 in 2022, be approved as follows:
 - a. 2023 - \$9,265,000
 - b. 2024 - \$3,000,000
 - c. 2025 - \$2,000,000.
4. Approve the 2022 Recreation & Culture Capital Budget with total gross expenditures of \$12,425,000 in 2022, as summarized in Appendix D& D-1 with funding provided by the funds described in Recommendation 2 of this report.



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5. Delegate authority to the Executive Director, Financial Strategy and Sustainability to do the following:
 - a. Apply to the federal and provincial governments for any grants or funding in excess of \$500,000 that may be available to the City to implement any of the 2022 capital projects contained in the Recreation and Culture Capital Plan attached as Appendix D and D-1.
 - b. Negotiate and approve any required funding or grant agreements with the provincial or federal government for the projects outlined in (a), any amendments to these agreements and any ancillary agreements or documents required to give effect to the agreements.
6. Authorize the City Clerk to execute the necessary application forms and agreements outlined in recommendation 5 above after review and approval of the City Solicitor.
7. Delegate authority to the Executive Director, Financial Strategy and Sustainability to negotiate and approve amendments to the City's existing consulting and professional engineering services agreement for the feasibility study of the new Indoor Aquatic Facility (as set out in Appendix D and D-1) as it is anticipated that the expenditures under this agreement will exceed \$750,000.
8. Authorize the City Clerk to execute any amendments outlined in recommendation 7 above upon review and approval of the City Solicitor.
9. Approve funding for the Provincial Capital Commission (PCC), Economic Development Regina Inc. (EDR), and Regina Exhibition Association Limited (REAL), as outlined on page 29 of this report, with funding provided by the funds described in Recommendation 1 of this report.
10. Approve the Regina Public Library Board approved budget and mill rate request of 0.87191 representing a 2.46% increase for the Regina Public Library.
11. Instruct the City Solicitor to prepare and bring forward any property tax bylaws needed to implement the above approved mill rates for the City and the Regina Public Library in spring 2022 once the City receives the education mill rate from the Government of Saskatchewan and approves the mill rates for the Business Improvement Districts.
12. Approve a total transfer of \$7,800,000 from the General Fund Reserve as follows:
 - a. Transfer of \$2,060,000 to fund the one-time shortfall in the Municipal Revenue Sharing grant due to impacts from COVID-19.



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- b. Transfer of \$115,000 to fund one-time investments related to the Council approved Winter City Strategy execution.
 - c. Transfer of \$1,825,000 to fund the Housing Incentive Policy program for 2022.
 - d. Transfer of \$1,000,000 to fund the 2022 Grey Cup.
 - e. Transfer of \$2,800,000 to fund part of the \$4,600,000 COVID-19 impact on the City's finances in 2022.
13. Approve a transfer of approximately \$1,800,000 from the COVID-19 Recovery Reserve to fund the remaining amount of the \$4,600,000 COVID-19 impact on the City's finances in 2022.
14. Approve a transfer of \$1,150,000 in 2022 from the Asset Revitalization Reserve to fund the Safe Sidewalks - Sidewalk Distress Backlog project.
15. Approve the following 2022 Alley Maintenance Special Tax levies, proposed revenues and estimated costs:
- Paved Alleys:
 - Levy \$3.90 per assessable foot
 - Proposed Revenue \$3,486,313
 - Estimated Cost: \$3,486,313
 - Gravel Alleys:
 - Levy \$2.72 per assessable foot
 - Proposed Revenue \$1,676,532
 - Estimated Cost \$1,676,532
16. Direct the City Solicitor to prepare the 2022 Alley Maintenance Special Tax Bylaw to include the paved and gravel alleys levies, proposed revenues and estimated costs as detailed in recommendation 15 above and Appendix E to this report.



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17. For the 2022 tax year, approve the removal of the golf course subclass thereby resulting in the following classes, subclasses and mill rate factors:

| CLASS | SUBCLASS | MILL RATE FACTOR |
|-----------------------|--------------------------------------|------------------|
| Residential | Residential (including condominiums) | 0.91034 |
| | Multi-Family Residential | 0.91034 |
| Commercial/Industrial | Commercial and Industrial | 1.24924 |
| | Railway and Pipeline | 1.24924 |
| | Resource | 1.24924 |
| Agricultural | N/A | 1.24924 |

18. Instruct the City Solicitor to prepare the necessary property tax bylaws to come forward in Spring 2022 to provide for the classes, subclasses, mill rates and mill rate factors outlined in this report.
19. Approve the 2022 Utility Operating Budget as outlined in Appendix A beginning on page 110, with total revenues of \$157,362,000 and total gross expenditures of \$157,362,000.
20. Approve the 2022-2026 Utility Capital Budget with total gross expenditures of \$119,423,000 in 2022, as summarized in the City of Regina 2022 Utility Budget, beginning on page 119 of Appendix A.
21. Approve the 2022 water rates and fees and charges as described in the following table:

| Water Rate Schedule | AWWA Standard Ratio | Approved Rate Schedule \$ | Proposed Rate Schedule \$ |
|-------------------------|---------------------|---------------------------|---------------------------|
| Daily Base Fee: | | 2021 | 2022 |
| 15 mm/18 mm water meter | 1.0 | 0.88 | 0.92 |
| 25 mm water meter | 1.4 | 1.23 | 1.29 |
| 40 mm water meter | 1.8 | 1.58 | 1.66 |
| 50 mm water meter | 2.9 | 2.55 | 2.67 |
| 75 mm water meter | 11 | 9.68 | 10.12 |
| 100 mm water meter | 14 | 12.32 | 12.88 |
| 150 mm water meter | 21 | 18.48 | 19.32 |
| 200 mm water meter | 29 | 25.52 | 26.68 |
| Volume Charge: | | | |
| Charge per m3 | | 2.10 | 2.21 |



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22. Approve the 2022 wastewater charges as described in the following table:

| Wastewater Rate Schedule | AWWA Standard Ratio | Approved Rate Schedule \$ | Proposed Rate Schedule \$ |
|---------------------------------|----------------------------|----------------------------------|----------------------------------|
| Daily Base Fee: | | 2021 | 2022 |
| 15 mm/18 mm water meter | 1.0 | 0.68 | 0.71 |
| 25 mm water meter | 1.4 | 0.95 | 0.99 |
| 40 mm water meter | 1.8 | 1.22 | 1.28 |
| 50 mm water meter | 2.9 | 1.97 | 2.06 |
| 75 mm water meter | 11 | 7.48 | 7.81 |
| 100 mm water meter | 14 | 9.52 | 9.94 |
| 150 mm water meter | 21 | 14.28 | 14.91 |
| 200 mm water meter | 29 | 19.72 | 20.59 |
| Volume Charge: | | | |
| Charge per m3 | | 1.86 | 1.95 |

23. Approve the 2022 stormwater charges as described in the following table:

| Storm Stormwater Rate Schedule | Rate Ratio | Approved Rate Schedule \$ | Proposed Rate Schedule \$ |
|---------------------------------------|-------------------|----------------------------------|----------------------------------|
| Daily Base Fee: | | 2021 | 2022 |
| 0 to 1,000 m2 | 1.0 | 0.59 | 0.62 |
| 1,001 to 3,000 m2 | 2.0 | 1.18 | 1.24 |
| 3,001 to 5,000 m2 | 4.0 | 2.36 | 2.48 |
| 5,001 to 7,000 m2 | 6.0 | 3.54 | 3.72 |
| 7,001 to 9,000 m2 | 8.0 | 4.72 | 4.96 |
| 9,001 to 11,000 m2 | 10.0 | 5.90 | 6.2 |
| 11,001 to 13,000 m2 | 12.0 | 7.08 | 7.44 |
| 13,001 to 15,000 m2 | 14.0 | 8.26 | 8.68 |
| 15,001 to 17,000 m2 | 16.0 | 9.44 | 9.92 |
| 17,001 to 19,000 m2 | 18.0 | 10.62 | 11.16 |
| 19,001 to 21,000 m2 | 20.0 | 11.80 | 12.4 |
| 21,001 to 23,000 m2 | 22.0 | 12.98 | 13.64 |
| 23,001 to 25,000 m2 | 24.0 | 14.16 | 14.88 |
| 25,001 to 27,000 m2 | 26.0 | 15.34 | 16.12 |
| 27,001 to 29,000 m2 | 28.0 | 16.52 | 17.36 |
| 29,001 to 31,000 m2 | 30.0 | 17.70 | 18.6 |
| Over 31,000 m2 | 32.0 | 18.88 | 19.84 |



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24. Approve the miscellaneous utility fees and charges as described in the following tables:

| Fee | Current Fee | 2022 Proposed Fee | 2023 Proposed Fee |
|--|-------------|-------------------|-------------------|
| Fire Hydrant - Fixed Rental Fee | \$151 | \$250 | \$250 |
| Fire Hydrant - Minimum water consumption charge per week | \$57 | \$70 | \$70 |
| Bulk water sales rate (per cubic meter) | \$2.57 | \$3.00 | \$3.50 |
| Hydrant Flow Test | \$335 | \$375 | \$375 |

| Fee | Current Fee | Proposed Fee |
|-------------------------------|-------------|--------------|
| Recycled Water Connection Fee | \$0.2694/m3 | \$0.2838/m3 |

25. Approve that the utility rates and charges set out in these recommendations be effective January 1, 2022.
26. Authorize the City Solicitor to prepare amendments to Bylaw 8942, being *The Water Bylaw*, to amend the rates and charges and Bylaw 2016-24, being *The Wastewater and Storm Water Bylaw*, 2016 and Bylaw 8942, being *The Water Bylaw*, to amend the rates and charges as set out in recommendations 21 to 24.
27. Authorize the City Solicitor to prepare any other necessary bylaw amendments not mentioned above to implement the above recommendations and the approved budgets.
28. Remove the following items from the List of Outstanding Items for Council:
- a. CR21-130 (Tax Policy and Affordability)
 - b. CR21-45 (2021 Housing Incentive Policy Update)
 - c. CR21-54 (Safe Sidewalk Update – Sidewalk Distress Backlog)
 - d. MN21-2 (Increase Recreation and Leisure Activities for People with Disability)
- 2021-79 THE 2022 ALLEY MAINTENANCE SPECIAL TAX BYLAW, 2021
- 2021-82 THE REGINA WATER AMENDMENT BYLAW, 2021
- 2021-83 THE WASTEWATER AND STORM WATER AMENDMENT BYLAW, 2021

Adjournment

Mayor Masters, Regina City Councillors and Administration,

My name is Terri Sleevea and I would like to address the CR21-157 Regina Police Service 2022 Operating and Capital Budget. I find it very disconcerting that the city chooses to increase its “military presence” instead of ensuring the well-being of its residents. The root causes of poverty aren’t being considered by the direction that funding is disbursed.

-In regards to the current budget projections for 2022, the police budget (22%) currently outweighs both the Transit budget (8%) and the community investment budgets (3%) by more than double the amount (per category).

The transit budget should be increased to address better service offerings such as: fare free transit for youth 18 years old and younger, more service hours especially on Sundays and the waiting intervals should be decreased to every 15 minutes during peak periods.

-By 2050 Regina is supposed to be aiming for 100% renewable energy. In line with this *very important* goal, we should not be investing in such expensive items such as a police aircraft for a city the size and scope of Regina. Climate change must be a priority in this time of unprecedented weather fluctuations.

-The police budget could be altered to include more funding for such programs as harm reduction and homelessness, which are both rampant in Regina.

-Forty individuals from Camp Hope had their suffering diminished for six months thanks to the city's initiative. But what about the others who are being severely impacted? The dire circumstances that have befallen them need to be alleviated now, not in the future after an airplane is purchased. That just doesn't make sense to me. Please make the necessary budget decisions to address the current social inadequacies.

-Thank You!

Review & Recommendations
of the
City of Regina
Proposed 2022 Budget

DE21-337

by

Jim Elliott

December 15-17, 2021

Dear Mayor Masters & Members of Council,

DE21-337

My name is Jim Elliott and have been presenting my recommendations on annual budgets for the past 22 years. It is heartening to see an increased interest in how our taxes are doing and what direction or guidance you show us this year.

But, previous comments around the lack of information and time to evaluate the information in previous year's budget documents are as valid this year as they have been in the past.

Climate Change and Sustainability

What is further troubling and you have heard it many times over the past three years and it is worth repeating is the inaction on the city to implement the motion to make this city 100% renewable by 2050. And now we are going into our fourth year of inaction.

As we have seen in recent months both here and in Glasgow, the time we should have started the transition is back in 2018 or earlier as every day we do nothing, we waste money, put more greenhouse gases in the air and make it even harder and more expensive for our children and grandchildren to change or pay for the increasing costs of doing nothing on climate change. Your inaction is also not saving your residents money and making them more resilient and more capable of dealing with problems like this pandemic.

Just imagine if when this pandemic started, a worker was making the same amount of money but did not have to pay for heating or electricity or had a reduced tax bill because the city had eliminated their heating or electricity bill? How comforting would that be?

And it has been said many times and needs to be repeated, all of what we need to go 100% renewable was available in 2018. We have building plans that could and have eliminated 90% of their energy bill. We could make electric buses available free of charge if we wanted to. We have used easy ways to eliminate 50% of our residential water bills.

And most of this is available to those with limited funds. If I can move to being off grid for electricity and potable water with an annual income under \$20,000, then most should be able. Many have bigger problems than I do. With the Property Assessed Clean Energy (APPENDIX 1) proposal, it would be even easier to install photovoltaics and reduce energy need for most homeowners and building operators, even the city.

And as the procurement process to start purchasing electrical buses is a few years, beginning to signal and plan for that first electric buses in 2023 should be starting now, not next year. And wouldn't it be a real feather in our cap or publicity profile for this city that everyone who rides the first electric bus doesn't have to pay to ride?

In a similar vein, the purchase of hybrid vehicles at this time in this budget is questionable as the need to move to only electric vehicles purchases within the lifecycle of any vehicle purchased today. What you do today would then dictate getting rid of those same hybrid vehicles prior to their lifecycle end. And maybe every staff person that has an electric car or truck doesn't have to pay for their parking spot. Now that might require the city to put in charging stations at every city facility but it can be done today.

What is troubling with much of the text in the budget book is the hope to reduce carbon dioxide emissions, not to eliminate emissions, but only to reduce emissions. This and many other communities across Canada and around the world need to be taking bold actions rather than tentative steps like the use of net zero instead of zero.

Net zero, used by industry, means that the production and use of fossil fuels can go **DE21-0337** usual and they do not have to transition out of the fossil fuel production or use. The industry will always throw out the useless hope for a technological fix to take carbon dioxide and other greenhouse gases out of the air once deposited there by inefficient archaic fossil fuel-using systems.

When passivhaus¹ and factor nine² building technology can virtually eliminate the need for natural gas for heating and coal-fired electricity by at least 70% and similarly at least 50% of the current need for potable water, these budget items should be the standards by which this city should be moving to implement with stronger minimum building code standards than what is currently there. This city should be encouraging thermal mass buildings, ground sourced heat exchangers and thermally upgrading existing and new buildings. And this technology is home-grown putting Regina residents to work here and around the world.

Roadway and Sidewalk Master Plan

There is talk about having master plans and asset management now making it more effective to maintain those systems to a better standard.

Considering the state in which our system is now, anything is an improvement. I have sidewalks that have not been fixed in the 26 years that I have lived in my neighbourhood. It is not a simple problem but two entire blocks that have continued to crumble and break away over those same years. These should be known by city employees as there were, at the same time, four corner curb cuts replaced last year on the same street.

In addition, there are transit stops that do not have a concrete pad to drop off residents, or if they have a concrete pad do not have a sidewalk to allow the person to get to the store or in the worst case scenario then require the transit user to dodge two-way traffic on a busy street to get to the other side of the street because there is no other way to get to that other store.

One way to help both sidewalk use and support active transportation is to eliminate the "beg buttons" or crosswalk request buttons. This would mean that everyone would get a walk sign every time rather than get less time to cross the street or in the case of people with disabilities not be forced to navigate snow drifts just to get enough time to safely cross the street. And many of the buttons don't work or repeatedly break down.

1994 City Bikeway Plan

A bikeway study was done in 1994 to develop a bikeway network across the city. It was approved in principle by Council on June 27, 1994. Very little has been done with this plan and we are now in 2021 (27 years later) with no network across the city for the use of a growing number of cyclists and active transportation users that use our streets every month of the year. The initiator of this study and planned network was developed by a Bicycle Advisory Committee on which I and your current City Manager worked with other city staff and cyclists to make it safe for the cyclists on the road.

Police Budget

"It is important at this time that we cannot simply be attempting to reform the police or reform the prisons. Reform has been the glue that holds these institutions together over the years. But it is so exciting now to see young people especially talking about

¹ <https://www.passivehousecanada.com/>

² <https://www.src.sk.ca/blog/factor-9-home>

building a new world, recognizing that it is not about punishing this person or that person, it is about creating a new framework so that we do not have to depend on institutions like the police and prisons for safety and security. We can learn how to depend on education and health care and mental health care and recreation and all of the things human beings need in order to flourish. That is true security and true safety."

- Scholar and Activist Angela Davis, *Democracy Now*, December 8, 2021³

What is also problematic in this and past year's budgets is the lack of ability to adequately comment or make recommendations of the Regina Police Service budget proposal. Further discussion is required to delve adequately into the questions around community safety and the inherent tendency for this police administration to move to a more militarized force with all the armoured vehicle and now plane requests coming from them.

There is clear community-based and more productive uses of funds to get at the roots of crime and violence. And, I might add, the introduction of the community wellness committee of Council is a prospective first step, although that has been squashed. The full use of the 1.23% mill rate increase or \$4.132 million dollars in the pursuit of community wellness would be an added push and leverage for that committee and for the community to actually address problems in the city rather than depend on a growing police force to force change.

The purchase of an airplane does not reduce crime. Expending as much as 29% of the capital fleet purchases this year does not reduce crime. When reducing the police budget to two lines in the operations budget and 6 lines in the capital budget, the 6-page document does not engender an interest on behalf of the police service or an ability from the citizen's perspective to assess the various needs put forward by this budget. It is convenient that this line item for the plane in the budget is hidden under fleet purchases thus limiting the potential discussions on this matter by the public. All it produces is more greenhouse gas emissions, noise and on the odd occasion may help in the apprehension of some criminals.

Focus On Children

It is coming on 12 years since the City of Regina made a splash in the news about adopting a Children's Charter (see Appendix 3). It talks about providing the basic needs of children, quality housing, nutritious food and access to adequate support services. It talks about having a supportive family circle free from neglect, bullying and racism. It talks about having the right to play and be physically active. It talks about the right to contribute. At one time, there was a youth advisory council that this council could receive advice from periodically or on specific issues or concerns. When many of the determinants of health in this city for those most vulnerable are negative, how are the children being supported and nurtured? When you spend millions of dollars on the police service and regularly, children go missing, how does that work?

The Search Institute⁴ research findings and insights have been used the world over to strengthen the developmental relationships that help young people learn, grow, and thrive. Our most powerful learning occurs at the nexus of theory, research, and practice.

They are driven by curiosity about what young people need to succeed — and how they contribute to their communities and the world. They are continually discovering new ways to shape and deepen developmental relationships by working in partnerships with youth-serving organizations.

³ https://www.democracynow.org/live/celebrate_25_years_of_democracy_now

⁴ <https://searchinstitute.org/>

The Search Institute research is anchored in positive youth development approaches **DE21-337** impacting several disciplines, including child development, family systems, prevention science, social learning, social capital, and community development.⁵

The City of Regina was attempting to implement this program in Regina within our school and city programs but was suspended over a decade ago. The Search Institute has studied Developmental Assets⁶ in the lives of millions of young people across the United States, Canada and around the world. Research consistently shows that young people from all backgrounds do better when they have a strong foundation of these strengths in their lives.

Grounded in extensive research in youth development, resiliency, and prevention, it identifies:

- a. The supports, opportunities, and relationships young people need across all aspects of their lives (called “external assets”); and
- b. The personal skills, self-perceptions, and values they need (called “internal assets”) to make good choices, take responsibility for their own lives, and be independent and fulfilled.

When youth have more assets, they are:

- More likely to thrive now and in the future
- Less likely to engage in a wide range of high-risk behaviors
- More likely to be resilient in the face of challenges

Energy & Sustainability Framework within the Regina Police Service

Without a lot of detail in this budget, whether operational or capital, it is very problematic on what is being considered when it comes to responding to the Energy & Sustainability Framework that this Council committed to and will spent money working to provide this city a plan to get us to 100% Renewable by 2050.

And one could go so far as to anticipate the comments from those that would support the status quo plans to increase the police budget now and further, they feel that this Regina Police Service budget should be exempt from dealing with requirement of other budgets and line items.

Now they may say in rebuttal that the consolidation of police services into a newly renovated building will save money and it probably will but clearly it has no intention to be even close to net zero. Similarly, they will say that you can’t deal with criminals in electric vehicles, electric armoured tanks or electric planes. But why should the culture of the Regina Police Service not be the same culture of the citizens?

A better approach to this dilemma is to work towards the elimination for the need for the Regina Police Service. If you eliminate or reduce crime, you reduce or eliminate the need for fossil-fuel based transportation, electricity and heat.

Water Utility Budget

When it comes to safety around our potable water source, we should not be cutting corners. Similar to the PACE option of putting energy savings infrastructure on the property owner’s account, there should be a mechanism to get rid of all of the lead pipes either on the property owners land or the city system. When the most vulnerable people will be getting the highest risk of lead being in their water, more should be available to expedite the removal.

⁵ <https://searchinstitute.org/insights>

⁶ <https://www.search-institute.org/our-research/development-assets/>

I would like to give notice of motion today that I will bring up when we talk about the 2023 water utility budget. This council is intent to add another \$2 million dollars on top of an increase of 5% this year and \$200,000 every year going forward. And what is that expense for, the addition of a toxic chemical similar to lead or arsenic? It is an industrial grade fluoride coming potentially from our friends at The Mosaic Corporation to fluoridate our drinking water.

The 2% increase in the budget to cover the removal of some lead pipes next year should be removed from the utility budget and born by all taxpayers as it was all taxpayers who paid to have those lead pipes put in the ground. It should be all taxpayers who pay for this removal.

Cathy Lauritsen Memorial Off Leash Dog Park

The shoreline of this park has been deteriorating for years. The erosion of the shoreline will eventually and more significantly reduce the area of the park if the damage currently there is not fixed. Cathy was involved in the formation of Friends of Wascana Marsh and I would think this would be something she would support.

There needs to be firstly a restoration of the shoreline similar to parts of the Wascana Creek upstream in the Riverside Dyke area both by planting cattails on the water's edge and willows further up the bank to both stabilize the shoreline and limit access to the water by the dogs. Further to this, the shoreline vegetation close to the current cliff should be allowed to grow to full length and not be mowed to the edge. This management step could help limit other deteriorations in other places in the city.

Outdoor Boarded Rink Replacement

It was noted in this and previous budgets that there was to be one new boarded rink replaced every year and yet in 2022 and 2023, there will be no boarded rinks replaced. It is noted that there is anecdotally more use of these new boarded rinks than in other locations due to their premier features.

Water Utility Capital Budget

Similar to previous suggestions, with the electrical power source for the Buffalo Pound Water Treatment Plant and supply pipeline being almost solely fossil fuel fired electricity and as a backup diesel, then the sooner we switch to wind/solar/battery system, the sooner the \$3-4 million dollars spent on this energy source can be eliminated and save water users on their utility bill. Putting money into capital reduces the operational budget or the results of power failures on supplying water to citizens. Doing this now with the water reduction strategy identified above could put off any capital or operational expansion needs for decades.

Mayor's Call for Efficiencies – Do What I Say, Not What I Do

The mayor when she campaigned talked about pushing for efficiencies and reductions in the budget. And yet, the Mayor's Office budget for 2022 (page 42) calls for a 27.3% or a \$167,000 dollar (1 FTE person) increase from 2022.

Ancillary Results

If much of what has been identified above comes to pass, this could and should give the support for other bodies or levels of government to do or take similar steps. Just imagine if the next high school build did not need an electricity tie or was fully utilizing any stormwater on the property or eliminated at least 50% of its potable water demands on the city utility?

We have heard of two industrial plants being considered for Regina in the next few months. What if those plants were off grid and likewise significantly reduced their water demands from the city? If a pulp mill in northern Saskatchewan can eliminate any effluent coming from operations and this was done over twenty years ago, why should we not ask that this be done in Regina?

We have had for a few years that vision of being Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity. Isn't it about time that we actually took that vision to heart and begin to build that community we all aspire to be?

Recommendations

1. Begin the purchase of electric transit buses and thus eliminate the purchase of diesel or gasoline-fueled buses.
2. Begin the purchase of electric only fleet vehicles especially in the automobile and light truck categories. This would then be the model for residents to do the same when their next purchase is required.
3. Limit unnecessary spending by the Mayor's office and eliminate the increase in the Mayor's Office budget.
4. Begin to replace city facility street, parking lot or pathway lighting with photovoltaic/battery systems.
5. Build into the current building renewal strategies plans to eliminate outside energy needs for the current buildings and when new ones are proposed, begin with the highest standards to eliminate external energy need within those buildings.
6. Eliminate the Regina Police Service budget increase and instruct the Regina Police Service to revisit their budget so as to accomplish what they planned to do with the same budget as last year. And subsequently, put the \$4.32 million dollars into a Community Wellness Reserve to be used for wellness projects with \$1 Million being available in 2022.
7. Fully integrate the Developmental Relationships Framework of the Search Institute into all relationships which identifies key actions that move relationships with youth and young adults from being "nice" to "necessary" for positive development.⁷
8. Accelerate and/or expand the budget for adding bike lanes on a network of streets across the city that best suites the addition of the lane for bicycles.
9. Make active transportation, walking, cycling and transit, the priority when it comes to repairing roadways. This includes the elimination of the widening of Arcola Avenue over the bypass. Remove the crosswalk request or "beg" buttons and make all sidewalk crossing supportive of walking.
10. Replace one outdoor boarded rink in 2022 and 2023.

⁷ <https://www.search-institute.org/our-research/development-assets/developmental-relationships-gateway-building-assets/>

11. Begin the establishment of positive behaviors like riding public transit by making the use of public transit free of charge for those under 18.
12. Spend the required \$350,000 to restore the shoreline of the Cathy Lauritsen Memorial Off Leash Dog Park. Further to this, more of the current parks need turf replacement and native grasses should be utilized because of their tolerance to drought, reduced maintenance costs and short growth stature thus needing less cutting or irrigation.
13. Initiate a community-driven charette to place needed affordable housing on the Railyards and former Taylor Fields properties. Further to this, begin to tender out said plans so that building of affordable housing on those properties and complete communities can happen prior to 2025. This could also be a path forward for downtown Regina. These affordable homes and commercial properties should be to the level of Factor 9 (APPENDIX 2) or Passivhaus standards. Within these properties, a complete community with the associated basic needs of recreation, food security and local, owner-operated business should be encouraged. And by this act, we could be the first capital city in Canada to eliminate homelessness with a zero-carbon footprint.
14. Begin by putting forward a Request for Interest to the photovoltaic industry to start to place photovoltaic grid-tied systems on city buildings (ex. Lawson/Fieldhouse, Transit Fleet Barn, Core Ritchie Neighbourhood Centre complex) that have the maximum southern exposure in the city. These buildings have the potential of producing at least 4.2 Megawatts of electricity thus further reducing budget demands. We don't need more indoor swimming pools.

APPENDIX 1

<https://www.energy.gov/eere/slsc/property-assessed-clean-energy-programs>

PROPERTY ASSESSED CLEAN ENERGY (PACE)

The property assessed clean energy (PACE) model is an innovative mechanism for financing energy efficiency and renewable energy improvements on private property. PACE programs exist for:

- [Commercial properties](#) (commonly referred to as Commercial PACE or C-PACE).
- [Residential properties](#) (commonly referred to as Residential PACE or R-PACE).

Commercial and residential PACE programs share a common foundation. PACE programs allow a property owner to finance the up-front cost of energy or other eligible improvements on a property and then pay the costs back over time through a voluntary assessment. The unique characteristic of PACE assessments is that the assessment is attached to the property rather than an individual.

PACE financing for clean energy projects is generally based on an existing structure known as a "land- secured financing district," often referred to as an assessment district, a local improvement district, or other similar phrase. In a conventional assessment district, the local government issues bonds to fund projects with a public purpose such as streetlights, sewer systems, or underground utility lines.

The recent extension of this financing model to energy efficiency and renewable energy allows a property owner to implement improvements without a large up-front cash payment. Property owners that voluntarily choose to participate in a PACE program repay their improvement costs over a set time period—typically 10 to 20 years—through property assessments, which are secured by the property itself and paid as an addition to the owners' property tax bills. Nonpayment generally results in the same set of repercussions as the failure to pay any other portion of a property tax bill.

A PACE assessment is a debt of property, meaning the debt is tied to the property as opposed to the property owner(s). In turn, the repayment obligation may transfer with property ownership if the buyer agrees to assume the PACE obligation and the new first mortgage holder allows the PACE obligation to remain on the property. This can address a key disincentive to investing in energy improvements because many property owners are hesitant to make property improvements if they think they may not stay in the property long enough for the resulting savings to cover the upfront costs.

Advantages

- Allows for secure financing of comprehensive projects over a longer term, making more projects cash flow positive.
- Spreads repayment over many years, seldom requires an upfront payment, and removes the requirement that the debt be paid at sale or refinance.
- Can lead to low interest rates because of the high security of loan repayments attached to the property tax bill.
- Helps some property owners deduct payments from their income tax liability.

- Allows municipalities to encourage energy efficiency and renewable energy without putting general funds at risk.
- Taps into large sources of private capital.

Disadvantages

- Available only to property owners.
- Cannot finance portable items (screw-in light bulbs, standard refrigerators, etc.).
- Can require dedicated local government staff time.
- May require high legal and administrative setup obligations.
- Not appropriate for investments below \$2,500.
- Potential resistance by lenders/mortgage-holders whose claims to the property may be subordinated to the unpaid assessment amount should the property go into foreclosure.

APPENDIX 2

<https://www.src.sk.ca/blog/factor-9-home>

The Factor 9 Home: A New Prairie Approach

The Factor 9 Home is a demonstration project of a single-family residence located in Regina, Saskatchewan, Canada, that features very high levels of energy efficiency and environmental performance. The home was completed in April 2007.

The Factor 9 Home is projected to use a factor of 9 times less energy per square metre of floor area than the average existing home in Saskatchewan. The resulting energy target is 30 kWh/m² per year (108 megajoules/m² -year) of total purchased energy consumption. Another numerical performance target for the home is a Factor 2 reduction in purchased water consumption from the utility compared with conventional homes.

The major technical approaches used to develop the Factor 9 Home were Integrated Design and Value Engineering.

Introduction

The name "Factor 9" for the project was developed for the following reasons. World population is expected to increase from current levels by about a factor of 1.5 before stabilizing. Material consumption per average person in the world is expected to increase by a factor of about 3 from current levels before stabilizing.

Climate scientists have called for a reduction of current greenhouse gas emissions by about a factor of at least 2 from current levels. If these three factors are multiplied together, the number 9 results. Hence the Factor 9 energy target for this demonstration house was developed.

The lot was chosen so as to have the rear of the house face south for passive and active solar gain. The lot address is 7335 Wascana Cove Place in Regina, Saskatchewan. The subdivision chosen is a new area in the city that has access to public transport. The topography is very level. To reduce water runoff from the roof, rainwater and melted snow water from the roof will be stored in two 9500 litre storage tanks in the crawl space beneath the basement floor. This non-potable water will be used for toilets and exterior water usage. Landscaping is being designed to reduce the need for water.

Appendix 3 – Regina Children's Charter 2010



Thank you for the opportunity to speak today. As some of you know, I served from 2016 to 2020 on council and was fortunate enough to also serve on council's behalf on the Police Commission and National Police Governance Board. This gave me a unique perspective into policing in Canada and first hand experience in major Canadian cities.

The Regina police service budget is up for debate tonight. And as you know, under the police act your police commission creates and approves the budget and council is given the responsibility to approve or deny the request. This budget is created by representatives that council elects to the board. As you all know, amendments to the police budget must be made by the police commission.

In this years budget the elected representatives on your board has approved a longstanding request to for a supplemental unit, the air support unit. The approved unit has brought together provincial partners as well as SGI to provide funding. This unit was originally discussed all way back in 2017 but provincial budget decisions created challenges for all Saskatchewan municipalities, so it was put on the back burner.

In my tenure, provincial funding was extremely challenging to come across, generally the province took money from cities and left us depreciating assets. Here, they're offering to pay the majority of capital costs. This is a rare opportunity. This opportunity allows you as an employer to provide a significant increase to workplace safety for members and bring public safety to a level much higher than we can currently achieve in our city and surrounding municipalities.

I sat in the same chair as each of you and I know the weight you all bear in the decision making process. The part I always struggled with was the what if's. What if a member was killed in a situation where intel from that plane would have saved them. What if one of your residents, a senior citizen or child who wandered out in the winter could have been found sooner.

All I am asking today is that if you chose to vote no on this budget, that it is not because of the air support unit.

-Joel Murray
Ward 1 resident

**REGINA CITY COUNCIL MEETING
DECEMBER 15 2021
2022 REGINA POLICE SERVICE BUDGET**

Once again the RPS is asking for budget increases. This year it's an additional \$3.5 million for its operating budget. Last year it was a \$3.6 million. In 2020, it was \$3.5 million. In 2019 it was \$5 million.

How far back do I have to go to find a year in which there was no RPS budget increase? If my calculations are correct, the total increase since 2010 is \$43 million. And that's just the operating budget.

The 2022 RPS budget also calls for an additional \$1.1 million for its capital budget, making a total of \$4.6 million in additional funding. What does the RPS want this \$4.6 million for? Mainly it's for 16 police officers and one airplane.

According to the RPS budget, "these additional resources will enhance public safety, police visibility, service delivery and employee wellness." I'm not so sure. 16 more police officers and one airplane will certainly enhance police visibility. But will they enhance public safety?

In 2019, Council endorsed a Community Safety and Well-Being Plan, with the goal of addressing "the social determinants of well-being," including racism, inequality, poverty, homelessness and substance use. As far as I can see, the 2022 Regina City Budget only allocates \$.9 million to this plan, (p 74), with \$.5 million of it going to Harm Reduction.

Half a million is better than nothing but it is not sufficient to keep Regina's only safe injection site open 24/7. In November alone, 18 people died of drug overdoses in Regina.

Nor is the remaining \$400,000 sufficient to even begin to address the city's declared objective to "Support community to create collaborative strategies to address hunger and food security as well as access to housing" (43).

On the subject of "access to housing," there doesn't seem to be much money for Regina's 2019 Plan To End Homelessness either: \$1 million in grants for permanent supportive housing and \$1.5 million for capital grants for affordable housing.

Camp Hope shone a spotlight on our city's ongoing homelessness crisis. To its credit, the city stepped up and found temporary shelter, over the winter, for 40 of Camp Hope's residents. But what will happen to those 40 people when winter is over? And what is happening to the other 60+ people who were staying at the Camp? The budget doesn't seem to offer any answers to these questions.

Homelessness too is a public safety issue. The life expectancy of a homeless person in Canada is 50 years, three decades shorter than the average life expectancy. 16 more cops and an airplane aren't going help homeless people gain an average life expectancy.

As for the airplane, in addition to adding to the noise and air pollution of our city, it is part of a creeping militarization of Regina Police Service.

In 2016, it was carbine rifles. In 2018, it was a tank. Today it's an airplane. What will the RPS want next? A grenade launcher?

I do not wish to live in a city where the police look like an army in a combat zone. Who is the enemy? Are the consequences of this military buildup likely to fall on certain people and neighbourhoods?

As Chief Bray has frequently stated, there is a need to address the root causes of crime, including poverty, homelessness, and substance use. These are major public safety issues!

So this is what I am asking—even begging—City Council to do:

- First, deny the RPS the \$4.6 million budget increase it is asking for.
- Then allocate that \$4.6 million instead to the Plan To End Homelessness; the Community Safety and Well-Being Plan; and Harm Reduction.
- Do the same annually for the foreseeable future—by which I mean take \$4.6 million away from the RPS budget and invest it in projects that will make Regina a safer and better place for all of us. Don't stop until Regina has reached functional zero for chronic homelessness; until the social determinants of well-being have been addressed; and until harm has been substantially reduced.

Florence Stratton
Regina, SK

Hello, my name is Amanda Halderman, President of Regina Crime Stoppers. Joining me today are Ron Podbielski, Executive Director of Regina Crime Stoppers and Cory Little, Vice President Finance for Regina Crime Stoppers.

I am pleased to speak in support of the proposed budget for Regina Police Services.

We are a community service program that combines the efforts of the public, the media, and the Regina Police Service to prevent and solve crime.

Our volunteer Board raises operating funds and informs the citizens of Regina about the Crime Stoppers program to provide anonymous tips to the Regina Police Service. The program is intended to benefit the citizens of Regina and assist the Regina Police Service.

Regina Crime Stoppers, which was founded in 1984, has experienced tremendous success in its core mandate. In 2019, we were recognized amongst 1,700 Crime Stoppers organizations in five continents around the world for achieving the best yearly performance in drugs and properties recovered for any community our size.

In 2021, we are well on our way to having another outstanding year in terms of tips leading to arrests, charges and cases cleared. In short, we are making a meaningful and tangible difference in keeping our community safe.

But our success and our outreach would not be possible without the infrastructure provided by Regina Police Service, as well as the enthusiastic support of Police Chief Evan Bray.

We are fortunate to have a full-time police constable assigned to coordinating tips and as mentioned, our success is building year by year. Just last week, we were advised by our Crime Stoppers Constable about three tips solving cases that week alone. We also see firsthand the demands on RPS Officers, and the increasing effort required to prevent and solve crime.

However just as importantly, we share a vision with the city and RPS of where the future of policing should go – that together, we must do more to address the root causes of crime and support building a healthier and more resilient community.

The Regina Police Service is committed to a community policing philosophy that promotes partnerships and community engagement. Regina Crime Stoppers supports the increasing focus on Community Safety and Well Being to address the prevention of crime from occurring in the first place.

Our Board at Regina Crime Stoppers is diverse – including women and men, older and younger members as well as people of different cultural backgrounds.

We do community outreach to young people, to new Canadians, and to the general public because we believe our mandate, although formed on the basis of tips, cannot be about tips alone. We must keep an eye on what will keep this community healthier and safer in the long term.

In this challenge, we have found an amazing partner in Regina Police Services and Chief Evan Bray. Chief Bray has not only encouraged us in our outreach work, he speaks with a genuine empathy and passion for how policing must evolve.

There are many challenges in our community . . . but we support the City passing the police budget, because we know firsthand how RPS can marshal its resources to make positive change in Regina. It is the same kind of change we hope to keep supporting in our roles as volunteers with Regina Crime Stoppers.

On behalf of our Board, I would encourage council to pass the Regina Police Services budget. Thank you and I would be glad to answer any questions you may have.

It is time to change the direction of how we invest in the security of all local residents.

-The City of Regina police has for generations been primarily made up of the highest privileged people in our city as the majority of their workers. They are trying to build a broader set of experience, but still have a small margin of Indigenous, disabled, LGBTQ2S, Folks of colour, single parents, working seniors, working youth and newcomers working on their team.

-The colonial system of policing, is also a focus on shaming and punishing after crime is committed.

-As a sexual assault victim in our city, I have had my eyes torn open to the amount of money we focus on punishing actions after crimes have been committed, without investing instead in preventative measures.

-If you look at the annual salary of police officers & RPS administrative staff, the annual income that their employees receive is FAR more expensive than the income earned by community support staff and programming.

Stop increasing our crime punishment spending, and turn our direction to invest instead in organizations that support groups of people who the police have failed to assist or protect.

I recommend City of Regina start a plan of reducing annual police investment, and directly placing that funding in orgs such as

- Overdose prevention sites
- Libraries and community spaces, especially focusing on our lower income parts of town,
- Sport, Rec, and arts programming organizations
- All orgs that provide assistance with access to food, shelter, trauma recovery
- All orgs that support crime prevention, domestic violence and sexual assault prevention
- Adapting existing regina cultural and park spaces to be more accessible and safe for universal inclusion

Think about the cost of something ridiculous as a plane, and know that you could split that same slice of budget between local community support orgs to double their annual budgets. It is time to redirect our spending from punishing after our cultural system fails folks, to providing the access to positive life experiences that guide people in better directions.

Carla Harris



REGINA POLICE ASSOCIATION

December 9, 2021

Regina City Council:

The Regina Police Association is in favour of the 2022 City of Regina Municipal Police Budget. This budget supports a growth plan for both sworn and civilian members to help alleviate the pressures our members are facing within the City of Regina.

Regina continues to have lower police officers per capita than other cities within Canada. This continues to be a safety issue for our members both physically and psychologically. With the additional members presented in this budget, along with the addition in resources for future years, public safety and officer safety will be enhanced.

The Regina Police Association is also in support of the addition of an aerial unit to provide both further public safety and officer safety. With the recent trends in firearm and drug activity and the complexity of the investigations, the aerial unit provides an opportunity of advantage in situations where this activity has become more of a challenge.

We welcome the opportunity to answer any questions the City Councillors may have regarding the 2022 budget proposal.

Thank you

Casey Ward, President

Presentation to the City budget committee re. Regina Police Dept.

I would like to address the budget committee with my concerns re. funding airplane surveillance for Regina Police Dept. It seems that this is a poorly thought out request and a potential huge waste of tax and policing dollars.. The cost of the plane, whether purchased or rented is significant, plus operating costs and maintenance, plus cost of service-ready pilots, training, insurance, etc, etc.

One must question which current functions of the police dept. will be suspended or cancelled due to the costs of this airplane surveillance proposal.

What are the estimated savings or benefit from airplane surveillance?

Considering that using drones for aerial surveillance has made giant leaps in technology in recent years, it doesn't make sense that statistics from other jurisdictions using airplanes are a way to legitimize this request. Surely drones would be a better use of the money and provide comparable surveillance.

Further, the environmental impact of this initiative is not consistent with the city's professed intention to reduce production of greenhouse gases in city operations.

Whatever money is spent on implementing this plan could be better spent on crime prevention, better care and housing for mentally ill folks, low income housing, subsidized jobs to get people into the work force and other more wholistic and long term strategies for reducing crime.

Kay Yee

Regina

Dec. 8, 2021

If this police budget is approved, and RPS gets 20% of the budget, other services for Transit, recreation and homelessness suffer tremendously. I understand and respect the needs of the officers with RPS, but I want to know if this ask is really necessary.

I have been advocating since the cuts to the hours of both transit and paratransit services on Sundays, for an extension of hours. But I have not been successful. If there are not funds to provide transit to people who need it, is this increase to the Police Budget really needed?

Thank you for your time and consideration,
Dylan Morin

Dear Regina City Council,

I live in the Heritage Neighbourhood with my young family and we love it here. Today I am writing to you as a member of Heritage Helpers — a grassroots group of Heritage Neighbourhood community members working towards an inclusive and safe neighbourhood.

On a freezing cold December 6, 2021 evening, as I was heading home from the Heritage Community Fridge, I drove past a young man hunched over with no mittens on. I telephoned Mobile Crisis as I turned around to speak to this gentleman and give him my gloves. Mobile Crisis informed me they could not help as people must be willing and seeking help for their team to be of use. They also suggested I walk this gentleman to their office. I told the woman he can barely stand, let alone walk, and that I have my 3-year-old child in my vehicle. Mobile Crisis directed me to phone the police.

I did not phone the police. I took this young man into my vehicle to drive him home, but he immediately fell asleep in my warm car. I took him to a fellow Heritage Helpers' house to 'sleep it off' and ensure he was safe and warm. This man would have frozen to death, alone, on December 6, 2021.

In my 5 experiences of calling Mobile Crisis, they have been able to help 1 time. That is a 20% success rate - Mobile Crisis has directed me to phone the police 80% of the time! With these numbers from one citizen, how does it make sense for the proposed City budget to invest only \$15 million into Community Investments (a \$1 million increase)? Mobile Crisis, and other organizations, are vastly underfunded.

The City of Regina is proposing a \$4 million increase to the police budget, bringing the total to \$104 million. The second nearest budgeted expense is for Parks and Recreation, with a proposed total of \$57 million. This is close to only half of the proposed police budget.

I would like to note the success of the Downtown Regina Community Support Program. This program would be beneficial throughout the Heritage Neighbourhood, including evening support. I have also heard that the City of Regina is funding new housing units following a Housing First model, which I commend the City on. However, the new units and Community Support Program are just the tip of the iceberg in addressing the hundreds of unhoused people; Appropriate housing and support makes everyone safer. I urge you to consider the vast needs of our City's homeless when you go into budget deliberations next week. The City of Regina needs to allocate available funds to more Housing First units and Community Support Teams. Police are a response to crime, but supportive housing prevents crime.

Your Council has expressed a commitment to Reconciliation. As we heard from folks at Camp Hope, Regina's homelessness crisis is the result of trauma (intergenerational and otherwise). It is the result of colonization. Providing funds and other supports to Housing First projects is a small step as we journey towards reconciling with the first peoples of this land.

I absolutely love where I live in this City and want to raise my child here. I want this City, and the Heritage Community, to be a place where children and families feel safe and loved. I do not consider an airplane for the police an investment in community wellness or reconciliation.

Thank you for taking the time to read my story and considering your vote when approving the City budget.

Sincerely,



Erica Mthembu, Heritage Community Resident



Regina Police Service 2022 Operating and Capital Budget

| | |
|---------------------|------------------------------------|
| Date | December 15, 2021 |
| To | Mayor Masters and City Councillors |
| From | Board of Police Commissioners |
| Service Area | Chief of Police |
| Item # | CR21-157 |

RECOMMENDATION

1. That the 2022 Regina Police Service Operating Budget, which includes estimated gross operating expenditures of \$103,695,300 and revenues of \$10,898,600, resulting in a Net Operating Budget of \$92,796,700, be approved.
2. That the 2022 Capital Budget of \$4,891,000 with capital funding to be determined by Regina City Council and an additional \$248,000 funded by SGI, be approved.
3. That this report be forwarded to the December 15, 2021 City Council budget meeting

HISTORY

At the October 4, 2021 meeting of the Board of Police Commissioners, the Board considered the attached report P21-61 from the Chief of Police.

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

Respectfully Submitted,
BOARD OF POLICE COMMISSIONERS


Elaine Gohlke, Council Officer 11/5/2021

ATTACHMENTS

P21-61 - Regina Police Service 2022 Operating and Capital Budget

October 4, 2021

To: Members
Board of Police Commissioners

Re: Regina Police Service 2022 Operating and Capital Budget

RECOMMENDATION

1. That the 2022 Regina Police Service Operating Budget, which includes estimated gross operating expenditures of \$103,695,300 and revenues of \$10,898,600, resulting in a Net Operating Budget of \$92,796,700, be approved.
2. That the 2022 Capital Budget of \$4,891,000 with capital funding to be determined by Regina City Council and an additional \$248,000 funded by SGI, be approved.
3. That this report be forwarded to City Council, prior to December 31, 2021, for consideration during the special City Council budget meetings in December.

CONCLUSION

The 2022 Operating and Capital Budget ("the Budget") for the Regina Police Service is built upon previous work undertaken by the Regina Police Service, and endorsed by the Board, including the 2019-2022 Strategic Plan, the Growth Plan and the 2017 Operational Review. Where possible, there has been a reduction in spending and all requested increases have been limited to those essential to the operation of our Service. In recognition of the fiscal challenges created by the ongoing global pandemic, the Regina Police Service has reduced the requested increase in personnel from the numbers outlined in the Growth Plan. This adjustment will extend the time it will take to meet the growth needs of the Service. The 2022 Budget re-affirms the commitment to the Growth Plan while, at the same time, continues along the path of responsible investment in community safety and well-being.

BACKGROUND

The Regina Police Service is presenting its proposed Budget to the Board of Police Commissioners for approval. Pursuant to *The Board of Police Commissioners Bylaw*, the Board is required to submit the Regina Police Service's proposed budget to City Council prior to December 31, 2021.

The Board is aware growth of the Regina Police Service has been a priority for a number of years. The Regina Police Service has gathered empirical data as well as qualitative information that supports the need for growth. For example, the Patrol Workload Assessments of 2019, 2020, and 2021 as well as the 2017 Operational Review have studied the response and deployment of organizational resources. Utilizing this data, the Regina Police Service was able to determine what keeps police officers busy, and when, as well as the number of resources required to keep pace with the growing city, the increasing complexity of calls for service, and the increasing number of calls for service. On April 17, 2020, the Board endorsed the Regina Police Service's Growth Plan, consisting of 27 new hires per year, for each of the next three years. In addition to the internal reviews and rationale, the bi-annual Community Perception Survey has identified greater police presence and police visibility as one of the top priorities. In order to achieve this, the Regina Police Service requires an increase in personnel. To further augment internal data related to workloads, additional information provided through community and employee surveys were considered. A robust organizational review resulted in the realignment and redeployment of resources to address constantly changing priorities and needs. The last five years of internal efficiency reviews and realignments coupled with objective data showed that the only way to meet organizational and community need is through growth.

With a clear vision and a strategic list of priorities, these additional resources will enhance public safety, police visibility, service delivery and employee wellness. The Service continues to work towards these goals, while recognizing the fiscal pressures brought about by the COVID-19 pandemic.

DISCUSSION

Operating Budget

The 2022 Operating Budget contains cost adjustments to reflect changing internal and external conditions, and initiatives identified by the Strategic Plan and Growth Plan. For 2022, the Regina Police Service proposes a Net Operating Budget of \$92,796,700; this includes \$103,695,300 in gross operating expenditures and \$10,898,600 in anticipated revenues. The resulting Net Operating Budget is a \$3,551,600 or a 4.0% increase over the 2021 budget. This will be achieved through an expenditure increase of \$4,132,600 and a revenue increase of \$581,000. Staffing expenditures support 634 permanent employees and 14.8 casual full-time employees (FTE's) and comprises 88% of the Gross Operating Budget.

| Regina Police Service 2022 Operating Budget | | | | |
|---|----------------------|-----------------------|---------------------|-------------------|
| | 2021 Budget | 2022 Budget | Dollar Change | Percentage Change |
| Revenue Budget | | | | |
| Provincial Programs | 7,546,200 | 8,200,900 | 654,700 | |
| Federal Programs | 146,900 | 151,500 | 4,600 | |
| Other Programs | 2,624,500 | 2,546,200 | (78,300) | |
| | \$ 10,317,600 | \$ 10,898,600 | \$ 581,000 | 5.6% |
| Gross Operating Budget | | | | |
| Salary/Benefit Costs | 87,563,200 | 90,742,100 | 3,178,900 | 3.6% |
| Operational Expenses | 11,999,500 | 12,953,200 | 953,700 | 7.9% |
| | \$ 99,562,700 | \$ 103,695,300 | \$ 4,132,600 | 4.2% |
| Net Operating Budget | \$ 89,245,100 | \$ 92,796,700 | \$ 3,551,600 | 4.0% |

Highlights of the 2022 Operating Budget changes include:

- Permanent staffing adjustments for a net increase of 1 Deputy Chief;
- Permanent staffing adjustments for a net increase of 16 police positions;
- Permanent staffing adjustments for a net increase of seven civilian positions;

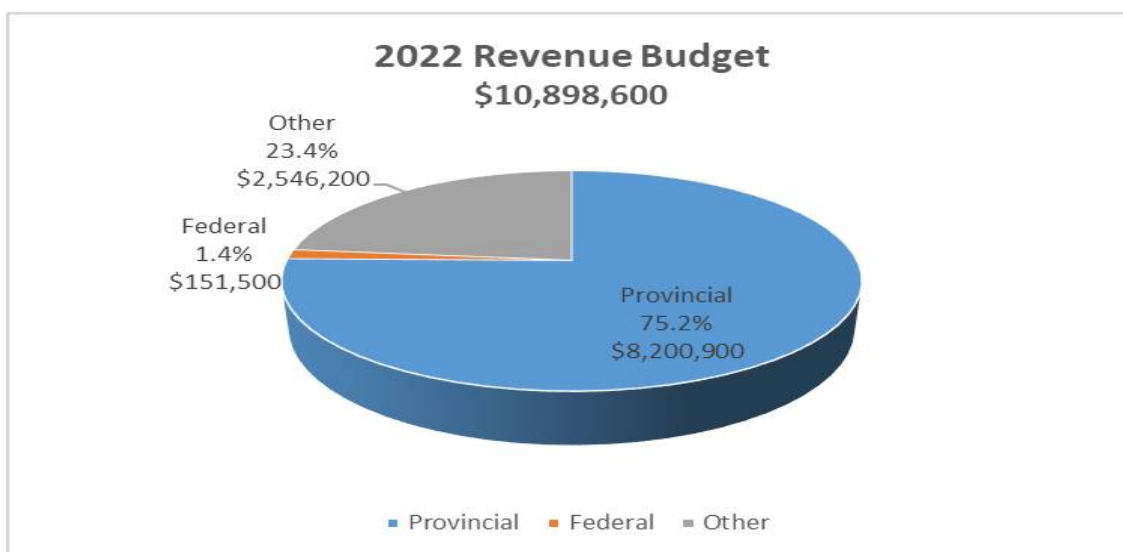
| Classification | Position | FTE |
|---------------------------------|--|------------|
| Permanent - provincially funded | Administrative Assistant - Internet Child Exploitation | 1.0 |
| Casual - provincially funded | Administrative Assistant - Internet Child Exploitation | (0.5) |
| Permanent | Administrative Assistant - Legal/LAFOIP | 1.0 |
| Casual | Administrative Assistant - Professional Standards | (0.5) |
| Permanent - provincially funded | Crime Reduction Team Analyst | 1.0 |
| Permanent | IT Security Analyst | 1.0 |
| Permanent | HR Consultant | 1.0 |
| Permanent | Manager, Integrated Health & Benefits | 1.0 |
| Casual | Court Information Clerk | 1.0 |
| Casual | Cleaner/Caretaker | 0.5 |
| Casual | Evidence Management Clerk | 0.5 |
| | | 7.0 |

- Salary and benefit changes include the cost of the 2022 approved positions, salary contingency for 2022, step increases for junior employees, and related benefits on these salary changes;\$275,000 increase related to the operations of the Aerial Support Unit;
- \$209,400 increase for Crime Reduction Team operating expenses (100% cost recovered);
- \$155,900 increase related to rent, leases, and operating costs of facilities;
- \$133,100 increase related to IT hardware / software, fleet parts / maintenance, recruiting; traffic equipment, and veterinary expenses for K9 unit;

- \$117,900 increase related to patrol cell phones (phase two implementation);
- \$98,000 increase related to advancing Equity, Diversity & Inclusion; Truth & Reconciliation; strategic research; Board consulting;
- \$39,300 increase related to insurance, third party claims & vehicle registration premiums; and
- (\$74,900) decrease related to removal of one-time expenditures approved in prior year's budget and costs transferred to another police agency.

Revenue Budget

The 2022 Revenue Budget is \$10,898,600, or an increase of 5.6% over 2021. The Revenue Budget supports 11% of the Regina Police Service Gross Operating Budget and funds 73 permanent and casual FTE's. Revenue sources include funding from the provincial government (75.2%), federal government (1.4%) and other revenues (23.4%), including funding for traffic initiatives, criminal record checks, Special Duty, and other miscellaneous revenue.



Highlights of the 2022 Revenue Budget changes include:

- Revenue increase of \$496,000 for the Crime Reduction Team, based upon a formula change to reflect the new mandate of the program;
- Revenue increase of \$48,700 from the provincial government for contract increases to Internet Child Exploitation, 11 and Under Initiative; Sask 9-1-1 PSAP, Saskatchewan Police Commission, and Victim Services;
- Revenue increase of \$31,700 related to traffic safety and red light camera initiatives; and
- Revenue increase from the federal government for the NWEST (National Weapons Enforcement Support Team) Secondment of \$4,600.

Capital Budget

The value of the proposed five-year Capital Budget is \$22.9 million, including \$5,139,000 in 2022. Capital financing is provided by the City of Regina and previously, by the Police General Reserve. The Police General Reserve has a current balance of \$1,618,300 and can be used to sustain police operations through any financial circumstances or challenges that may arise. The City of Regina has adopted a minimum \$400,000 and a maximum \$4,000,000 target balance for the Police General Reserve.

The Capital Budget includes six program areas: Facilities Development, Communications, Information Technology, Emergency Services Equipment, Asset Management and Fleet. The five-year plan includes projects that will enhance the Regina Police Service's performance, effectiveness, and efficiency.

| Regina Police Service 2022-2026 (Capital Budget (000's)) | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Capital Program | 2022 | 2023 | 2024 | 2025 | 2026 | Total |
| Facilities Development | 176.5 | 280.0 | 145.0 | 225.0 | 200.0 | 1,026.5 |
| Communications | 162.0 | 120.0 | 508.2 | 50.0 | - | 840.2 |
| Information Technology | 2,449.0 | 1,864.0 | 2,636.0 | 2,320.0 | 2,795.5 | 12,064.5 |
| Emergency Services Equipment | 547.5 | 370.5 | 475.8 | 216.7 | 296.0 | 1,906.5 |
| Asset Management | 62.0 | 542.0 | 225.0 | - | - | 829.0 |
| Fleet | 1,742.0 | 1,178.0 | 1,078.0 | 1,078.0 | 1,128.0 | 6,204.0 |
| Capital Total | \$ 5,139.0 | \$ 4,354.5 | \$ 5,068.0 | \$ 3,889.7 | \$ 4,419.5 | \$ 22,870.7 |
| Capital Financing | 2022 | 2023 | 2024 | 2025 | 2026 | Total |
| Current Contributions to Capital | 4,891.0 | 4,226.5 | 4,940.0 | 3,761.7 | 4,291.5 | 22,110.7 |
| Police General Reserve | - | - | - | - | - | - |
| SGL Funding - Aerial Support | 120.0 | - | - | - | - | 120.0 |
| SGL Funding - CTSS | 128.0 | 128.0 | 128.0 | 128.0 | 128.0 | 640.0 |
| Capital Total | \$ 5,139.0 | \$ 4,354.5 | \$ 5,068.0 | \$ 3,889.7 | \$ 4,419.5 | \$ 22,870.7 |
| NOTE: | | | | | | |
| 1. The Police General Reserve balance is \$1,618,300. | | | | | | |
| 2. CTSS (Combined Traffic Safety Services) vehicles and equipment in Fleet capital are fully funded by SGL. | | | | | | |

Capital program highlights for 2022 include the following:

- \$2,449,000 in Information Technology to support infrastructure and business applications. Funding includes ongoing replacement of computer equipment and mobile laptops, and expenditures for licensing and supporting computer infrastructure. Business application funding includes ongoing implementation of business intelligence systems and CAD upgrades;

- \$1,742,000 in Fleet to support regular replacement of marked, unmarked and specialty vehicles, and the purchase of new CTSS vehicles (reimbursed by SGI);
- \$62,000 in Asset Management to support the replacement of shotguns and the purchase of drug screening devices;
- \$176,500 in Facilities Development to support ongoing furniture replacement, a building key management system, and an upgrade of video recording of facilities;
- \$547,500 in Emergency Services Equipment to support ongoing upgrades at the Tactical Training Facility, equipment for specialty teams, and the purchase of an aircraft for the Aerial Support Unit; and
- \$162,000 in Communications for the purchase of portable and mobile radios.

RECOMMENDATION IMPLICATIONS

Financial Implications

The Regina Police Service budget will have financial implications for 2022 as outlined in this report.

Environmental Implications

None with respect to this report.

Strategic Implications

The Regina Police Service budget is prepared in conjunction with the Regina Police Service's Strategic Plan and the Growth Plan previously endorsed by the Board.

Other Implications

Regina Police Service performance has an impact on the community and its citizens.

COMMUNICATIONS

The Regina Police Service 2022 budget will be submitted to Regina City Council once the budget has been reviewed and approved by the Board of Police Commissioners.

Respectfully submitted,



Evan J. Bray,
Chief of Police



2022 Council and Committee Meeting Calendar

| | |
|---------------------|--------------------------|
| Date | December 15, 2021 |
| To | City Council |
| From | City Clerk's Office |
| Service Area | Office of the City Clerk |
| Item No. | CM21-29 |

RECOMMENDATION

That City Council:

1. Re-confirm the following specific decisions taken at its November 24, 2021 meeting respecting the 2022 City Council and Committee Meeting Calendar (CR21-159):
 - a. Incorporating the respective responsibilities of the Community Wellness Committee and the Operations & Community Services Committee into Executive Committee;
 - b. Establishing Council meetings:
 - i. Twice monthly on alternate Wednesdays beginning at 1:00 p.m., except as outlined in Appendix A, with adjournment no later than 9 p.m.;
 - ii. Recess for 15 minutes every 90 minutes of each meeting with the exception of a 45 minute break for dinner at 6:00 p.m.;
 - c. Establishing Executive Committee meetings:
 - i. Twice monthly on alternate Wednesdays beginning at 9 a.m., except as outlined in Appendix A, with adjournment no later than 5 p.m.;
 - ii. Recess for 15 minutes every 90 minutes of each meeting with the exception of a 45 minute break for lunch at 12:15 p.m.;

- d. Establishing Regina Planning Commission meetings as once monthly on Tuesdays beginning at 4 p.m., as outlined in Appendix A, with a recess for 15 minutes every 90 minutes of each meeting;
 - e. Providing Members with multiple opportunities of 5 minutes to speak on each of the four primary categories of the annual budget (Regina Police Service; and City Operating; Capital; and Utility);
 - f. Establishing revised timelines for earlier submission, distribution and release of Council and Committee agendas and meeting materials;
 - g. Making administrative revisions to *The Procedure Bylaw, Bylaw No. 9004*:
 - i. Discontinuing the requirement for Members, Administration or delegations to stand at City Council meetings when speaking;
 - ii. Discontinuing the requirement for the Mayor or Deputy Mayor to leave the chair for the purpose of taking part in the debate at City Council;
 - iii. Incorporating gender neutral language;
 - iv. Updating the "Order of Business at Meetings" section.
 - h. Removing MN21-5 from the List of Outstanding Items for City Council;
 - i. Directing the City Clerk to investigate the implications, costs and timing of implementing full-time Councillor positions.
2. Allow delegations to address City Council and/or Executive Committee and/or Regina Planning Commission at any scheduled meeting:
- a. Written submissions from delegations wishing to address City Council must be submitted by 1:00 p.m., the Thursday immediately preceding the City Council meeting;
 - b. No written submissions from delegations wishing to address Executive Committee or Regina Planning Commission are required but the deadline for registering to address either committee is 1:00 p.m., the Thursday preceding the respective meeting.
3. Approve the 2022 meeting calendar as outlined in Appendix A; and
4. Approve amendments to *The Procedure Bylaw, Bylaw No. 9004* and *The Committee Bylaw, Bylaw No. 2009-40* incorporating these provisions as outlined and prepared by the City Solicitor, with an effective date of January 1, 2022.

ISSUE

Section 5 of *The Procedure Bylaw (Bylaw No. 9004)* requires that City Council approve the annual meeting calendar of Council and its main committees.

This report outlines a recommended 2022 meeting calendar in conjunction with specific elements approved by City Council during consideration of CR21-159: 2022 City Council and Committee Meeting Calendar at its meeting on November 24, 2021. It reflects and addresses concerns respecting the originally proposed restriction on delegations wishing to address City Council which were discussed at the Council meeting of December 8, 2021.

IMPACTS

Once approved, the 2022 meeting calendar will be published on Regina.ca.

Information and questions respecting the 2022 meeting calendar and related amendments to *The Procedure Bylaw* respecting delegations to Council, Executive Committee and the Regina Planning Commission will be addressed by the Office of the City Clerk.

OTHER OPTIONS

Reversion to procedures followed in 2021

Reverting to the procedures followed in 2021 would retain the following elements:

- City Council would meet on alternate Wednesdays at 1:00 p.m.
- Executive Committee would meet on alternate Wednesdays at 9:00 a.m.
- Regina Planning Commission would meet once per month on the first Wednesday of the month at 4:00 p.m.
- Community Wellness Committee would meet once per month on the second Wednesday of the month at 9:00 a.m.
- Operations & Community Services Committee would meet once per month on the third Wednesday of the month.
- Refer to Appendix B for status quo meeting calendar

Implications:

- The objective of streamlining decision-making and making more efficient and effective use of Council's time will be difficult to achieve given the increasingly complex decisions facing Council.

- Executive Committee meetings will be held on days that also include meetings of either the Regina Planning Commission or the Operations & Community Services Committee; these have proven to be heavy agendas resulting in very long meetings, particularly for members who sit on two of the committees.
- Community Wellness Committee meetings will be held once per month on the same day as a Council meeting; again, this can lead to long meetings for members who sit on the Committee.
- The timelines for earlier submission, distribution and release of Council and Committee agenda materials will not be implemented.
- Incorporation of gender-neutral language in *The Procedure Bylaw* will not proceed at this time.
- Appointments of members to the Community Wellness Committee and the Operations & Community Services Committee will be required, thereby adding to members' respective time and meeting commitments.

COMMUNICATIONS

Once approved, the 2022 meeting calendar will be published on Regina.ca.

Information and questions respecting the 2022 meeting calendar and related amendments to *The Procedure Bylaw* respecting delegations to Council, Executive Committee and the Regina Planning Commission will be addressed by the Office of the City Clerk.

DISCUSSION

At its meeting on November 24, 2021, Council considered CR21-159: 2022 City Council and Committee Meeting Calendar and approved the following:

- Incorporating the responsibilities of the Community Wellness Committee and the Operations & Community Services Committee into Executive Committee;
- Establishing Council meetings on alternate Wednesdays beginning at 1:00 p.m.;
- Establishing Executive Committee meetings on alternate Wednesdays beginning at 9:00 a.m.;
- Establishing Regina Planning Commission meetings once monthly on Tuesdays at 4:00 p.m.;
- Providing members with multiple opportunities to speak on each of the four primary categories of the annual budget;
- Establishing revised timelines for earlier submission, distribution and release of Council and Committee agendas and meeting materials;
- Incorporating gender-neutral language;
- Making minor administrative amendments;
- Directing the City Clerk to investigate the implications of moving to full-time Councillor positions;

- Restricting delegations from addressing Council with certain exemptions.

Members of Council have been unable to reach consensus on the final recommendation outlined above. During consideration of the associated bylaw amendments at City Council on December 8th, discussion centered on the section dealing with the restriction of delegations to address City Council. A related amendment was defeated and subsequently the bylaw in its entirety was defeated at Second Reading.

In light of the requirement to have an annual calendar approved prior to December 31st, and taking into consideration the previously approved recommendations from the November 24, 2021 meeting (with the notable exception of the restrictions on delegations appearing before Council), the City Clerk has prepared the recommendation contained in this report.

The recommendation addresses the outstanding issue surrounding delegations presenting to Council. It maintains the status quo whereby delegations may address City Council, Executive Committee and Regina Planning Commission with no restriction.

The accompanying bylaw is identical to the one defeated at Second Reading on December 8th with the notable deletion of the section restricting delegations appearing at City Council.

DECISION HISTORY


On November 24, 2021, City Council considered and approved *CR21-159: City Council and Committee Meeting Calendar* and directed the associated bylaw amendments be considered at its meeting of December 8, 2021.

On November 10, 2021, City Council tabled consideration of *CR21-159: City Council and Committee Meeting Calendar* to its meeting on November 24, 2021.

On November 3, 2021, Executive Committee considered and approved *EX21-75: 2022 City Council and Committee Meeting calendar*.

Respectfully Submitted,

Respectfully Submitted,



Amber Ackerman, Deputy City Clerk

12/9/2021



Jim Nicol, City Clerk

12/10/2021

Prepared by: Jim Nicol, City Clerk

ATTACHMENTS

Appendix A - 2022 Council and Committee Meeting Calendar

Appendix B - 2022 Council and Committee Meeting Calendar-Status Quo

2022 COUNCIL AND COMMITTEE MEETINGS

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

| FEBRUARY | | | | | | |
|----------|----|----------|---------|----------|----|----|
| S | M | T | W | T | F | S |
| | | 1 | 2 C | 3 | 4 | 5 |
| 6 | 7 | 8 RPC | 9 EX | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 C | 17 | 18 | 19 |
| 20 | ◆ | 21 | 22 | 23 EX | 24 | 25 |
| 26 | | | | | | |
| 27 | 28 | | | | | |

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

| APRIL | | | | | | |
|-------|----|-----------|----------|---------|----|----|
| S | M | T | W | T | F | S |
| | | | | | 1 | 2 |
| 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| | | | SUMA | | | |
| 10 | 11 | 12 RPC | 13 EX | 14 | ◆ | 15 |
| 16 | | | | | | |
| 17 | ◆ | 18 | 19 | 20 C | 21 | 22 |
| 23 | | | | | | |
| 24 | 25 | 26 | 27 EX | 28 | 29 | 30 |

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

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

C = City Council - meets at 1:00 p.m.

EX = Executive Committee - meets at 9:00 a.m.

RPC = Regina Planning Commission - meets at 4:00 p.m.

◆ Holiday

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

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

2022 COUNCIL AND COMMITTEE MEETINGS

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

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

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

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

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

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

C = City Council - meets at 1:00 p.m.
 EX = Executive Committee - meets at 9:00 a.m.
 RPC = Regina Planning Commission - meets at 4:00 p.m.

◆ Holiday

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

2022 COUNCIL AND COMMITTEE MEETINGS – Status Quo

Appendix B

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

| FEBRUARY | | | | | | |
|----------|----|----|-----------------|---------|----|----|
| S | M | T | W | T | F | S |
| | | 1 | 2 EX RPC | 3 | 4 | 5 |
| 6 | 7 | 8 | 9 CWC C | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 EX OCS | 17 | 18 | 19 |
| 20 | ◆ | 21 | 22 | 23 C | 24 | 25 |
| 26 | 27 | 28 | | | | |

| MARCH | | | | | | |
|-------|----|----|-----------------|----|----|----|
| S | M | T | W | T | F | S |
| | | 1 | 2 EX RPC | 3 | 4 | 5 |
| 6 | 7 | 8 | 9 CWC C | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 EX OCS | 17 | 18 | 19 |
| 20 | 21 | 22 | 23 C | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 EX RPC | 31 | | |

| APRIL | | | | | | |
|-------|----|----|----------------|-----------------|----|----|
| S | M | T | W | T | F | S |
| | | | | | 1 | 2 |
| 3 | 4 | 5 | 6 SUMA | 7 | 8 | 9 |
| 10 | 11 | 12 | 13 CWC C | 14 | ◆ | 15 |
| 16 | 17 | 18 | 19 | 20 EX OCS | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 C | 28 | 29 |
| 30 | | | | | | |

| MAY | | | | | | |
|-----|----|----|-----------------|----|----|----|
| S | M | T | W | T | F | S |
| 1 | 2 | 3 | 4 EX RPC | 5 | 6 | 7 |
| 8 | 9 | 10 | 11 CWC C | 12 | 13 | 14 |
| 15 | 16 | 17 | 18 EX OCS | 19 | 20 | 21 |
| 22 | 23 | 24 | 25 C | 26 | 27 | 28 |
| 29 | 30 | 31 | | | | |

| JUNE | | | | | | |
|------|----|----|-----------------|----|----|----|
| S | M | T | W | T | F | S |
| | | | 1 EX RPC | 2 | 3 | 4 |
| 5 | 6 | 7 | 8 CWC C | 9 | 10 | 11 |
| 12 | 13 | 14 | 15 EX OCS | 16 | 17 | 18 |
| 19 | 20 | 21 | 22 C | 23 | 24 | 25 |
| 26 | 27 | 28 | 29 | 30 | 31 | |

◆ Holiday

C = City Council - meets at 1:00 p.m.

EX = Executive Committee - meets at 9:00 a.m.

CWC = Community Wellness Committee – meets at 2:00 p.m.

OCS = Operations and Community Services Committee – Meets at 2:00 p.m.

RPC = Regina Planning Commission - meets at 4:00 p.m.

2022 COUNCIL AND COMMITTEE MEETINGS – Status Quo

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

| AUGUST | | | | | | |
|--------|----|----|-----------------|----|----|----|
| S | M | T | W | T | F | S |
| | 1 | 2 | 3 BREAK | 4 | 5 | 6 |
| 7 | 8 | 9 | 10 EX RPC | 11 | 12 | 13 |
| 14 | 15 | 16 | 17 C | 18 | 19 | 20 |
| 21 | 22 | 23 | 24 BREAK | 25 | 26 | 27 |
| 28 | 29 | 30 | 31 BREAK | | | |

| SEPTEMBER | | | | | | |
|-----------|-----|----|-----------------|--------------|------|----|
| S | M | T | W | T | F | S |
| | | | | 1 ← BREAK | 2 | 3 |
| 4 | ◆ 5 | 6 | 7 EX RPC | 8 | 9 | 10 |
| 11 | 12 | 13 | 14 CWC C | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 EX OCS | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 C | 29 | ◆ 30 | |

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

| NOVEMBER | | | | | | |
|----------|----|----|-----------------|----|----|----|
| S | M | T | W | T | F | S |
| | | 1 | 2 EX RPC | 3 | 4 | 5 |
| 6 | 7 | 8 | 9 CWC C | 10 | 11 | 12 |
| 13 | 14 | 15 | 16 EX OCS | 17 | 18 | 19 |
| 20 | 21 | 22 | 23 C | 24 | 25 | 26 |
| 27 | 28 | 29 | 30 EX RPC | | | |

| DECEMBER | | | | | | |
|----------|------|------|------------------|----|----|----|
| S | M | T | W | T | F | S |
| | | | | 1 | 2 | 3 |
| 4 | 5 | 6 | 7 CWC C | 8 | 9 | 10 |
| 11 | 12 | 13 | 14 ← BUDGET → | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 BREAK | 22 | 23 | 24 |
| 25 | ◆ 26 | ◆ 27 | 28 BREAK | 29 | 30 | 31 |

C = City Council - meets at 1:00 p.m.

EX = Executive Committee - meets at 9:00 a.m.

CWC = Community Wellness Committee – meets at 2:00 p.m.

OCS = Operations and Community Services Committee – Meets at 2:00 p.m.

RPC = Regina Planning Commission - meets at 4:00 p.m.

◆ Holiday

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

BYLAW NO. 2021-84

THE PROCEDURE AND COMMITTEE AMENDMENT BYLAW, 2021

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1(1) The purpose of this Bylaw is to amend Bylaw 9004, being *The Procedure Bylaw* to:
- (a) change the dates and times for regularly scheduled Council meetings;
 - (b) change the deadlines for posting agendas prior to Council and Committee meetings;
 - (c) change the deadlines for submitting written materials to be considered at Council and Committee meetings;
 - (d) require delegations at Committee meetings to register the Thursday prior to the meeting in which they wish to appear;
 - (e) change the requirements for mandatory recesses and adjournments;
 - (f) ensure gender neutral language is used throughout the Bylaw;
 - (g) remove the prayer in the order of business before Council;
 - (h) remove the requirement for Council members to stand at Council meetings when speaking;
 - (i) remove the requirement for the Mayor or Deputy Mayor to leave the Chair for the purpose of taking part in the debate at City Council meetings.
- (2) The purpose of this Bylaw is to amend Bylaw 2009-40, being *The Committee Bylaw, 2009* to disband the Community Wellness Committee and the Operations and Community Services Committee and transfer all items from these committees to the Executive Committee for consideration.
- (3) The purpose of this Bylaw is to amend the references to the Community Wellness Committee and Operations and Community Services Committee that appear in other bylaws.
- 2 The authority for this Bylaw is sections 55.1 and 100 of *The Cities Act*.
- 3 Bylaw 9004 being *The Procedure Bylaw* is amended in the manner set forth in sections 4 to 96 of this Bylaw.

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

City Solicitor

- 4 Clause 2(1)(d.1) is amended by striking out “his or her designate” and substituting “the Clerk’s designate”.
- 5 Clause 2(1)(d.2) is amended by striking out “his or her designate” and substituting “the City Manager’s designate”.
- 6 Clause 2(1)(h.1) is amended by striking out “his or her designate” and substituting “the Deputy City Clerk’s designate”.
- 7 Clause 2(1)(i.1) is repealed and the following substituted:
- “(i.1) ‘Main Committee’ means:
- (i) Executive Committee; and
 - (ii) Regina Planning Commission.”
- 8 Clause 2(1)(o) is amended by striking out “Chairman” and substituting “Chairperson”.
- 9 Clause 2(1)(q) is repealed and the following substituted:
- “(q) ‘Question of Privilege’ is the raising of a matter by a member:
- (i) which occurs while the Council is in session, where:
 - (A) the rights, privileges, decorum or dignity of the Council collectively or the rights and privileges of a member individually have been affected,
 - (B) when a member believes that another member has spoken disrespectfully toward them or the Council, or
 - (C) when a member believes their comments have been misunderstood or misinterpreted by another member or members; or
 - (ii) when a member believes that comments made by the member outside the Council Chamber have been misrepresented or misunderstood by the community, the public or the news media in order to clarify the member’s position.”
- 10 Subsection 3(4) is amended by striking out “Chairman” and substituting “Chairperson”.

- 11 Subsection 5(1) is amended by striking out “at the last Council meeting in December”.
- 12 Subsection 5(1.1) is repealed and the following substituted:
- “(1.1) Except where otherwise determined by Council in accordance with subsection (1), regular Council meetings shall be held twice monthly on alternate Wednesdays commencing at 1:00 p.m.”
- 13 Subsection 5(1.3) is amended by striking out “in December”.
- 14 Subsection 5(8) is repealed and the following substituted:
- “(8) In the event of any meeting day falling on New Year's Day, Easter Monday, Victoria Day, Canada Day, the first Monday in August, Labour Day, National Day for Truth and Reconciliation, Thanksgiving Day, Remembrance Day, Christmas Day, Boxing Day, or any day appointed as a holiday by proclamation of the Governor-General of Canada, the Lieutenant-Governor of Saskatchewan, or the Mayor, such meeting shall be held at the same time on the next day which is not one of the days mentioned above.”
- 15 Subsection 6(3) is amended by striking out “he considers” and substituting “the Mayor considers”.
- 16 Subsection 7(1) is amended by striking out “in his absence” and substituting “in the Mayor’s absence”.
- 17 Subsection 7(2) is amended by striking out “his” and substituting “that”.
- 18 Subsection 9(1) is repealed and the following substituted:
- “(1) For the purposes of this section, the number of days are calculated by including both the day of the meeting and the day when the agenda is posted or the material is submitted for the meeting.
- (1.1) The City Clerk shall prepare the agenda for all regular and special meetings of Council and committees.”
- 19 Subsection 9(2)(a) is repealed and the following substituted:
- “(a) distributed to each member, the office of the City Manager and the City Solicitor so that it will be received in each case not later than:
- (i) the afternoon 13 days prior to the Council or Executive Committee meeting for which it was prepared; or

- (ii) the afternoon 12 days prior to the Regina Planning Commission meeting for which it was prepared.”

20 Subsection 9(2.1) is repealed and the following substituted:

“(2.1) When the deadline for posting the agenda falls on a day set out in subsection 5(8), the deadline for posting the agenda shall be moved to the day immediately preceding the deadline that is not one of the days in subsection 5(8).”

21 Subsection 9(3) is repealed and the following substituted:

“(3) Subject to the other provisions of this Bylaw, every committee report, report from the Administration, or enquiry, must be submitted in writing to the City Clerk at, or before:

- (i) 1:00 p.m. on the date that is 14 days prior to the Council or Executive Committee meeting at which it is desired to be presented;
- (ii) 1:00 p.m. on the date that is 13 days prior to the Regina Planning Commission meeting at which it is desired to be presented.”

22 Subsection 9(3.1) is repealed and the following substituted:

“(3.1) Where the deadline for submitting the material in subsection (3) falls on a date set out in subsection 5(8), the deadline for submitting the materials shall be moved to the day immediately preceding the deadline that is not one of the days in subsection 5(8).”

23 Subsection 9(3.2) is repealed and the following substituted:

“(3.2) Every communication, petition, notice of motion and delegation brief must be submitted in writing to the City Clerk at or before 1:00 p.m. on the Thursday preceding the meeting of Council, at which it is desired to be presented to Council.”

24 Subsection 9(3.3) is repealed and the following substituted:

“(3.3) Where the deadline for submitting the material in subsection (3.2) falls on a date set out in subsection 5(8), the deadline for submitting the materials shall be moved to the day immediately preceding the deadline that is not one of the days in subsection 5(8).”

25 Subsection 10(2) is repealed and the following substituted:

“(2) Any communication, pursuant to s. 10(1), shall

- (a) be printed, typewritten or legibly written;
- (b) clearly set out the matter at issue and the request made of Council in respect thereof;
- (c) be originally signed with the correct name of the writer, except when submitted by facsimile or telecopier machine;
- (d) contain the correct mailing address of the writer;
- (e) be temperate and respectful (as determined by the City Clerk with the approval of the Mayor); and
- (f) set out the name and residential address of the person submitting the communication.”

26 Clause 10(3)(a) is amended by striking out “as he sees fit” and substituting “as the Clerk sees fit”.

27 Clause 10(3)(e) is repealed and the following substituted:

“(e) at the City Clerk’s discretion, circulate it to the members individually, rather than including it on the agenda as an item, if in the Clerk’s opinion the letter does not require any further action by Council and would be recommended for receive and file if it were placed on the agenda.”

28 Clause 10.3(b) is amended by striking out “before 12:00 p.m. on the Monday” and substituting “before 1:00 p.m. on the Thursday”.

29 Subsection 11(1) is repealed and the following substituted:

“(1) At the hour set for the meeting or as soon as there shall be a quorum present, the Mayor, or in the Mayor’s absence, the Deputy Mayor, or in the Deputy Mayor’s absence, the Acting Deputy Mayor, shall take the Chair and call the members to order and shall preside over the meeting until the end of the meeting, or until the arrival of the Mayor or the Deputy Mayor, and all proceedings of such meeting shall be deemed to be regular, and in full force and effect.”

30 The following subsection is added after subsection 12(1):

“(1.1) Where a Council meeting has commenced at 1:00 p.m. and has continued until 9:00 p.m. the meeting shall be adjourned unless a majority of the members vote to continue the meeting past 9:00 p.m.”

31 Subsection 13(2) is repealed and the following substituted:

“(2) The general order of business of every regular Council meeting shall be as follows:

Acknowledgement(s)
 Presentation(s)
 Recognition of Guests
 Confirmation of the Agenda
 Adoption of the Minutes
 Urgent Business
 Bylaws Requiring a Public Hearing and/or Related Reports
 Bylaws for which Public Notice was given and/or Related Reports
 Delegations and Related Reports
 Tabled and Related Reports
 Reports from the Mayor
 Reports from the Administration
 Reports from Committees
 Informational Reports
 Motions
 Notice of Motions
 Bylaws and Related Reports
 Enquiries
 Communications/Petitions and Related Reports”

32 Subsection 14(3) is amended by striking out “or in his absence” and substituting “or in the Mayor’s absence”.

33 Subsection 14(5) is repealed.

34 Subsection 14(10) is repealed and the following substituted:

“(10) When members wish to speak at a Council meeting, they shall obtain the approval of the Chairperson before doing so and upon approval, the member shall address all comments to the Chairperson of the Council meeting.”

35 Clause 14(11)(d) is amended by striking out “Chairman” and substituting “Chairperson”.

- 36 Subsection 14(12) is amended by striking out “Chairman” and substituting “Chairperson”.
- 37 Subsection 16(5) is repealed and the following substituted:
- “(5) On receipt of an application and acceptable brief that deals with a Mayor's, Administration's, Committee or Informational Report or a bylaw, the City Clerk shall place the matter on the agenda for the meeting at which the related item is to be considered.”
- 38 Clause 16(6)(b) is repealed and the following substituted:
- “(b) Council has passed a resolution during the confirmation of the agenda that all delegation briefs listed on or added to the agenda be considered in the order approved by the confirmation of the agenda.”
- 39 Subsection 16(7) is repealed and the following substituted:
- “(7) Notwithstanding subsections (1) and (2), any person or group of persons wishing to bring any matter to the attention of Council at its next meeting, who have not complied with subsection (1), shall immediately submit a written brief to the City Clerk and if the request deals with a Mayor's, Administration's, Committee or Informational Report or a bylaw, the City Clerk shall distribute the request prior to the meeting to all members of Council and Council may, at its discretion move to add the delegation brief to the agenda.”
- 40 Subsection 16(8) is repealed and the following substituted:
- “(8) Where a delegation appears and makes representations at Council, the Mayor, or the Deputy Mayor in the Mayor's absence, shall:
- (a) advise the delegation spokesperson before they commence their presentation that they must confine their comments to the contents of the written brief that was submitted or a verbal summary of that brief; and
- (b) require the delegation to state where they reside.”
- 41 Subsection 16(9) is amended by striking out “Chairman” and substituting “Chairperson”.
- 42 Subsection 16(10) is repealed and the following substituted:

- “(10) Where a delegation makes representations at Council, the Mayor may deny any delegation at the Council meeting, the right to be heard if, in the Mayor’s opinion, the delegation:
- (a) does not speak respectfully of Her Majesty the Queen, or official representatives of her government,
 - (b) uses offensive words in referring to any member or to any official of the City or member of the public,
 - (c) shouts, immoderately raises the delegation’s voice, or uses profane, vulgar, or offensive language,
 - (d) makes remarks that are likely to be scandalous, criminal, or offensive to the accepted rules of address to an elected body,
 - (e) makes comments that do not relate to the subject matter of the item the delegation requested to speak on.”

43 Subsections 16(11) and (12) are repealed and the following substituted:

- “(11) When Council hears a delegation which is related to an item of business on the agenda, the following procedure shall be followed:
- (a) at the conclusion of the presentation by the delegation, members of Council may ask the delegation questions provided that members asking questions may not:
 - (i) make any preamble to a question;
 - (ii) repeat any question previously asked;
 - (iii) debate with the delegation.
 - (b) after all questions have been exhausted the Mayor shall excuse the delegation from the podium;
 - (c) after the item on the agenda has been debated and there has been a resolve of the item, the delegation's brief shall be deemed to have been received and filed and no motion shall be required, unless the item has been disposed of by the resolve of the item;

- (d) notwithstanding the above, Council may alter the resolve of the delegation's brief, from receive and file, by introducing a motion to take some other action with respect to the brief."

44 Subsection 17(2) is amended by striking out "Chairman" wherever it appears and substituting "Chairperson" in each instance.

45 Subsection 17(3) is amended by striking out "Chairman" wherever it appears and substituting "Chairperson" in each instance.

46 Subsection 17(4) is repealed and the following substituted:

- "(4) When a point of order is raised, or when a member is called to order from the Chairperson, the member speaking shall immediately stop speaking until the Chairperson has decided the point raised."

47 Subsection 17(6) is amended by:

- (a) striking out "Chairman" and substituting "Chairperson"; and
- (b) striking out "he shall advise" and substituting "the Chairperson shall advise".

48 Subsection 17(7) shall be amended by striking out "Chairman" and substituting "Chairperson".

49 Subsection 18(1) is amended by striking out "Chairman" and substituting "Chairperson:".

50 Clause 18(1)(a) is amended by striking out "Chair" and substituting "Chairperson".

51 Clause 18(1)(c) is amended by striking out "Chairman" and substituting "Chairperson".

52 Subsection 18(2) and (3) are amended by striking out "Chair" whenever it appears in those subsections and substituting "Chairperson" in each instance.

53 Subsection 18(4) is amended by striking out "chairmanship" and substituting "direction".

54 Subsection 19(1) is repealed and the following substituted:

- "(1) When the Mayor or presiding member calls a member to order, the member shall stop speaking, but may afterwards explain the member's position in making the remark for which the member was called to order."

55 Subsection 19(2) is repealed and the following substituted:

“(2) In the event that a member refuses to stop speaking when called to order, the Mayor shall request the Deputy Mayor, or if the Deputy Mayor is absent or is the unruly member, the Acting Mayor to move a resolution to remove the unruly member until one of the following occurs, whichever occurs first:

- (a) until the end of the meeting;
- (b) until a time which shall be stated in the motion; or
- (c) until the member makes an apology acceptable to Council for the unruly behaviour.”

56 Both subsections that are referenced as subsection 19(3) are repealed and the following substituted:

“(3) When the majority of Council votes in favour of the resolution, the Mayor or presiding member shall direct the unruly member to leave the Council Chamber, and if the member refuses to leave, direct that the member be removed by any security officer present in the Council Chamber.

(4) When Council has directed an unruly member to leave the Council Chamber, and the member so directed makes an explanation and apology adequate and satisfactory to the Council, it may, by a majority vote of the remaining members present, allow the offending member to remain in the member’s place if the member has not left or been removed, or to retake the member’s place.”

57 Clause 20(2)(c) is amended by striking out “Chairman” and substituting “Chairperson”.

58 Clause 20(16)(a) is amended by striking out “Chairman” and substituting “Chairperson”.

59 Clause 20(16)(c) is amended by striking out “is” and substituting “it”.

60 Subsection 20(17) is repealed and the following substituted:

“(17) Notwithstanding subsection (14), or anything elsewhere contained in this Bylaw, if after a motion has been made and seconded, the member who made the motion wishes to change the wording of the motion while speaking on the motion or wishes to agree to a change proposed by another member speaking on the motion, the member may, with the consent of Council, change the

wording of the motion, or agree to a change proposed by another member, if the alteration does not change the intention of the motion.”

- 61 Subsection 23(1) is amended by striking out “he” and substituting “the Mayor or presiding member”.
- 62 Subsection 23(2) is amended by striking out “Chairman” and substituting “Chairperson”.
- 63 Subsection 25(3) is repealed.
- 64 Subsection 25(6) is amended by striking out “he” and substituting “the Mayor or presiding member”.
- 65 The following subsection is added after subsection 25(6):
- “(7) Notwithstanding subsections (1) and (2), where Council is considering the City’s annual budget, members may have multiple opportunities of five minutes each to speak on each of the four individual budget sections (Regina Police Service, the operating budget, the capital budget and the utility budget) on a rotational basis until all questions are exhausted.”
- 66 Subsection 26(4) is amended by striking out “he” and substituting “the member”.
- 67 Subsection 26(6) is amended by striking out “his” and substituting “their”.
- 68 Subsection 28(10) is repealed and the following substituted:
- “(10) If a member does not elaborate on the subject matter of the bylaw or phrase the question so as to set out the member’s opinion for or against the bylaw, notwithstanding the provisions of Subsection 26(9) of this Bylaw, the member may ask a question or questions concerning the bylaw.”
- 69 Subsection 31(3) is amended by striking out “he” and substituting “the member”.
- 70 Subsection 32(1) is repealed and the following substituted:
- “(1) When it shall be resolved that Council go into Committee of the Whole, the Mayor or other presiding member shall be Chairperson of the Committee of the Whole who shall maintain order in the committee, and who shall subsequently report the proceedings of the committee to Council.”
- 71 Clause 32(2)(a) is repealed.

- 72 Subsection 32(4) is amended by striking out “Chairman” and substituting “Chairperson”.
- 73 Subsection 32(6) is amended by striking out “Chairman” and substituting “Chairperson”.
- 74 Subsection 33(2.1) is repealed and the following substituted:
- “(2.1) Notwithstanding subsections (1) and (2), after every 90 minutes that a Council or Main Committee has been meeting starting from either the commencement of the meeting or from the last recess, the Chairperson shall call for a mandatory 15 minute recess.”
- 75 Subsection 33(2.2) is repealed and the following substituted:
- “(2.2) Notwithstanding subsections (1) and (2), where an Executive Committee meeting is not completed by 12:00 p.m., the Chairperson shall call for a 45 minute lunch break from 12:15 p.m. until 1:00 p.m.
- (2.3) Notwithstanding subsections (1) and (2), where a Council meeting is not completed by 6:00 p.m., the Chairperson shall call for a 45 minute dinner break from 6:00 p.m. until 6:45 p.m.”
- 76 Section 34 is amended by adding the following section after subsection 34(1):
- “(1.1) For the purposes of this section, the number of days are calculated by including both the day of the meeting and the day when the agenda is posted or the material is submitted for the meeting.”
- 77 Subsection 34(5) is repealed and the following substituted:
- “(5) When a person, or group of persons, wishes to bring any matter to the attention of a committee and appear as a delegation, including submitting a delegation brief, the delegation shall submit a request to appear, letter or other communication (including a delegation brief where the person wishes to submit a brief), addressed to the Committee Assistant and will be subject to the requirements set out in subsection 10(2) of this Bylaw. Upon receipt of such letter or other communication by the deadline in subsection (6.1), the Committee Assistant shall place the letter, delegation brief or other communication on the agenda of the next meeting of the committee for its consideration.”
- 78 Subsection 34(6) is repealed and the following substituted:

- “(6) All submissions to committees pursuant to subsection (4), other than submissions by delegations, must be received by the Committee Assistant by:
- (a) 1:00 p.m. on the date that is 14 days prior to the Executive Committee meeting at which it is desired to be presented;
 - (b) 1:00 p.m. on the date that is 13 days prior to the Regina Planning Commission meeting at which it is desired to be presented.
- (6.1) Notwithstanding subsection (6), every communication from the public including delegation briefs and requests to appear as a delegation submitted pursuant to subsection (5) must be submitted in writing to the City Clerk on or before 1:00 p.m. on the Thursday preceding the meeting of the committee, at which it is desired to be presented to the committee.
- (6.2) Where the deadline for submitting the material in subsections (6) or (6.1) falls on a date set out in subsection 5(8), the deadline for submitting the materials shall be moved to the day immediately preceding the deadline that is not one of the days in subsection 5(8).”

79 Subsections 34(7) and (8) are repealed.

80 Subsection 34(9) is amended by:

- (a) striking out “Chair” and substituting “Chairperson”;
- (b) striking out “Vice-Chair” and substituting “Vice-Chairperson”;
- (c) repealing clause (a) and (c).

81 Subsection 34(10) is amended by striking out “Chairman” and substituting “Chairperson”.

82 Subsection 34(11) is amended by striking out “Chair” wherever it appears and substituting “Chairperson” in each instance.

83 Subsection 34(12) is repealed and the following substituted:

- “(12) All meetings of committees shall be called by the Chairperson, and it shall be the duty of the Chairperson, or in the Chairperson’s absence from the City, the City Clerk, to summon a special meeting of the committee whenever requested, in writing, to do so by a majority of the committee.”

84 Subsections 34(13.1) and (13.2) are repealed and the following substituted:

“(13.1) After every 90 minutes that a Main Committee has been meeting starting from either the commencement of the meeting or from the last recess, the Chairperson shall call for a mandatory 15 minute recess.

(13.2) Where an Executive Committee meeting has commenced at 9:00 a.m. and has continued until 5:00 p.m., the meeting shall be adjourned unless a majority of the members vote to continue the meeting past 5:00 p.m.

(13.3) Where a Regina Planning Commission meeting has continued for five hours from when the meeting commenced, the meeting shall be adjourned and the remaining items on the agenda shall be tabled to a future Committee meeting unless a majority of the members vote to continue the meeting.”

85 Subsection 34(18) is amended by striking out “Chairman” and substituting “Chairperson”.

86 Subsection 34(19) is repealed and the following substituted:

“(19) In the absence of the Chairperson, the Vice-Chairperson shall preside, and in the absence of both the Chairperson and Vice-Chairperson, one of the other members of the committee shall be elected to preside, and shall discharge the duties of the Chairperson or Vice-Chairperson during the meeting, or until the arrival of the Chairperson or Vice-Chairperson.”

87 Clause 34(20)(b) is repealed.

88 Subsection 34(22) is amended by striking out “Chairman” and substituting “Chairperson”.

89 Clause 35(1)(e) is amended by striking out “his” and substituting “the City Clerk’s”.

90 Clause 35(1)(h) is repealed and the following substituted:

“(h) take charge of and safely keep all books, documents and records of the urban municipality committed to the City Clerk’s charge and deliver them to the City Clerk’s successor in office or any other person that the Council may designate on the City Clerk ceasing to hold office;”

91 Clause 35(1)(l) is amended by striking out “him” whenever it appears and substituting “the City Clerk” in each instance.

92 Subsection 37(1) is amended by striking out “his” and substituting “the Mayor’s”.

93 Subsection 37(2) is amended by striking out “his” and substituting “the Mayor’s”.

- 94 Clause 37(4)(a) is amended by striking out “his” and substituting “the Mayor’s”.
- 95 Subsection (2) of Schedule “A” to the Bylaw is amended by striking out “his or her” and substituting “the member’s”.
- 96 Subsection (8) of Schedule “A” to the Bylaw is amended by striking out “Chair or Vice Chair” and substituting “Chairperson or Vice-Chairperson”.
- 97 Bylaw 2009-40, being *The Committee Bylaw*, 2009 is amended in the manner set forth in sections 98 to 101 of this Bylaw.
- 98 Subsection 5(1) is amended by striking out clauses (a) and (c).
- 99 Subsections 6(1) and (3) are repealed.
- 100 Table 1 of Schedule “A” to Bylaw 2009-40 is repealed.
- 101 Section 3 of Table 2 of Schedule “A” to the Bylaw is amended by:
- (a) striking out “and” in clause (j);
 - (b) striking out “Council.” and substituting “Council;” in clause (k); and
 - (c) adding the following clauses after clause (k):
 - “(l) resolve public issues relative to infrastructure and land use operations within the scope and intent of established policy and the annual Operating Budget;
 - (m) approve of the installation of traffic control measures;
 - (n) approve the creation or installation of pedestrian corridors;
 - (o) affirm, modify or reverse the decision of the City regarding applications for permits pursuant to Bylaw 9881, being *The Clean Property Bylaw*;
 - (p) affirm, modify or reverse the decision of the City regarding applications for Temporary Stop Location Permits pursuant to Bylaw 9900, being *The Regina Traffic Bylaw, 1997*;
 - (q) affirm, modify or reverse the decision of the City regarding applications for licensing as a cross connection control and backflow prevention tester pursuant to Bylaw 8942, being *The Water Bylaw*;

- (r) interpret and amend the Terms of Reference for the Watershed Stewardship Award and the granting of the Award;
 - (s) develop funding criteria for grants related to community, social services, parks and open space services, recreation and cultural programs and services as well as public transportation services;
 - (t) resolve public issues relative to community, social service and parks and recreation operations within the scope and intent of established policy and the annual Operating Budget;
 - (u) establish, approve and amend program regulations, annual priorities, categories, and other details of the Community Investment Grants Program to guide the Administration in responding to requests for grants;
 - (v) determine the scheduling and routing for buses;
 - (w) determine the location of bus shelters.”
- (d) Table 3 of Schedule A to Bylaw 2009-40 is repealed.
- (e) Section 11 of Table 1 of Schedule “B” to Bylaw 2009-40 is amended by striking out “Operations and Community Services Committee” and substituting “Executive Committee”.
- 102 Bylaw 9881, being *The Clean Property Bylaw* is amended by repealing the definition of “Committee” in section 1 and substituting the following:
- “**Committee**” means the Executive Committee of Council;”
- 103 Bylaw 9900, being *The Traffic Bylaw, 1997* is amended in subsection 46(4) by striking out “Operations and Community Services” wherever it appears and substituting “Executive Committee” in each case.
- 104 Bylaw 9900, being *The Traffic Bylaw, 1997* is amended in subsections 46(5) by striking out “Operations and Community Services Committee” and substituting “Executive Committee” in each case.
- 105 Bylaw 2003-69 being *The Regina Administration Bylaw* is amended in the manner set forth in sections 106 to 107 of this Bylaw.
- 106 Section 12 of Schedule A to Bylaw 2003-69 is amended by:

- (a) striking out “Operations and Community Services and” in clause (a);
- (b) repealing subclause (i).

107 Clause 5(f) of Schedule D to Bylaw 2003-69 is amended by striking out “the Operations and Community Services Committee”.

108 This Bylaw comes into force on January 1, 2022.

READ A FIRST TIME THIS 15th DAY OF December 2021.

READ A SECOND TIME THIS 15th DAY OF December 2021.

READ A THIRD TIME AND PASSED THIS 15th DAY OF December 2021.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

ABSTRACT

BYLAW NO. 2021-84

THE PROCEDURE AND COMMITTEE AMENDMENT BYLAW, 2021

| | |
|-------------------------|---|
| PURPOSE: | The purpose of this Bylaw is to make a number of amendments to <i>The Procedure Bylaw</i> , Bylaw 9004, as well as <i>The Committee Bylaw, 2009</i> , Bylaw 2009-40. |
| ABSTRACT: | This Bylaw amends Bylaw 9004 to do the following: change the dates and times for regularly scheduled Council meetings; change the deadlines for posting agendas prior to Council and Committee meetings; change the deadlines for submitting written materials to be considered at Council and Committee meetings; require delegations at meetings to register the Thursday prior to the meeting in which they wish to appear; change the requirements for mandatory recesses and adjournments; remove the prayer in the order of business before Council; remove the requirement for Council members to stand at Council meetings when speaking; remove the requirement for the Mayor or Deputy Mayor to leave the Chair for the purpose of taking part in the debate at City Council meetings; and ensure gender neutral language is used throughout the Bylaw. This Bylaw also amends Bylaw 2009-40 to disband the Community Wellness Committee and the Operations and Community Services Committee and transfers all items from these committees to the Executive Committee for consideration. This Bylaw also amends references to these committees that appear in other Bylaws. |
| STATUTORY AUTHORITY: | Sections 55.1, and 100 of <i>The Cities Act</i> |
| MINISTER'S APPROVAL: | N/A |
| PUBLIC HEARING: | N/A |
| PUBLIC NOTICE: | Public Notice is required pursuant to section 55.1 of <i>The Cities Act</i> . Public notice was provided in the Leader Post, City's public notice board and website on October 30, 2021. |

REFERENCE: Executive Committee, November 3, 2021, EX21-75 and City Council, November 10, 2021 and November 24, 2021, CR21-159

AMENDS/REPEALS: Amends Bylaw 9004, Bylaw 2009-40, Bylaw 9881, Bylaw 9900 and Bylaw 2003-69

CLASSIFICATION: Administrative

INITIATING DIVISION: City Manager's Office

INITIATING DEPARTMENT: City Clerk's Office

End homelessness speech

One of the main causes of Regina's homelessness crisis began in 2007, this is in fact when rents began to rapidly increase because of the oil and gas boom. Dear mayor Masters and Council. My name is Karin Iskandar, I am glad to have this opportunity to represent myself as well as Miller comprehensive high school. I am here to kindly request to talk about the homelessness crisis here in Regina. With seasonal change and imperturbable cold weather coming our way for the next upcoming month this is an issue that would need to be thought of more. I would appreciate to make a couple of statements that captured my interest.

I would like to begin with the provincial government's new income assistance program. Saskatchewan Income support also known as SIS. This program was indeed created to families and individuals who for various reasons would not be able to meet their basic living cost. By fair means, this completely did the opposite. In fact, SIS provides less money than the programs it originally replaced. People who rely on the benefits say their income has been cut in half, and that they can't afford food and shelter. A single person on SIS gets \$860 a month to cover everything, rent, food, clothing, utilities. Not a single person can live off of that especially if you have kids. Moreover, the Housing money is given directly to people in the program, rather than going straight to their landlords. Which has been stated that it led to unpaid rent and even evictions.

Second major topic I would like to address is the Camp Hope. This program became known and one of the biggest representations of Regina's outgoing homelessness crisis. This camp was established in early October. This camp provided people in need with a safe place and many more services. In fact, over 100 were staying at the camp. Here is when a plot twist happened. The City of Regina however made an amazing effort and provided temporary housing for at least 40 people during the 5 months of winter. Now, what happened to the other 60 people staying at that camp. Did they just return back to where they came from?

In 2013, Regina released its *Comprehensive Housing Strategy* which cost taxpayers \$100,000 for out of province consultants. In 2019, Regina released its *Plan To End Homelessness* which cost taxpayers \$120,000, for out-of-province consultants. Both plans are now gathering dust on a shelf.

The City of Regina can't solve Regina's homelessness crisis all on its own. That will require financial support from the federal and provincial governments. It can, however, provide a model for the other levels of government by making a substantial contribution to the city's lets say about 5 million\$. Which is not impossible however because the amount of city tax dollars going annually to pay for Mosaic Stadium.

When the new stadium was in the planning stages, city officials promised that Taylor Field, where the old stadium stood, would be redeveloped to include 700 new affordable housing units. Now is the time to keep that promise, if not by building those promised units, then by providing equivalent funding for Regina's Housing First program. **\$2 million**—the amount called for in the Stevens-Mancinelli motion at the April 2020 meeting of City Council. 2,200 people were homeless in Regina 2018. The average life expectancy of a person who is homeless in Canada is 39 years. In other words, homelessness is a death sentence. What kind of people are we?

Lastly this has an enormous impact on me. I have traveled and lived in multiple cities across Canada and from what I have seen so far. Regina is one of the main cities I have seen homelessness often. It would mean a lot for you to reconsider my words and keep them into your thoughts. And as I said homelessness is a crisis going on for years and will not be solved overnight. However, lets us as citizens, with the help of the city of Regina make a minor change. We all need to start somewhere!

Dear Mayor Masters and City Councilors

My name is Jair Gyamfi and I attend Miller Comprehensive High School. The new budget for this lovely city of ours was recently released, and upon viewing it, I think that the money could be spent in different ways. It is an honor to have this opportunity of sharing my ideas with you, bestowed upon me. My heart is filled with gratitude, and I will like to say thank you.

As a city, we have vowed to be a location that breaks off the exploitation of fossil-fuel usage by the year 2050, rather making use of clean renewable energy, as it is what's best for our planet. I do not surmise that this goal of ours is in line with our act of reconciling with the Indigenous people of our land, I know that it does. With that being said, why should we place before us a time limit that's that long, when we can start investing more money into projects that support and are in alignment with what we are attempting to attain. This would not only positively benefit our planet as a whole, but it will also portray our willingness to reconcile and be one with our indigenous people, whilst at the same time giving 3rd world countries inspiration as to what they want to acquire for their nations. One might perceive this previous statement as a conjecture or irrelevant to the point I am stating, but let me tell you this. When one has a sort of older brother that one looks up to, one wants to procure some of the same things they have. Due to this, when one is in a position where one is viable to gain those things, one will do so, or attempt to. As a 1st world country, we must set an example for those nations that look up to us, by attaining the use of clean renewable energy faster, in doing so, as those countries are building themselves up, they will do it as we have done, and this will help our planet in a great way, allowing for us to reverse some of the damage we have done, letting our planet flourish.

Making transit more accessible and efficient is something we can invest in right now. More individuals will be persuaded to make use of it, leading to them making less use of their own personal vehicles, lowering our carbon emissions in Regina. This could also steer us in a direction in which new jobs can be constructed, as we have seen in places such as Denmark. They have an outstanding transit system over there, and it's led to there being an obligation for buss passes having to be checked by individuals called "kontroløre". By just improving their transit system, they were able to create a job that is well paying for certain individuals. By there being jobs such as this, people of low education or none, can get another job opportunity. A study made by homelessshub.ca shows that 63-90% of homeless individuals did not complete high school. With them having a new job opportunity that does not require much education at all arising, they could get back on their feet, causing our homelessness population here in Regina to decrease.

With the release of this new budget, and upon viewing the goals our city has, I strongly conclude that we can rather invest that amount into certain aspects of our city that will lead us toward our goal of achieving a greener Regina. I truly admire you and our leaders, and I believe that you are capable of achieving great things for our city.

Thank You

Good Morning dear Mayor Masters and Council.

My name is Oni Oluwanifemi, a grade 10 student at Miller High School. I stand here today as an advocate for the city of Regina workers who are paid the minimum wage of \$16.95p/h; to persuade you to vote up the increase of the minimum wage to \$20.20p/h.

Foremost, I would like to acknowledge the current minimum wage of \$16.95 being paid to about 86% city workers. It is a demonstration of how good an employer the Regina city (council?) is. This is an achievement that could not be accomplished without the effort and endeavors of the government's.

But I bring forth a bold and controversial statement, is this enough? The CCPA (Canadian, Center for Policy Alternatives) calculated the rental wage of Canadians and defined it as, the hourly wage needed to afford an average apartment without spending more than 30% of one's earnings. The research showed that an average wage of \$20.20p/h is needed to afford a one-bedroom apartment and only in 9% of the 795 Canadian neighborhoods, can a full-time minimum wage worker afford a one apartment bedroom. As of two months ago, Saskatchewan had the lowest minimum wage in Canada with \$11.45p/h. In Regina, the average monthly rent for one bedroom apartment is \$949. This indicates that minimum wage earners cannot afford Regina rents.

These stats show how the minimum wage can drive homelessness, poverty, and income inequality. An increase in the province's minimum wage would be a step in moving forward and a way to work towards solving these issues.

Before acting, we must ask ourselves what are the benefits of increasing the minimum wage? How will it impact the society we live in today? There are three vital advantages that I would like to bring to the table.

Firstly, the improvement in productivity of workers. An increase in the minimum wage reduces absenteeism, as workers with a higher wage will be less absent from work. Employees will be more driven to work if they feel the wage is fair.

Secondly, a boost in the economy. As opposed to popular opinion, raising the minimum wage does not reduce the number of jobs available. Instead, it increases consumer spending and boosts the economy.

Lastly, a reduction in income inequality. This is not to say that it would significantly reduce the gap between the wealthy and non-wealthy, but it can help bring those who are on the verge of poverty or in poverty to greener pastures.

Given this Mayor Masters and Council, I propose an increase in the minimum wage of city workers to \$20.20/h. Reaching a minimum wage of 20.20p/h is a goal I believe we should work towards. Gradually increasing the value is a subtle way to start to achieve this goal.

I thank you for your time, and hope that I have convinced you as you consider and reflect on the words I have spoken.

Thank you.

I Jamie Mckenzie would like to speak to Regina City Council at their 2022 City of Regina budget, the old rules hold for the budget meetings: December 15 -17. and I'm submitting Presentations about funding additional paratransit bus service and \$280,000 for new paratransit buses to ensure Paratransit users have enhanced access to recreation and leisure activities.

but I do support the city of Regina in their finding request for Regina paratransit service but I have been around a long time

The Transit Assistance for People with Disabilities (TAPD) program that all the participating municipalities report the number of trips to the Ministry every year before they could be considered for funding. Province of Saskatchewan to funding different than City of Regina way but I have been speaking about paratransit service since 1998 when I was living in Saskatoon and the Transit Assistance for People with Disabilities (TAPD) program did not change since I was a member of Saskatoon Accessibility Advisory Committee from 2008 until I move to Regina in 2010 I wish you good

Jamie Mckenzie

**2022 CITY OF REGINA BUDGET
REGINA CITY COUNCIL
DECEMBER 16 & 17 2022
FLORENCE STRATTON**

I would like to begin by thanking the staff in the City Clerk's office for answering all my questions about the budget and for doing so with such patience. Perhaps next year's budget could be written in plainer language. For example, when you are talking about funding for Regina's 2019 Plan To End Homelessness you might refer to it as such.

Regarding budget allocations, I will be making two requests. The first concerns funding for the Plan To End Homelessness. With the help of the City Clerk's office I learned that, to support this plan, the 2022 budget proposes \$1 million in grants for permanent supportive housing and \$1.5 million for capital grants for affordable housing under the Housing Incentive Programs.

The \$1 million in grants for permanent supportive housing is welcome but insufficient. The \$1.5 million for capital grants may be wasted money. It isn't new housing units that are needed. Regina has a rental housing vacancy rate of 7.8%. And Regina Housing has 350 vacant units. What is needed is more operational funding for supportive housing and perhaps money to renovate any Regina Housing units that need it.

As Camp Hope revealed for all to see, Regina is experiencing a homelessness crisis. This crisis began in 2007, when rents began to sky rocket because of the oil and gas boom. According to the Plan To End Homelessness, by 2018, 2,200 people were homeless in Regina. That number will only have grown further.

Those of us with homes may find it hard to imagine what it would be like to be homeless. Camp Hope provided us with some insight into the dangers and suffering.

And since it is the season, we might also consider this budget item in the light of Charles Dickens' *Christmas Carol*. Near the beginning, Scrooge receives a visit from a gentleman soliciting funds to alleviate the suffering of the poor.

"Many thousands are in want of common necessities" says the man to Scrooge.

"Are there no prisons?" asks Scrooge.

"Plenty of prisons," says the gentleman.

Because of "want of common necessities," how many of Regina's homeless population end up in prison?

Looking at this same question from another perspective, at a meeting I attended recently someone told us about a man he knew who had, a few days earlier, been released from the

Regina Correctional Centre. Because he had no home to go to, prison personnel dropped him off at the Salvation Army—which turned out to be at capacity.

Where is it better to be during winter? In prison? Or living on the streets of Regina?

So, this is my first ask: Please make a substantial contribution to Regina's Plan To End Homelessness. Commit to doing so annually until no one is homeless in Regina.

How much is a substantial contribution? How about the amount going to pay for Mosaic Stadium in 2022—which, according to the budget, is a “dedicated .45% mill rate increase.” I don't know what that means, but I suspect it translates into a substantial number of dollars.

My second request concerns funding for public transit. In 2020, City Council commissioned the city's second Transit Master Plan, the first one having been released in 2017. This second Master Plan is due to be released in the first quarter of 2022.

The only reference I could find to it in the budget is \$150,000 for the development of a Downtown Facility (96) which apparently is needed for the new Transit Master Plan to be implemented.

Why is there no money for the Transit Master Plan itself? The matter is urgent! Better transit is the answer to so many of our city's problems, including traffic congestion, air pollution, carbon emissions and inequity issues. Do we have to wait yet another year?

Regina has spent nearly a million dollars paying consultants for transit master plans. Plan followed by plan, but no real action! Where is the money for better transit?

So here is my second ask: While better transit requires many improvements, including more frequent and earlier and later service, I will focus on one thing for this year: fare free transit for anyone eighteen years old or younger. This will, in both the short and long run, increase transit ridership. I have no idea how much it would cost, but I would think \$3 million would do to start with.

Thank you,
Florence Stratton

Review & Recommendations
of the
City of Regina
Proposed 2022 Budget

by

Jim Elliott

December 15-17, 2021

Dear Mayor Masters & Members of Council,

My name is Jim Elliott and have been presenting my recommendations on annual budgets for the past 22 years. It is heartening to see an increased interest in how our taxes are doing and what direction or guidance you show us this year.

But, previous comments around the lack of information and time to evaluate the information in previous year's budget documents are as valid this year as they have been in the past.

Climate Change and Sustainability

What is further troubling and you have heard it many times over the past three years and it is worth repeating is the inaction on the city to implement the motion to make this city 100% renewable by 2050. And now we are going into our fourth year of inaction.

As we have seen in recent months both here and in Glasgow, the time we should have started the transition is back in 2018 or earlier as every day we do nothing, we waste money, put more greenhouse gases in the air and make it even harder and more expensive for our children and grandchildren to change or pay for the increasing costs of doing nothing on climate change. Your inaction is also not saving your residents money and making them more resilient and more capable of dealing with problems like this pandemic.

Just imagine if when this pandemic started, a worker was making the same amount of money but did not have to pay for heating or electricity or had a reduced tax bill because the city had eliminated their heating or electricity bill? How comforting would that be?

And it has been said many times and needs to be repeated, all of what we need to go 100% renewable was available in 2018. We have building plans that could and have eliminated 90% of their energy bill. We could make electric buses available free of charge if we wanted to. We have used easy ways to eliminate 50% of our residential water bills.

And most of this is available to those with limited funds. If I can move to being off grid for electricity and potable water with an annual income under \$20,000, then most should be able. Many have bigger problems than I do. With the Property Assessed Clean Energy (APPENDIX 1) proposal, it would be even easier to install photovoltaics and reduce energy need for most homeowners and building operators, even the city.

And as the procurement process to start purchasing electrical buses is a few years, beginning to signal and plan for that first electric buses in 2023 should be starting now, not next year. And wouldn't it be a real feather in our cap or publicity profile for this city that everyone who rides the first electric bus doesn't have to pay to ride?

In a similar vein, the purchase of hybrid vehicles at this time in this budget is questionable as the need to move to only electric vehicles purchases within the lifecycle of any vehicle purchased today. What you do today would then dictate getting rid of those same hybrid vehicles prior to their lifecycle end. And maybe every staff person that has an electric car or truck doesn't have to pay for their parking spot. Now that might require the city to put in charging stations at every city facility but it can be done today.

What is troubling with much of the text in the budget book is the hope to reduce carbon dioxide emissions, not to eliminate emissions, but only to reduce emissions. This and many other communities across Canada and around the world need to be taking bold actions rather than tentative steps like the use of net zero instead of zero.

Net zero, used by industry, means that the production and use of fossil fuels can go on as per usual and they do not have to transition out of the fossil fuel production or use. The industry will always throw out the useless hope for a technological fix to take carbon dioxide and other greenhouse gases out of the air once deposited there by inefficient archaic fossil fuel-using systems.

When passivhaus¹ and factor nine² building technology can virtually eliminate the need for natural gas for heating and coal-fired electricity by at least 70% and similarly at least 50% of the current need for potable water, these budget items should be the standards by which this city should be moving to implement with stronger minimum building code standards than what is currently there. This city should be encouraging thermal mass buildings, ground sourced heat exchangers and thermally upgrading existing and new buildings. And this technology is home-grown putting Regina residents to work here and around the world.

Roadway and Sidewalk Master Plan

There is talk about having master plans and asset management now making it more effective to maintain those systems to a better standard.

Considering the state in which our system is now, anything is an improvement. I have sidewalks that have not been fixed in the 26 years that I have lived in my neighbourhood. It is not a simple problem but two entire blocks that have continued to crumble and break away over those same years. These should be known by city employees as there were, at the same time, four corner curb cuts replaced last year on the same street.

In addition, there are transit stops that do not have a concrete pad to drop off residents, or if they have a concrete pad do not have a sidewalk to allow the person to get to the store or in the worst case scenario then require the transit user to dodge two-way traffic on a busy street to get to the other side of the street because there is no other way to get to that other store.

One way to help both sidewalk use and support active transportation is to eliminate the “beg buttons” or crosswalk request buttons. This would mean that everyone would get a walk sign every time rather than get less time to cross the street or in the case of people with disabilities not be forced to navigate snow drifts just to get enough time to safely cross the street. And many of the buttons don’t work or repeatedly break down.

1994 City Bikeway Plan

A bikeway study was done in 1994 to develop a bikeway network across the city. It was approved in principle by Council on June 27, 1994. Very little has been done with this plan and we are now in 2021 (27 years later) with no network across the city for the use of a growing number of cyclists and active transportation users that use our streets every month of the year. The initiator of this study and planned network was developed by a Bicycle Advisory Committee on which I and your current City Manager worked with other city staff and cyclists to make it safe for the cyclists on the road.

Police Budget

"It is important at this time that we cannot simply be attempting to reform the police or reform the prisons. Reform has been the glue that holds these institutions together over the years. But it is so exciting now to see young people especially talking about

¹ <https://www.passivehousecanada.com/>

² <https://www.src.sk.ca/blog/factor-9-home>

building a new world, recognizing that it is not about punishing this person or that person, it is about creating a new framework so that we do not have to depend on institutions like the police and prisons for safety and security. We can learn how to depend on education and health care and mental health care and recreation and all of the things human beings need in order to flourish. That is true security and true safety."

- Scholar and Activist Angela Davis, *Democracy Now*, December 8, 2021³

What is also problematic in this and past year's budgets is the lack of ability to adequately comment or make recommendations of the Regina Police Service budget proposal. Further discussion is required to delve adequately into the questions around community safety and the inherent tendency for this police administration to move to a more militarized force with all the armoured vehicle and now plane requests coming from them.

There is clear community-based and more productive uses of funds to get at the roots of crime and violence. And, I might add, the introduction of the community wellness committee of Council is a prospective first step, although that has been squashed. The full use of the 1.23% mill rate increase or \$4.132 million dollars in the pursuit of community wellness would be an added push and leverage for that committee and for the community to actually address problems in the city rather than depend on a growing police force to force change.

The purchase of an airplane does not reduce crime. Expending as much as 29% of the capital fleet purchases this year does not reduce crime. When reducing the police budget to two lines in the operations budget and 6 lines in the capital budget, the 6-page document does not engender an interest on behalf of the police service or an ability from the citizen's perspective to assess the various needs put forward by this budget. It is convenient that this line item for the plane in the budget is hidden under fleet purchases thus limiting the potential discussions on this matter by the public. All it produces is more greenhouse gas emissions, noise and on the odd occasion may help in the apprehension of some criminals.

Focus On Children

It is coming on 12 years since the City of Regina made a splash in the news about adopting a Children's Charter (see Appendix 3). It talks about providing the basic needs of children, quality housing, nutritious food and access to adequate support services. It talks about having a supportive family circle free from neglect, bullying and racism. It talks about having the right to play and be physically active. It talks about the right to contribute. At one time, there was a youth advisory council that this council could receive advice from periodically or on specific issues or concerns. When many of the determinants of health in this city for those most vulnerable are negative, how are the children being supported and nurtured? When you spend millions of dollars on the police service and regularly, children go missing, how does that work?

The Search Institute⁴ research findings and insights have been used the world over to strengthen the developmental relationships that help young people learn, grow, and thrive. Our most powerful learning occurs at the nexus of theory, research, and practice.

They are driven by curiosity about what young people need to succeed — and how they contribute to their communities and the world. They are continually discovering new ways to shape and deepen developmental relationships by working in partnerships with youth-serving organizations.

³ https://www.democracynow.org/live/celebrate_25_years_of_democracy_now

⁴ <https://searchinstitute.org/>

The Search Institute research is anchored in positive youth development approaches and is impacting several disciplines, including child development, family systems, prevention science, social learning, social capital, and community development.⁵

The City of Regina was attempting to implement this program in Regina within our school and city programs but was suspended over a decade ago. The Search Institute has studied Developmental Assets⁶ in the lives of millions of young people across the United States, Canada and around the world. Research consistently shows that young people from all backgrounds do better when they have a strong foundation of these strengths in their lives.

Grounded in extensive research in youth development, resiliency, and prevention, it identifies:

- a. The supports, opportunities, and relationships young people need across all aspects of their lives (called “external assets”); and
- b. The personal skills, self-perceptions, and values they need (called “internal assets”) to make good choices, take responsibility for their own lives, and be independent and fulfilled.

When youth have more assets, they are:

- More likely to thrive now and in the future
- Less likely to engage in a wide range of high-risk behaviors
- More likely to be resilient in the face of challenges

Energy & Sustainability Framework within the Regina Police Service

Without a lot of detail in this budget, whether operational or capital, it is very problematic on what is being considered when it comes to responding to the Energy & Sustainability Framework that this Council committed to and will spent money working to provide this city a plan to get us to 100% Renewable by 2050.

And one could go so far as to anticipate the comments from those that would support the status quo plans to increase the police budget now and further, they feel that this Regina Police Service budget should be exempt from dealing with requirement of other budgets and line items.

Now they may say in rebuttal that the consolidation of police services into a newly renovated building will save money and it probably will but clearly it has no intention to be even close to net zero. Similarly, they will say that you can’t deal with criminals in electric vehicles, electric armoured tanks or electric planes. But why should the culture of the Regina Police Service not be the same culture of the citizens?

A better approach to this dilemma is to work towards the elimination for the need for the Regina Police Service. If you eliminate or reduce crime, you reduce or eliminate the need for fossil-fuel based transportation, electricity and heat.

Water Utility Budget

When it comes to safety around our potable water source, we should not be cutting corners. Similar to the PACE option of putting energy savings infrastructure on the property owner’s account, there should be a mechanism to get rid of all of the lead pipes either on the property owners land or the city system. When the most vulnerable people will be getting the highest risk of lead being in their water, more should be available to expedite the removal.

⁵ <https://searchinstitute.org/insights>

⁶ <https://www.search-institute.org/our-research/development-assets/>

I would like to give notice of motion today that I will bring up when we talk about the upcoming 2023 water utility budget. This council is intent to add another \$2 million dollars on top of an increase of 5% this year and \$200,000 every year going forward. And what is that expense for, the addition of a toxic chemical similar to lead or arsenic? It is an industrial grade fluoride coming potentially from our friends at The Mosaic Corporation to fluoridate our drinking water.

The 2% increase in the budget to cover the removal of some lead pipes next year should be removed from the utility budget and born by all taxpayers as it was all taxpayers who paid to have those lead pipes put in the ground. It should be all taxpayers who pay for this removal.

Cathy Lauritsen Memorial Off Leash Dog Park

The shoreline of this park has been deteriorating for years. The erosion of the shoreline will eventually and more significantly reduce the area of the park if the damage currently there is not fixed. Cathy was involved in the formation of Friends of Wascana Marsh and I would think this would be something she would support.

There needs to be firstly a restoration of the shoreline similar to parts of the Wascana Creek upstream in the Riverside Dyke area both by planting cattails on the water's edge and willows further up the bank to both stabilize the shoreline and limit access to the water by the dogs. Further to this, the shoreline vegetation close to the current cliff should be allowed to grow to full length and not be mowed to the edge. This management step could help limit other deteriorations in other places in the city.

Outdoor Boarded Rink Replacement

It was noted in this and previous budgets that there was to be one new boarded rink replaced every year and yet in 2022 and 2023, there will be no boarded rinks replaced. It is noted that there is anecdotally more use of these new boarded rinks than in other locations due to their premier features.

Water Utility Capital Budget

Similar to previous suggestions, with the electrical power source for the Buffalo Pound Water Treatment Plant and supply pipeline being almost solely fossil fuel fired electricity and as a backup diesel, then the sooner we switch to wind/solar/battery system, the sooner the \$3-4 million dollars spent on this energy source can be eliminated and save water users on their utility bill. Putting money into capital reduces the operational budget or the results of power failures on supplying water to citizens. Doing this now with the water reduction strategy identified above could put off any capital or operational expansion needs for decades.

Mayor's Call for Efficiencies – Do What I Say, Not What I Do

The mayor when she campaigned talked about pushing for efficiencies and reductions in the budget. And yet, the Mayor's Office budget for 2022 (page 42) calls for a 27.3% or a \$167,000 dollar (1 FTE person) increase from 2022.

Ancillary Results

If much of what has been identified above comes to pass, this could and should give the support for other bodies or levels of government to do or take similar steps. Just imagine if the next high school build did not need an electricity tie or was fully utilizing any stormwater on the property or eliminated at least 50% of its potable water demands on the city utility?

We have heard of two industrial plants being considered for Regina in the next few months. What if those plants were off grid and likewise significantly reduced their water demands from the city? If a pulp mill in northern Saskatchewan can eliminate any effluent coming from operations and this was done over twenty years ago, why should we not ask that this be done in Regina?

We have had for a few years that vision of being Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity. Isn't it about time that we actually took that vision to heart and begin to build that community we all aspire to be?

Recommendations

1. Begin the purchase of electric transit buses and thus eliminate the purchase of diesel or gasoline-fueled buses.
2. Begin the purchase of electric only fleet vehicles especially in the automobile and light truck categories. This would then be the model for residents to do the same when their next purchase is required.
3. Limit unnecessary spending by the Mayor's office and eliminate the increase in the Mayor's Office budget.
4. Begin to replace city facility street, parking lot or pathway lighting with photovoltaic/battery systems.
5. Build into the current building renewal strategies plans to eliminate outside energy needs for the current buildings and when new ones are proposed, begin with the highest standards to eliminate external energy need within those buildings.
6. Eliminate the Regina Police Service budget increase and instruct the Regina Police Service to revisit their budget so as to accomplish what they planned to do with the same budget as last year. And subsequently, put the \$4.32 million dollars into a Community Wellness Reserve to be used for wellness projects with \$1 Million being available in 2022.
7. Fully integrate the Developmental Relationships Framework of the Search Institute into all relationships which identifies key actions that move relationships with youth and young adults from being "nice" to "necessary" for positive development.⁷
8. Accelerate and/or expand the budget for adding bike lanes on a network of streets across the city that best suites the addition of the lane for bicycles.
9. Make active transportation, walking, cycling and transit, the priority when it comes to repairing roadways. This includes the elimination of the widening of Arcola Avenue over the bypass. Remove the crosswalk request or "beg" buttons and make all sidewalk crossing supportive of walking.
10. Replace one outdoor boarded rink in 2022 and 2023.

⁷ <https://www.search-institute.org/our-research/development-assets/developmental-relationships-gateway-building-assets/>

11. Begin the establishment of positive behaviors like riding public transit by making the use of public transit free of charge for those under 18.
12. Spend the required \$350,000 to restore the shoreline of the Cathy Lauritsen Memorial Off Leash Dog Park. Further to this, more of the current parks need turf replacement and native grasses should be utilized because of their tolerance to drought, reduced maintenance costs and short growth stature thus needing less cutting or irrigation.
13. Initiate a community-driven charette to place needed affordable housing on the Railyards and former Taylor Fields properties. Further to this, begin to tender out said plans so that building of affordable housing on those properties and complete communities can happen prior to 2025. This could also be a path forward for downtown Regina. These affordable homes and commercial properties should be to the level of Factor 9 (APPENDIX 2) or Passivhaus standards. Within these properties, a complete community with the associated basic needs of recreation, food security and local, owner-operated business should be encouraged. And by this act, we could be the first capital city in Canada to eliminate homelessness with a zero-carbon footprint.
14. Begin by putting forward a Request for Interest to the photovoltaic industry to start to place photovoltaic grid-tied systems on city buildings (ex. Lawson/Fieldhouse, Transit Fleet Barn, Core Ritchie Neighbourhood Centre complex) that have the maximum southern exposure in the city. These buildings have the potential of producing at least 4.2 Megawatts of electricity thus further reducing budget demands. We don't need more indoor swimming pools.

APPENDIX 1

<https://www.energy.gov/eere/slsc/property-assessed-clean-energy-programs>

PROPERTY ASSESSED CLEAN ENERGY (PACE)

The property assessed clean energy (PACE) model is an innovative mechanism for financing energy efficiency and renewable energy improvements on private property. PACE programs exist for:

- [Commercial properties](#) (commonly referred to as Commercial PACE or C-PACE).
- [Residential properties](#) (commonly referred to as Residential PACE or R-PACE).

Commercial and residential PACE programs share a common foundation. PACE programs allow a property owner to finance the up-front cost of energy or other eligible improvements on a property and then pay the costs back over time through a voluntary assessment. The unique characteristic of PACE assessments is that the assessment is attached to the property rather than an individual.

PACE financing for clean energy projects is generally based on an existing structure known as a "land- secured financing district," often referred to as an assessment district, a local improvement district, or other similar phrase. In a conventional assessment district, the local government issues bonds to fund projects with a public purpose such as streetlights, sewer systems, or underground utility lines.

The recent extension of this financing model to energy efficiency and renewable energy allows a property owner to implement improvements without a large up-front cash payment. Property owners that voluntarily choose to participate in a PACE program repay their improvement costs over a set time period—typically 10 to 20 years—through property assessments, which are secured by the property itself and paid as an addition to the owners' property tax bills. Nonpayment generally results in the same set of repercussions as the failure to pay any other portion of a property tax bill.

A PACE assessment is a debt of property, meaning the debt is tied to the property as opposed to the property owner(s). In turn, the repayment obligation may transfer with property ownership if the buyer agrees to assume the PACE obligation and the new first mortgage holder allows the PACE obligation to remain on the property. This can address a key disincentive to investing in energy improvements because many property owners are hesitant to make property improvements if they think they may not stay in the property long enough for the resulting savings to cover the upfront costs.

Advantages

- Allows for secure financing of comprehensive projects over a longer term, making more projects cash flow positive.
- Spreads repayment over many years, seldom requires an upfront payment, and removes the requirement that the debt be paid at sale or refinance.
- Can lead to low interest rates because of the high security of loan repayments attached to the property tax bill.
- Helps some property owners deduct payments from their income tax liability.

- Allows municipalities to encourage energy efficiency and renewable energy without putting general funds at risk.
- Taps into large sources of private capital.

Disadvantages

- Available only to property owners.
- Cannot finance portable items (screw-in light bulbs, standard refrigerators, etc.).
- Can require dedicated local government staff time.
- May require high legal and administrative setup obligations.
- Not appropriate for investments below \$2,500.
- Potential resistance by lenders/mortgage-holders whose claims to the property may be subordinated to the unpaid assessment amount should the property go into foreclosure.

APPENDIX 2

<https://www.src.sk.ca/blog/factor-9-home>

The Factor 9 Home: A New Prairie Approach

The Factor 9 Home is a demonstration project of a single-family residence located in Regina, Saskatchewan, Canada, that features very high levels of energy efficiency and environmental performance. The home was completed in April 2007.

The Factor 9 Home is projected to use a factor of 9 times less energy per square metre of floor area than the average existing home in Saskatchewan. The resulting energy target is 30 kWh/m² per year (108 megajoules/m² -year) of total purchased energy consumption. Another numerical performance target for the home is a Factor 2 reduction in purchased water consumption from the utility compared with conventional homes.

The major technical approaches used to develop the Factor 9 Home were Integrated Design and Value Engineering.

Introduction

The name "Factor 9" for the project was developed for the following reasons. World population is expected to increase from current levels by about a factor of 1.5 before stabilizing. Material consumption per average person in the world is expected to increase by a factor of about 3 from current levels before stabilizing.

Climate scientists have called for a reduction of current greenhouse gas emissions by about a factor of at least 2 from current levels. If these three factors are multiplied together, the number 9 results. Hence the Factor 9 energy target for this demonstration house was developed.

The lot was chosen so as to have the rear of the house face south for passive and active solar gain. The lot address is 7335 Wascana Cove Place in Regina, Saskatchewan. The subdivision chosen is a new area in the city that has access to public transport. The topography is very level. To reduce water runoff from the roof, rainwater and melted snow water from the roof will be stored in two 9500 litre storage tanks in the crawl space beneath the basement floor. This non-potable water will be used for toilets and exterior water usage. Landscaping is being designed to reduce the need for water.

Appendix 3 – Regina Children's Charter 2010





Regina City Council;

I appreciate the opportunity to submit the following information and thank you for taking the time to review. I am sure this is one of many items on this Council's docket, but it is a very important one to the Royal Regina Golf Club.

As you will be aware, there is great concern over the amendment that was passed to eliminate the golf course sub-class as a qualification for property tax relief.

There were a lot of opinions stated at the October 29 city council meeting, but not all facts.

While the issue at hand does affect two golf clubs, I can only comment on behalf of the Royal Regina Golf Club, and only how this decision would significantly impact our Club.

The tax exemption in question was implemented over a decade ago to create an equitable operational opportunity when compared to City of Regina run facilities that do not pay any property taxes (Joanne Goulet and Lakeview Par 3) or significantly less property taxes (Tor Hill, Murray). The basis of this remains unchanged.

There have been several references to the Royal Regina being a private Club. That is not accurate and cannot be a point that's simply glazed over. It is the motive for council's agenda, and it is incorrect. There are distinctive differences between a private club and one with public access.

The Royal Regina is not a private golf club and hasn't been for all 122 years of its existence. Public are welcome to use the golf and clubhouse facilities seven days a week. There are customers that use the Clubhouse, driving range and golf course on a daily basis that are not members.

By fact, in 2021 over 3,400 rounds were played by non-members. That does not include the five corporate tournaments the Club hosted that accommodated over 800 more external participants.

There have also been references to the Royal Regina's *lucrative fees*, which isn't an accurate assessment.

Here are some numbers to consider:

An unrestricted membership with the City owned courses at the Tor Hill/Murray is \$2,268. The same membership at the Royal Regina is \$2,958. That's a difference of only \$690 to be a member of one of only six courses in Canada to carry Royal distinction. Far from being considered lucrative.

The Club runs an intermediate program for individuals from 19-36. The member fees work on a sliding scale to allow university students, young families, first time home buyers, and career starters the chance to belong to the Club while going through various stages and challenges of early adulthood.

As part of the program, a 20-year-old would pay \$1,455 less to be a member at the Royal Regina than an equivalent membership at the City owned courses, Tor Hill & Murray.

Further, a 25-year-old would pay over \$1,000 less to be a member at the Royal Regina than to be an equivalent member at a City of Regina owned course. Likewise, a 30-year-old would be \$500 less.

Fees from unrestricted members play an important role in the Club's success as they help subsidize other programs.

The Royal Regina is the only Club in the city that has an active and organized junior membership program. A member at the Royal Regina can have their child under the age 16 be a junior member for free. A junior can join the Club without a parent member for a moderate fee of \$460.

The Club runs Junior Days once a week throughout the summer where children get to play a round of golf, have lunch, then partake in a lesson with PGA certified pro. All subsidized through course operations. In 2021, the Club had 115 junior members and anticipate the program continuing to grow.

The Royal Regina is the only club within the city to run ladies only programming, exclusively for individuals that are not full members. The Ladies League runs every Tuesday and aims to create opportunities for females to experience the social and recreation balance that golf provides, without making a full commitment to the Club. This is a significantly important undertaking as data has shown female participation in golf is declining year over year.

Directly considering the financial impacts, the additional tax would in fact be a horrendous hardship on our Club.

During regular operations prior to COVID-19, the Club recorded modest revenues of \$18,000 in 2018 and \$36,000 in 2019.

Businesses across the world are trying to find ways to financially survive. While golf has become a popular sport through the pandemic, we have been affected by the rising costs of goods just like everyone else.

Gas, fertilizer, food products and other essentials have all seen dramatic cost increases. It would be bad business to simply pass these costs down the line to customers and continue to be considered a desirable option. In fact, the recent Saskatchewan minimum wage increase will add to the Club's expenses by almost as much as this tax impact.

The Club operates under a deferred maintenance plan. This means that course or facility improvements are only initiated as funds become available.

As a registered not-for-profit, any excess revenues at the end of the year are put right back into maintaining the property. An additional expense like this means we have less of a chance to maintain the expansive grounds.

With a 122-year-old golf course, and a 21-year-old clubhouse, maintenance is a continuous and costly undertaking.

The grounds in which the course is situated are considered a flood plain for the city. Wascana Creek runs through the east side of the golf course. While this adds a unique feature to the playing elements, we also frequently feel its effects throughout a summer.

Heavy rainfall, or a quick spring thaw, fills spill ways across the city. When this happens, the weir at Wascana Lake gets opened to maintain the levels. The water then flows downstream and crests over the banks at our course, causing significant damage.

The Royal Regina is maintaining and making best use of this property.

Externally, the Club is a frequent source of tourism for the city and province. Hosting upcoming provincial events like the Sask. Junior Championships in 2022 and the Sask. Amateur Championships in 2024 bring 144 participants per event to the city. Additionally, members of other Royal Club's has playing opportunities at the Royal Regina. We see frequent visitors from across Canada that take advantage of the program while visiting the area.

I sincerely appreciate you reviewing this information and would further appreciate you not supporting the removal of the golf course sub-class.

Thank you.



Ryan Pollock
General Manager
Royal Regina Golf Club

As a local resident, and yqr home owner, and a disabled person, and an entrepreneur, and a person concerned with environmental stuff, I would like to provide a list of primary concerns of what needs to take precedence in regina's budget deliberations this year.

- The cost of people's every day living expenses continue climbing, but people remain paid lower. We have seen during covid the price of houses climb, housing rentals rising, and the cost of food is climbing more all the time. These things will not change in the near future. We need to encourage property owners to start making adaptations to reuse space with affordable housing, and include it in every area. Keep in mind that each time a new suburb is added to the city, you are creating an accessibility barrier, which makes it an exclusive region of folks who can afford vehicles. I propose that until the new bus system is in place Regina open no new suburbs. The only way to make parts of our city inclusive with a wide array of different income bracket families included, is for us to focus on adding affordable housing in unused regions that currently exist.

I am very concerned about climate change and our future in Saskatchewan. Research over the last five years has repeatedly shown that the most marginalized groups of people are negatively affected by climate change the most severely; things such as the rising cost of places to live, and rising insurance protection costs are becoming less and less affordable for people. At the same time, people's access to health care has become far more limited since the start of Covid. Folks who have medical conditions, 67% of our seniors who will have health conditions rise by the time they are 65 are negatively affected by climate change and cleanliness of the air. Lower income folks cant afford to spend money on maintaining their personal comforts. For this reason climate change affects low income families considerably worse than it affects privileded people who pay extra money for their pleasures, and ignore the damage they are doing to our lands. Regina needs to reduce carbon emissions to protect marginalized members of our community, to provide a truly prosperous, resilient, sustainable and equitable city.

I believe the smartest way for Regina to direct our spending is to expand public transit, and do so swiftly, to provide people with access to lower experience-focused and service industry jobs, which we fail to serve thus far. Part time workers in Regina tend to have shifts evenings and weekends, when transit runs hourly, if at all. I have seen the current draft of Regina's future transit map, and it shows opportunity for incredible improvement. I believe however that our city will still struggle getting a lot of middle age folks who have never used transit, to try it. I believe the best way to expand our transit user base will be to invest in young folks by providing free transit to kids 18 and younger. This will also support low income families who use transit, allowing parents to only pay for their own ride to take their children out in our city. I also have seen such incredible numbers of youth who are concerned about the environment during their own lives and for the lives of their own future families. By making transit access free to people 18 and younger, more youth will be able to access community programming, sport and culture, libraries and jobs, without having to coordinate times for access alongside their families. I believe that the youth today have incredible potential for improving our energy and sustainability directions in Regina, so by opening the door of all transit to them, we will have a new potential to tap into the goals of our future leaders

Carla Harris

Hello Mayor Masters and Council,

I am Sophia Young, a sixteen-year-old student at Miller Comprehensive Catholic High School speaking on behalf of the Miller4Nature group and Regina Energy Transition (RET). I wish to acknowledge that I am calling from Treaty Four, the land of the Saulteaux, Cree, Dakota, Lakota, and Nakoda Peoples and the homeland of the Métis. First, I would like to thank the Mayor Masters and Council for their diligent work and continuous effort towards Regina's 100% renewable goal. Seeing the City's investment in energy and sustainability makes me proud to call Regina my home. It brings me great joy that you all see the importance of climate action and are willing to work towards it. Good on you.

The two groups I am representing align with you all by being highly committed to the Energy and Sustainability Framework. We have received a special invitation to join the Community Advisory Group. We have interacted with many people from the City and almost everyone on City Council, including Councillor Zachidniak, Councillor Findura, Project Manager Greg Kuntz and many more. Therefore, you can see that we are more similar than different.

With that being said, we were disappointed that placeholder money for the Energy and Sustainability Framework is missing from the 2022 budget update. If one subtracts the cost of the green bin program from the money budgeted to advance initiatives to support the City's target of being renewable by 2050, there is \$800,000 left. If only 0.01% of the budget will go towards the Environmental and Sustainability Framework in 2022, it is concerning.

After taking out the cost of producing the Framework, barely any is left to implement the Framework. We do not want the Framework's implementation to stall until 2023. There needs a placeholder in the budget.

Time is of the essence. We can see the effects of climate change here in Saskatchewan. The drought caused many farmers to claim hundreds of thousands in crop insurance in the summer. According to the CTV, natural weather disasters have contributed to the price of food rising by 8-20 percent for produce and 12-30 percent for meat. Even this winter is abnormally warm. With all the City's work in creating the Framework swiftly, there is no time to wait another year before funding the project into action.

I am 16 and scared. The Earth is warming and will reach the point of no return. If this happens, life as we know it will change permanently - natural weather disasters, mass extinctions, millions of dollars in damage and the most vulnerable suffering at higher rates than what we are already experiencing. Just this past year, this was exemplified clearly, with the United Nations declaring the right to a healthy environment as a fundamental human right. Hence, you must protect that right. We youth are young, but we look up to you. Right now, we don't have the power to fund the Framework in action, but you do. Do what is right, and ensure that the proper funds are available or planned to create and implement the Framework within this year. Thank you.



Friends of the Regina Public Library

frpl@sasktel.net www.friendsofrpl.ca (306)535-9570

2042 Garnet St., Regina, SK S4T 2Z6

December 9, 2021

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

Dear Mayor and Council:

Re: Regina Public Library 2022 Budget at Regina City Council Budget Meeting, December 15, 2021

The following are comments from the Friends of the Regina Public Library (FRPL) for presentation to City Council on the proposed 2022 Regina Public Library (RPL) Budget, that asks for City Council's approval of a 2.46% increase in the Library's mill rate, an average of \$4.80 per year for the average householder. Friends of the Regina Public Library does not oppose this increase – the RPL provides essential services to all of Regina.

In addition to the RPL's submission to City Council, several reports are available that provide good detail and added insight into the Library's many services to Regina citizens, such as the *Management Discussion and Analysis* report (much like a more detailed annual report), the Audited Financial Statements and the Public Accounts.

<https://www.reginalibrary.ca/about/annual-reporting> The *Strategic Plan 2016-2021* and the *Service Plan 2019-2021* Strategic Plan 2016-2021

<https://www.reginalibrary.ca/about/strategic-planning> also provide valuable insights into the RPL's planning processes. As advocates for better public understanding of library services and positive contributions to decision-making about library services, FRPL encourages people to take a look at these resources.

During the COVID-19 pandemic the RPL has made exemplary efforts to maintain services to the public. The RPL has undertaken many activities and collected resources providing programming experienced by Indigenous and other Regina residents to support Reconciliation. Other initiatives have addressed the important needs of newcomers to Regina.

The Outreach Services room at Central Library has been closed to the public, as the room has been used for book storage during Covid-19, and equipment and services have been provided in the main areas of Central Library. Additionally, equipment and services are now being provided at several other library branches, expanding the footprint of Outreach Services. During this time Homebound Services delivery of books to patrons at home and in collective settings has continued, as well as on-line book clubs.

The Dunlop Art Gallery, Film Theatre and Prairie History Room continue to serve library patrons. The RPL has expanded its offering of digital services, which are well-used, while library patrons also continue to enjoy print books. The library has flattened its management structure, which it predicts will lead to better management, although the number of positions in management seems to be the same.

Has there been an assessment of the concrete outcomes of the funds spent on assessing and changing the logo and “branding” of the RPL?

City-wide Library Planning

The RPL has stated that some physical improvements are needed this year, including a “refresh” of Sherwood Village Branch and work on the roof at Connaught Branch. At Executive Committee the question was raised about what the plans were to make Connaught Branch more physically accessible, an effort that the community would certainly support, and we look forward to seeing the plans for that improvement.

It is interesting to note that, when questioned at Executive Committee on November 3, 2021, and at public meetings last year, about the impact of not approving the RPL’s mill rate increase request, that the RPL last year cited the need for meeting contractual agreements with staff, and this year stated that not increasing the budget would result in not being able to pay expenses such as repairing the roof of Connaught Library. Surely other ways could be found for economizing on the RPL budget if needed?

In 2019 the RPL sent out a request for proposals for a consultant to help guide the RPL Board’s decisions regarding Central Library. RPL contracted the services of Colliers Project Leaders and KPMG to develop a needs assessment and project plan for the future of Central Library. Research for the plan started with review of previous reports and a public needs survey. This was followed by a community open house on February 5, 2020 and random sample polling was conducted in the spring of 2021. The report was delayed, and it is not publicly known if the report has yet been sent to the RPL Board.

In its submissions to City Council regarding the RPL budget, FRPL has been asking for years how the library was planning to handle public needs for library services in light of the several new neighbourhoods being built in Regina. Finally, this year the RPL is saying it will have an infrastructure plan by 2023. FRPL believes that it is important to have this overall plan in place before any decisions are made about Central Library.

FRPL has for many years stated that the current Central Library building is a fine example of modernist architecture and should be maintained. Eventually City Councillors will be making a decision on the future of Central Library and Councillors must approve or disapprove any changes that would affect the building's status in the Victoria Park Heritage Conservation District. FRPL has attached to this letter a review of the heritage characteristics of Central Library, and will also be forwarding other materials to City Councillors. In addition, Councillors can review FRPL's submission to City Council for its March 24, 2021 budget meeting.

We note the recent positive decision of City Council to not approve the demolition of the Burns Hanley building, thus respecting the intent of the Victoria Park Heritage Conservation District.

Libraries are about preserving and sharing knowledge. This knowledge is contained in books, in digital formats, in art, in music and in buildings and landscapes. Thus, preserving the public heritage embodied in the Central Library building is within the role of the Regina Public Library. Not every library building will necessarily have significant historical and cultural value, but the Central Library building does. The value of Central Library was confirmed nationally at "The Ordinary Amazing Symposium: The Cultural Value of Modernist Architecture" held in Regina in May 2007, with a declaration signed by national architects and Regina citizens. With regard to the Central Library building being old, some improvements are needed. But we do not tear down our houses because the furnace needs replacing. In other countries, buildings have continued to exist and be useful after hundreds of years.

FRPL and many City Councillors have stressed the importance of the RPL providing options for any improvements to the library to the public before any decisions are made. The RPL has stated that it will do so.

Over the years, many suggestions have come forward from the public about ways to handle any renovations needed to Central Library. We hope that these ideas would receive full and serious consideration by the RPL and the merits of these proposals would be fully discussed in any review of options.

- Putting resources into local branches in our many neighbourhoods rather than building a large edifice downtown.
- Maintaining the current building.
- Moving administrative and other functions to other library buildings.
- Accessing other space downtown for library administrative functions.
- Accessing other space downtown for functions that the library is assuming that could be shared with other organizations, such as social services, educational opportunities, creative opportunities, public meeting spaces, warming shelters.
- Adding storeys to the City Hall parkade and providing an above ground link to the library.
- Adding storeys to the City Hall parkade to accommodate parking needs of RPL staff.
- Adding a third storey to the current building, as engineering reports have said is possible.
- Constructing a tower on the west section of the library property, as was envisioned by the library's original architects.
- Having a structure that includes a west storey plus a building structure that goes "up and over" the current library building, as was elegantly done with the Centennial Library in Winnipeg.

Any major project will require borrowing money that will need to be guaranteed by the City of Regina.

Conclusion

As always, we want express appreciation for the support of the Saskatchewan provincial government for our province-wide library services, and other grants from other agencies, which support the work of Regina Public Library and libraries throughout the province.

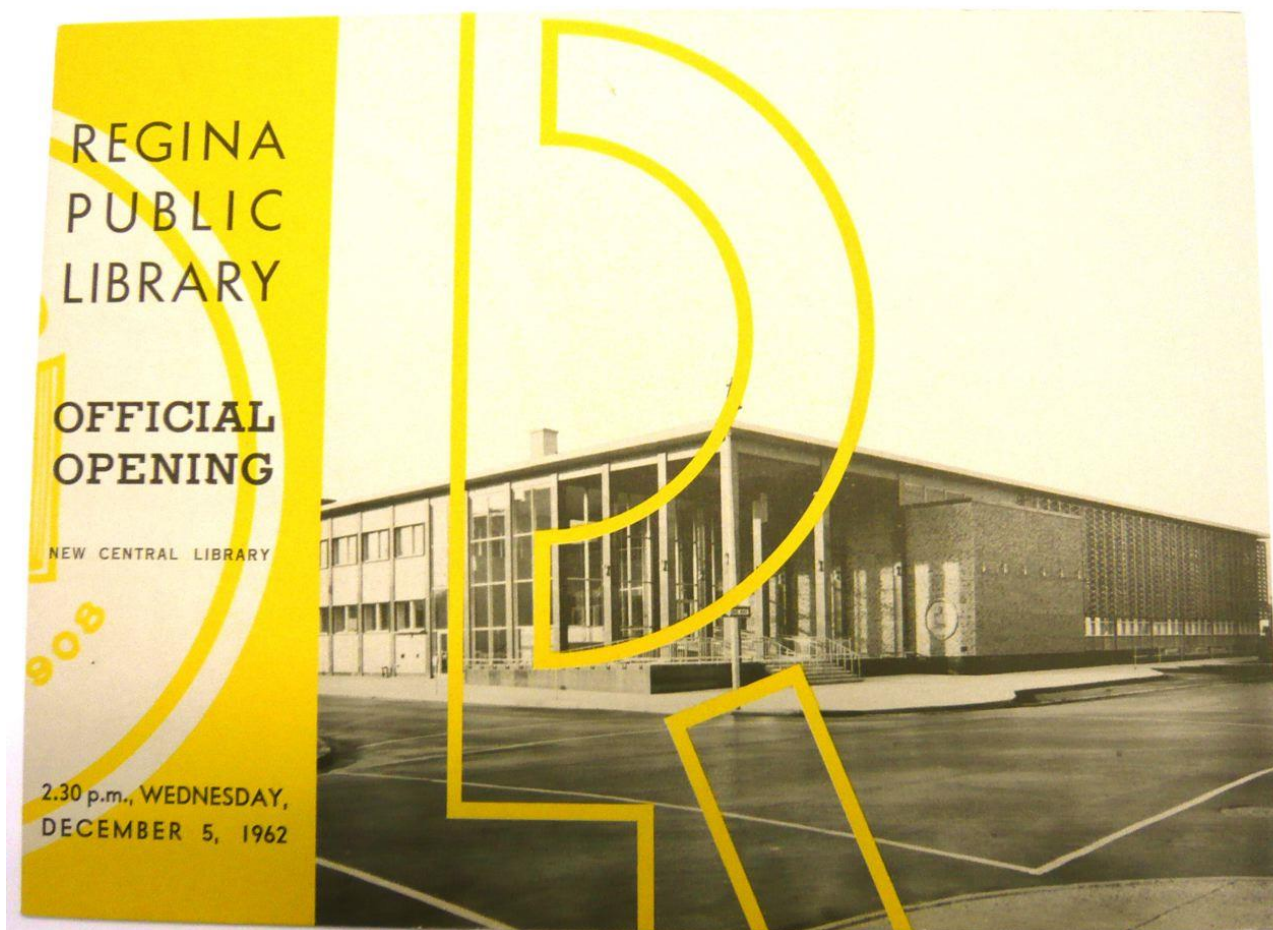
All kinds of literacy and learning are supported by our libraries, and in providing services, the RPL is cognizant in addressing social issues and needs, such as Reconciliation, the needs of newcomers to Canada, and including persons with disabilities.

FRPL continues to strongly support the RPL and its staff, a support that is also shared with the citizens of Regina and City Council.

Sincerely,

Joanne Havelock,
Chair, Friends of the Regina Public Library

APPENDIX – CENTRAL LIBRARY



Regina's Central Library and Victoria Park

By Bernard Flaman, Heritage Architect

When the original Carnegie Library was demolished in 1960, at the young age of 48, it was a brave new world: the ascendance of International Style Modernism, the predominant architectural style in Canada, saw many revival style buildings from the early part of the 20th century replaced with minimalist, modern structures.

The current Central Library, completed in 1962, was designed by the Regina architecture and engineering firm Izumi, Arnott and Sugiyama. Along with its neighbours around Victoria Park; the Bank of Canada building (1962) by Durnford, Bolton, Chadwick and Elwood of Montreal, and the Saskatchewan Power Corporation headquarters, an extraordinary interpretation of Brazilian Modernism designed by Regina architect Joseph Pettick (1963), the Library

reflected the arrival of modernism as a mainstream architectural style in Regina.

The Library's flat roof, simple cubic composition and large areas of glass, are hallmarks of the modernist style. Preliminary sketches indicated a much more ambitious project, with the Library and the Dunlop Art Gallery designed as two buildings separated by a plaza. The final design exhibits traces of the original idea, with the art gallery articulated as a separate object; a box that slides into the side of the library structure, like a giant drawer. The massing and architectural composition of the building reflect its functional components. While the exterior of the building may be austere, the cladding material comprised of various types of granite, the most durable stone for buildings, lends a rich and luxurious appearance. The aluminum sunshades add texture to the exterior and allow a generous amount of natural light into the interior without the problem of glare.

Izumi and Arnott were the architects in the firm and Sugiyama, the structural engineer. Known as "Joe" to his friends and colleagues, Kiyoshi Izumi had completed extensive architectural studies before returning to Regina to engage in practice.

Victoria Park appeared as the central square on the very first survey for Regina, the Canadian Pacific Railway plan of 1882. In 1907, while he was in Regina working on a design for Wascana Park, Frederick Todd of Montreal, Canada's first resident landscape architect, created a design for Victoria Park. Shortly after, institutional buildings, such as the Court House and the Carnegie library, began to replace the residential houses around the park. By the early 1960s, the International Style had arrived in Saskatchewan, reflected in three new buildings: the Regina Public Library, the Saskatchewan Power Corporation Headquarters, and the Bank of Canada Building, all completed between 1962 and 1963, adding an important layer to the buildings surrounding the park. It marks a moment when prosperity coincided with a significant period in architectural design.

The library addresses the park with a prominent double-height glass entry at the north-east corner. Here, the corner opens up to reveal the columned structure of the building and a sunken garden that provides a visual connection to the lower level. The entrance forms an inviting, generous and public gesture on the corner of Victoria Park, and shines like a beacon on even a cold, snowy winter evening. The ramps that cross over the courtyard are also modernist in nature and were often employed by the modernist master, le Corbusier, as part of an idea of "architectural promenade," where the act of entering allows the visitor to explore and experience important elements of the building. At the entrance to the library, token decorative

stone elements from the original Carnegie Library of 1912 were salvaged in an early attempt at heritage commemoration, if not conservation. The limestone columns from the 1912 building are arranged in the courtyard, and the original lintel stone, bearing the words, *Regina Public Library* is incorporated into the vestibule.

The interior of the building is characterized by a series of three major spaces: the entrance vestibule, the Dunlop Art Gallery, and the main reading room. All were conceived as tall spaces, however, a mezzanine was constructed in the reading room shortly after the library opened, to address a shortage of space. The vestibule, like the rest of the building contains expensive and durable materials, in this case, terrazzo flooring, and, in the same material, the unique boot racks. The benches with wood seating areas and heating ducts below still survive and offer comfort on a cold winter day. The vestibule features a large mural by Saskatchewan artist Douglas Morton. Inside the door, the window of the Dunlop Art Gallery is an important connection to the flow of foot traffic coming in and out of the library. It is perfectly located to attract library visitors, especially children, who may not otherwise think of visiting a gallery.



In 2012, the library celebrated its 50th birthday, and, indeed, is close to the same age as the 1912 building when it was demolished. This is at an awkward age for buildings; they often begin to suffer from the 50-year-old building syndrome. Symptoms include a run-down and shabby appearance due to chronic lack of maintenance, because of little appreciation or recognition for their heritage value. A closer look at the Regina Public Library reveals a beautifully designed building clad in the finest materials that would likely be unaffordable today.

Victoria Park is now over 125 years old, and its buildings and architectural styles represent the achievements of one of the most interesting periods in Regina history. Having been recognized as the only municipal heritage district in Saskatchewan, it is a valuable, rare, and fragile environment. New interventions must stem from an understanding and acceptance of what is already there and always contribute to, rather than detract from, historical layers that define Regina's civic square.

*Text from Biblio Files: A History of the Regina Public Library.
University of Regina Press. 2017. Pages 244-247.*

"Central Library (1962) is a good example of the International Modernist style. Architect Kioyshi Izumi, of Izumi, Arnott and Sugiyama, was a Regina boy who matriculated from Regina College in 1944, earned an architectural degree in 1948 from the University of Manitoba, and after a Pilkington Glass traveling scholarship where he spent a year studying the economics of town planning at the London School of Economics, he received the Royal Architectural Institute of Canada Scholarship in 1950, which he used to complete a graduate degree at the Massachusetts Institute of Technology in city and regional planning. He returned to Regina and teamed up with Gordon Arnott in 1954.

Bernard Flaman: *The Sun Never Sets: Victoria Park in Context.*
Dunlop Art Gallery. 2008

The purpose of this submission is to inform City Council of the effect that property taxation has on housing affordability and to provide the Association's views on the 2022 proposed budget.

These are incredibly challenging times in the policy world. Thank you for your commitment to your city during this pandemic. There is no playbook but there are good people working hard and doing their best during this trying and divisive time.

SOME QUICK FACTS

- The Association represents over 1,550 individual REALTOR® members across the province in 180 member-offices. There are thirty-six member offices in Regina, with 390 members.
- The Saskatchewan REALTORS® Association operates the Multiple Listing Service® System across Saskatchewan. Just over 3,616 (almost 700 more than in 2020) properties valued at \$1.1 billion (\$927 million in 2020) exchanged hands through the System in Regina in 2021.
*based on residential home sales including lot/land in the City of Regina.
- The real estate industry is the second-largest industry in Saskatchewan. On average, every home sold in the province is responsible for an additional \$53,000 in economic activity, meaning that residential real estate is critical to the health of the provincial and local economy.

REGINA'S HOUSING MARKET

Prior to the pandemic, a challenging energy sector and falling potash prices impacted the Saskatchewan economy throughout 2014- 2017. During this time, we saw a corresponding impact on the resale market as job losses and rising unemployment rates slowed housing demand in Regina. While the economy showed signs of recovery, the housing sector, from new builds to the resale market, suffered from the effects of policy layering. The federal government introduced a more stringent mortgage stress test in 2018 in 2 phases, combined with higher lending rates, PST on construction, which was later reversed, caused further pullbacks in sales.

Regina recorded the lowest level of sales since 2006 and construction permit had never seen such lows in permits. From 2014-2019, inventories in Regina remained high relative to demand. That caused benchmark prices to trend down from their annual high of \$297,108 in 2013 to a low of \$243,467 in 2019, reflecting an 18 per cent decline.

The pandemic has created a significant shift in housing markets across the country and Regina is no exception. Home sales soared in 2020 and 2021 is on pace to reach record levels. This is an abrupt shift from the struggles the resale market faced prior to the pandemic.



Unlike some parts of the country, Regina's housing market entered the pandemic with excess supply which made it easier to absorb the sudden spike in housing demand. This helped shift the market into more balanced conditions in 2020 supporting modest price growth. As we moved into 2021, strong housing demand persisted relative to the supply causing the market to shift into seller's conditions through periods of the year causing steeper price growth this year.

The steep price growth earlier in the year has since eased. While prices have trended down over the past three months, they remain over 6 per cent higher than last year's levels. 2021 prices are over 12 per cent below the annual high reached in 2013.

While inventory levels have trended down, Regina's housing market still has inventory levels that are high compared to long-term trends. This is one of the key differences in this market versus what we see in other parts of the province. This makes Regina's home prices sensitive to any changes that could impact demand. A sudden pullback in housing sales would be enough to shift the market back into buyer's conditions causing further downward pressure on prices slowing the recovery of home prices.

Lending rates are expected to rise into 2022 as the economic recovery from the pandemic continues. Gains in rates will dampen housing demand into next year. However, renewed economic growth and a return of migration can help offset some of the pullback. At the same time, further supply pressure is not expected to persist into next year helping keep the market balanced. The largest risk for Regina is that the pullback in demand is more significant than expected.

PROPERTY TAXATION AFFECTS HOUSING AFFORDABILITY AND DEMAND

Mortgage lenders consider property tax when approving financing. The higher the level of taxation, the less financing there is available to purchase a home or commercial space.

At the end of the day, property taxes add to the cost of home ownership. Homes are already the most taxed investment. The more taken in tax, the less there is available for mortgage principal and other uses. It can also affect whether buyers can qualify for mortgage financing.

PROPERTY TAX RESEARCH – PUBLIC VIEWS

Praxis Analytics' public trends survey polls residents about a variety of housing related issues, property taxation being one of them. The 2018 survey revealed some interesting results in the areas of property taxation.

Property tax was a crucial factor in consumers' home buying decision, ranking only behind the purchase price and monthly mortgage payments, but ahead of insurance and utilities. Some other findings from the survey include:

- 16% believe the city should raise taxes when needing more revenue;
- 84% would prefer to see revenue raised by increasing user fees; and
- 76% support dedicated tax increases to pay for specific needs known to taxpayers in advance (such as infrastructure).

ASSOCIATION POSITION ON PROPOSED 2022 BUDGET

We do agree with the general direction of the proposed budget as it is transparent, and the approach is consistent with the results from the survey. We support the 0.5% dedicated to recreational infrastructure as this helps in building attractive residential communities that benefit all residents.

The 2022 Budget Book states that “[l]ooking at the impacts to the City, the Conference Board of Canada’s (CBoC) October 2021 forecast predicts Regina’s Real Gross Domestic Product (GDP) will increase by 5.5 per cent in 2021. This contrasts the 5.3 per cent drop in 2020 due to COVID-19 and weak commodity prices; the drop was less severe than that of the province and Canada thanks, in part, to Regina’s stable public sector. Regina’s GDP is expected to continue to rebound in 2022, increasing by 4.5 per cent. The unemployment rate will see significant progress, decreasing from 8.3 per cent in 2020 to 6.9 per cent in 2021, and further down to an estimated 5.8 per cent in 2022.”

The budget goes on to call that “almost back to normal” and go on to share that the City anticipates “slower growth in the utilization of City services”. It is concerning that property taxes are proposed to increase in the context of ‘modest economic activity’ and the City “being well situated financially to manage the challenges presented by COVID-19.”

Although the proposed increase will raise annual property taxes an average of just under \$50 this year, this increase will continue to compound and help make housing more unaffordable in the future. Thus, we would continue to encourage you to seek additional efficiencies that would minimize a tax increase and help to keep housing affordable.

The pandemic has shifted the way people live and where they live. People work from home more and are very willing to move to lower-cost areas where prices are more affordable. Research shows that people will drive farther out for a more affordable home. An RBC poll done in January found that 39 per cent of people in Saskatchewan and Manitoba felt they would have to move out of the city they are in if they want to own a larger home. We have an opportunity as a community and city to do everything we can to be fiercely competitive in a post-COVID market. We urge council to take that into consideration as you deliberate this budget.

Submitted by;
Samantha Krahn
Director, Government & External Relations
Saskatchewan REALTORS® Association

Presented by;
Chris Guerette, CEO
Saskatchewan REALTORS® Association

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

The below named representatives will not be making a presentation or speaking to the budget submission and are attending only to make themselves available for questions from Council:

Tim Reid
Wayne Morsky
Roberta Engel

Please let me know if you require any further information.

Respectfully yours,



Sinead Tierney
Governance Officer
REGINA EXHIBITION ASSOCIATION LIMITED

cc. David Sinclair, Chair, REAL Audit & Finance Committee
Wayne Morsky, Chair, REAL Board of Directors
Tim Reid, President & CEO, REAL
Roberta Engel, VP Corporate Services, REAL

Hello. Thank you for letting me speak to Council today.

What I would like to see is the following:

1. Increased Sunday Transit and paratransit service hours to the same hours as Saturdays. I would like to see this approved before the Transit Master Plan is approved by Council.
2. Increased Transit routes in the Greens neighbourhood.
3. Free Transit For Youth
4. The Paratransit Charter Fee dropped for organizations like The Cosmo Learning Center, SaskAbilities, and Astonished. This is so they could have the chance to go on Outings to Lumsden or Regina Beach, like other citizens in Regina. With the current Charter Rate they cannot afford to do that.

I am especially calling for an extension for service hours for both paratransit and regular transit before the Transit Master plan is released.

I am also challenging Councillors to take a ride-along on both Transit and Paratransit and speak with riders to gather their experiences before approving any new transit plan, including the Transit Master Plan, and to consider the needs of the transit and paratransit riders before approving the budget as is.

Thank you for taking the time to hear my speech today,
Dylan Morin



#103 – 120 Sonnenschein Way Saskatoon, SK S7M 0W2

November 18, 2021

Her Worship the Mayor and City Council
c/o City Clerk
City of Regina
2476 Victoria Avenue
Regina, SK Canada S4P 3C8

RE: 2022 Budget Deliberations – Affordable Housing

The National Affordable Housing Corporation (NAHC) is a Saskatchewan-based non-profit housing provider founded in 2011. We have helped develop over 400 mixed-market and affordable rental units and 1200+ multi-family affordable ownership projects. Over past 3 years the NAHC has been working hard to address the growing need for more affordable rental housing in Saskatchewan. The NAHC plans, builds, owns and operates excellent quality affordable housing in safe neighbourhoods without large public financial support. We develop our affordable rental projects using a mix of affordable and market units. Our projects typically range between 15-50% of the project being comprised of affordable units. Each project is unique, but the affordable units usually consist of **a mix of moderate affordable units** (i.e., approximately 80% of market rent) **plus some heavily discounted affordable units** (i.e., 50% of market rent, subsidized by the NAHC). The mixed market rentals mean rent from the market tenants also help support the ongoing affordability of units with significantly reduced rental rates.

The NAHC would like to thank the City of Regina for the support you have provided to increase the supply of affordable housing in Regina. In particular, the City has been a generous provider of funding for many affordable housing projects through the City's Housing Incentive Policy (HIP). The funding provided by the City through HIP does two critical things. First, it bridges the always present gap between the cost of housing and the income levels of people with challenges that prevent them from affording good, quality, safe housing. Second, the City's funding unlocks funding from other levels of government who often require 'meaningful support' from the local municipality as a condition of their funding approval for a project. Together, the above makes it possible for organizations like ours to focus on serving people who are living in substandard housing, or in areas where they are susceptible to victimization or living with complex overlapping challenges. In other words, the City's funding makes the development of more affordable and supportive housing in good locations possible throughout the city.

The NAHC recognizes that City Council is faced with an unusually challenging fiscal reality and will be making difficult decisions to bring the 2022 mill rate increase to an acceptable level. We realize this means making hard choices and focusing on truly essential services.

The NAHC has experienced overwhelming demand for our supportive affordable rental units both in Saskatoon and Regina. This month we completed our 48-unit Plainsview Townhomes project in Regina;



the project includes 22 affordable rentals for low-income persons and families. Of these, 4 units feature more heavily reduced rents and are specifically designated as supportive affordable rentals for low income persons and families with more complex housing needs. Earlier this year we also completed the Willowview Heights rental housing development in Saskatoon; all the designated affordable supportive housing units were immediately filled. We now maintain a waiting list of low-income persons with complex needs that are in immediate need of affordable supportive housing. We continue to focus on providing affordable housing specifically for clients with overlapping challenges that make them hard-to-house (i.e., intellectual disabilities, mental health challenges, and physical limitations) such as the tenants we currently support from Inclusion Saskatchewan.

Organizations such as the NAHC face many barriers bringing new affordable housing to market. Even under ideal conditions, affordable housing is still a very challenging endeavour. Issues of timing, funding application requirements, financing requirements, securing land, increasing construction costs, material and labour shortages and ensuring the project is financially viable and self-sustaining all compound to create an especially challenging business environment. The City's funding is crucial to helping these projects become a reality and offers excellent value when considering the many individuals and families whose quality of life is greatly improved through access to adequate and suitable housing they can afford.

In closing, the NAHC is committed to building more supportive affordable housing units in Regina. The City's funding is critical to making these and other affordable housing provider's projects work. We commend administration for their efforts to date and thank municipal staff for working to advance affordable housing in Regina. Administration's receptive attitude and work to continuously improve the Innovative Housing Policy is admirable; each improvement makes more affordable housing units possible.

If there are questions concerning the NAHC and how we may further serve Regina in the future, or suggestions on ways to add value to the City's affordable housing funding, we would be glad to meet and discuss. In the meantime, thank you for your continued support of affordable housing in Regina. We sincerely hope that financial support for affordable housing will continue.

Sincerely,



Tyler Mathies, CEO
National Affordable Housing Corporation



Stacie Beever, COO
National Affordable Housing Corporation



Alan Wallace, Municipal Housing Specialist
National Affordable Housing Corporation

cc.

Diana Hawryluk, Executive Director, City Planning & Community Development
Laura Pfeiffer, Senior City Planner
Linda Huynh, Policy Analyst, Parks, Recreation & Cultural Services



2022 General and Utility Operating Budget and 2022 - 2026 General and Utility Capital Plan

| | |
|---------------------|-------------------------------------|
| Date | December 15, 2021 |
| To | City Council |
| From | Financial Strategy & Sustainability |
| Service Area | Financial Services |
| Item No. | CM21-23 |

RECOMMENDATION

That City Council:

1. Approve the 2022 General Operating Budget as outlined in Appendix A, including the following details:
 - a. Gross expenditures of \$512,213,000 and a net property tax levy of \$280,946,000;
 - b. 2022 mill rate of 9.78115 representing a 3.49% increase for all programs and services;
 - c. Funding for the Provincial Capital Commission (PCC), Economic Development Regina Inc. (EDR) and Regina Exhibition Association Limited (REAL); and
 - d. Regina Police Services (RPS) gross expenditures totaling \$103,695,300 and revenues totaling \$10,898,600.
2. Approve the 2022-2026 General Capital Budget with total gross expenditures of \$136,339,000 in 2022, as summarized in the City of Regina 2022 Budget, attached as Appendix A beginning on page 97.
3. Approve the General Capital Budget as outlined on page 96 of Appendix A for multi-year projects that require future year commitments with gross expenditures of \$3,145,000 in 2022, be approved as follows:

- a. 2023 - \$9,265,000
 - b. 2024 - \$3,000,000
 - c. 2025 - \$2,000,000.
4. Approve the 2022 Recreation & Culture Capital Budget with total gross expenditures of \$12,425,000 in 2022, as summarized in Appendix D& D-1 with funding provided by the funds described in Recommendation 2 of this report.
5. Delegate authority to the Executive Director, Financial Strategy and Sustainability to do the following:
 - a. Apply to the federal and provincial governments for any grants or funding in excess of \$500,000 that may be available to the City to implement any of the 2022 capital projects contained in the Recreation and Culture Capital Plan attached as Appendix D and D-1.
 - b. Negotiate and approve any required funding or grant agreements with the provincial or federal government for the projects outlined in (a), any amendments to these agreements and any ancillary agreements or documents required to give effect to the agreements.
6. Authorize the City Clerk to execute the necessary application forms and agreements outlined in recommendation 5 above after review and approval of the City Solicitor.
7. Delegate authority to the Executive Director, Financial Strategy and Sustainability to negotiate and approve amendments to the City's existing consulting and professional engineering services agreement for the feasibility study of the new Indoor Aquatic Facility (as set out in Appendix D and D-1) as it is anticipated that the expenditures under this agreement will exceed \$750,000.
8. Authorize the City Clerk to execute any amendments outlined in recommendation 7 above upon review and approval of the City Solicitor.
9. Approve funding for the Provincial Capital Commission (PCC), Economic Development Regina Inc. (EDR), and Regina Exhibition Association Limited (REAL), as outlined on page 29 of this report, with funding provided by the funds described in Recommendation 1 of this report.
10. Approve the Regina Public Library Board approved budget and mill rate request of 0.87191 representing a 2.46% increase for the Regina Public Library.
11. Instruct the City Solicitor to prepare and bring forward any property tax bylaws needed to implement the above approved mill rates for the City and the Regina Public Library in spring 2022 once the City receives the education mill rate from the Government of Saskatchewan

and approves the mill rates for the Business Improvement Districts.

12. Approve a total transfer of \$7,800,000 from the General Fund Reserve as follows:

- a. Transfer of \$2,060,000 to fund the one-time shortfall in the Municipal Revenue Sharing grant due to impacts from COVID-19.
- b. Transfer of \$115,000 to fund one-time investments related to the Council approved Winter City Strategy execution.
- c. Transfer of \$1,825,000 to fund the Housing Incentive Policy program for 2022.
- d. Transfer of \$1,000,000 to fund the 2022 Grey Cup.
- e. Transfer of \$2,800,000 to fund part of the \$4,600,000 COVID-19 impact on the City's finances in 2022.

13. Approve a transfer of approximately \$1,800,000 from the COVID-19 Recovery Reserve to fund the remaining amount of the \$4,600,000 COVID-19 impact on the City's finances in 2022.

14. Approve a transfer of \$1,150,000 in 2022 from the Asset Revitalization Reserve to fund the Safe Sidewalks - Sidewalk Distress Backlog project.

15. Approve the following 2022 Alley Maintenance Special Tax levies, proposed revenues and estimated costs:

Paved Alleys:

Levy \$3.90 per assessable foot

Proposed Revenue \$3,486,313

Estimated Cost: \$3,486,313

Gravel Alleys:

Levy \$2.72 per assessable foot

Proposed Revenue \$1,676,532

Estimated Cost \$1,676,532

16. Direct the City Solicitor to prepare the 2022 Alley Maintenance Special Tax Bylaw to include the paved and gravel alleys levies, proposed revenues and estimated costs as detailed in recommendation 15 above and Appendix E to this report.

17. For the 2022 tax year, approve the removal of the golf course subclass thereby resulting in the following classes, subclasses and mill rate factors:

| CLASS | SUBCLASS | MILL RATE FACTOR |
|-----------------------|--------------------------------------|------------------|
| Residential | Residential (including condominiums) | 0.91034 |
| | Multi-Family Residential | 0.91034 |
| Commercial/Industrial | Commercial and Industrial | 1.24924 |
| | Railway and Pipeline | 1.24924 |
| | Resource | 1.24924 |
| Agricultural | N/A | 1.24924 |

18. Instruct the City Solicitor to prepare the necessary property tax bylaws to come forward in Spring 2022 to provide for the classes, subclasses, mill rates and mill rate factors outlined in this report.
19. Approve the 2022 Utility Operating Budget as outlined in Appendix A beginning on page 110, with total revenues of \$157,362,000 and total gross expenditures of \$157,362,000.
20. Approve the 2022-2026 Utility Capital Budget with total gross expenditures of \$119,423,000 in 2022, as summarized in the City of Regina 2022 Utility Budget, beginning on page 119 of Appendix A.
21. Approve the 2022 water rates and fees and charges as described in the following table:

| Water Rate Schedule | AWWA Standard Ratio | Approved Rate Schedule \$ | Proposed Rate Schedule \$ |
|-------------------------|---------------------|---------------------------|---------------------------|
| Daily Base Fee: | | 2021 | 2022 |
| 15 mm/18 mm water meter | 1.0 | 0.88 | 0.92 |
| 25 mm water meter | 1.4 | 1.23 | 1.29 |
| 40 mm water meter | 1.8 | 1.58 | 1.66 |
| 50 mm water meter | 2.9 | 2.55 | 2.67 |
| 75 mm water meter | 11 | 9.68 | 10.12 |
| 100 mm water meter | 14 | 12.32 | 12.88 |
| 150 mm water meter | 21 | 18.48 | 19.32 |
| 200 mm water meter | 29 | 25.52 | 26.68 |
| Volume Charge: | | | |
| Charge per m3 | | 2.10 | 2.21 |

22. Approve the 2022 wastewater charges as described in the following table:

| Wastewater Rate Schedule | AWWA Standard Ratio | Approved Rate Schedule \$ | Proposed Rate Schedule \$ |
|---------------------------------|----------------------------|----------------------------------|----------------------------------|
| Daily Base Fee: | | 2021 | 2022 |
| 15 mm/18 mm water meter | 1.0 | 0.68 | 0.71 |
| 25 mm water meter | 1.4 | 0.95 | 0.99 |
| 40 mm water meter | 1.8 | 1.22 | 1.28 |
| 50 mm water meter | 2.9 | 1.97 | 2.06 |
| 75 mm water meter | 11 | 7.48 | 7.81 |
| 100 mm water meter | 14 | 9.52 | 9.94 |
| 150 mm water meter | 21 | 14.28 | 14.91 |
| 200 mm water meter | 29 | 19.72 | 20.59 |
| Volume Charge: | | | |
| Charge per m3 | | 1.86 | 1.95 |

23. Approve the 2022 stormwater charges as described in the following table:

| Storm Stormwater Rate Schedule | Rate Ratio | Approved Rate Schedule \$ | Proposed Rate Schedule \$ |
|---------------------------------------|-------------------|----------------------------------|----------------------------------|
| Daily Base Fee: | | 2021 | 2022 |
| 0 to 1,000 m2 | 1.0 | 0.59 | 0.62 |
| 1,001 to 3,000 m2 | 2.0 | 1.18 | 1.24 |
| 3,001 to 5,000 m2 | 4.0 | 2.36 | 2.48 |
| 5,001 to 7,000 m2 | 6.0 | 3.54 | 3.72 |
| 7,001 to 9,000 m2 | 8.0 | 4.72 | 4.96 |
| 9,001 to 11,000 m2 | 10.0 | 5.90 | 6.2 |
| 11,001 to 13,000 m2 | 12.0 | 7.08 | 7.44 |
| 13,001 to 15,000 m2 | 14.0 | 8.26 | 8.68 |
| 15,001 to 17,000 m2 | 16.0 | 9.44 | 9.92 |
| 17,001 to 19,000 m2 | 18.0 | 10.62 | 11.16 |
| 19,001 to 21,000 m2 | 20.0 | 11.80 | 12.4 |
| 21,001 to 23,000 m2 | 22.0 | 12.98 | 13.64 |
| 23,001 to 25,000 m2 | 24.0 | 14.16 | 14.88 |
| 25,001 to 27,000 m2 | 26.0 | 15.34 | 16.12 |
| 27,001 to 29,000 m2 | 28.0 | 16.52 | 17.36 |
| 29,001 to 31,000 m2 | 30.0 | 17.70 | 18.6 |
| Over 31,000 m2 | 32.0 | 18.88 | 19.84 |

24. Approve the miscellaneous utility fees and charges as described in the following tables:

| Fee | Current Fee | 2022 Proposed Fee | 2023 Proposed Fee |
|--|-------------|-------------------|-------------------|
| Fire Hydrant - Fixed Rental Fee | \$151 | \$250 | \$250 |
| Fire Hydrant - Minimum water consumption charge per week | \$57 | \$70 | \$70 |
| Bulk water sales rate (per cubic meter) | \$2.57 | \$3.00 | \$3.50 |
| Hydrant Flow Test | \$335 | \$375 | \$375 |

| Fee | Current Fee | Proposed Fee |
|-------------------------------|-------------|--------------|
| Recycled Water Connection Fee | \$0.2694/m3 | \$0.2838/m3 |

25. Approve that the utility rates and charges set out in these recommendations be effective January 1, 2022.

26. Authorize the City Solicitor to prepare amendments to Bylaw 8942, being *The Water Bylaw*, to amend the rates and charges and Bylaw 2016-24, being *The Wastewater and Storm Water Bylaw*, 2016 and Bylaw 8942, being *The Water Bylaw*, to amend the rates and charges as set out in recommendations 21 to 24.

27. Authorize the City Solicitor to prepare any other necessary bylaw amendments not mentioned above to implement the above recommendations and the approved budgets.

28. Remove the following items from the List of Outstanding Items for Council:

- a. CR21-130 (Tax Policy and Affordability)
- b. CR21-45 (2021 Housing Incentive Policy Update)
- c. CR21-54 (Safe Sidewalk Update – Sidewalk Distress Backlog)
- d. MN21-2 (Increase Recreation and Leisure Activities for People with Disability)

ISSUE

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

The report provides Council with a summary of Administration’s recommendations for the 2022 General Fund Operating and 2022-2026 General Fund Capital Plan. The detailed budget plans are included in the City of Regina 2022 General Fund Budget beginning on page 15 of Appendix A to

this report.

The report also provides Council with a summary of Administration's recommendations for the 2022 Utility Fund Operating and 2022-2026 Utility Capital Plan. The detailed budget plans are included in the City of Regina 2022 Utility Fund Budget beginning on page 113 of Appendix A to this report.

The 2022 Budget is being presented in unprecedented times, there are many uncertainties facing the City surrounding the COVID-19 pandemic. A few key highlights of the 2022 Budget include:

- A proposed 3.49% mill rate increase. The proposed 3.49% mill rate increase includes 1.22% mill rate increase for civic operations, allows for the continuation of the previously approved dedicated mill rates for Mosaic Stadium (0.45%) and the Recreational Infrastructure Program (0.5%), plus added investment in the Regina Police Service (1.32%).
- Accessing funds from reserves to fund one-time budget items and also offset the projected \$4.6 million negative financial impact COVID-19 pandemic is expected to have on City operations.
- Investments in priorities that will make Regina safer, more accessible and more sustainable for the future as follows:
 - \$1.15 million to create safer sidewalks by addressing a backlog in sidewalk maintenance.
 - \$820,000 to reduce Regina's greenhouse gas emissions and support the goal to be 100% renewable by 2050.
 - \$1.4 million for initiatives that will enhance community safety and well-being for Regina residents including:
 - \$875,000 for the implementation of a Community Safety & Well-Being Plan, which includes work related to social. development, community well-being, inclusion, and accessibility, and
 - \$500,000 in ongoing funding for a harm reduction program.
 - \$450,000 for the execution of the Winter City Strategy and supporting action plan.
 - \$375,000 to support the creation of an Adapted Recreation Plan for Regina.
 - \$365,000 to fund additional paratransit bus service and \$280,000 for new paratransit buses to ensure paratransit users have enhanced access to recreation and leisure activities consistent with the Adapted Recreation Plan.
 - \$300,000 to support Heritage Conservation Policy incentives, processes, and regulations.
 - \$75,000 to establish an ongoing Indigenous Artist in Residence Program to promote understanding around Indigenous cultural heritage.

IMPACTS

Accessibility Impact

The proposed 2022 Budget includes funding for an Adapted Recreation Plan to make Regina's recreation and leisure activities more accessible to people with disabilities.

The Provincial Capital Commission's (PCC) capital project submission includes the Candy Cane Park Accessibility and Safety Upgrades project which will incorporate accessibility features. The 2022 proposed budget includes funding to the PCC sufficient to complete this project.

The proposed 2022 Budget continues to fund a variety of accessibility initiatives that were implemented in previous years.

Environmental Impact

The proposed 2022 Budget includes funding to advance the City's renewal 2050 goals with respect to the Energy & Sustainability Framework and Action Plan that is being developed, which is expected to contain:

- Community and municipal-wide action plans, with timelines and targets to achieve a renewable Regina by 2050.
- Actions focused on land use and transportation planning, development and building permit guidelines, energy efficient building design, transportation demand management, waste management, energy conservation, regulatory tools, financial tools, advocacy for legislative change as well as public education and awareness.
- Community engagement through the development and implementation.
- A regular and ongoing progress reporting framework that includes community reporting at regular intervals.
- A preliminary estimate of the financial and economic impacts associated with implementing an action plan.

Cultural Impact

The proposed 2022 Budget also includes funding to advance other community priorities such as investment to advance policy objectives for the *Heritage Conservation Policy* such as to expand opportunities for education and engagement with Regina's history, and the establishment of an Indigenous artists in residence program to promote understanding around Indigenous cultural heritage.

Financial Impact

The financial implication of the Proposed General Operating Budget is an increase in the property

tax mill rate to 9.78115, representing a 3.49% increase from 2021. For an average home assessed at \$315,000, the recommended 2022 mill rate increase of 3.49% will result in an approximate property tax increase of \$75.72 per year; an increase of \$6.31 a month.

The 2022 Utility rates are proposed to have a 5% increase. This includes a 3% increase, consistent with the previous years rate increases to support the current operating costs and the projected capital investments planned in the Utility Model and a 2% increase that was approved by Council in early 2021 to fund the Lead Service Connection Management Program. The average household will pay an additional \$87 per year; an increase of \$7.25 per month in 2022.

The strength of the City's financial performance has been acknowledged with an AAA credit rating by Standard & Poor's. The City maintains a commitment to strong financial discipline and continued management of debt to ensure that capital investments will not unduly burden the Operating Budget through debt servicing, operating and asset lifecycle costs.

Some of the City's reserves are below their minimum balance, which reduces future financial flexibility. Caution should be used when using reserves near or below their minimum balances. This is discussed in more detail later in this report.

Policy/Strategic Impact

The recommendations in this report and the resulting 2022 Budget align to the strategic objective to "deliver reliable service" as described in the City of Regina's Strategic Plan while continuing to make investments to advance our vision.

The recommendations in this report and resulting 2022 Utility Budget, support the Official Community Plan (OCP), specifically adhering to the benefits model based on a user pay system. They also support the objectives in the City of Regina's Strategic Plan, namely delivering reliable service and improving service financial sustainability.

OTHER OPTIONS

Council has the authority to direct the Administration to make changes to the proposed 2022 Budget.

COMMUNICATIONS

Due to the COVID-19 pandemic, Administration focused on enhancing online pre-budget consultation opportunities using Be Heard Regina. The survey was released in July 2021 and resulted in 1,339 responses. Roads, public safety, recreation, snow clearing and parks were

identified as the top spending priorities overall, with roads being ranked in the top three by 73% of respondents.

In conjunction with the release of the proposed 2022 Budget, detailed information will be available online at [Regina.ca/budget](https://regina.ca/budget) including the proposed 2022 Budget Book and highlights. The release of the Budget will be promoted through scheduled advertising campaigns. In accordance with the public notice requirements of *The Public Notice Policy Bylaw, 2020*, advertising for the Special Tax for Alley Maintenance will occur on December 4, 2021.

DISCUSSION

Despite financial challenges and uncertainty going into 2022, and the increased effort and costs involved in responding to the pandemic, the City will continue to deliver the important services that residents and businesses expect every day. Careful consideration was given to continue to take measures to reduce costs balanced with the need to protect core services.

The long-term strategic direction for the City is established in *Design Regina: The Official Community Plan Bylaw 2013-48* (OCP) along with the four-year strategic plan and longer-term master plans, which are used to guide the development of the budget. One of the community priorities in the OCP is to 'achieve long-term financial viability' which includes ensuring the City has the financial ability to manage its services and amenities both now and in the future. The proposed 2022 Budget has been developed with those principles in mind.

The Economic and Preliminary 2022 Budget Development Update presented to Executive Committee on July 7, 2021, provided the context, factors and City priorities that have influenced the development of the 2022 Budget and Five-Year Capital Plan. The Economic and Preliminary 2022 Budget Development Update highlighted the following:

- COVID-19 has resulted in significant economic impacts to the Regina economy and the City's finances.
- Looking at the impacts to the City, the Conference Board of Canada's (CBoC) October 2021 forecast predicts recovery from the effects of the pandemic will boost Regina's Real Gross Domestic Product (GDP) by 5.5% in 2021. This contrasts the 5.3% drop in 2020 due to COVID-19 and weak commodity prices; the drop was less severe than that of the province and Canada, thanks, in part, to Regina's stable public sector. Regina's GDP is expected to continue to rebound in 2022, increasing by 4.5%.
- The CBoC predicts that Regina's unemployment rate will see significant progress, decreasing from 8.3% in 2020 to 6.9% in 2021, and further down to an estimated 5.8% in 2022.

Department and branch level plans are prepared for the City's operating areas. The plans outline upcoming priority plans for 2022 and provide a look ahead to the 2022-2026 period. Activities and

programs set out in the plans are linked to budget decisions and are central components in balancing the City's Five-Year Capital Plan.

In developing the proposed 2022 Budget, Administration conducted a pre-budget survey on the City's 'Be Heard' engagement platform and 1,339 responses were received. The top service priorities (% of priority in top 3) for the respondents were:

1. Roads – 73%
2. Public Safety – 67%
3. Recreation – 48%
4. Snow Clearing – 47%
5. Parks – 44%
6. Public Transit – 21%

The 2022 Budget reflects the pre-budget survey results and provides Administration's best advice on how to maintain existing services while advancing City priorities and strategic initiatives, given existing resources. Ultimately, City Council determines the programs and services to be included in the 2022 Budget.

2022 General Fund Operating Budget

The 2022 General Fund Operating Budget outlines revenues and expenses for Council's consideration, for a total 2022 General Fund Operating Budget of \$512.2 million, which is an increase of 4.4% or \$21.8 million from the 2021 Budget. Revenues reflect changes to existing property tax and user fee rates and changes in volumes. The increase in expenses is primarily due to new initiatives related to the City's priorities and strategic initiatives, salary increases due to collective bargaining agreements, increase in contributions to capital from the General Operating Budget, and Police operations.

The 2022 Budget strikes a balance between supporting evolving community needs during this pandemic and delivering essential municipal services, while also advancing City priorities and strategic initiatives. This is integral to both our community's recovery and to the City's future prosperity.

Many residents and businesses in our community face continued financial hardship; it is more important than ever that Regina remain affordable. The 2022 Budget maintains services, invest in community priorities, while limiting the property tax increase. Through the development of the budget, Administration balanced the needs and expectations for municipal services with sensitivity to the current economic climate and fiscal reality facing residents and businesses. The 2022 Budget responds to these economic challenges by proposing a 3.49% mill rate increase. A breakdown of the mill rate increase is found in the table below:

| Item | Mill Rate Increase (%) | |
|---|------------------------|-------------|
| Civic Operations | | 1.22 |
| Mosaic Stadium Dedicated Mill Rate | 0.45 | |
| Recreational Infrastructure Dedicated Mill Rate | 0.50 | |
| Dedicated Mill Rates | | 0.95 |
| Regina Police Service | | 1.32 |
| Total Proposed Mill Rate Increase | | 3.49 |

Efficiency and Innovation

To achieve long-term financial viability and offer efficient services, the City continues to challenge itself to be innovative and look for ways to do things differently while still providing reliable services in an efficient and fiscally responsible manner. An Efficiency Review conducted in 2021 will provide opportunities for future and ongoing operational savings. Some examples of efficiencies and service improvements incorporated in 2022 include:

Customer Relationship Management, Point of Sale System, and Dispatch

Implementation of a project to modernize Service Regina to improve the customer experience for our residents is underway. This will be achieved through several short and long-term initiatives. In 2021, Service Regina completed the review and disbandment of the Dispatch unit within the branch. The review demonstrated a strong opportunity to increase effectiveness of staff effort and achieve organizational efficiencies. As such, work was done to re-align administrative tasks in the organization, centralize the locates function and use an after-hours call service, which results in both staffing and operational cost savings of approximately 45% of the work unit cost or approximately \$265,000. The savings from the former delivery model will be reinvested into Service Regina to advance transformation work to improve the customer experience.

Fire & Protective Services Response Times

Fire & Protective Services responds to over 9,000 service incidents annually. With the implementation of electronic monitors in Fire Stations to display call details, route information, and construction locations, it is estimated that future response times will be shortened by 15-20 seconds. This will also eliminate the traditional method of printing large wall maps and traffic accommodation notices, thus saving printing costs.

Sewer Relining

In 2021, the City was able to achieve cost avoidance of approximately \$21 million by renewing 23.5 kilometers of sewer lines through the practice of relining, which is approximately 1/4 of the cost of replacing sewer lines. In addition to avoiding the repair costs of accessing underground infrastructure to replace lines, there was minimal disruption to residents as the relining process can

be completed in a day where replacement takes multiple weeks. The City will continue the practice of relining in 2022.

Forestry

CUPE Local 21 and the Forestry business unit implemented a 10-week pilot project which allowed it to accomplish more work with the same number of resources. The unit moved from a five day per week to a seven day per week operating model, which allowed it to increase output per work team by nearly 80%, reduce scheduled overtime by 73% and created cost savings of \$50,000 over the period of the pilot. Given the success of the pilot, the Forestry business unit plans to implement the seven day per week operating model in 2022 to cover the entire peak season.

Procurement

Negotiated Request for Proposals (NRFP) is a new Procurement method utilized in 2021 for most of our commercial facilities construction. With this method, we have increased the value of the projects through a collaborative approach with successful vendors resulting in better terms and conditions, better construction methods, addressing the economic supply issues, warranty, serviceability of ongoing maintenance and pricing. These are only a few of the items considered in the Total Life Cycle cost for each of the projects. In the top five NRFPs in 2021, more than \$3 million in benefits have been realized. The use of NRFPs will continue in 2022.

Facilities

In 2021, Administration initiated a project to install energy monitoring in 50 facilities and conduct energy audits of these facilities. This work will be complete in 2022 and will provide Facilities with the ability to track detailed energy consumption in these facilities and it will also provide recommendations for improvements that would provide energy savings.

Transit

In 2021, the City purchased two 60-foot articulating buses which will replace four traditional buses for a projected savings of \$224,000 in annual operating costs.

eBuild

eBuild is an innovative new tool that allows customers to submit building and development permits online, upload large files and track the status of their permit applications, while making our internal processes more efficient. This tool provides for a better customer experience. Since its launch in May 2021 nearly 250 permit applications have been processed through eBuild – that's over 20% of all eligible residential applications. As more applications move to online submission, anticipated future benefits include online payments, time savings (internal and external), convenience for the customer, better supported internal processes, and improved data reporting.

2022 COVID-19 Financial Impacts and Funding Strategy (One-time Budget Impacts)

COVID-19 is anticipated to continue to impact the City's finances in 2022. The extent that it will impact the finances is difficult to predict. Given the unknowns, the City has developed an estimate in terms of potential financial impact. The majority of the financial impact is experienced through loss of revenue from Transit & Paratransit Service, Traffic & Parking Revenue, Parks, Recreation & Culture and Amusement Tax. The City also anticipates spending an additional \$500,000 in expenditures related to extra cleaning requirements and to purchase personal protective equipment (PPE). Based on this, the estimated 2022 negative financial impact due to COVID-19 is \$4.6 million. This estimate does not include the \$2.1 million decrease in the 2022 Municipal Revenue Sharing grant. This is Administration's best estimate at this time, recognizing that the COVID-19 impact is very difficult to predict.

Administration proposes using funds from reserves to address the 2022 COVID-19 negative financial impact resulting in no impact on the 2022 tax levy. The total funds available in the COVID-19 Recovery Reserve is approximately \$1.8 million. The remaining funds needed to cover the impact of COVID-19 will come from the General Fund Reserve.

The budget impacts of COVID-19 will continue to be treated as one-time until it is determined that the effects of COVID-19 are permanent, or that one-time funding strategies are no longer viable or realistic. This approach helps limit the impact to residents by utilizing all available options for funding instead of property taxes, including the prudent use of any available federal and provincial funding and reasonable expense management if required.

General Operating Revenues

Property taxation is the major source of revenue for the City of Regina, accounting for 55% of the total revenue. Legislation limits the City's ability to access other forms of taxation resulting in challenges to balance increasing costs of providing services with the desire to keep property taxes affordable. The following table found on page 19 of Appendix A provides a summary of General Fund 2022 budgeted operating revenues.

| Revenues (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|-------------------------------|----------------|----------------|----------------|----------------------|----------------|---------------|
| Property Taxation | 260,891 | 269,373 | 266,776 | 280,946 | 11,573 | 4.3% |
| Fees & Charges | 61,772 | 65,856 | 65,525 | 75,720 | 9,864 | 15.0% |
| Government Grants | 65,913 | 49,108 | 49,819 | 47,696 | (1,412) | (2.9%) |
| Other Revenues | 63,167 | 65,140 | 61,867 | 69,397 | 4,257 | 6.5% |
| Transfers from a Reserve | 19,621 | 19,047 | 16,966 | 15,260 | (3,787) | (19.9%) |
| Licences, Levies & Fines | 14,769 | 11,577 | 15,047 | 12,295 | 718 | 6.2% |
| Civic Operations Total | 486,133 | 480,101 | 476,000 | 501,314 | 21,213 | 4.4% |
| Regina Police Service | 10,688 | 10,318 | 10,318 | 10,899 | 581 | 5.6% |
| Total | 496,821 | 490,419 | 486,317 | 512,213 | 21,794 | 4.4% |

The overall increase in revenues projected for 2022 is \$21.8 million or 4.4% primarily due to:

- Taxation - \$11.6 million increase. This consists of:
 - \$9.5 million increase as a result of the proposed mill rate increase;
 - \$2.1 million increase in tax revenue from projected 2022 growth and adjustments to reflect 2020 actual tax growth.
- Fees & Charges - \$9.9 million increase primarily due to:
 - \$4.2 million increase in Transit & Paratransit fees. The increase is due to a partial recovery to pre-COVID-19 levels but is still \$2.2 million lower than pre-COVID-19 levels.
 - \$1.3 million increase primarily to right-size the budgets related to SAF funded activities (\$0.5 million) and Paved and Gravel Alley Revenue (\$0.5 million).
 - \$1.5 million increase from 2021 primarily from the partial recovery of facility fees collected for events at Mosaic Stadium as a result of a partial return to pre-COVID-19 levels.
 - \$2.2 million increase in Community Service Program and Operating Revenue related to an increase in the recreational fees as a result of a partial return to pre-COVID-19 levels. Revenue levels will still remain \$0.8 million below pre-COVID-19 levels.
 - \$700,000 increase in parking fees largely as a result of a partial return to pre-COVID-19 levels. Revenues still remain \$0.4 million below pre-COVID-19 levels.

- Government Grants - \$1.4 million decrease primarily due to:
 - \$2.1 million decrease in Municipal Revenue Sharing Grant funding as a result of the slowdown of the provincial economy because of the COVID-19 pandemic.
 - Offset by an increase of \$600,000 in Transit and Paratransit Grant funding due to the expected recovery from the impact of COVID-19. These grants are performance-based with the level of funding linked to the number of trips.
- Other Revenue - \$4.3 million increase primarily due to:
 - \$600,000 increase in Electrical Distribution Revenue primarily due to increases in power usage and the carbon tax. The Electrical Distribution Revenue is SaskPower's 10% surcharge on electricity sales.
 - \$600,000 increase in Water Works Revenues related to an annual increase in the access fee paid to the General Fund.
 - \$2.5 million increase in investment income primarily related to a change in the City's investment policy to allow it to maximize its investment return while minimizing the impact of decreased interest rates.
 - \$600,000 increase in Tax Penalty revenues. The increase in revenue is to align the budget more accurately with actual penalties collected over the past few years.
- Reserve Transfers - \$3.8 million projected decrease primarily due to less transfer from reserves to cover COVID-19 costs.
- Licenses & Levies - \$0.7 million increase primarily due to:
 - \$42,000 increase in Gravel and Paved Alley Special Tax. There is no rate change for 2022. The increase is due to growth in amount of alleys.
 - \$170,000 increase in parking ticket fines as a result of an expected partial recovery from COVID-19.
 - \$500,000 increase in amusement tax. The Amusement Tax Bylaw establishes the rate and defines the nature of entertainment that is subject to the tax. This increase is a result of the expected recovery from COVID-19.

Alley Maintenance Program

The City's Alley Maintenance Program is intended to support a sustainable alley system that is passable, safe, affordable, efficient, equitable and environmentally responsible. Recommendation 15 of this report recommends approval to maintain the 2021 alley tax of \$3.90 per foot for paved alleys and \$2.72 per foot for gravel alleys for 2022. Appendix E contains further information on the Alley Maintenance Program and the requirements for a bylaw required to implement the alley tax.

Elimination of the Golf Course Property Subclass

The City currently has a sub-class for golf courses, which results in golf courses paying lower property taxes compared to if they had the same mill rate factor as other commercial properties. The creation of property sub-classes is a tool available for Council to use in distributing levies amongst

properties. Council has the authority to create or revise property tax classes and sub-classes. Implementing a new class or sub-class requires the passing of a bylaw to define the class. This Bylaw is passed in April each year. Differentiating tax rates by class or sub-class can be useful for determining the share of taxes paid by each property type to help achieve strategic goals and policy objectives such as economic development, tax stability and equity.

In 2001, Council first established the golf course sub-class for tax relief purposes to offset the direct competition with municipal golf courses that are exempt from property taxes. There are currently two privately owned golf courses in this class, one of which is entirely within the City limits and one of which is partially within the City limits with the majority of the course, including clubhouse, in the RM of Sherwood. The mill rate factor for the golf course sub-class is set to 65% of that of the commercial sub-class. Residential properties are unaffected by this sub-class.

On September 29, 2021, Council considered the Tax Policy and Affordability Report (CR21-130) and approved a motion to eliminate the Golf Course sub-class in the 2022 Budget deliberation process. As a result, golf courses will be included in the Commercial and Industrial Class. The mill rate factor for Commercial and Industrial Class has been adjusted as a result as to not impact the overall amount of taxes collected by the City.

When the Property Tax Bylaw comes forward in Spring of 2022, it would no longer include a golf course subclass which means that the golf courses would be included within the Commercial and Industrial Class of properties and would be subject to the mill rate factor for that class. The municipal tax impact of this change on the two golf courses in total is estimated to be approximately \$20,000.

General Operating Expenses

The following table found on page 22 of Appendix A provides a summary of General Fund 2022 budgeted operating expenditures. The General Fund Operating expenses, including Regina Police Service (RPS), are projected to increase by \$21.8 million in 2022.

| Expenditures (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|----------------------------------|---------------------|--------------------|----------------------|-----------------------------|-----------------------|----------------------|
| Salaries & Benefits | 162,721 | 179,713 | 169,806 | 185,246 | 5,533 | 3.1% |
| Intra-municipal | 32,584 | 34,108 | 31,837 | 33,698 | (410) | (1.2%) |
| Professional & External Services | 26,879 | 34,822 | 31,784 | 39,978 | 5,156 | 14.8% |
| Electricity & Natural Gas | 9,286 | 9,932 | 9,747 | 10,802 | 870 | 8.8% |
| Office & Administrative | 10,811 | 9,630 | 10,234 | 10,040 | 410 | 4.2% |
| Materials, Goods & Supplies | 8,395 | 9,592 | 9,072 | 9,625 | 33 | 0.3% |
| Other External | 10,166 | 7,668 | 11,111 | 8,491 | 823 | 10.7% |
| Training & Travel | 712 | 1,331 | 812 | 1,908 | 577 | 43.4% |
| Civic Operations Subtotal | 261,554 | 286,796 | 274,403 | 299,788 | 12,992 | 4.5% |
| Contribution to Capital | 55,327 | 57,979 | 57,990 | 61,863 | 3,884 | 6.7% |
| Transfer to Reserve | 53,740 | 18,594 | 24,259 | 18,473 | (121) | (0.7%) |
| Debt Servicing | 13,581 | 13,629 | 13,532 | 13,629 | - | 0.0% |
| Community Investments | 14,134 | 13,858 | 13,052 | 14,765 | 907 | 6.5% |
| Other Expenses Subtotal | 136,782 | 104,060 | 108,833 | 108,730 | 4,670 | 1.2% |
| Civic Operations Total | 398,336 | 390,856 | 383,236 | 408,518 | 17,662 | 4.5% |
| Police Operations | 96,185 | 99,563 | 99,563 | 103,695 | 4,132 | 4.2% |
| Total Expenditures | 494,521 | 490,419 | 482,799 | 512,213 | 21,794 | 4.4% |

Specific increases and decreases reflected in the 2022 Budget include:

- Salaries & Benefits - \$5.5 million increase primarily related to increased costs to honour the City's collective agreements with the City's five unions and out-of-scope positions as well as the increase of approximately 25 FTEs to support the investments into new initiatives outlined in the report and to maintain service levels and address key areas of need. The increase is also partially due to an increase in Canada Pension Plan (CPP) premiums.
- Intra-municipal - \$0.4 million decrease primarily related to a reduction in internal costs allocated to operating areas for internal trades, fleet costs and administrative support.

- Professional & External Services - \$5.2 million increase primarily related to one-time funding for the 2022 Grey Cup (\$1.0 million), safe sidewalk program (\$1.15 million), as well as increases to Paratransit Services (\$1.0 million), Hazardous Household Waste Program (\$0.2 million) and new initiatives such as Winter City Strategy, and the Adapted Recreation Program.
- Electricity & Natural Gas - \$0.9 million increase from the 2021 Budget. This increase is related to the removal of a one-time 2021 10% rebate on electricity charges by SaskPower to help reduce the impact of COVID-19 and a general increase in electricity costs in 2022.
- Office & Administrative - \$0.4 million increase primarily related to an increase in insurance costs due to the hardening of the insurance market.
- Material, Goods & Supplies - a small increase over the 2021 Budget. Costs in this category relate primarily to fleet maintenance, concrete and asphalt materials, chemicals for parks and pools, and equipment.
- Other External - \$0.8 million increase primarily related to increases in software license costs and alley maintenance costs.
- Training & Travel - \$0.6 million increase primarily due to a recovery of the one-time 2021 reduction in spending in this category as a result of COVID-19 pandemic travel restrictions.
- Contribution to Capital - \$3.9 million increase due to the dedicated 0.5% mill rate increase for the Recreation Infrastructure Program as well as a planned annual increase of approximately 3% to address deferred infrastructure spending.
- Transfers to Reserve - \$0.1 million decrease primarily to cover costs related to operations for services such as Solid Waste, Cemeteries and Golf Courses.
- Debt Servicing - no increase from 2021 Budget. Nearly all General Fund debt payments relate to Mosaic Stadium.
- Community Investments - \$0.9 million increase primarily related to increases in funding provided to Economic Development Regina and Heritage Conservation and ongoing funding for Harm Reduction.

The 2022 Budget seeks to fund growth in services and programs to meet the needs of a growing population and advance Council's vision and priorities for Regina residents, while keeping taxes affordable and user fees reasonable.

General Fund Reserve (GFR)

The 2022 Budget proposes the following \$7.8 million transfers from the GFR:

- \$2.1 million related to funding the decrease in the Municipal Revenue Sharing grant due to impacts from COVID-19 on the 2020/2021 fiscal year Provincial Sales Tax revenue;
- Transfer \$2.8 million from the GFR to partially fund the \$4.6 million 2022 financial impact of COVID-19 with the remaining amount funded from the COVID-19 Recovery Reserve;
- Transfer \$1.8 million from the GFR to ensure the 2022 Housing Incentives Policy program is fully funded;

- \$1 million for anticipated one-time funding related to the 2022 Grey Cup; and
- \$0.12 million in one time investment to host a design competition for warming shelters, pilot an outdoor firepit, etc. with respect to the execution of the Council approved Winter City Strategy.

The General Fund Reserve is projected to have an uncommitted balance of approximately \$29 million at the end of 2021 including the projected 2021 surplus of \$3.5 million. Based on these proposed transfers, commitments and projected surplus, the GFR uncommitted balance is projected to be approximately \$21.3 million at the end of 2022.

Asset Revitalization Reserve

The Asset Revitalization Reserve (ARR) balance is projected to be approximately \$14 million at the end of 2021. The 2022 Budget proposes funding of \$1.15 million in 2022 to create safer sidewalks by addressing backlog in sidewalks maintenance with the goal of addressing the entire backlog over two years.

COVID-19 Recovery Reserve

The COVID-19 Recovery Reserve was established in 2020 using Federal Safe Restart Program funding. The reserve is projected to have a balance of approximately \$1.8 million at the end of 2021. The 2022 Budget proposes using the remaining funding of approximately \$1.8 million in the COVID-19 Recovery Reserve to fund the remaining amount of the \$4.6 million 2022 financial impact of COVID-19. This will bring the balance of the COVID-19 Recovery Reserve to zero.

Full-Time Equivalent (FTE) Positions

A large part of how the City provides services and manages its assets is through the people who work for the City. A table found on page 17 of Appendix A provides a summary of FTE positions. Overall, civic operations (General and Utility Fund Operations) increases by 25.6 FTEs resulting in a total of 2,299.6 FTEs. The increase in civic operations FTEs is due to investments in new initiatives to advance community priorities and strategic initiatives of the City that will make Regina safer, more accessible and more sustainable for the future. Some of these priorities and initiatives include the Community Safety & Well-Being Plan Implementation, Drainage and Lot Grading Regulations, Adapted Recreation Plan Implementation, Winter City Strategy Execution and Business Service Team. As well, additional FTEs are intended to address areas with significant resource pressures and to maintain service levels.

The Regina Police Service FTE budget increases by 22.8 FTE resulting in a total of 647.8 FTEs. The overall net FTE increase for the City is 48.4 FTEs, resulting in an overall budget of 2,947.4 FTEs for 2022.

2022-2026 General Capital Plan

The City's capital budget process has been developed to ensure assets and investments are managed comprehensively in a manner that ensures the City is achieving value for money and that staff resources are used efficiently. Asset renewal is an investment in the future and an important factor in maintaining and, where possible, extending the operational lifespan of the City's assets. Further information on the development of the Five-Year Capital Plan including funding sources can be found in Appendix B. The proposed 2022-2026 General Capital Plan totals \$136.3 million in 2022; with a planned investment of \$649.6 million over the next five years. Council is only approving the 2022 year except where noted otherwise. Further detail on the proposed Five-Year General Capital Plan can be found, starting on page 95 of Appendix A, 2022-2026 General Capital Plan.

Senior Government Partnership and Funding

As part of the 2020-2021 federal budget, one-time additional Gas Tax funding of \$12.9 million is being provided to the City of Regina in 2022. These funds must be spent by December 2023. This funding is being used in the five-year capital plan to ensure priority capital investments are made.

Recreational Infrastructure Program

Consistent with Council direction, Administration has included in its proposed 2022 Budget a dedicated mill rate increase of 0.5% for recreational infrastructure. On October 28, 2019, Council approved a long-term Recreational Infrastructure Program funded by a dedicated 0.5% mill rate for five years (2020 - 2024). This program will fund recreational infrastructure improvements based on the current Recreation Master Plan, and other relevant considerations determined by City Council. Appendix D and D-1 contain a list of recreational and cultural projects that are planned to be funded through the Recreational Infrastructure Program and other funding sources in 2022 and provides a 10-year capital plan.

Delegation of Authority for Contract Approval

It is recognized that it will be a challenge for the City to implement the recommendations in the Recreation & Culture Capital Plan through taxpayer funding alone. The plan presented considers the City solely funding all projects, aside from the indoor aquatic facility, which has been shown based on an assumption that there would be a 1/3 funding split between all three levels of government. Some projects are also eligible for funding from Servicing Agreements Fees (SAF); in these cases, the SAF funding is factored into the 10-Year Recreation & Culture Capital Plan.

Section 35 of the Regina Administration Bylaw 2003-69 authorizes the City Manager to approve and enter into agreements for the receipt of federal or provincial funding where the value of the agreement on an annual basis is \$500,000 or less. This means that revenue agreements in excess of \$500,000 have to be approved by Council. To allow the City to act in an efficient manner on these types of opportunities with respect to the recreation and culture plan, Administration is

recommending that City Council authorize the City Manager or Executive Director, Financial Strategy and Sustainability to apply for grant/funding programs available to the City in excess of \$500,000 to implement the priority projects listed in the 10-Year Recreation & Culture capital Plan.

New Indoor Aquatics Facility

Currently the feasibility study for a proposed new indoor aquatics facility is underway and in 2022 a report will be presented to Council regarding the findings and requesting approval to move forward with the next steps in planning and design of the facility. It is being anticipated that the cost of the feasibility study will exceed \$750,000 before the study is finalized and presented to Council. In order to complete the remaining work related to the feasibility study and continue to move the project forward in an efficient manner Administration is recommending that Council authorize the Executive Director, Financial Strategy and Sustainability to incur expenditures related to this contract in excess of \$750,000.

Multi-Year Capital Projects

Recommendation 3 of this report recognizes the multi-year financial commitments associated with capital projects that require more than one year to complete and require advance approval. Approving funds in 2023 through to 2026 for projects that commence in 2022 allows the City to commit the total cost of the project from tendering through to their completion.

| Division | Department | Project/Program Name | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total |
|---------------------------------------|---------------------------------------|---|--------------|--------------|--------------|--------------|----------|---------------|
| City Planning & Community Development | Parks, Recreation & Cultural Services | Douglas Park Pickleball Facility | 120 | 1,080 | | | | 1,200 |
| | | Downtown Accessible Washroom | 60 | 500 | | | | 560 |
| | | Community & Neighbourhood Centres | 1,065 | 2,435 | | | | 3,500 |
| | Sustainable Infrastructure | 11th Avenue Utility and Corridor Upgrades | 250 | 1,250 | 2,000 | 2,000 | | 5,500 |
| Financial Strategy & Sustainability | Land, Real Estate & Facilities | Fleet Training Site Development | 250 | 150 | | | | 400 |
| | | Salt & Sand Building | 50 | 1,400 | | | | 1,450 |
| | | Transit Master Plan – Downtown Facility Development | 150 | 1,250 | 1,000 | | | 2,400 |
| People & Transformation | Innovation, Energy & Technology | EBS 12.2 Upgrade | 1,200 | 1,200 | - | - | - | 2,400 |
| Total | | | 3,145 | 9,265 | 3,000 | 2,000 | 0 | 17,410 |

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

Advancing City Priorities and Strategic Initiatives

Council and its Committees approved and referred items to the 2022 budget development process. As well, Administration identified additional items tied to advancing City priorities and strategic initiatives. All the below items are included in the 2022 Proposed Budget.

Council Previously Approved Items

Winter City Strategy Execution (\$450,000)

- In April 2021, Council approved (CR21-79) the Winter City Strategy and supporting action plan. That report contained a recommendation that funding for the action plan be approved as part of the 2022 budget process.

Increase to the Community Investment Grants Program for Harm Reduction (\$500,000)

- Included in the 2021 Budget (CM21-3), as an amendment to the proposed 2021 Budget, was a \$500,000 increase to Community Investment grants to fund a harm reduction program at the City. This increase was funded from reserves in 2021. While the amendment focused on funding for 2021 and as a result was funded from a one-time funding source, Administration has inferred from a review of Council's consideration of the amendment that the intent was that it be an on-going increase in funding on a go forward basis and as a result is being proposed to be added to the 2022 General Operating Budget.

Drainage and Lot Grading Regulations (\$225,000)

- On February 24, 2021, Council approved (CR21-27) the creation of two new positions and enhancement of the status quo on enforcement of existing lot grades starting on January 1, 2022.

Council Motion/Referral Items

These items are described below with additional detail on each included as Appendix C of this report.

Safe Sidewalks – Sidewalk Distress Backlog (\$2.3 million)

- On April 14, 2021, Council directed (CR21-54, Safe Sidewalk Update) that this request be referred to the 2022 Budget process. This would represent a one-time increase to the 2022 Budget. This work would be contracted out in 2022 to catch up on the backlog of work over the past few years. Administration is recommending undertaking this work over two years starting in 2022 and funding it from the Asset Revitalization Reserve (ARR) in 2022 to reduce the financial impact on the 2022 Budget. The 2022 Budget includes \$1,150,000 funding from the ARR, which is half of the cost of this project. Through the pre-budget consultation, roads and public safety were ranked as the top two priorities by residents. The safe sidewalks project is aligned with these community priorities.

Adapted Recreation Plan: Increase Recreation & Leisure Activities for People with Disabilities (\$375,000) and Additional Paratransit Bus Contract Costs (\$365,000)

- On April 14, 2021, Council passed a motion (MN21-2) directing Administration to conduct consultation with people with disabilities and their care providers, as well as the recreation and

leisure sector, and provincial and federal governments, in order to create an Adapted Recreation Plan for the City that includes a budget ask for 2022. Administration has initiated the development of an Adapted Recreation Plan to make Regina's recreation and leisure activities more accessible to people with disabilities. In 2022, Administration is proposing an investment of \$375,000 in 2022 to support the Plan. As well, to meet the requirements of motion MN21-2, additional transportation, costing \$365,000, will be required for persons with disabilities to access these enhanced recreation services. In addition, the 2022 capital budget includes \$280,000 for the purchase of two Paratransit buses to support this program. This investment supports the City's recreation plan which ranks in the top three priorities in the pre-budget survey.

Community Safety & Well-Being Plan Implementation (\$875,000)

- Based on a City Council motion (MN19-21), the City is partnering with the Canadian Municipal Network on Crime Prevention and has since been working collaboratively on identifying local issues through an in-depth consultation and engagement process in order to develop a Community Safety & Well-being Plan. The plan will require a collective approach to issues such as poverty and inequality as well as the development of services for those struggling with mental illness, substance use challenges, and homelessness. Administration is proposing an investment of \$875,000 in 2022 to support the Plan. Funding would be invested into work related to social development, community well-being, inclusion, and accessibility. These long-term efforts will also be balanced with more immediate interventions to prevent and reduce crime. This investment supports recreation and community wellbeing which are among the top five community priorities identified in the pre-budget consultation results.

Housing Incentives Program (HIP) Funding (\$675,000)

- The 2022 mill rate increase includes the equivalent of a 0.25% mill rate increase to begin to establish an ongoing funding source for the HIP program. Over the past few years, this program has been funded from various sources including the Winter Maintenance Reserve & General Fund Reserve. This funding approach is unsustainable over the long term and Administration was asked to bring forward an approach that would address this matter as part of the 2022 budget. The proposed approach will require approximately \$675,000 per year be added to the City's base operating budget over the next four years with 2022 being the first year. In years 2022-2024, additional funding from reserves will continue to be needed to ensure the annual funding of \$2.5 million is available for the HIP program. The proposed 2022 Budget includes a \$1.8 million transfer from the General Fund Reserve to fund the remainder of the 2022 HIP program.

Clean Streets (\$126,000)

- On June 24, 2019, City Council (MN19-8) directed Administration to report to the Public Works and Infrastructure Committee in Q4 2019 with information related to communication for

street cleaning, towing vehicles in all areas, deterrents and incentives for moving vehicles, and an additional street sweep. Due to the impacts of COVID-19, the timelines were extended and deferred to Q2 2021. On May 19, 2021, the Operations and Community Services Committee heard the report and tabled pending additional information and a supplemental report. Administration is proposing an investment of \$126,000 to support this initiative.

Other Items Identified by Administration Tied to Advancing Community Priorities/Strategic Initiatives

Investment in Energy & Sustainability - Renewable Regina 2050 Goal (\$820,000)

- The City has committed to becoming a renewable city by 2050. In 2021, the City invested to \$550,000 to establish the Energy & Sustainability Solutions team to deliver on the Energy & Sustainability Framework. Development of Regina's Energy & Sustainability Framework is nearing completion. This important Framework outlines a community-wide action plan to become renewable and achieve net-zero emissions by 2050, actions which will require big moves and significant financial investment by the municipality, private sector and individuals. The 2022 Budget includes an incremental \$820,000 investment to support electrification and reductions in greenhouse gas emissions, moving Regina toward the 2050 goal.

Business Service Team (\$285,000)

- Establishment of resources to support economic growth opportunities and support business development and interaction with the City, such as developing a centralized business support function, in support of advancing the City's growth goals.

Aurora Bus Service (\$105,000)

- This increase will allow Transit to continue to meet Council defined standards for transit. This is a new commercial area in nature and the expanded transit service is estimated to start in the fall of 2022.

Indigenous Artist in Residence (\$75,000)

- The proposed development of an Indigenous Artist in Residence program provides the City an opportunity to celebrate artistic outcomes through various platforms, such as virtual and in-person public engagements, through the City's website and social media, and through the Civic Art Collection, increasing the engagement and impact of the City's cultural development efforts. This new program aligns with the Cultural Plan and responds to the spirit of the TRC Calls to Action.

Heritage Conservation Policy (\$300,000)

- On March 31, 2021, Council approved (CR21-49) the Heritage Conservation - Interim Policy. The 2022 Budget includes \$300,000 to support the Heritage Conservation Policy and addresses the City's heritage conservation program through new financial incentives,

processes and regulations related to the Heritage Conservation Policy.

2022 Utility Operating Budget

The Utility revenue supports four service areas:

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

A Utility rate increase of 5% is proposed for 2022 and will result in an average monthly increase of \$7.25 for a typical residential customer. This increase is recommended to be effective January 1, 2022 and includes a 2% increase that was previously approved by Council in early 2021 to fund the Lead Service Connection Management Program and 3% increase to support base operations and maintenance and renewal of assets required to provide the service.

| | Utility Rate Increase % | Monthly Increase for an average household \$ |
|--|--|---|
| Lead Service Connection Management Program (Approved) | 2% | \$2.90 |
| Increase for Base Operations (Proposed) | 3% | \$4.35 |
| Total Proposed Increase | 5% | \$7.25 |

Detailed water, wastewater and stormwater rates are provided on page 136 and 137 of the proposed 2022 Budget, attached as Appendix A.

Utility rates are set based on a long-range financial model which covers the cost of operating the Utility and the cost of ongoing asset management and renewal. This serves to moderate the need for dramatic rate increases in any given year and is consistent with prudent long-term financial planning.

Supplying safe drinking water and ensuring the management of wastewater and stormwater are essential services provided by the Utility. Pressures due to aging infrastructure, population growth, climate change and changing regulations require the Utility to plan and adapt to the changing conditions. The Utility delivers a reliable, accessible and sustainable supply of high quality drinking water. The Utility also strives to ensure that potable water is used efficiently and that the City is prepared for emergencies. The Utility creates and maintains wastewater and stormwater systems that protect public health and property.

Utility Fees and Charges

There are also Utility Fees and Charges which are in place to cover the cost of specific services such as replacing a damaged water meter, overdue accounts etc. The fees and charges have not increased with the annual utility rate increases and have not been changed in some time. These fees include Bulk Water Purchase Hydrant Permits, Hydrant Flow Test and Recycled Water Connection Fee.

1. Bulk Water Sales Rate

This is the rate charged to customers receiving water from the City's Bulk Water Station. The bulk water station is utilized by commercial/industrial customers located both within and outside of the City. The rate for bulk water as stated in the Water bylaw includes a 75% surcharge. The current rate within Schedule A is outdated and is not in line with the current rate plus the 75% surcharge. The bulk water rate increase proposal is to create an incremental increase for 2022 and 2023 such that for 2024 the rate will match the current water rate plus a 75% surcharge.

2. Sale of Water from Fire Hydrant

Currently the charge for a hydrant permit includes a rental fee (which includes setup and take down of the hydrant cart) and a weekly charge which includes a minimum water charge. To better align with our rate structure and actual cost for the equipment and labour the proposed charges would include an installation fee (setup and take down), a daily rental fee plus a consumption charge for all water used. The change in fees for a typical customer requesting the use of a hydrant (hydrant cart rental for 3 weeks and using 245m³ of water) would increase from \$847 to \$1000, which is a 18% increase in cost.

3. Hydrant Flow Test

Increase fee from for a hydrant flow test from \$335 to \$375. The City typically does approximately 10 hydrant flow tests each year.

4. Recycled Water Connection Fee

The Wastewater and Storm Water Bylaw contains a fee for "Recycled Water Connection Fee" this is the fee set for the potential use of effluent from the WWTP. This fee was established in 2018 and is set form a calculation based upon annual inflation.

There is currently no customer using wastewater treatment plant effluent and therefore no revenue

based on this fee. The fee proposed for 2022 is \$0.2838/m3.

Administration is recommending changes to these fees. These charges are primarily focused on fees that would have an effect on commercial businesses or users outside of City limits. These increases are required to provide equity to other users recover the cost for these specific services. The fees and charges being considered had a total annual revenue of \$224,000 for 2020. The proposed fee increases would result in an increased revenue of \$30,000 in 2022.

Utility Revenues

| Revenues (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change (\$) | 2022 Change (%) |
|--------------------------------|-----------------|----------------|------------------|----------------------------|------------------------|-----------------------|
| Water | 70,234 | 71,343 | 72,730 | 75,592 | 4,249 | 6.0% |
| Wastewater | 54,601 | 53,982 | 55,855 | 56,925 | 2,943 | 5.5% |
| Stormwater | 18,196 | 18,656 | 18,755 | 19,744 | 1,088 | 5.8% |
| Administrative & Other Fees | 3,809 | 4,273 | 4,016 | 5,101 | 828 | 19.4% |
| Total Revenues | 146,840 | 148,254 | 151,356 | 157,362 | 9,108 | 6.1% |

An overall Utility rate increase of 5% in 2022 is recommended and will be effective January 1, 2022. Revenues from Utility rates are estimated to total \$157.4 million, an increase of \$9.1 million over 2021. Revenue increases related to Water, Wastewater, and Stormwater relate primarily to the proposed 5% rate increase and projected growth in customers. Administrative & Other Fees increase is primarily due to an increase of \$0.8 million from the Service Agreement Fee deferred revenue account for the growth portion of the renewal of the Wastewater Treatment Plant.

Utility Operating Expenditures

| Expenses (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | Change % |
|---|----------------|----------------|----------------|----------------------|----------------|-------------|
| Intra-municipal | 23,711 | 24,962 | 24,471 | 25,567 | 605 | 2.4% |
| Salary & Benefit Expenses | 16,953 | 18,678 | 16,538 | 19,187 | 509 | 2.7% |
| Office & Administrative Expenses | 1,189 | 1,221 | 1,199 | 1,221 | - | 0.0% |
| Professional & External Services Expenses | 10,338 | 9,965 | 10,248 | 14,168 | 4,203 | 42.2% |
| Material, Goods & Supplies Expenses | 3,720 | 2,671 | 3,304 | 2,671 | - | 0.0% |
| Debt Servicing Expenses | 4,682 | 6,018 | 6,018 | 6,018 | - | 0.0% |
| Other External Expenses | 6,092 | 5,958 | 4,017 | 6,070 | 112 | 1.9% |
| Utility Expenses | 20,915 | 21,545 | 21,914 | 22,442 | 897 | 4.2% |
| Transfers to Reserve Expenses | 53,969 | 57,236 | 57,371 | 60,158 | 2,782 | 4.8% |
| Total | 141,569 | 148,254 | 145,081 | 157,362 | 9,108 | 6.1% |

The recommended Utility Operating Budget for 2022 totals \$157.4 million; an increase of \$9.1 million from 2021. Substantial changes reflected in the 2022 Utility Budget include:

- Intra-municipal - \$0.6 million increase due to consistent increased annual transfers to the General Fund.
- Salary & Benefit - \$0.5 million increase due to increased costs to honour the City's collective agreements and a net increase of 3 FTEs in Utility Operations. The increase is also partially due to an increase in Canada Pension Plan (CPP) premiums.
- Professional & External Services - \$4.2 million increase due to a one-time contractual payment for planned maintenance forecasted at the Wastewater Treatment Plant of \$3.6 million and contractual increases for Wastewater Treatment of \$0.2 million.
- Utility Expenses - \$0.9 million increase due to removal of a one-time rebate of SaskPower costs in 2021 (\$0.2 million) and increases for Water Purchase from Buffalo Pound Water Treatment Plant (\$0.6 million).
- Transfers to Reserve - \$2.8 million increase primarily due to the rate increase. This transfer

to the reserve is the net of revenues and expenses and is a planned increase included in the City's Utility Model, which will fund the acceleration of the lead pipe connection replacement program and future capital projects and programs.

2022-2026 Utility Capital Plan

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

The recommended 2022-2026 Utility Capital Plan highlighted in Appendix A beginning on page 119, includes a total five-year expenditure of \$500.8 million. The proposed 2022 Utility Capital Budget totals \$119.4 million.

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

The 2022 Utility Capital Plan focuses investment in key areas:

- Water - \$86.8 million
- Wastewater - \$16.0 million
- Stormwater - \$16.6 million

Lead Service Connection Program

City Council previously approved a 2% Utility Rate increase to fund the acceleration of the Lead Service Connection Management Program. This accelerated program will work towards replacing all of the City-owned lead service connections by 2036.

The Utility capital plan includes \$2.9 million to fund the accelerated program in 2022 and \$14.4 million over the next five years. As part of this program the private-side replacement of lead service connections will be mandatory when the City-owned side of the lead service connection is replaced. The cost to replace the private side lead service connection is paid by the property owner and there are options to have that cost applied to the property taxes and spread out over 5 years or 10 years for eligible property owners.

Utility Reserves & Debt

In 2022, the City plans to transfer \$60.2 million to the General Utility Reserve to fund current and future capital projects. The reserve balance at the end of 2022 is projected to be \$83.5 million. The

reserve balance at year-end 2026 will be an estimated \$44.9 million. The minimum balance guidelines for this reserve is \$25 million.

The December 31, 2021 outstanding debt balance for the City of Regina's Utility Fund is estimated to be \$70.9 million and is expected to decrease to \$69.3 million at the end of 2022, as noted in the 2022 Budget. The outstanding debt is related to the Wastewater Treatment Plant. For 2022, the expected debt cost is \$6.0 million, the same as 2021.

Service Partner Budgets

The City works with key service partners, including the Provincial Capital Commission (PCC), Economic Development Regina (EDR) and the Regina Exhibition Association Limited (REAL). PCC, EDR and REAL each make annual requests to City Council for funding through Executive Committee (EX21-72) and (EX21-76), attached as Appendix F.

Economic Development Regina

Through Executive Committee Report EX21-76, Economic Development Regina has requested total funding of \$2,185,205 in 2022 representing a net increase of \$137,000 over 2021. This increase includes core funding of \$1,885,205 in 2022, which is an increase of approximately \$37,000 or 2% over 2021, to address address cost of living pressures EDR is facing in 2022. In addition, on a one-time basis, EDR is requesting a \$300,000 one-time grant (prior year \$200,000) from the City to support the long-term growth and recovery of events, conventions and the tourism sector. Together with its partners, EDR is working to attract and maximize high-impact events for future years. Appendix F provides further detailed information on specifics surrounding this additional one-time grant.

Based on their 2022 budget submission, EDR will continue to be impacted by the COVID-19 pandemic in 2022 through reduced revenues from the Destination Marketing Fee it receives from Regina Hotel Association. The \$300,000 one-time grant increase will help partially off-set the funding loss EDR is projecting in 2022. EDR's funding increase of \$137,000 has been included in the proposed 2022 Budget.

Regina Exhibition Association Limited

REAL requested \$400,000 for 2022, the same as its 2021 approved grant funding through Executive Committee Report EX21-76. The funding is due to financial impacts the organization expects to experience due to the COVID-19 pandemic. This funding is to address loss of revenues experienced due to the COVID-19 pandemic. REAL has committed to reducing this grant amount in half next year in an effort to become financially sustainable.

This funding request is in addition to the \$700,000 conditional annual 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.

The table below reflects the actual funding to each agency in 2019 and 2020, the 2021 Budget, and the level of funding included in the proposed 2022 Budget.

| Expenses (\$000s) | 2019 Actuals | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Budget | Dollar Change | % Change |
|---------------------------------------|---------------------|---------------------|--------------------|----------------------|--------------------|----------------------|-----------------|
| Provincial Capital Commission | 2,719 | 2,719 | 2,719 | 2,719 | 2,719 | 0 | 0% |
| Economic Development Regina | 1,812 | 1,848 | 2,048 | 2,048 | 2,185 | 137 | 7% |
| Regina Exhibition Association Limited | 200 | 100 | 400 | 400 | 400 | 0 | 0% |
| Total Ongoing Operating Grants | 4,731 | 4,667 | 5,167 | 4,967 | 5,304 | 137 | 3% |
| REAL– Grant to address debt payment | 0 | 0 | 700 | 700 | 700 | 0 | 0 |
| Total Service Partner Grants | 4,731 | 4,667 | 5,867 | 5,867 | 6,004 | 137 | 2% |

Other Budgets

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

Regina Police Service

As described by the RPS within the November 10, 2021 report to Council (CR21-157), the Regina Police Service proposed 2022 Operating and Capital Budget has been prepared based on a thorough review of challenges and opportunities that align with the Strategic Plan and Organizational Review for the Regina Police Service. The 2022 operating budget includes gross operating expenditures of \$103,695,300 and revenues of \$10,898,600, resulting in a net operating budget of \$92,796,700. This is an increase of \$3,551,600 or a 4.0% increase over the approved 2021 budget.

Regina Police Service Campus Development Project Update

Phase 1 of the Regina Police Service (RPS) Campus Development project is underway and includes renovations to the former STC facility (now referred to as RPS Headquarters West), site improvements and the development of a new Link Building that will join RPS Headquarters West and the existing RPS Headquarters East to create a complete campus solution for the RPS. This first phase of work is planned to be complete in 2023. Phase 2 of the project is also underway and includes the redevelopment of the Municipal Justice Building into a neighbourhood community centre and RPS training and fitness facility. This includes preserving the heritage of the facility, developing a shared multi-purpose gymnasium, fitness and community space. This second phase of work is planned to be complete in 2022. Planning and design for Phase 3 of the project is also underway and includes renovations to the existing RPS Headquarters East to support the long-term operational needs of the RPS. This third phase is planned to be complete in 2025.

With the progression of the planning and design work for Phase 3 in 2022, cost estimates will be finalized and reconciled against the funding levels identified in the five-year capital budget. It is anticipated that the 2023 remaining project funding amount of \$2 million will need to be increased as a result of inflation and cost increases associated with the pandemic. Other pressures on the remaining project funding include the demolition and environmental remediation costs associated with Phase 2 being more extensive than anticipated and the training and fitness space has been increased as part of Phase 2 to meet the long-term needs of the RPS. Once the planning and design work for Phase 3 progresses in 2022, there will be increased cost certainty and any remaining funding needed for the project will be determined at that time and requested in a future budget for Council's consideration.

Regina Public Library

The Regina Public Library (RPL) promotes and supports cultural, economic, educational and recreational development in the City through collections, programs and services. The Board of RPL has approved the library's budget and has requested a mill rate of 0.87191 for 2022; an increase of 2.46% from 2021. RPL increased the mill rate by 2.9% in 2021. The RPL 2022 budget submission was discussed at the November 3, 2021 Executive Committee meeting (EX21-72) and tabled to the December 15, 2021 Council meeting. If approved by Council, Administration will bring forward a bylaw in the spring of 2022 to formally levy the mill rate.

Summary

Despite financial challenges and uncertainty going into 2022, and the increased effort and costs involved in responding to the pandemic, the City continues to deliver the important services that residents and businesses expect every day. The City will continue to take measures to reduce costs and find efficiencies and balance this with the need to protect core services and invest in community priorities.

The bylaw to formally levy the mill rate will be brought forward in the spring of 2021 when the provincial government provides the City with the mill rates for the school divisions. At that time, City Council will also approve the mill rates for the two Business Improvement Districts, as well as the Regina Public Library and the City.

The proposed utility rate increase supports a financially stable water utility that is based on full cost recovery. The rate increases provide for an acceleration of the Lead Service Connection Management Program and for ongoing investment in infrastructure renewal that ensures the continued delivery of safe, reliable water, wastewater and stormwater services.

DECISION HISTORY

On July 7, 2021 (EX21-50), the Executive Director, Financial Sustainability & Strategy provided Executive Committee with an update on the economic environment and assumptions in which the 2022 Budget is being developed and a preliminary review of the 2022 Budget.

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

On November 3, 2021 (EX21-72), the Regina Public Library presented their annual Budget request to the Executive Committee.

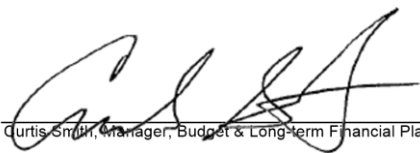
On November 10, the Regina Police Service 2022 budget was submitted and tabled.

On November 17, 2021 (EX21-76), Economic Development Regina, Regina Exhibition Association Limited and the Provincial Capital Commission presented their annual Budget request to the Executive Committee.

The recommendations in this report require City Council approval.

Respectfully Submitted,

Respectfully Submitted,



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

11/23/2021



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

11/23/2021

Prepared by: Abiye Dickson, Corporate Budget Consultant

ATTACHMENTS

Appendix A - 2022 Proposed Budget Book

Appendix B - Capital Plan Reserves & Debt

Appendix C - Council Referred Items

Appendix D - Recreation and Cultural Capital Plan

Appendix D-1 - 10 Year Recreation & Culture Capital Plan

Appendix E - 2022 Alley Maintenance Special Tax Levies

Appendix E-1 - Historical Data

Appendix E-2 Alley Maintenance Program

Appendix F - 2022 Service Partners Budget

Building a Safe, Sustainable Community

2022 General Operating Budget

2022-2026 General Capital Plan

2022 Utility Operating Budget

2022-2026 Utility Capital Plan



Letter from the City Manager

November 23, 2021

To: Mayor Masters and Councillors
Re: General and Utility Fund 2022 Operating and 2022-2026 Capital Budget

On behalf of Administration, we are pleased to recommend the City of Regina's General and Utility Fund 2022 Operating Budgets and 2022-2026 Capital Budgets for your consideration and adoption as per Section 128 of *The Cities Act*.

The proposed Budget invests in priorities that will make Regina safer, more accessible and more sustainable for the future. It reinforces our commitment to providing the residents of our community with services, programs and infrastructure that are efficient, reliable, affordable and that support a vibrant and inclusive community. The Budget also reflects what we heard is important to residents in our pre-budget public consultation – better roads, maintaining infrastructure spending, recreation/cultural facilities and improving community safety and wellbeing.

As impacts of the COVID-19 pandemic continue to linger worldwide, the health and safety of Regina residents and City employees continues to be our top priority. While the full extent of the future impact is not known, prudent financial management to date has enabled the City to offset losses in revenue without compromising the reliability of the services our community uses and depends on each day. We are cognizant and responsive to numerous issues that have emerged as top priorities of both Council and residents to address overall community safety and well-being for all within Regina. These priorities are reflected through new and enhanced investments in the 2022 Budget that will serve to strengthen neighbourhoods, support and empower community partners, and elevate the needs and voices of our vulnerable population.

The City continues to make careful choices to find and implement efficiencies, to invest in infrastructure and to move Regina toward its target of being a renewable city by 2050. Recommendations of the consultant-led efficiency review conducted in 2021 are to be presented to Council before year-end with implementation beginning in 2022. The key objective is finding innovative and more effective ways to provide City services and ensure that our residents are receiving value for their tax dollars.

The proposed 3.49 per cent mill rate increase allows the City to invest in important strategic initiatives to advance City Council's priorities. This includes:

- Over \$50.0 million to improve and enhance Regina's road infrastructure network
- \$7.0 million for the Recreation/Culture Capital Program and Recreation Infrastructure Program
- \$6.3 million to advance initiatives to support the City's target of being renewable by 2050, including \$5.5 million for the development of a household food and yard waste program.
- \$1.4 million for initiatives that will enhance community safety and well-being for Regina residents
- \$1.2 million to create safer sidewalks by addressing a backlog in sidewalk maintenance
- \$1.0 million to make recreation and leisure activities more accessible for people with disabilities

Previously approved dedicated mill rates for Mosaic Stadium (0.45 per cent) and the Recreational Infrastructure Program (0.5 per cent) will continue, plus added investment in the Regina Police Service. For the average assessed home value of \$315,000, the impact of the 3.49 per cent mill rate increase will be an additional \$6.31 per month for the municipal portion of property taxes to support and maintain City services.

The 2022 Budget makes a total General Fund capital investment of \$136.3 million toward infrastructure maintenance and renewal that includes road, bridge and sidewalk construction, lands development, and facilities improvements. In addition to capital projects previously mentioned, this includes:

- \$10 million for Saskatchewan Drive corridor
- \$4.7 million for Bridge Infrastructure Renewal
- \$10 million for the Pinkie Road upgrade (Sherwood Drive to Dewdney Avenue)

Additionally, \$119 million will be invested in capital work in 2022 related to Regina's Water Utility, which includes the water, wastewater and stormwater system. Highlights include:

- \$41.7 million for the Eastern Pressure Solution to address water pressure deficiencies for East Regina
- \$10.1 million for initial replacement and upgrading of water meters throughout Regina, which will provide real-time information and improve efficiency.

A 5 per cent rate increase is proposed for the 2022 Utility Fund Operating Budget, amounting to an increase of \$7.25 per month for the average homeowner. This will ensure Regina residents continue to enjoy safe and reliable water utility services which are provided on a cost-recovery basis. A 2% rate increase relates to advancing the lead connection replacement program and the remaining 3% relates to regular operating, maintenance and capital infrastructure investment.

The 2022 Budget demonstrates our commitment and highest calling, which is to serve and support the residents of our community and to ensure they have access to the quality of life they deserve.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "C. Holden". The signature is fluid and cursive, with the first name "Chris" and last name "Holden" clearly distinguishable.

Chris Holden
City Manager

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2022



Influencing Factors

Community Profile

Regina is Saskatchewan's capital city. It is located on Treaty 4 land and within the traditional territory of the Metis. It has a population of almost 240,000, serves a larger metropolitan area of approximately 266,000, and has more than 23,000 local small businesses. Regina is home to several post-secondary institutions including the University of Regina, Saskatchewan Polytechnic, First Nations University of Canada and Saskatchewan Indian Institute of Technologies.

A resilient economy fosters dynamic businesses and sustainable employment, and it helps to attract and retain professionals, families and individuals to our city. As the provincial capital with a large public sector, Regina serves as head office for several provincial Crown corporations, including SaskEnergy, SaskPower, SaskTel and SGI CANADA as well as Farm Credit Canada, a federal Crown corporation. Regina also depends on a resource-based economy consisting of oil and gas, potash and agricultural sectors. Regina is the home base for companies such as EVRAZ, a vertically-integrated steel, mining and vanadium business; Viterra, a leading grain and oilseeds marketer and handler; the Co-op Refinery Complex, the world's first cooperatively-owned refinery; and AGT Foods and Ingredients, one of the largest suppliers of value-added pulses, staple foods and food ingredients in the world.

The growth rate from 2016 to 2020 for the greater Regina area slowed compared to previous years. There is significant optimism as the greater Regina area economy has started to rebound in 2021 and into 2022. Industry is increasingly seeing Regina as a destination, evidenced by recent announcements of several large companies expanding to Regina in 2022. In addition, our transportation and tourism industries are well-positioned to rebound with the retention of air traffic control and the re-opening of international flights at the Regina International Airport.

Our strong public sector and resource economy and diversification into sectors such as banking and finance, computer and information technology, manufacturing, and telecommunications has led to low unemployment, rising personal income levels and strong growth in gross domestic product (GDP) in 2021 and into 2022.

Influencing Factors

The City of Regina's budget planning integrates long-term vision with achievable, planned adjustments as needed for the ongoing delivery of services to citizens. Further budget direction is provided by the City's Strategic Plan and The Official Community Plan (OCP), *Design Regina*. In addition, issues of more immediate concern directly impact and inform budget development.

A resilient economy fosters dynamic businesses and sustainable employment and helps to attract and retain professionals, families and individuals to our city. When developing our budget, the City considers global, regional and economic factors. Understanding these constantly changing factors allows the City to manage short-term risks and uncertainties while also planning for long-term financial resilience and sustainability.

As with the 2021 Budget, the ongoing impacts of the COVID-19 pandemic are significant influences on the 2022 Budget. Life in cities across the country continue to be impacted by COVID-19 due to the public health orders enacted, removed, and re-enacted in response to subsequent waves of the pandemic.

Economic Outlook

Throughout the course of the COVID-19 pandemic, protecting the health and safety of Regina citizens and City employees has been our top priority while minimizing financial and service impacts from the COVID-19 pandemic.

The City was directly affected in 2020 and 2021 as restrictions impacted several services provided to citizens, reducing revenues and requiring service adjustments to ensure public health and safety. With vaccinations becoming available in 2021 and lockdown restrictions being lifted, the Canadian economy is showing signs of a strong economic recovery. The fourth wave in Fall 2021, however, displays this won't be a smooth path forward. Cautious optimism and informed, pragmatic decision-making, collaboration and communication with other levels of government must be prioritized to balance the protection of both health and safety and economic interests.

Nationally and provincially, 2021 has continued to see increased inflation due to numerous factors, including breakdowns and delays in the manufacturing and supply chain. Inflation from September 2020 to September 2021 was 4.4 per cent nationally, an 18-year high, as prices for transportation, shelter and food contributed the most to increase the cost of living. This is well above the Bank of Canada's target range of between 1 per cent and 3 per cent. Saskatchewan did fare

better than other provinces, with an increase of 3.3 per cent. Predictions for 2022 are varied, but higher inflation rates are expected to continue into the year, with a possible decline in the second half of 2022.

Looking at the impacts to the City, the Conference Board of Canada's (CBoC) October 2021 forecast predicts Regina's Real Gross Domestic Product (GDP) will increase by 5.5 per cent in 2021. This contrasts the 5.3 per cent drop in 2020 due to COVID-19 and weak commodity prices; the drop was less severe than that of the province and Canada thanks, in part, to Regina's stable public sector. Regina's GDP is expected to continue to rebound in 2022, increasing by 4.5 per cent. The unemployment rate will see significant progress, decreasing from 8.3 per cent in 2020 to 6.9 per cent in 2021, and further down to an estimated 5.8 per cent in 2022.

In dollar terms, the economic prediction shows that Canada is expected to return to the same size of economy (GDP) as pre-COVID-19 at the end of 2021, which could be interpreted as almost back to normal. Therefore, while the expected GDP growth is positive it really just gets us back to where we were pre-COVID-19. From a budget perspective, overall City economic activity will be modest, resulting in:

- Slower growth in the utilization of City services than we saw earlier in the decade
- Potentially less ability/willingness for residents and business to absorb cost increases including taxes/fees (affordability)
- Less natural revenue growth from taxation revenue

The CBoC notes that one of the reasons the job market and economy will continue to bounce back is due to the extraordinary response from governments to help businesses and consumers stay afloat while the economy recovers. The City will continue collaborating with senior levels of governments and our partners to move the community forwards to full economic recovery and onto growth. This will be achieved through modeling the way with safe, balanced and responsive full re-opening of our programs and services, and through supportive mechanisms such as grants, incentive policies, and regulations. Examples of these efforts to offset COVID-19 impacts and support recovery include:

- The Regina Economic Recovery Grant to assist local businesses and extension of a 40 per cent property tax exemption for licensed non-profit childcare centres;
- Nearly \$30.9 million of city capital projects approved as part of the Municipal Economic Enhancement Project (MEEP) funded by the province; and,
- Federal support programs provided to citizens and businesses, such as the Canada Emergency Wage Subsidy, the Business Credit Availability Program, and the Regional Relief and Recovery Fund.

A positive when considering the circumstances of 2020 and 2021 was the City being well-situated financially to manage the challenges presented by COVID-19. Our proactive, continuous improvement practices and long-term financial planning positioned the City to carry out the financial measures necessary to respond to COVID-19 and stabilize cashflow without creating long-term disruption to projects or services.

Long Term Viability

One of the Community Priorities of the OCP is to ensure Regina's long-term financial viability. In other words, the financial decisions should not only focus on funding the delivery of today's City services but should also position the City to ensure we can financially sustain the delivery of services into the future. For 2022, a key focus of the organization remains improving our ability to deliver reliable, sustainable services at an affordable cost that is acceptable to citizens now and into the future, while starting to advance key community priorities such as environmental sustainability and community safety and well-being.

Advancing economic development is essential for the City moving forward to boost our economic base and will be an increased focus for the City in the short and long-term. A new approach to improve longer-term financial planning and increase internal efficiencies will begin in 2023, as the City will move to a multi-year budget process with a 2023-24 budget.

There are several risk factors that affect the City's ability to sustain levels of service, including:

- *Asset condition* – the effort to maintain low user fees and property taxes in previous years has resulted in a backlog of needed asset renewal. This gap has the potential to create risks to the quality or consistency of our services. Furthermore, changes in climate, asset usage and population may require that current assets be replaced with something different. These shifts need to inform service choices, which impact asset management planning.

- **Slower Economic Growth** – as with all municipalities of this size, the main sources of revenue are property taxes, user fees for various municipal services, and government grants. While property taxes are structured so that they are at a reduced risk of decline through periods of low economic growth, other sources of revenue are not. Activities such as utilization of the City’s recreation facilities are discretionary family expenditures and participation levels are impacted by changes in personal income, and as we have seen the past several years through unexpected impacts such as the COVID-19 pandemic. In addition, other levels of government, in dealing with the challenges of a changing economy, may transfer some areas of service delivery and asset management to the municipal level.

There are a number of actions the City is undertaking, or tools being used, to help ensure we are moving towards and achieving financial viability over the long term. The below outlines the key steps that will lead the City towards long-term financial viability.



= Long Term Financial Viability

Infrastructure Investment – To address the capital infrastructure deficit (the gap between the cost of anticipated infrastructure work and the amount available to invest) and move closer to having sufficient funding to meet a growing capital need, the City has made significant advances to increase its investment and commitment to infrastructure renewal. The amount of funds moved from the operating budget and transferred to fund capital (referenced as ‘current contributions’) has increased from \$21 million in 2012 to \$62 million in 2022. Continuing to increase funding to current contributions is critical to the long-term financial viability of the City of Regina as it helps ensure we will have the necessary funding to maintain our assets and invest in new assets as the City grows and citizen’s needs change.

Long-Range Financial Model – In recent years, the City has developed a 20-year, Long-Range Financial Model for the General Fund that is a useful internal analysis tool to help identify financial risk, particularly to the sustainability of services and levels of service. Similar to the Utility funding model, it uses known information and assumptions to forecast revenue and expenses over a 20-year period. Where assumptions are used, they are based on past years’ trends or external third-party projections on factors such as the forecasted rate of inflation and GDP growth.

The model helps us understand how decisions of today have an impact on the long term; and it is a tool to help assess if we are achieving the OCP Community Priority of Achieving Long Term Financial Viability. We are continuing to improve the model by refining assumptions; for example, getting a better understanding of the trends on revenues and expenditures and developing better inputs. As the City gets better with quantifying the investment required for items such as master plans and asset management, these enhanced inputs help improve the accuracy of the model.

Asset Management – This describes an integrated business approach that minimizes the lifecycle costs of owning, operating and maintaining assets at an acceptable level of risk, while continuously delivering established levels of service for present and future residents. Asset management gives communities a better understanding of trade-offs by providing a structured way of tracking performance, costs and risks to meet service objectives in the most efficient and effective manner to achieve the organizational Strategic Plan. Good asset management practices are fundamental to achieving sustainable communities.

The City is continuing to improve its asset management practices through active work in 2022:

- Better defining our levels of service and costing throughout the organization;
- Developing master plans and asset management plans;
- Improving data collection and data management;
- Developing or renewing policy and procedures related to investment in City assets; and
- Undertaking comprehensive asset reporting and identifying and addressing gaps in our information and processes.

Innovation/Efficiencies— The City delivers many public services and looks for opportunities to improve on these services to ensure they are reliable, sustainable, and delivered in a consistent and cost-effective manner.

In 2022, a Transformation Office will be established to provide strategic leadership for the City's transformation and continuous improvement activities. This office will lead the implementation of the recommendations from the 2021 Efficiency Review, and overall, it will lead service transformation with the goal of increased efficiency and improved citizen experience.

Cost Recovery (Fees and Charges) – Achieving long-term financial viability also includes ensuring we have a solid policy and processes that identify when the City should be recovering the cost of providing a service from the user of that service (for example through fees) or whether the service should be funded through the tax base, or a combination of both. Work is being undertaken to review and further strengthen our cost recovery policies and processes.

Taxation – Property taxes are the primary source of funding that supports City services. As a result, property taxes are an important determinate of long-term financial viability. As municipal tax revenue is inelastic in relation to the economy, the main method to increasing taxation revenue is increasing the mill rate. This responds to the need for municipalities to remain financially viable over the long-term.

Efficiencies

To achieve long-term financial viability, the City must continue to challenge itself to be innovative and look for ways to do things differently while still providing reliable services. This includes identifying and realizing efficiency savings as part of planning and budgeting processes.

An efficiency review undertaken in 2021 by an independent third-party consultant will make recommendations to Council by end of year to help ensure City operations are maximizing effectiveness. The primary purpose of the efficiency review is to find ways to “do more or better with the same.” The first phase of the efficiency review assessed six City services and identified opportunities for cost-savings, efficiencies, and service improvements. Recommendations will start being implemented in 2022.

Administration remains committed to finding better and more efficient ways of delivering services safely, reliably, affordably as possible. Specific examples of service improvements, innovation, and efficiencies realized in 2021 and upcoming in 2022 are profiled in the division overviews starting on page 39. Key highlights include:

Customer Relationship Management, Point of Sale System, and Dispatch

Implementation of a continuous improvement and efficiency project to modernize Service Regina to improve the customer experience for our residents is underway. This will be achieved through several short and long-term initiatives. In 2021, Service Regina completed the review and disbandment of the Dispatch unit within the branch. The review demonstrated a strong opportunity to increase effectiveness of staff effort and achieve organizational efficiencies. As such, work was done to re-align administrative tasks in the organization, centralize the locates function and use an after-hours call service, which results in both staffing and operational cost savings of approximately 45 per cent of the work unit cost or approximately \$265,000. The savings from the former delivery model will be reinvested into Service Regina to advance transformation work to improve the customer experience.

Fire & Protective Services Response Times

Fire & Protective Services responds to over 9,000 service incidents annually. With the implementation of electronic monitors in Fire Stations to display call details, route information, and construction locations, it's estimated that future response times will be shortened by 15-20 seconds. This will also eliminate the traditional method of printing large wall maps and traffic accommodation notices, thus saving printing costs.

Roadway Construction

A significant amount of roadway construction will again be tendered in 2022 to take advantage of fixed contract pricing to eliminate unforeseen costs as a result of weather, material delays and competing priorities. Deployed in 2020 and 2021, it is estimated that this approach reduced operating costs by approximately \$1.46 million dollars in 2020 and provided the division the capacity to focus on scheduling, monitoring and completing internal maintenance work. 2021 savings will be profiled in our 2021 Annual Report.

Sewer Relining

In 2021, the division was able to achieve cost avoidance of approximately \$21 million by renewing 23.5 kilometers of sewer lines through the practice of relining, which is approximately 1/4 of the cost of replacing sewer lines. In addition to avoiding the repair costs of accessing underground infrastructure to replace lines, there was minimal disruption to residents as the relining process can be completed in a day where replacement takes multiple weeks.

Forestry

CUPE Local 21 and the Forestry business unit implemented a 10-week pilot project which allowed it to accomplish more work with the same number of resources. The unit moved from a five day per week to a seven day per week operating model, which allowed it to: increase output per work team by nearly 80 per cent, reduce scheduled overtime by 73 per cent and create a cost savings of \$50,000 over the period of the pilot. Given the success of the pilot, the Forestry business unit plans to implement the seven day per week operating model in 2022 to cover the entire peak season.

Procurement

Negotiated Request for Proposals (NRFP) is a new Procurement method utilized in 2021 for most of our commercial facilities construction. With this method, we have increased the value of the projects through a collaborative approach with successful vendors resulting in better terms and conditions, better construction methods, addressing the economic supply issues, warranty, serviceability of ongoing maintenance and pricing. These are only a few of the items considered in the Total Life Cycle cost for each of the projects. In the top five (5) NRFPs in 2021, more than \$3 million has been saved.

Facilities

Facilities, alongside Innovation, Energy and Technology, led a project to install energy monitoring in 50 facilities and conduct energy audits of these facilities. This work will be complete in 2022 and will provide Facilities with the ability to track detailed energy consumption in these facilities, resulting in recommendations for improvements that will achieve energy savings.

Corporate Address Repository System

Many departments within the City collect and create addressing data. This approach resulted in inefficiencies and inconsistency. To solve this problem and create efficiencies, a software application, the Corporate Address Repository System (CARS), was created using in-house technological resources. This solution integrates Regina's approximately 123,000 addresses to other City systems, and provides access to the information through simple, accessible, and effective tools.

This solution has already started to realize time and cost-savings in 2021. An example is between April and September 2021 about 1,200 addresses were created; under the old system the editing and updating of addresses would have taken 500 hours to complete at a cost of \$25,000. With our new approach, it only took approximately 100 hours, or \$5,000, which represents an 80 per cent improvement. There will be more opportunities and savings in the future as we use this approach with processes like completing elections datasets, so more efficiencies are to come on an annual basis.

eBuild

eBuild is an innovative new tool that allows customers to submit building and development permits online, upload large files and track the status of their permit applications, while making our internal processes more efficient. This tool provides for a better customer experience. Since its launch in May 2021 nearly 250 permit applications have been processed through eBuild – that's over 20 per cent of all eligible residential applications. As more applications move to online submission, anticipated future benefits include online payments, time savings (internal and external), convenience for the customer, better supported internal processes, and improved data reporting.

Citizen Engagement to Inform the Budget Decisions

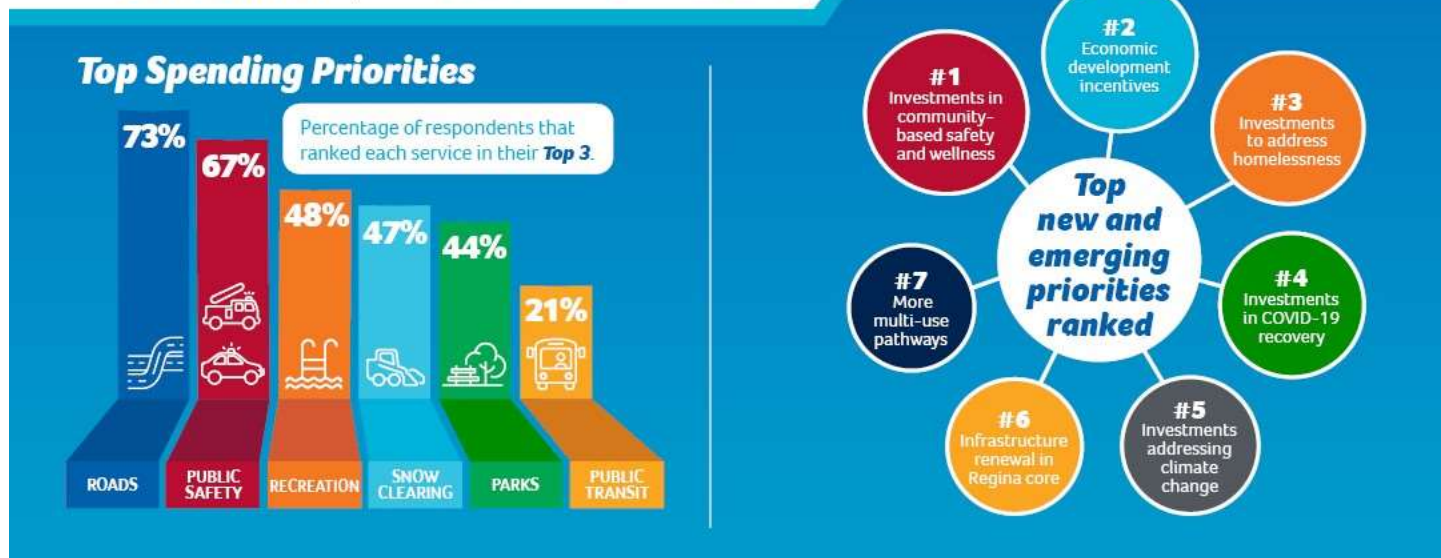
Public engagement is an important aspect of the City's budget planning process. We look to our citizens and local businesses for insight on their priorities and perspectives as it relates to how City resources are allocated. The unique

circumstances we find ourselves due to COVID-19 requires us to envision discussions about the budget through a different lens and with sensitivity to the financial realities and hardships that many of our residents and businesses are experiencing; realities that will also challenge the financial decisions made for 2022.

Virtual public engagement remained the preferred means to interact with the public in 2021 to comply with physical distancing guidelines and other COVID-related precautions. Administration leveraged enhanced opportunities for online participation through Be Heard Regina (beheard.regina.ca). The City's pre-budget consultation provided opportunity for citizens to give broad input on current and emerging budget priorities and considerations that should guide the decision-making process. Be Heard Regina continues to become a more active online space where information can be found about all City projects inviting public feedback, as well as a variety of tools that support alternate engagement approaches beyond a traditional survey.

Pre-Budget 2022 Consultation

What We Heard



Our Employees

The City is dependent on the skills and commitment of its employees to deliver reliable, sustainable services to Regina citizens. More than half of the City of Regina's budget is spent on our employees – people who drive buses, pick up garbage, suppress fires, pave roads, clear snow and teach swimming lessons, among other varied roles. A safe, rewarding workplace is essential to ensure that citizens receive the services they expect.

In the spirit of the "One City – One Team" guiding principle, the City has developed a People Strategy that provides a vision for the kind of organization that it wants to become in the future. It sets the stage for a new workplace culture and positive employee experience. Through focusing on its internal community and making decisions from a Community First perspective, the organization will realize its full potential in supporting the broader community of Regina.

Short-term Organization-wide Influencing Factors

In anticipation of the 2022 Budget, the City of Regina undertook an environmental scan of the conditions that provided the context for financial decision-making:

- The Regina Advantage: A Plan for Economic Growth 2020-2030. Led by the City and several key partners, the comprehensive plan identifies key opportunities to increase the city's prosperity and economic potential for the next 10 years. The aim is to promote the Greater Regina Area as a leading destination for visitors, talent, businesses and investment.
- The Community Safety and Wellbeing Plan. The City is partnering with the Canadian Municipal Network on Crime Prevention to develop a Community Safety & Well-being Plan. The plan will be brought to Council before the end of 2021. The plan will require a collective approach to issues such as poverty and inequality as well as the development of services for those struggling with mental illness, substance use challenges, and homelessness. These long-term efforts will also be balanced with more immediate interventions to prevent and reduce crime.

- The Energy & Sustainability Framework. The City of Regina has committed to becoming a renewable City by 2050. The Energy & Sustainability Framework will outline the guiding principles, community and municipal-wide action plans, timelines and targets necessary to achieve this goal. Development of the community-wide framework is near completion, and a report and recommendations will be brought to Council in early 2022.
- *Federal and Provincial Funding* – As part of the 2020-2021 federal budget, one-time additional Gas Tax funding of \$12.9 million is being provided to the City of Regina. These funds must be spent by December 2023. In 2018, the Government of Canada announced a \$180 billion investment in infrastructure over a 12-year period. It will be important for the City to consider priority projects and ensure funding is available to leverage this third-party funding. The City has used this funding to support the following projects over the past couple of years including : BPWTP Renewal, Globe Theatre, Transit initiatives.
- Provincial growth rates have a positive or negative impact on the funding the City receives through the Municipal Revenue Sharing (MRS) Program. 2022 provincial revenue sharing will be \$40.9 million. The 2022 MRS grant is based on PST collected by the province in their 2020-21 fiscal year. Due to COVID-19, the audited year-end financial result of the Province shows nearly a 5 per cent decrease in actual PST revenues. Based on this, the City is projecting a decrease in MRS Grant funding of approximately \$2.1 million in 2022 compared to our 2021 Budget.
- *Population growth* – Regina's population growth has slowed compared to previous years but remains steady. The CBoC forecasts Regina's population to grow by 1.1 per cent in 2021, despite the ongoing complications of the COVID-19 pandemic, and start to slowly increase over coming years, including 1.2 per cent in 2022.

The 2022 Budget recognizes the need to balance service commitments with expectations of affordable taxation. This balanced approach will support the City's successful emergence and recovery from COVID-19 and further position us solidly on the path toward long-term financial sustainability and prosperity.

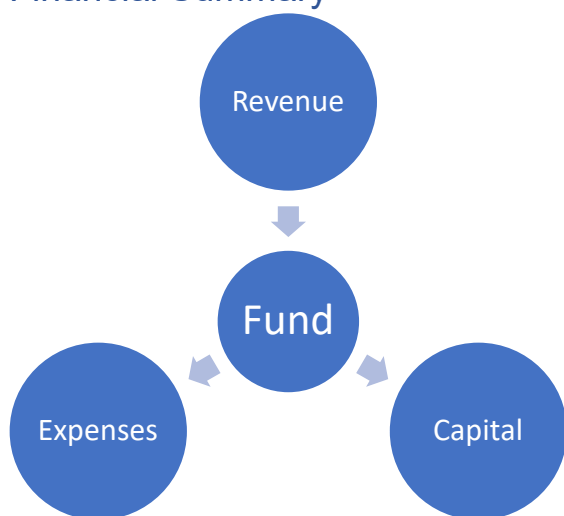
2022



Financial Summary



Financial Summary



The City must present a balanced budget as defined by *The Cities Act*. The 2022 Budget was guided by the following objectives

- Sustainable delivery of City services and infrastructure reflective of our community's priorities
- Transparent and accountable budget process
- Demonstrate efficient and effective financial management
- Leverage third party funding
- Affordability for Regina residents

The 2022 Budget includes restatement of some account categories due to organizational structure changes implemented to provide operational efficiencies. This has meant a change to where some revenues and expenses are reported. Prior years have been adjusted to align to the change.

General Operating Fund

The General Operating Fund Budget is based on \$512.2 million in both revenue and expense. The General Operating Fund is the funding source for most services provided by the City of Regina. Included in the 2022 General Operating Fund Budget is a mill rate increase of 3.49 per cent.

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Total Revenue | 496,821 | 490,419 | 486,317 | 512,213 | 21,794 | 4.4% |
| Total Expense | 494,521 | 490,419 | 482,799 | 512,213 | 21,794 | 4.4% |
| Net | 2,300 | - | 3,518 | - | - | |

TABLE 1

Utility Operating Fund

The Utility Operating Fund Budget is based on \$157.4 million in both revenue and expense. The Utility Operating Fund is the funding source for operations pertaining to water, wastewater and stormwater. Included in the 2022 Budget is a 5 per cent increase in utility rates, 2% of which will go towards advancing the lead service connection program more quickly.

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Total Revenue | 146,840 | 148,254 | 151,356 | 157,362 | 9,108 | 6.1% |
| Total Expense | 141,569 | 148,254 | 145,081 | 157,362 | 9,108 | 6.1% |
| Net | 5,271 | - | 6,275 | - | - | |

TABLE 2

Costing Fund

The City also has a Costing Fund, of which the main purpose is to allocate costs to the other funds. It is shown in Appendix A.

General Capital Fund

The General Fund Five-Year Capital Plan includes \$136.3 million in 2022 and \$649.6 million for the years 2022-2026. Investing in infrastructure is one of the City’s key priorities. By annually increasing its contributions to capital and utilizing reserve funding, the City has been able to increase its overall capital investment.

It is important to note that funding for infrastructure comes from several sources, including contributions to capital from the operating fund, reserves, development fees and federal/provincial funding.

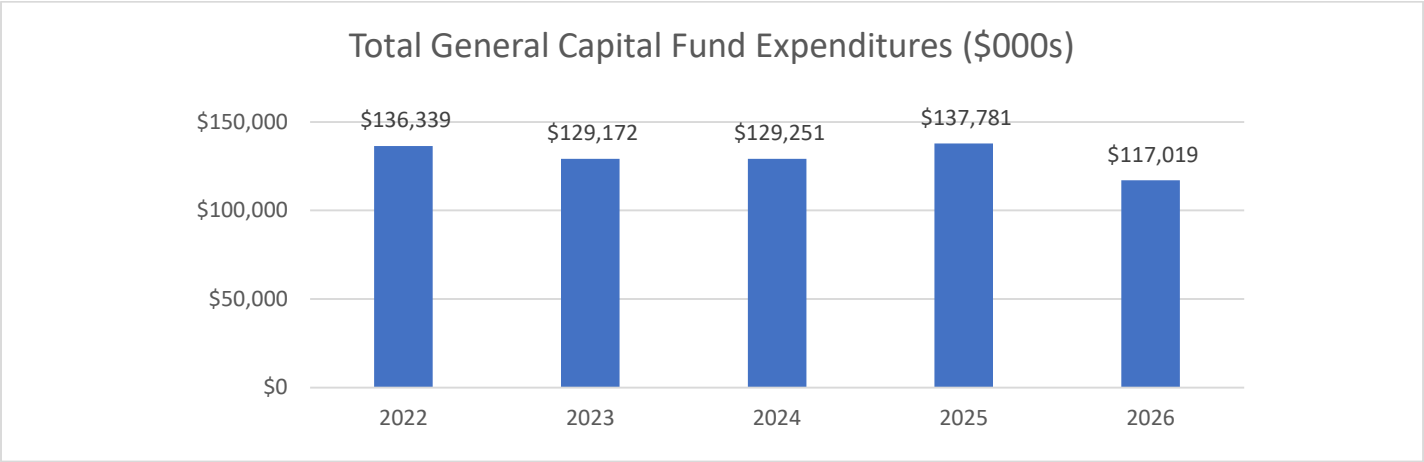


TABLE 3

Utility Capital Fund

The Five-Year Utility Capital Plan includes \$119.4 million in 2022 and \$500.8 million for the years 2022-2026

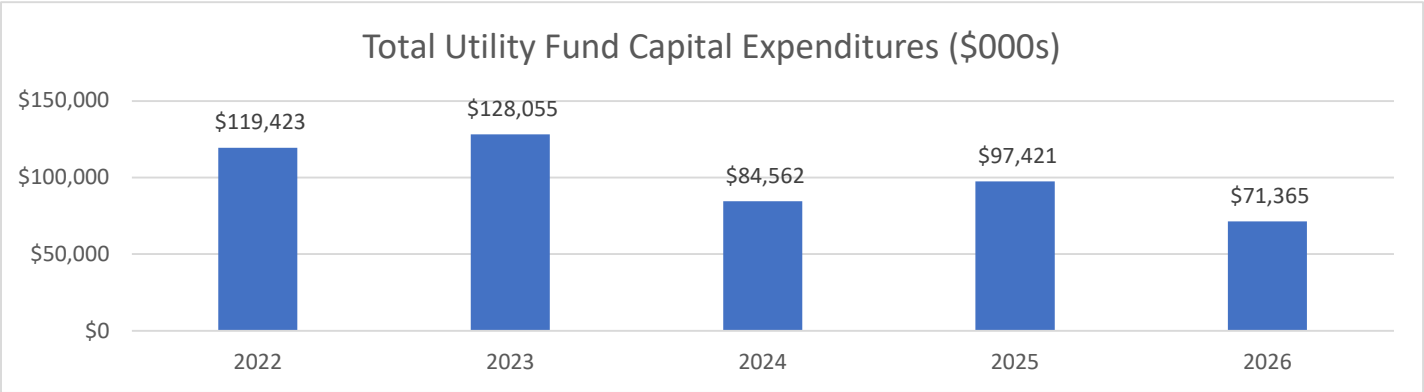


TABLE 4

Staff Complement (FTEs)

Salaries are a major component of the overall cost of operating the City. A breakdown of the number of Full-Time Equivalent (FTE) positions is provided in Table 5. Overall, civic operations (General and Utility Fund Operations) increased by nearly 26 FTE with the Regina Police Service FTE budget increasing by 23 FTE for an overall increase of 48 FTE.

| | 2021 Casual | 2021 Permanent | 2021 Total | 2022 Casual | 2022 Permanent | 2022 Total | Change # | Change % |
|-----------------------|----------------|-------------------|----------------|----------------|-------------------|----------------|-------------|-------------|
| Civic - General | 323.0 | 1,719.0 | 2,042.0 | 325.5 | 1,739.6 | 2,065.1 | 23.1 | 1.1% |
| Civic -Utility | 32.0 | 200.0 | 232.0 | 32.5 | 202.0 | 234.5 | 2.5 | 1.1% |
| Civic - Total | 355.0 | 1,919.0 | 2,274.0 | 358.0 | 1,941.6 | 2,299.6 | 25.6 | 1.1% |
| Regina Police Service | 14.0 | 611.0 | 625.0 | 14.8 | 633.0 | 647.8 | 22.8 | 3.6% |
| Total | 369.0 | 2,530.0 | 2,899.0 | 372.8 | 2,574.6 | 2,947.4 | 48.4 | 1.7% |

TABLE 5

New Civic FTE Budget Highlights:

- General Fund positions to support City priorities/strategic Initiatives – approximately 13 FTEs
- General Fund positions to support status quo operations – approximately 4 FTEs
- Positions funded by non-mill rate funding sources – approximately 9 FTEs

COVID-19 Impact in 2022

COVID-19 is anticipated to continue to impact the City's finances in 2022. The extent that it will impact the finances is difficult to predict. Some factors that will impact the extent of the impact include:

- Pace that the COVID-19 vaccine can be broadly distributed amongst citizens
- Customers' comfort with returning to pre-COVID-19 activities (i.e., recreational opportunities or using transit services)
- Public health orders, which could further restrict activities

Given the unknowns, the City has developed an estimate in terms of potential financial impact. The majority of the financial impact is experienced through loss of revenue from the following activities:

- Transit & Paratransit Service
- Traffic & Parking Revenue
- Parks, Recreation & Culture
- Amusement Tax

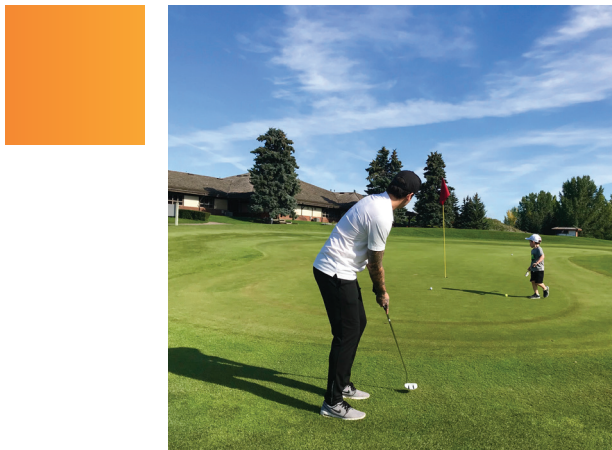
The estimated 2022 negative financial impact is \$4.6 million. In addition to the loss of revenue, the City also anticipates spending an additional \$500,000 in expenditures related to extra cleaning requirements and to purchase personal protective equipment (PPE). Based on the above factors, the City Budget includes an estimated financial impact on City operations as described in the table below. The City of Regina has set aside funds received remaining from the Federal government in 2020 to offset the impact of COVID-19 on City operations in 2022. The total funds available in the COVID-19 Recovery Reserve is approximately \$2 million. The remaining funds needed to cover the impact of COVID-19 will come from the General Fund Reserve.

| | 2022 COVID-19 Impact (\$000s) |
|--|-------------------------------|
| Revenue Reduction | |
| Transit Revenue Reduction | 2,530 |
| Parks, Recreation & Culture Revenue Reduction | 820 |
| Parking Revenue Reduction | 580 |
| Amusement Tax Revenue Reduction | 170 |
| Expenditure Increases | |
| Personal Protection Equipment & Cleaning Cost Increase | 500 |
| Total Financial Impact | \$4,600 |

TABLE 6

The Municipal Revenue Sharing Revenue has also been reduced by \$2.1 million for a total expected COVID-19 financial impact of \$6.7 million. The \$2.1 million will also be covered by the General Fund Reserve.

2022



General Operating Budget

General Operating Revenue Overview

The City of Regina generates its revenue primarily from six areas – taxation, fees and charges, government grants & reserve transfers, licenses, levies & fines and other revenues.

Property taxation is the major source of revenue, accounting for 55 per cent of the City's total General Operating revenue in 2022. Revenue such as program fees and charges, licenses and levies are collected for specific services based on the user pay/benefits model defined in the OCP.

The City of Regina is still primarily reliant on taxation, fees and charges, and government grants.

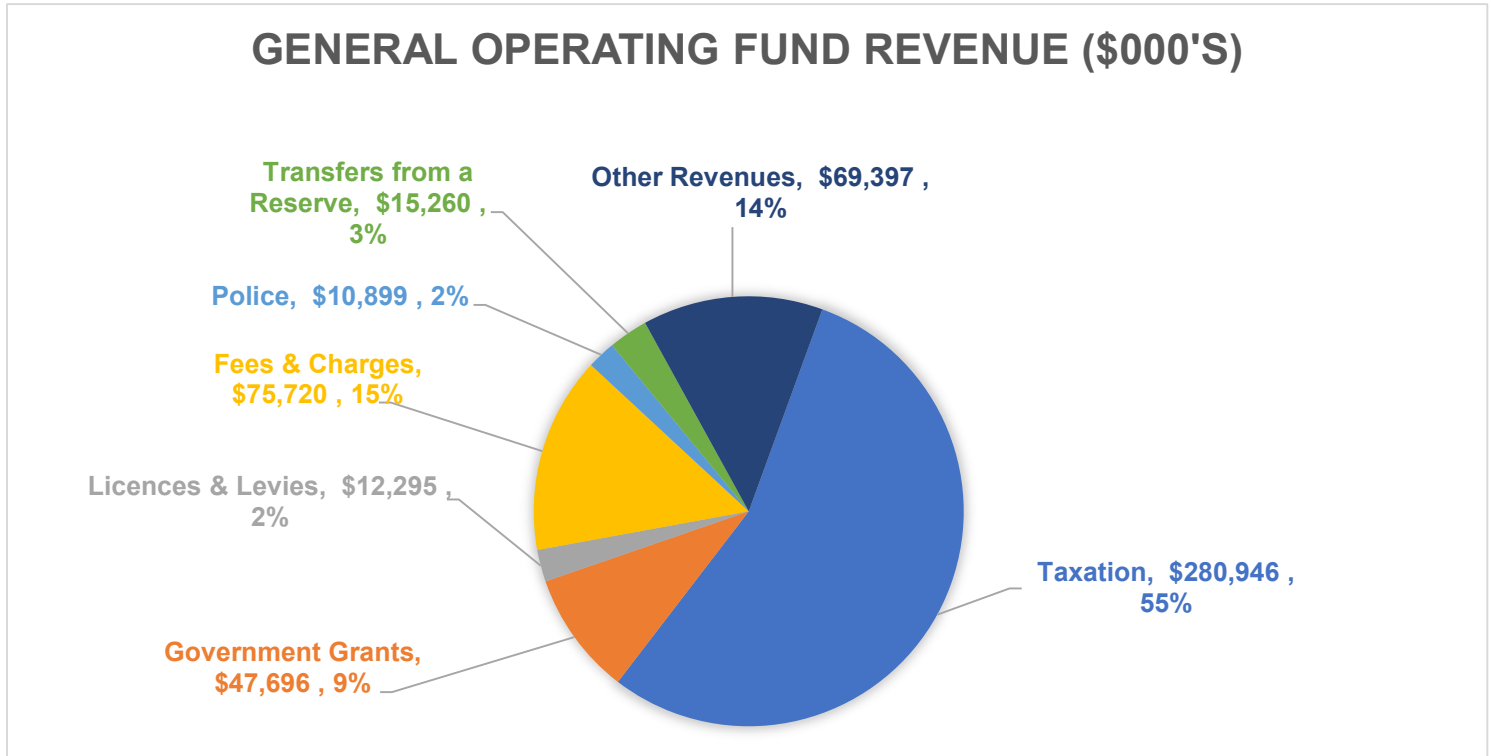


TABLE 7

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|-------------------------------------|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Property Taxation | 260,891 | 269,373 | 266,776 | 280,946 | 11,573 | 4.3% |
| Fees & Charges | 61,772 | 65,856 | 65,525 | 75,720 | 9,864 | 15.0% |
| Government Grants | 65,913 | 49,108 | 49,819 | 47,696 | (1,412) | (2.9%) |
| Other Revenues | 63,167 | 65,140 | 61,867 | 69,397 | 4,257 | 6.5% |
| Transfers from a Reserve | 19,621 | 19,047 | 16,966 | 15,260 | (3,787) | (19.9%) |
| Licences, Levies & Fines | 14,769 | 11,577 | 15,047 | 12,295 | 718 | 6.2% |
| Civic Operations Total | 486,133 | 480,101 | 476,000 | 501,314 | 20,213 | 4.4% |
| Regina Police Service | 10,688 | 10,318 | 10,318 | 10,899 | 581 | 5.6% |
| Grand Total | 496,821 | 490,419 | 486,317 | 512,213 | 21,794 | 4.4% |

TABLE 8

Taxation

2022 Proposed Mill Rate

Administration will continue to make careful choices to maintain affordability while facing increasing costs to provide current levels of service. The 2022 Budget proposes a 3.49 per cent mill rate increase.

Breakdown of 2022 Mill Rate Increase

Table 9 shows the breakdown of the proposed 2022 mill rate increase. The proposed 2022 General Operating Budget allows the City to continue delivering reliable services to residents with a proposed 3.49 per cent mill rate increase.

| Item | Mill Rate increase % | |
|--|----------------------|-------------|
| Civic Operations | | 1.22 |
| Dedicated - Mosaic Stadium Dedicated Mill Rate | 0.45 | |
| - Recreational Infrastructure Mill Rate | 0.50 | 0.95 |
| Police Operations | | 1.32 |
| Total Proposed Mill Rate Increase | | 3.49 |

TABLE 9

Mosaic Stadium Dedicated Mill Rate – The Stadium dedicated mill rate increase was established in 2013 and included annual mill rate increases of 0.45% for 10 years to support the stadium operations. The 2022 Budget is year 10 of that 10-year commitment.

Recreational Infrastructure Mill Rate - The Recreational Infrastructure Program commits to annual mill rate increases of 0.50% for 5 years to support implementation of the City's Recreation Master Plan. The 2022 Budget is year 3 of a planned 5-year increase.

Impact of Mill Rate Increase Per Household

Table 10 illustrates the impact of the proposed 3.49 per cent mill rate increase. In 2022, a homeowner with an assessed property value of \$315,000 will experience an increase of \$6.31/month compared to their municipal taxes in 2021 due to the mill rate increase. The table also shows that the mill rate impact is \$2.01/month more per \$100,000 of assessed value.

| Monthly Cost Impact of Proposed Mill Rate Increase | Impact per \$100,000 of Assessed Value | | Average Assessment Value \$315,000 | |
|--|--|--------|------------------------------------|--------|
| Civic Operations | \$0.70 | | \$2.21 | |
| Dedicated - Mosaic Stadium Dedicated Mill Rate | \$0.26 | | \$0.81 | |
| - Recreational Infrastructure Mill Rate | \$0.29 | \$0.55 | \$0.90 | \$1.71 |
| Police Operations | \$0.76 | | \$2.39 | |
| Total Proposed Mill Rate Increase | \$2.01 | | \$6.31 | |

TABLE 10

Comparison of Mill Rate Increase in Western Canada

Regina has a long history of reasonable tax rates and tax increases as illustrated in Table 11 below. It also has no business tax. Regina’s average mill rate increase over the past ten years is comparable to other Western Canada cities.

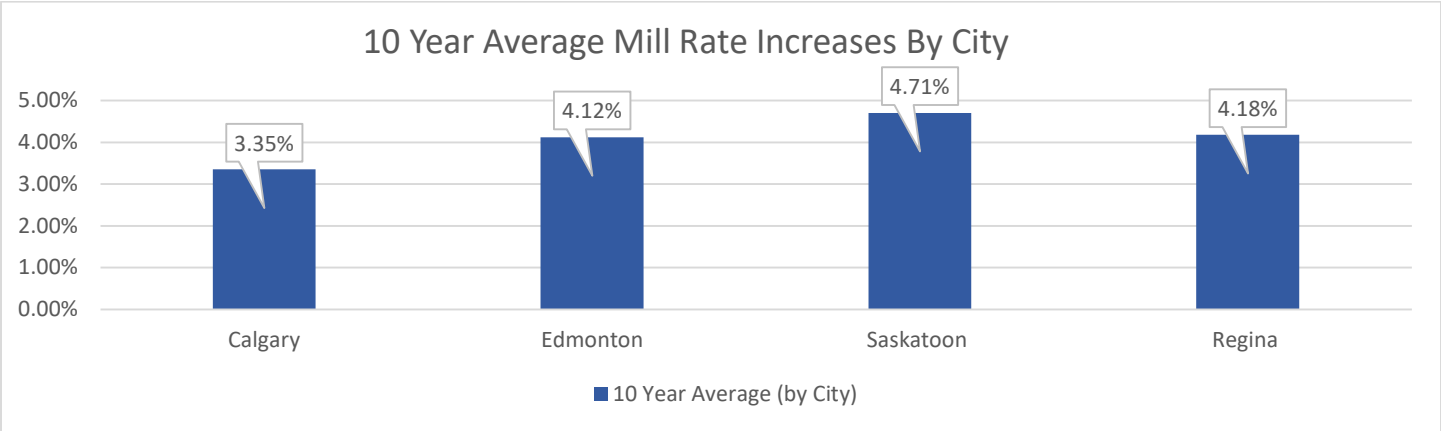


TABLE 11

General Operating Fund Expenses

Table 12 provides a breakdown of General Operating Fund Expenditures by major services. The 2022 General Operating Budget includes a \$3.9 million increase to Contribution to Capital that will help address infrastructure needs, including an increase of \$1.4 million for recreational and culture infrastructure programs.

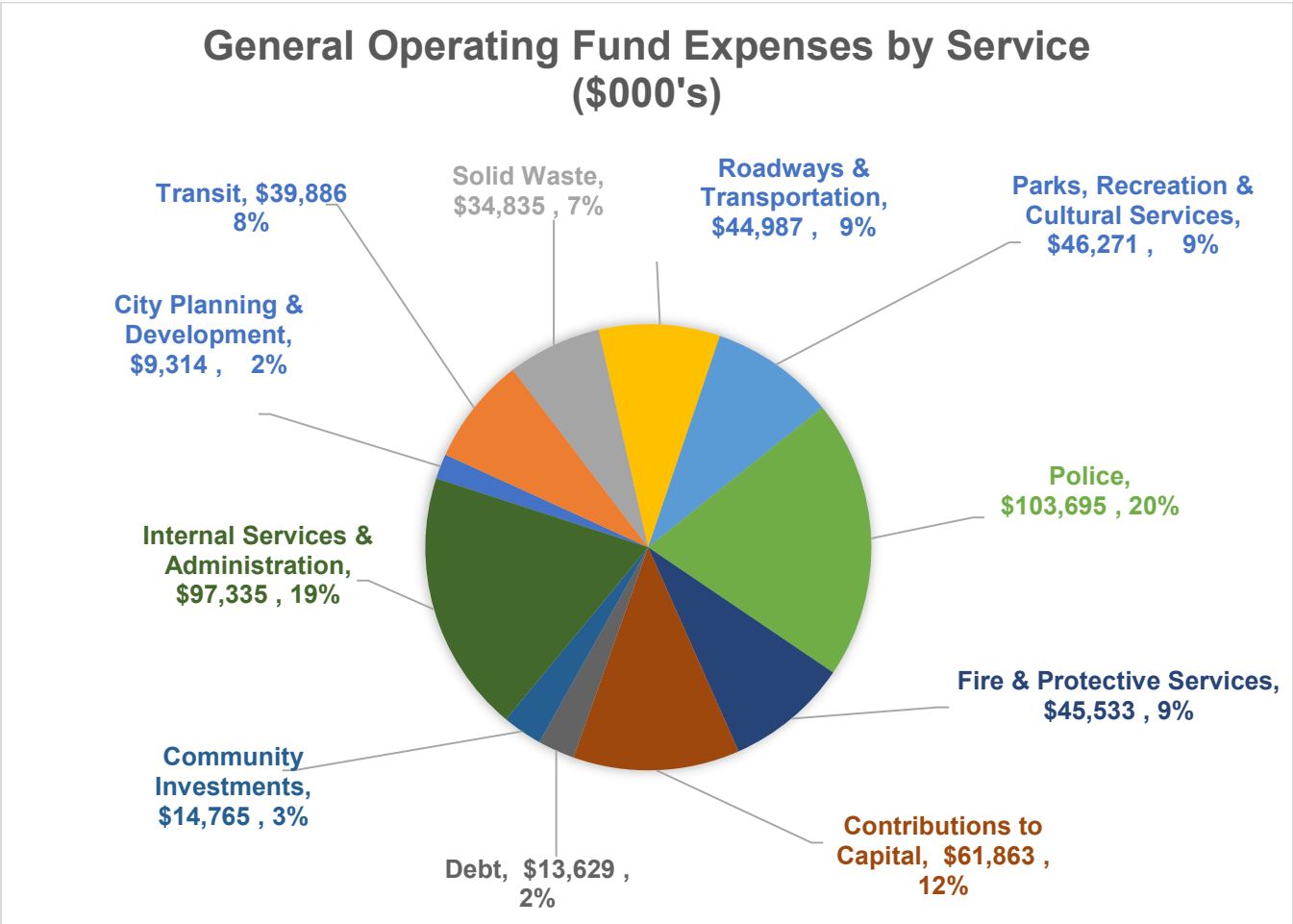


TABLE 12- INTERNAL SERVICES & ADMINISTRATION INCLUDES: FINANCIAL SERVICES, HUMAN RESOURCES, INFORMATION TECHNOLOGY, LEGAL SERVICES AND FACILITIES MANAGEMENT

Expenditures for the General Operating Fund are broken down in Table 13 by account category. Civic operational salaries make up more than 36 per cent of the total General Operating Fund expenditures. The next major expenditure category is Contribution to Capital at 12 per cent of the total General Operating Fund Expenditures.

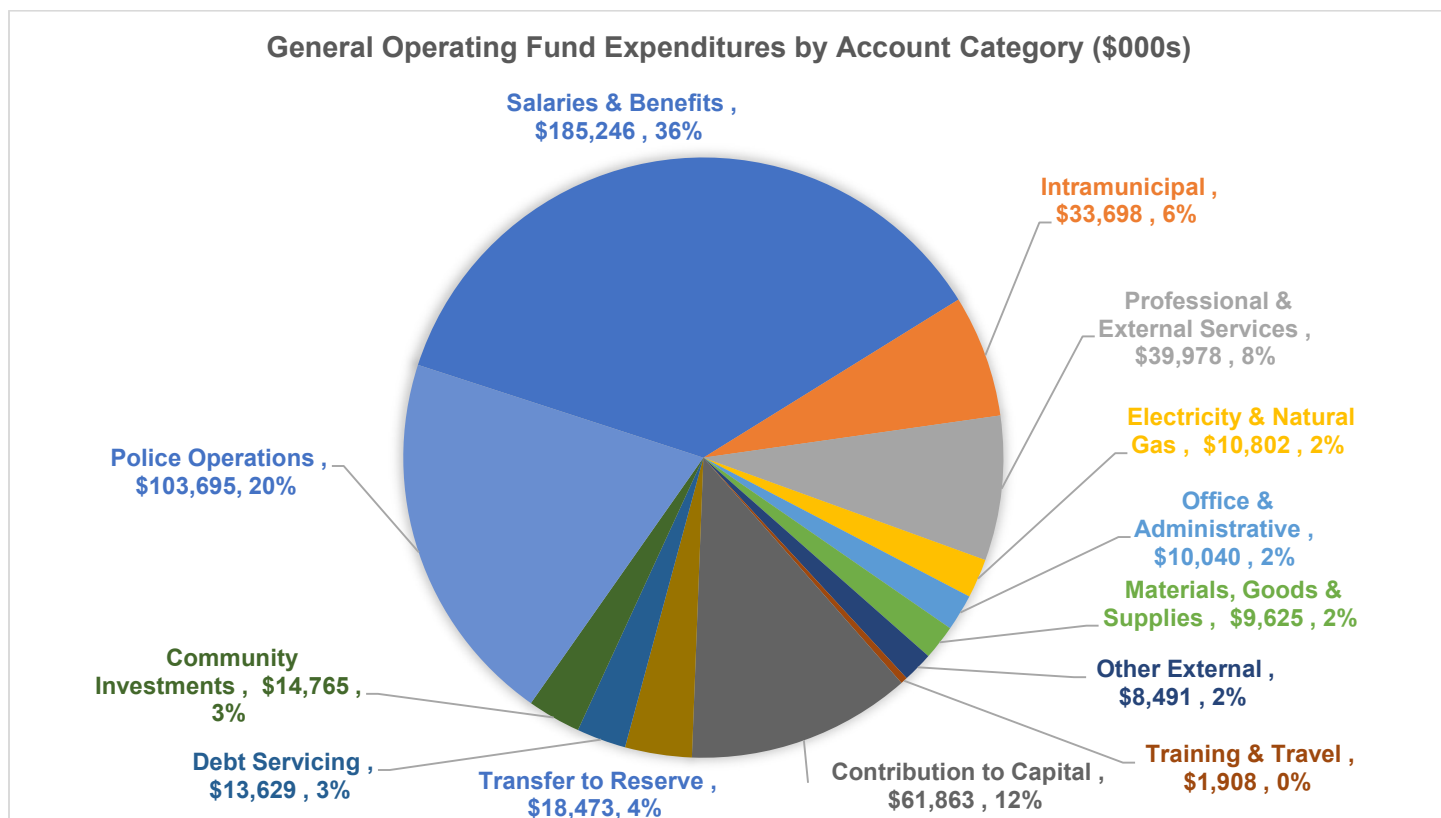


TABLE 13

Expense by Account Category

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|----------------------------------|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Salaries & Benefits | 162,721 | 179,713 | 169,806 | 185,246 | 5,533 | 3.1% |
| Intramunicipal | 32,584 | 34,108 | 31,837 | 33,698 | (410) | (1.2%) |
| Professional & External Services | 26,879 | 34,822 | 31,784 | 39,978 | 5,156 | 14.8% |
| Electricity & Natural Gas | 9,286 | 9,932 | 9,747 | 10,802 | 870 | 8.8% |
| Office & Administrative | 10,811 | 9,630 | 10,234 | 10,040 | 410 | 4.2% |
| Materials, Goods & Supplies | 8,395 | 9,592 | 9,072 | 9,625 | 33 | 0.3% |
| Other External | 10,166 | 7,668 | 11,111 | 8,491 | 823 | 10.7% |
| Training & Travel | 712 | 1,331 | 812 | 1,908 | 577 | 43.4% |
| Total Expenses | 261,554 | 286,796 | 274,403 | 299,788 | 12,992 | 4.5% |
| Contribution to Capital | 55,327 | 57,979 | 57,990 | 61,863 | 3,884 | 6.7% |
| Transfer to Reserve | 53,740 | 18,594 | 24,259 | 18,473 | (121) | (0.7%) |
| Debt Servicing | 13,581 | 13,629 | 13,532 | 13,629 | - | 0.0% |
| Community Investments | 14,134 | 13,858 | 13,052 | 14,765 | 907 | 6.5% |
| Other Expenditures | 136,782 | 104,060 | 108,833 | 108,730 | 4,670 | 1.2% |
| Civic Total | 398,336 | 390,856 | 383,236 | 408,518 | 17,662 | 4.5% |
| Police Operations | 96,185 | 99,563 | 99,563 | 103,695 | 4,132 | 4.2% |
| Total Expenses | 494,521 | 490,419 | 482,799 | 512,213 | 21,794 | 4.4% |

TABLE 14

Salary & Benefits

The 2022 Budget projects expense of \$185.2 million, an increase of \$5.5 million over the 2021 Budget. This increase is primarily related to increases in the Collective Bargaining Agreements with the City's five unions and out-of-scope positions as well as the increase of approximately 25 FTEs as summarized on page 17.

Intramunicipal

The 2022 Budget projects expenses of \$33.7 million, a decrease of \$0.4 million from the 2021 Budget. This category includes costs allocated to operating areas for internal trades, fleet costs, facilities costs, and administrative support.

Professional & External Services

The 2021 Budget projects expenses of \$40.0 million, an increase of \$5.2 million from the 2021 Budget. This increase is primarily related to one-time funding for the 2022 Grey Cup (\$1.0 million), safe sidewalk program (\$1.15 million), as well as increases to Paratransit Services (\$1.0 million), Hazardous Household Waste Program (\$0.2 million) and new initiatives such as Winter City Strategy, and the Adapted Recreation Program. Expenditures in this category are primarily to support recycling services, roadways maintenance, winter roads maintenance, fleet maintenance, and Paratransit Services,

Electricity & Natural Gas

The 2022 Budget projects expenses of \$10.8 million, an increase of \$0.9 million over the 2021 Budget. This increase is related to the removal of the one-time 10% decrease on electricity charges by SaskPower in 2021 to help reduce the impact of COVID-19. Costs in this category are primarily related to electricity for streetlights as well as heating and electricity for city facilities.

Office & Administrative

The 2022 Budget projects expenses of \$10.0 million, an increase of \$0.4 million over the 2021 Budget. This increase is primarily related to an increase in insurance costs. Costs in this category relate primarily to system and software costs, insurance premiums, and security services.

Material, Goods & Supplies

The 2022 Budget projects expenses of \$9.0 million, a small increase over the 2021 Budget. Costs in this category relate primarily to fleet maintenance, concrete and asphalt materials, chemicals for parks and pools, and equipment.

Other External

The 2022 Budget projects expense of \$8.5 million, an increase of \$0.8 million from the 2021 Budget. This increase is primarily related to increases in hardware costs and alley maintenance costs. Costs in the category relate to hardware costs, facilities rentals from Regina Exhibition Association Limited, alley maintenance and winter roads maintenance.

Training & Travel

The 2022 Budget projects expense of \$1.9 million, an increase of \$0.6 million over the 2021 Budget. This increase is related to a recovery of the one-time reduction in spending in this category as a result of COVID-19 pandemic travel restrictions.

Contribution to Capital

The 2022 Budget projects expense of \$61.9 million, an increase of \$3.9 million over the 2021 Budget. This increase is related to the dedicated mill rate for the Recreational Infrastructure Program as well as a planned increase of approximately 3 per cent to continue to address the infrastructure gap at the City.

Transfer to Reserve

The 2022 Budget projects expense of \$18.5 million, a decrease of \$0.1 million over the 2021 Budget. Transfers from the Operating Budget, primarily from related fees, are meant to cover future costs related to operations for services such as Solid Waste, Cemeteries and Golf Courses.

Debt Servicing

The 2022 Budget projects expense of \$13.6 million, the same as the 2021 Budget. This line item relates primarily to Mosaic Stadium debt payments.

Community Investment

The 2022 Budget projects expense of \$14.8 million, an increase of \$0.9 million over the 2021 Budget. This increase is primarily related to increases in funding provided to Economic Development Regina and Heritage Conservation, and

reflects ongoing funding for Harm Reduction. The total includes funding provided to community associations, events and other local organizations.

2022



General Operating Fund Revenue

Revenue Sources



A little over half of General Operating Fund revenue comes from property taxes. The City also charges fees for specific services, secures grants from other levels of government, and collects revenues from a variety of smaller sources. Most City services are financed by the General Fund (both capital and operating).

The limited revenue sources available to the City continues to be a challenge. The ability to access other forms of taxation is limited by legislation and has resulted in the City generating a larger portion of its overall revenue from property taxes. The natural growth in property tax revenue is expected to be less than the increased cost of maintaining services. This creates challenges as the City attempts to balance the increasing costs of providing services with keeping property taxes affordable.

Fees and charges make up 15% - the second largest component of revenue for the City. Overall, revenue from the General Operating Fund is increasing approximately \$22 million; this is primarily related to an increase in tax revenue and projected partial recovery in revenues related to COVID-19.

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|-------------------------------------|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Property Taxation | 260,891 | 269,373 | 266,776 | 280,946 | 11,573 | 4.3% |
| Fees & Charges | 61,772 | 65,856 | 65,525 | 75,720 | 9,864 | 15.0% |
| Government Grants | 65,913 | 49,108 | 49,819 | 47,696 | (1,412) | (2.9%) |
| Other Revenues | 63,167 | 65,140 | 61,867 | 69,397 | 4,257 | 6.5% |
| Transfers from a Reserve | 19,621 | 19,047 | 16,966 | 15,260 | (3,787) | (19.9%) |
| Licences, Levies & Fines | 14,769 | 11,577 | 15,047 | 12,295 | 718 | 6.2% |
| Civic Operations Total | 486,133 | 480,101 | 476,000 | 501,314 | 21,213 | 4.4% |
| Regina Police Service | 10,688 | 10,318 | 10,318 | 10,899 | 581 | 5.6% |
| Grand Total | 496,821 | 490,419 | 486,317 | 512,213 | 21,794 | 4.4% |

TABLE 15

Property Taxation

Total property tax revenue in 2022 is \$281 million; an increase of \$11.5 million from 2021. Most of this increase consists of a \$9.4 million increase resulting from the proposed mill rate increase of 3.49% and a \$2.1 million increase in tax revenue from projected 2022 growth.

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Property Taxes - Current Tax Levy | 244,123 | 252,260 | 250,329 | 263,184 | 10,924 | 4.3% |
| Grants in Lieu of Tax | 15,839 | 15,979 | 15,399 | 16,628 | 649 | 4.1% |
| Property Taxes - Supplementary | 533 | 800 | 636 | 800 | 0 | 0.0% |
| Recovery from Other Taxing Authorities | 396 | 374 | 412 | 374 | 0 | 0.0% |
| Tax Cancellations | - | (40) | - | (40) | 0 | 0.0% |
| Grand Total | 260,891 | 269,373 | 266,776 | 280,946 | 11,573 | 4.3% |

TABLE 16

The key property tax assumptions or factors that impact the 2022 Budget are as follows:

A 1.22 per cent increase in the municipal mill rate for 2022 for Civic Operations, plus a 1.32 per cent increase for Regina Police Service, the dedicated amounts of 0.50 per cent for the Recreational Infrastructure Program and 0.45 per cent for Mosaic Stadium for a total proposed mill rate increase of 3.49 per cent.

The assessment roll will be open for 30 days following the assessment notice mailing and then reviewed for potential risk due to corrections and assessment appeals using preliminary information obtained from appeals filed for 2022. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If a deficit for the 2022 fiscal year is caused by the reduction in tax revenues due to assessment appeals, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund.

| Mill Rate History | | | | |
|-------------------|-----------|-----------------|-----------|-----------------|
| | Municipal | | Library | |
| Year | Mill Rate | Per Cent Change | Mill Rate | Per Cent Change |
| 2016 | 9.59200 | 3.90% | 0.95940 | 2.70% |
| 2017 | 7.44834 | 6.49% | 0.71989 | 2.90% |
| 2018 | 7.77159 | 4.34% | 0.71989 | 0.0% |
| 2019 | 8.10810 | 4.33% | 0.73285 | 1.80% |
| 2020 | 8.37161 | 3.25% | 0.74971 | 2.30% |
| 2021 | 9.45130 | 2.34% | 0.85098 | 2.90% |
| 2022 | 9.78115 | 3.49% | 0.87191 | 2.46% |

TABLE 17

| Mill Rate Factors | | | | | |
|---|---------|---------|---------|---------|---------|
| Property Class/Subclass | 2018 | 2019 | 2020 | 2021 | 2022 |
| Residential (including condominiums) | 0.91152 | 0.91152 | 0.91152 | 0.91034 | 0.91034 |
| Multiple Family Residential | 0.91152 | 0.91152 | 0.91152 | 0.91034 | 0.91034 |
| Commercial and Industrial (including Resource Property) | 1.21040 | 1.21040 | 1.21040 | 1.24950 | 1.24924 |
| Golf Courses | 0.78654 | 0.78654 | 0.78654 | 0.81197 | - |
| Railway Right of Way and Pipeline | 1.21040 | 1.21040 | 1.21040 | 1.24950 | 1.24924 |
| Agriculture | 1.21040 | 1.21040 | 1.21040 | 1.24950 | 1.24924 |

TABLE 18

Mill rates and mill rate factors serve different purposes. The mill rate applied to the taxable assessment, including the assessment of grant in lieu of properties, determines the total tax generated. Mill rate factors, meanwhile, determine the distribution of taxes between groups of properties. Table 17 shows the five-year history of Regina mill rates, including those for the library. During consideration of the Tax Policy and Affordability Report (CR21-130) City Council approved a motion to eliminate the golf course sub-class as part of the 2022 Budget deliberations. As a result, golf courses will be included in the Commercial and Industrial Class. The mill rate factor for Commercial and Industrial Class has been adjusted as a result as to not impact the overall amount of taxes collected by the City.

Education Property Tax Collection

The City collects Education Property Taxes on behalf of the Government of Saskatchewan as per section 274 of *The Cities Act*. Province-wide education levy mill rates are set by property class. Table 19 shows the 2021 education mill rates as set by the Government of Saskatchewan. The 2022 provincial mill rates are not known at this time. The 2022 rates will be announced with the 2022-23 Provincial Budget this spring.

Tax Exemptions

There are two types of exemptions that may exist on a property in the City of Regina - statutory exemptions and permissive exemptions.

| Property Class | 2021 |
|--|------|
| Residential (including condominiums) | 4.46 |
| Multiple Family Residential | 4.46 |
| Agriculture | 1.36 |
| Resource Property | 9.79 |
| Commercial and Industrial (including Golf) | 6.75 |
| Railway Right of Way and Pipeline | 6.75 |

TABLE 19

Statutory exemptions are provided under section 262 of *The Cities Act* for properties such as schools, public hospitals, buildings set apart for public worship, and provincially and municipally-owned public buildings and land. Properties may also receive an exemption from property taxes under special legislation. Council does not have any authority over these

statutory exemptions. In 2021, the total assessment value of statutory exemptions in the City was \$5.5 billion. This represents \$54.9 million in municipal property tax revenue that the City cannot collect on.

2021 Permissive Property Tax Exemptions

| Category (\$000s) | Description | Exempt Assessed Value | Foregone Municipal Tax |
|--|--|-----------------------|------------------------|
| Heritage Properties | For properties that qualify under the Heritage Incentive Policy. | \$24,829 | \$206 |
| Housing Properties | For properties that qualify under the Housing Incentives Policy. | \$396,033 | \$2,726 |
| Boundary Alteration Properties | For properties that qualify under the boundary alteration tax mitigation principles and tools approved by Council in 2013. | 27,922 | \$205 |
| Non-profit and Charitable Organizations | For non-profit and charitable organizations, usually associated with a charitable, cultural or philanthropic cause. | \$128,831 | \$1,293 |
| Economic | Regina Airport Exemption | \$31,022 | \$311 |
| Total | | \$608,637 | \$4,741 |

TABLE 20

Permissive exemptions are authorized by subsections 262(3) and (4) of *The Cities Act*. They are a tool available to Council to support organizations that own or lease property, provide a public benefit and further Council's vision for the benefit of Regina residents. Permissive exemptions currently granted by Council fall into five categories. Table 20 identifies and describes the Permissive Property Tax Exemptions, the 2021 assessment value and the forgone municipal tax for each category (the latest available data).

Fees & Charges

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Landfill Fees | 17,051 | 16,475 | 14,275 | 16,475 | - | 0.0% |
| Transit & Paratransit Fees | 5,917 | 5,147 | 6,207 | 9,347 | 4,200 | 81.6% |
| Administrative Revenues | 11,107 | 9,558 | 8,822 | 10,829 | 1,271 | 13.3% |
| Facilities Revenues | 3,929 | 5,616 | 5,400 | 7,076 | 1,460 | 26.0% |
| Community Services Program & Operating Revenue | 4,814 | 5,422 | 5,777 | 7,655 | 2,233 | 41.2% |
| Recycling Revenues | 6,429 | 7,075 | 6,361 | 7,075 | - | 0.0% |
| Gain on Land for Resale | 26 | 3,503 | 6,050 | 3,503 | - | 0.0% |
| Building Permit Fees | 2,378 | 2,900 | 2,672 | 2,900 | - | 0.0% |
| Golf Course Fees | 3,195 | 2,897 | 2,963 | 2,897 | - | 0.0% |
| Property Rentals | 2,347 | 2,596 | 2,239 | 2,596 | - | 0.0% |
| Parking Fees | 1,211 | 1,252 | 984 | 1,937 | 685 | 54.7% |
| Cemetery Fees | 1,408 | 1,222 | 1,468 | 1,222 | - | 0.0% |
| Fire Suppression Fees | 939 | 1,015 | 1,032 | 1,015 | - | 0.0% |
| Towing, Auction & Salvage Revenues | 603 | 578 | 579 | 593 | 15 | 2.6% |
| Development Revenue | 378 | 375 | 384 | 375 | - | 0.0% |
| Pavement & Concrete Cut Charges | 40 | 225 | 312 | 225 | - | 0.0% |
| Grand Total | 61,772 | 65,856 | 65,525 | 75,720 | 9,864 | 15.0% |

TABLE 21

Landfill Fees

The 2022 Budget projection for landfill fees is \$16.5 million; same as 2021. This amount is based on landfill tipping fees that are approved by City Council and levied primarily based on weight.

In addition to the fees collected from private waste haulers, the City also pays landfill tipping fees through an internal allocation to operate services such as residential solid waste collection. This is done at the same rate as other users to ensure that landfill revenues reflect the full cost of providing the landfill service. This revenue is reflected as part of the Administration Fee revenues.

Transit & Paratransit Fees

| Fare type | 2021 | 2022 |
|----------------------------|------|------|
| Adult 31-day pass | \$88 | \$88 |
| Youth 31-day pass | \$64 | \$64 |
| 20 Rides adult pass | \$55 | \$55 |
| 20 Rides youth pass | \$46 | \$46 |
| Senior 31-day pass | \$30 | \$30 |

TABLE 22

The 2022 Budget projects revenue of \$9.3 million from transit fees and charges; an increase of \$4.2 million from 2021. The increase is due to a partial recovery to pre-COVID-19 levels. This is still \$2.2 million lower than pre-COVID-19 levels. It also includes a small increase in paratransit fees because of the expansion services to support adapted recreational services. Transit revenue includes U-Pass, cash fares, ticket and pass sales for both transit and paratransit services.

Administrative Revenue

The City collects revenue for miscellaneous items such as allocated landfill charges, various inspections, late payment interest, sale of promotional items, donations and non-sufficient funds charges.

The 2022 Budget projects revenue of \$10.8 million; an increase of \$1.3 million from 2021. The increase is to right-size the budgets related to SAF funded activities (\$0.5 million) and Paved and Gravel Alley Revenue (\$0.5 million).

Facilities Revenue

The 2022 Budget projects \$7.1 million; a \$1.5 million increase from 2021 primarily from the partial recovery of facility fees collected for events at Mosaic Stadium as a result of a partial return to pre-COVID-19 levels. Facilities revenue is

collected from City-owned facilities for property rentals, employee paid parking and any other operating agreements that the City has with its partners.

Community Services and Operating Revenue

The 2022 Budget projects revenue of \$7.7 million; an increase of \$2.2 million from 2021. This is from an increase in the recreational fees as a result of a partial return to pre-COVID-19 levels. Revenue levels will still remain \$0.8 million below pre-COVID-19 levels.

Fees and charges are at cost-recovery levels that establish an acceptable balance between user fees and taxpayer subsidy. A higher level of tax subsidy is deemed to be appropriate where the community at large benefits from an individual's use of a program or service (i.e. recreation activities for children and youth that focus on water safety) than when the primary beneficiary is an individual, such as activities where adults develop specialized skills. This is a benefits-based approach to establishing cost recovery levels.

To reflect this, cost recovery levels for City services that are less specialized and targeted mostly for children and youth (i.e. outdoor pools, athletic fields and neighborhood centres) have been set between 15 to 25 per cent, with the community sharing between 75 to 85 per cent of the cost. Cost recovery levels for services that are more specialized (i.e. fitness and aquatic facilities, and the Neil Balkwill Civic Arts Centre) have been set between 40 to 50 per cent, with the community subsidizing between 50 to 60 per cent of the cost. Where other service providers exist in Regina, as in the case of fitness and aquatics services, rates reflect the market value for those services. This ensures that the City's provision of services at subsidized rates does not discourage other entrepreneurs from providing similar services in the marketplace.

The City also offers an Affordable Fun Program, which provides further subsidies for residents who have financial barriers to participation. Through it, individuals who meet established criteria can purchase leisure passes and register in programs at a subsidized rate.

Recycling Revenue

The 2021 Budget projects revenue of \$7.1 million from recycling fees; same as 2021. The recycling fee rate has remained the same since 2013 at \$91.25 per year per household and it is charged to residents through their Utility bill. Recycling services are provided through a third-party company. The City receives a 25 per cent share of revenues earned from the sale of the recyclable materials. The City also receives funding from Multi-Material Stewardship Western to offset a portion of the costs associated for providing a recycling program within the City.

Gain on Land for Resale

The 2022 Budget projects \$3.5 million; no change from 2021. Actual land sales can vary significantly from year to year depending on the economic conditions in the City.

Building Permit Fees

The 2022 Budget projects revenue of \$2.9 million from building permits; same as 2021. Building Permit Fees are established based on the principle of 100 per cent cost recovery for all fee-for-service activities.

Golf Course Fees

The 2022 Budget projects revenue of \$2.9 million; the same as 2021.

Western Golf Management (WGM) is under contract with the City of Regina to operate the Tor Hill and Murray golf courses and the Joanne Goulet and Lakeview Par 3 golf courses. In both agreements, the City receives an annual base fee from WGM, along with a percentage of green fees collected. The percentage of green fees varies by course.

Operation of City of Regina golf courses is funded through the Golf Course Reserve, which is self-sustaining.

Property Rentals

The 2022 Budget projects \$2.6 million in property rental revenue. Property rentals or lease are derived from rental of City owned properties. Prior to 2022 the revenues from these activities and the related costs were recognized in the Costing Fund.

Parking Fees

The 2022 Budget projects revenue of \$1.9 million in parking fees; an increase of \$0.7 million from 2021. This increase is a result of a partial return to pre-COVID-19 levels. Revenues still remain \$0.4 million below pre-COVID-19 levels. Most of the projected revenue is related to public parking meter revenue but also includes residential parking permits, taxi stand

permits and fees paid by City employees for parking spots. The rate for public parking meters is \$2 per hour, which is consistent with meter rates in other Canadian cities and off-street parking costs in the downtown.

Cemetery Fees

The 2022 Budget projects revenue of \$1.2 million; the same as 2021. These fees offset operating expenses and costs to restore existing infrastructure while providing capital funding to develop new interment options.

The City operates two cemeteries - Regina Cemetery and Riverside Memorial Park Cemetery. Both are funded through the self-sustaining Cemetery Reserve.

Fire Suppression Fees

The 2022 Budget projects revenue of \$1.0 million from fire suppression service; the same as 2021.

Most fire suppression service fees come from service agreements with the Rural Municipality of Sherwood, the Rural Municipality of Lumsden, and other entities such as the Sakimay First Nation and the Global Transportation Hub. The fees have two components - retainer fees and service call fees. The service call fees are charged per incident and are billed to the rural municipality.

Towing, Auction and Salvage Revenue

The 2022 Budget projects revenue of \$0.6 million; a small change from 2021. This is a result of right sizing the budget to align with actuals. This revenue is derived from the towing and auction/salvage activities of the City.

Development Revenues

2022 development fee revenue is projected to be \$0.4 million; the same as 2021. Development fees are established based on the principle of 100% cost recovery for all fee-for-service activities. Future growth will pay for itself with full cost-recovery and reduce the amount of taxes required to fund the development planning services provided by the City.

Pavement and Concrete Cut Charges

The 2022 Budget projects revenue of \$0.2 million in pavement and concrete cut revenues; no change from 2021.

Pavement and concrete cut charges relate to interdepartmental charges for services provided to departments in the City such as Parks, Recreation & Cultural Services and Water, Waste & Environmental Services.

Government Grants

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Revenue Sharing Grant | 43,379 | 42,956 | 42,997 | 40,896 | (2,060) | (4.8%) |
| Multi-Material Stewardship Western Grant | 1,755 | 2,179 | 2,179 | 2,204 | 25 | 1.1% |
| Sask Sport - Mosaic Stadium Lease | 2,129 | 2,123 | 2,128 | 2,116 | (7) | (0.3%) |
| Paratransit Grant | 1,156 | 670 | 1,235 | 1,100 | 430 | 64.2% |
| Transit Grant | 308 | 435 | 320 | 635 | 200 | 46.0% |
| Urban Highway Connector's Grant | 468 | 440 | 440 | 440 | - | 0.0% |
| Sask Lotteries Community Grant Program | 340 | 305 | 305 | 305 | - | 0.0% |
| Other Grants | 16,378 | - | 215 | - | - | 0.0% |
| Grand Total | 65,913 | 49,108 | 49,819 | 47,696 | (1,412) | (2.9%) |

TABLE 23

Municipal Revenue Sharing Grant

The Saskatchewan Government provides an annual grant to municipalities that is a portion of the revenues generated by the Provincial Sales Tax (PST). The program grants funds to municipalities across the province according to a formula. In 2022, the City anticipates a Revenue Sharing Grant of \$40.9 million; a decrease of \$2.0 million from 2021. The decrease is a result of the slowdown of the provincial economy because to the COVID-19 pandemic. The amount in the 2022 Budget is based on the 2020/2021 PST levels. MRS revenues are expected to recover as the economy recovers from the COVID-19 pandemic.

Multi-Material Stewardship Western Grant

The City of Regina signed a funding agreement with Multi-Material Stewardship Western, a non-profit organization that came into effect on January 1, 2016. The funding agreement establishes several criteria the recycling program needs to meet in order to qualify for funding. One such criteria is the goal to reduce the contamination level of City recycling to below 5 per cent. The projected funding for 2022 is \$2.2 million; a small increase from 2021.

Sask Sport – Mosaic Stadium Lease

The City receives \$2.1 million from Sask Sport for the lease of Mosaic Stadium. As per the lease agreement, the total amount paid by Sask Sport is \$2.5 million, the remaining \$0.4 million being recorded as Fees & Charges.

Paratransit Grant

The provincial Paratransit Operating Grant is projected to be \$1.1 million in 2022; an increase of 0.4 million from 2021. The increase is due to the expected recovery from the impact of COVID-19. Paratransit receives operating and capital grants from the Government of Saskatchewan's Municipal Transit Assistance for People with Disabilities program. The grant is performance-based with the level of funding linked to the number of trips.

The provincial government's contribution has dropped from the initial target of 50 per cent to as low as 20 per cent (in 2017 and 2018) of the net operating cost of the program. The City is supportive of the performance-based system for providing the operating grant. The concern is that the level of provincial funding, as a portion of the net cost of the program, is declining and not keeping pace with escalating costs. The Provincial Disability Strategy, released in June 2015, recommended the capacity of municipal paratransit systems be increased allowing more people to use them.

Transit Grant

For 2022, the Transit Grant is projected to be \$0.6 million; an increase of 0.2 million from 2021. The increase is due to the expected recovery from impact of COVID-19. The Transit Grant Program is an agreement between the City of Regina and the Government of Saskatchewan to provide monthly bus passes at reduced rates for eligible clients and their families. Eligibility is determined based on inclusion in one of the following programs:

- Saskatchewan Assistance Program
- Saskatchewan Assured Income for Disability
- Transitional Employment Allowance
- Provincial Training Allowance
- Saskatchewan Employment Supplement

Funding from the provincial government covers approximately one quarter of the program's cost.

Urban Highway Connector Program

The City of Regina and the Government of Saskatchewan signed an agreement on April 1, 2011 to participate in the Urban Highway Connector Program. It was designed to provide a consistent framework for handling what are known as urban connectors - public highways that connect two provincial highways and are located in an urban municipality.

In the initial stages of the program, maintenance needs were discussed with the Ministry to determine the funding levels. The total operating and maintenance grant for 2022 is \$0.4 million. This is the same level as 2021.

Saskatchewan Lotteries Community Grant Program

The Saskatchewan Lotteries Community Grant Program assists in the development of sport, culture and recreation programs by providing funds to non-profit community organizations that are operated by volunteers. The City administers the grant on behalf of Saskatchewan Lotteries. The projected funding level for 2022 is the same as 2021 at \$0.3 million.

Other Grants

There is no budget for these items in 2022. Actuals for 2020 related to government grants received to assist with COVID-19.

Other Revenues

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Electrical Distribution Revenues | 29,502 | 29,800 | 29,646 | 30,400 | 600 | 2.0% |
| Gas Distribution Revenues | 6,215 | 5,400 | 5,600 | 5,400 | - | 0.0% |
| Water Works Revenues | 17,778 | 18,229 | 18,229 | 18,791 | 562 | 3.1% |
| Investment Income | 4,946 | 6,975 | 2,729 | 9,470 | 2,495 | 35.8% |
| Tax Penalty Revenues | 4,115 | 4,150 | 5,135 | 4,750 | 600 | 14.5% |
| Claims Revenues | 611 | 586 | 528 | 586 | - | 0.0% |
| Grand Total | 63,167 | 65,140 | 61,867 | 69,397 | 4,257 | 6.5% |

TABLE 24

Electrical Distribution Revenue (SaskPower)

The projected revenue for 2022 is \$30.4 million; an increase of \$0.6 million from 2021. The Electrical Distribution Revenue represents SaskPower's 10 per cent surcharge on electricity sales. The increase is due to increases in power usage and an increase in the carbon tax.

Gas Distribution Revenue (SaskEnergy)

The projected revenue for 2022 is \$5.4 million; the same as 2021. The Gas Distribution Revenue represents SaskEnergy's 5 per cent surcharge on gas sales.

Water Works Revenue

The 2021 Budget projects revenue of \$18.8 million from Water Works; an increase of \$0.6 million from 2021. Water Works Revenue includes an access fee paid to the General Fund, a proportionate share of the Goods and Services Tax (GST) rebate and a Utility administration charge – an approximate measure of corporate administration costs attributable to the Utility.

Investment Income

The projected revenue for 2022 is \$9.5 million; an increase of \$2.5 million from 2021. This is a combination of earnings on daily bank balances, short-term investments in money market funds and revenue from funds held in a long-term bond fund. The increase is primarily related to a change in the City's investment policy to allow it to maximize its investment return while minimizing the impact of decreased interest rates. Investments are made in accordance with the City's Investment Policy.

Tax Penalty Revenue

The projected revenue for 2022 is \$4.8 million; an increase of \$0.6 million over 2021. A late payment penalty of 1.25 per cent per month is applied to accounts with outstanding balances after the tax deadline (June 30th). Penalties do not apply to owners who participate in the Tax Installment Payment Plan Service (TIPPS) program. After December 31st, unpaid property taxes will be declared in arrears and will be subject to penalties of 1.75 per cent per month. The increase in revenue is to adjust the budget to align with actual penalties collected.

Claims Revenue

The projected revenue for 2022 is \$0.6 million; the same as 2021. Claims revenue is for insurance claims collected by the City and refunds to the city for premiums paid on behalf of related parties.

Transfers from a Reserve

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------------------------|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Transfers from a Reserve | 19,621 | 19,047 | 16,966 | 15,260 | (3,787) | (19.9%) |
| Grand Total | 19,621 | 19,047 | 16,966 | 15,260 | (3,787) | (19.9%) |

TABLE 25

Transfers from a Reserve

The projected revenue for 2022 is \$15.3 million; a decrease of \$3.8 million from 2021. Reserve transfers primarily include funds to cover the Housing Incentive Program (HIP - \$1.8 million), transfers from the Planning & Sustainability Reserve and Stadium Reserve to cover operating costs. The \$4.8 million decrease is related primarily to:

- Reduction of the transfer from reserves to cover COVID-19 costs from \$12.0 million in 2021 to \$4.6 million in 2022.
- Increase in the transfer from reserves to cover one-time costs including the reduction to the Municipal Revenue Sharing Grant (\$2.1 million – General Fund Reserve), to fund the Safe Sidewalk program (\$1.2 million – Asset Revitalization Reserve) and to fund the 2022 Grey Cup (\$1.0 million – General Fund Reserve).

Licences/Levies/Fines

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Paved & Gravel Alleys Levy | 4,627 | 5,121 | 5,162 | 5,163 | 42 | 0.8% |
| Traffic Violation Fines | 7,048 | 3,300 | 7,031 | 3,300 | - | 0.0% |
| Parking Tickets | 1,655 | 1,620 | 1,382 | 1,791 | 171 | 10.6% |
| Business Licences | 648 | 773 | 703 | 773 | - | 0.0% |
| Amusement Tax | 169 | - | 200 | 505 | 505 | 100.0% |
| Animal Licensing | 360 | 421 | 300 | 421 | - | 0.0% |
| Taxi Revenues | 160 | 140 | 165 | 140 | - | 0.0% |
| Animal Fines Revenues | 10 | 82 | 10 | 82 | - | 0.0% |
| Urban Reserve Service Agreement Fees | 67 | 65 | 74 | 65 | - | 0.0% |
| NSF Service Charge | 19 | 20 | 13 | 20 | - | 0.0% |
| Impound Fees | 7 | 20 | 7 | 20 | - | 0.0% |
| Fire Bylaw Violation Fines | (1) | 15 | - | 15 | - | 0.0% |
| Grand Total | 14,769 | 11,577 | 15,047 | 12,295 | 718 | 6.2% |

TABLE 26

Paved & Gravel Alleys Levy

The 2021 Budget projects revenue of \$5.2 million from the tax levy; and increase of \$0.1 million over the 2021 Budget. Funding for maintenance and reconstruction of alleys is derived from a Gravel and Paved Alley Special Tax levied pursuant to section 275 of *The Cities Act*. It is levied against all properties that abut an alley and is billed in conjunction with property taxes.

If the special tax levy is not fully expended in the designated year, the unspent portion is recognized as deferred revenue (a restricted account) which will be expended for the intended purpose in subsequent years. Deferred revenue from prior periods will be expended in 2022.

The rate for 2022 is consistent with the direction adopted by City Council to ensure the alley inventory is maintained at an acceptable and sustainable condition. The standard is the provision of a 30-year reconstruction cycle in paved alleys and a 10-year systematic gravel refreshment cycle in gravel alleys. There is no rate change for 2022 therefore the increase is due to growth in amount of alleys.

Traffic Violation Fines

The 2022 Budget projects revenue of \$3.3 million from court fines; no change from the 2021 Budget. Court fines are received either through the municipal court or through traffic violations that result in payment through the provincial court system. The Regina Police Service issues tickets for infractions of *The Traffic Safety Act* and *The Traffic Bylaw, No. 9900*.

While the Province administers and enforces the collection of tickets, it deducts the following charges from the fine revenue remitted to the City:

- A court security fee of \$320,000 per year
- An administration fee of 25 per cent of the value of the tickets collected, plus the costs for credit and debit cards and collection agency fees

Parking Ticket Fines

The 2022 Budget projects revenue of \$1.8 million from parking tickets fines; an increase of \$0.2 million from the 2021 Budget. The increase is a result of an expected partial recovery from COVID-19. Fines and regulations for parking tickets are established in *The Regina Traffic Bylaw, No. 9900*.

Business Licences

The 2022 Budget projects revenue of \$0.8 million from business licences; no change from the 2021 Budget. Approximately 3,300 licences are issued annually; 95 per cent to residents and 5 per cent to non-residents. There are two categories of business licences - Resident Business Licence fee of \$225 and Non-Resident Business Licence fee of \$450.

Amusement Tax

The 2022 Budget projects revenue of \$0.5 million from the Amusement Tax; this is a \$0.5 million increase from 2021. The increase is a result of the expected recovery from COVID-19. The authority for the Amusement Tax is Section 279 of The Cities Act, 2003-102. The Amusement Tax Bylaw establishes the rate and defines the nature of entertainment that is subject to the tax. The Amusement Tax is applicable to the sale of movie tickets, and equal to 10 per cent, with one-tenth of the amount collected going to the theatre as an administrative fee or commission for collecting the tax.

| 2021 Rate | 2022 Rate | Change |
|--------------|--------------|--------|
| 10% | 10% | None |

TABLE 27

Animal Licensing

The 2022 Budget projects revenue of \$0.4 million from animal licensing; no change from the 2021 Budget. *The Regina Animal Bylaw, 2000* governs the licensing of animals within the City.

Taxi Licences

The 2022 Budget projects revenue of \$0.1 million from taxi & ridesharing licences; no change from the 2021 Budget. Taxicab owners pay an annual licence fee of \$375 for regular, temporary, seasonal and accessible taxi operations. These fees are governed by *The Taxi Bylaw, 1994*. Rideshare fees are determined by the size of the fleet and the number of trips provided. The collection of fees are governed by *the Vehicle for Hire Bylaw*. All fees collected are used to administer and run the licensing program.

Animal Fine Revenues

The 2022 Budget projects revenue of \$0.1 million from animal control and animal fines; no change from the 2021 Budget. *The Regina Animal Bylaw, 2009* governs the fines associated with animal control services, which are contracted by the City of Regina through the Regina Humane Society.

Urban Reserve Service Agreement Fees

The 2022 Budget projects revenue of \$65,000 from Urban Reserve Service Agreement Fees; no change from the 2021 Budget. The City of Regina collects fees as outlined in the Municipal Services and Compatibility Agreement signed by the City of Regina and First Nations.

NSF Service Charge

The 2022 Budget projects revenue of \$20,000 from NSF (non-sufficient funds) service charges; no change from the 2021 Budget. Returned payments are subject to a Non-Sufficient Funds (NSF) fee as outlined in *The Regina Administration Bylaw No. 2003-69*.

Impound Fees

The 2022 Budget projects revenue of \$20,000 from impound fees; no change from the 2021 Budget. *The Regina Animal Bylaw, 2009* governs the control of animals within the City of Regina.

Fire Bylaw Violation Fines

The 2022 Budget projects revenue of \$15,000 from fire bylaw violations; no change from the 2021 Budget. These are fines issued for non-compliance with the regulations as set out in *The Regina Fire Bylaw, 2005-18*.

2022



General Operating Fund Expenses



Overview

Overall, expenses for general operations are increasing by \$17.6 million, or 4.5%. The increase is primarily a result of salary increases, current contributions to capital and new strategic initiatives or actions to advance City priorities such as:

- Community Safety & Well Being
- Safe Sidewalks
- Winter City Strategy
- Heritage Conservation Policy
- Adapted Recreation Program
- Harm Reduction
- Aurora Bus Service
- Business Service Team

Expense By Division - General Operating Fund

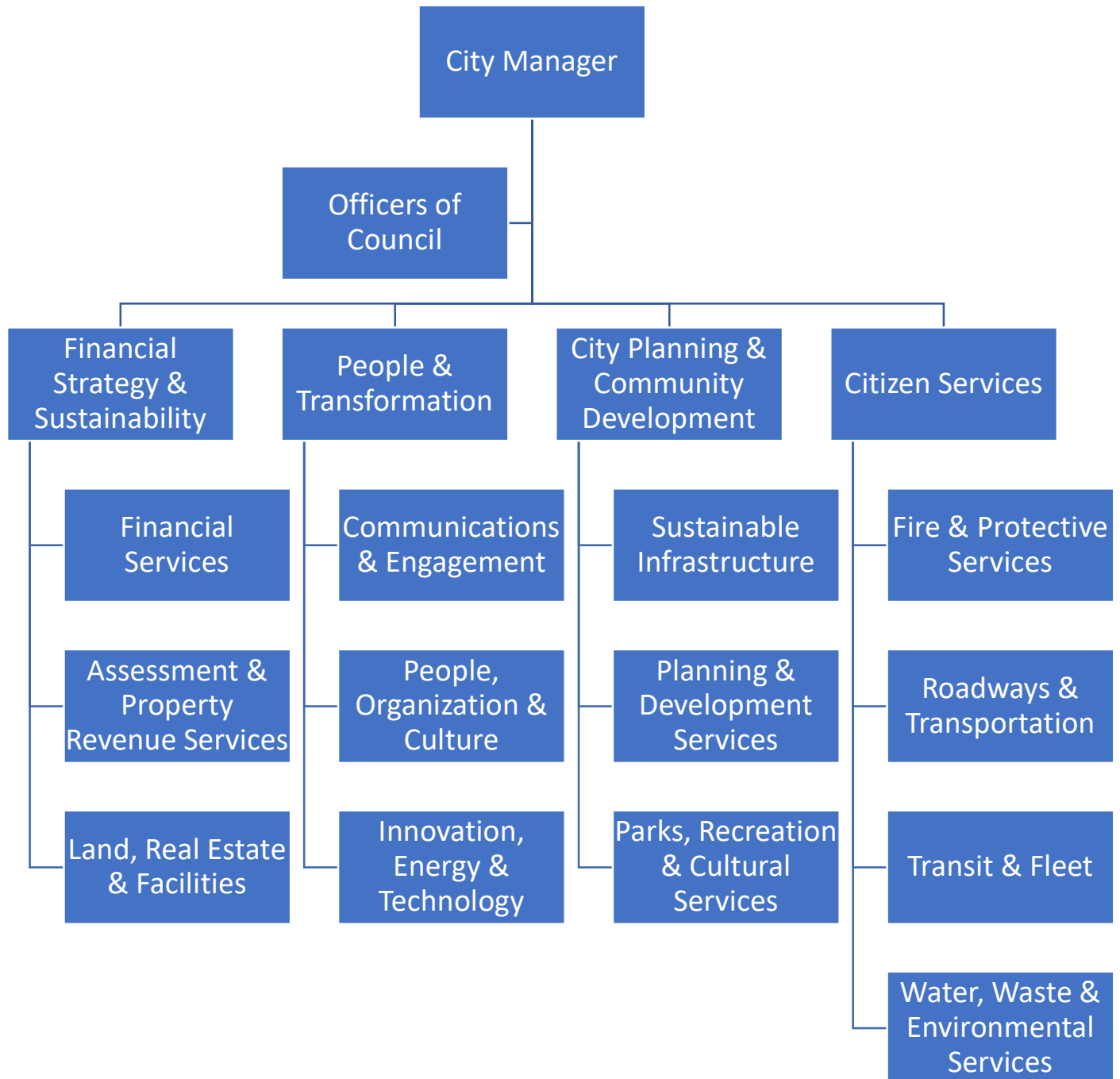
| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Mayor's Office and City Council | 1,356 | 1,368 | 1,423 | 1,545 | 177 | 12.9% |
| Community Investments | 12,960 | 13,908 | 13,101 | 14,765 | 857 | 6.2% |
| Officers of Council | 15,589 | 14,916 | 13,939 | 15,531 | 615 | 4.1% |
| Financial Strategy & Sustainability | 103,517 | 101,116 | 105,343 | 106,987 | 5,871 | 5.8% |
| Citizen Services | 140,856 | 148,563 | 146,748 | 153,347 | 4,784 | 3.2% |
| City Planning & Community Development | 58,974 | 66,340 | 62,796 | 70,200 | 3,860 | 5.8% |
| People & Transformation | 24,289 | 26,051 | 25,682 | 27,670 | 1,619 | 6.2% |
| Total Expenses | 357,541 | 372,262 | 369,032 | 390,045 | 17,783 | 4.7% |
| Internal Transfers | | | | | | |
| Officers of Council | 923 | 923 | 923 | 923 | - | 0.0% |
| Financial Strategy & Sustainability | 23,014 | 3,381 | 481 | 3,099 | (282) | (8.3%) |
| Citizen Services | 16,041 | 14,119 | 11,961 | 12,840 | (1,279) | (9.1%) |
| City Planning & Community Development | 1,109 | 171 | 839 | 1,611 | 1,440 | 842.1% |
| People & Transformation | (292) | - | - | - | - | 0.0% |
| Total Internal Transfers | 40,795 | 18,594 | 14,204 | 18,473 | (121) | (0.7%) |
| Total | 398,336 | 390,856 | 383,236 | 408,518 | 17,662 | 4.5% |

TABLE 28

Organizational Chart

The City delivers its services in a variety of ways, led by nearly 3,000 employees for civic operations. Many services are also delivered in partnership with community organizations, such as sport, culture and recreation programs, and by third party service providers, such as Paratransit and the Wastewater Treatment Plant.

The City's organizational structure is designed to support corporate planning and coordinated service delivery across all service areas. Accountability for results is clear.



FTEs – Civic Operations

| | 2021 Casual | 2021 Permanent | 2021 Total | 2022 Casual | 2022 Permanent | 2022 Total | Change # | Change % |
|---|----------------|-------------------|----------------|----------------|-------------------|----------------|--------------|---------------|
| Fund 110 - General Operations Fund | | | | | | | | |
| City Council & Mayor's Office | - | 15.0 | 15.0 | - | 16.0 | 16.0 | 1.0 | 6.7% |
| Officers of Council | - | 82.0 | 82.0 | - | 83.5 | 83.5 | 1.5 | 1.8% |
| Financial Strategy & Sustainability | 18.0 | 212.0 | 230.0 | 17.2 | 226.8 | 244.0 | 14.0 | 6.1% |
| City Planning & Community Development | 221.0 | 288.0 | 509.0 | 222.1 | 300.0 | 522.1 | 13.1 | 2.6% |
| Citizen Services | 74.0 | 810.0 | 884.0 | 74.3 | 808.3 | 882.6 | (1.4) | (0.2%) |
| People & Transformation | 2.0 | 175.0 | 177.0 | 4.5 | 175.8 | 180.3 | 3.3 | 1.9% |
| Fund 110 - General Operations Fund Total | 315.0 | 1,582.0 | 1,897.0 | 318.1 | 1,610.4 | 1,928.5 | 31.5 | 1.7% |
| Fund 130 - Utility Operations Fund | | | | | | | | |
| Financial Strategy & Sustainability | 1.0 | 20.0 | 21.0 | 0.8 | 19.5 | 20.3 | (0.7) | (3.3%) |
| City Planning & Community Development | 4.0 | - | 4.0 | - | 4.0 | 4.0 | 0.0 | 0.0% |
| Citizen Services | 26.0 | 153.0 | 179.0 | 26.4 | 156.6 | 183.0 | 4.0 | 2.2% |
| People & Transformation | - | 5.0 | 5.0 | - | 3.5 | 3.5 | (1.5) | (30.0%) |
| Fund 130 - Utility Operations Fund Total | 31.0 | 178.0 | 209.0 | 27.2 | 183.6 | 210.8 | 1.8 | 0.9% |
| Fund 210 - General Capital Fund | | | | | | | | |
| Financial Strategy & Sustainability | - | 9.0 | 9.0 | - | 9.0 | 9.0 | 0.0 | 0.0% |
| City Planning & Community Development | - | 1.0 | 1.0 | - | 1.0 | 1.0 | 0.0 | 0.0% |
| Citizen Services | 2.0 | 18.0 | 20.0 | 1.8 | 16.7 | 18.5 | (1.5) | (7.5%) |
| Fund 210 - General Capital Fund Total | 2.0 | 28.0 | 30.0 | 1.8 | 26.7 | 28.5 | (1.5) | (5.0%) |
| Fund 230 - Utility Capital Fund | | | | | | | | |
| Citizen Services | 5.0 | 18.0 | 23.0 | 5.3 | 18.4 | 23.7 | 0.7 | 3.0% |
| Fund 230 - Utility Capital Fund Total | 5.0 | 18.0 | 23.0 | 5.3 | 18.4 | 23.7 | 0.7 | 3.0% |
| Fund 620 - Cost Distribution Fund | | | | | | | | |
| Financial Strategy & Sustainability | 2.0 | 45.0 | 47.0 | 1.6 | 36.0 | 37.6 | (9.4) | (20.0%) |
| City Planning & Community Development | 1.0 | - | 1.0 | 1.0 | - | 1.0 | 0.0 | 0.0% |
| Citizen Services | 3.0 | 61.0 | 64.0 | 3.0 | 63.8 | 66.8 | 2.8 | 4.4% |
| People & Transformation | - | 3.0 | 3.0 | - | 2.7 | 2.7 | (0.3) | (10.0%) |
| Fund 620 - Cost Distribution Fund Total | 6.0 | 109.0 | 115.0 | 5.6 | 102.5 | 108.1 | (6.9) | (6.0%) |
| Total | 359.0 | 1,915.0 | 2,274.0 | 358.0 | 1,941.6 | 2,299.6 | 25.6 | 1.1% |

TABLE 29

New Civic FTE Budget Highlights:

- General Fund positions to support City priorities/strategic Initiatives – approximately 13 FTEs
- General Fund positions to support status quo operations – approximately 4 FTEs
- Positions funded by non-mill rate funding sources – approximately 9 FTEs

City Council & Office of the Mayor

City Council is responsible for the governance of the City of Regina, subject to provincial legislation. Councillors are elected every four years in a municipal election; the last one took place on November 9, 2021. The Mayor is elected at large. The City of Regina uses a ward system for electing Councillors, and one Councillor is elected for each of the 10 wards to comprise the City.

City Council establishes policies and budgets for the programs and services delivered by the City of Regina. Office of the Mayor and City Council includes the budgets for:

- Office of the Mayor.
- City Council, including Councillors' remuneration, the Councillors' travel and communication allowance, support services and other costs related to City Council.
- Committees established by City Council.

Expense By Department – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|-----------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| City Council | 649 | 756 | 756 | 766 | 10 | 1.3% |
| Mayor's Office | 707 | 612 | 667 | 779 | 167 | 27.3% |
| Total | 1,356 | 1,368 | 1,423 | 1,545 | 177 | 12.9% |

TABLE 30

Details on the responsibilities of the areas in City Council are listed below:

Office of the Mayor - Provides support to the Mayor through the management of the decision-making processes of City Council, committees and quasi-judicial bodies.

City Council – Provides support to City Council and individual Councillors through the management of the decision-making processes of City Council, committees and quasi-judicial bodies.

Budget Highlights:

- Mayor's Office
 - o Additional position to support the Mayor's Office

FTEs By Department – General Operating Fund

| | 2021 Casual | 2021 Permanent | 2021 Total | 2022 Casual | 2022 Permanent | 2022 Total | Change # | Change % |
|------------------------------------|----------------|-------------------|---------------|----------------|-------------------|---------------|-------------|-------------|
| City Council & Office of the Mayor | | | | | | | | |
| Mayor's Office | - | 4.0 | 4.0 | - | 5.0 | 5.0 | 1.0 | 25.0% |
| City Council | - | 11.0 | 11.0 | - | 11.0 | 11.0 | - | 6.7% |
| Total | - | 15.0 | 15.0 | - | 16.0 | 16.0 | 1.0 | 6.7% |

TABLE 31

Community Investments

Community Investments funds and partners with non-profit organizations to deliver programs, projects and services that align with the City of Regina's priorities, have a clear community impact and respond to community needs.

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Expenses | | | | | | |
| Operations & Community Services Committee | 4,032 | 5,176 | 5,176 | 5,176 | - | 0.0% |
| Provincial Capital Commission (Wascana Authority) | 2,719 | 2,719 | 2,719 | 2,719 | - | 0.0% |
| Social & Cultural Development | 3,566 | 2,530 | 1,697 | 2,530 | - | 0.0% |
| Economic Development Regina (EDR) | 1,848 | 2,048 | 2,048 | 2,185 | 137 | 6.7% |
| Regina Exhibition Association Ltd (REAL) | 100 | 1,100 | 1,100 | 1,100 | - | 0.0% |
| Harm Reduction | - | - | - | 500 | 500 | 100.0% |
| Economic (Executive Committee) | 22 | 205 | 205 | 205 | - | 0.0% |
| Heritage Conservation | - | - | - | 180 | 180 | 100.0% |
| Sports Facilities | 193 | 86 | 112 | 126 | 40 | 46.5% |
| Henry Baker Scholarship | 34 | 34 | 34 | 34 | - | 0.0% |
| Other Economic & Promotional Initiatives | 5 | 10 | 10 | 10 | - | 0.0% |
| Total | 12,960 | 13,908 | 13,101 | 14,765 | 857 | 6.2% |

TABLE 32

Funds are allocated through several committees:

- The City Planning & Community Development division, through delegated authority from the Operations & Community Services Committee, provides financial support to organizations that deliver services that align with community investment priorities in the areas of sport and recreation, culture and social development.
- The Executive Committee provides financial support for events that celebrate, preserve and enhance Regina's identity, local events that promote the values of citizenship, new or unique one-time events that contribute to building community pride and encouraging community interaction and spirit, and re-occurring events that have an established history of City of Regina service support.
- The Executive Committee provides funding to the Regina Exhibition Association Limited, Economic Development Regina and Wascana Park through the Provincial Capital Commission.

Funding provided through the Community Investment Grants Program (CIGP) is designed to support the following priorities and objectives:

- Preserve and conserve Regina's intangible cultural heritage (e.g. languages, traditions, stories).
- Improve awareness and access to arts and cultural activity and resource (e.g. artistic practices, cultural spaces, cultural industries).
- Animate the City's public spaces.
- Reflect the cultural aspirations of Newcomers, First Nations, Métis and Inuit people.
- Strengthen the cultural community through meaningful partnerships between organizations.
- Support community to create collaborative strategies to address hunger and food security as well as access to housing.
- Strengthen development of safe neighborhoods through community activities and resources.

- Represent First Nations, Métis, Inuit people, new Canadians, residents with disabilities and citizens who are marginalized to build a welcoming and socially inclusive community.
- Increase accessibility to sport and recreation activities and resources, including sporting events and celebrations.
- Support community initiatives that address the recreation aspirations of our diverse community.
- Promote active and healthy lifestyles among children and youth.
- Encourage multi-season use of open space.
- Support efforts by organizations that deliver programs, services and space that align with Truth & Reconciliation and Calls to Action.
- Continue to work with the provincial government to determine roles and responsibilities and a mutually agreed-upon cost-sharing formula for the maintenance and upkeep of Wascana Park.

2021 Achievements

The CIGP supported the core operating and programming of 27 cultural, sport and recreation, and social development organizations in 2021, and allocated approximately 233 separate grants, ranging in amounts from \$600 to \$308,000 for first time and recurring events, core operating programs and services in the community.

In 2021, 85 per cent of all applications received some level of grant funding and 59 per cent of all funds requested were approved.

Budget Highlights:

Harm Reduction

- The increase is to establish permanent funding for Harm Reduction program of \$0.5 million. \$0.5 million was budgeted in 2021 but was shown in a different line item.

Economic Development Regina (EDR)

- The increase in funding of \$0.1 million is a one-time to assist EDR during the pandemic and a small increase to cover ongoing cost increases.

Heritage Conservation

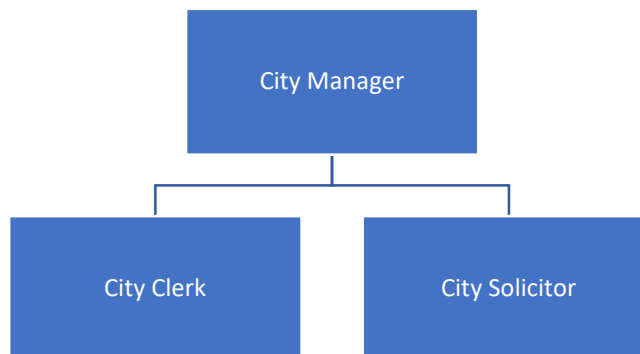
- Funding of \$0.2 million to support the Heritage Conservation Policy to embrace and invest in arts, culture, historic places, sport and recreation and to leverage and expand funding, financial incentive programs and other means of support to advance cultural development, cultural resources, and the conservation of historic places.

Sports Facilities

- The \$40,000 increase is to provide increased support to organizations that manage City baseball facilities.

Officers of Council

The Officers of Council, comprised of the City Manager, City Clerk and City Solicitor, provide leadership and direction to the organization, as well as strategic governance, legal advice and support to elected officials to facilitate informed and transparent decision-making.



Office of the City Manager

- Administrative Lead of the City – Directly accountable and responsible to City Council, oversees the City's Executive Leadership Team.
- Development and Execution of Strategic Direction – Establishment of public and corporate policy to align and deliver on Council's vision and community priorities.
- Strategic Partnerships – Advances collaborative efforts and strengthen relationships with service and government partners to deliver high-quality services and programs.
- Strategic Innovation – Enables projects to drive efficiency, innovation and service level changes.

Office of the City Solicitor

- Licensing – Provides business, animal and vehicle for hire licensing services, and animal control and impound services.
- Parking Services – Provides parking services including parking meters and maintenance, parking permits, neighborhood and accessible parking zone planning and traffic bylaw enforcement.
- Legal Services – Provides full service in-house legal services to the City of Regina and City Council supporting business operations and legal compliance. The Office prosecutes all bylaw offences in the Regina Municipal Bylaw Division of Provincial Court.
- Bylaw Enforcement – Responsible for working with residents and community groups to resolve issues through education and enforcement to achieve bylaw compliance; investigating property complaints; remedying issues of noncompliance
- (dispatching City crews or contracted personnel to clean up or repair properties); coordinating investigations with internal and external enforcement agencies.
- Insurance – Maintains a comprehensive insurance portfolio to protect the financial assets of the corporation, as well as to protect the corporation against losses related to liability arising out of all civic activities and operations.
- Risk Management – Provides risk management and insurance services and investigates all claims by and against the City of Regina.

Office of the City Clerk

- Administration – Provides leadership for the department. including business planning, operations management and reporting.
- Corporate Information Governance – Manages all aspects of privacy protection and access to information, including processing access to information requests; coordinates the Open Government Program and manage the Open Data website.
- Elections Management – Provides election readiness and manages election operations.
- Corporate Memberships – Manages corporate memberships for organizations, such as Saskatchewan Urban Municipalities Association.

- Committee Support – Provides support to City Council and individual Councillors through the management of the decision-making processes of City Council, committees and quasi-judicial bodies.

2021 Achievements

To position our organization for financial sustainability and minimize financial and service impacts of the COVID-19 pandemic, while supporting economic recovery and growth of our community, the City worked with senior levels of government to maximize investments in recovery from the pandemic. The City continues to respond to evolving public health measures adjusting safety protocols to ensure the health and safety of our community and employees.

The Office of the City Manager continues to build and maintain partnerships with community and business-oriented organizations and Indigenous leaders, with a focus on investing in infrastructure, and supporting social and economic development.

- The City is committed to Truth and Reconciliation and ensuring that the tragic history and ongoing legacy of residential schools is never forgotten. The City encourages our community and City employees to observe September 30 as a day of quiet reflection and to participate in or support community events focused on understanding the truth. The City continues to champion and implement the Truth and Reconciliation calls to action by working with community partners to ensure the City contributes to the collective movement.
- The Office of the City Manager worked collaboratively with partnering organizations to develop the City Centre Core Partnership Framework that will provide guidance to future neighbourhood plans, help determine the priorities and timing of infrastructure projects in a coordinated way to support future development of the City Centre Core land areas.

Governance also continues to be a key area of work. Administration developed a process to support City Council in confirming and setting new strategic priorities in alignment with our community priorities identified in Design Regina: The Official Community Plan. Administration has been working to develop a new 2022-2025 Strategic Plan in collaboration with City Council to support Council's priorities and the City's guiding documents.

The Office of the City Solicitor supported a range of initiatives that included drafting bylaws, major contracts and general advising. This work highlighted below assisted the City in its role as both regulator and service provider.

- COVID-19 pandemic support on a variety of fronts from contracts, bylaws, policies and general advising
- Provided support to City Council in relation to the banning of conversion therapy in Regina, resulting in the passage of The Prohibited Businesses Bylaw
- The Risk Management Branch awarded a Request for Quote for risk management and insurance brokerage services and successfully transitioned these services to a new broker of record
- Provided legal support for the property assessment revaluation year and record number of assessment related matters
- Support for operational areas for enforcement and management of regulatory issues (wastewater discharge, waste management, winter maintenance policy update, sidewalk snow clearing, weeds, body rub parlours, etc.)
- Support procurement during the pandemic and through expanded construction program as well as expansion of procurement in advancing social policy goals.
- In 2021, the Licensing & Parking Services Branch implemented the Body Rub Establishment and Short-Term Accommodation licensing programs.

2021 Efficiencies

Efficiency and service delivery improvements included providing online application submissions for parking permits and business licence applications. Contract negotiations for the replacement and upgrade of the current licensing and parking software systems occurred.

In 2021, the Bylaw Enforcement Branch focused on improving community safety and attractiveness. Specifically, with respect to resolution times and working with repeat offenders for overgrown grass and vegetation violations on private properties. In response, the Branch committed to finding efficiencies in the process and working towards a 10-day resolution time for these cases. Two term Bylaw Enforcement Officers were hired and as of August 31, 2021, 1,884 cases were opened, 734 of which were proactively opened by the officer and our average resolution time was 11.4 days. Through increased communication and education, resident compliance resolved 1,152 of these cases.

- As part of the overgrown grass enforcement process, the Branch also eliminated the informal notice step and reduced the number of days provided for compliance. While the informal notice has been used as an education tool, it added approximately 14 additional days to the process if there was no compliance. Also, by reducing the number of days given for compliance, but still allowing for time to appeal, enforcement times were further reduced by approximately 10 days. The Branch is currently looking at other violations to see if these process changes could be implemented.

The Office of the City Clerk provided ongoing support to Council and committees through virtual meeting platforms. The majority of staff worked remotely during the pandemic while ensuring that service to Council members, the public and other divisions was not disrupted.

Nearly 100 per cent of continued high volume of Access to Information requests were completed within legislative timelines during a time of working remotely and reduced staff complement.

2022 Priorities and Plans

The Officers of Council will recruit a new Integrity Commissioner for Regina City Council to take over the role in 2022.

In 2022, the Licensing & Parking Services Branch will begin the replacement and upgrade of the current licensing and parking software systems. A focus on improving efficiency, service delivery and compliance as well as reducing ongoing expenses will form the framework of these new software systems. Research on the introduction of parking pay stations as an addition and/or replacement of current parking meters will occur.

The Bylaw Enforcement Branch will focus on developing a strategy to address vacant and boarded up structures and will propose recommendations to City Council in early 2022. This initiative will involve working with Building Standards, Fire & Protective Services and Regina Police Services, as well as our community partners. The Branch seeks to discourage property owners from allowing properties to enter a state of disrepair that requires boarding, to reduce the risk of fire and illegal activities while improving the attractiveness of neighborhoods by encouraging well-maintained properties and contributing to neighborhood renewal.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

- A multi-phased Efficiency Review was initiated in 2021 and decisions on implementation will be made for 2022. The City Manager leads the Efficiency Review Sponsor Team and provides strategic advice and administrative support to the Executive Committee of Council. The City Manager is the primary liaison between the independent, third-party consultant and Executive Committee of Council, and most notably provides insight into the implications of the direction provided to Administration and access and oversight to the work of Administration.
- In 2022, the Licensing & Parking Services Branch will introduce efficiencies that will reduce staff time spent on data-entry, provide the convenience of online application and payments for licenses and permits and thereby reducing the need for residents to attend in person. Improved efficiency and convenience of these systems is expected to increase compliance by 20 per cent within the first year.
- Although the majority of cases are in response to service request complaints, the Branch takes a proactive approach in citing other violations in the area while doing their inspection. The Branch has established a proactive target of 30 per cent for all cases, regardless of the type of violation. As of September 30, 37 per cent of cases for 2021 have been proactive. Further work is planned in 2022 to refine the proactive target based on violation type in alignment with a priority system that is also under development. The priority system is being developed to categorize work to ensure that existing resources are being utilized as effectively as possible.

2022 Challenges and Opportunities

The greatest challenge for the Office of the City Clerk will be around potential retirements and the short-term implications associated with securing replacements.

Long Term Priorities and Plans

Related to the above-noted retirements, priority will continue to be placed on the development and implementation of succession planning for key positions.

At its meeting on September 15, 2021, Council passed a resolution conveying its recommendation to the provincial government that the date for the 2024 Municipal/School Board Election be advanced to May 2024 from November 2024, thereby alleviating concerns with the proximity of the provincial election slated for October 2024.

Expense By Department – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Office of the City Solicitor | 10,556 | 10,972 | 10,512 | 11,496 | 524 | 4.8% |
| Office of the City Clerk | 3,627 | 2,466 | 2,577 | 2,522 | 56 | 2.3% |
| Office of the City Manager | 1,406 | 1,478 | 850 | 1,513 | 35 | 2.4% |
| Total Expenses | 15,589 | 14,916 | 13,939 | 15,531 | 615 | 4.1% |
| Internal Transfers | | | | | | |
| Office of the City Clerk | 161 | 161 | 161 | 161 | - | 0.0% |
| Office of the City Solicitor | 762 | 762 | 762 | 762 | - | 0.0% |
| Total Internal Transfers | 923 | 923 | 923 | 923 | - | 0.0% |
| Total | 16,512 | 15,839 | 14,862 | 16,454 | 615 | 3.9% |

TABLE 33

Budget Highlights:

Office of the City Solicitor

- Three positions, including funding of \$0.2 million related to Bylaw activities were reallocated to the Office of the Solicitor from Fire and Protective Services. This reallocation will support expansion of bylaw activities without adding additional resources.
- Increase of \$0.3 million for Insurance premiums.

FTEs by Department – General Operating Fund

| | 2021 Casual | 2021 Permanent | 2021 Total | 2022 Casual | 2022 Permanent | 2022 Total | Change # | Change % |
|------------------------------|----------------|-------------------|---------------|----------------|-------------------|---------------|-------------|-------------|
| Office of the City Solicitor | - | 57.0 | 57.0 | - | 59.5 | 59.5 | 2.5 | 4.3% |
| Office of the City Clerk | - | 20.0 | 20.0 | - | 20.0 | 20.0 | - | 0.0% |
| Office of the City Manager | - | 5.0 | 5.0 | - | 4.0 | 4.0 | (1.0) | (20.0%) |
| Total | - | 82.0 | 82.0 | - | 83.5 | 83.5 | 1.5 | 1.8% |

TABLE 34

Office of the City Solicitor
Expense By Activity - General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Parking Services | 2,159 | 2,532 | 2,082 | 2,566 | 34 | 1.3% |
| Legal Services | 2,067 | 2,273 | 2,281 | 2,290 | 17 | 0.7% |
| Bylaw Enforcement | 1,494 | 1,977 | 2,048 | 2,212 | 235 | 11.9% |
| Insurance | 1,397 | 1,809 | 1,841 | 2,103 | 294 | 16.3% |
| Licensing | 3,208 | 2,146 | 2,036 | 2,083 | (63) | (2.9%) |
| Risk Management | 231 | 235 | 224 | 242 | 7 | 3.0% |
| Total Expenses | 10,556 | 10,972 | 10,512 | 11,496 | 524 | 4.8% |
| Internal Transfers | | | | | | |
| Licensing | 762 | 762 | 762 | 762 | - | 0.0% |
| Total Internal Transfers | 762 | 762 | 762 | 762 | - | 0.0% |
| Total | 11,318 | 11,734 | 11,274 | 12,258 | 524 | 4.5% |

TABLE 35

Details on the responsibilities of the areas in the Office of the City Solicitor are listed below:

Parking Services – Provides parking services including parking meters and maintenance, parking permits, neighborhood and accessible parking zone planning and traffic bylaw enforcement.

Legal Services - The Legal Department provides full service in-house legal services to the City of Regina and City Council supporting business operations and legal compliance. The Department prosecutes all bylaw offences in the Regina Municipal Bylaw Division of Provincial Court.

Bylaw Enforcement - Responsible for working with residents and community groups to resolve issues through education and enforcement to achieve bylaw compliance; investigating property complaints; remedying issues of non-compliance (dispatching City crews or contracted personnel to clean up or repair properties); coordinating investigations with internal and external enforcement agencies.

Insurance - Costs for insurance premiums for the City.

Licensing - Provides business, animal and vehicle for hire licencing services, and animal control & impound services.

Risk Management - Provides risk management and insurance services and investigates all claims by and against the City of Regina.

Office of the City Clerk
Expense By Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| City Clerk's Office Administration | 1,111 | 1,243 | 1,334 | 1,270 | 27 | 2.2% |
| Corporate Information Governance | 1,200 | 901 | 901 | 921 | 20 | 2.2% |
| Corporate Memberships | 148 | 130 | 145 | 130 | - | 0.0% |
| Committee Support | 57 | 108 | 108 | 117 | 9 | 8.3% |
| Elections Management | 1,111 | 84 | 89 | 84 | - | 0.0% |
| Total Expenses | 3,627 | 2,466 | 2,577 | 2,522 | 56 | 2.3% |
| Internal Transfers | | | | | | |
| Elections Management | 161 | 161 | 161 | 161 | - | 0.0% |
| Total Internal Transfers | 161 | 161 | 161 | 161 | - | 0.0% |
| Total | 3,788 | 2,627 | 2,738 | 2,683 | 56 | 2.1% |

TABLE 36

Details on the responsibilities of the areas in the Office of the City Clerk are listed below:

City Clerk's Office Administration – Provides leadership for the department including business planning, operations management, and reporting.

Corporate Information Governance - Manages all aspects of privacy protection and access to information, including processing access to information requests; coordinates the Open Government Program and manages the Open Data website.

Corporate Memberships - Membership costs for organizations such as Saskatchewan Urban Rural Municipalities

Committee Support - Provides support to City Council and individual Councillors through the management of the decision-making processes of City Council, committees and quasi-judicial bodies.

Elections Management – Provides election readiness and manages election operations.

Office of the City Manager

The Office of the City Manager is City Council's link to the City Administration.

Expense By Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| City Manager's Office Administration | 920 | 978 | 605 | 1,013 | 35 | 3.6% |
| Strategic Innovation | 486 | 500 | 245 | 500 | - | 0.0% |
| Total | 1,406 | 1,478 | 850 | 1,513 | 35 | 2.4% |

TABLE 37

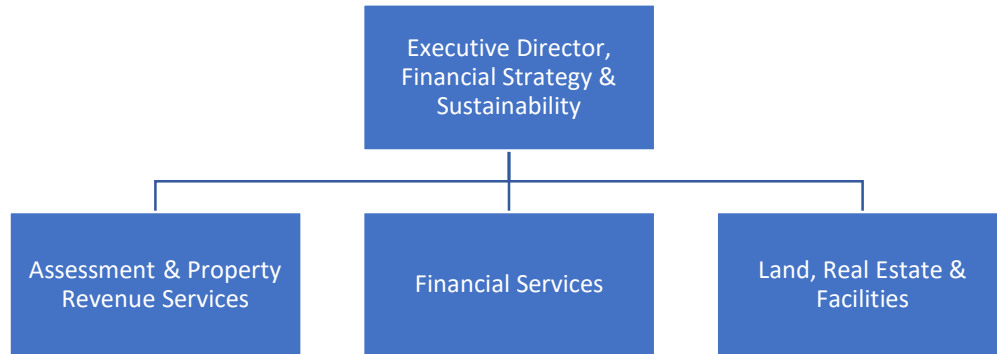
Details on the responsibilities of the areas in the Office of the City Manager are listed below:

City Manager's Office Administration – Development and execution of strategic direction, establishment of public and corporate policy to align and deliver on Council's Vision and the communities' priorities.

Strategic Innovation – Provides funds for projects to drive efficiency, innovation and service level changes.

Financial Strategy & Sustainability

The Financial Strategy & Sustainability division contributes to a customer focused, financially sustainable city by providing strategic, equitable, and transparent tax, financial, land, and facility management services. These high-level services are delivered through three departments: Assessment & Property Revenue Services, Financial Services, and Land, Real Estate and Facilities.



Executive Director, Financial Strategy & Sustainability

- Executive Director, Financial Strategy & Sustainability - Provides leadership for the Division including business planning, operations management, and reporting.
- Budget & Long-Term Financial Planning - Development of the annual budget and long-term financial planning for the City.

Assessment & Property Revenue Services

- Property Assessment Services- Establishes and defends property assessment values, inspects properties.
- Property Revenue Services – Leads customer service for the Assessment & Property Revenue Services Department as well as the Financial Services Department and Corporate Budget. Sends tax, utility and sundry receivable notifications, collects property revenues including property, utility revenues and sundry revenues, maintains property ownership records and utility account information.
- Assessment & Property Revenue Systems – Leads major projects and system development, manages exemption programs, and other programs in relation to property revenue services.

Financial Services

- Financial Analysis & Support - Management reporting, business area support, forecasting, cash management and internal costing.
- Procurement - Leads procurement of all goods and services and ensuring compliance with laws, trade agreements and bylaws, contract management, and procurement policy development.
- Public Accounting & Reporting - Financial compliance, external audit, external reporting and the annual report.

Land, Real Estate & Facilities

- Facilities Building Services - Provides support for corporate programs including employee parking, life safety programs, security, service contract management, property management, the corporate furniture inventory management system and office and non-office (operational) space programming. Manages the electricity and natural gas costs for city facilities.
- Facilities Engineering – Oversees the capital planning and work scheduling for all facility renewal, repair and rehabilitation work that minimizes total lifecycle costs.
- Facilities Maintenance - Provides routine daily maintenance and preventative maintenance services in all civic buildings and structures.
- Facilities Operations - Provides the efficient day-to-day building activities that allow occupants/users to perform their intended function in a safe and comfortable environment. This includes housekeeping, general and technical equipment operation and building systems management.
- Land Development – Develops City owned lands for the benefit of the community.
- Real Estate - Manages City owned land for the strategic and financial benefit of the community.

2021 Achievements

In 2021, the City maintained its AAA credit rating from S&P Global, a key indicator of the City's strong financial management practices. Not only is this the highest possible rating but the rating is significant in conveying the level of stewardship the City exhibits with public funds; particularly, that the City has very strong financial management practices and has strengthened its long-term financial planning capabilities.

The division supported operating areas in tracking the delivery of \$30.9 million of Municipal Economic Enhancement Program (MEEP) funding. This funding helped advance many community projects including the design and construction of a new Wascana Pool; residential road renewal to rebuild road structures, catch basin improvement or construction and repair or replacement of sidewalks; and installation of permanent pavement markings in more than 24 locations.

The division continued to support pandemic safety protocols in all City facilities, including enhanced cleaning. Financial pandemic relief measures were also continued, including the Regina Economic Recovery Grant Program which distributed \$1,335,500 to provide economic assistance to 172 Regina businesses in 2021.

Facilities completed work on the new Maple Leaf Pool, which operated for a first full season in 2021. This facility expands on programming opportunities, is inclusive and accessible and has a number of energy efficiency and sustainability features such as a solar photovoltaic system that generates approximately 50 per cent of the electricity needed for the pool, LED lighting, high-efficient pool heating and filtration systems and water efficient fixtures.

Procurement practices were implemented that consider social, environmental and economic elements with a focus on how sustainable procurement practices can contribute to the local economy and environmental sustainability. These practices will be further explored in a report to Council in Q2 of 2022.

An Internal Auditor was hired to continue to ensure objective evaluations of City financial and operational business activities.

The City's Investment Policy was updated and approved by City Council in February 2021. Under the new Investment Policy, an Investment Committee has been established and an investment manager will be hired by end of 2021.

The Automated Meter Infrastructure Project (AMI) team completed the design phase of the project and is currently in the procurement phase to find the Meter/Radio Supply, Software, Network and Installation vendor(s).

The Towns development has begun the second phase of this project.

The environmental remediation on The Yards lands has started, a key milestone toward the redevelopment of this land. The preparation of the human health risk assessment and the corrective action plan will be completed by the end of 2021. The plan will be specific to actions that will be required to remediate the lands to redevelop into a developable state.

2021 Efficiencies:

- Procurement continues to partner with Group Procurement Organizations (GPO) to combine the purchasing power of several companies to secure supplier incentives. The City works with national companies such as Kinetic and Canoe to identify contracts that can provide an economy of scale for goods and services. Through these relationships the City's Procurement Branch has been able to secure a rebate from a local company through the program based on goods purchased over a year. To date, the Procurement Branch has identified eight contracts through this program and will continue to review additional opportunities.
- The City of Regina has also extended Cooperative Procurement to the City of Moose Jaw for standardized water and sewer supplies to encourage a larger economy of scale for both cities to take advantage of and reduce procurement activities with operational areas in both cities.
- Through a review of various sources of data in 2021, the City found opportunities to combine individual contracts into city-wide contracts to save costs and operational time that has been reallocated to other activities in the Procurement Branch and in business areas across the organization.
- Financial Services has streamlined the process to generate charges for fire callouts in a weekly batch to save time, increase accuracy and enhance collaboration across departments.
- Facilities led the completion of the new Parks and Facilities Yard Operations Centre and Equipment Storage Building that will provide operational efficiencies through the consolidation of several front-line services in a combined facility as well energy efficiencies from the high-performance building envelope, LED lighting and occupancy sensors, high-efficient HVAC system, building management system and water efficient fixtures.

- Facilities also implemented a number of asset management projects including renovations of the Mahon Arena and roof replacements at the Balfour and Hamilton arenas, Glencairn Recreation Centre, BMO to Cornwall Pedway and Tor Hill Clubhouse. These projects will extend the life of these facilities while also providing improvements to building systems that will lead to energy savings.
- City Hall moved to daytime cleaning schedule, reducing utility requirements for after hour services. This change has reduced budget requirements and also supports our sustainability goals.
- Property Revenue Services has undertaken reviews to ensure processes are in alignment with an improved customer experience, while working with the same number of resources. Some of these processes include initiating more out-bound calls in our utility and tax collection efforts to help customers manage their outstanding accounts, increased investigation of customer inquiries, including a more pro-active approach with customers when helping with bill payments or prevention of unnecessarily high water bills.
- Sundry Accounts Receivable services have moved from Accounting Services to Property Revenue Services branch to better align with the billing and collection services already offered to City customers. The Accounting area in the branch is now providing cross-functional support to each other working toward improved customer experience with existing resources.

2022 Priorities and Plans

The division will continue to support the organization and deliver reliable customer focused services to residents through the following 2022 plans and priorities:

- Multi-year budgeting, starting with the 2023-2024 budget period. Multi-year budgeting will better link longer-term financial planning and the annual operating budgets, and also save money for the City through increased efficiency.
- The division will continue to work to strengthen the City's economic competitiveness including the development of a business focused service team with the goal of enhancing service to businesses and helping facilitate business and economic growth opportunities.
- The Tax & Assessment System modernization project will increase customer and user experiences for property owners and City staff by capitalizing on new technologies to implement improved processes and services.
- The AMI Project will result in upgrades and enhancements to the Utility Billing Customer Information System and radio-read devices used to collect Utility usage data. This project will incorporate new software features designed to increase flexibility and accuracy in the system allowing for improved customer experience and reliability.
- Property Revenue Services continues to work towards consolidating processes between functional business areas in order to improve customer experience and reduce the need for multiple customer interactions.
- Facilities upgrades are planned to support the Fire, Recreation and Transit Master Plans, including expansion of fire station facilities, new parks maintenance sub-depots, enhancements to tennis/pickleball and boarded hockey sites as well as continued improvements to transit shelters. Continued investment is also planned in asset management for all corporate facilities to support the delivery of programs and services to the community.
- Facilities will continue work on projects scheduled for completion in the coming years, such as the Regina Police Campus Development, Municipal Justice Building Neighbourhood Centre and Wascana Pool.
- The Land Development Master Plan (LDMP) is a fundamental document that will guide future decisions with respect to development of specific City land assets. Work included within the LDMP will include undertakings of technical evaluations including servicing requirements, geotechnical assessments, environmental assessments, and conceptual land use alternatives, all of which will assist in the determination of projected revenues and expenditures of the lands.
- Work will begin on the Dewdney Avenue corridor rehabilitation project, transforming the current state into a desirable landscaped roadway, with new multi-modal amenities that will meet future needs of the neighbourhood and the broader City.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

- As part of overall continuous improvement, the division will continue to seek efficiencies and cost savings. In 2022, several improvements center around software enhancements: the tax and assessment system modernization, as well as upgrades to the utility billing applications.
- Enhancements to the tax and assessment system will include the implementation of workflows for collections, accounting, valuation and appeals functions which will improve efficiency, and consistency, as well as the flow of data to and from other business units. Enhancements to the front end of both the tax and utility billing systems will improve employee processes and accuracy, ultimately allowing us to deliver more services with existing resources while enhancing the user experience for residents.

- The International Property Tax Institute was contracted to provide an independent review of current data collection processes. The branch is currently reviewing the recommendations for improvement of data flow which will in turn improve internal processes and customer experience.
- In preparation for the AMI project, billing processes are being reviewed to seek out ways to use data to drive improved decision making and be more responsive and proactive to our utility customers' needs.
- Property Assessment Services will begin implementing the recommendations from a 2021 review, the most significant recommendation being enhancements to our online eProperty portal to allow for the flow of property information directly from the property owner. These enhancements will create significant efficiencies in the collection and storage of property data.
- There is opportunity to identify cost savings with improved purchasing card analysis, taking advantage of net discount payments and price point buying with preferred suppliers.
- Procurement will continue to expand its partnerships with GPOs in 2022 to find opportunities to save taxpayer dollars with the use of combined purchasing power and to save staff time in issuing various procurements. It will also review contracts to establish city-wide contracts that will reduce effort and save costs.
- Negotiated request for proposals will continue to be used as a procurement method for facility construction and various services.

2022 Challenges and Opportunities

The division faces both challenges and opportunities over the coming year. There is continued uncertainty with the fourth wave of the pandemic and unknowns that may impact the City's financials and overall Regina economy. The recommendations of the Efficiency Review will be used to prioritize opportunities in 2022 and future years to improve processes, procedures and find efficiencies and savings.

A continuing opportunity, in alignment with the organization's sustainability goals, is the design and construction of City facility renovations and new builds to contemporary energy, environmental and sustainability standards to improve working conditions and reduce greenhouse gas emissions.

Financial Services will continue to find opportunities to automate processes, such as the process to review and approve purchase card transactions. Automation will save more than 200 hours of staff time, printing costs, and filing costs. It will also result in improved data for analysis and audit, when completed.

Long Term Priorities and Plans

Over a longer-term period, the division plans a number of initiatives that will positively impact the community; this includes successful completion of the Water Meter and Automated Meter Reading Replacement Project, upgrades to the City's financial reporting system, further land development including future phases of The Towns and potentially other land development opportunities, continued movement of the Regina Revitalization Initiative with reconstruction of Dewdney Avenue, and detailed concept planning of the Yards Neighborhood.

As the City continues to grow, and our Master Plans are implemented, work will continue on facility development. This includes the feasibility study, design and build of a new indoor aquatics facility, new fire halls, parks maintenance depots and alternative fuel bus infrastructure, along with other projects as outlined in the budget.

To meet Regina's goal of being 100 per cent renewable by 2050, facility enhancements are also planned. Facility upgrades can include building management and control systems, mechanical and electrical systems, building envelope assemblies, alternative sources of energy and upgrades based on the recommendations from the Energy Monitoring & Optimization Infrastructure (MEEP) project currently underway.

Expense By Department – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Expenses | | | | | | |
| Financial Strategy & Sustainability - Executive Director's Office | 1,071 | 1,347 | 1,181 | 1,626 | 279 | 20.7% |
| Financial Services | 67,863 | 71,496 | 70,259 | 75,604 | 4,108 | 5.7% |
| Land, Real Estate & Facilities | 30,211 | 23,308 | 28,420 | 24,081 | 773 | 3.3% |
| Assessment & Revenue Property Services | 4,372 | 4,965 | 5,483 | 5,676 | 711 | 14.3% |
| Total Expenses | 103,517 | 101,116 | 105,343 | 106,987 | 5,871 | 5.8% |
| Internal Transfers | | | | | | |
| Land, Real Estate & Facilities | 396 | 3,198 | 298 | 3,020 | (178) | (5.6%) |
| Assessment & Revenue Property Services | - | 64 | 64 | 64 | - | 0.0% |
| Financial Services | 22,618 | 119 | 119 | 15 | (104) | (87.4%) |
| Total Internal Transfers | 23,014 | 3,381 | 481 | 3,099 | (282) | (8.3%) |
| Total | 126,531 | 104,497 | 105,824 | 110,086 | 5,589 | 5.3% |

TABLE 38

Budget Highlights:

Executive Director, Financial Strategy & Sustainability

- Resources of \$0.3 million and two positions for the creation of a business service team whose focus will be supporting business development and economic growth in the City.

Financial Services

- The increases in Financial Services are related to increases to Current Contributions to Capital (\$3.6 million), addition of two positions (\$0.2 million), one related to supporting increased requirements related to regulated reporting and one position to provide increased support to the Buffalo Pound Water Treatment Corporation (BPWTC). The City will be fully reimbursed for the BPWTC position through a service agreement between the BPWTC and the City. This business area also includes \$0.4 million for the implementation of the Joint Job Evaluation Process results. Job Evaluation (JE) is a process for determining the relative value of jobs within an organization using the same criteria, via a job evaluation tool. This increase is offset by a reduction of \$0.3 million that is now in Assessment & Revenue Property Services.

Assessment & Revenue Property Services

- The increase is primarily related to the consolidation of Sundry Accounts Receivable function (\$0.4 million) into this department. Centralizing Accounts Receivable functions will increase efficiency.

FTEs by Department

| | 2021 Casual | 2021 Permanent | 2021 Total | 2022 Casual | 2022 Permanent | 2022 Total | Change # | Change % |
|---|----------------|-------------------|---------------|----------------|-------------------|---------------|--------------|----------------|
| Fund 110 - General Operations Fund | | | | | | | | |
| Executive Director, Financial Strategy & Sustainability | 0.0 | 9.0 | 9.0 | 0.0 | 11.0 | 11.0 | 2.0 | 22.2% |
| Financial Services | 1.0 | 65.0 | 66.0 | 1.4 | 65.8 | 67.2 | 1.2 | 1.8% |
| Land, Real Estate & Facilities | 17.0 | 91.0 | 108.0 | 15.8 | 102.0 | 117.8 | 9.8 | 9.1% |
| Assessment & Revenue Property Services | 0.0 | 47.0 | 47.0 | 0.0 | 48.0 | 48.0 | 1.0 | 2.1% |
| Fund 110 - General Operations Fund Total | 18.0 | 212.0 | 230.0 | 17.2 | 226.8 | 244.0 | 14.0 | 6.1% |
| Fund 130 - Utility Operations Fund | | | | | | | | |
| Assessment & Revenue Property Services | 1.0 | 18.0 | 19.0 | 0.8 | 18.0 | 18.8 | (0.2) | (1.1%) |
| Financial Services | 0.0 | 2.0 | 2.0 | 0.0 | 1.5 | 1.5 | (0.5) | (25.0%) |
| Fund 130 - Utility Operations Fund Total | 1.0 | 20.0 | 21.0 | 0.8 | 19.5 | 20.3 | (0.7) | (3.3%) |
| Fund 210 - General Capital Fund | | | | | | | | |
| Financial Services | 0.0 | 1.0 | 1.0 | 0.0 | 1.0 | 1.0 | 0.0 | 0.0% |
| Land, Real Estate & Facilities | 0.0 | 8.0 | 8.0 | 0.0 | 8.0 | 8.0 | 0.0 | 0.0% |
| Fund 210 - General Capital Fund Total | 0.0 | 9.0 | 9.0 | 0.0 | 9.0 | 9.0 | 0.0 | 0.0% |
| Fund 620 - Cost Distribution Fund | | | | | | | | |
| Financial Services | 1.0 | 4.0 | 5.0 | 0.5 | 3.7 | 4.2 | (0.8) | (16.0%) |
| Land, Real Estate & Facilities | 1.0 | 41.0 | 42.0 | 1.1 | 32.3 | 33.4 | (8.6) | (20.5%) |
| Fund 620 - Cost Distribution Fund Total | 2.0 | 45.0 | 47.0 | 1.6 | 36.0 | 37.6 | (9.4) | (20.0%) |
| Total | 21.0 | 286.0 | 307.0 | 19.6 | 291.3 | 310.8 | 3.8 | 1.2% |

TABLE 39

Financial Strategy & Sustainability Administration Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Expenses | | | | | | |
| Executive Director, Financial Strategy & Sustainability | 531 | 806 | 627 | 1,072 | 266 | 33.0% |
| Budget & Long-Term Financial Planning | 540 | 541 | 554 | 554 | 13 | 2.4% |
| Total | 1,071 | 1,347 | 1,181 | 1,626 | 279 | 20.7% |

TABLE 40

Details on the responsibilities of the areas Financial Strategy & Sustainability Admin are listed below:

Executive Director, Financial Strategy & Sustainability- Provides leadership for the department including business planning, operations management, and reporting. The business service team function will also reside in this work area.

Budget & Long-Term Financial Planning - Development of the annual budget and long-term financial planning for the City.

Financial Services

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Director, Financial Services | 282 | 371 | 336 | 395 | 24 | 6.5% |
| Financial Analysis & Support | 2,546 | 3,192 | 2,593 | 2,782 | (410) | (12.8%) |
| Public Accounting & Reporting | 2,046 | 2,160 | 2,070 | 2,443 | 283 | 13.1% |
| Procurement | 1,995 | 1,920 | 1,970 | 1,998 | 78 | 4.1% |
| Accounts Payable | 406 | 444 | 527 | 650 | 206 | 46.4% |
| Other Corporate Financial Transactions | 60,588 | 63,409 | 63,763 | 67,336 | 3,927 | 6.2% |
| Total Expenses | 67,863 | 71,496 | 70,259 | 75,604 | 4,108 | 5.7% |
| Internal Transfers | | | | | | |
| Financial Services Administration | 15 | 15 | 15 | 15 | - | 0.0% |
| Other Corporate Financial Transactions | 22,999 | 104 | 104 | - | (104) | (100.0%) |
| Total Internal Transfers | 23,014 | 119 | 119 | 15 | (104) | (87.4%) |
| Total | 90,877 | 71,615 | 70,378 | 75,619 | 4,004 | 5.6% |

TABLE 41

Details on the responsibilities of the areas in Financial Services are listed below:

Director, Financial Services – Provides leadership for the department including business planning, operations management, and reporting.

Financial Analysis & Support - Management reporting, business area support, forecasting and internal costing.

Public Accounting & Reporting - Financial compliance, audit costs, external reporting, cash management and the annual report.

Procurement - Contract management, procurement compliance, tenders and procurement policy development.

Accounts Payable - Payment of vendors.

Other Corporate Financial Transactions – Funding for debt servicing, contribution to capital and other corporate costs.

Land, Real Estate & Facilities

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|-----------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Facilities Operations | 5,385 | 6,668 | 5,849 | 6,588 | (80) | (1.2%) |
| Facilities Utilities | 4,538 | 5,782 | 5,338 | 6,240 | 458 | 7.9% |
| Facilities Management | 3,128 | 3,679 | 3,120 | 3,778 | 99 | 2.7% |
| Facilities Maintenance | 3,150 | 3,351 | 3,361 | 3,470 | 119 | 3.6% |
| Facilities Building Services | 627 | 431 | 694 | 427 | (4) | (0.9%) |
| Land & Real Estate Administration | 679 | 2,035 | 625 | 2,164 | 129 | 6.3% |
| Land Development | 12,210 | 628 | 8,905 | 672 | 44 | 7.0% |
| Real Estate | 470 | 555 | 481 | 563 | 8 | 1.4% |
| Land Sales | 24 | 179 | 47 | 179 | - | 0.0% |
| Total Expenses | 30,211 | 23,308 | 28,420 | 24,081 | 773 | 3.3% |
| Internal Transfers | | | | | | |
| Facilities Building Services | 396 | 624 | 298 | 628 | 4 | 0.6% |
| Land Sales | - | 2,574 | - | 2,392 | (182) | (7.1%) |
| Total Internal Transfers | 396 | 3,198 | 298 | 3,020 | (178) | (5.6%) |
| Total | 30,607 | 26,506 | 28,718 | 27,101 | 595 | 2.2% |

TABLE 42

Details on the responsibilities of the areas in the Land, Real Estate & Facilities are listed below:

Facilities Operations - Provides the efficient day-to-day building activities that allow occupants/users to perform their intended function in a safe and comfortable environment. This includes housekeeping, general and technical equipment operation and building systems management.

Facilities Utilities - Electricity and natural gas costs for city facilities.

Facilities Management - Administration costs related to City facilities.

Facilities Maintenance - Provides routine daily maintenance and preventative maintenance services in all civic buildings and structures.

Facilities Building Services - Provides support for corporate programs including employee parking, life safety programs, security, service contract management, property management, the corporate furniture inventory management system and office and non-office (operational) space programming.

Land & Real Estate Administration – Provides leadership for the department including business planning, operations management, and reporting.

Land Development - Develops land for the benefit of the community.

Real Estate – Manages land for the strategic and financial benefit of the community.

Land Sales – Provides support for the sale of city property.

Assessment & Property Revenue Services
Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|-------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Property Assessment (City Assessor) | 2,547 | 2,887 | 2,466 | 2,622 | (265) | (9.2%) |
| Property Taxation & Administration | 1,533 | 2,047 | 2,589 | 2,569 | 522 | 25.5% |
| Utility Billing | 255 | - | 397 | 454 | 454 | 100.0% |
| Real Estate - City Owned Properties | 37 | 31 | 31 | 31 | - | 0.0% |
| Total Expenses | 4,372 | 4,965 | 5,483 | 5,676 | 711 | 14.3% |
| Internal Transfers | | | | | | |
| Property Taxation & Administration | - | 64 | 64 | 64 | - | 0.0% |
| Total Internal Transfers | - | 64 | 64 | 64 | - | 0.0% |
| Total | 4,372 | 5,029 | 5,547 | 5,740 | 711 | 14.1% |

TABLE 43

Details on the responsibilities of the areas in the Assessment & Property Revenue Services are listed below:

Property Assessment - Set property values, inspects properties, participates in appeals and collection of real estate transaction data.

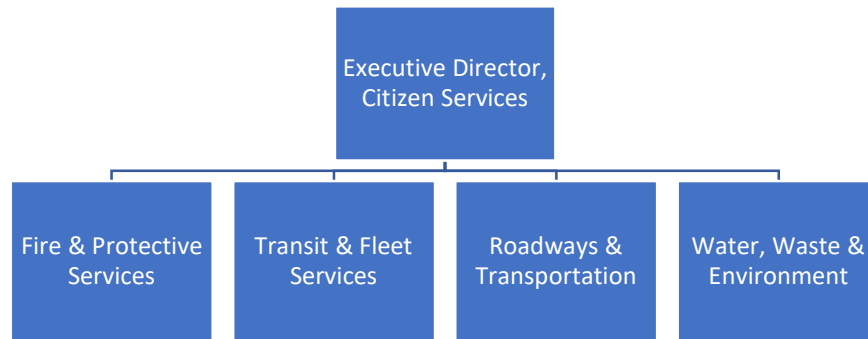
Property Taxation & Administration - Sends tax notifications, collects taxes, maintains ownership records and responds to taxation queries.

Utility Billing - Billing and collection of water, wastewater, and stormwater fees; responds to Utility customer queries.

Real Estate - City Owned Properties - Costs related to city owned properties.

Citizen Services

The Citizen Services division delivers reliable services to address the fundamental needs of our community and partners. This includes providing services in the areas of fire suppression, transit, waste management, water, environmental monitoring, wastewater, stormwater and transportation. The division is comprised of four departments: Fire & Protective Services, Roadways & Transportation, Transit & Fleet, Water, Waste & Environment.



Fire & Protective Services

- Director, Fire & Protective Services - Provides leadership for the department including business planning, operations management, and reporting.
- Suppression and Rescue – Provides fire suppression, technical rescue, hazardous materials response, emergency medical services (EMS) response and company inspections.
- Safety & Logistics – Provides asset management, logistical support and workplace safety.
- Training – Provides ongoing training for Fire & Protective Services staff.
- Prevention – Provides education and training for community regarding fire safety and related issues.
- Emergency Communications – Provides communication services to support fire services during their operations.
- Emergency Management & Planning – Provides emergency planning for disaster situations in the City.
- Equipment & Programs - Maintenance of fire equipment.

Roadways & Transportation

- Director, Roadways & Transportation - Provides leadership for the department including business planning, operations management and reporting.
- Roadways Capital Operations - Construction of city roads and alleys.
- Roadways Maintenance Operations - Maintenance of city roads and sidewalks.
- Traffic Engineering - Asset management, design, construction and engineering of traffic signals and signage.
- Roadways Seasonal Operations - Provides seasonal maintenance such as snow removal, ice control and street sweeping.
- Roadways Preservation - Provides asset management, project management, and engineering services to support the roadways transportation system.

Transit & Fleet

- Director, Transit & Fleet - Provides leadership for the department including business planning, operations management, and reporting.
- Transit Operations – Operation of fixed route and special event charter transit service.
- Transit Fleet Maintenance – Maintenance of conventional and Paratransit fleet vehicles.
- Paratransit & Revenue Services – A shared ride public transportation system for Regina residents who are unable to use conventional transit because of physical or neurological-related disability.
- Training & Safety – Provides fleet and safety training to other City departments.
- Transit Administration – Provides support in the areas of marketing, route development and general administration.
- Civic Fleet Maintenance – Provides preventative and regular repairs to the civic fleet.
- Fleet Assets – Purchases new and replacement equipment and vehicles.

Water, Waste & Environment

- Landfill Operations - Operation of the Fleet Street Landfill.
- Solid Waste Collection - Provides municipal waste collection and disposal services.

- Waste Diversion - Diversion of waste material through programming and education.
- Water, Wastewater, Stormwater – Managed through the Utility Budget.

2021 Achievements

The division undertook several significant integrated construction projects to ensure the longevity of roadways, water, wastewater and drainage assets:

- The two-year McCarthy Infrastructure Improvement Project allowed substantial bridge rehabilitation work to be completed in conjunction with sewer pipe relining along McCarthy Boulevard to ensure long-term wastewater services to different parts of the city.
- The Albert Street & Downtown Renewal Projects have created safer and accessible pedestrian access through the downtown area, as well as a smoother and safer driving surface for commuters. Work on the Winnipeg Street Overpass Project also began, which will replace the existing overpass to improve traffic flow, pedestrian connectivity and safety.

Master plans for both Transit and Fire services are in development. They will provide a roadmap for service delivery including staffing, facilities and best practices for each department over the next 25 years.

The Food and Yard Waste Pilot was completed, which consisted of 2,800 participant homes across the community to test, evaluate and revise the service to formulate recommendations for city wide implementation. A mid-way participant survey provided valuable feedback on improving the service and showed 81 per cent strong satisfaction rate. Through the fall and winter seasons in 2020-21, about 300 tonnes of residential food and yard waste was diverted from the participating households.

The division continued to invest in fleet infrastructure to ensure the City of Regina is equipped to deliver services in a safe and efficient manner.

2021 Efficiencies

By running concurrent construction projects on McCarthy Boulevard to renew the McCarthy Bridge and the surrounding sewer lines, the interruption to residents was reduced by eight weeks. The integrated approach allowed the division to consolidate traffic accommodations, communications and site management.

In 2020, the placement of multi-stream waste bins in select City of Regina facilities was piloted to study the impact on the waste diversion rate. After achieving positive results from the pilot, multi-stream waste bins were placed in remaining City of Regina buildings in 2021 and it's estimated that a diversion rate of 50 per cent is achievable by having 6,000 bins in circulation.

The responsibility for dive recovery services was transferred to Fire & Protective Services from the Regina Police Service. The transfer of responsibility will realize efficiencies in response efforts, training and equipment as well as avoid the need for multiple agencies responding to dive related calls.

2022 Priorities and Plans

Investment in infrastructure renewal is always a priority with a significant focus on the road network, drainage assets, sewer re-lining and upgrading lead water service connections.

Fire Service Agreements with rural municipalities, neighboring communities and government/private entities will be reviewed to ensure the appropriate level of compensation for services performed.

Emergency management is a divisional priority to ensure business continuity and community safety through unexpected events such as pandemics, major storms and job action.

Construction on Winnipeg Street Bridge is scheduled to be completed in 2022 which will replace the existing overpass and completely reconfigure the interchange in order improve drainage, traffic flow, lighting, pedestrian connectivity and safety.

The division will examine service delivery to ensure long term sustainability of the services we provide. A Curbside Solid Waste Funding Model is being developed to explore a user fee vs. tax base funding model for curbside waste services.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

Recycling Cart studies are performed in regular cycles to examine cart contents. Results of the studies are used to create public education campaigns with the target of reducing unacceptable items placed in recycling carts. A specialized software was tested in 2021 that resulted in the division being able to complete four times the amount of cart studies in a cycle to increase public outreach. Software implementation will be considered in 2022 to assist in increasing waste diversion rates.

The division has ordered 10 hybrid vehicles to replace end of life civic fleet such as Sport Utility Vehicles (SUV) and ½ ton trucks in 2022. Based on manufacturer specifications, it's estimated that each hybrid vehicle will save approximately \$400 in annual fuel charges.

By consolidating four 40-foot conventional transit buses into two 60-foot articulating buses, the division will be able to reduce annual transit operating costs by \$224,000.

By contracting out the cash handling services in transit, an annual expense of \$10,000 associated to maintenance fees will be avoided in future years.

With the pandemic, a number of in-person training opportunities have adapted to online virtual platform or format which will substantially save the division on travel and training registration costs.

2022 Challenges and Opportunities

The nature of the work within this division has inherent challenges as it is subject to several unknowns. Extreme weather (rain, snow, drought, etc.) and uncovering unknowns can extend project timelines and increase costs. To mitigate these risks, the division utilizes asset management plans to guide decision making on where and when investments should be made.

Growth and subdivision development puts a demand on the services the division provides, such as expanding routes for Transit, increased solid waste collection, broader emergency response and additional roadway maintenance. To offset the costs of growth and infrastructure renewal, the City will continue to leverage Government grants as they are made available.

Policy and/or regulatory changes from outside agencies can impact service delivery. By building a strong relationship with industry stakeholders and regulators, the division can stay abreast of potential regulatory or policy changes that may impact service delivery.

Ensuring business continuity is a priority for the division as a number of staff in key positions are currently eligible for retirement in the next one to three years. In order to deliver reliable services, succession planning and training is a priority. For the organization, new employees bring the potential for a fresh perspective on the services we deliver.

Long Term Priorities and Plans

The division will look for innovative approaches to reduce costs, extend the life of City assets and enhance customer service. This includes upgrades to wastewater infrastructure to ensure reliability and implementing new construction techniques that lessen the impact on residents during construction season.

The City of Regina has committed to becoming a renewable City by 2050. To assist in this priority, alternative fuel sources will be examined for corporate fleet to reduce operating costs and ultimately, the carbon footprint. The division will also seek to create new sources of renewable energy and lessen the dependence on traditional energy sources such as fossil fuels thru landfill gas to energy technology.

Recommendations from both the Transit and Fire Services Master Plans will be evaluated and potentially implemented to ensure best practices in service delivery over the next 25 years for both departments.

Expenses by Department – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Citizen Services - Executive Director's Office | 308 | 519 | 341 | 946 | 427 | 82.3% |
| Fire & Protective Services | 42,610 | 44,653 | 44,741 | 44,400 | (253) | (0.6%) |
| Roadways & Transportation | 40,786 | 42,799 | 43,791 | 44,987 | 2,188 | 5.1% |
| Transit & Fleet Services | 33,600 | 36,196 | 33,766 | 36,802 | 606 | 1.7% |
| Water, Waste & Environmental Services | 23,552 | 24,396 | 24,109 | 26,212 | 1,816 | 7.4% |
| Total Expense | 140,856 | 148,563 | 146,748 | 153,347 | 4,784 | 3.2% |
| Internal Transfers | | | | | | |
| Roadways & Transportation | 169 | - | - | - | - | 0.0% |
| Fire & Protective Services | 1,133 | 1,133 | 1,133 | 1,133 | - | 0.0% |
| Transit & Fleet Services | 3,828 | 3,084 | 3,084 | 3,084 | - | 0.0% |
| Water, Waste & Environmental Services | 10,911 | 9,902 | 7,744 | 8,623 | (1,279) | (12.9%) |
| Total Internal Transfers | 16,041 | 14,119 | 11,961 | 12,840 | (1,279) | (9.1%) |
| Total | 156,897 | 162,682 | 158,709 | 166,187 | 3,505 | 2.2% |

TABLE 44

Budget Highlights:

Executive Director, Citizen Services

- To create efficiencies, Citizen Services consolidated all support positions into the Executive Director's area. This added \$0.7 million in the budget that was offset by a chargeback to the Utility Budget of \$0.3 million for work done by these positions. There are no new positions created because of this change.

Fire & Protective Services

- The decreases in Fire & Protective Services are related to the movement of three FTEs (\$0.2 million) to Bylaw enforcement. This change has allowed the City to meet the growing needs of Bylaw Enforcement across the organization without the need to add additional FTEs.

Roadways and Transportation

- The increase in Roadways is primarily a result of a one-time increase of \$1.15 million in funding to fix sidewalks.

Transit & Fleet Services

- The increase in Transit is to fund increase increased service levels for Paratransit Services by just under \$1.0 million and increased fuel costs. As the City returns to pre-COVID-19 levels and with the introduction of the adapted recreation programs the demand for paratransit services is expected to increase. This is offset partially by reductions from efficiencies in Fleet Training (\$0.7 million).

FTEs by Department

| | 2021 Casual | 2021 Permanent | 2021 Total | 2022 Casual | 2022 Permanent | 2022 Total | Change # | Change % |
|---|----------------|-------------------|----------------|----------------|-------------------|----------------|--------------|---------------|
| Fund 110 - General Operations Fund | | | | | | | | |
| Citizen Services - Executive Director's Office | 0.0 | 3.0 | 3.0 | 0.0 | 14.0 | 14.0 | 11.0 | 366.7% |
| Fire & Protective Services | 0.0 | 304.0 | 304.0 | 0.0 | 301.0 | 301.0 | (3.0) | (1.0%) |
| Roadways & Transportation | 39.0 | 164.0 | 203.0 | 39.3 | 156.5 | 195.8 | (7.2) | (3.5%) |
| Transit & Fleet Services | 6.0 | 271.0 | 277.0 | 5.7 | 267.3 | 273.0 | (4.0) | (1.4%) |
| Water, Wastewater & Environmental Services | 29.0 | 68.0 | 97.0 | 29.3 | 69.5 | 98.8 | 1.8 | 1.9% |
| Fund 110 - General Operations Fund Total | 74.0 | 810.0 | 884.0 | 74.3 | 808.3 | 882.7 | (1.4) | (0.1%) |
| Fund 130 - Utility Operations Fund | | | | | | | | |
| Water, Wastewater & Environmental Services | 26.0 | 153.0 | 179.0 | 26.4 | 156.6 | 183.0 | 4.0 | 2.2% |
| Fund 130 - Utility Operations Fund Total | 26.0 | 153.0 | 179.0 | 26.4 | 156.6 | 183.0 | 4.0 | 2.2% |
| Fund 210 - General Capital Fund | | | | | | | | |
| Roadways & Transportation | 2.0 | 18.0 | 20.0 | 1.8 | 16.7 | 18.5 | (1.5) | (7.5%) |
| Fund 210 - General Capital Fund Total | 2.0 | 18.0 | 20.0 | 1.8 | 16.7 | 18.5 | (1.5) | (7.5%) |
| Fund 230 - Utility Capital Fund | | | | | | | | |
| Water, Wastewater & Environmental Services | 5.0 | 18.0 | 23.0 | 5.3 | 18.4 | 23.7 | 0.7 | 3.0% |
| Fund 230 - Utility Capital Fund Total | 5.0 | 18.0 | 23.0 | 5.3 | 18.4 | 23.7 | 0.7 | 3.0% |
| Fund 620 - Cost Distribution Fund | | | | | | | | |
| Roadways & Transportation | 3.0 | 10.0 | 13.0 | 3.0 | 9.8 | 12.8 | (0.2) | (1.5%) |
| Transit & Fleet Services | 0.0 | 50.0 | 50.0 | 0.0 | 54.0 | 54.0 | 4.0 | 8.0% |
| Water, Wastewater & Environmental Services | 0.0 | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 | (1.0) | (100.0%) |
| Fund 620 - Cost Distribution Fund Total | 3.0 | 61.0 | 64.0 | 3.0 | 63.8 | 66.8 | 2.8 | 4.4% |
| Total | 110.0 | 1,060.0 | 1,170.0 | 110.8 | 1,063.8 | 1,174.7 | 4.3 | 0.4% |

TABLE 45

Executive Director, Citizen Services

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expense | | | | | | |
| Citizen Services - Executive Director | 308 | 519 | 341 | 946 | 427 | 82.3% |
| Total | 308 | 519 | 341 | 946 | 427 | 82.3% |

TABLE 46

Details on the responsibilities of the areas in the Executive Director, Citizen Services are listed below:

Executive Director, Citizen Services – General administrative support for the Executive Director's office and leadership for the division.

Fire & Protective Services

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Director, Fire & Protective Services | 1,679 | 1,740 | 1,536 | 1,580 | (160) | (9.2%) |
| Suppression and Rescue | 35,665 | 37,326 | 37,451 | 37,186 | (140) | (0.4%) |
| Safety & Logistics | 1,571 | 1,684 | 1,779 | 1,693 | 9 | 0.5% |
| Training | 1,334 | 1,321 | 1,366 | 1,339 | 18 | 1.4% |
| Prevention | 1,178 | 1,273 | 1,277 | 1,283 | 10 | 0.8% |
| Emergency Communications | 710 | 739 | 715 | 741 | 2 | 0.3% |
| Emergency Management & Planning | 301 | 324 | 323 | 332 | 8 | 2.5% |
| Equipment & Programs | 172 | 246 | 294 | 246 | - | 0.0% |
| Total Expenses | 42,610 | 44,653 | 44,741 | 44,400 | (253) | (0.6%) |
| Internal Transfers | | | | | | |
| Safety & Logistics | 1,133 | 1,133 | 1,133 | 1,133 | - | 0.0% |
| Total Internal Transfers | 1,133 | 1,133 | 1,133 | 1,133 | - | 0.0% |
| Total | 43,743 | 45,786 | 45,874 | 45,533 | (253) | (0.6%) |

TABLE 47

Details on the responsibilities of the areas in the Fire & Protective Services are listed below:

Director, Fire & Protective Services - Provides leadership for the department including business planning, operations management, and reporting.

Suppression and Rescue – Provides fire suppression, technical rescue, hazardous materials response, emergency medical services (EMS) response and company inspections.

Safety & Logistics – Provides asset management, logistical support and workplace safety.

Training – Provides ongoing training for Fire & Protective Services staff.

Prevention – Provides education and training for community regarding Fire safety and related issues.

Emergency Communications – Provides communication services to support fire services during their operations.

Emergency Management & Planning – Provides emergency planning for disaster situations in the City.

Equipment & Programs - Maintenance of Fire equipment.

Roadways & Transportation

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Director, Roadways & Transportation | 1,166 | 1,101 | 1,200 | 577 | (524) | (47.6%) |
| Roadways Operations | 14,859 | 17,222 | 17,582 | 18,842 | 1,620 | 9.4% |
| Traffic Services | 14,219 | 13,587 | 13,804 | 14,469 | 882 | 6.5% |
| Winter Roads Maintenance | 8,205 | 8,533 | 8,983 | 8,709 | 176 | 2.1% |
| Roadways Preservation | 2,109 | 1,964 | 1,964 | 1,993 | 29 | 1.5% |
| Asphalt Production & Materials Engineering | 228 | 392 | 258 | 397 | 5 | 1.3% |
| Total Expenses | 40,786 | 42,799 | 43,791 | 44,987 | 2,188 | 14.5% |
| Internal Transfers | | | | | | |
| Winter Roads Maintenance | 169 | - | - | - | - | 0.0% |
| Total Internal Transfers | 169 | - | - | - | - | 0.0% |
| Total | 40,955 | 42,799 | 43,791 | 44,987 | 2,188 | 5.11% |

TABLE 48

Details on the responsibilities of the areas in the Roadways & Transportation are listed below:

Director, Roadways & Transportation - Provides leadership for the department including business planning, operations management, and reporting.

Roadways Operations - Construction and maintenance of city roads, sidewalks, easements and alleys.

Traffic Services - Provide a safe, efficient and environmentally sustainable traffic system for the movement of people and goods on City streets.

Winter Roads Maintenance - Provides winter maintenance activities to roads, alleys, sidewalks that will support the health, attractiveness and economic viability of the community during the winter months.

Roadways Preservation - Provides engineering expertise and technical support to effectively maintain and manage roadways, walks, alleys, easements and bridges to ensure a safe, reliable transportation system for the community.

Asphalt Production & Materials Engineering - Production of materials for roadways preservation and capital projects.

Transit & Fleet

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Director, Transit & Fleet Services | 450 | 906 | 695 | 583 | (323) | (35.7%) |
| Transit Operations | 17,935 | 20,278 | 18,552 | 19,730 | (548) | (2.7%) |
| Fleet Maintenance - Transit | 8,257 | 7,930 | 7,922 | 8,041 | 111 | 1.4% |
| Paratransit & Accessibility | 5,836 | 5,890 | 5,512 | 7,144 | 1,254 | 21.3% |
| Transit Training & Supervision | 1,037 | 1,192 | 1,085 | 1,304 | 112 | 9.4% |
| Safety & Logistics | 85 | - | - | - | - | 0.0% |
| Total Expenses | 33,600 | 36,196 | 33,766 | 36,802 | 606 | 1.7% |
| Internal Transfers | | | | | | |
| Fleet Maintenance | 3,828 | 3,064 | 3,064 | 3,064 | - | 0.0% |
| Director, Transit & Fleet Services | - | 20 | 20 | 20 | - | 0.0% |
| Total Internal Transfers | 3,828 | 3,084 | 3,084 | 3,084 | - | 0.0% |
| Total | 38,561 | 39,280 | 36,850 | 39,886 | 606 | 1.5% |

TABLE 49

Details on the responsibilities of the areas in the Transit & Fleet Services are listed below:

Director, Transit & Fleet Services - Provides leadership for the department including business planning, operations management, and reporting.

Transit Operations - Transit service costs including bus operators, fuel, and related costs to operate city transit.

Fleet Maintenance – Transit - Maintenance of conventional and Paratransit fleet vehicles.

Paratransit & Accessibility – A shared ride public transportation system for Regina residents who are unable to use conventional transit because of physical or neurological-related disability.

Transit Training & Supervision – Provides operational support to conventional transit.

Safety & Logistics – Provides fleet and safety training to other City departments.

Water, Waste & Environmental
Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Landfill Operations | 8,775 | 8,612 | 8,440 | 9,929 | 1,317 | 15.3% |
| Solid Waste Collection | 9,046 | 8,815 | 8,940 | 8,854 | 39 | 0.4% |
| Waste Diversion | 5,731 | 6,969 | 6,729 | 7,189 | 220 | 3.7% |
| Water, Wastewater & Stormwater | - | - | - | 240 | 240 | 100.0% |
| Total Expenses | 23,552 | 24,396 | 24,109 | 26,212 | 1,816 | 7.4% |
| Internal Transfers | | | | | | |
| Landfill Operations | 10,911 | 9,902 | 7,744 | 8,623 | (1,279) | (12.9%) |
| Total Internal Transfers | 10,911 | 9,902 | 7,744 | 8,623 | (1,279) | (12.9%) |
| Total | 34,463 | 34,298 | 31,853 | 34,835 | 537 | 1.6% |

TABLE 50

Details on the responsibilities of the areas in the Water, Waste & Environmental are listed below:

Landfill Operations - Operation of the Fleet Street Landfill.

Solid Waste Collection - Provides municipal waste collection and disposal services.

Waste Diversion - Diversion of waste material through programming and education.

Water, Wastewater & Stormwater - Provides support for general operations portion of Utility Operations.

City Planning & Community Development

The City Planning & Community Development division shapes the development of Regina and quality of life of its citizens by working with internal and external partners to create complete neighborhood's, programs and services which achieve the goals of the Official Community Plan for citizens and visitors. The division consists of three departments: Sustainable Infrastructure; Planning & Development Services; and Parks, Recreation & Cultural Services.



Executive Director's Office

- Executive Director, City Planning & Community Development - Provides leadership for the division including business planning, operations management, and reporting.
- Stakeholder relationships – facilitates work with internal and external stakeholders to advance priority cross-divisional processes and initiatives.

Parks, Recreation & Cultural Services

- Director, Parks, Recreation & Cultural Services - Provides leadership for the department including business planning, operations management, and reporting.
- Sports Facilities & Special Events – Supports users of recreation and leisure facilities such as City Square including Pat Fiacco Plaza, athletic fields, ball diamonds and Mosaic Stadium.
- Parks & Open Space – Operational costs for maintaining 1600 hectares of open space, including 330 parks, 108 sports fields, 150 ball diamonds, 159 playgrounds, 220,000 trees and 120 kilometres of pathway.
- Recreation – Providing recreation opportunities for the community.
- Golf Courses – Operational costs for the three City operated gold courses (Tor Hill, Murray, Joanne Goulet)
- Social & Cultural Development – Supporting Regina's cultural vibrancy and reducing barriers for marginalized populations.
- Neighbourhood Support – Supporting neighborhood centres and other community operated centres.
- Cemeteries – Operating City-owned cemeteries.

Planning & Development Services

- Director, Planning & Development Services - Provides leadership for the department including business planning, operations management, and reporting.
- Planning – Provide planning services that guide growth and development within the city.
- Development Services, Infrastructure and Engineering (Development Approvals) – Provide engineering services to implement community and neighborhood plans, providing infrastructure services for current and future residents.
- Building Standards – Processing building applications for construction, renovation and demolition projects and performing related inspections.

Sustainable Infrastructure

- Director, Sustainable Infrastructure - Provides leadership for the department including business planning, operations management, and reporting.
- Infrastructure Engineering – Provides transportation planning, implementation of the transportation master plan, project management of interdisciplinary engineering projects and design and construction of engineering projects.
- Geospatial Solutions - Incorporates location-based context into all applicable systems, processes and practice; responsible for providing surveying, drafting, mapping, as-builts recoding, interactive web maps development and geospatial software, servers and databases support.

- Infrastructure Delivery – Provides construction coordination, scheduling and program planning, long-term infrastructure planning, field services and location services for underground piping infrastructure.
- Corporate Asset Management – Provides support to the organization that improves prioritization and investment decisions, to meet regulated and desired levels of service that rely on physical assets. This is done by guiding and implementing the City's asset management strategy; providing asset management tools, training and departmental support; aligning asset management practices with best practice and other corporate processes/initiatives.

2021 Achievements

Developing and implementing policies and long-range plans that advance the Official Community Plan (OCP) continues to be a top priority for the division. These include the Recreation Master Plan, Cultural Plan, Comprehensive Housing Strategy, Underutilized Land Strategy, Zoning Bylaw and Neighborhood Plans. These plans and policies guide decisions on the delivery of programs and services and provide strategies and actions to achieve OCP priorities.

Notable projects and accomplishments in 2021 include:

- Development and implementation of a Winter City Strategy to celebrate winter activities and promote health and wellness, improve community accessibility and inclusion, and provide activities that lead to economic growth.
- Collaboration with Economic Development Regina and the Province of Saskatchewan to attract industrial development and position Regina as an investment destination.
- Development of a Community Safety & Wellbeing Plan in collaboration with the Canadian Municipal Network on Crime Prevention, Regina Police Service and other human service and community partners.
- Continuing to advance the Ring Road Rail Relocation initiative through undertaking Preliminary Design.
- Installation of a multi-use pathway along Albert Street between 23rd Avenue and Regina Avenue, and a section of the crosstown bike lane between Forget Street and Elphinstone Street, further supporting the City's active transportation network.
- Heritage designation of properties, such as the Municipal Justice Building, ensuring an important part of Regina's history is preserved and serves a new community use.
- The re-opening of Maple Leaf Pool in June 2021. The \$5.3 M project began in March 2020 and prioritizes accessibility. Sustainability was also a consideration, as its solar panels will generate enough electricity to cover half of the facility's needs and a new water filtration system reduces water consumption by 90 per cent.
- The City Centre Core Framework was approved by Council including the establishment of a City Centre. The framework is a collaboration between City Administration, Regina Exhibition Association Ltd., the Regina Downtown Business Improvement District, and the Regina Warehouse District and will strengthen the downtown core through collaboration on community initiatives.
- Council endorsed renaming Dewdney Pool and Park to their new name, Buffalo Meadows, in recognition of the harmful policies of Edgar Dewdney towards Indigenous peoples, including establishing and overseeing residential schools.

2021 Efficiencies

- In 2021, the Parks, Recreation & Cultural Services Department went through a restructuring to reallocate work performed by 2 retired employees and saved \$150,000 per annum by eliminating the Manager, City Projects position (Mosaic Stadium Support) and converting one other out of scope position to a union position. The work done by these two positions has been absorbed within the Department's existing resources.
- Throughout the past two years, the mandate of the Parks, Recreation & Cultural Services Department was expanded to include new work related to community safety and wellbeing and an expanded role in housing and homelessness. New Council-directed work related to the Community Safety and Well-Being Plan, Council's age-friendly agenda, permanent supportive housing, and the rapid housing initiative were all absorbed by the pre-existing departmental resources. This was accomplished by pivoting from important but less urgent work that was planned or already underway. Two staff were redeployed to this work full time, and three to four staff were utilized on a part-time basis.
- In November 2020, a new, streamlined review process was introduced for small home projects. This expedited process was a result of collaboration between City staff and industry working groups, with the goal of offering a three-day processing time for less complex application types. In February 2021, the number of projects eligible for this streamlined review process was enhanced. Eligible projects now include basement development, foundation repairs, decks, garages and pools. This allows homeowners to start enjoying their renovated spaces sooner.

- Formalized Servicing Agreement Fees (SAF) governance – the process for reviewing and calculating development charges annual rates now includes a formalized internal governance process and stakeholder consultation in a condensed timeframe. An earlier report to committee and council provides developers more time to plan for the following year. In 2021 the process resulted in shorter meetings and a request from stakeholders to emulate the same process for next year.
- The City Design Standards were updated to remove ambiguity and improve the process for altering standards while managing risk to the City. The cumulative impact of changes to the standards results in a positive impact on service levels, increased efficiency for future alterations and a reduction in regulatory review times.
- A process was developed to ensure predictability in roles & responsibilities and timing of the Statistics Canada Bi-Annual Canada's Core Public Infrastructure Survey on business plans of city departments that participate. This process resulted in quicker turnaround time to Statistics Canada and reduce city resources time commitment by one week overall.

Over the past year, staff have actively worked in partnership with many organizations to leverage opportunities to receive external, third-party grant funding and donations to accomplish work important to both the City and community stakeholders. Some examples are:

- \$9,000 donation from Sask Winter Games & Synchro Sask to upgrade Sound Equipment at the Lawson Aquatic Centre
- \$71,000 from Heritage Community Association to support the community kitchen and classroom at the Municipal Justice Building
- Canadian Tire Foundation – a \$1.2 million donation for a spray pad/playground to be constructed in 2023
- \$24,000 Horizons Seniors Grant for Fitness Equipment in Murphy Park
- \$100,000 donation from Lakeview Community Association for a Pump Track in Lakeview Park
- CN/Tree Canada Grant (trees) - \$25,000
- Winter Hub development at Varsity Park donation from Arcola East Community Association - \$10,000
- Canadian Tire Jumpstart programs - \$60,000 (for Growing Young Movers Partnership)
- Rapid Housing Initiative – leadership for the initial stages of development for a new 29-unit permanent supportive housing facility that will serve some of Regina's most vulnerable residents. This work was undertaken in response to the allocation of \$7.8 million dollars from the Federal Government's Rapid Housing Initiative (RHI). To be eligible for the grant the City had to move quickly to identify appropriate land and a plan for construction and operations. Over 750 hours were invested in this project through a combination of strong collaboration and teamwork and selective deferral of other lower-priority work. The City is on track to receive the RHI funding in early December.
- Saskatchewan Ministry of Justice Community Safety and Well-Being grant to undertake a social diversion study – \$45,000
- An application for the Federal Enabling Accessibility fund has also been prepared for \$1M but we have not got word on approval

2022 Priorities and Plans

The ongoing implementation of the Community Safety and Well Being Plan is a key priority for 2022. This work aligns the resources of diverse sectors and agencies to respond to community needs.

The Heritage Conservation Policy will address Council and public expectations for stronger outcomes in heritage conservation. It responds to the OCP's direction related to the conservation of historic places, as well as direction from Regina's Cultural Plan that the City demonstrate leadership in the management of the heritage conservation program, conserve cultural heritage resources, and ensure new development contributes to a sense of place.

The division is committed to continually improving our customer service by focusing on four pillars of customer service: clarity, consistency, predictability and efficiency. Permitting efficiencies that enable applicants to receive approvals as soon as possible are a key 2022 priority, lowering barriers to completing work so that the developments planned can contribute to the economic recovery of Regina and Saskatchewan. Recent analysis has shown that the City of Regina has some of the best permitting turnaround times in the nation, and this effort will work to improve those times and processes.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

Moving forward, Service Coordinators will review building and development permits at intake. Efficiencies will be found by eliminating reviews that software will not be able to detect and identifying potential escalation files and contacting owner/applicant early in the process. Success will be measured by the percentage of increase in permit review timelines met and the decrease in number of escalations.

Forestry plans to implement a new service delivery model that will seek to reduce overtime while seeing an increase in work orders completed.

2022 Challenges and Opportunities

Finding efficient and innovative ways to balance the social and economic needs of the community is the challenge the division is facing in our current environment. This challenge includes maintaining current service levels, programming and infrastructure, balancing greenfield development with intensification targets, encouraging growth and economic development and supporting community programming without increasing the financial impact to citizens, the private or non-profit sectors.

Long Term Priorities and Plans

The City Planning & Community Development division is focused on continuing the advancement of the City's guiding planning documents. This will be achieved through completion of master plans, neighbourhood plans as illustrated in the sequencing plan, and scheduled updates to master plans and guiding documents. A primary emphasis is maximizing sustainability in new projects or initiatives.

Key to the division's work is building and maintaining strong relationships with Council and other stakeholders (being trusted advisors). This will help to deliver on the strategic plan and strategic priorities of Council. As well, the customer experience will be considered in every interaction.

Key construction projects to be completed in the next three to five years include the Eastern Pressure Solution, 11th Avenue Revitalization Project and Saskatchewan Drive Corridor improvements. Full implementation of the Community Safety and Well-being Plan is anticipated to align the work and resources of diverse sectors and agencies, ensuring coordinated prioritization of issues and interventions, and improving the effectiveness of the response. These projects are designed to allow continued growth while maintaining or enhancing service levels.

Expenses by Department – General Operating Fund

| (\$000S) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Expenses | | | | | | |
| Executive Director, City Planning & Community Development | 1,418 | 1,394 | 1,356 | 1,455 | 61 | 4.4% |
| Parks, Recreation & Cultural Services | 46,423 | 51,953 | 50,362 | 55,298 | 3,345 | 6.4% |
| Planning & Development Services | 7,810 | 9,205 | 7,653 | 9,314 | 109 | 1.2% |
| Sustainable Infrastructure | 3,323 | 3,788 | 3,425 | 4,133 | 345 | 9.1% |
| Total Expenses | 58,974 | 66,340 | 62,796 | 70,200 | 3,860 | 5.8% |
| Internal Transfers | | | | | | |
| Parks, Recreation & Cultural Services | 1,109 | 171 | 839 | 1,611 | 1,440 | 842.1% |
| Total Internal Transfers | 1,109 | 171 | 839 | 1,611 | 1,440 | 842.1% |
| Total | 60,083 | 66,511 | 63,635 | 71,811 | 5,300 | 8.0% |

TABLE 51

Budget Highlights:

Parks, Recreation & Cultural Services

- New funding is included in the Proposed Budget to support a number of new initiatives including Community Safety and Wellbeing (\$0.9 million), Heritage Conservation Policy (\$0.1 million), Winter City Strategy (\$0.5 million), funding for additional parks and open spaces (\$0.1 million), the 2022 Grey Cup (\$1.0 million) and the Adapted Recreation Program (\$0.3 million).

Sustainable Infrastructure

- Funding increase is for a new position that will support the Serviceability Studies program which will establish servicing strategies for growth areas of the City, including strategic intensification areas. This position is funded by Service Agreement Fees.

FTEs by Department

| | 2021 Casual | 2021 Permanent | 2021 Total | 2022 Casual | 2022 Permanent | 2022 Total | Change # | Change % |
|---|----------------|-------------------|---------------|----------------|-------------------|---------------|-------------|-------------|
| Fund 110 - General Operations Fund | | | | | | | | |
| Executive Director, City Planning & Community Development | - | 10.0 | 10.0 | - | 10.0 | 10.0 | 0.0 | 0.0% |
| Parks, Recreation & Cultural Services | 216.0 | 136.0 | 352.0 | 216.9 | 146.0 | 362.9 | 10.9 | 3.1% |
| Planning & Development Services | - | 88.0 | 88.0 | - | 88.0 | 88.0 | 0.0 | 0.0% |
| Sustainable Infrastructure | 5.0 | 54.0 | 59.0 | 5.2 | 56.0 | 61.2 | 2.2 | 3.7% |
| Fund 110 - General Operations Fund Total | 221.0 | 288.0 | 509.0 | 222.1 | 300.0 | 522.1 | 13.1 | 2.6% |
| Fund 130 - Utility Operations Fund | | | | | | | | |
| Planning & Development Services | - | 4.0 | 4.0 | 0.0 | 4.0 | 4.0 | 0.0 | 0.0% |
| Fund 130 - Utility Operations Fund Total | 0.0 | 4.0 | 4.0 | 0.0 | 4.0 | 4.0 | 0.0 | 0.0% |
| Fund 210 - General Capital Fund | | | | | | | | |
| Parks, Recreation & Cultural Services | - | 1.0 | 1.0 | 0.0 | 1.0 | 1.0 | 0.0 | 0.0% |
| Fund 210 - General Capital Fund Total | 0.0 | 1.0 | 1.0 | 0.0 | 1.0 | 1.0 | 0.0 | 0.0% |
| Fund 620 - Cost Distribution Fund | | | | | | | | |
| Parks, Recreation & Cultural Services | 1.0 | - | 1.0 | 1.0 | 0.0 | 1.0 | 0.0 | 4.0% |
| Fund 620 - Cost Distribution Fund Total | 1.0 | 0.0 | 1.0 | 1.0 | 0.0 | 1.0 | 0.0 | 0.0% |
| Total | 222.0 | 293.0 | 515.0 | 223.1 | 305.0 | 528.1 | 13.1 | 2.5% |

TABLE 52

Budget FTE Highlights:

- Increases in FTEs in Parks, Recreation & Culture are to support the following initiatives:
 - o Community Safety & Well Being
 - o Winter City Strategy
 - o Heritage Conservation Program
 - o Adapted Recreation Program
 - o The Municipal Justice Building
 - o Maintain the addition of new Parks Space

Executive Director, City Planning & Community Development
Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Executive Director, Community Planning & Development | 1,418 | 1,394 | 1,356 | 1,455 | 61 | 4.4% |
| Total | 1,418 | 1,394 | 1,356 | 1,455 | 61 | 4.4% |

TABLE 53

Details on the responsibilities of the areas in the Executive Director's Office are listed below:

Executive Director, City Planning & Community Development - Provides leadership for the division including business planning, operations management, and reporting.

Parks, Recreation & Cultural Services
Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Sports Facilities | 20,139 | 21,963 | 21,003 | 23,355 | 1,392 | 6.3% |
| Parks & Open Spaces | 14,577 | 15,914 | 16,042 | 15,958 | 44 | 0.3% |
| Recreation | 5,481 | 7,145 | 6,512 | 7,446 | 301 | 4.2% |
| Social & Cultural Development | 2,166 | 2,409 | 2,558 | 3,019 | 610 | 25.3% |
| City Golf Courses | 2,161 | 2,383 | 2,207 | 2,384 | 1 | 0.0% |
| Neighborhood Support | 640 | 866 | 779 | 1,832 | 966 | 111.5% |
| Cemeteries | 1,259 | 1,273 | 1,261 | 1,304 | 31 | 2.4% |
| Total Expenses | 46,423 | 51,953 | 50,362 | 55,298 | 3,345 | 6.4% |
| Internal Transfers | | | | | | |
| Sports Facilities | - | - | - | 1,455 | 1,455 | 100.0% |
| Recreation | 294 | 98 | 98 | 98 | - | 0.0% |
| Cemeteries | 202 | 61 | 481 | 58 | (3) | (4.9%) |
| City Golf Courses | 613 | 12 | 260 | - | (12) | (100.0%) |
| Total Internal Transfers | 1,109 | 171 | 839 | 1,611 | 1,440 | 842.1% |
| Total | 47,532 | 52,124 | 51,201 | 56,909 | 4,785 | 9.2% |

TABLE 54

Details on the responsibilities of the areas in the Parks, Recreation & Cultural Services are listed below:

Sports Facilities – Providing funding to support recreational facilities such as athletic fields, ball diamonds and Mosaic Stadium.

Parks & Open Space – Operational costs for maintaining open space, including parks, sports fields, ball diamonds, playgrounds, trees, and kilometers of pathway.

Recreation – Providing recreation opportunities for the community.

Social & Cultural Development – Supporting Regina's cultural groups and heritage properties.

City Golf Courses – Operational costs for the three City operated gold courses (Tor Hill, Murray, Joanne Goulet)

Neighborhood Support – Supporting neighborhood centres and other community operated centres.

Cemeteries – Operating City-owned cemeteries.

Planning & Development Services

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Propose d Budget | 2022 Chang e \$ | 2022 Chang e % |
|--|-----------------|----------------|------------------|-----------------------------|-----------------------|----------------------|
| Expenses | | | | | | |
| Building Standards | 96 | 92 | 107 | 105 | 13 | 14.1% |
| Planning | 5,736 | 6,868 | 5,520 | 6,325 | (543) | (7.9%) |
| Development Services Infrastructure & Engineering (Development Approvals) | 1,978 | 2,245 | 2,026 | 2,884 | 639 | 28.5% |
| Total | 7,810 | 9,205 | 7,653 | 9,314 | 109 | 1.2% |

TABLE 55

Details on the responsibilities of the areas in the Planning & Development Services are listed below:

Director, Planning & Development Services - Provides leadership for the department including business planning, operations management, and reporting.

Planning – Provide planning services that guide growth and development within the city.

Development Services, Infrastructure and Engineering (*Development Approvals*) – Provide engineering services to implement community and neighborhood plans, providing infrastructure services for current and future residents.

Building Standards – Processing building applications for construction, renovation and demolition projects and performing related inspections.

Sustainable Infrastructure

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Director, Sustainable Infrastructure | 188 | 212 | 206 | 220 | 8 | 3.8% |
| Infrastructure Engineering | 1,078 | 1,354 | 1,135 | 1,540 | 186 | 13.7% |
| Geospatial Solutions | 1,311 | 1,343 | 1,299 | 1,378 | 35 | 2.6% |
| Infrastructure Delivery | 426 | 545 | 455 | 528 | (17) | (3.1%) |
| Asset Management | 320 | 334 | 330 | 467 | 133 | 39.8% |
| Total | 3,323 | 3,788 | 3,425 | 4,133 | 345 | 9.1% |

TABLE 56

Details on the responsibilities of the areas in the Sustainable Infrastructure are listed below:

Director, Sustainable Infrastructure - Provides leadership for the department including business planning, operations management, and reporting.

Infrastructure Engineering – Provides transportation planning, implementation of the transportation master plan, project management of interdisciplinary engineering projects and design and construction of engineering projects.

Geospatial Solutions - Incorporates location-based context into all applicable systems, processes and practice; responsible for providing surveying, drafting, mapping, as-builts recoding, interactive web maps development and geospatial software, servers and databases support.

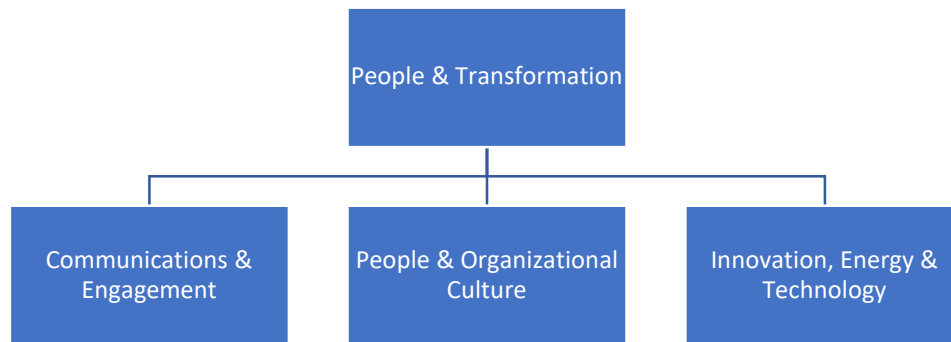
Infrastructure Delivery – Provides construction coordination, scheduling and program planning, long-term infrastructure planning, field services and location services for underground piping infrastructure.

Asset Management – Provides support to the organization that improves prioritization and investment decisions, to meet regulated and desired levels of service that rely on physical assets. This is done by guiding and implementing the City's asset management strategy; providing asset management tools, training and departmental support; aligning asset management practices with best practice and other corporate processes/initiatives.

People & Transformation

This division plans and leads organizational change that modernizes our traditional business lines, and the services citizens rely on each and every day. Together we integrate people, strategy, process and technology to create an environment that sparks innovation, transforms services and changes our workplace culture.

Our work is anchored by citizen and employee experience.



Executive Director, People & Transformation

Provides leadership for the division including business planning, operations management, and reporting. Business units within the Office of the Executive Director provide services including the development and administration of the strategic planning framework, process improvement methods, national benchmarking, corporate performance, public policy development, research and service reviews, and organizational effectiveness consultation.

Communications & Engagement

- Director, Communications & Engagement - Provides leadership for the department including business planning, operations management, and reporting.
- Strategic Communications - Provides strategic communications and public engagement expertise, issues management and media relations. Manages the official City of Regina social media platforms, websites, online Be Heard public engagement tool and intranet (CityConnect).
- Service Regina – Service Regina is the first point of contact for citizen inquiries and requests for service. Service Regina operates the contact centre and provides City Hall ambassador and cashier services.
- Brand & Marketing – Builds and maintains the City's brand and reputation, promotes City services, programs, opportunities for public engagement and more.
- Sponsorship, Naming Rights and Advertising – Newly established in 2021, this program focuses on revenue generation, building relationships across the community and identifying business opportunities for corporate sponsorship and advertising.

People & Organizational Culture

- Director, People & Organizational Culture – Provides leadership for the department including business planning, operations management, and reporting.
- Client Services & Labour Relations - Oversees recruitment, training and development, diversity and inclusion, performance management, labour relations, succession planning and the corporate employee recognition program. Provides leadership to the organization in the interpretation and application of the collective bargaining agreements and the collective bargaining process.
- Payroll, Analytics and Employee Administration – Processes and administers all payroll functions for the City of Regina, Regina Police Services and two service partners; oversees Human Resource systems and data, and manages the City's benefits program.
- Workplace Health & Safety - Provides leadership and direction regarding occupational health and safety including the corporate mental health strategy and oversees the Family Assistance Program.

Innovation, Energy & Technology

- Director, Innovation, Energy & Technology - Provides leadership for the department including business planning, operations management, and reporting.

- Business Solutions - Leads City departments in the innovation, selection, development, implementation & maintenance of business technology that aligns with the corporate strategic technology principles.
- Cross Functional Solutions - Leads the City in technology continual improvement, efficiency, and innovation by providing strategies, processes, tools and best practices that evolve our technology operating model.
- Energy & Sustainability Solutions - Leads the development of the Energy & Sustainability Framework to achieve the goal of Regina becoming 100 per cent renewable by 2050, while supporting existing energy sustainability initiatives.

2021 Achievements

People & Transformation has continued to provide a corporate leadership role in the City's response to the COVID-19 pandemic. This includes communication with citizens and employees, enablement of a remote workforce, ongoing development of COVID-19 safety resources, guidance for managing employees, union/association collaboration, and mobilizing the City's plan to return the remote workforce to the office.

The organization continued to engage employees through the pandemic, administering two pulse surveys in 2021 (February and June). These surveys provided insight into how employees were experiencing the pandemic and responding to changes in the environment. Employee feedback was used to develop engagement action plans across the organization and continues to inform the City's internal response and recovery planning.

Public engagement efforts focused on digital and virtual engagement activities as in-person engagement opportunities continued to be limited during the COVID-19 pandemic. This included further developing BeHeard, the City's public engagement platform, to apply a broader range of engagement activities. Overall, more than 10 community-wide engagements were conducted, ranging from Utility and Property Tax Affordability, Idling Reduction, and Community Safety and Well-being through to the annual Pre-Budget consultations. Altogether, these engagements resulted in over 10,000 touch points with residents and stakeholders.

The division is advancing digital transformation and smart cities opportunities while continuing to deliver a security awareness program to reduce risk and provide reliable responses to cyber threats. A corporate innovation program and strategy was launched in 2021 to foster a culture of innovation, supporting service transformation and improving citizen experience.

Improvements to Regina.ca throughout 2021, including text message subscription for street sweeping alerts, simplified search tool for lead service connections, and online application tool for building permits, continue to build stronger direct connections with Regina residents and businesses.

Policy work initiated by Council-directed motions occurred in several areas including tax and utility affordability, winter road maintenance, cannabis legalization, sign regulations and heritage policy.

Highlights on several strategic communications initiatives through 2021:

- A successful pilot project for Food and Yard Waste collection that relied heavily on clear communication of the new service; 94 per cent of participants reported being "strongly satisfied" with information they received.
- A unique, creative communications campaign that encouraged residents to "Adopt a Storm Drain"; more than 700 residents volunteered, far exceeding the goal of 200 adoptions.
- Residents were widely encouraged via social media and mainstream media to "Make a Splash against COVID" at a series of pop-up vaccination clinics held at City of Regina outdoor pools over the summer; 724 vaccinations were delivered at 15 clinics.
- A City of Regina Brand Refresh was completed which resulted in a new Brand Framework, Brand Guidelines, Council Brand Guidelines and I Love Regina (community pride) Guidelines.

2021 Efficiencies:

- The City's telephone charges have been reduced from approximately \$1.7M in 2017 to just over \$1M in 2021. This cost was historically over-budget, but with the reduction we are now within budget. These savings are ongoing as a result of enhanced integration of telecommunications technologies such as Microsoft Teams, renegotiation of mobile carrier agreements, and rationalization and streamlining of telecommunications assets.
- Implementation of new technology project management resources has increased our efficiency and freed up two positions, with one being reallocated within the division during 2021. This reduces the need to increase staffing levels overall.
- With the shift to work remotely during the pandemic, employees have embraced online communication and collaboration methods. This has resulted in a significant reduction in printing. In 2020, this yielded a 31 per cent

reduction in printing operating cost and a 38 per cent reduction in paper usage, 1.5 million pages. This trend continues through 2021.

- The introduction of electronic payslips in 2021 will result in an estimated savings of \$7,000 by end of year, and a total annual savings of \$14,000 once fully implemented in 2022. The discontinuation of paper-based payslips also aligns with the City's commitments to reduce waste in the workplace and support sustainability goals.

2022 Priorities and Plans

Development of a Citizen Experience Strategy will be a priority in 2022 to transform the customer experience for residents and businesses by providing simple, reliable and connected services that anticipate changing needs.

Our People Strategy describes the workplace culture that our employees want to be a part of. Work will continue to focus on strengthening our workplace culture and enhancing employee safety and well-being for our nearly 3,000 employees who provide over 60 lines of business to our community. An employee engagement strategy is being developed as a tool for our workplace culture journey.

A modernized Flexible Work Arrangement policy and practices modeled after best practice and lessons learned during the pandemic is expected to be implemented early in 2022.

We will continue to focus on building a strong culture of innovation and actively seek opportunities to deliver digital service, increase the sustainability of our operations, and continuously improve how services are delivered. The City must leverage information and technology to modernize how it delivers service and interacts with its citizens.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

- In 2021, City Council initiated an Efficiency Review. Work will begin in 2022 to implement the recommendations to transform City programs and services. People & Transformation will provide strategic leadership for this work through the development of a Transformation Office.
- An important initiative within the Service Regina transformation planned for 2022 is the scoping and acquisition of a new Customer Relationship Management system (CRM) to modernize how the City delivers service, including self-service, and interacts with customers. A modern CRM system can gather information from a large variety of sources across an organization, and in this way it can serve as a customer-listening engine, giving insights that can help to proactively make improvements, spot problems early, and identify gaps. Coinciding with this technology, there is also significant organizational opportunity for process improvement to increase first call resolution and reduce service requests.
- Strategic Communications will continue to advance its new organizational structure and improved processes in 2022. Work will focus on expanded social media presence and innovative new approaches to online communications to more effectively connect with all residents of Regina. The role of virtual meeting spaces in which the City can engage live with the public will continue to be explored and refined with emphasis on efficiency and accessibility.
- Employee health and safety is a priority. Implementation of safety software will be initiated to replace the current manual, paper-based processes. This initiative will improve efficiency, timeliness of reporting, ability to recognize safety trends or concerns, and reporting.
- New talent acquisition software will be implemented to provide a modern experience for job candidates, newly hired employees, and hiring managers.
- Once the Energy & Sustainability Framework has been approved in early 2022, work will commence to perform a thorough review of how environmental work is delivered at the City with recommendations made to optimize organizational structures related to both sustainability and regulatory commitments.

2022 Challenges and Opportunities

There is an ongoing challenge of balancing both citizen and employee expectations with the cost of delivering services. There is growing pressure to provide real-time information through multiple channels and to introduce online services that can be accessed 24 hours a day, seven days a week. As communication trends continually diversify and technology provides opportunity for improved efficiency and sustainability of services, the City's workforce must be equipped with the specialized skills to meet and respond to these challenges.

Recruitment and retention of employees and the creation of a healthy workplace culture must include a focus on diversity and inclusion, meaningful opportunities for advancement, professional growth and development. Succession planning is imperative to proactively address the reality of an aging workforce and ensure that organizational knowledge and skill sets are not lost.

Cybersecurity threats and fraud trends are continually evolving. To mitigate this, the City employs a combination of people, processes and technology. Technology helps to proactively reduce attacks before they reach City infrastructure and staff. Employee training and awareness helps spot fraudulent attacks and supplement technology protections.

Community support for and interest in the City's target to be 100 per cent renewable by 2050 will enable implementation of strong actions to ensure we meet this goal for the community.

Long Term Priorities and Plans

In response to the COVID-19 pandemic and the need for recovery planning, work is underway on the development of the next strategic plan for 2022 to 2025. This plan will be a roadmap for recovery and service transformation. It will outline the work we will undertake over the next four years to build a sustainable community. The City plays a pivotal role in community recovery – one of leadership, direct program and service delivery, as well as providing incentives or grants and regulating service.

The Energy & Sustainability Framework and Action Plan will be a priority and includes the development and implementation of a framework to make Regina Renewable by 2050, guiding both the City and the community through energy transition with a focus on community engagement and inclusion (Council approved October 2020). The finalized Framework will go before council early in Q1 2022.

Communications & Engagement will continue efforts for more transparent communications and conversations with the community, looking to further develop our social media presence and exploring the opportunities for hybrid engagement approaches that integrate the convenience and access of digital and virtual processes with the robustness of in-person engagement events.

Expenses by Department – General Operating Fund

| | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Expenses | | | | | | |
| Executive Director, People & Transformation | 2,070 | 2,709 | 2,217 | 2,987 | 278 | 10.3% |
| Innovation, Energy & Technology | 12,521 | 13,309 | 13,659 | 13,871 | 562 | 4.2% |
| People & Organizational Culture | 6,013 | 5,845 | 5,792 | 6,313 | 468 | 8.0% |
| Communications & Engagement | 3,685 | 4,188 | 4,014 | 4,499 | 311 | 7.4% |
| Total Expenses | 24,289 | 26,051 | 25,682 | 27,670 | 1,619 | 6.2% |
| Internal Transfers | | | | | | |
| People & Organizational Culture | (292) | - | - | - | - | 0.0% |
| Total Internal Transfers | (292) | - | - | - | - | 0.0% |
| Total | 23,997 | 26,051 | 25,682 | 27,670 | 1,619 | 6.2% |

TABLE 57

Budget Highlights:

Executive Director, People & Transformation

- To create efficiencies, People & Transformation reallocated two positions (\$0.2 million) to form the Transformation Office. This department will be focused on finding efficiencies to improve service levels and find financial savings corporate wide, including providing coordination and oversight in implementing recommendations from the 2021 Efficiency Review.

Innovation, Energy & Technology

- The increase is for increased funding on information technology, hardware and software to support operations.

People & Organizational Culture

- The increase is for additional Funding for Employee Assistance funding.

Communications & Engagement

- Addition of a communications position to improve public engagement and additional funding for street sweeping notifications.

FTEs by Department

| | 2021 Casual | 2021 Permanent | 2021 Total | 2022 Casual | 2022 Permanent | 2022 Total | Change # | Change % |
|---|----------------|-------------------|---------------|----------------|-------------------|---------------|--------------|----------------|
| Fund 110 - General Operations Fund | | | | | | | | |
| Executive Director, People & Transformation | - | 16.0 | 16.0 | - | 18.0 | 18.0 | 2.0 | 12.5% |
| Communications & Engagement | 2.0 | 45.0 | 47.0 | 4.5 | 44.0 | 48.5 | 1.5 | 3.2% |
| Innovation, Energy & Technology | - | 65.0 | 65.0 | - | 63.8 | 63.8 | (1.2) | (1.9%) |
| People & Organizational Culture | - | 49.0 | 49.0 | - | 50.0 | 50.0 | 1.0 | 2.0% |
| Fund 110 - General Operations Fund Total | 2.0 | 175.0 | 177.0 | 4.5 | 175.8 | 180.3 | 3.3 | 1.9% |
| Fund 130 - Utility Operations Fund | | | | | | | | |
| Communications & Engagement | - | 1.0 | 1.0 | - | 1.0 | 1.0 | 0.0 | 0.0% |
| Innovation, Energy & Technology | - | 4.0 | 4.0 | - | 2.5 | 2.5 | (1.5) | (37.5%) |
| Fund 130 - Utility Operations Fund Total | 0.0 | 5.0 | 5.0 | 0.0 | 3.5 | 3.5 | (1.5) | (30.0%) |
| Fund 620 - Cost Distribution Fund | | | | | | | | |
| Innovation, Energy & Technology | - | 3.0 | 3.0 | - | 2.7 | 2.7 | (0.3) | (10.0%) |
| Fund 620 - Cost Distribution Fund Total | 0.0 | 3.0 | 3.0 | 0.0 | 2.7 | 2.7 | (0.3) | (10.0%) |
| Total | 2.0 | 183.0 | 185.0 | 4.5 | 182.0 | 186.5 | 1.5 | 0.8% |

TABLE 58

Executive Director, People & Transformation

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2020 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Executive Director, People & Transformation | 648 | 1,160 | 1,051 | 1,183 | 23 | 2.0% |
| Corporate Strategy | 499 | 551 | 363 | 586 | 35 | 6.4% |
| External Relations & Strategic Priorities | 398 | 417 | 245 | 537 | 120 | 28.8% |
| Transformation Office | - | - | - | 383 | 383 | 0.0% |
| Organizational Development | 300 | 290 | 289 | 298 | 8 | 2.8% |
| Director, Corporate Strategy | 225 | 291 | 269 | - | (291) | (100.0%) |
| Total | 2,070 | 2,709 | 2,217 | 2,987 | 278 | 10.3% |

TABLE 59

Details on the responsibilities of the areas in Administration are listed below:

Executive Director, People & Transformation – Provides leadership for the division including business planning, operations management, and reporting.

Corporate Strategy - Development and administration of the strategic planning framework, process improvement methods, national benchmarking and corporate performance.

External Relations & Strategic Priorities - Provide executive level support in the advancement of stakeholder, intergovernmental and Indigenous relations.

Transformation Office – New unit focused on transforming the City in order to create efficiencies.

Organizational Development - Consultation and methods to improve organizational effectiveness.

Director, Corporate Strategy - Provide leadership for the department including business planning, operations management, and reporting. The position has been reallocated to create efficiencies.

Innovation, Energy & Technology

Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Director, Innovation, Energy & Technology | 847 | 875 | 838 | 904 | 29 | 3.3% |
| System Licencing, Maintenance & Processing | 6,162 | 5,948 | 6,385 | 6,391 | 443 | 7.4% |
| Business Solutions | 3,430 | 3,576 | 3,457 | 3,702 | 126 | 3.5% |
| Cross Functional Solutions | 2,082 | 2,113 | 1,976 | 2,054 | (59) | (2.8%) |
| Energy & Sustainability Solutions | - | 797 | 1,003 | 820 | 23 | 2.9% |
| Total Expenses | 12,521 | 13,309 | 13,659 | 13,871 | 562 | 4.2% |

TABLE 60

Details on the responsibilities of the areas in the Innovation, Energy & Technology are listed below:

Director, Innovation, Energy & Technology - Provides leadership for the department including business planning, operations management, and reporting.

Systems Licensing, Maintenance & Processing - Provides technology system maintenance, telecommunications and equipment rental.

Business Solutions - Leads City departments in the selection, development, implementation & maintenance of business technology that aligns with the corporate strategic technology principles.

Cross Functional Solutions - Lead the city in continual improvement, efficiency, and innovation by providing strategies, processes, tools and best practices that evolve our operating model.

Energy & Sustainability Solutions - Leads the development of the Energy & Sustainability Framework to achieve the goal of Regina becoming 100% renewable by 2050, while supporting existing energy sustainability initiatives.

People & Organizational Culture
Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|--|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Director, People & Organizational Culture | 419 | 532 | 327 | 521 | (11) | (2.1%) |
| Client Services & Labour Relations | 2,579 | 2,528 | 2,429 | 2,645 | 117 | 4.6% |
| Workplace Health & Safety | 1,433 | 1,366 | 1,557 | 1,639 | 273 | 20.0% |
| Payroll, Analytics & Employee Administration | 1,582 | 1,419 | 1,479 | 1,508 | 89 | 6.3% |
| Total Expenses | 6,013 | 5,845 | 5,792 | 6,313 | 468 | 8.0% |
| Internal Transfers | | | | | | |
| Client Services & Labour Relations | (205) | - | - | - | - | 0.0% |
| Payroll, Analytics & Employee Administration | (87) | - | - | - | - | 0.0% |
| Total Internal Transfers | (292) | - | - | - | - | 0.0% |
| Total | 5,721 | 5,845 | 5,792 | 6,313 | 468 | 8.0% |

TABLE 61

Details on the responsibilities of the areas in the People & Organizational Culture are listed below:

Director, People & Organizational Culture – Provides leadership for the department including business planning, operations management, and reporting.

Client Services & Labour Relations - Oversees recruitment, training and development, diversity and inclusion, performance management, labour relations, succession planning and the corporate employee recognition program. provides support and direction to the organization in the interpretation and application of the collective bargaining agreements and all facets of the collective bargaining process.

Workplace Health & Safety - Provides leadership and direction regarding occupational health and safety including the corporate mental health strategy and oversee the Family Assistance Program.

Payroll, Analytics and Employee Administration – Processes and administers all payroll functions for the City of Regina, Regina Police Service and two service partners; Oversees HR systems, HR data and manages the City's benefits program.

Communications & Engagement
Expenses by Activity – General Operating Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Director, Communications & Engagement | 1,546 | 1,683 | 1,693 | 2,011 | 328 | 19.5% |
| Branding, Marketing & Communications | 693 | 809 | 821 | 920 | 111 | 13.7% |
| Service Regina City Hall Services | 1,038 | 1,207 | 1,025 | 916 | (291) | (24.1%) |
| Service Regina Operational Services | 359 | 412 | 409 | 575 | 163 | 39.6% |
| Interactive | 49 | 77 | 66 | 77 | 0 | 0.0% |
| Total | 3,685 | 4,188 | 4,014 | 4,499 | 311 | 7.4% |

TABLE 62

Details on the responsibilities of the areas in the Citizen Experience are listed below:

Director, Communications & Engagement - Provides leadership for the department including business planning, operations management, and reporting.

Branding, Marketing & Communications - Provides strategic communications and public engagement expertise, issues management and media relations achieve the City's goals.

Service Regina City Hall Services - Provides customer service and payment services for residents.

Service Regina Operational Services - Responds to customer inquiries, requests for service and concerns relating to City of Regina services.

Interactive - Manages the official City of Regina social media platforms, websites, online Be Heard public engagement tool and intranet (CityConnect).

Regina Police Service

The Regina Police Service (RPS) takes a lead role in providing public safety in the City of Regina. Recognition of this role is embodied in the RPS vision statement of 'Working together to keep Regina safe.'

2021 Achievements

The following are a selection of some significant items that have improved the efficiency and effectiveness of the Regina Police Service in 2021. RPS is committed to making continuous improvements to processes and resources to ensure the well-being of our membership while delivering excellent service to the public. Ongoing adaptations to the COVID-19 pandemic continued in 2021, which is also included below.

Upgrade to CopLogic Online Reporting

- In order to increase efficiencies in our Direct Entry Victim Reporting (DEVIR) section, the software platform used for online reports was upgraded in 2021. This upgrade sees the information submitted by the public integrating with our Records Management Systems (IEIS) automatically, taking away much of the manual data input. This increased efficiency is timely as the area is seeing increased workload related to digital video submissions by the public as part of their reports. This upgrade is also allowing us to look towards future expansion of the online reporting system.

Improved Information Technology Security

- With the current rate at which organizations are being attacked via ransomware and phishing attacks, RPS has taken significant steps to improve our security posture and reduce organizational risk. These steps include user education, end point detection, security and incident events management, and network-centric detection and response. These changes allow RPS to better secure the data that the Service uses to provide services to the city of Regina.

Access and Privacy Unit

- Since 2018 when the RPS became subject to *The Local Authority Freedom of Information and Protection of Privacy Act*, the Access and Privacy unit has seen extensive growth in Access to Information Requests, Privacy Breach Response and Reviews initiated by the Office of Saskatchewan Commissioner. As the work in Access and Privacy requires consistent work process, response and direction, the unit has created multiple platforms to ensure consistency and reduce time and costs. Templates that were previously created in 2018 have been updated to track time and work flow more efficiently. The unit also created the Access and Privacy Clerk position in 2021 to maintain consistency and accuracy in information provided to outside agencies.

Front Line Support Unit

- In late 2020, the Front Line Support Unit was created to improve our customer service by supplementing the investigative work performed by patrol members. This investigative work includes the collection and search for video evidence after a crime is reported, follow-up investigation with victims to clarify missing information in reports, the dissemination and identification of suspects from video evidence, and investigative follow-up on loss prevention occurrences from retail stores. Further, this unit provided meaningful work opportunities for officers recovering from injury or requiring an accommodation.

Full-time Tactical Team Leader

- The position of a full-time tactical leader for our Special Weapons and Tactical (SWAT) team was created for a 1-year trial and has now become a permanent position for 2022 as it has increased our efficiency in response to critical incidents. This position also provides better consultative access to units throughout the Service who require tactical support on their investigations.

Tactical Emergency Casualty Care (TECC) Training

- RPS is leading the province in providing TECC training to its members. TECC training includes lifesaving skills such as tourniquet application, recovery position, direct and indirect threat care, casualty carries, wound packing, pressure dressings, chest seals, hypothermia prevention, evacuation care, and opioid overdose. The lifesaving skills gained by officers taking this training will contribute to officer and community safety. RPS developed 10 new TECC instructors in the Fall of 2021, in addition to an existing cadre of instructors. New instructors completed a 2 day instructor course developed by a Master Instructor who has an extensive medical background including as a paramedic and as a combat medic with the Canadian Armed Forces. A one day TECC training session was offered to sworn RPS

members in the fall of 2021. Members who complete the training are issued a medical kit that they will carry on their person during operational duties.

Post-Traumatic Stress Injuries (PTSI) Study

- Members of the RPS have been invited to participate in a Public Safety Personnel (PSP) PTSI Study led by the University of Regina. The initiative is a 3-year study that will investigate PTSI and other mental health injuries among PSP. Participants will include members from emergency communications, fire services, paramedics, and police services. Participants will have an opportunity to receive specialized training, use software and devices, as well as to provide feedback directly to the University of Regina team that can inform mental health support for PSP everywhere.
- By the end of the PTSI Study, the hope is to ensure participants can identify and manage stress very early on and facilitate early access to care and faster recovery. The study seeks to provide evidence-based recommendations for better assessment, treatment and management of mental health injuries that can be shared with all PSP as well as help produce the healthiest and most resilient PSP.

2021 Mental Health Campaign

- RPS launched its 2021 Mental Health Campaign in conjunction with Bell Let's Talk Day on January 28, 2021. The campaign built on 2020's campaign and included four weekly webinars hosted by 1st Responder Conferences which included:
 - Decide to Thrive: A Culture of Wellness Starts With You
 - Normalizing Mental Health Awareness to Reduce Stigma
 - Emotional Stability, the True Strength of a First Responder
 - The 411 on Mental Health Treatment for First Responders
- The campaign's last week included a video produced by the Workers' Compensation Board to shed light on the process of filing a claim for psychological injuries and receiving care.

Pre-Employment Psychological Evaluations

- With the addition of our Employee Psychologist in early 2021, pre-employment psychological screening was brought in-house, and the recruitment and selection policies and procedures were amended to ensure RPS' selection practices were current with recent research and consistent with best practices.
- The former psychological testing procedure could be characterized as a screening process that was limited to having applicants complete psychological testing instruments and only meet with a psychologist to discuss any relevant finding in the testing results as needed. The new process can be characterized as a more formal evaluation that includes psychological testing and an individual interview with all applicants in order to better evaluate a candidate's suitability for employment in emergency services. The new process utilizes updated testing instruments that have improved empirical support for screening for psychological vulnerabilities that could interfere with the applicant's ability to exercise the powers of a police officer and withstand the psychological demands of the job. Candidates are also evaluated on psychological characteristics and tendencies that research has associated with future job-performance in emergency services. The new process includes a formal suitability report, which summarizes any concerns identified in the evaluation and includes a suitability for hire recommendation. The combination of changes helps to improve the accuracy of psychological suitability recommendations and creates clarity in the process.

Safeguard Program

With the addition of our Employee Psychologist in early 2021, RPS moved from conducting Mandatory Psychological Assessments for sworn and civilian employees to a Safeguard Program.

- A safeguard program is a formal, coordinated system of psychological health checks delivered by a mental health professional to sworn officers and civilians identified by the organization as having a high likelihood of exposure to potentially traumatizing situations or content in the course of their regular duties.
- The basic program model includes three types of safeguard checks.
 - The first type of check is a selection check that could be conducted in advance of an individual attaining a high-risk position to help determine suitability for the position if requested by the identified unit (e.g., similar to

the current selection process in place for the Special Weapons and Tactics Team). Otherwise, a selection interview would be conducted soon after an employee begins a high risk position in order to provide a baseline psychological profile and overview of current functioning for comparison to future checks.

- The second type of check is for educational and support checks, which are conducted on an annual basis for the tenure of the high-risk position and include psychological testing as needed, education on mental health and strategies to maintain mental health, as well as support for any personal, familial, or professional difficulties identified during the sessions.
- The third type of check is an exit check, conducted within six months of finishing the position, to facilitate the transition to the employee's new role, provide ongoing education and support for personal, familial, or professional difficulties, and to obtain feedback on the safeguard process.
- The program has been expanded from three high risk units to now include ten units.

Continued COVID-19 Service Adaptations

- A mandatory rapid testing policy was implemented on October 4, 2021. This policy mandates all employees to undergo a weekly COVID-19 rapid test prior to the start of their shift, unless the employee provides proof of full vaccination to Human Resources. This policy was developed and implemented to ensure protection of employee and community health and safety. RPS currently has a 95% full vaccination rate.

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|-----------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Expenses | | | | | | |
| Regina Police Service | 96,185 | 99,563 | 99,563 | 103,695 | 4,132 | 4.2% |

TABLE 63

The Regina Police Service [Proposed 2022 Budget](#) can be found on the City of Regina's website on the Council agenda for the November 10, 2021 Council meeting.

2022



General Fund Reserves & Debt



Reserves

The City maintains 21 reserves across two primary funds: General Fund (20) and Utility Fund (1). Reserves are intended to smooth the effect of spending decisions on property taxation. They can also respond to unexpected/emergency spending requirements and minimize use of debt to finance capital projects.

In many cases, reserves are a key component of long-range financial planning for a particular asset category. Two examples include:

- Solid Waste Reserve - a mechanism to set aside resources to allow for the renewal, capping and closure of the landfill as well as the ongoing assets required to operate the solid waste service; and
- Cemetery Reserve - a mechanism to set aside fees for perpetual care so that they are available for that purpose in the future.

Allocating either fee-based revenues or tax-based revenues to reserves allows for the cost of renewal to be spread across all users over the full life of the asset. This is consistent with a financial principle in the OCP, which identifies the “benefits model” as the basis for costing services. In this model, the users of a service should pay for the service (either through user fees or taxes). Financing tools like reserves can reduce the risk of transferring the cost of an asset to a future generation that hasn’t been able to fully utilize the asset.

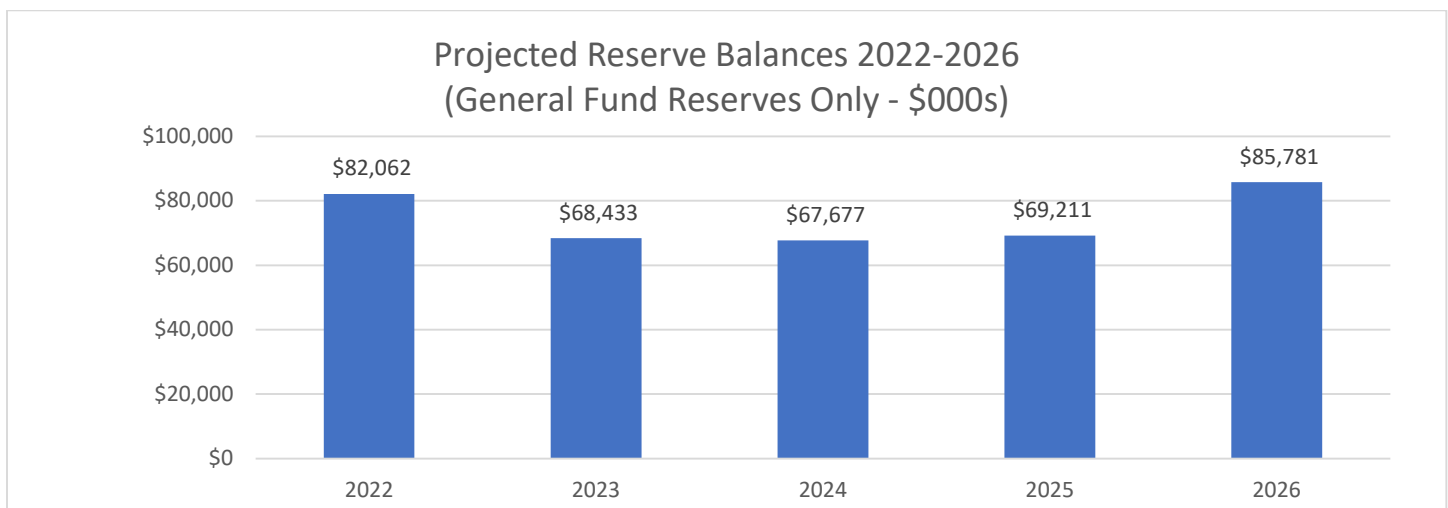


TABLE 64

Reserve Balances

The amount of funding currently held in reserves is relatively low in comparison to the value of the City’s assets. Reserves are projected to decrease from \$101.9 million in 2021 to \$85.8 million by 2026.

| Minimum | Maximum | Reserve Name | 2021 Projected Ending Balance | 2022 Additions | 2022 Reductions | 2022 Projected Ending Balance | 2023 Projected Ending Balance | 2024 Projected Ending Balance | 2025 Projected Ending Balance | 2026 Projected Ending Balance |
|--|---------------|---------------------------------------|--|-------------------|--------------------|--|--|--|--|--|
| Operating Reserves (Tax-Supported) (\$000s) | | | | | | | | | | |
| - | 350 | Community Investment (Grants) Reserve | 594 | 0 | 0 | 594 | 594 | 594 | 594 | 594 |
| - | - | COVID-19 Recovery Reserve | 1,764 | 0 | 1,764 | 0 | - | - | - | - |
| 23,000 | 46,000 | General Fund Reserve | 29,096 | 762 | 8,562 | 21,296 | 21,296 | 21,296 | 21,296 | 21,296 |

| Minimum | Maximum | Reserve Name | 2021 Projected Ending Balance | 2022 Additions | 2022 Reductions | 2022 Projected Ending Balance | 2023 Projected Ending Balance | 2024 Projected Ending Balance | 2025 Projected Ending Balance | 2026 Projected Ending Balance |
|--|---------|--|--|-------------------|--------------------|--|--|--|--|--|
| - | 800 | Elections & Property Assessment Reserve | 424 | 225 | 0 | 649 | 874 | 200 | 425 | 650 |
| 300 | 4,000 | Regina Police Service General Reserve | 1,618 | 0 | 0 | 1,618 | 1,618 | 1,618 | 1,618 | 1,618 |
| 65 | 300 | Regina Police Service Radio Equipment Reserve | (22) | 0 | 0 | (22) | (22) | (22) | (22) | (22) |
| - | - | Social Development Reserve | 659 | 2,500 | 2,500 | 659 | 659 | 659 | 659 | 659 |
| 1,000 | 2,000 | Winter Road Maintenance Reserve | 1,352 | 0 | 0 | 1,352 | 1,352 | 1,352 | 1,352 | 1,352 |
| 24,500 | 59,150 | Subtotal | 35,485 | 3,487 | 12,826 | 26,146 | 26,371 | 25,697 | 25,922 | 26,147 |
| Capital Reserves (Tax-Supported) (\$000s) | | | | | | | | | | |
| 200 | 1,300 | Asphalt Reserve | 1,269 | 300 | 50 | 1,519 | (331) | (31) | 269 | 569 |
| 500 | 30,000 | Asset Revitalization Reserve | 13,954 | 15 | 1,249 | 12,720 | 726 | 152 | (31) | 6,676 |
| 1,700 | 14,300 | Fleet Replacement Reserve | 11,931 | 12,362 | 12,794 | 11,499 | 9,095 | 7,102 | 3,343 | 3,343 |
| 100 | 1,000 | Technology Reserve | 243 | 5 | 0 | 248 | 253 | 258 | 263 | 268 |
| 2,500 | 46,600 | Subtotal | 27,397 | 12,682 | 14,093 | 25,986 | 9,743 | 7,481 | 3,844 | 10,856 |
| Self-Sustaining Reserves (Non-Tax Supported) (\$000s) | | | | | | | | | | |
| 100 | 800 | Cemetery Reserve | (453) | 58 | 740 | (1,135) | (1,347) | (1,429) | (1,511) | (1,511) |
| 200 | 3,500 | Employer-Provided Parking Reserve | 3,228 | 625 | 318 | 3,535 | 3,842 | 4,149 | 4,456 | 4,456 |
| 250 | 2,000 | Golf Course Reserve | 771 | 100 | 150 | 721 | 671 | 471 | 471 | 471 |
| 2,000 | 12,000 | Land Development Reserve | 5,427 | 2,600 | 7,518 | 509 | (3,890) | (8,290) | (12,690) | (12,690) |
| 28,000 | 48,500 | Solid Waste Reserve | 38,079 | 8,000 | 7,571 | 38,508 | 46,508 | 54,508 | 62,508 | 70,508 |
| 1,700 | 13,000 | Planning & Sustainability Reserve | (3,770) | 0 | 2,355 | (6,125) | (8,480) | (10,835) | (10,835) | (10,835) |
| - | - | Regina Revitalization Initiative Stadium Reserve | (4,312) | 0 | 1,771 | (6,083) | (4,985) | (4,075) | (2,954) | (1,621) |
| 57,250 | 169,800 | Subtotal | 38,970 | 11,383 | 20,423 | 29,930 | 32,319 | 34,499 | 39,445 | 48,778 |
| Total Reserves | | | 101,852 | 27,552 | 47,342 | 82,062 | 68,433 | 67,677 | 69,211 | 85,781 |

TABLE 65

Service Agreement Fees (SAFs)

These are fees paid by developers to the City and held to be used when developing new areas of the City as well as to enhance current infrastructure that needs to be upgraded in order to support new development.

Deferred Revenues

These are amounts paid by taxpayers and set aside to support specific assets at the City. The City of Regina currently sets aside deferred revenue for paved and gravel alleyways. These funds come from the Alley Levy.

| Deferred Revenue and Service Agreement Fees (\$000s) | | | | | | | | | | |
|--|---------|-----------------------------------|--------------------------|---------------|---------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Minimum | Maximum | Reserve Name | 2021 | 2022 | 2022 | 2022 | 2023 | 2024 | 2025 | 2026 |
| | | | Projected Ending Balance | Additions | Reductions | Projected Ending Balance | Projected Ending Balance | Projected Ending Balance | Projected Ending Balance | Projected Ending Balance |
| N/A | N/A | Alley Maintenance - Gravel | 869 | 1,677 | 1,677 | 849 | 849 | 849 | 849 | 849 |
| N/A | N/A | Alley Maintenance - Paved | 2,122 | 3,486 | 3,486 | 2,122 | 2,122 | 2,122 | 2,122 | 2,122 |
| N/A | N/A | Dedicated Land Charges | 3,839 | 50 | 300 | 3,589 | 3,639 | 3,389 | 3,389 | 3,389 |
| N/A | N/A | Service Agreement Fees - Parks | 11,429 | 1,033 | 1,321 | 11,141 | 9,936 | 8,404 | 8,020 | 7,973 |
| N/A | N/A | Service Agreement Fees - Roadways | 35,042 | 9,713 | 7,525 | 37,230 | 21,019 | 6,610 | 3,308 | 2,652 |
| Total Deferred Revenue & SAF | | | 56,310 | 53,301 | 15,959 | 14,309 | 54,931 | 37,565 | 21,374 | 17,688 |

TABLE 66

Debt

The City of Regina's debt limit is currently \$450 million. The limit is set by the Saskatchewan Municipal Board and the City cannot borrow above this limit. The debt that counts against this limit includes debt for the General Fund, the Utility Fund, and debt borrowed by the City's related entities. The General Fund Operating Budget includes the repayment of debt issued to fund capital projects, in accordance with section 129(1) of *The Cities Act*.

The City is using more of its own sources of financing to cover infrastructure costs. By keeping debt levels relatively low, the City has been able to minimize the interest expenses that are incurred.

The table 67 identifies the projected debt schedule through to 2026. This represents only General Fund debt.

| Debt | 2022 | New Issue | 2022 | Servicing Cost | | |
|---|------------------|-----------|------------------|-----------------|-----------------|-----------------|
| (\$000s) | Opening Balance | | Closing Balance | Principal | Interest | Total Payments |
| General Capital | 8,160 | - | 6,184 | 1,976 | 180 | 2,156 |
| Regina Revitalization Initiative - Mosaic Stadium | 170,345 | - | 165,738 | 4,607 | 6,866 | 11,473 |
| 2022 General Operating Fund Total | \$178,505 | - | \$171,922 | \$6,583 | \$7,046 | \$13,629 |
| | | | | | | |
| | | | | | | |
| Debt | 2022 | New Issue | 2026 | Servicing Cost | | |
| (\$000s) | Opening Balance | | Closing Balance | Principal | Interest | Total Payments |
| General Capital | 8,160 | - | - | 8,160 | 374 | 8,534 |
| Regina Revitalization Initiative - Mosaic Stadium | 170,345 | - | 145,352 | 24,993 | 33,251 | 58,244 |
| 2022-2026 General Operating Fund Total | \$178,505 | - | \$145,352 | \$33,153 | \$33,625 | \$66,778 |

TABLE 67

2022



General Fund Capital

Five-Year General Capital Plan

Asset management planning is a critical element of the City's long-term strategic approach to financial and service sustainability.

The 2022 General Capital Plan addresses the City's most critical capital needs to support the strategic plans and the renewal of aging infrastructure.

The majority of Regina's capital needs continue to be related to the renewal of infrastructure such as roads, bridges, facilities and fleet. This is reflected in the 2022 proposed capital plan.

Each year, the City invests some of its General Operating Budget to support general capital investments. Over the last decade, there has been emphasis on increasing this investment to support the maintenance and renewal of our infrastructure and start to address long-standing deferred expenditures in asset management. In 2022, current contributions to capital funded from the General Operating Budget will be approximately \$61.6 million. These projects are included in the Five-Year Capital Plan and bring the total 2022 Capital Plan to \$136.3 million and the Five-Year Capital Plan to \$649.6 million.

The General Fund Capital Plan totals \$136.3 million in 2022. Highlights from the 2022 General Fund Capital Plan include:

- \$18.2 million for the Street Infrastructure Renewal Program
- \$12.3 million to support the Facilities Asset Management Program which is designed to extend the life of city-owned facilities
- \$12.0 South East Lands Development
- \$12.0 million for the Residential Roads Renewal Program
- \$9.8 million for transit and fleet replacement costs
- \$10.0 million for the Saskatchewan Drive Corridor Improvements
- \$10.0 million for Pinkie Road Upgrade – Sherwood Drive to Dewdney Ave
- \$6.9 million for Recreation/Culture & Recreational Infrastructure Program
- \$5.5 million for Food and Yard Waste Services (Green Bins)
- \$4.7 million for Bridge Infrastructure Renewal

Project detail and related funding sources are detailed in tables 69 & 70 below.

Advance Approved Capital Projects and Programs – 2022 Budget

The 2022 General Capital Plan includes a number of multi-year projects that require approval for the entire project. This allows the City to commit the total cost of a project from tendering through to completion of the work while allowing flexibility in cash management. Administration is seeking approval for approximately \$17.4 million in capital funding for committed projects and programs for the 2022-2026 Capital Plan. These projects are included in the Five-Year Capital Plan.

Advance Approval for General Capital Projects and Programs

| Division | Department | Project/Program Name | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total |
|--|---------------------------------------|---|--------------|--------------|--------------|--------------|----------|---------------|
| City Planning & Community Development | Parks, Recreation & Cultural Services | Douglas Park Pickleball Facility | 120 | 1,080 | - | - | - | 1,200 |
| | | Downtown Accessible Washroom | 60 | 500 | - | - | - | 560 |
| | | Community & Neighbourhood Centres | 1,065 | 2,435 | - | - | - | 3,500 |
| | Sustainable Infrastructure | 11th Avenue Utility and Corridor Upgrades | 250 | 1,250 | 2,000 | 2,000 | - | 5,500 |
| Financial Strategy & Sustainability | Land, Real Estate & Facilities | Fleet Training Site Development | 250 | 150 | - | - | - | 400 |
| | | Salt & Sand Building | 50 | 1,400 | - | - | - | 1,450 |
| | | Transit Master Plan – Downtown Facility Development | 150 | 1,250 | 1,000 | - | - | 2,400 |
| People & Transformation | Innovation, Energy & Technology | EBS 12.2 Upgrade | 1,200 | 1,200 | - | - | - | 2,400 |
| Total General Fund Advance Approval | | | 3,145 | 9,265 | 3,000 | 2,000 | - | 17,410 |

TABLE 68

Detailed General Fund Capital Plan (\$000s)

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|------------------|----------------------------|--|--------------------------------|-------|-------|-------|-------|-------|--------------|--|
| Citizen Services | Fire & Protective Services | Chemical Detection Equipment | Current Contributions | 150 | - | - | - | - | 150 | Funds to acquire a hazardous materials trace detector and identifier when responding to unknown suspicious substance incidents. |
| | | Fire Capital Equipment Restoration Replacement | Current Contributions | 40 | 40 | 40 | 40 | 40 | 200 | Funds from this program are for regular equipment replacement. |
| | | Fire Station Alerting System Replacement | Current Contributions | 100 | - | - | - | - | 100 | Funds are required to maintain emergency notification requirements. The existing technology was implemented in 2004 and will require an upgrade/ replacement to integrate with current technology and maintain reliability. |
| | | Firegrounds Training Props | Current Contributions | - | - | 250 | 250 | 250 | 750 | Funding to purchase training props to enhance delivery of key training programs including fire suppression, hazardous materials, and technical rescue. |
| | | Gas Monitors | Current Contributions | 50 | - | - | - | - | 50 | Funding to purchase a multi-gas monitor with a chemical sensor that can detect percent oxygen (O2), percent lower explosive limit (LEL), concentration [parts per million (ppm)] of carbon monoxide (CO), and concentration (ppm) of hydrogen sulfide (H2S). |
| | | Mobile Command Post | Current Contributions | - | 300 | 300 | - | - | 600 | The mobile command post provides a secure location to support a unified command approach that enhances preparation, communication, incident response and risk mitigation. |
| | | | Fleet Replacement Reserve | 175 | - | - | - | - | 175 | |
| | | Next Generation 9-1-1 | Current Contributions | - | 500 | 300 | - | - | 800 | Next Generation 9-1-1 represents a new and enhanced public emergency communications service that will allow the public to send text, image, video and data to 9-1-1 call centres through Internet Protocol (IP) based technology. Funds will be used to review and implement software, hardware and work processes to meet the CRTC's March, 2024 compliance deadline. |
| | | Wildlands Firefighting Trucks | Fleet Replacement Reserve | 390 | - | - | - | - | 390 | Funds to purchase upgraded Fire department wildland units. These vehicles are equipped to respond to grass, bush, and land fires both within the region and the municipality. |
| | Roadways & Transportation | Bridge Infrastructure Renewal | Current Contributions | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 | This program funds all activities related to maintaining the City's bridge infrastructure such as bridge maintenance, engineering studies, bridge inspections, bridge designs, bridge construction projects, project management and administration. |
| | | | Gas Tax | 3,676 | 4,192 | 4,192 | 2,092 | 2,092 | 16,244 | |
| | | New Enhanced Traffic Controls | Current Contributions | 300 | 300 | 300 | 300 | 550 | 1,750 | These funds are used for the design and installation of new traffic controls and enhancements to existing controls. Locations are determined annually based on analysis of warrants, studies and growth projections. |
| | | | Service Agreement Fees (Roads) | 800 | 1,600 | 1,600 | 1,600 | 1,600 | 7,200 | |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|----------|------------|---|-----------------------|-------|--------|--------|--------|--------|--------------|---|
| | | Pedestrian Connectivity | Current Contributions | 500 | 500 | 500 | 500 | 500 | 2,500 | These program funds are used to install sidewalks and pedestrian connections along transit locations, focusing on important points that connect our sidewalk network to develop complete neighborhoods. |
| | | Railways Maintenance Program | Current Contributions | 100 | 100 | 100 | 100 | 100 | 500 | Funding for the City's portion of railway crossing improvements as contractually obligated. |
| | | Renewal Program - Expressway Lighting | Current Contributions | 450 | 450 | 450 | 550 | 600 | 2,500 | Replace aging lighting infrastructure along Expressways within the City. |
| | | Residential Roads Improvement Program | Current Contributions | 5,542 | 7,162 | 12,042 | 12,042 | 12,042 | 48,830 | The Residential Road Renewal Program aims to improve the condition of the City's residential roads. |
| | | | Gas Tax - One-Time | 6,500 | 4,880 | - | - | - | 11,380 | |
| | | Street Infrastructure Renewal - Major Roads (75%) | Current Contributions | 8,705 | 13,973 | 4,703 | 4,780 | 6,077 | 38,238 | The Street Infrastructure Renewal program is in place to improve the condition of existing city roadway assets. This portion is focused on improving major roads. |
| | | | Gas Tax | 4,962 | 3,645 | 7,138 | 8,713 | 8,713 | 33,171 | |
| | | Street Infrastructure Renewal - Residential Roads (25%) | Current Contributions | - | - | 1,568 | 1,593 | 2,026 | 5,187 | The Street Infrastructure Renewal program is in place to improve the condition of existing city roadway assets. This portion is focused on improving residential roads. |
| | | | Gas Tax | 4,556 | 5,873 | 2,380 | 2,905 | 2,905 | 18,619 | |
| | | Tandem Truck Upgrades complete with slide in sanders | Current Contributions | 190 | - | - | - | - | 190 | Funding is used to upgrade truck fleet, based on the Fleet Replacement Program, to increase capacity, increase efficiencies, and incorporate best practice technology. |
| | | Traffic Infrastructure Renewal | Current Contributions | 1,000 | 1,000 | 1,500 | 1,500 | 1,500 | 6,500 | Traffic infrastructure renewal program ensures traffic assets, such as traffic signals, pedestrian crossings, expressway lighting, signs, LEDs and accessible pedestrian signals are renewed in an appropriate timeframe to ensure ongoing levels of service. |
| | | Upgrade of Major Components of the Asphalt Plant | Asphalt Plant Reserve | - | 750 | - | - | - | 750 | Funding from this program is used for upgrading major components of the Asphalt Plant, as determined by the Asphalt Plant Asset Management Plan. |
| | | Variable Message Sign (VMS) Additions & Software Upgrades | Current Contributions | 114 | - | - | - | - | 114 | Funds to purchase additional VMS signs and software to allow for remote update of messaging on VMS signs. |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|----------|---------------------------------------|--|---------------------------|-------|-------|-------|--------|-------|--------------|--|
| | | Winnipeg Street Bridge | Government Funded | 1,000 | 1,000 | - | - | - | 2,000 | Funds to build an overpass on Winnipeg Street over Ring Road. |
| | Transit & Fleet Services | Additional Paratransit Buses | Current Contributions | 280 | - | - | - | - | 280 | Funds to purchase additional paratransit buses to support the adapted recreation program. |
| | | Civic Fleet Replacement | Fleet Replacement Reserve | 8,590 | 8,327 | 8,883 | 13,630 | 7,955 | 47,385 | Funds from this program are used for the replacement of civic fleet assets that have completed or exceeded their economic service life. |
| | | Fire Fleet Replacement | Fleet Replacement Reserve | 475 | 1,114 | 264 | 1,195 | 1,138 | 4,186 | Funds from this program are used for the replacement of frontline fire apparatus and support vehicle assets that have reached or exceeded their economic life. |
| | | Small Tools Replacement | Fleet Replacement Reserve | 84 | 84 | 84 | 84 | 84 | 420 | Funds from this program are used for the scheduled replacement of small tools. |
| | | Transit Fare Collection System | Gas Tax - One-Time | - | 1,500 | - | - | - | 1,500 | Funds to update the transit fare collection system. |
| | | Transit Fleet Replacement | Fleet Replacement Reserve | 618 | 1,047 | 7,197 | 9,886 | 7,706 | 26,454 | Funds from this program are used for the replacement of Transit Fleet assets that have reached or exceeded their economic life. |
| | | | Government Funded | 55 | 55 | 55 | 55 | 55 | 275 | |
| | Water, Waste & Environmental Services | Blue Cart Buyout | Solid Waste Reserve | - | 500 | 238 | 244 | 238 | 1,220 | Funds to purchase the blue bins from the contractor as per the contract. The City will now own and manage the blue carts. |
| | | Drainage and Lot Grading Regulations | Current Contributions | 125 | - | - | - | - | 125 | Funds to purchase equipment to support the recently approved drainage and lot grading program. |
| | | Food and Yard Waste Services | Solid Waste Reserve | 5,500 | 232 | 238 | 244 | 238 | 6,452 | Funds to purchase green bins and kitchen catchers (small bin for disposing of food scraps designed to fit under the sink or on a counter). These are needed to expand the Food and Yard Waste Program in the City. |
| | | Garbage Roll-out Cart Replacement | Solid Waste Reserve | 290 | 290 | 290 | 290 | 290 | 1,450 | This represents annual funding to purchase garbage carts for new City services and to replace damaged carts. |
| | | Landfill - Annual Infrastructure Renewal | Solid Waste Reserve | 250 | 250 | 250 | 250 | 250 | 1,250 | This is an ongoing program to ensure landfill infrastructure which includes roadways, fencing and drainage are maintained to ensure uninterrupted service, safety and regulatory compliance. |
| | | Landfill Gas Collection | Solid Waste Reserve | 25 | - | - | 10 | 15 | 50 | Funds to rehabilitate and maintain the existing gas collection system at the landfill. |
| | | Landfill Gas to Energy Project | Solid Waste Reserve | 140 | - | 50 | - | 50 | 240 | Funds to rehabilitate and maintain the existing gas conversion system at the landfill. |
| | | Perimeter Road | Solid Waste Reserve | 1,366 | - | - | - | - | 1,366 | Funds to develop the road to the north side of the Landfill. |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|---------------------------------------|---------------------------------------|---|-----------------------|------|------|------|-------|-------|--------------|---|
| | | Shredder for Leaf and Yard Waste | Solid Waste Reserve | - | 110 | - | - | - | 110 | Funds to purchase a large capacity shredder to shred larger items at the Leaf and Yard Waste Depot. |
| City Planning & Community Development | Parks, Recreation & Cultural Services | Athletic Fields & Sport Facilities Restoration, Repair and Upgrades | Current Contributions | 150 | 150 | 150 | 150 | 150 | 750 | Funds from this capital program ensure playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards resulting in participants and spectators having access to quality facilities. |
| | | Backstop Restoration | Current Contributions | 25 | 25 | 25 | 25 | 25 | 125 | This program provides funding for the restoration or decommissioning of ball diamond backstops which is determined by the users and spectators. |
| | | Boulevard Restoration | Current Contributions | 50 | 50 | 50 | 50 | 50 | 250 | Funds to restore boulevards and easements with turf mortality as a variety of reasons including extreme winter conditions, winter exposure, salt accumulation, poor soil depth and quality, and drought. |
| | | Cemeteries Fleet Equipment Requirements | Cemetery Reserve | - | 140 | - | - | - | 140 | Funds to purchase additional equipment to for Cemeteries. The additional equipment is needed as a result of the cemetery expansion. |
| | | Cemeteries General Allocation | Cemetery Reserve | 130 | 230 | 130 | 492 | 207 | 1,189 | The Cemeteries General Allocation is used to sustain the cemeteries' assets to ensure the cemetery program continues to effectively operate its two locations: Regina Cemetery and Riverside Memorial Park Cemetery. |
| | | Cemetery Software | Cemetery Reserve | - | 130 | - | - | - | 130 | Funds to procure cemetery software providing a solution for system inefficiencies, allowing integration with the corporate payment system, coordination of the financial systems and client records management. |
| | | Pat Fiacco Plaza Restoration | Current Contributions | 15 | - | 15 | - | 15 | 45 | This funding is used to restore or replace deteriorated, vandalized or damaged elements or amenities such as paving stone and furniture within the Pat Fiacco Plaza. It is also used to correct deficiencies in the landscape planning. |
| | | CPTED Improvements (Recreation Facilities) | Current Contributions | 25 | 25 | 25 | 25 | 25 | 125 | The Crime Prevention Through Environmental Design (CPTED) program is a collaborative approach involving the community, Regina Police Services and Administration to address safety issues and citizen concerns in public recreation spaces. |
| | | Golf Courses General Allocation | Golf Course Reserve | 100 | 100 | 100 | 100 | 100 | 500 | Funding is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: Tor Hill, Murray, Joanne Goulet and Lakeview Par 3. The capital work typically funded through the General Allocation includes mitigation of water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration. |
| | | Irrigation and Water Components System Restoration | Current Contributions | 285 | 287 | 285 | 1,070 | 1,060 | 2,987 | Funds from this program are used to restore and replace deteriorated irrigation system components (valves, sprinklers, water lines, software and hardware) to ensure effective operation in the City's parks and open space. |
| | | Multi-use Pathway Asphalt Recapping | Current Contributions | - | 195 | 195 | 195 | 195 | 780 | This program's funds are used for general recapping (the application of tack oil and hot mix asphalt) of Regina's multi-use asphalt |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|----------|---------------------------------|---|--------------------------------|-------|-------|-------|-------|-------|--------------|---|
| | | | | | | | | | | pathways to keep them in safe and usable condition. Regina has almost 100 km of paved pathway through the City. |
| | | Neighborhood Park Planning and Development | Dedicated Lands Reserve | - | - | - | 600 | - | 600 | Once a new policy is approved to guide development and redevelopment of parks space these funds will be used to implement the recommendations. |
| | | Parks and Open Space Restoration | Current Contributions | 300 | 300 | 300 | 330 | 330 | 1,560 | Capital funding is used to restore or replace deteriorated open space amenities to a safe and useable condition. |
| | | Parks Maintenance - Fleet Equipment Requirements | Current Contributions | 115 | 135 | 135 | 149 | 149 | 683 | Funds from this program are used to maintain equipment for the day to day operations in parks, athletic fields and other open space areas. The Parks Maintenance Branch currently maintains approximately 2,500 hectares of open space which is equivalent to the surface area of 5,000 football fields. |
| | | Plant Material Establishment Funding | Current Contributions | 8 | 8 | 8 | 8 | 8 | 40 | This funding provides for watering and maintenance of newly planted trees and shrubs within the parks and open space of a new development for a three-year period to ensure establishment and survival of the new plant material. Any plantings that fail to survive this three-year period are replaced. |
| | | | Service Agreement Fees (Parks) | 148 | 148 | 148 | 148 | 148 | 740 | |
| | | Playground Replacement and Restoration Program | Current Contributions | 450 | 450 | 450 | 450 | 450 | 2,250 | Funds from this program are used to replace two playgrounds per year that are either in poor condition or have little play value as well as to repair synthetic surfacing at playground sites. |
| | | Recreation Equipment and Furnishings | Current Contributions | 200 | 200 | 200 | 200 | 200 | 1,000 | Funds from this capital program budget are used for the replacement, revitalization and sustainability of recreation equipment and furnishings at the City's arts, culture, recreation and sport facilities. |
| | | Recreation/Culture Capital Program | Current Contributions | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 15,000 | Funds to support investments that advance the Culture and Recreational Master Plans and other initiatives that focus on enhancing quality of life in Regina. |
| | | | Asset Revitalization Reserve | 99 | - | - | - | - | 99 | |
| | | Recreational Infrastructure Program | Current Contributions | 3,900 | 5,300 | 6,750 | 6,750 | 6,750 | 29,450 | Improve access and quality of recreational infrastructure through new or renewed infrastructure projects. |
| | | Riverside Cemetery Expansion | Cemetery Reserve | 600 | 20 | - | - | - | 620 | Expansion of Riverside Cemetery to support internments over the next 25 years. |
| | | Tree Replacement Along Arterials, Buffers and Parks | Current Contributions | 125 | 150 | 175 | 200 | 225 | 875 | Funds from this program are used to replace tree vacancies along arterial roads, buffer areas, and parks. Newly planted trees are maintained and watered during the establishment period. |
| | | Winter City Strategy Execution | Current Contributions | 20 | - | - | - | - | 20 | Funds to support programs implemented as part of the Winter City Strategy. |
| | Planning & Development Services | Neighborhood and Corridor Planning Program | Current Contributions | 75 | 100 | 100 | 100 | 100 | 475 | Funding will be used for engagement support for the program to create new neighborhood and corridor plans which provide land use, |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|----------|----------------------------|--|--------------------------------|--------|-------|-------|-------|-------|--------------|---|
| | | | | | | | | | | urban design and infrastructure investment policies for established areas of the City. |
| | | Roadways Completion Program | Service Agreement Fees (Roads) | 50 | 50 | 50 | 50 | 50 | 250 | This is an ongoing program to provide signs, permanent pavement markings, pedestrian crossings and similar low-cost transportation related infrastructure along roadways and bikeways that were constructed within the last five years. |
| | Sustainable Infrastructure | 11th Avenue Utility and Corridor Upgrades | Current Contributions | 250 | 1,250 | 2,000 | 2,000 | - | 5,500 | Street enhancements including upgraded sidewalks, curbs, street furniture on 11th Avenue between Broad Street and Albert Street. |
| | | 13th Avenue - Sandra Schmirler Way to Courtney Street | Service Agreement Fees (Roads) | - | 500 | - | 8,000 | - | 8,500 | Funds to rebuild 13th Avenue from Sandra Schmirler Way to Courtney Street to a paved surface. |
| | | Arcola Avenue Corridor Improvements | Service Agreement Fees (Roads) | - | - | 500 | - | 5,000 | 5,500 | Funds to improve service levels along the Arcola Corridor to be in line with the City's current services levels. |
| | | Assiniboine Avenue - Active Transportation Upgrades | Current Contributions | - | 100 | - | - | - | 100 | This project will upgrade the existing Assiniboine Avenue active transportation infrastructure between Park Street and University Park Drive in coordination with road renewal. |
| | | Fleet Street/McDonald Street - Intersection Improvements | Provincial Grant (UHCP) | - | 700 | - | - | - | 700 | Capacity improvements at the intersection of Fleet Street and McDonald Street including turning lanes, improved traffic signals and street lighting. |
| | | | Service Agreement Fees (Roads) | - | 300 | - | - | - | 300 | |
| | | Geospatial Sustainable Technology & Growth | Current Contributions | - | - | 55 | 84 | - | 139 | Purchase of equipment to support the Geospatial program. |
| | | Intersection Capacity Upgrades | Service Agreement Fees (Roads) | 500 | - | - | - | - | 500 | This project includes capacity improvements due to background growth of the City at intersections through existing parts of the City, the need for which would be evaluated during rehabilitation projects. |
| | | On Street Bike Lanes and Multi-Use Pathways Program | Current Contributions | 300 | 350 | 400 | 450 | 500 | 2,000 | Funding for this program includes the design and construction of on-street bikeways and multi-use pathways in existing areas throughout Regina. This will be an ongoing program aimed at meeting the sustainable transportation goals identified in the Official Community Plan and the Transportation Master Plan. |
| | | Pinkie Road Upgrade - Sherwood Drive to Dewdney Avenue | Service Agreement Fees (Roads) | 10,000 | - | - | - | - | 10,000 | This project will pave Pinkie Road from Sherwood Drive to Dewdney Avenue in coordination with another project to replace the Pinkie Road bridge. Design for this project is underway with internal city resources. |
| | | Prince of Wales - Jenkins Drive to Highway 46 | Service Agreement Fees (Roads) | 500 | - | 8,000 | - | - | 8,500 | This project includes paving of Prince of Wales Drive from Jenkins Drive to Highway 46. |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|-------------------------------------|--|---|--------------------------------|-------|-------|-------|-------|-------|--------------|--|
| | | Roadway Noise Attenuation Pilot | Current Contributions | 700 | - | - | - | - | 700 | Funding for a project to pilot roadway noise mitigation techniques in one or more pilot locations around the City. |
| | | Ring Road Rail Grade Crossing Relocation - Preliminary Design | Current Contributions | 700 | - | - | - | - | 700 | This project is the engagement of a qualified engineering consultant to undertake the preliminary design of relocating the CP and CN grade rail crossings at Ring Road. |
| | | Ring Road Widening - Ross Avenue to Dewdney Avenue | Service Agreement Fees (Roads) | - | 2,500 | - | - | - | 2,500 | This project is to increase capacity for traffic on Ring Road between Ross Avenue and the Dewdney Avenue interchange ramps. This project will provide a permanent solution to meet long-term traffic growth associated with development in northeast Regina. |
| | | Road Network Improvements Property Purchases | Service Agreement Fees (Roads) | 500 | 500 | 500 | 500 | 500 | 2,500 | The funding will be utilized for property acquisitions to realize the 25 year road network plan in the Transportation Master Plan and beyond. Property will be utilized for road right of way for increased network capacity to support continued growth. |
| | | Saskatchewan Drive Corridor Improvements - Winnipeg Street to McTavish Street | Current Contributions | 5,000 | - | 2,500 | 2,500 | 2,500 | 12,500 | Street enhancements including upgraded sidewalks, curbs, street furniture on Saskatchewan Drive from Winnipeg Street to McTavish Street. |
| | | | Service Agreement Fees (Roads) | 5,000 | 2,000 | 2,500 | 2,500 | 2,500 | 14,500 | |
| | | Scarth Street Rehabilitation Project | Current Contributions | 300 | - | 4,000 | - | - | 4,300 | Funding to rehabilitate Scarth Street to ensure it meets service levels and to be consistent with newly developed Downtown Design Standards. |
| | | Sunset Drive - Community Upgrades | Current Contributions | 100 | - | - | - | - | 100 | Funds to upgrade active transportation infrastructure on Sunset Drive. |
| | | Wascana Parkway to Highway 1A Loop Ramp | Service Agreement Fees (Roads) | - | 4,000 | - | - | - | 4,000 | This project will result in the installation of a loop ramp from Wascana Parkway onto Highway 1A to provide free-flow conditions to the current left turn lane from Wascana Parkway onto Highway 1A. |
| Financial Strategy & Sustainability | Assessment & Property Revenue Services | Tax & Assessment Suite Modernization | Current Contributions | 283 | - | - | - | - | 283 | This project is to upgrade the front end of the Tax and Assessment Suite software to a supported technology platform that will allow for continued use of the system while improving efficiencies and customer service. |
| | Financial Services | Fuel Tank Replacement and Contaminated Sites Management | Current Contributions | - | 450 | - | - | 450 | 900 | Funding to address regulatory compliance, decommissioning of underground fuel tanks, environmental remediation, and the installation of new above-ground fuel tanks in support of the City's fleet. |
| | | Hyperion Upgrade | Current Contributions | 200 | 1,400 | - | - | - | 1,600 | Funding to upgrade Oracle Hyperion Planning to the current vendor supported version. Hyperion Planning software is the City's management reporting tool used for budget and forecast reporting. |
| | | iProcurement Implementation | Current Contributions | - | 350 | - | - | - | 350 | Implementation of software to standardize distribution of warehouse inventory to provide accurate and timely inventory levels for day-to-day operation requirements. |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|----------|--------------------------------|--|--------------------------|--------|--------|--------|--------|--------|--------------|--|
| | | Oracle WAM System Replacement | Current Contributions | - | - | 300 | 1,100 | 1,100 | 2,500 | Funds to replace the financial system used to track costs at the City. This application is beyond its useful life. WAM is used to track project costs, event costs, external and internal billings, manage assets and inventory. |
| | Land, Real Estate & Facilities | 500 Arcola - Decommissioning | Current Contributions | - | 300 | - | - | - | 300 | Funding for this project covers the decommissioning of the Solid Waste container shop located at 500 Arcola, which has exceeded its useful life and is no longer required to support City operations following the completion of the new Waste Management Centre. |
| | | Cemeteries Facilities Asset Management | Cemetery Reserve | 10 | 10 | 10 | 10 | 10 | 50 | This funding is allocated to cemetery facilities to maintain the integrity of the facility systems so that the City programs and operations can continue to operate effectively. |
| | | Corporate Office Space for New Employees | Current Contributions | 75 | 75 | 100 | 100 | 100 | 450 | Funding from this program covers the set-up of office space for new City employees. |
| | | Corporate Office Space Upgrades | Current Contributions | - | - | - | 2,100 | 2,250 | 4,350 | This program provides funding for the renovation of one floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per the contemporary office space guidelines to improve the quality of work experience for employees throughout the organization and increase space utilization. |
| | | Employee Provided Parking Improvements (City Hall) | Employer Parking Reserve | 50 | 50 | 50 | 50 | 50 | 250 | This funding is allocated from the employee parking reserve (City Hall) to provide for the long-term sustainability of the parkade. The work includes new asphalt, membrane repairs, lighting, ramp heating systems, electrified receptacle infrastructure and concrete repairs. |
| | | Employee Provided Parking Improvements (Non-City Hall) | Employer Parking Reserve | - | 100 | 100 | 100 | 100 | 400 | This funding is allocated from the employee parking reserve (non-City Hall) to provide for the long-term sustainability of employee provided parking lots. The work includes new asphalt, paving overlays, lighting, electrified receptacle infrastructure and fencing at parking sites other than City Hall. |
| | | Expansion of City Facilities Recycling | Solid Waste Reserve | 13 | 13 | 13 | 13 | 13 | 65 | Expansion of the pilot waste service to all City owned and operated spaces, including outdoor spaces (parks, skating rinks, bus shelters, etc), fire stations and leased spaces used by the City. |
| | | Facilities Asset Management | Current Contributions | 12,341 | 12,282 | 12,092 | 13,069 | 14,625 | 64,409 | This program involves allocating funding to key facilities for projects identified in the Facilities capital planning program and other condition assessments. Projects include roof replacements, structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and services can continue to be delivered. |
| | | Facilities Security Infrastructure Program | Current Contributions | 25 | 25 | 25 | 50 | 50 | 175 | Funds from this program support security additions and upgrades at existing facilities to provide protection to corporate physical assets, City staff, public and information resources. |
| | | Fire Pump Testing and Storage Facility | Current Contributions | - | - | - | - | 150 | 150 | Funding for the planning and design of a new, year-round facility to address space requirements for Fire and Protective Services for training, classroom space, a pump testing area for re-built fire pumps and storage. |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|----------|------------|---|--------------------------|-------|-------|-------|-------|-------|--------------|--|
| | | Fleet Training Site Development | Current Contributions | 250 | 150 | - | - | - | 400 | Funding for the development of a new fleet training site. The training site includes semi-trailer backup areas, ice/skid training, excavator training, traffic controls, sidewalks and curbs, and manhole installations. This will move the fleet training to land adjacent to the new Waste Management Centre, where the fleet classrooms are located. |
| | | Golf Course Facilities Asset Management | Golf Course Reserve | 50 | 50 | 100 | 100 | 100 | 400 | This funding is allocated to golf course facilities to maintain the integrity of the facility systems so that the City programs and operations can continue to operate effectively. |
| | | Land Development Master Plan | Land Development Reserve | 518 | - | - | - | - | 518 | This project will develop a master plan for the City's developable land assets that are within the 300K Growth Horizon, as noted in the Official Community Plan. The strategy will be founded on a policy articulating an approach to each of the City's major land assets. It will also include a high-level financial plan and technical assessments of each land asset. |
| | | New Fire Station Development | Current Contributions | 2,400 | - | 2,700 | 4,000 | 4,000 | 13,100 | The Fire Master Plan identifies the need to develop new fire stations within the next 5 and 10 years as a result of growth. This funding is to acquire land for two new fire stations as well as the design and construction of one new fire station. |
| | | Operations Yard Master Plan | Current Contributions | - | - | - | 200 | 750 | 950 | This update to the Operations Yard Master Plan will examine all remaining departments located at the Operations Yard or in other facilities plus take into account the St. John's yard including the asphalt plant, material storage area and Central Stores. The plan will provide an updated road map for future implementation of development of a new operations yard and other related facilities including cost estimates, schedules and location of facilities. |
| | | Outdoor Boarded Rink Improvements | Current Contributions | - | - | 450 | 450 | 450 | 1,350 | This program funding supports the renewal of one outdoor boarded rink site per year of funding. These sites require foundation, lighting, and electrical upgrades in conjunction with complete board replacement. Rehabilitating these sites will allow City programs and operations to continue to effectively operate the 22 boarded rink sites with adjacent pleasure skating rinks located around the City. |
| | | Parks Maintenance Sub-Depots | Current Contributions | 700 | - | - | 700 | - | 1,400 | Funds for this project are for the development of a Parks sub-depot building in the expanding North and South areas of the city, bringing equipment and labour closer to the work areas to ensure efficient service delivery across the city. |
| | | Recreation Facility Program and Accessibility Improvements | Current Contributions | 200 | 200 | 200 | 200 | 200 | 1,000 | This program is intended to fund smaller facility improvement projects that will permit recreation program changes and accessibility improvements, improving the customer experience at the major recreation facilities. |
| | | Regina Police Service Campus Development | Current Contributions | 1,500 | 2,000 | - | - | - | 3,500 | Funds are required to invest in the implementation of a campus facility solution to meet current and future programming requirements of the Regina Police Service. |
| | | Regina Revitalization Initiative (RRI) Railyard Renewal Project | Government Funded | 4,400 | 4,400 | 4,400 | 7,100 | - | 20,300 | Funding for the Railyard Renewal Project will be used to redevelop a former CP Rail intermodal yard, a 17.5 acre brownfield site, into a new sustainable mixed-use neighborhood. |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|---------------------|------------------------------|---|--------------------------|--------|--------|--------|-------|-------|--------------|--|
| | | Renewable Regina 2050 - Facilities Upgrades | Current Contributions | 250 | - | - | - | - | 250 | Funding for the initial planning of a program to align city facilities with Council's commitment to be a 100% renewable city by 2050. Planning for facility upgrades will focus on reducing utility consumption and GHG emissions consistent with the energy and sustainability framework. |
| | | Salt and Sand Building | Asphalt Plant Reserve | 50 | 1,400 | - | - | - | 1,450 | This project involves the construction of a new and larger salt and sand storage building to meet the long-term needs of Roadways and Transportation and the efficient production of salt and sand. |
| | | South East Lands Development | Land Development Reserve | 12,000 | 12,000 | 12,000 | 7,000 | 3,000 | 46,000 | Funds for this project are for Phase one of the South East Land development (The Towns), which consists of approximately 50 acres of primarily residential land. Market conditions will dictate the pace of completion. |
| | | Tennis and Pickleball Court Redevelopment | Current Contributions | - | 200 | 235 | 235 | 250 | 920 | This is a multi-year program to redevelop existing tennis and pickleball court sites to ensure that service levels are maintained. Funding identified is to typically upgrade two sites per year. |
| | | Alternative Fuel Bus Facility | Current Contributions | 250 | - | - | - | - | 250 | Funding for the initial planning and design work required to upgrade the transit operations centre to support the operation of new alternative fuel buses. |
| | | Downtown Transit Facility Development | Current Contributions | 150 | 1,250 | 1,000 | - | - | 2,400 | Funding for the development of expanded transit shelters in the downtown and renovations to the Transit Information Centre to improve the customer experience, pending the endorsement of the Transit Master Plan. |
| | | Transit Shelter Improvements | Current Contributions | 105 | 50 | 100 | 100 | 100 | 455 | These funds are used annually to improve and maintain transit shelters as well as add or relocate shelters depending on modifications to the City's transit routes. Every year Transit modifies the routes throughout the City and adds new services due to growth or service changes. |
| | | Workspace Improvement Program | Current Contributions | - | - | 200 | 200 | 200 | 600 | This program funds City workspace improvements to improve employee engagement and business efficiencies, enhance workflow, collaboration and team dynamics. |
| Officers of Council | City Clerk's Office | Council and Committee Meeting Management Solution Replacement | Current Contributions | 230 | - | - | - | - | 230 | Replacement of the City's meeting management software. |
| | Office of the City Solicitor | Parking Meter Replacement Program | Current Contributions | 15 | 15 | 15 | 15 | 15 | 75 | Funds from this program are used to replace aging meters and associated equipment (e.g., meter poles). |
| | | Parking Pay Stations | Current Contributions | 250 | - | - | - | - | 250 | Funds to install parking stations to replace parking meters. |
| | | Parking Ticket Equipment Replacement Program | Current Contributions | 65 | - | 35 | 30 | 35 | 165 | Funds are used for the regular replacement of equipment the City of Regina uses daily to issue parking tickets. |

| Division | Department | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total | Description |
|-------------------------|-----------------------------------|--|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|--|
| People & Transformation | Communications & Engagement | Customer Relationship Management (CRM) and Case Management Project | Current Contributions | 300 | - | - | 1,640 | 1,000 | 2,940 | Implementation of a new enterprise-wide CRM solution for the City including a knowledge base, code enforcement capabilities, a public facing online submission form, and future integration capabilities. |
| | People and Organizational Culture | Safety Software Solution | Current Contributions | 330 | - | - | - | - | 330 | A corporate safety software solution will enhance overall safety performance by providing access to information and processes in real time. This will support City of Regina employees in performing their duties safely and efficiently. |
| | Innovation, Energy & Technology | EBS 12.2 Upgrade | Current Contributions | 1,200 | 1,200 | - | - | - | 2,400 | EBS is the City's major financial application that supports financial, procurement and human resources functions. These funds would be used to assess the application and implement an upgrade to the system to increase efficiency and effectiveness. |
| | | Charging Infrastructure | Current Contributions | 50 | - | - | - | - | 50 | Funds to build vehicle charging infrastructure in support of the Renewable Regina 2050 program. These are for City owned vehicles. |
| | | Technology Growth | Current Contributions | 200 | 200 | 200 | 225 | 225 | 1,050 | This program provides the ongoing funding for the City to expand its IT infrastructure services to accommodate the needs of new employees, new City services and new City network locations as well as the growing needs of existing users and services. |
| | | Sustainable Technology Infrastructure | Current Contributions | 200 | 200 | 200 | 225 | 225 | 1,050 | Replace aging & end of life Technology & Digital Innovation components to reduce risk and ensure service availability. This includes technology hardware, software, IT security, data storage, networking equipment & Geospatial technology. |
| | | Telematics | Current Contributions | 100 | 100 | 100 | - | - | 300 | Telematics are technologies used to acquire data from the City's vehicle fleet and their systems, including positional and activity data. |
| | | | | | | | | | | |
| Regina Police Service | Regina Police Service | Regina Police Service | Current Contributions | 4,891 | 4,227 | 4,940 | 3,762 | 4,291 | 22,111 | The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology emergency services equipment, asset management and fleet. |
| | | | Provincial Funding | 120 | - | - | - | - | 420 | |
| | | | SGI | 128 | 128 | 128 | 128 | 128 | 640 | |
| Grand Total | | | | 136,339 | 129,172 | 129,251 | 137,781 | 117,019 | 649,561 | |

TABLE 69

General Fund Capital by Funding Source (\$000s)

| (\$000s) | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Current Contributions | 61,863 | 64,305 | 67,664 | 69,693 | 71,784 | 335,307 |
| Gas Tax | 19,744 | 20,040 | 13,710 | 13,710 | 13,710 | 80,924 |
| Federal/Provincial | 5,713 | 6,283 | 4,583 | 7,283 | 183 | 24,035 |
| Reserve | 31,522 | 26,946 | 29,996 | 34,297 | 21,544 | 144,306 |
| Service Agreement Fees | 17,497 | 11,598 | 13,298 | 12,798 | 9,798 | 64,987 |
| Total | 136,339 | 129,172 | 129,251 | 137,781 | 117,019 | 649,561 |

TABLE 70

2022



Utility Budget

Utility Fund Overview

The Utility Fund budget must be balanced as defined in *The Cities Act*. For 2022, the Utility Fund Budget is based on \$157 million in both revenue and expense. The Five-Year Capital Plan includes \$119 million in 2022 and \$501 million for the years 2022-2026. The Budget developed for 2022 was guided by the following direction:

- Sustainable delivery of City services and infrastructure reflective of our community's priorities
- Transparent and accountable budget process
- Demonstrate managing efficiently and effectively
- Leverage third party funding
- Affordability for Regina residents

The Utility Fund provides water, wastewater, and stormwater services primarily to customers in Regina. The Utility operates on a full cost-recovery, user-pay basis through utility rates. The 25-Year Utility Fund Model is based on users paying for the service rather than having the costs borne by property owners. Users are billed monthly, and charges are based on a fixed daily base rate plus a rate per volume of consumption (usage), which provides an incentive to conserve valuable resources.

The Utility is responsible for diverse infrastructure including water mains, storage reservoirs, pumping stations, building service connections, a wastewater treatment plant, wastewater, and storm stormwater sewers as well as stormwater channels and creeks. The City of Regina is also a joint owner of the Buffalo Pound Water Treatment Plant with the City of Moose Jaw, which provides the City's drinking water.

Services

The Utility rates support four service areas:

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

The 2022 rates result in a 5% increase or for a typical residential customer about \$7.25 per month. This includes a 2% increase that was approved by Council in early 2021 to fund the Lead Service Connection Management Program. The remaining 3% increase is meant to support base operations.

| | Utility Rate Increase % | Monthly Increase for an average household \$ |
|--|----------------------------|---|
| Lead Service Connection Management Program (Approved) | 2% | \$2.90 |
| Increase for Base Operations (Proposed) | 3% | \$4.35 |
| Total Proposed Increase | 5% | \$7.25 |

TABLE 71

Utility rates are set based on a long-range financial model which covers the cost of operating the Utility and the cost of ongoing asset management and renewal. This serves to moderate the need for dramatic rate increases in any given year.

Supplying safe drinking water and ensuring the management of wastewater and storm water are essential services provided by the Utility. Pressures due to aging infrastructure, population growth, climate change and changing regulations require the utility to plan and adapt to the changing conditions. The Utility delivers a reliable, accessible, and sustainable supply of high-quality drinking water. The Utility also strives to ensure that potable water is used efficiently, and that the City is prepared for emergencies. The Utility creates and maintains sewer and storm water system that protects public health and property.

2022 Priorities and Plans

Priorities include continued inspection and rehabilitation of Regina's underground water, wastewater and stormwater pipes and advancing wastewater system improvements to meet the regulatory expectations of the Saskatchewan Water Security Agency related to sewage bypasses.

In 2022, work will continue to renew underground infrastructure, including relining some large diameter wastewater pipes; and on the water system (Eastern Pressure Solution) to allow growth to continue as identified in the OCP. Initial work will also continue on the replacement of water meters and the meter reading system.

An additional 2% Utility Rate increase in 2022 is being allocated to the Lead Service Connection Program to advance the timing of replacing the connections. The target date for completion of this program will be 2036 because of this increase, or 15 years earlier than previously planned.

Challenges and Opportunities

The Utility uses a model to assess the benefits of proposed capital investments and prioritize projects across the Utility networks for the next 25 years. This includes anticipated large investments in the Buffalo Pound Water Treatment Plant as well as water, wastewater, and stormwater infrastructure. The capital investment plan forms the basis of longer-term Utility rate and financial models.

The Utility has increased cross-training, which allows for the deployment of resources where required, including responses to failures, which improves service delivery. In 2021, top priority was to continue delivering reliable water, wastewater, and stormwater service throughout the COVID-19 pandemic. This required the implementation of safety protocols and separation of teams as much as possible to reduce the potential transmission of COVID-19.

Through development of the Master Plans and integration with the utility model, the Utility is advancing a sustainable long-term plan.

2021 Achievements

The McCarthy Boulevard Pumping Station Upgrade project was completed in 2021 to reduce the risk of any future bypasses into Wascana Creek during heavy periods of rainfall.

A continued emphasis was put on investing in underground infrastructure, including the relining and cleaning of the wastewater system to ensure wastewater flows reliably to the Wastewater Treatment Plant. Crews employed trenchless methods to rehabilitate wastewater lines which resulted in reducing costs and less disruption to residents.

In addition, a multi-year stormwater project continued in the North Central neighborhood to reduce the risk of flooding from heavy rainfall events.

Utility Fund Operating Revenue

| (\$000s) | 2020 Actuals \$ | 2021 Budget \$ | 2021 Forecast \$ | 2022 Proposed Budget \$ | 2022 Change \$ | 2022 Change % |
|-----------------------------------|-----------------------|----------------------|------------------------|----------------------------------|-------------------|------------------|
| Water | 70,234 | 71,343 | 72,730 | 75,592 | 4,249 | 6.0% |
| Wastewater | 54,601 | 53,982 | 55,855 | 56,925 | 2,943 | 5.5% |
| Stormwater | 18,196 | 18,656 | 18,755 | 19,744 | 1,088 | 5.8% |
| Administrative & Other | 3,809 | 4,273 | 4,016 | 5,101 | 828 | 19.4% |
| Total | 146,840 | 148,254 | 151,356 | 157,362 | 9,108 | 6.1% |

TABLE 72

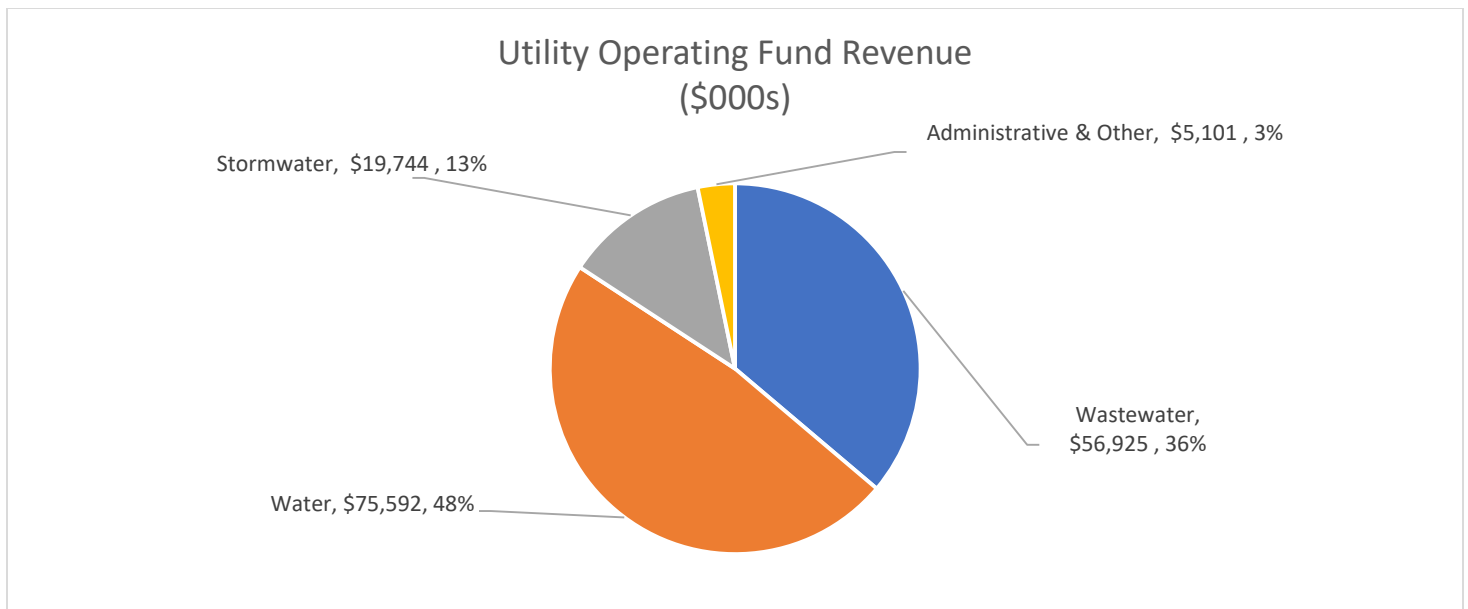


TABLE 73

The user-pay structure of the Utility Fund means that fees paid by customers support the cost of providing the service and maintaining the assets required to provide the service. An overall Utility rate increase of 5% in 2022 is being proposed as part of the 2022 Utility Budget. The rate increase will be effective January 1, 2022.

Revenues from Utility rates are estimated to total \$157.3 million, an increase of \$9.1 million over 2021. The increase is based on the proposed 5% increase in 2022 which includes the Council approved 2% for the Lead Service Connection Management Program.

Water

Water fees are collected for the purposes of purchasing water and distributing water to customers. The rate structure for water includes a base fee that varies according to the size of the water meter and a fee for the amount each customer consumes. For 2022, the revenue collected is projected to be \$75.6 million; an increase of \$4.2 million over 2021. The increase is due primarily to the rate increase, growth in customers, and consumption based on 5-year trend.

Wastewater

Wastewater fees are collected for the purposes of removing and treating the wastewater collected from customers. The rate structure for wastewater includes a base fee that varies according to the size of the water meter as well as a fee for the amount that each customer discharges into the wastewater system. In 2022, the revenue collected is projected to be \$56.9 million; an increase of \$2.2 million over 2021. The increase is due primarily to the rate increase, growth in customers, and consumption based on 5-year trend.

Stormwater

Stormwater fees are collected for the purposes of managing and maintaining the stormwater system which collects water from rainfall and melting snow in and around the City. The rate structure is based on the size of the property, with larger properties paying a higher levy. In 2022, the revenue collected is projected to be \$19.7 million; an increase of \$1.1 million over 2021. The increase is due primarily to the rate increase, growth in customers and increased volume.

Administrative Fees and Other Charges

Administrative Fees and other charges include Utility service charges such as turn-off and turn-on fees and any late payment interest revenue that the City collects from our customers. This also includes revenues that the City charges to its internal customers such as community facilities, parks, and City Hall, as well as administrative fees collected for new development. In 2022, the revenue collected is projected to be \$5.1 million; an increase of \$1.6 million over 2021. This is primarily due to funds received for the renewal of the Wastewater Treatment Plant from Service Agreement Fees for the growth portion of the renewal of the Wastewater Treatment Plant.

2022 Utility Rate

The 5% increase in 2022 is based on revenues of \$157.4 million, expenditures of \$91.2 million, a \$60.2 million transfer to the reserve and debt repayments of \$6.0 million. The new rates will be implemented on January 1, 2022.

Utility rates are set based on a long-range financial model which covers the cost of operating the Utility and the cost of ongoing asset management renewal and upgrades. The model accounts for revenues from Utility rates as well as service agreement fees for new development. The model also builds in some assumed debt. This serves to moderate the need for dramatic rate increases in any given year.

Rate Impact – Average Residential

Table 74 illustrates the impact of a 5 per cent rate increase on a homeowner who uses 275 cubic meters of water per year. In 2022, the cost increase from 2021 rates is about \$7.25 per month or \$87.05 annually for a typical household.

| Rate Impact – Average Residential | Approved | Proposed | Annual Typical Household Increase | Monthly Typical Household Increase |
|--|------------|------------|-----------------------------------|------------------------------------|
| | 2021 | 2022 | 2022 | 2022 |
| Water | | | | |
| Annual Basic Charge | \$321.20 | \$335.80 | \$14.60 | \$1.22 |
| Annual Volume Charge | \$577.50 | \$607.75 | \$30.25 | \$2.52 |
| Total Annual Water | \$898.70 | \$943.55 | \$44.85 | \$3.74 |
| Wastewater | | | | |
| Annual Basic Charge | \$248.20 | \$259.15 | \$10.95 | \$0.91 |
| Annual Volume Charge | \$419.43 | \$439.73 | \$20.30 | \$1.69 |
| Total Annual Wastewater | \$667.63 | \$698.88 | \$31.25 | \$2.60 |
| Annual Stormwater Infrastructure Levy | \$215.35 | \$226.30 | \$10.95 | \$0.91 |
| Total Annual Utility Charges | \$1,781.68 | \$1,868.73 | \$87.05 | \$7.25 |

TABLE 74

Rate Comparison – Sample Residential Customer

Table 75 compares Regina's 2022 rates with those of other cities for a residential customer who uses 275 cubic meters of water per year.

| Sample Residential Customer – 2022 Rate for Regina, (2021 Rates for other Cities) | | | | | |
|---|------------|------------|------------|------------|------------|
| | Regina | Calgary | Edmonton | Saskatoon | Winnipeg |
| Water | | | | | |
| Annual Basic Charge | \$335.80 | \$180.92 | \$93.20 | \$306.11 | \$240.90 |
| Annual Volume Charge | \$607.75 | \$398.75 | \$615.92 | \$471.37 | \$522.50 |
| Total Annual Water | \$943.55 | \$579.67 | \$709.12 | \$777.48 | \$763.40 |
| Wastewater | | | | | |
| Annual Basic Charge | \$259.15 | \$339.21 | \$186.76 | \$153.06 | \$0.00 |
| Annual Volume Charge | \$439.73 | \$388.58 | \$577.83 | \$244.20 | \$786.50 |
| Total Annual Wastewater | \$698.88 | \$727.79 | \$764.59 | \$397.26 | \$786.50 |
| Annual Stormwater Infrastructure Levy | \$226.30 | \$190.17 | \$302.23 | \$453.91 | \$0.00 |
| Total Annual Utility Charges | \$1,868.73 | \$1,497.63 | \$1,775.94 | \$1,628.65 | \$1,549.90 |

TABLE 75

A comparison of Water and Wastewater Utility rates across Western Canada (2021 rates are the most recent rates published by all municipalities)

Note ¹: Saskatoon's levy is for all infrastructure and not stormwater alone.

Rate Impact – Average Commercial Customer

Table 76 illustrates the impact of the 2022 rates on a commercial customer with a meter with a diameter of 40 millimeters that uses 3,000 cubic meters of water per year on a property between 3,000 to 5,000 square meters in size. This water consumption would be typical for a strip mall with a restaurant and hair salon as tenants, and a parking lot with minimal landscaping. The average impact on commercial customers is \$689.50 annually.

| Rate Impact - Average Commercial | Approved | Proposed | Annual Average Commercial Customer Increase | Monthly Average Commercial Customer Increase |
|--|-------------|-------------|---|--|
| | 2021 | 2022 | 2022 | 2022 |
| Water | | | | |
| Annual Basic Charge | \$576.70 | \$605.90 | \$29.20 | \$2.43 |
| Annual Volume Charge | \$6,300.00 | \$6,630.00 | \$330.00 | \$27.50 |
| Total Annual Water | \$6,876.70 | \$7,235.90 | \$359.20 | \$29.93 |
| Wastewater | | | | |
| Annual Basic Charge | \$445.30 | \$467.20 | \$21.90 | \$1.83 |
| Annual Volume Charge | \$5,468.40 | \$5,733.00 | \$264.60 | \$22.05 |
| Total Annual Wastewater | \$5,913.70 | \$6,200.20 | \$286.50 | \$23.88 |
| Annual Stormwater Infrastructure Levy | \$861.40 | \$905.20 | \$43.80 | \$3.65 |
| Total Annual Utility Charges - Commercial | \$13,651.80 | \$14,341.30 | \$689.50 | \$57.46 |

TABLE 76

Utility Operating Fund Expense

The recommended Utility Operating Budget for 2022 totals \$157.4 million; an increase of \$9.1 million from 2021.

| Expenses (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | Change % |
|--|----------------|----------------|----------------|----------------------|----------------|-------------|
| Intramunicipal | 23,711 | 24,962 | 24,471 | 25,567 | 605 | 2.4% |
| Salary & Benefit Expenses | 16,953 | 18,678 | 16,538 | 19,187 | 509 | 2.7% |
| Office & Administrative Expenses | 1,189 | 1,221 | 1,199 | 1,221 | - | 0.0% |
| Professional & External Services Expenses | 10,338 | 9,965 | 10,248 | 14,168 | 4,203 | 42.2% |
| Material, Goods & Supplies Expenses | 3,720 | 2,671 | 3,304 | 2,671 | - | 0.0% |
| Debt Servicing Expenses | 4,682 | 6,018 | 6,018 | 6,018 | - | 0.0% |
| Other External Expenses | 6,092 | 5,958 | 4,017 | 6,070 | 112 | 1.9% |
| Utility Expenses | 20,915 | 21,545 | 21,914 | 22,442 | 897 | 4.2% |
| Transfers to Reserve Expenses | 53,969 | 57,236 | 57,371 | 60,158 | 2,782 | 4.8% |
| Total | 141,569 | 148,254 | 145,081 | 157,362 | 9,108 | 6.1% |

TABLE 77

The primary reasons for increase in expenses are related to the following items:

- Intramunicipal: \$0.5 million increase in charges from the General Fund Operations
- Salary & Benefits: Net increase of 3 FTEs in Utility Operations and forecasted increases from Collective Bargaining agreements
- Professional & External Services: One-time contractual payment for planned maintenance forecasted at the Wastewater Treatment Plant of \$3.6 million and contractual increases for Wastewater Treatment of \$0.2 million.
- Utility Expenses: Removal of one-time reduction of SaskPower costs in 2021 (\$0.2million) and increases for Water Purchase from Buffalo Pound Water Treatment Plant (\$0.6 million).

Table 78 further illustrates the expenditures in Utility Operations, which represents 53% of the total Utility Budget as shown previously.

| Expenses (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | Change % |
|--|----------------|----------------|----------------|----------------------|----------------|-------------|
| Water Purchase | 16,846 | 17,812 | 18,200 | 18,359 | 547 | 3.1% |
| Water Distribution | 15,779 | 17,331 | 15,622 | 17,725 | 394 | 2.3% |
| Customer Service & Administration | 13,877 | 15,809 | 13,273 | 15,984 | 175 | 1.1% |
| Wastewater Treatment | 9,617 | 9,536 | 9,457 | 13,538 | 4,002 | 42.0% |
| Wastewater Collection | 11,511 | 9,624 | 10,181 | 10,144 | 520 | 5.4% |
| Stormwater Service | 3,125 | 3,776 | 3,847 | 3,953 | 177 | 4.7% |
| Utility Operations Total | 70,755 | 73,888 | 70,580 | 79,703 | 5,815 | 7.9% |
| Transfer to Reserve | 53,969 | 57,236 | 57,371 | 60,218 | 2,982 | 5.2% |
| Access Fee | 10,827 | 11,112 | 11,112 | 11,423 | 311 | 2.8% |
| Debt Payment | 6,018 | 6,018 | 6,018 | 6,018 | - | 0.0% |
| Utility Other Expenses | 70,814 | 74,366 | 74,501 | 77,659 | 3,293 | 4.4% |
| Total | 141,569 | 148,254 | 145,081 | 157,362 | 9,108 | 6.1% |

TABLE 78

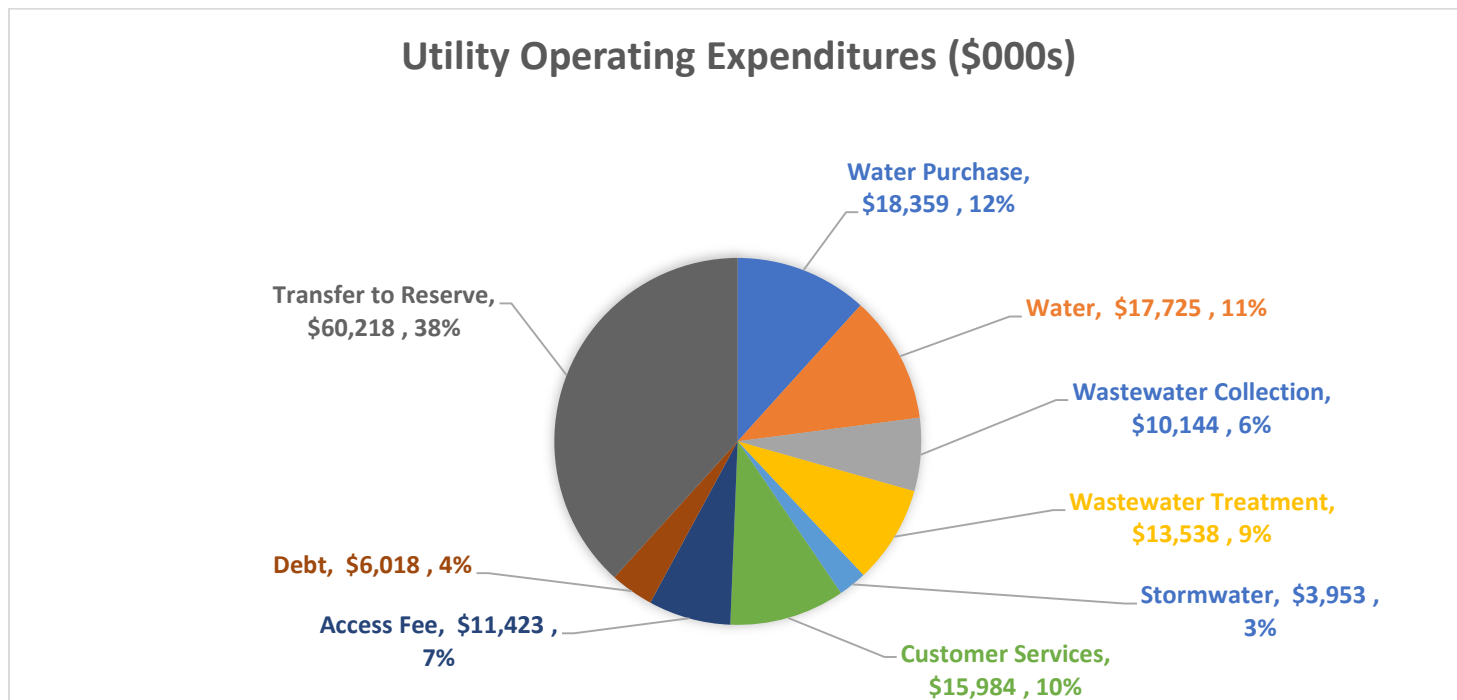


TABLE 79

Water Purchase

Water purchase expenses are the costs for the City to purchase its water supply from the Buffalo Pound Water Treatment Plant. For 2022, the expected cost is \$18.4 million; an increase of \$0.5 million over 2021. The increase is primarily due to the rate increase from Buffalo Pound Water Treatment Plant which will be used in part to fund the planned upgrades at the Buffalo Pound Water Treatment Plant.

Water Distribution

Water distribution expenses are the costs associated with providing water distribution services to the City's customers. For 2022, the expected cost is \$17.7 million; an increase of \$0.4 million over 2021.

Customer Services and Administration

Customer Services are the costs associated with providing services such as billing, meter-reading, and other administrative functions. They also include internal costs that the general City services provide to the utility. These would include internal costs such as human resources, budgeting, purchasing, information technology, customer support and communications. For 2022, the expected cost is \$16.0 million; an increase of \$0.2 million over 2021. This is primarily due to an increase in General Fund costs that are allocated to the Utility to the extent that the Utility benefits from those services.

Wastewater Treatment

Wastewater treatment expenses are the costs associated with treating the City's wastewater. For 2022, the expected cost is \$13.5 million; an increase of \$4.0 million from 2021. This is primarily due to a planned capital maintenance payment to EPCOR for the water treatment contract. This is a one-time increase.

Wastewater Collection

Wastewater collection expenses are the costs associated with providing wastewater collection services to customers. For 2022, the expected cost is \$10.1 million; an increase of \$0.5 million from 2021. This increase is due to an increase in sewer maintenance refunds.

Stormwater

Stormwater expenses are the costs associated with managing and maintaining the stormwater system which collects water from rainfall and melting snow in and around the City. For 2022, the expected cost is \$4.0 million; an increase of \$0.2 million over 2021.

Access Fee

The access fee is a transfer to the City's General Operating Fund. Any organization or utility operating in a municipality would be required to pay either property taxes or an access fee for the rights to use or access civic assets. The access fee is based on 7.5 per cent of the previous year's budgeted revenues for billed water consumption, wastewater charges and stormwater infrastructure levy and a proportionate share of the Goods and Services Tax (GST) rebate.

Debt Payment

Debt payment expenses consist of the debt principal and interest payments for the capital portion of the Wastewater Treatment Plant. For 2022, the expected cost is \$6.0 million; the same as 2021.

Transfer to Reserve

Transfer to Reserve expenses consist of payments the City makes into its reserves to fund current and future planned Utility capital costs such as replacements of water and wastewater pipes. For 2022, the expected transfer is \$60.2 million; an increase of \$3.0 million over 2021. The transfer is the difference between the revenues and expenses.

Utility Fund Reserves & Debt

Aside from annual revenues, the City maintains two funding sources related to Utility operations – reserves and debt. Reserves provide a capital planning mechanism to ensure the sustainability of services and assets. Reserves are intended to smooth the impact of fluctuations in expenditures or revenues. They also serve as a resource for unexpected/emergency spending requirements and minimize the use of debt to finance capital projects.

The General Utility Reserve is based on a long-range financial model for water, wastewater and stormwater service and allows for full cost recovery, including the long-term cost of maintaining assets, such as replacement of underground pipes to distribute water, through its 25-year capital program. At the approved rate increase, the General Utility Reserve is projected to remain at a positive balance and within its recommended range through 2022-2026 although it will decrease to \$57 million. While there is some risk associated with these lower projected balances, the model is reviewed each year, allowing an opportunity to adjust if required.

Allocating fee-based revenues to reserves allows for the cost of infrastructure renewal to be spread across all users over the full life of the asset. This is consistent with the financial principle in the OCP, which identifies the "benefits model" as the basis for costing services. In the Utility model, the users of the service pay for the service through user fees. Financing tools like reserves can reduce the risk of transferring the cost of an asset to a future generation that did not benefit from the asset.

General Utility Fund Reserve and Service Agreement Fees Balances

| Five Year General Utility Fund and Service Agreement Fees Forecast (\$000s) | | | | | | | | | | |
|---|---------|---|--|-------------------|--------------------|--|--|--|--|--|
| Minimum | Maximum | Reserve Name | 2021 Projected Ending Balance | 2022 Additions | 2022 Reductions | 2022 Projected Ending Balance | 2023 Projected Ending Balance | 2024 Projected Ending Balance | 2025 Projected Ending Balance | 2026 Projected Ending Balance |
| 25,000 | 90,000 | General Utility Reserve | 100,633 | 60,218 | (77,273) | 83,578 | 50,902 | 52,087 | 28,613 | 44,920 |
| N/A | N/A | Service Agreement Fees - Utilities | (34,407) | 9,920 | (42,150) | (66,637) | (83,193) | (97,909) | (101,587) | (101,951) |
| Total Utility Reserves & SAFs | | | 66,226 | 70,138 | (119,423) | 16,941 | (32,291) | (45,822) | (72,974) | (57,031) |

TABLE 80

Utility Fund Debt

The City also uses debt to cover infrastructure costs. All Utility debt relates to the wastewater treatment plant.

| Five-Year Utility Debt Forecast (\$000s) | | 2022 | 2023-2026 |
|--|--|--------|-----------|
| Opening Balance | | 70,913 | 69,302 |
| New Issue | | | |
| Payments | | 6,018 | 24,072 |
| Closing Balance | | 69,302 | 61,744 |
| | | 0 | 0 |
| Principal | | 1,612 | 7,558 |
| Interest | | 4,406 | 16,514 |
| Payments | | 6,018 | 24,072 |

TABLE 81

The operating budget covers the repayment of debt issued to fund capital Utility projects. In accordance with section 129(1) of *The Cities Act*, this means that principal and interest payments on debt must be included as an expenditure in the Utility Operating Budget. Table 82 shows the debt forecast over the next five years related to the Utility.

This table does not include debt from related parties. This is primarily debt related to the Buffalo Pound Water Treatment Plant. While the City is not responsible for the payment of that debt it does count as debt against the City's debt limit.

Utility Fund Capital

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

The recommended 2022-2026 Utility Capital Plan highlighted includes a total expenditure of \$526.1 million. The proposed 2022 Utility Capital Plan totals \$122.1 million.

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

The 2022 Utility Capital Plan focuses investment in key areas:

- Water - \$86.8 million
- Wastewater - \$16.0 million
- Stormwater - \$16.6 million

Some of the more significant projects include:

- Eastern Pressure Solution - \$41.7 million
- Water Infrastructure Renewal - \$17.0 million
- Wastewater Infrastructure Renewal - \$10.7 million
- Stormwater Infrastructure Renewal - \$5.1 million

Lead Service Connection Program

City Council previously approved a 2% Utility Rate increase to fund the acceleration of the Lead Service Connection Management Program. This accelerated program will work towards replacing all of the City-owned lead service connections by 2036. The Utility capital plan includes \$2.88M to fund the accelerated program in 2022 and \$14.4M over the next five years. As part of this program the private-side replacement of lead service connections will be mandatory when the City-owned side of the lead service connection is replaced. The cost to replace the private side lead service connection is paid by the property owner and there are options to have that cost applied to the property taxes and spread out over 5 years or 10 years for eligible property owners.

Detailed Utility Fund Capital Plan (\$000s)

| Service | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 2022 - 2026 Total | Description |
|---------|--|----------------------------------|--------|--------|--------|-------|-------|-------------------|---|
| Water | 11th Avenue Utility and Corridor Upgrades | Service Agreement Fees (Utility) | - | 500 | - | - | - | 500 | Utility underground upgrades completed in conjunction with General Fund street enhancements. |
| | 4th Avenue Pumping Station | Utility Reserve | 5,885 | 7,845 | 205 | - | - | 13,935 | Construction of a new water pumping station in close proximity to the existing 4th Avenue reservoir. This project will replace an aging water pump station and allow for better usage of the existing 4th Ave reservoir. |
| | Additional Ground Water Capacity | Utility Reserve | - | 200 | 500 | 4,800 | 4,200 | 9,700 | In the event of a water supply disruption from Buffalo Pound Water Treatment Plant the City relies on ground water wells as emergency water source. To align with growth, and reduce supply shortage vulnerabilities, additional wells will be drilled. |
| | Buffalo Pound WTP Pump Upgrades | Service Agreement Fees (Utility) | - | 500 | 8,250 | - | - | 8,750 | Regina receives treated water from the Buffalo Pound WTP. Pump upgrades at the Buffalo Pound WTP are required to align with long-term growth plans for Regina. |
| | Capacity Increase for North East Pumping Station | Utility Reserve | - | - | 4,000 | 4,000 | - | 8,000 | Capacity increases at the North East Pumping Station are required to align with long-term growth plans and to provide supply redundancy for water. This involves installing additional pumps at this pumping station. |
| | Eastern Pressure Solution | Service Agreement Fees (Utility) | 41,650 | 36,700 | 10,850 | 9,300 | - | 98,500 | In order to maintain an acceptable level of service as the City continues to grow and additional demands are placed on the Citywide water distribution network, an Eastern Pressure Solution is required. |
| | Fire and Security Vulnerability Upgrade | Utility Reserve | - | 400 | - | - | - | 400 | This work is intended to upgrade safety and security measures at key water assets to improve the integrity of the system. |
| | Future Equipment Purchase | Utility Reserve | - | 250 | 250 | 250 | 250 | 1,000 | This program is intended as a placeholder for planning purposes based on average expected new or specialized equipment purchases over a five-year period. |
| | Geospatial Sustainable Technology & Growth | Utility Reserve | - | - | 37 | 56 | - | 93 | Funds for unmanned Aerial Vehicles (drones) and Terrestrial 3-D laser scanning technology for Infrastructure projects. |

| Service | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 2022 - 2026 Total | Description |
|---------|--|----------------------------------|-------|-------|-------|-------|-------|-------------------|---|
| | Hydrant Nozzle Replacement | Utility Reserve | 120 | 120 | 120 | 120 | 120 | 600 | The objective of this project is to upgrade the pumper nozzle for fire hydrants to a new standard nozzle. The new nozzle will allow the Fire Department to more efficiently and effectively connect to a hydrant. |
| | Leak Protection Program | Utility Reserve | 100 | 100 | 100 | 100 | 100 | 500 | This funding provides for the development and implementation of a pilot program to detect leaks in the water system and help inform the water infrastructure renewal programs. |
| | Meter Reading Equipment Replacement Program | Utility Reserve | - | 10 | 10 | 10 | 10 | 40 | This program replaces the handheld and vehicle mounted devices and other field equipment used to obtain meter readings and related work. This program funding ensures that a consistent level of service is maintained. |
| | Operations Yard Master Plan | Utility Reserve | - | - | 50 | 250 | 500 | 800 | Funds for the future implementation of replacement facilities for departments currently located at the Operations Yard and other facilities as well as the St. John Street Yard. |
| | Reservoir Assessment and Rehabilitation | Utility Reserve | 2,500 | 250 | 2,500 | 250 | 2,500 | 8,000 | This program inspects, repairs, and rehabilitates the water reservoirs in the city. As the reservoirs age, these program activities are necessary to ensure the reliability of the water quality and supply to the City and reduce emergency repairs. |
| | Safe Sidewalk - Permanent Cold Mix | Utility Reserve | 70 | 70 | 70 | 70 | 70 | 350 | Funding for the improved material used to patch sidewalks. This material is used for short term patches until a permanent repair can be made. |
| | Serviceability Studies | Service Agreement Fees (Utility) | 500 | 500 | 500 | 500 | - | 2,000 | This program will evaluate whether or not the City can provide service to various growth areas that meet current service standards and then develop a plan to ensure that the services are available when needed. |
| | Supply & Trunkmain Assessment and Rehabilitation | Utility Reserve | 4,300 | 4,300 | 4,300 | 4,300 | 4,300 | 21,500 | This program addresses improvements to the city's supply and trunkmain assessment and rehabilitation and the large diameter valve rehabilitation. |
| | IET Sustainable Technology Infrastructure | Utility Reserve | 325 | 325 | 325 | 325 | 325 | 1,625 | This funding is focused on the upkeep and replacement of aging and end of life infrastructure components (includes hardware, software, storage and network equipment). |

| Service | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 2022 - 2026 Total | Description |
|-------------------|---|-----------------|--------|--------|--------|--------|--------|-------------------|--|
| | Trench Settlement Remediation | Utility Reserve | 300 | 300 | 300 | 300 | 300 | 1,500 | Cracking and settling of sidewalks, curbs, gutter, and pavement occur because of backfill settlement at water main work locations. This program corrects settlement at these locations. The Utility Reserve funds this program. |
| | Utility Billing System Upgrade and Maintenance | Utility Reserve | 260 | 110 | 260 | 110 | - | 740 | This funding ensures the Utility Billing system is maintained in a supported condition and allows for ongoing maintenance, functionality improvements and system architecture updates. |
| | Water Infrastructure Renewal | Utility Reserve | 16,985 | 16,985 | 16,985 | 16,985 | 16,985 | 84,925 | Underground water infrastructure requires work to ensure reliability and safety of water system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of water mains, fire hydrants, service connections, water valves and lead pipe service connection replacement. |
| | Lead Service Connection Management Program | Utility Reserve | 2,880 | 2,880 | 2,880 | 2,880 | 2,880 | 14,400 | Underground water infrastructure with lead pipe service connection replacement. |
| | Water Meter Installations | Utility Reserve | 550 | 550 | 550 | 550 | 550 | 2,750 | The City's expanding community requires the installation of water meters in new homes. This program includes the purchase and installation of new water meters for new construction. Funding is provided from the Utility Reserve. |
| | Water Meters and AMR Replacement | Utility Reserve | 10,100 | 10,100 | 5,000 | - | - | 25,200 | The City's water meters, and Automated Meter Reading (AMR) system require upgrading to restore system reliability and reduce downtime costs. This project includes development, design, installation and construction over multiple years. |
| | Water Pumping Stations Upgrades and Equipment Replacement | Utility Reserve | 350 | 2,000 | 2,350 | 1,525 | - | 6,225 | To ensure that the pump stations throughout the City are maintained in good operating condition. Work required includes lifecycle upgrades to replace obsolete equipment as well as upgrades to improve energy efficiency and to ensure reliable service. |
| Stormwater | Al Ritchie Stormwater Improvements | Utility Reserve | 500 | 5,000 | 5,000 | 5,000 | - | 15,500 | This project will upgrade the stormwater system in the Al Ritchie neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area. |
| | Albert Street Storm Lift Station Replacement | Utility Reserve | 3,000 | 3,000 | - | - | - | 6,000 | The Albert Street Lift Station requires replacement to restore and improve the level of service and function within the system and accommodate growth. |

| Service | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 2022 - 2026 Total | Description |
|---------|--|-----------------|-------|-------|-------|-------|-------|-------------------|--|
| | Berms, Waterways and Stormwater Improvements | Utility Reserve | 400 | 400 | 400 | 300 | 300 | 1,800 | This program rehabilitates and improves the level of service of facilities such as berms, waterways, and stormwater. Periodic assessments, repairs modifications and improvements are required to ensure their integrity and capacity. |
| | Cathedral Stormwater Improvements | Utility Reserve | - | - | - | 500 | 1,000 | 1,500 | This project will upgrade the stormwater system in the Cathedral neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area. |
| | Stormwater Infrastructure Renewal | Utility Reserve | 5,050 | 5,050 | 5,000 | 5,000 | 4,975 | 25,075 | The stormwater system requires ongoing rehabilitation to ensure system reliability. This includes inspections, assessments, cleaning, replacement and rehabilitation on pipes, service connections and manholes. |
| | Stormwater Lift Stations | Utility Reserve | 780 | - | - | 180 | - | 960 | Stormwater pumping stations are aging and require upgrading to restore or improve level of service and to reduce emergency repair costs. This program will include assessment, pre-design, design, rehabilitation, and/or upgrades of existing pumping stations. |
| | Eastview Stormwater Improvement | Utility Reserve | - | - | - | - | 500 | 500 | This project will upgrade the stormwater system in the Eastview neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area. |
| | Heritage Stormwater Improvements | Utility Reserve | 6,000 | - | - | - | - | 6,000 | This project will upgrade the stormwater system in the Heritage neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area. |
| | Construction Crew Equipment | Utility Reserve | 827 | - | - | - | - | 827 | Purchase equipment to support the construction crews within the Utility. This activity includes repairing and replacing underground water and sewer infrastructure. |
| | Transfer Pumping and Capacity Review | Utility Reserve | - | - | - | 300 | 3,500 | 3,800 | This project aligns with the long-term City growth plan, reduces risk through redundancy and meets the localized needs for the eastern half of the City. This project is linked to the Eastern Pressure Solution. |
| | Uplands Stormwater Improvements | Utility Reserve | - | - | 500 | 700 | 8,000 | 9,200 | This project will upgrade the stormwater system in the Uplands neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area. |

| Service | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 2022 - 2026 Total | Description |
|-------------------|---|-----------------|--------|--------|-------|--------|-------|-------------------|--|
| | Whitmore Park Stormwater Improvements | Utility Reserve | - | 500 | 700 | 4,000 | 4,000 | 9,200 | This project will upgrade the stormwater system in the Whitmore Park neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area. |
| Wastewater | Automatic Wastewater Samplers | Utility Reserve | 35 | - | - | - | - | 35 | Funds to purchase new wastewater autosamplers to replace the current ones to ensure uninterrupted workflow and continued representative samples of the sewer system. |
| | Fleming Road Pumping Station Screens | Utility Reserve | - | - | 200 | 3,000 | - | 3,200 | The City's agreement with EPCOR requires all sewage pumped to the Wastewater Treatment Plant be screened. Installation of mechanical screens to the Fleming Road Pumping Station is required to comply with this agreement. |
| | Lagoon Four Berm | Utility Reserve | 311 | - | - | - | - | 311 | This project is required to maintain the integrity of the berm at lagoon 4 and reduce the chance of failure. If this berm were to fail, the City would be in violation of our regulatory obligations and will put the public at risk. |
| | Oil and Grit Separator Source Control Program | Utility Reserve | 90 | - | - | - | - | 90 | The Source Control Program will expand to focus on the inspections of businesses (car washes, car garages, etc.) which must maintain oil and grit separators, so this material does not impact the City's wastewater collections system. |
| | Waste Service Connection Replacement Horizontal Coring System | Utility Reserve | 135 | - | - | - | - | 135 | Fund to purchase a Horizontal Coring System package. The Water Service Connection Replacement may require Horizontal Directional Drilling services to avoid open trenching. |
| | Wastewater Capacity Upgrades | Utility Reserve | 150 | 15,150 | 150 | 21,550 | 5,650 | 42,650 | This project will develop wastewater system solutions to meet regulatory commitments to improve wastewater capacity and minimize bypasses to Wascana Creek during heavy precipitation events. |
| | Wastewater Flow Monitoring Program | Utility Reserve | 220 | 120 | 120 | 120 | 120 | 700 | The funding provides for the continued collection of flow data from permanent monitoring locations to better understand the wastewater system and help inform wastewater capital projects and infrastructure renewal programs. |
| | Wastewater Infrastructure Renewal | Utility Reserve | 10,730 | 8,900 | 8,900 | 8,900 | 8,900 | 46,330 | Underground wastewater infrastructure requires work to ensure reliability and safety of wastewater system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of pipes, service connections, and manholes. |

| Service | Project/Program Name | Funding Source | 2022 | 2023 | 2024 | 2025 | 2026 | 2022 - 2026 Total | Description |
|--------------------|---|-----------------|----------------|----------------|---------------|---------------|---------------|-------------------|---|
| | Wastewater Lift Station Capacity Upgrades | Utility Reserve | 2,320 | 3,840 | 2,450 | - | - | 8,610 | This program is intended to address commitments made by the City to the Water Security Agency (WSA) to develop a plan to better manage increased wastewater flows due to storm water runoff infiltration generated by a 1:25 year rainfall event without bypasses to the environment. |
| | Wastewater Lift Station Renewal | Utility Reserve | 2,000 | 1,100 | 750 | 1,190 | 1,330 | 6,370 | The City's wastewater pumping stations are aging and require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, rehabilitation, and/or upgrades of pumping stations. |
| Grand Total | | | 119,423 | 128,055 | 84,562 | 97,421 | 71,365 | 500,826 | |

TABLE 82

Utility Capital – Funding Sources (\$000s)

| (\$000s) | 2022 | 2023 | 2024 | 2025 | 2026 | 5-Year Total |
|---|----------------|----------------|---------------|---------------|---------------|----------------|
| Utility Reserve | 77,273 | 89,855 | 64,962 | 87,621 | 71,365 | 391,076 |
| Service Agreement Fees (Utility) | 42,150 | 38,200 | 19,600 | 9,800 | - | 109,750 |
| Total | 119,423 | 128,055 | 84,562 | 97,421 | 71,365 | 500,826 |

TABLE 83

2022



Appendices



Appendix A – Costing Fund

Costing Fund

The Costing Fund Budget operates as a clearing account, netting out at \$0. It is a mechanism for internal service providers such as Fleet to allocate the cost of their services to the services they are supporting. For example, the system allows the cost of vehicles used for the construction and maintenance of roads to be factored in as a cost of the Roadways Service. The Costing Fund is accounted for as part of the overall expenditures in both the General Fund and the Utility Fund and is considered in the establishment of property taxes and Utility rates.

Costing Fund Revenue

Costing Fund revenue represents internal charges from support areas (such as Fleet) in the City to front line services (such as Roadways).

Revenue by Account Category - Costing Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change (\$) | 2022 Change (%) |
|---------------------------------|-----------------|----------------|------------------|----------------------------|------------------------|-----------------------|
| Internal Revenues | 49,384 | 43,721 | 33,810 | 43,766 | 45 | 0.1% |
| Fees & Charges | 12,852 | 858 | 12,283 | 850 | (8) | -0.9% |
| Other Revenues | 118 | 5 | 8 | - | (5) | -100.0% |
| Transfers from a Reserve | 8,537 | - | 11,754 | - | - | 0.0% |
| Grand Total | 70,891 | 44,584 | 57,855 | 44,616 | 32 | 0.1% |

TABLE 84

Internal Revenues

The 2022 budget projects expense of \$43.8 million, this is the same as the 2021 Budget.

Fees and Charges

The 2022 budget projects expense of \$0.9 million, the same as 2021 Budget. This is revenue the City receives for work done for third parties. This is primarily for services such as asphalt and rental of city owned properties.

Other Revenues

The 2022 budget projects expense of \$0. This is revenue is primarily for insurance claims.

Transfers from Reserves

The City does not budget for transfers from reserves to the costing fund.

Costing Fund Expenses

Expenditures in the Costing Fund represent cost for support services such as Finance, Information Technology and Human Resources. These costs are allocated to the General Fund as intra-municipal expenses.

Expense By Division - Costing Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---------------------------------------|-----------------|----------------|------------------|----------------------------|-------------------|---------------------|
| Total Expense | | | | | | |
| Financial Strategy & Sustainability | 13,303 | 14,648 | 14,093 | 14,846 | 198 | 1.4% |
| Citizen Services | 35,297 | 20,498 | 19,007 | 20,397 | (101) | (0.5%) |
| City Planning & Community Development | 1,134 | 560 | 560 | 492 | (68) | (12.1%) |
| People & Transformation | 779 | 707 | 813 | 710 | 3 | 0.4% |
| Total Expense Total | 50,513 | 36,413 | 34,473 | 36,445 | 32 | 0.1% |
| Transfer | | | | | | |
| Financial Strategy & Sustainability | 12,212 | - | 15,211 | - | - | 0.0% |
| Citizen Services | 8,166 | 8,166 | 8,166 | 8,166 | - | 0.0% |
| People & Transformation | - | 5 | 5 | 5 | - | 0.0% |
| Transfer Total | 20,378 | 8,171 | 23,382 | 8,171 | - | 0.0% |
| Total Expenses | 70,891 | 44,584 | 57,855 | 44,616 | 32 | 0.1% |

TABLE 85

Financial Strategy & Sustainability

Supply Services - Centralized purchasing and distribution of supplies to operating areas. The costs in the costing fund relate mostly to fuel.

Facilities Maintenance - Provides routine daily maintenance and preventative maintenance services in all civic buildings and structures.

Land Sales – Provides support for the sale of city property.

Facilities Building Services - Provides support for corporate programs including employee parking, life safety programs, security, service contract management, property management, the corporate furniture inventory management system and office and non-office (operational) space programming.

Facilities Operations - Provides the efficient day to day building activities that allow occupants/users to perform their intended function in a safe and comfortable environment. This includes housekeeping, general and technical equipment operation and building systems management.

Citizen Services

Safety & Logistics – Provide maintenance, parts, and supplies for Fire & Protective Services fleet equipment.

Fleet Maintenance – Provides maintenance for the Civic Fleet.

Fleet Operations – Provides asset management services for the Civic Fleet.

Supply Services – Provides parts and supplies for the Civic Fleet.

Asphalt Production & Materials Engineering - Production of materials for roadways preservation and capital projects

Wastewater – Removing and treating wastewater collected from customers.

Roadways Operations - Construction and maintenance of City roads, sidewalks, easements, and alleys.

City Planning & Community Development

Parks & Open Space – Operational costs for maintaining 1600 hectares of open space, including 330 parks, 108 sports fields, 150 ball diamonds, 159 playgrounds, 220,000 trees and 120 kilometers of pathway.

People & Transformation

Innovation, Energy & Technology – Provides printing services to the organization.

Expense by Account Category – Costing Fund

| (\$000s) | 2020 Actuals | 2021 Budget | 2021 Forecast | 2022 Proposed Budget | 2022 Change \$ | 2022 Change % |
|---|-----------------|----------------|------------------|----------------------------|----------------------|---------------------|
| Material, Goods & Supplies | 16,824 | 23,391 | 20,765 | 23,339 | (52) | (0.2%) |
| Salary & Benefit | 19,752 | 9,485 | 10,595 | 10,077 | 592 | 6.2% |
| Transfers to Reserve | 20,378 | 8,171 | 23,382 | 8,171 | - | 0.0% |
| Professional & External Services | 17,362 | 4,484 | 11,724 | 4,490 | - | 0.0% |
| Electricity & Natural Gas | 551 | 679 | 649 | 694 | 15 | 2.2% |
| Office & Administrative | 443 | 327 | 434 | 303 | (24) | (7.3%) |
| Training & Travel | 2 | 70 | 33 | 60 | (10) | (14.29%) |
| Other External | (6,708) | 373 | (3,057) | 30 | (343) | (92.0%) |
| Internal | 2,287 | (2,396) | (6,670) | (2,542) | (146) | 6.1% |
| Grand Total | 70,891 | 44,584 | 57,855 | 44,616 | 32 | 0.1% |

TABLE 86

Material, Goods & Supplies Expenses

The 2022 budget projects expense of \$23.3 million, a small from the 2021 Budget.

Salary & Benefit Expenses

The 2022 budget projects expense of \$10.0 million, an increase of \$0.6 million over the 2021 Budget. The increase is related to increases in the Collective Bargaining Agreements with the City's five unions and out-of-scope positions.

Transfers to Reserve Expenses

The 2022 budget projects expense of \$8.2 million, the same as the 2021 Budget. Transfers from the costing fund are primarily to the Fleet Reserves meant to maintain the civic operating fleet at the City.

Professional & External Services Expenses

The 2022 budget projects expense of \$4.5 million, the same as the 2021 Budget.

Electricity & Natural Gas

The 2022 budget projects expense of \$0.7 million, a small change from the 2021 Budget.

Other External Expenses

The 2022 budget projects expense of \$30,000 million, a decrease of \$300,000 from the 2021 Budget.

Office & Administrative Expenses

The 2022 budget projects expense of \$0.3 million, a small decrease over the 2021 Budget

Training & Travel Expenses

The 2022 budget projects expense of \$60,000, a decrease of \$10,000 from the 2021 Budget.

Internal

The 2022 budget projects expense of (\$2.5) million, a \$146,000 decrease from the 2021 Budget.

Appendix B – Financial Structure, Policy and Process

Fund Structure

The City of Regina uses fund accounting to separate the general City operations from areas where the cost of providing a service is fully recovered from revenues associated with the service. There are three primary funds:

- **General Fund:** This fund is used to track those services that are supported, in full or in part, by property tax revenues. Most services provided by the City of Regina are supported by the General Fund, which has both operating and capital components.
- **Utility Fund:** This fund is used to track those revenues and costs associated with the delivery of water, wastewater and stormwater services, which operate on a full cost recovery basis, including the cost of renewing the infrastructure required to deliver the service. The Utility Fund has both operating and capital components.
- **Costing Fund:** This fund is used to track the costs associated with the delivery of services between City departments and allocate them appropriately. For example, the cost of vehicles and equipment for a service is planned and budgeted by the Fleet department but allocated to whichever department uses the equipment. As a budgeting practice, the stand-alone costs of providing these services are tracked through costing funds. Budgets for costing funds are presented in association with the department providing the costed service. Once approved, these costs are then allocated to the budget of the department using the service. These costs are exclusively operating costs.

Department/Fund Relationship

The funds and the divisions that they support are defined in below.

| Division | General Fund | Utility Fund |
|---------------------------------------|--------------|--------------|
| Officers of Council | * | |
| Financial Strategy & Sustainability | * | * |
| People & Transformation | * | * |
| City Planning & Community Development | * | * |
| Citizen Services | * | * |
| Police | * | |

TABLE 87

As a public institution, the City of Regina has an obligation to develop its annual budget within established policy boundaries and with attention to best practices in public finance. The budget process is guided by a number of internal policies and practices, and by the City's planning framework, which set the boundaries within which any budget must be developed. These include:

- Basis of Budgeting
- Financial Policies
- Budget Process

Planning Framework

The City of Regina has established a planning framework that integrates long-term vision with achievable, planned change and the ongoing delivery of services to residents. The framework applies to all services, regardless of whether the activity is part of the General Fund or the Utility Fund.

As depicted below, the driver for all planning and service delivery activity is the City Vision, Community Priorities and the OCP. These are addressed over time through the following:

- More refined long-term planning, primarily for specific services, often takes the form of master plans. These plans identify a long-term view for developing specific services to achieve the policies and objectives outlined in the OCP. They often include long-term financial implications
- The Strategic Plan, which is a specific four-year chunk of work the City decides to undertake to advance our capacity to deliver the OCP. This may include the developing of specific long-term plans and policies, improving systems and tools, and so on
- The delivery of services to residents through the implementation of policies and defined levels of service
- The delivery of business plans, which are the annual plans for the work that needs to get done (including the budget for that work). These will include any work driven by the Strategic Plan and service delivery plans
- Implementation of the planned work.

The entire planning and delivery process are overlaid with financial planning and an analysis of the financial implications of various planning and implementation choices. The process also includes ongoing performance monitoring and reporting at all stages. This information is used to adapt and refine plans or to ensure appropriate resourcing so that expectations are met.



Basis of Budgeting

Basis of Presentation

The City of Regina is a diversified municipal government institution which provides a wide range of services to its citizens, including police, fire and public transit, and water. For management reporting purposes, the City's operations and activities are organized and reported by funds. Funds are created for the purpose of recording specific activities to meet certain objectives in accordance with special regulations, restrictions or limitations. As previously noted, the City maintains three funds (General, Utility and Costing Funds).

Basis of Accounting

Basis of accounting refers to the time at which revenues and expenditures or expenses are recognized in the accounts and reported. The City of Regina uses the accrual basis of accounting and recognizes revenues as they are earned and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Property tax revenues are considered measurable and available when collected and recognized as revenue at that time. Licences, permits, fines, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until received. Government grants and transfers are recorded as revenue when the transfer occurs and/or all eligibility criteria have been met and a reasonable estimate of the amount can be made.

Capital assets are accounted for at the total cost including acquisitions, construction, and development costs. In 2015, the City of Regina began budgeting for multi-year capital projects over the time required to complete the projects. Prior to 2015, the full cost was budgeted for in the first year of the project, resulting in a capital carry forward to support the future

year costs. The new method recognizes the multi-year commitment associated with the project and increases the assurance among bidders that the City will fund the entire project.

Financial Policies

Financial Policies Framework

A financial policy framework has been established. The framework sets out principles and benchmarks to help guide Administration in making recommendations to Council on decisions related to financial planning and oversight at the City of Regina.

The goal of the Financial Policies Framework is to place the City's finances on a sound and sustainable footing so that financial, service and infrastructure standards can be met without resorting to unplanned or excessive increases in rates, fees and service charges or disruptive cuts in services. In addition, the financial policies are a means to develop the teams, tools and processes to help ensure the sustainable delivery of reliable services over the long term as identified in the Strategic Plan.

Key Principles

The framework supports the following overall financial principles.

Growth and Development

Growth includes capital projects and operating costs related to the expansion within the City. *The Planning and Development Act* permits the City to apply development charges to fund the growth portion of new infrastructure required to support new development. Development charges consist of provincially legislated Service Agreement Fees and Development Levies that can be collected at the time of development. Development charges can also include off site levies and any other growth-related charges that may relate to development. This new infrastructure must be maintained by the City, resulting in the need for an increased operating budget. While new residents bring in more taxation, the increased revenue may not always cover the increased operating cost.

Strategic Initiatives and Enhancements

The Strategic Planning Framework is designed to appropriately phase in the implementation of the OCP. Strategic initiatives include capital projects and short-term operational projects that are undertaken in response to the Strategic Plan. From time to time, long-term operational projects are included within the Strategic Plan, but these would be considered only from the perspective of capacity and resource management implications.

Debt

Debt includes long-term debt and capital lease obligations. All debt issued must meet the requirements of *The Cities Act*, the municipal debt limit established by the Saskatchewan Municipal Board, and The Regina Administration Bylaw No. 2003-69. As stipulated in *The Cities Act*, long-term debt obtained for the purpose of financing capital assets should be used for that purpose and, if not used immediately, should be made available when needed for the asset obtained for. If a borrowing was subject to a public vote (i.e. referendum), it must be used only for the purpose indicated. The City issues debt that is repaid from a variety of sources including water rates, wastewater rates, stormwater rates, development charges, provincial/federal gas tax, property taxation and local improvements. Debt repayment must be planned and made through the operating budget. The City's debt limit may be increased pending application to and approval by the Saskatchewan Municipal Board.

Investments

Municipalities are faced with restrictions on the type and duration of investments they may make of any funds not immediately required to meet current operating or capital needs. These funds may include reserve funds, proceeds from debentures, or other monies not immediately required for the ongoing operations of the City. Earnings may be credited to each fund in proportion to the amount invested from it, where this is feasible and authorized.

Operating Surplus/Deficit

Saskatchewan municipalities are not permitted to budget an operating deficit. Any operating surplus each year is allocated to the General Fund Reserve in accordance with the City's Administration Bylaw 2003-69. Operating deficits, if not funded from other sources within the year, must be funded within the next year's budget. Staff will report to Council on the status of spending against budget and provide forecasts at least mid-year, identifying any actions that may be required to eliminate a potential deficit.

Budgeting

Council is required to approve a balanced budget. Assumptions made in the development of the annual budget and their associated risks are disclosed in the budget documents. Council also approves a capital budget that identifies the cost and nature of projects that will be undertaken during the year, how they will be funded, and a forecast of the cost of projects with related funding for the next four years. Capital and operating spending against budget is reported to Council mid-year with adjustments identified throughout the year.

Revenues – User Fees and Service Charges

Municipal services that benefit defined users shall be funded by collecting fees and service charges that are at or approaching full cost recovery.

Revenues – Taxation

The City has several taxation revenues sources, some of which include amusement tax and property tax. Property taxes are calculated utilizing assessment of property values provided by the City of Regina on a four-year basis, multiplied by a provincial percentage to arrive at a taxable value. The taxable value is then multiplied by a percentage of the mill rate times the mill factor and any adjustments added.

Revenues – Non-recurring revenues

From time to time, Federal and Provincial governments may provide funding to municipalities that is for a specified purpose (such as an infrastructure project) or that is available only for a specified period (usually one year). Similarly, a municipality may receive a financial gain when it sells an asset or enjoy a windfall as a result of some unique transactions or events. The nature of these non-recurring revenues can vary significantly, but overall a municipality has little control over the amount, timing or conditions associated with receiving them. Careful attention needs to be paid to ensure ongoing government operations do not rely on these types of revenues for support of ongoing expenditures, or shortfalls will inevitably occur that put upward pressure on future property taxes and/or user fees.

Program and Services Review

All programs and services are subject to periodic internal and external review, driven by the OCP. The corporate strategy breaks down the OCP into manageable five-year strategic plans. Day-to-day service delivery encompasses things that need to be done now and will need guiding reference from the OCP on a more regular basis. The City Manager will report to Council on performance against the OCP and other established guidelines on a consistent basis.

Reserve Fund Management

Reserve funds are a critical component of the City's long-range financial planning. They are used to provide tax rate and user rate stability by smoothing the effect of variable or unanticipated expenditures or revenues, to provide funding for one-time or short-term requirements, to provide for future replacement or acquisition of capital assets, and to provide the flexibility to manage debt within the City's Debt Management Policy.

A reserve is established by Council for a specific purpose. A reserve does not need to relate to any particular asset and there is not always a requirement for the reserves to earn interest. Reserves are created either through a planned contribution established in the budget process or through the transfer of unspent funds at the end of a year. Any transfer of unspent funds at year-end must be authorized by Council or existing Bylaw. If approved by Council, investment income generated by reserve funds must be accumulated in the fund and accounted for as part of it.

Capital Project Financial Control Policy

A capital plan is prepared annually and includes a capital budget for the current year, approved by Council, and a four-year capital forecast. The capital budget includes capital projects and programs approved for expenditure with related funding sources. The capital budget may include capital projects and programs or project phases that extend over multiple years. The capital forecast represents the projection of expenditures and financing sources that are not included in the capital budget but are planned over the next four years. Financial variance reports will report spending plan variances to the Executive Leadership Team.

Financial Condition

The Public Sector Accounting Board (PSAB) issued a Statement of Recommended Practice for governments that supports discussions about a government's financial condition. This financial condition is reflected in the overall economic and financial environment and the City's ability to meet service commitments to the public and financial obligations to creditors, employees and others. It considers sustainability, flexibility and vulnerability.

1. **Sustainability** is the degree to which a government can maintain existing programs and meet existing creditor requirements without increasing the relative debt or tax burden on the economy.
2. **Flexibility** is the degree to which the City can increase its financial resources to respond to rising commitments, by either expanding its revenues or increasing its debt burden.
3. **Vulnerability** is the degree to which a government is dependent on, and therefore vulnerable to, sources of funding which are outside of its control. The risk of relying on external funding sources is that the City does not directly control or influence either the amount or timing of such revenues.

Credit Rating

A credit rating is a forward-looking opinion provided by an arm's-length organization, such as Standard & Poor's, about a borrower's overall creditworthiness. It focuses on the borrower's capacity and willingness to meet its financial commitments as they come due. The credit rating also influences the interest rate to be paid when it borrows money.

Standard & Poor's undertakes a detailed analysis of the borrower's financial condition using a robust set of criteria and updates it annually. The City of Regina's Standard & Poor's credit rating is **AAA (Positive)**, the highest rating assigned by the firm.

Regina has received at least an AA credit rating since its first one was issued in 1989. According to Standard & Poor's, this consistently strong rating is reflective of the City's ongoing commitment to strong, reliable and prudent financial management practices which will aid in the continued success of maintaining a financially sound future for the citizens of Regina. A AAA rating means that S&P Global believes the City has extremely strong capacity to meet its financial commitments.

This top tier credit rating bodes well for the City's long-term financial future as the higher the credit rating, the lower its borrowing costs will be, leaving more funds available to pay for services.

It is fundamentally important that the City continue its strategy of conservative financial management. It must monitor debt levels regularly to maintain a sound financial position and strong credit rating. Effective debt management and a well-developed debt policy will help maintain the City's positive financial reputation, facilitate borrowing and ensure competitive rates for the City.

Budget Process

As prescribed under *The Cities Act, Section 128*, Council adopts an operating and a capital budget for each fiscal year. Currently, the operating budget for the City is prepared on an annual basis and the capital budget follows a multi-year approach by developing and approving a five-year capital plan.

The budget process at the City of Regina begins with strategic and business planning and ends with a Council-approved plan for the upcoming year.

Call for Budget

Each year, the Executive Leadership Team issues the call for budget. Departments receive direction to guide the development of annual budgets. This often involves submitting business cases which outline short-term and long-term costs, benefits and implications of investing or not investing in a service, initiative, or piece of equipment or infrastructure. Once departmental budgets are prepared, senior administration reviews and recommends a proposed budget for Council's consideration.

Service Partners

The City's Service Partners include the Regina Police Service, Regina Exhibition Association Limited (REAL), the Provincial Capital Commission to fund Wascana Centre Park and Economic Development Regina Inc. (EDR). The funding requests form part of the City's annual budget.

Council's Role

The proposed annual budget is based on recommendations from various city departments and service partners which are reviewed and finalized by senior administration. The annual budget reflects Administration's best advice on how to achieve Council's policy and service priorities, given the City's current resources. Ultimately, Council determines the programs and levels of service which will be included in the annual Budget.

Public's Role

Members of the public are encouraged to become engaged in the budget process by reviewing the 2021 Budget posted on Regina.ca, speaking with their Councillor, and/or making a presentation to Council when the Budget is debated.

Summary

The budget is legally enacted by City Council through the approval of the recommendations presented by the Administration, along with any applicable amendments, to the budget. Throughout the year, Administration may make expenditures which are not included in the operating or capital budget for an emergency or legally required to be paid.

At the end of the year, operating surpluses are transferred to the General Fund Reserve. Unspent capital funding is carried forward to be spent in the following year.

Appendix C – Utility Rate Policies

In 2005, the Provincial government adopted new regulations in Part V.1 of *The Cities Regulations* regarding Public Reporting on Municipal Waterworks. The regulations apply only to waterworks, however, since the Utility includes water, wastewater and stormwater services, the information is provided for the entire Utility.

The requirements include information on the rate policy and capital investment strategy as adopted pursuant to sections 22.3 and 22.4 of the regulations. A financial overview is also required. The data outlined in the regulations is included in the Utility Fund Revenues section below. The regulations also require a comparison of the Utility revenues to expenditures and debt payments, which are expressed as a ratio in accordance with the following formula:

$$\frac{\text{Revenues}}{(\text{Expenditures} + \text{Debt Payments})}$$

In accordance with the definition in the regulations, expenditures include the interest cost on the debt, while debt payments are the principal repayments on the debt. The ratio of greater revenues to expenditures allows the City to invest in its 25-year capital program and serves to moderate the need for dramatic rate increases in any given year.

Section 22.3 of *The Cities Regulations* requires Council to adopt a rate policy that sets out the rates or fees that consumers will be charged for the use of water. The policy must include the method used to determine those rates or fees. Utility rates are to be established so they are sufficient to fully fund operating costs, interest costs, debt repayments, capital requirements and transfer policies, taking into account the operating and infrastructure requirements of the Utility to meet its service goals. The objectives for the Utility's rate structure are:

- Financial Self Sufficiency – Utility rates must generate enough revenue to meet all short-term and long-term operating and capital costs.
- Conservation – Utility rates should encourage customers to use water responsibly.
- Reduction of Peak Demand – Utility rates should encourage water conservation during summer months, reducing the need for infrastructure investment and higher rates.
- Equity – Utility rates should result in a charge to customers according to the cost of services used.

In the setting of rates, the Utility must present a balanced budget, with any surplus transferred to the General Utility Reserve. The purpose of the reserve is to provide a source of financing for capital projects and funding emergency expenditures.

An overall requirement for capital funding is set through the Utility Model. Utility rates are set to provide enough surpluses to cover the capital costs over the next 25 years.

If the Utility incurs an operating deficit each year, the deficit would be funded from the reserve.

The Utility Operating Expenses include an access fee, which is a transfer to the City's General Operating Fund. Any organization or utility operating in a municipality would be required to pay either property taxes or an access fee for the rights to use or access civic assets. Policies on these types of fees vary between cities. Calgary's Utility pays 10% of revenue plus a 10% return on equity. Saskatoon's Utility pays a franchise fee based on 10% of revenue. Winnipeg's is also 10%, with dividends paid. Moose Jaw's rate is 5% of revenue. Regina's transfer is the total of:

- 7.5 per cent of the previous year's budgeted revenues for billed water consumption, wastewater charges and stormwater infrastructure levy
- The amount of \$675,000, estimated to be three-sevenths of the Goods and Services Tax (GST) rebate received by the Utility. This amount is the additional rebate provided by the federal government starting in 2004.

For 2022, these amounts total \$11.4 million.

The Utility Operating Expenses also include a Utility Administration Charge, which is an approximate measure of corporate administration costs attributable to the Utility. It is calculated as 5% of the budgeted utility revenues for the previous year. Most corporate functions, including City Council, Committees, Office of the City Manager, Human Resources, City Solicitor's Office, Office of the City Clerk and Finance, are involved in activities related to the Water and Sewer Utility. The percentage transfer is used in lieu of a more detailed cost allocation process. A more detailed process would still involve arbitrary decisions and would significantly increase the effort and cost required compared to the current policy. The total charge for 2022 is \$7.3 million.

2022 Detailed Water, Wastewater and Stormwater Rates

Water Revenue Summary

The rate structure for water includes a base fee that varies according to the size of the water meter. The variation in the base rate is based on a schedule recommended by the American Water Works Association (AWWA). The ratios for the base rate are provided in the Utility Rate Policy and are based on meter size.

The rate structure for water also includes a uniform rate for each cubic metre of water consumed. For water, the uniform rate is applied to all consumption. The impact of the proposed rate increase on the base fee and consumption water rates is shown in table 89.

| Water Rate Schedule | AWWA Standard Ratio | Approved Rate Schedule \$ | Proposed Rate Schedule \$ |
|-------------------------|---------------------|---------------------------|---------------------------|
| Daily Base Fee: | | 2021 | 2022 |
| 15 mm/18 mm water meter | 1.0 | 0.88 | 0.92 |
| 25 mm water meter | 1.4 | 1.23 | 1.29 |
| 40 mm water meter | 1.8 | 1.58 | 1.66 |
| 50 mm water meter | 2.9 | 2.55 | 2.67 |
| 75 mm water meter | 11 | 9.68 | 10.12 |
| 100 mm water meter | 14 | 12.32 | 12.88 |
| 150 mm water meter | 21 | 18.48 | 19.32 |
| 200 mm water meter | 29 | 25.52 | 26.68 |
| Volume Charge: | | | |
| Charge per m3 | | 2.10 | 2.21 |

TABLE 88

Wastewater Revenue Summary

The rate structure for wastewater includes a base fee that varies according to the size of the water meter. The variation in the base rate is based on the schedule recommended by the AWWA. The ratios for the base rate are provided in the Utility Rate Policy and are based on meter size. The rate structure for wastewater also includes a uniform rate for each cubic meter of deemed wastewater flow. The deemed volume is a percentage of water consumption.

- For residential customers, the wastewater volume is 82 per cent of water consumption.
- For multiple unit residential properties, the percentage is 95 per cent of water consumption.
- For institutional, commercial, and industrial properties, the percentage is 98 per cent of water consumption.

| Wastewater Rate Schedule | AWWA Standard Ratio | Approved Rate Schedule \$ | Proposed Rate Schedule \$ |
|--------------------------|---------------------|---------------------------|---------------------------|
| Daily Base Fee: | | 2021 | 2022 |
| 15 mm/18 mm water meter | 1.0 | 0.68 | 0.71 |
| 25 mm water meter | 1.4 | 0.95 | 0.99 |
| 40 mm water meter | 1.8 | 1.22 | 1.28 |
| 50 mm water meter | 2.9 | 1.97 | 2.06 |
| 75 mm water meter | 11 | 7.48 | 7.81 |
| 100 mm water meter | 14 | 9.52 | 9.94 |
| 150 mm water meter | 21 | 14.28 | 14.91 |
| 200 mm water meter | 29 | 19.72 | 20.59 |
| Volume Charge: | | | |
| Charge per m3 | | 1.86 | 1.95 |

TABLE 89

Stormwater Infrastructure Levy Revenue Summary

The rate structure for the storm stormwater infrastructure levy is based on the size of the property, with larger properties paying a higher levy. The ratios, approved by City Council in 2001 (CR01-189), are provided in the Utility Rate Policy. The stormwater levy applies regardless of whether the property is connected to the water or wastewater systems.

Regardless of actual property size, the rate for properties up to 1,000 m² is applied to all locations designated as standard residential properties.

The impact of the proposed rate increase on storm stormwater rates is shown in table 91.

| Storm Stormwater Rate Schedule | Rate Ratio | Approved Rate Schedule \$ | Proposed Rate Schedule \$ |
|--------------------------------|------------|---------------------------|---------------------------|
| Daily Base Fee: | | 2021 | 2022 |
| 0 to 1,000 m2 | 1.0 | 0.59 | 0.62 |
| 1,001 to 3,000 m2 | 2.0 | 1.18 | 1.24 |
| 3,001 to 5,000 m2 | 4.0 | 2.36 | 2.48 |
| 5,001 to 7,000 m2 | 6.0 | 3.54 | 3.72 |
| 7,001 to 9,000 m2 | 8.0 | 4.72 | 4.96 |
| 9,001 to 11,000 m2 | 10.0 | 5.90 | 6.2 |
| 11,001 to 13,000 m2 | 12.0 | 7.08 | 7.44 |
| 13,001 to 15,000 m2 | 14.0 | 8.26 | 8.68 |
| 15,001 to 17,000 m2 | 16.0 | 9.44 | 9.92 |
| 17,001 to 19,000 m2 | 18.0 | 10.62 | 11.16 |
| 19,001 to 21,000 m2 | 20.0 | 11.80 | 12.4 |
| 21,001 to 23,000 m2 | 22.0 | 12.98 | 13.64 |
| 23,001 to 25,000 m2 | 24.0 | 14.16 | 14.88 |
| 25,001 to 27,000 m2 | 26.0 | 15.34 | 16.12 |
| 27,001 to 29,000 m2 | 28.0 | 16.52 | 17.36 |
| 29,001 to 31,000 m2 | 30.0 | 17.70 | 18.6 |
| Over 31,000 m2 | 32.0 | 18.88 | 19.84 |

TABLE 90

Appendix D – General Fund Reserve Breakdown and Description

The City of Regina has established reserves to support the long-term financial needs of the organization's operating and capital programs. These reserves ensure that the City can continue to offer services to residents for both short- and long-term. All City reserves are established by Council through bylaw. They are subject to established financial policies regarding use and financial minimums and maximums.

Reserve Descriptions

In accordance with Schedule A of The Regina Administration Bylaw, Bylaw No. 2003-69, the purpose and funding source of the City of Regina's reserves are described as follows:

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. It is funded through the net revenue generated from asphalt plant operations after deducting the cost of producing the asphalt and other expenditures related to the asphalt plant operations.

Asset Revitalization Reserve

The Asset Revitalization Reserve funds the City's strategic capital priorities to manage growth and revitalization. The major source of funding is interest revenue earned over the budgeted earnings in the annual operating budget.

Cemetery Reserve

The Cemetery Reserve is funded through a transfer of surpluses from cemetery operations, while any operating deficits are withdrawn from the Reserve to fund the shortfall. The Cemetery Reserve is used to fund capital expenditures for the cemeteries.

Community Investments Grants Reserve

The Community Investments Grants Reserve is funded from unused, but approved, community investment funding. Reserve funding is used to pay for Council-approved community investments.

COVID-19 Recovery Reserve

The City of Regina received approximately \$16 million in government funding to help offset the impact of the COVID-19 impact. Approximately \$2 million was used 2020 with the remaining \$14 million being set aside in the COVID-19 Recovery Reserve in order to offset COVID-19 impact in 2021.

Elections and Property Reassessment Reserve

The Elections and Property Reassessment Reserve is funded through annual operating budgets to smooth the financial impact of operational expenditures that happen once four years, such as municipal elections and property assessment revaluations.

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the Reserve to fund capital requirements for the parking facilities, which includes the City Hall parkade and employee parking lots at other civic facilities.

Fleet Replacement Reserve

The Fleet Replacement Reserve is used to fund the replacement of vehicles and equipment for the civic, transit, fire and small tools fleets, including support vehicles. It is not used to purchase new equipment to expand the fleet. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is the equivalent of the depreciation charged on the existing fleet of vehicles and equipment.

General Fund Reserve

The General Fund Reserve is the primary general-purpose reserve maintained by the City to cover unforeseen or emergency circumstances or to take advantage of opportunities. Its major sources of funding include any operating surplus and unexpended capital funds originally sourced from the Reserve.

Golf Course Reserve

The Golf Course Reserve is used to fund capital expenditures for the City's golf courses and is funded through a transfer from the General Operating Budget. Operating surpluses less an allowance for administrative costs are transferred to the Golf Course Reserve. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall.

Land Development Reserve

The Land Development Reserve is funded through a transfer of surpluses from real estate operations. Conversely, any operating deficits are withdrawn from the Reserve to cover the shortfall. The funding is used for land development projects within the City.

Planning and Sustainability Reserve

The Planning and Sustainability Reserve is used to fund planning and sustainability capital projects. The Reserve funding comes from the year's net operating revenue and expenditures from the Planning and Sustainability Department fee-for-service development activities. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall.

Regina Police Service General Reserve

The Regina Police Service General Reserve is used to fund one-time operating expenditures included in the budget and transfers to fund capital projects requested by the Board of Police Commissioners and approved by Council. The Reserve is funded with the net revenue from the Regina Police Service's annual operating budget and unexpended capital funds from projects that are either completed or not proceeding.

Regina Police Service Radio Equipment Reserve

The Regina Police Service Radio Equipment Reserve funds expenditures related to the operation, capital and maintenance of the civic radio system. This reserve is funded through net revenue from the annual operating budget of the Regina Police Service Communication Technology Unit (also known as the Radio Shop).

Regina Revitalization Initiative Stadium Reserve

The Regina Revitalization Initiative Stadium Reserve is used to fund capital projects related to Mosaic Stadium and smooth stadium operating requirements. This reserve is funded through net revenues received for the Regina Revitalization Initiative Stadium operations, as well as the approved property tax allocation, stadium tenant lease payments and facility fees charged for events at the stadium.

Social Development Reserve

The Social Development Reserve provides grant funding for affordable housing developments in accordance with the Housing Incentives Policy or other Council approved housing initiatives. This reserve is funded through Council approved transfers to fund affordable housing initiatives.

Solid Waste Reserve

The Solid Waste Reserve is funded through a transfer of surpluses from Landfill and Waste Diversion operations. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall. It is also used to fund capital expenditures for Landfill Operations, Solid Waste Collection and Waste Diversion.

Technology Reserve

The Technology Reserve is funded from the net revenue from print services. These services are budgeted to provide a small surplus to fund the replacement of equipment for print services operations, and if required, offset a shortfall in the operation of the services.

Winter Road Maintenance

The Winter Road Maintenance Reserve covers the difference between the budgeted amount for the Winter Road Maintenance Program and actual expenditures. Over-expenditures are funded from the Reserve and under-expenditures are transferred to it. The program provides a range of services such as snow clearing, ice shaving, road salting and sanding and the operation of the City's snow storage site.



2022-2026 General Capital Plan, Reserves & Debt

Each year Administration submits a five-year Capital Plan to City Council in accordance with the *City Manager's Bylaw* 2003-70. The 2022-2026 General Capital Plan includes capital programs and projects.

- a) Capital programs are the on-going investments for renewal and rehabilitation work related to the City's major infrastructure that are needed to ensure that assets are functioning optimally and to prevent further deterioration.
- b) Capital projects are investments that result in new assets. They include the expansion of existing assets, such as roads, or the construction/acquisition of new assets.

The five-year Capital Plan sets out the funding strategy for capital investment priorities over the course of the plan. The five-year Capital Plan informs the City's service and financial planning, striking a strategic balance between the City's need to maintain its critical assets in as state of good repair, to enhance its network of infrastructure and amenities that support growth and economic development, and to advance Council and community priorities within the City's financial capacity.

The comprehensive 2022-2026 General Capital Plan, highlighted in the 2022 Budget, includes total gross expenditures of \$649.6 million. The need to renew, upgrade and expand infrastructure and public amenities to support residents and businesses is significant and growing. Asset renewal is an investment in the future and an important factor in achieving good value for money by maintaining and, where possible, extending the operational lifespan of the City's assets. The proposed 2022-2026 General Capital Plan includes a focus on the following priorities:

- Upgrade or improve aging park and community facilities to serve existing and new residents
- Renew and upgrade aging civic facilities to strengthen business continuity and resilience
- Renew and expand transportation infrastructure to move people and goods

The capital plan is funded by contributions to capital, reserves, debt financing, federal and provincial funding agreements, deferred revenue and service agreement fees.

Within the property tax increase of 3.49%, Council has directed dedicated funding to Mosaic Stadium and establishment of a recreational infrastructure program. A dedicated tax increase for Mosaic Stadium was approved by Council in 2013 and 2022 will be the last year. The funds generated from this dedicated tax go to a reserve to pay for the anticipated costs of operating the Stadium as well as the debt servicing costs associated with the construction of the stadium. In addition, Council approved a dedicated tax increase to fund a Recreation Infrastructure program. A tax increase of 0.5% for the next five years, ending in 2024 has been included in the proposed budget.

Contributions to Capital

The City is continuing to dedicate more of its tax-supported budget to fund capital programs and projects. The 2022 Budget, attached as Appendix A, outlines the transfers from the General Operating Budget to capital. In 2012, a strategic decision was made to begin to increase the annual investment in the renewal of infrastructure within the General Fund. At that time, funding sources from other levels of government were declining and the gap in the funding available to replace or renew assets could no longer be ignored. Administration has continued to increase the level of capital funding on an annual basis.

Reserves

Reserves serve a number of purposes, including to set aside funds for future, planned capital expenditures and limit the impact on taxes in any given year. As noted in the 2022 Budget, all reserves, apart from the Cemetery Reserve, Regina Police Services Radio Equipment Reserve (RPS RER), Planning and Sustainability Reserve (P&SR) and Regina Revitalization Initiative (RRI) Stadium Reserve are expected to remain in a positive balance in 2022. The Cemetery Reserve, Planning and Sustainability and RRI Stadium reserve are each projected to be in a negative balance in 2022 due to planned activities in the year. While the RRI Stadium Reserve moves to a negative balance in 2022, this was anticipated and over the term of the 30-year funding model is projected to be in a positive balance. The Cemetery Reserve, RPS Radio Equipment Reserve and P&SR will continue to be managed in 2022 with a goal of moving them to a positive balance in the future.

Reserves provide financial sustainability and flexibility to address emerging issues, alleviate the effect of spending decisions on property taxations, and minimize the use of debt to finance capital projects. Determining the sufficiency and appropriateness of reserve levels is a matter of judgement. The amount of funding currently held in reserves is relatively low in comparison to the values of city-owned assets. Overall reserve balances that serve the General Fund are projected to slightly increase over the five-year plan from \$82 million in 2022 to \$86 million by 2026.

Debt

The City's reliance on its own sources of revenue to fund capital investments has impacted the reliance on debt. While the issuance of debt can provide funds for increased capital investment, the amount owing plus the related interest must be paid in future years from operating budgets. Debt is a trade-off between increased fiscal flexibility in the short-term versus reduced fiscal flexibility over the term of the repayment.

Debt charges include debt payments related to financing for the General Capital Program as well as Mosaic Stadium. Debt payments for Mosaic Stadium are funded by the 0.45% dedicated mill rate increase, any interest revenue earned by Mosaic Stadium, various other revenues received related to the stadium and by a withdrawal from the Regina Revitalization Initiative Stadium Reserve, if required.

The City of Regina has an approved debt limit of \$450 million. The debt limit is approved by the Saskatchewan Municipal Board and is the limit established to cover the consolidated debt of the City. This includes debt for the General and Utility Funds as well as the debt taken on by the City's service partners. The December 31, 2021 outstanding debt balance for the City of Regina is projected to be \$354 million and is projected to decrease to approximately \$342 million at the end of 2022.

Service Agreement Fees

The City of Regina enters into agreements with developers to undertake development in the City. Developers have been required to provide upfront servicing of lots (water, sewer, rods, etc.) directly as part of their agreement with the City.

In addition, developers also pay Servicing Agreement Fees (SAFs). SAFs are development charges that a municipality charges for the recovery of growth costs. Growth costs are recovered to build new infrastructure, support growth, pay down existing debt for past growth works and avoid taxpayers paying costs that serve growth.

Residential Roads

As part of the 2015 Budget, Council approved a long-term Residential Road Renewal Program funded by a dedicated 1% mill rate increase for five years (2015 – 2019). This program will continue to improve the condition of residential roads within the 'poor' category and deliver a program of on-going preventative maintenance and rehabilitation for roads in 'good' and 'fair' condition.

Recreation Infrastructure Program

Consistent with Council direction, Administration has included in its proposed 2020 Budget a dedicated mill rate increase of 0.5% for recreational infrastructure. On October 28, 2019, Council approved a long-term Recreational Infrastructure Program funded by a dedicated 0.5% mill rate for five years (2020 – 2024). This program will fund recreational infrastructure improvements based on the current Recreation Master Plan, and other relevant considerations determined by City Council.

Council Referred Items

Safe Sidewalks Update – Sidewalk Distress Backlog (\$2.3 million)

Issue

The proposed 2022 Budget proposes funding this item over two years including \$1,150,000 in 2022 and \$1,150,000 in 2023.

On December 12, 2019, Administration provided a report to responds to the Public Works and Infrastructure Committee MN19-9 requesting information about how Administration is managing sidewalk safety and improving walkability and accessibility of sidewalks for pedestrians, including: Sidewalk condition and classification, sidewalk maintenance prioritization and types of maintenance repairs, and new initiatives for temporary sidewalk repair methods.

A referral motion was adopted that Administration return with a report including an update on a sidewalk priority system and recommendations for improving sidewalk accessibility for consideration during a future budget process.

On August 26, 2020, Council made a motion MN20-13 requested that Administration report back on options that will outline the resources necessary to shorten or eliminate the wait list for remediating sidewalk deficiencies along with MN19-9.

Recommendation

On April 14, 2021, Council considered report CR21-54 and approved the following:

1. Remove item MN19-9 from the List of Outstanding Items for the Public Works and Infrastructure Committee.
2. Remove item MN20-13 from the List of Outstanding Items for City Council.
3. Approve Option 1: Address the current backlog of concrete deficiencies that have received a rating of 1-4 for Group A sidewalks and 1-2 for Group B sidewalks, as indicated under Table 3 of this report, and the use of cold mix asphalt material during the winter months to be considered as part of the 2022 budget deliberations

Background

The City is responsible for monitoring and maintaining approximately 1,422 kilometres of sidewalks. The sidewalk network also contains 7,425 pedestrian ramps, based on the most recent pedestrian ramp survey data. The total replacement cost of the City's sidewalk network is approximately \$296 million.

Administration completes annual inspections of the sidewalk network to determine the condition based on factors such as cracking, trip hazards, drainage conditions, etc.

Table 1 below shows the overall sidewalk condition ratings based on the most recent condition survey.

Table 1: Overall Sidewalk Condition Summary

| Condition | Per cent | Length (kilometres) |
|---------------|----------|---------------------|
| Excellent (A) | 15 | 215 |
| Good (B) | 33 | 464 |
| Fair (C) | 36 | 507 |
| Poor (D) | 16 | 222 |

Table 2: Group A/B Sidewalks

| Category | Length (Kilometres) | Prioritization Criteria |
|----------|---------------------|--|
| Group A | 551 | High user volume, zoning designation (high density residential, commercial, institutional), adjacent to schools, churches, hospitals, shopping centres, senior citizens complexes (with more than 20 unit) |
| Group B | 871 | Normal usage, all other sidewalks in the City not classified as Group A |

Table 3: Options to Improve Level of Service for CDP with Additional Funding

| Option | Cost* (\$ million) | Description |
|--------|--------------------|--|
| 1 | 2.3 | Address the current backlog of concrete deficiencies that have received a rating of 1-4 for Group A sidewalks and 1-2 for Group B sidewalks. |
| 2 | 5.1 | Address the backlog of all deficiencies rated 1-4 regardless of the sidewalk classification (Group A and Group B). |

*In additional to the currently allotted \$3.7 million for concrete deficiency repairs.

Adapted Recreation Plan: Increase Recreation & Leisure Activities for People with Disabilities (\$375,000) & Additional Paratransit Bus Contract Costs (\$365,000)

Issue

The proposed 2022 Budget includes an investment of \$740,000 for the Adapted Recreation Plan. In addition, there is \$280,000 in the 2022 General Capital Budget for the purchase of two new Paratransit buses to support this plan.

On April 14, 2021, Council passed a motion (MN21-2) directing Administration to conduct consultation with people with disabilities and their care providers, as well as the recreation and leisure sector, and provincial and federal governments, in order to create an Adapted Recreation Plan for the City that includes a budget ask for 2022.

Recommendation

Administration has initiated the development of an Adapted Recreation Plan to make Regina's recreation and leisure activities more accessible to people with disabilities. In 2022, Administration proposed an investment of \$375,000 in 2022 to support the Plan. As well, additional transportation will be required for persons with disabilities to access these enhanced recreation services, resulting in additional cost of \$365,000. This proposed amount is consistent with Council approval of report CR21-128 considered by Council on September 29, 2021.

Community Safety & Well-Being Plan Implementation (\$875,000) and Annual Funding for Harm Reduction Program (\$500,000)

Issue

The proposed 2022 Budget includes an investment of \$875,000 for the implementation of the Community Safety and Well-Being Plan for Regina and \$500,000 to establish ongoing grant funding for harm reduction initiatives in the Community Investment Grant Program.

In November 2019, City Council passed a motion directing Administration to bring back a report with a proposed approach to develop a Community Safety and Wellbeing Plan (CSWB) for Regina (MN19-21, Appendix C). MN19-21 outlines the need for a CSWB Plan in Regina, linking the municipality's current level of crime and violence to a variety of underlying social issues such as food insecurity, problematic substance use, and overall inequality.

Subsequently, in June 2020, Council adopted Administration's proposed approach which led to the hiring of the Canadian Municipal Network on Crime Prevention (CMNCP). CMNCP was selected to lead the City of Regina (City) through the development of a CSWB Plan, providing overarching direction to the City and other partners, stakeholders, and sectors on local priorities, including a framework that would guide and support a collaborative approach to enhancing community wellbeing, health and safety, and social inclusion in Regina over the next five years. The work was developed in partnership with the Regina Police Service and in consultation with other human service partners in Regina.

On November 10, 2021, Community Wellness Committee that includes the final CSWB Plan as developed by the CMNCP, an outline of the data collection and community engagement process which directed the plan development, a summary of the CSWB priorities for Regina, and a proposed role for the City in advancing the CSWB plan priorities, including the development of a new governance structure to ensure successful implementation and leadership.

Recommendation

Administration provided the following recommendation for Committee:

1. Consider approval of one-time funding of \$75,000 through the 2022 budget process to develop a comprehensive overdose prevention strategy in collaboration with the Saskatchewan Health Authority, Regina Police Service, and other community partners.

2. Consider approval of annual funding of \$500,000 in the 2022 budget process to establish ongoing grant funding for harm reduction initiatives in the Community Investment Grant Program.
3. Consider approval of annual funding of \$800,000 through the 2022 operating budget process to create an external support structure, as described in this report, that will work with the Mayor's Leadership Committee on Community Safety and Well-Being to implement the community plan.

Housing Incentives Policy (HIP) Program Funding

Issue

To establish an ongoing funding source for the HIP program. Over the past few years this program has been funded from various sources including the Winter Maintenance Reserve & General Fund Reserve. This funding approach is unsustainable over the long term and Administration was asked to bring forward an approach that would address this matter as part of the 2022 budget.

Recommendation

Administration is proposing funding of \$675,000 per year be incrementally added to the City's base operating budget over the next four years starting in 2022. This approach would generate approximately \$2.7 million in year four (2025) but would still require some reserve funding in years 2022-2024 until the HIP is fully funded in 2025.

Background

The HIP has a yearly maximum expenditure of \$2.5 million, which is funded through the Social Development Reserve (SDR). The uncommitted balance of the SDR at the end of 2021 is projected to be approximately \$650,000, which means there is not funding for the HIP program in 2022. Through previous reports to Council, Administration has identified general tax revenues as the most reliable and sustainable source of funding for this program.

In a recent 2021 HIP Update to Council (CR21-45), Administration specified that it would bring a funding source discussion to Council through the 2022 budget process.

Clean Streets - Improved Communication of Spring Sweep Program and Implementation of Summer Maintenance Sweep Program (\$126,000)

Issue

On June 24, 2019, City Council (MN19-8) directed Administration to report to the Public Works and Infrastructure Committee in Q4 2019 with information related to communication for street cleaning, towing vehicles in all areas, deterrents and incentives for moving vehicles, and an additional street sweep. Due to the impacts of COVID-19, the timelines were extended and deferred to Q2 2021. On May 19, 2021, the Operations and Community Services Committee heard the report and tabled pending additional information and a supplemental report.

On November 17, 2021, report OCS21-38 was provided that outlines information on the financial impacts of increasing the parking enforcement boundaries, a cost recovery analysis of increased fines for parking during scheduled clean sweeps and removal of early pay options on said fines.

Recommendation

Administration is proposing an investment of \$125,000 to support this initiative.

Heritage Conservation Policy (\$300,000)

Issue

On April 14, 2021, City Council considered report CR21-49 and adopted the following recommendations:

1. Approve the introduction of a third-party review process for heritage evaluations and heritage impact assessments by qualified heritage consultants or architects.
2. Approve the process to conduct a condition assessment and opinion of cost when considering heritage designation of a property or considering an application for major alterations or demolition of a designated heritage property.
3. Approve the process to conduct annual visual inspections of the exterior of all designated heritage properties.
4. Approve changes to the building and development permit process to flag demolition applications for properties built prior to 1940 for a high-level screening for heritage value.
5. Approve an amendment to Appendix A of *The Development Application Fee Bylaw, 2008* to include a cost recovery fee for third-party reviews of heritage evaluations and heritage impact assessments.
6. Instruct the City Solicitor to prepare an amendment to *The Development Application Fee Bylaw, 2008*, to give effect to recommendation 5, to be brought forward to the meeting of City Council following approval of these recommendations by City Council.

Recommendation

To address Council expectations for outcomes of the heritage program, CR21-49 noted that Administration will have more information on costs once pre-qualification processes are complete. Implementation of these policies and associated costs will be closely tracked through the remainder of 2021 and the results will inform a 2022 budget proposal.

Administration is proposing investments of \$300,000 in 2022 with the expectation that an additional \$200,000 will be required in 2023 as the program moves to full implementation. Administration is planning to take recommendations to Council in early 2022 that will include new financial incentives, processes and regulations related to the Heritage Conservation Policy.

Background

The Heritage Property Act

The Heritage Property Act (Act) enables a council to designate a property as a Municipal Heritage Property and authorizes council to make rules with respect to the criteria and procedures for such designations. The Act also enables a council, by general bylaw or resolution, to deny any permit for alteration or demolition of property, for not more than 60 days, where the council wishes to consider heritage designation for the property or inclusion in a Municipal Heritage Conservation District.

Heritage Inventory Policy

In 2018, the City engaged the services of an experienced heritage consultant, Donald Luxton and Associates (Consultant) to review the Heritage Holding Bylaw. Based on this review, City Council approved the repeal of the Heritage Holding Bylaw, to be replaced with the Heritage Inventory Policy. The Heritage Inventory Policy is intended to ensure that properties that may have heritage value and potential for designation are identified on an inventory. Administration can add properties to the Heritage Inventory to ensure that significant historic places are identified and that all themes are represented. Only City Council has the authority to remove a property from the Inventory.

Inclusion on the Heritage Inventory does not grant a property legal protection. However, it does signal that a heritage evaluation should be conducted, and heritage designation considered before a demolition or alteration permit is approved. Under the current policy, when the City receives an application for major alteration or demolition of a property on the Heritage Inventory, Administration evaluates the property's heritage value, using the Heritage Inventory Evaluation Form. Based on the evaluation, Administration provides a recommendation to Council to either remove the property from the Heritage Inventory, therefore allowing the alteration or demolition, or to designate the property.

Inventory properties are evaluated as having either Grade 1, Grade 2, or insufficient heritage value. Grade 1 means the property demonstrates exceptional, rare qualities in the evaluation criteria and therefore has city-wide significance and is a high priority for conservation. Administration recommends designation of Grade 1 properties. Grade 2 represents neighbourhood-wide significance and Administration would recommend designation of these properties if the owner requests designation. If a property is found to have insufficient significance to warrant designation or is so altered it no longer conveys its heritage significance, Administration recommends it be removed from the Inventory.

When the Heritage Inventory Policy was approved, over 200 properties were transferred from the Heritage Holding Bylaw to the Heritage Inventory. Through the Heritage Inventory Policy, all properties on the Inventory require evaluation. Administration is

working with Donald Luxton & Associates to evaluate all properties on the Inventory, a process that is anticipated to take until 2024. As of February 2021, 176 properties remain to be evaluated.

Recreation & Culture Capital Plan

Background

The first ten-year Recreation & Culture Plan was presented to Council as part of the 2021 budget. Administration is now sharing the updated plan, which contains an additional year, the 2031 year. Funding for this plan is used to address priorities identified in the Recreation Master Plan and the Regina Cultural Plan.

a) **Recreation Master Plan**

In January 2019, the Recreation Master Plan (RMP) was approved by Council. The RMP is intended to provide strategic guidance to City Administration and Council related to public investment in grassroots recreation opportunities for the next ten years.

b) **The Cultural Plan**

The Cultural Plan articulates a vision for cultural development and artistic excellence for all of Regina. Progress on the Cultural Plan is achieved through City policy and programs as well as the efforts of many local organizations, individual artists, cultural workers and volunteers, who work towards Cultural Plan goals: Embrace Cultural Diversity, Strengthen the Artistic and Cultural Community, and Commemorate and Celebrate the City's Cultural Heritage.

Discussion

In 2020, Council approved \$3 million in ongoing funding (Recreation/Culture Capital Program) as well as a 0.5% dedicated mill rate (Recreational Infrastructure Program) increase for five years, to assist with the implementation of the Recreation Master Plan and the Cultural Plan. Administration has considered the recommendations and priorities in these areas, in alignment with the Facilities Master Plan and has developed an updated ten-year project list and funding plan (Recreation & Culture Capital Plan, Appendix D-1) to guide investments in the coming years.

It is recognized that it will be a challenge for the City to implement the recommendations in the Recreation & Culture Capital Plan through taxpayer funding alone. The plan presented considers the City solely funding all projects, aside from the indoor aquatic facility, which has been shown based on an assumption that there would be a 1/3 funding split between all three levels of government. Some projects are also eligible for funding from Servicing Agreements Fees (SAF); in these cases, the SAF funding is factored into the plan.

While not presented in the plan, naming and sponsorship opportunities will be considered on a case-by-case basis. In addition, Administration is also requesting Council approval to authorize the Executive Director, Financial

Strategy and Sustainability to apply for grant/funding programs available to the City, in excess of \$500,000 to implement the priority projects listed in the plan.

There are also special considerations and approvals required related to the following projects in the attached 10-year plan:

New Indoor Aquatics Facility

Currently the feasibility study for a proposed new indoor aquatics facility is underway and in 2022 a report will be presented to Council regarding the findings and requesting approval to move forward with the next steps in planning and design of the facility. In order to complete the remaining work related to the feasibility study and continue to move the project forward in an efficient manner Administration is recommending that Council authorize the Executive Director, Financial Strategy and Sustainability to negotiate and approve amendments to the City's existing consulting and professional engineering services agreement for the feasibility study of the new Indoor Aquatic Facility as it is anticipated that the expenditures under this agreement will exceed \$750,000.

To ensure other projects also move forward in an efficient manner from a planning and procurement perspective, multi-year funding approval is being requested for the following projects. All of these projects have funding allocated in 2022 for design and 2023 for construction:

- Douglas Park Pickleball Facility
Pickleball continues to be a growing sport. To manage the demand for pickleball, Administration has allocated funding through the ten-year plan for the construction of a multi-court, lit outdoor pickleball facility located at Douglas Park. In 2022 Administration will complete the design in conjunction with pickleball stakeholders and the Provincial Capital Commission. Once approved by the PCC Administration will then move forward with construction.
- Downtown Washroom
The need for washrooms in the downtown has been recognized and supported by Council through report CR 21-103. In addition, City Council recently approved the Winter City Strategy, which will encourage additional activity in the downtown during the winter months. This funding will be used to design and construct a year-round public washroom near Pat Fiacco Plaza.
- Community & Neighbourhood Centres
Regina Public Schools and Regina Catholic Schools are working in partnership to design a new joint school that will be located on the site of the current Imperial School. Attached to the current Imperial School is a community operated

neighbourhood centre that will be demolished as part of the new construction. This funding will be used to partner with the School Boards to construct community space as part of the new school build. As timing of the project is being driven by the School Boards, it is important to gain approval for multi-year funding so that the City does not hold up the project in any way. The final budget for the project and the type of community space constructed as part of the new school will be determined through the engagement, planning & design processes.

Financial Impact and Risks

The attached plan should be viewed as a financial projection based on information known to date. There is a risk that the plan will change over time, given future opportunities for partnerships, unplanned projects and funding availability. At this time the focus is on obtaining Council approval of the 2022 projects including preapproval of multi-year projects that require more than one year to complete and require preapproval beyond 2022. Plan updates are being shared annually through the budget process.

The most significant risk facing the Recreation & Culture Capital Plan is the uncertainty around funding for the Indoor Aquatics Centre. The plan assumes approximately two-third funding from the federal and provincial levels of government for a total of over \$70 million. Should this funding not come to fruition in the time frame that is required or at all, an evaluation will need to be completed to determine if this project should be deferred or if an alternative source of funding (ie. debt) would be suitable to fund the project should third party grant funding not be available.

The plan also proposes borrowing \$9.5 million to support the projects included in the plan. The use of debt requires careful consideration with respect to the City's debt capacity and should balance the needs for this plan with the needs of debt for other City projects. It is important to note, however, that the plan incorporates future debt payments to be funded through the existing funding sources (i.e. the Recreation Infrastructure Program). Debt payments will not be required to be supported through future mill rate increases.

The Asset Revitalization Reserve (ARR) has been included as a funding source for the Recreation & Cultural Capital Plan. Over the next five-years, Administration plans on borrowing \$11.7 million from the reserve, with the intention to pay these funds back as the Capital Plan's balance allows. The ARR balance is projected to be approximately \$14 million at the end of 2021. Borrowing \$11.7 million from the ARR to fund the Recreation & Culture Capital Plan will restrict use of this reserve in the next few years but will lessen the amount needed in debt.

| Project/Program Name | Description | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 10-Year Total2 |
|---|--|---------------|---------------|---------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|----------------|
| Aquatics and Fitness Centres | | | | | | | | | | | | |
| New Indoor Aquatic Facility & Lawson Replacement | Planning, design and construction of the indoor aquatics centre to add competitive and leisure pool capacity | 2,650 | 43,615 | 49,200 | 23,985 | - | - | - | - | - | - | 119,450 |
| Massey Pool | Design and construction to renew the existing Massey Pool | - | - | - | - | - | - | 1,000 | 7,500 | 3,800 | - | 12,300 |
| Buffalo Meadows Pool | Design and construction of a replacement pool | - | - | - | - | - | - | - | - | 500 | 6,500 | 7,000 |
| Regent Pool | Design and construction of a replacement pool | - | - | - | - | - | - | - | - | - | 1,000 | 1,000 |
| North West Leisure Centre Modernization | Design and construction of elements beyond a straight replacement of the pool basin | - | - | - | - | - | - | - | - | - | 500 | 500 |
| Fieldhouse Floor | Facility enhancements to complement the replacement of the fieldhouse floor. | - | - | - | - | - | - | - | - | 125 | 1,125 | 1,250 |
| Cultural Facilities and Spaces | | | | | | | | | | | | |
| Globe Theatre Renovation | City contribution to the Globe Theatre renovation project. Funding for this project was approved by Council on June 30, 2020 (CR20-54) | 1,760 | 1,760 | - | - | - | - | - | - | - | - | 3,520 |
| Heritage Consultant | Completion of the Statements of Significance for all properties on the heritage inventory | 50 | 50 | 50 | 50 | - | - | - | - | - | - | 200 |
| Public Art Program | Investment in public art, as outlined in the Civic Art and Cultural Collections Policy | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 1,500 |
| Indoor/Outdoor Sports | | | | | | | | | | | | |
| Canada Games Athletic Complex Track | Design and replacement of the track at Douglas Park | - | - | - | - | 375 | 2,625 | - | - | - | - | 3,000 |
| Artificial Turf/ Fields | Replacement of the artificial turf at Leibel Field and design and construction of an additional artificial turf field | 1,200 | - | - | - | 400 | 3,600 | - | - | - | - | 5,200 |
| Douglas Park Pickleball Facility | Construction of a multi-court outdoor pickleball facility at Douglas Park | 120 | 1,080 | - | - | - | - | - | - | - | - | 1,200 |
| Mount Pleasant Support Facilities | Development of a site plan through a stakeholder engagement process; subsequent replacement and renovations of existing support facilities to maximize community use | 2,700 | - | - | - | - | - | - | - | - | - | 2,700 |
| Concrete Floor Balfour Arena | Installation of a concrete floor in the Balfour Arena to increase programming opportunities | 200 | - | - | - | - | - | - | - | - | - | 200 |
| REAL Recreation Hub | Funding approved by Council in 2021 to create a recreation hub in the Canada Centre Building cashflowed over 2021 and 2022. | 2,000 | - | - | - | - | - | - | - | - | - | 2,000 |
| Outdoor Recreation | | | | | | | | | | | | |
| Cricket Field | Funding to have a consistent supply of cricket fields available after taking Grassick offline | - | 700 | - | - | - | - | - | - | - | - | 700 |
| Dog Park | Construction of potential future neighbourhood level dog parks | - | 50 | - | 50 | - | 50 | - | 50 | - | 50 | 250 |
| Spray Pad/ Playground | Construction of an additional accessible playground and spraypad destination | - | - | - | - | - | - | 1,500 | - | - | - | 1,500 |
| North West Leisure Centre Playground | Construction of accessible playground elements to complement the existing spraypad | 150 | - | - | - | - | - | - | - | - | - | 150 |
| Downtown Accessible Washroom | Construction of a permanent washroom downtown | 60 | 500 | - | - | - | - | - | - | - | - | 560 |
| Recreation Pathway Lighting | Installation of lighting in locations supported by the Open Space Lighting Policy & Procedures | - | - | - | 250 | - | - | - | - | - | - | 250 |
| Community & Neighbourhood Centres | Placeholder for addition of Community Space - including the North East Community Operated Centre | 1,065 | 2,435 | - | - | - | - | - | - | - | - | 3,500 |
| Program & Staffing | Staffing to implement the 10 year Recreation & Culture Capital Plan | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 2,500 |
| Partnerships | Funding to allow the City to consider partnership opportunities brought forward by the community | 70 | 100 | 520 | 100 | 520 | 100 | 520 | 100 | 520 | 100 | 2,650 |
| Debt payment | Principal and interest payments | - | - | 1,199 | 1,174 | 1,148 | 1,122 | 1,097 | 1,071 | 1,046 | 1,020 | 8,878 |
| Total Expenditures | | 12,425 | 50,690 | 51,369 | 26,009 | 2,843 | 7,897 | 4,517 | 9,121 | 6,391 | 10,695 | 181,958 |
| Funding Sources | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | |
| Servicing Agreement Fees | | - | 3,939 | 3,806 | 1,886 | - | - | - | - | - | - | 9,631 |
| Government of Canada | | - | 14,133 | 14,133 | 7,067 | - | - | - | - | - | - | 35,333 |
| Province of Saskatchewan | | - | 14,133 | 14,133 | 7,067 | - | - | - | - | - | - | 35,333 |
| Recreation/Culture Capital Program | | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 30,000 |
| Recreational Infrastructure Program | | 3,900 | 5,300 | 6,750 | 6,750 | 6,750 | 6,750 | 6,750 | 6,750 | 6,750 | 6,750 | 63,200 |
| Aquatic Infrastructure Project | | 4,700 | - | - | - | - | - | - | - | - | - | 4,700 |
| Asset Revitalization Reserve | | 99 | 10,844 | 573 | 184 | (6,707) | (2,233) | (2,760) | - | - | - | - |
| Debt | | - | - | 9,500 | - | - | - | - | - | - | - | 9,500 |
| Total Funding | | 11,699 | 51,349 | 51,895 | 25,954 | 3,043 | 7,517 | 6,990 | 9,750 | 9,750 | 9,750 | 187,697 |
| Annual Funding Surplus/(Deficit) | | (726) | 659 | 526 | (55) | 200 | (380) | 2,473 | 629 | 3,359 | (945) | |
| Carryforward from Prior Year's Budget | | 726 | - | - | - | - | - | - | - | - | - | |
| Accumulated Funding Surplus/ (Deficit) | | - | 659 | 1,185 | 1,130 | 1,330 | 950 | 3,423 | 4,052 | 7,411 | 6,466 | |

2022 Alley Maintenance Special Tax Levies

BACKGROUND

The City of Regina's (City) Alley Maintenance Program is intended to provide a sustainable alley system that is passable, safe, affordable, efficient, equitable and environmentally responsible.

There are approximately 460 kilometres of alleys consisting of 272 kilometres of paved alleys and 188 kilometres of gravel alleys in Regina. The alley tax is designed to cover annual maintenance activities such as tree pruning, sweeping, snow removal, regrading of gravel alleys and pothole patching on asphalt alleys, in addition to the capital renewal of these assets.

In a typical season, the Roadways Capital Operations Branch accomplishes the following tasks:

Paved Alleys:

- full depth reconstruction of approximately 5.7 kilometres each year, to accomplish a 30-year cycle of the program
- one sweep of alleys, typically after the completion of the spring sweep
- repairing potholes, depressions and failures
- snow plowing, as outlined in the Winter Maintenance Policy.
- pruning of trees located within the alley and any trees hanging into the alley, to ensure there are no obstructions that may cause safety or operational concerns for City operational needs

Gravel Alleys:

- maintenance of alleys four to five times per summer which includes blading performed by a maintenance grader to ensure even surfaces, proper drainage, as well as adding additional gravel, as required
- refreshing of approximately 13.4 kilometres each year which includes excavating and repairing soft spots, correcting minor drainage concerns, removing contaminated material and replacing with new granular material
- cleaning of catch basin sumps, as required
- snow plowing as outlined in the Winter Maintenance Policy
- pruning of trees located within the alley and any trees hanging into the alley, to ensure there are no obstructions that may cause safety or operational concerns for City operational needs

The City's Alley Maintenance Program is governed by *The Cities Act*, Sections 275-278, which provides the authority to levy a special tax on properties for specific services.

Property owners adjacent to paved or gravel alleys are required to pay the special tax, with revenues collected providing 100 per cent of the operating and maintenance funds

dedicated to the Alley Maintenance Program.

Appendix E-2 provides a summary of the Alley Maintenance Program, as well as progress from the 2020 program, a status update for the 2021 program and details on the proposed 2022 program.

IMPACTS

Accessibility Implications

None with respect to this report.

Financial Implications

The Alley Maintenance Program is fully funded by revenues obtained through the special alley tax levy from property owners adjacent to alleys.

There will be no change to the fees in 2022. The deferred revenue will be used to offset any additional work the City is able to complete on the program, as well as covering work that will be required by contractors in 2022 to complete paved alley reconstructions; this will draw down funding from the deferred revenue.

Appendix E-1 will provide a summary of the Deferred Revenue-Historical Data.

Environmental Implications

Well maintained alleys reduce the wear and tear on vehicles and equipment, as well as fuel usage that leads to greenhouse gases.

Policy and/or Strategic Implications

The Alley Maintenance Strategy, approved by City Council in 1996, was intended to maintain the alley inventory in an acceptable, sustainable condition. Funding to fully implement that strategy was phased in over a 10-year period. Full funding for the strategy was achieved in 2006 and has continued. The primary focus of the strategy is the provision of a 30-year reconstruction cycle in paved alleys and a 10-year systematic gravel refreshment cycle in gravel alleys. This strategy ensures the City provides a safe and reliable alley network that follows the vision of the *Design Regina: The Official Community Plan* (OCP) as follows:

- *Section B Financial Policies, Goal 1 - Financial Principles, 1.1.2 “Where the benefits of a program or service are directly attributable to specific beneficiaries, the costs are to be paid through user fees or other similar charges.”*
- *Section B, Financial Policies, Goal 2 - Sustainable Services and Amenities, 1.3.2, “Provide affordable and cost-effective services and amenities in accordance with available financial resources and capabilities.”*

- *Section B, Financial Policies, Goal 4 - Revenue Sources, 1.14.1, “Secure sustainable sources of municipal funding for both capital and operating needs of the City.”*
- *Section D4 Infrastructure, Goal 1 - Safe and Efficient Infrastructure, 6.2, “Ensure new and reconstructed infrastructure follows industry best practices and overall City standards for design and construction.”*

OTHER OPTIONS

Administration considered maintaining the alley tax levy at no change however that would increase the amount of funding in the deferred revenue.

COMMUNICATIONS

Public notice of the special tax levy will be carried out in accordance with the requirements contained in *The Cities Act*. Administration also provides information to various parties, including affected property owners upon request. In addition, construction notices, where the scope of construction is significant, are hand delivered to affected property owners prior to the commencement of work.

DISCUSSION

Proposed 2022 Paved & Gravel Alley Budgets

The proposed 2022 special tax levy for paved and gravel alleys are summarized in Tables 1 and 2:

Table 1: Existing and Proposed Paved Alley Special Tax Levy

| Paved Alley Levy | 2021 Levy | Proposed 2022 Levy |
|-------------------------------------|------------------|---------------------------|
| Assessable Footage* | 891,359 | 893,927 |
| Levy Rate | \$3.90 per foot | \$3.90 per foot |
| Levy Amount per 50 foot. lot | \$195.00 | \$195.00 |
| Proposed Revenue | | \$3,486,313 |
| Proposed Cost | | \$3,486,313 |

* Any change in assessable footage can be attributed to continual updating of City records.

Table 2: Existing and Proposed Gravel Alley Special Tax Levy

| Gravel Alley Levy | 2021 Levy | Proposed 2022 Levy |
|-------------------------------------|------------------|---------------------------|
| Assessable Footage* | 616,227 | 616,372 |
| Levy Rate | \$2.72 per foot | \$2.72 per foot |
| Levy Amount per 50 foot. lot | \$136.00 | \$136.00 |
| Proposed Revenue | | \$1,676,532 |
| Proposed Cost | | \$1,676,532 |

* Any change in assessable footage can be attributed to continual updating of City records.

Full Level of Service Cost Recovery:

The maintenance and reconstruction of alleys is based on the principle of full cost recovery. This means that the costs associated with the maintenance and reconstruction of alleys is fully offset by the levy collected. Additional background information on details of the program can be found in Appendix B.

The current strategy provides a 30-year reconstruction lifecycle for paved alleys and a 10-year systematic gravel refreshment cycle of gravel alleys. The strategy also covers all costs necessary to provide basic maintenance needs/tasks (i.e. tree trimming, pothole patching, snow clearing, sweeping, etc.). With the exception of 2020 programs not being fully completed due to delays of COVID-19 and the construction seas, based on the last five years of alley construction work, Administration is on track to meet both the 30-year cycle of reconstruction of paved alleys and the 10-year cycle of refreshing gravel alleys.

Thin lift asphalt overlays have also been applied to paved alleys that are suitable for such treatment. This has helped extend the life of these assets at a lower cost. Additional light treatments, such as thin lift overlays or pavement rejuvenators, will be introduced to keep alleys in good or fair condition for longer periods of time, where suitable. This may extend the lifecycle of paved alleys well beyond 30 years, which would reduce the overall cost to maintain these assets. It would also delay the inconvenience associated with alley reconstruction.

DECISION HISTORY

In 1996, a condition survey estimated that over 47 per cent of paved alleys required extensive repair or reconstruction. The majority of those alleys were constructed in the 1960s or 1970s and had far exceeded their design life expectancy; meaning that they

were in poor shape and required significant maintenance or rebuilding. As a result, City Council adopted a strategy to achieve a 30-year reconstruction cycle for paved alleys.

During the 1996 review, a 40-year reconstruction life cycle strategy was also adopted by City Council for gravel alleys, with the original intent that the 40-year life cycle of gravel alleys be fully phased in by 2005. Increasing funding levels between 1996 and 2001 resulted in the completion of the originally identified reconstruction locations. As a result, the long-term strategy was shifted to focus on providing additional efforts aimed towards improving surface maintenance rather than the deeper, structural reconstructions. The revised gravel alley maintenance strategy involves maintenance blading approximately four to five times during the non-winter months, spot gravelling, cleaning of catch basin sumps, minor reconstruction, drainage improvements and achieving a systematic program of gravel refreshment, based on a 10-year cycle.

The programs funding is evaluated on a yearly basis for City Council to approve.

Historical Data (Deferred Revenue)

Table 1: Deferred Revenue – Historical Data

| Gravel Alley Deferred Revenue | |
|-------------------------------|--------------------|
| Year | End of Year Amount |
| 2004 | \$207,943.40 |
| 2005 | \$25,676.71 |
| 2006 | \$187,677.68 |
| 2007 | \$319,795.66 |
| 2008 | \$196,469.88 |
| 2009 | \$93,294.11 |
| 2010 | \$90,102.11 |
| 2011 | \$162,081.54 |
| 2012 | \$294,173.54 |
| 2013 | \$636,506.67 |
| 2014 | \$943,648.85 |
| 2015 | \$928,086.01 |
| 2016 | \$760,526.84 |
| 2017 | \$807,841.70 |
| 2018 | \$624,606.16 |
| 2019 | \$550,122.88 |
| 2020 | \$888,820.57 |

| Paved Alley Deferred Revenue | |
|------------------------------|--------------------|
| Year | End of Year Amount |
| 2004 | \$86,032.21 |
| 2005 | \$283,700.51 |
| 2006 | \$302,293.43 |
| 2007 | \$109,536.61 |
| 2008 | \$142,193.07 |
| 2009 | \$282,509.23 |
| 2010 | \$7,013.23 |
| 2011 | \$390,651.62 |
| 2012 | \$1,020,655.97 |
| 2013 | \$1,742,235.33 |
| 2014 | \$2,413,196.59 |
| 2015 | \$2,398,757.68 |
| 2016 | \$2,507,692.02 |
| 2017 | \$2,102,622.13 |
| 2018 | \$2,236,107.22 |
| 2019 | \$2,301,135.06 |
| 2020 | \$2,205,825.78 |

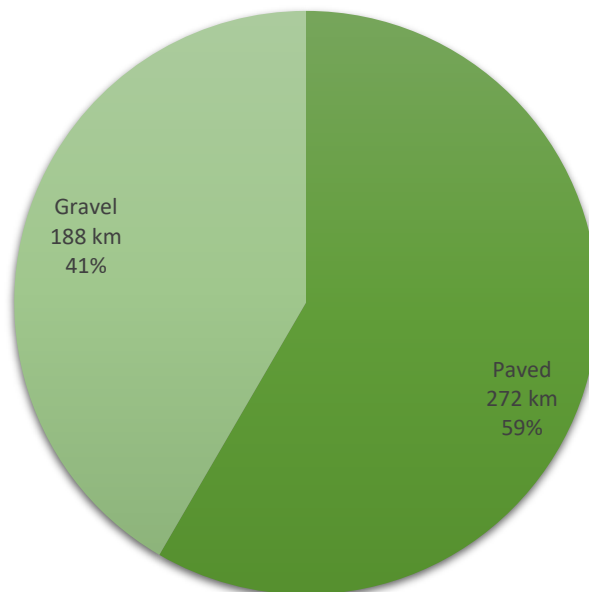
Alley Maintenance Program



Introduction

The City of Regina's (City) Alley Maintenance Program is intended to provide a sustainable alley system that is passable, safe, affordable, efficient, equitable and environmentally responsible. There are approximately 460 km of alleys in the city consisting of 272 km of paved alleys and 188 km of gravel alleys. Gravel alleys should not increase as they are not allowed in the City's current Design Standards, however, paved alleys will continue to increase as they are put into new developments. The alley tax is designed to cover annual maintenance activities such as tree pruning, sweeping, snow removal, regrading of gravel alleys and pothole patching on asphalt alleys, as well as the capital costs to renew these assets.

City of Regina Alley Network



2021 Accomplishments

- Gravel Alley Refresh Program completed 12.4 km of the 12.7km of planned alleys plus 0.7km of carry forward work from 2021
- completion of the reconstruction program for a total of 6.1km
- completed five paved alley reconstruction projects using private contractor services. (This will allow us to compare in house costs to contracted services)
- Ensuring trees encroaching the alley way are pruned and maintained to allow safe passage of equipment
- Clearing alley ways after major snow and wind events
- Ensuring catch basins are in good shape and cleaned after gravel refreshes and paved alley reconstructions

2022 What's Planned

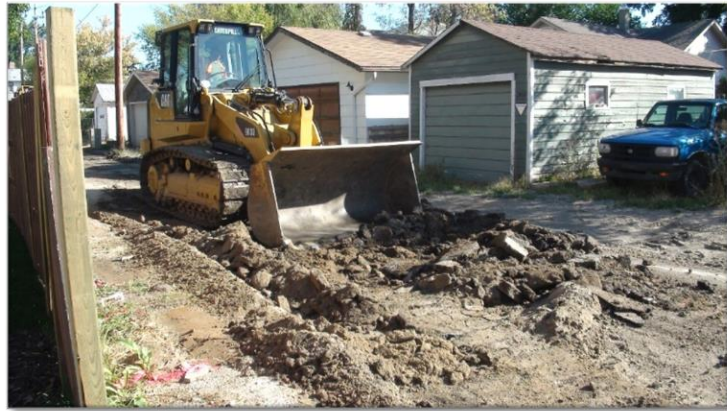
- Scheduled to complete the Gravel Alley Refresh Program on 13.3.0 km and the 0.3km of carry forward locations of these alleys to keep the 10-year cycle on track
- Scheduled to complete 6.1 km of paved alleys reconstructed
- Planning to contract six paved alley reconstruction projects using private contractor services
- Ensuring trees encroaching the alley way are pruned and maintained to allow safe passage of equipment
- Clearing alley ways after major snow and wind events
- Ensuring catch basins are in good shape and cleaned after gravel refreshes and paved alley reconstructions

History of Alley Maintenance

Paved Alley Maintenance

In 1996, a condition survey estimated that over 47 per cent of paved alleys required extensive repair or reconstruction. The majority of those alleys were constructed in the 1960s or 1970s and had far exceeded their design life expectancy; meaning that they were in poor shape and required significant maintenance or rebuilding.

As a result, in 1996, City Council adopted a strategy to achieve a 30-year reconstruction cycle for paved alleys. This approved strategy was phased in over a 10-year period by increasing the number of paved alley reconstructions by four alleys per year, until a full implementation of 45 alley reconstructions per year was achieved. During the first half of the 10-year period, annual funding increases were approximately in the order of 10 percent. In 2001, City Council deferred the increase to the special tax levy for one year, pending the results of an evaluation on strategy objectives, design methodology and construction costs. The 2001 evaluation concluded that the approach was sound. In 2002, the strategy continued along with the requested special tax increases. There has been no increase requested as current funding has been sufficient to grow the program since 2017. This is evaluated on a yearly basis.



Gravel Alley Maintenance

Typical maintenance activities help to maintain stable surfaces in gravel alleys. This work includes:

- regular maintenance blading, which evens out the surface
- systematic gravel refreshing or adding of gravel
- re-grading to improve significant drainage concerns and direct water towards catch basins
- spot gravelling to touch up trouble spots



During the 1996 review, a 40-year reconstruction life cycle strategy was adopted by City Council for gravel alleys, with the original intent that the 40-year life cycle of gravel alleys be fully phased in by 2005.



Increasing funding levels between 1996 and 2001 resulted in the completion of the originally identified reconstruction locations. As a result, the long-term strategy was shifted to focus on providing additional efforts aimed towards improving surface maintenance rather than the deeper, structural reconstructions. The revised gravel alley maintenance

strategy involves maintenance blading approximately four to five times during the non-winter months, spot gravelling, cleaning of catch basin sumps, minor reconstruction, drainage improvements and achieving a systematic program of gravel refreshment, based on a 10-year cycle. The number of full depth reconstructions was reduced to roughly the equivalent of two locations per year.

Budget & Expenditures

The Alley Maintenance Budget is funded exclusively through the Alley Tax Levy. There are several programs and activities funded by this tax that help maintain the overall alley network.

What Does the Alley Tax Pay For?

| Catch Basin Cleaning | Snow Plowing | Tree Pruning | Street Sweeping |
|--|--|--|---|
| <ul style="list-style-type: none">•occurs after a gravel alley has been refreshed to ensure good drainage•occurs during reconstruction of paved alleys•if more maintenance is required, Water & Sewer Construction is notified | <ul style="list-style-type: none">•following a winter storm or high winds that make the alley impassable•as per the Winter Maintenance Policy | <ul style="list-style-type: none">•occurs in conjunction with gravel alley refresh or paved alley reconstruction•ensuring there are no obstructions that may cause safety or operational concerns•collaboration with Solid Waste - they will report any encroaching tree branches and our crews will prune as required | <ul style="list-style-type: none">•every paved alley receives one sweep during the summer months. |

Gravel Alleys

Maintenance of the 188 km of gravel alleys occurs four to five times per summer through a systematic maintenance program. Additionally, resident requests via Service Regina will trigger an inspection and if necessary, additional maintenance will be performed. Gravel alley work consists of four main tasks.



Maintenance

- blading the alley to ensure the surface is even and free of potholes and wash board surface

Spot Gravelling

- adding additional gravel where needed to ensure a safe driving surface

Refreshing

- removing the top portion (3-5") of the material and replacing it with fresh road gravel
- helps to repair soft spots, correct minor drainage issue, remove contaminated material and fix any other deficiency (potholes or failures) that maybe present at the time
- generally take approximately one day, but residents are able to drive on the alley, around crews if absolutely necessary
- done on a 10-year cycle
- approximately 13.4 km refreshed each year

Reconstruction

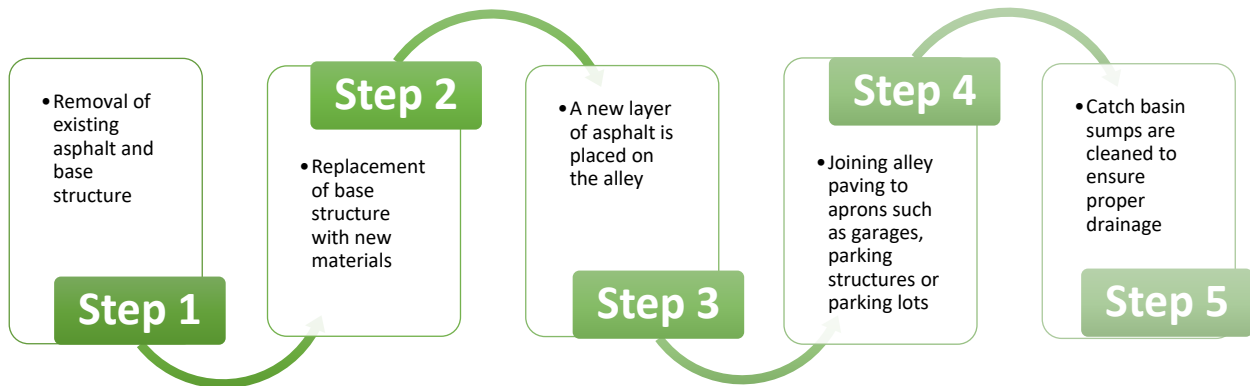
- removing all materials in the alley and rebuilding from the road from the subgrade surface up, including adding all new gravel
- generally takes approximately 10 days to complete
- done when required due to condition

Paved Alleys

Paved alley reconstruction is done on a 30-year cycle. Each year we complete approximately 5.7 km of the 271 km are reconstructed. Alley reconstruction is undertaken in a systematic manner. As shown



below.



Maintenance Activities include:

- Repairs to potholes
- Repairs to failures & depressions

Our Proactive Approach:

- Waste collection drivers are constantly visiting these locations when performing their activities, this helps to identify problems and provide notification when action is required.

Did You Know...

Recycled road gravel from the refresh and the base from the paved alley reconstruction is used for:

- Helping to build roads at the Snow Storage Site
- High grade roads
- To improve driving surfaces at the landfill

Costing by ActivityTree Pruning

| Year | Cost (\$) |
|---------------------------|-----------|
| 2019 | 40,000 |
| 2020 | 171,000 |
| 2021 | 17,000 |
| Three-Year Average | 76,000 |

Snow Plowing

| Event | Five Year Average (\$) |
|--|------------------------|
| Snow Event and wind Event (two per season) | 48,500 |

2021 Maintenance

| Activity | Cost (\$) |
|------------------------|-----------|
| Paved Alley | 128,480 |
| Gravel Alley | 162,196 |
| Spot Gravelling | 28,691 |
| Total | 319,367 |

2021 Alley Program Costs

| Activity | Cost (\$) per linear meter |
|----------------------------|----------------------------|
| Gravel Alley Refresh | 48 |
| Paved Alley Reconstruction | 307 |

How Weather Impacts the Alley Programs

Because of the nature of our work, the alley programming is significantly impacted by the weather. Our crews perform both sweeping activities and alley programming; a late spring means sweeping activities are delayed, which in turn delays the start of alley work. This is also the case at the end of the season as the fall sweep is scheduled.



Warm, dry summers provide the best conditions for alley work, as rain has a significant impact on the types of work performed. Rain not only causes delays in completing projects, but also negatively impacts the condition of an alley, creating potholes in paved alleys and wash boarding in gravel alleys. Construction generally stops when there is rain, as gravel alleys need to drain and dry and paved alleys require pumping of water to ensure the base is dry enough to keep working.



2022 Budget Submission - Service Partners (RPL)

| | |
|---------------------|-------------------------------------|
| Date | November 3, 2021 |
| To | Executive Committee |
| From | Financial Strategy & Sustainability |
| Service Area | Financial Services |
| Item No. | EX21-72 |

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.

ISSUE

As required by legislation, it has been the practice for the RPL to provide the Executive Committee with a presentation outlining their plan of activities and budget request for the coming year. The purpose is to present their budget and request a library mill rate for the upcoming year to be deliberated and approved by City Council at a future City Council meeting. The RPL's 2022 Plan and Budget is included as Appendix A.

The deliberation and approval of the request 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 submission is referred to the 2022 budget process for future budget deliberation by City Council.

IMPACTS

Financial Impacts

The 2022 Budget Submission for RPL will be considered and approved by City Council through future budget deliberations.

The RPL is requesting a mill rate of 0.87191, which is a mill rate increase of 2.46 per cent over 2021.

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

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS

The Regina Public Library will be advised of the decision of City Council.

DISCUSSION

Regina Public Library (RPL) – Appendix A

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

Under Section 22(1) of *The Public Libraries Act*, the Board of the Regina Public Library is required to ask City Council for approval of the mill rate request. The 2022 Library mill rate request is 0.87191. This represents a 2.46 per cent mill rate increase over 2021. As a comparison the 2021 mill rate increase was 2.90 per cent over 2020. The budget presented is required to operate the Library system effectively and efficiently.

DECISION HISTORY

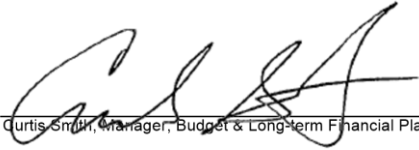
On July 7, 2021 (EX21-50), the Executive Director, Financial Strategy & Sustainability presented an Economic and Preliminary 2022 Budget Development Update to the Executive Committee.

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

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

Respectfully Submitted,

Respectfully Submitted,



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

10/21/2021



Deborah Bryden, Acting Executive Director, Financial Services

10/28/2021

Prepared by: Abiye Dickson, Financial Business Partner

ATTACHMENTS

Appendix A - Regina Public Library



Appendix A

2311 – 12th Avenue
P.O. Box 2311
Regina, Saskatchewan
Canada, S4P 3Z5

October 15, 2021

Mayor Sandra Masters;
Members of City Council
City of Regina
PO Box 1790
Regina SK S4P 3C8

Dear Mayor Masters and City Councillors:

Under Section 22, (1) of The Public Libraries Act, 1996, the Board of Regina Public Library requests that Council approve the Library mill rate request.

The Library Board is requesting a mill rate increase of 2.46% for 2022. This amount is equivalent to a 0.22% increase in the City's mill rate. RPL's request amounts to an increase of \$4.80 per year, or \$0.40 per month for the average homeowner.

Our budgeted revenue includes \$1,534,014 for grants-in-lieu and \$40,000 for supplementary taxes.

Revenue from tax sources can be summarized as follows:

- | | |
|--|--------------|
| • 2022 Library mill rate | 0.87191 |
| • 2022 City of Regina net levy request | \$23,765,807 |
| • 2022 Grants-in-Lieu | \$1,534,014 |
| • Mill rate increase over 2021 | 2.46% |

The Regina Public Library Board submits these proposals as citizens entrusted to provide and steward public library services to our patrons, and with the knowledge that the budget presented is required to operate the Library system effectively and efficiently.

Sincerely,

Sean Quinlan, Chair
Regina Public Library Board of Directors
encl



| | |
|--------------------------------------|--------------|
| 2022 LIBRARY MILL RATE | 0.87191 |
| 2022 CITY OF REGINA NET LEVY REQUEST | \$23,765,807 |
| 2022 GRANTS-IN-LIEU | 1,534,014 |
| MILL RATE INCREASE OVER 2021 | 2.46% |



2022 Mill Rate Request

RPL is requesting a mill rate increase of 2.46% for 2022. This amount is equivalent to an 0.22% increase in the City's mill rate. RPL's request amounts to an increase of \$4.80 per year, or \$0.40 per month for the average homeowner.¹

This document augments our request by providing information on our 2021 activities and progress to date, as well as a high-level overview of our plans for 2022. We invite you to review the following document to learn more about our year to date, our successes in meeting our goals, and what lies ahead for 2022.

2021 Year in Review

Like most organizations, Regina Public Library ushered in 2021 with continued adherence to Government of Saskatchewan's restrictions to reduce the spread of Covid-19. Our branches moved from being open with capacity limits, to closed, to re-open with capacity limits, and then fully open with no limits starting July 11. At the time of this writing we are open and do not have vaccination/negative test restrictions to enter the library.

Throughout these changes we offered library services and support to our community – not only in branches, but through them, and through our online digital services.

Customers continue to share their joy at being able to access library services and materials throughout the course of the pandemic, regardless of whether our doors were open.

¹Calculated based on the City's average residential assessed value of \$315,000.

"Three cheers for the incredible employees of RPL! Thank you for all you do to help us maintain a sense of normalcy by continuing to provide your services in spite of Covid-19. Your efforts to adapt to the changing conditions and continue to deliver us some much needed relief during the pandemic is greatly appreciated. Thanks to all of you!!" — Bob B.

"Picking up my holds is one of my few "outings" these days. Thank heavens for the library!" — Myrna C.

"Thank you for your 'flexibility'! I'm especially appreciative that you provide a wide array of e-books during these pandemic times." — Roxene G.

Response to community need during the pandemic

As we made our way through branch openings, closures, and limited capacities we saw firsthand the impacts of the pandemic on our community. We expand our offerings based on the apparent needs of our customers and the community.

Demand for services

The pandemic provided us with a better understanding of how library services are accessed in relation to the socio-economic status of our customers.

During the pandemic, our suburban libraries were accessed regularly by customers wanting to borrowing materials (books, DVDs, etc.) Curbside pickup was heavily accessed, and circulation numbers were consistent.

Use of Central Library changed as downtown workers were forced to work from home. Fewer materials were borrowed at Central and curbside and pickup services weren't used as much as elsewhere. Older adults living downtown were not visiting during winter months, and while some accessed our curbside pickup, many used our homebound delivery service², which boomed during Covid.

The majority of the remaining customers at Central accessed technology, WiFi, and other physical supports – supports that aren't otherwise available to this customer base. While the digital divide has always been apparent at and between RPL locations, the pandemic

² Available primarily to homebound seniors and care homes.

made it especially evident, particularly when branches were closed. Examples of physical supports used at Central and other inner-city branches follow below.

Print4Me

Access to computers, the Intranet, and printers is a continued need, particularly at Central, and the closures created a gap in the availability of this service. In early spring, RPL mobilized Print4Me, a print-on-demand service to support customers with essential printing. Uptake was highest at Central Library. The majority of print jobs completed were resumés, job applications, immigration forms, and school-related materials.

Computers in the Community

We also provided decommissioned computer hardware and start-up technical support to community partners. The initiative began in 2020 when decommissioned computers were provided to Carmichael Outreach. We continued in 2021 by providing 10 computers to the YWCA and the Friendship Centre. The provision of these decommissioned computers, along with some start-up technical support, further solidified our relationships with these important community partners. Going forward, we expect to continue this service as we are able.

Expanded WiFi perimeter

In 2020, RPL expanded the perimeter of its WiFi outside of branches. We continued this service in 2021 and saw a significant uptake from community members who didn't have access elsewhere, and who weren't able to enter branches for their WiFi needs.

Community resources information

Some community-based organizations were forced to limit or halt operations during the pandemic, creating confusion and anxiety in the people who need them. Those most in need of food, shelter, and other community resources were unsure where to obtain necessary supports. RPL reached out to several organizations to create a community resource guide readily available to those who needed it. The guide was updated continuously as changes occurred. Use of the guide was significant, and plans are being made to continue it.

Access to telephones

Free phones are available in library branches, and during the pandemic the service was continued by providing a curbside phone at some inner-city branches. The phones were appreciated by customers, particularly those who frequent Central Library and Albert Branch at māmawêyatitân centre.

What we've learned from the pandemic

Our work to maintain services of interest during the pandemic demonstrated our resiliency and adaptability in the face of tremendous upheaval.

We saw a shift in how our resources and service offerings were used. We learned there is a need for library resources for the community beyond safe and welcoming spaces – our practical and hands-on resources such as printing, telephones, etc. are absolutely crucial to our customers. And we learned that, as our customers and community adapt to a new reality, they expect their public library to be there for them.

Overall response to customer need in 2021

This section provides examples of work undertaken in 2021 that was not directly tied to the pandemic response.

Central Library: a safe and welcoming downtown destination

A city's central library is a common gathering place that unites communities and cultures. It represents a city's character, its aspirations, and commitment to the future, and should be a source of pride for the community.

Prior to the pandemic, work had begun to ensure Central Library was a safe and welcoming public space. RPL introduced a "greeter" role to welcome people as they came through the door – partly as a convenience for customers, and also a reminder of staff presence as a way to mitigate issues. Other staff were deployed to roam Central looking for ways to connect with and support customers.

A safe and welcoming central library is integral to creating a positive downtown experience. Our goal is to be a key leader in enhancing the downtown, and we continue to work with the City of Regina, Regina downtown, and other community stakeholders to boost the downtown experience. We participate at tables including the City's Community Wellbeing Table, and the Regina Human Service Partnership. Late 2021 and 2022 will see the

implementation of a Safe and Welcoming Plan focused on customer-centric service that will be transformational throughout the customer journey.

We also believe there is an opportunity to boost Regina's downtown through a unified, consistent approach to services and activities. Among our current activities:

- We are reconnecting with office workers who have returned to work downtown and who use Central Library during lunch and after work;
- We are enhancing Central Library as a downtown destination through events, programs, and services for all ages such as guest speakers, music, exhibitions, unique children's programming, and more;
- We continue to participate in the Farmers' Market and offer opportunities to engage the community through interactive library offerings;
- We offer free lunchtime tours of Dunlop Art Gallery; and
- We host events on our mezzanine including a traveling exhibition on the '60s Scoop, Truth and Reconciliation, current affairs, and more.

Digital supports for the business community

RPL made strides in 2021 to increase the amount of digital content available to our business community. Lynda.com, a popular online learning tool available free through the library, merged with LinkedIn Learning, providing RPL customers and others with free access to over 16,000 courses in seven languages. RPL also added the Irwin Law eLibrary which includes several titles suitable for the business community such as *The Law of Contracts; Mergers and Acquisitions; Canadian Intellectual Property Law; Franchise Law; and Individual Employment Law*. In 2021 we also introduced the *Compendium of Pharmaceuticals and Specialties* (CPS) database, which is a valuable resource for pharmacies, those in the broader medical community, and the general public alike.

We are pleased to highlight these and many other resources on our website's Business and Careers section and to promote them to the local business community.

Social work practicum student

From January to April, RPL hosted a University of Regina social work practicum student at Central Library. The student was available two days per week from mid January to mid March, and in that time had 72 interactions with customers. Thirty-four per cent of the interactions provided contact information and connection to community resources such as Regina's Community Fridge. Seventeen per cent of interactions involved a more facilitated and hands-on experience such as support in applying for temporary housing. Forty-six per

cent of interactions were simply conversations with customers experiencing social isolation.

This pilot program is an example of a mutually beneficial partnership that provided excellent experience to the student and met community needs to access expert knowledge of the broad array of community supports. RPL has enthusiastically agreed to host another practicum student in fall 2021.

RPL Hotline

Telephone hotline service also continued into 2021, with all calls from RRL customer service lines routed through a single hotline number to customer service staff stationed at RPL locations throughout Regina. This is a new service introduced in 2020 to support services during the pandemic. The service provides opportunity to streamline responses to customer questions and to provide a database of frequently asked questions to ensure consistency of response. Hotline staff engaged in phone, email, and live-chat conversations with customers, providing the same dedicated level of service that in-person customers receive.

Check It Out bags

Check It Out bags offer a convenient alternative to browsing library shelves by providing a selection of materials based on a specific theme, genre, or age group. The bags are curated by RPL staff based on current trends, popular genres, and the demographics of their service areas, which allows them to hone their readers' advisory skills. Since the service launched in 2020, RPL has loaned out 2,923 Check It Out bags. Uptake on the service increased in 2021, and it continues to remain popular with customers who appreciate the convenience and element of surprise.

My Events Guide

My Events Guide is a digital web service that allows RPL cardholders to create a personalized listing of library programs and events. Guides can be viewed online or delivered to a user's inbox via subscription. Content is updated in real time as new programs are published. This option replaces a very costly, point-in-time print program guide, and creates opportunities for enhanced agility in program planning.

My Events Guide was publicly launched this summer and continues to grow its subscriber base.

Self-serve technology for customers

RPL plans to enhance online customer registration for library cards in winter 2021. The new service will include identity and residency verification features that will allow more customers to complete their library card registration online in real time. Once in place, it will provide Regina citizens with a quick and easy way to become a full access RPL cardholder without having to visit a branch to verify their identity or residency.

Central Library will have two new technologies available as bookable resources in fall 2021. Through the Digital Media studio, customers will be able to use a new professional-quality 3D scanning station to create high detail 3D printable files that can be directly printed on an in-studio printer.

New digitization equipment will be added to Central Library's Digitization Station to provide RPL customers with the means to transfer Super 8 film media, such as home movies, into a digital file format that can be easily shared and consumed via modern platforms, such as social media, mobile devices and websites.

Enhanced digital services

Digital services uptake remains high in 2021 as the pandemic continues. Updates to our digital services this year have included relocating our digital magazines to Overdrive (with an app called Libby.) Uptake has doubled since the move. We have also added hundreds of "simultaneous use" eBooks for study groups including schools and book clubs.

The popularity of virtual programming for school-aged youth also increased in 2021, particularly during the 3:30pm to 5:00pm time slot. Programming provides youth with supports and ways to keep busy after school and while parents are still working. We will continue with after-school virtual programming given its success to date.

Menstrual Equity Project

The Menstrual Equity Project was initiated just before the library first closed in March 2020. It is a pilot project that provides access to free menstrual products at Central Library, Regent Place and Glen Elm branches. It resumed when RPL reopened in July 2020.

From July 2020 to February 2021, over 1,000 products were dispensed through the libraries in these three communities. In addition to meeting a direct customer need, it has made our spaces and collections more accessible to a community that may not otherwise visit a public space.

The Menstrual Equity Project also led to a partnership with the United Way's Tampon Tuesday initiative, increasing awareness of menstrual inequity in our community, and of RPL as a valued community partner and a resource for people in need of access to menstrual products.

RPL is considering expanding the program to additional branches where vulnerable populations could benefit from the service.

Evolving as an organization

Reorganization

RPL began a restructuring project in fall 2021 with the intent to flatten senior levels of management by introducing five streams of business: Service Innovation, Customer Experience, Central Library, Branch Libraries, and Finance and Strategy. The new reporting structure breaks down silos and encourages cross-unit cooperation and synergy, to focus on customer experience, responsiveness, and innovation. It is designed to position the library as a resilient organization able to meet current needs with an eye on the future.

Improving efficiencies – Central Library

RPL continues to identify operational efficiencies throughout its workplace. In 2021 we amalgamated the Central Adult and Central Children's staff. Prior to this, each group was considered a separate work unit with individual knowledge and skill sets. Through this change we can improve deployment of staff to where they're needed and creates a family-friendly environment throughout the building. To augment this change, early literacy training was provided to all staff to better understand the needs of children.

Unit reviews

We continue to conduct unit reviews to identify opportunities to increase efficiency, assess risk, reduce costs, and ensure brand alignment. Reviews of the library's Physical Plant; Human Resources; Outreach Services; and Collections, Acquisitions, and Technical Services Units have been completed to date.

Reviews have helped to identify or confirm known issues and potential solutions, including broader support for necessary actions.

Examples of changes to date include:

- efficiencies in staffing processes including the introduction of online recruitment software;
- integration of library collections for customers living with disabilities, and equipment to support them; and
- elimination of one of our two methods of sorting and categorizing RPL collections to improve processing and shelving efficiency while ensuring customers could still find materials easily.

Brand and workplace culture

A brand management plan was approved, and a rollout plan is being finalized for 2022. Tools and supports are provided to staff, as managers and leadership collaborate on updating approaches to RPL's work and service offerings, ensuring that the workplace is focused on brand and brand is embedded into all we do; that customers are provided with an exceptional experience worth sharing; and that the perceived value of the library to the community is increased.

A workplace culture plan was developed to focus on creating a respectful workplace with a customer-centred culture. A staff committee supports outcomes identified in the plan including creating a team environment that fosters a commitment to providing quality customer service to internal colleagues; clearly communicating why services are designed the way they are; ensuring that library policies and procedures are applied consistently across the organization; and reviewing current policies and procedures to ensure they enable quality customer service.

Technological supports for staff

Communico Roam is a staff productivity app designed to consolidate access to various library platforms and services into a single application so staff have easy and convenient workflows to help customers access resources. The Roam app is currently in final development stages and we expect to launch at select branches in November/December 2021.

Human resources during the pandemic

Throughout the year vacancies were managed and, if possible, left unfilled to ensure that services could be offered effectively and efficiently, without the need for long-term layoffs. In July, libraries reopened with no limit on capacity and staff who were working remotely returned to their offices. Recruitment efforts reflected the need to ensure adequate staffing for the re-opening. Faced with unprecedented circumstances, employees

throughout the organization exemplified adaptability, flexibility and creativity as each new situation unfolded.

2021 Service Plan Actions

In addition to the work discussed above, the following section outlines the work we have undertaken, or plan to undertake, to advance outcomes and goals of the RPL Service Plan, 2019-2021. Specific service plan outcomes for 2021 are categorized according to the four pillars of the RPL mission.

FREE AND OPEN ACCESS TO RESOURCES

- *Customers enjoy greater access to public computers, with fewer restrictions*

Expanded access to lendable laptops and computers

A new six-bay laptop lending kiosk will be launched by year end at another RPL branch location. Staff training is being scheduled for fall/winter 2021.

In fall 2021, 15 new computers with large screen monitors and child-friendly keyboards will be deployed to seven RPL branches. These new computers will feature the library edition of Magic Desktop, which provides a safe environment in which children can grow and learn.

- *Customers benefit from access to technology and digital services, designed to address social and economic inequality*

Circulation of physical items

RPL's physical items saw a small decline in circulation during the pandemic, due to branch closures, reduced hours, and branch capacity limits. Despite these restrictions our circulation numbers remain very strong, demonstrating that our customers continue to appreciate physical books and other materials.

| Period | | Total Checkouts |
|--------|------------------|-----------------|
| 2019 | Jan. 1 – Sept. 1 | 1,035,051 |
| | Jan. 1 – Dec. 31 | 1,505,767 |
| 2020 | Jan. 1 – Sept. 1 | 496,260 |
| | Jan. 1 – Dec. 31 | 833,528 |
| 2021 | Jan. 1 – Sept. 1 | 668,938 |

Circulation of digital items

We've also seen a vast increase in use of digital materials which shows no signs of slowing. In 2019, prior to the pandemic, digital downloads of library resources totaled 220,000. In the first six months of 2021, we've already logged 242,000 checkouts, suggesting that digital circulation will more than double by the end of 2021. Digital circulation accounts for nearly 28 per cent of our overall circulation – a significant increase over years past.

COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET

- *Customers participate in library programs that reflect Regina's growing diversity*

Diverse online programs

Dunlop Art Gallery collaborated with local community organizations including the Regina Open Door Society, CNIB, SaskAbilities, and MultiFaith Saskatchewan to offer a variety of online programs.

The Saskatchewan Visual Art Project, which RPL undertook with MultiFaith Saskatchewan, featured art from 32 local high school students. Originally offered as an online exhibition, Dunlop staff quickly adapted it and moved it into Central Library upon re-opening.

Earlier this year, MultiFaith Saskatchewan presented the Dunlop with an award to recognize its ongoing partnership and commitment to community.

- *Customers from all life stages and backgrounds feel welcome and comfortable participating in library programs*

Outreach supports

RPL's physical Outreach Office was closed for much of the year but continued to provide accessible materials for loan including accessible audio formats and large print materials. We increased access to Mp3 audio books and moved assistive technologies, including a text-to-speech device and print enlarger, into the main areas of Central Library. Delivery of materials to homebound customers continued throughout the pandemic. New accessibility training was provided to customer service staff at Central Library to support Outreach customers.

- *Customers have access to Indigenous programming tied to reconciliation at all library locations*

Indigenous storytelling sessions

RPL worked with local schools to deliver 50 online storytelling sessions to over 10,000 students, teachers, and members of the public, expanding the reach of Saskatchewan Indigenous Storytelling month.

Response to the online offering was overwhelmingly positive, reflected in a 35% increase over 2020's in-person attendance. Evaluations reveal that students and teachers learned new information, felt increased confidence with the subject matter and were encouraged to continue learning. Customer comments included:

- *Our storyteller was wonderful! Super engaging, knowledgeable.*
- *Thank you very much - great learning opportunity that connects to MANY curricular outcomes :)*
- *Thank you so much! These Zoom calls make your important programs so accessible for school! Please consider continuing these even after the pandemic is over :)*

We will explore a hybrid model in 2022 aimed at providing options for teachers who wish to connect their students with Saskatchewan Indigenous Storytellers.

Decolonize YQR: Monthly TRC workshops

RPL partnered with Reconciliation Regina to present monthly workshops facilitated by Indigenous community leaders dedicated to supporting a safe, diverse, and inclusive environment that educates, energizes, and inspires creativity and transformation. This helps ensure that we address issues of relevance to the community, while creating space for dialogue and discussion.

Topics to date have included: Understanding Colonization, Decolonizing our Minds, Hearts, Urban Spaces, and Decolonization and Racism. Attendance is high, averaging 55 participants per program, with at least 90% of evaluation responses indicating:

- An increase in knowledge of the subject (90%)
- Increased confidence with the subject (95%)
- Feeling encouraged to pursue future learning/reading (99%)

Customer comments have been overwhelmingly positive:

- *I am mixed-race Polynesian, first generation born and raised in the US. The speakers reminded me very much of my mother and grandmother and the experience of decolonizing thinking through the practice of listening to elders and storytelling. I would recommend to those looking to have that experience and found it nourishing and healing.*
- *Fantastic presentation. I learned so much!*
- *I applaud RPL for initiating this series and truly hope that many people learned from John Lagimodière's excellent, condensed overview of the History of Métis People, and are inspired to read and explore more of the recommended resources. I hope readers and listeners are also moved to increase their children and grandchildren's learning of, and respect for, Indigenous History and Indigenous People. Thank you for this very informative and very inspirational beginning.*

We plan to continue the series through the remainder of 2021.

PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY, AND DISCOVERY

- *Regina students, teachers, parents, and community organizations recognize the library as a trusted partner that supports student success*

Literacy services at City PlayEscapes locations

Building on the success of our 2020 partnership with the City of Regina (CoR), we expanded our collaborative efforts with the PlayEscapes program to provide literacy training to all PlayEscapes staff, who now have a greater understanding of the importance of summer learning. We installed temporary libraries in three PlayEscapes locations and continue to distribute Summer Learning Kits to PlayEscapes campers.

Over 1,000 Regina children living in vulnerable circumstances have received one of RPL's Summer Learning Kits, which contain books and activities that support and inspire learning at home during the critical summer months.

Level Up!

RPL's summer learning program was redesigned in 2021 to focus less on incentivizing participation with small prizes in favour of providing children with a broad range of fun and engaging reading and learning activities. We adapted our in-person presentation strategy and created easily-accessible online presentations to promote *Level Up!* in classrooms affected by pandemic restrictions.

Over 4,500 children participated in classroom presentations that were customized for three different age ranges. Feedback from teachers was exceedingly positive, and will inform a hybrid approach for 2022, with both online and in person options for teachers to choose from.



Looking Forward to 2022

New Strategic Plan

Work progresses on a new strategic plan for the organization with the intent to introduce it in fall 2021 for execution starting in 2022. While the plan is in final development, it will draw on the balance between responsiveness and innovation to guide the library forward.

Key concepts include:

- **Responsive customer service:** while we continuously receive positive and glowing feedback from our customers, we continually strive to improve our customer service. We will be delving deeper into the mechanics of responsive customer service by increasing our understanding of what our customers want, further educating our employees to meet customer demands, and employing technology to enhance self-service options, while still maintaining a friendly, supportive staff to provide a “human” library experience.
- **Innovation:** We are committed to expanding innovation at the library, and for our customers. We will provide our employees with the tools they need to explore new ideas, new offerings, and new approaches to our work. We value collaboration and are seeking to integrate our work units to encourage cross-pollination of ideas. An innovative workplace will improve the customer experience by offering new and sometimes surprising offerings that align with wants and needs.

Sherwood Village Refresh

Planning will commence for a refresh of RPL’s Sherwood Village Branch in fall 2021. It will include a new layout, new shelving, painting, and carpeting.

Indigenous Services Strategy

RPL’s Indigenous Services Advisor has drafted an Indigenous Services Strategy to ensure all aspects of RPL operations incorporate a connection to our shared treaty history. The next step is to engage our Indigenous partners in the planning process to ensure that it accurately captures their perspectives.

Our Indigenous Services Strategy will serve as a blueprint for working alongside Regina's Indigenous community to provide programs, services, spaces, and collections that are relevant and reflect an inclusive perspective. It will ensure that our Indigenous customers, partners, and community members see themselves represented in their public library, and guide RPL in supporting the whole community as we experience and work toward reconciliation.

Digital technology

The technology in our Digital Media Studio has fulfilled a need that was previously unknown in our community by providing free access to powerful tools to create films, video, sound recordings, and more. The studio is booked continuously by people with a range of needs including a teacher encouraging students to express themselves through music; a young music video producer fleshing out his portfolio; grandparents recording storytelling for grandkids in another province; and an Indigenous singer/dancer recording traditional dancing and music to share with family and friends.

A key focus for 2022 will be to connect customers with some of the more portable technology such as high-powered film and video editing software. We will offer access to professional creators in commercial and artistic sectors, such as video game development and virtual reality, and music, film and video. We also plan to expand services offered at the Digital Media studio into some of our other branches.

Outreach

In 2021 we partnered with the United Way of Regina to offer iPads to homebound customers, and in 2022 we will expand that service and look into other digital supports for Outreach customers.

We will increase accessibility throughout the organization with additional CNIB beacons in our branches. The beacons are used by community members with sight loss to navigate urban centres through a smart phone app.

Dunlop programming

Dunlop Art Gallery and RPL Film Theatre will offer online and in-person programming into 2022, building on our learning that some audiences prefer the flexibility and convenience of the online format.

MS365 Intranet Portal

RPL's aging, developer-managed Drupal intranet site will be replaced with a fully integrated digital workplace that includes automated document publishing workflows and decentralized content management to manage document and information sharing practices more effectively with all employees.

Projection Gaming Space for Children and Young Adults

We will introduce a new interactive technology experience to bring library customers together in a welcoming and fun way using the BEAM Interactive Projector Game System. The system allows kids to run, jump, and pounce as they participate in interactive learning games.

My Events Guide

The initial launch of the My Event Guide service is a foundational first step to offering customers personalized services for managing awareness for and attendance at RPL events. We plan to expand this service to include Film Screenings and Dunlop Art Gallery Exhibitions and provide users with options that will allow us to customize an event guide for them based on their defined interests and past attendance history.

In Closing

The world's response to COVID-19 continues, and at this point it is hard to tell what might happen next. Regardless, RPL has taken its learnings from this situation and used them to adapt and prepare for the future. Libraries and library services have changed because of this situation and the impact it has had on our community. We know that our near future will not be "back to normal" – there will be a new normal, and we will be there to help shape it.

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2022 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

| | 2022 Budget \$ (Unaudited) | 2021 Budget \$ (Unaudited) | 2022 Budget vs. 2021 Budget \$ Change |
|---|---|---|--|
| Statement of Operations | | | |
| Revenue: | | | |
| Taxes and Grants: | | | |
| City of Regina tax levy (Note 1) | 23,765,807 | 22,731,254 | 1,034,553 |
| Grants-in-lieu of taxes | 1,534,014 | 1,522,105 | 11,909 |
| Provincial services agreement | 612,593 | 612,593 | - |
| Other grants | 236,800 | 231,800 | 5,000 |
| | 26,149,214 | 25,097,752 | 1,051,462 |
| Other Revenue: | | | |
| Other revenue | 694,460 | 772,357 | (77,897) |
| Total Revenue | 26,843,674 | 25,870,109 | 973,565 |
| Expenses: | | | |
| Operating Expenses: | | | |
| Library Services | 12,087,795 | 11,810,478 | 277,317 |
| Customer Experience | 6,237,535 | 5,283,817 | 953,718 |
| Service Innovation | 3,430,191 | 3,265,913 | 164,278 |
| Finance & Strategy | 2,020,043 | 1,953,995 | 66,048 |
| Governance | 95,360 | 121,100 | (25,740) |
| Total Expenses before Amortization | 23,870,924 | 22,435,303 | 1,435,621 |
| Amortization Expense | 2,727,000 | 2,750,000 | (23,000) |
| Total Expenses | 26,597,924 | 25,185,303 | 1,412,621 |
| Annual Surplus from Operations | 245,750 | 684,806 | (439,056) |
| Funding Adjustments | | | |
| Adjustments for non cash items | | | |
| Amortization of Capital Assets | 2,727,000 | 2,750,000 | (23,000) |
| Employment Benefits Obligation | 31,000 | 43,000 | (12,000) |
| | 2,758,000 | 2,793,000 | (35,000) |
| Funding Provided from Operations | 3,003,750 | 3,477,806 | (474,056) |

Note:

1 Includes supplementary taxes of \$40,000 (2021 - \$40,000).

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2022 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

| | DRAFT 2022 Budget \$ | 2021 Budget \$ | 2022 Budget vs. 2021 Budget \$ Change |
|---|---|-------------------------------|--|
| Capital: | | | |
| Ongoing: | | | |
| Library Materials (Note 2) | 1,497,000 | 1,855,000 | (358,000) |
| Building | - | - | - |
| Furniture and Equipment | 160,000 | 160,000 | - |
| Information Technology | 663,250 | 752,806 | (89,556) |
| Land Improvements | - | - | - |
| Shelving | 60,000 | 60,000 | - |
| Vehicles | 30,000 | - | 30,000 |
| | 2,410,250 | 2,827,806 | (417,556) |
| Major Projects: | | | |
| Branch Development (Note 3) | 620,000 | 620,000 | - |
| Special: | | | |
| Total Capital | 3,030,250 | 3,447,806 | (417,556) |
| Net Funding Requirements | 26,500 | (30,000) | 56,500 |
| Less other sources of funds: | | | |
| Planned Funding from Reserves | - | - | - |
| From DAG Reserve | (26,500) | - | (26,500) |
| From Vehicle Reserve | (30,000) | - | (30,000) |
| | (56,500) | - | (56,500) |
| Add other uses of funds: | | | |
| Planned Contributions to Reserves | - | - | - |
| Planned Contributions to Appropriated Reserves - Vehicles | 30,000 | 30,000 | - |
| Planned Funding to DAG Reserves | - | - | - |
| | 30,000 | 30,000 | - |
| Net Budget (Note 4) | - | (0) | 0 |

Notes:

2 Starting with the 2022 Budget, eBooks/eAudiobooks are expensed rather than capitalized. The decrease in capitalized Library Materials is offset by an increase in Customer Experience operating expenses. The total 2022 Budget for capital and non-capital library materials combined is \$2,770,000 (2021 = \$2,534,000).

3 Cost estimates include on-going branch renewal.

4 \$0 indicates a balanced budget.

THE REGINA PUBLIC LIBRARY BOARD

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

Year ended December 31

| | 2022 Budget \$ | 2021 Budget \$ | 2022 Budget vs. 2021 Budget \$ Change |
|-------------------------------|-------------------------------|-------------------------------|--|
| | (Unaudited) | (Unaudited) | |
| EXPENSES | | | |
| Wages, benefits and honoraria | 15,066,852 | 14,732,221 | 334,631 |
| Purchased goods and services | 8,788,072 | 7,680,082 | 1,108,653 |
| Interest | 16,000 | 23,000 | (7,000) |
| Amortization | 2,727,000 | 2,750,000 | (23,000) |
| Net expenses | 26,597,924 | 25,185,303 | 1,413,284 |

THE REGINA PUBLIC LIBRARY BOARD**Schedule 2****SCHEDULE OF LIBRARY MATERIALS**

Year ended December 31

| | 2022 Budget \$ (Unaudited) | 2021 Budget \$ (Unaudited) | 2022 Budget vs. 2021 Budget \$ Change |
|-------------------------|---|---|--|
| Books | 1,192,000 | 1,075,000 | 117,000 |
| e-books (Note 1) | - | 450,000 | (450,000) |
| DVDs | 245,000 | 260,000 | (15,000) |
| Sound recordings | 60,000 | 70,000 | (10,000) |
| Net expenditures | 1,497,000 | 1,855,000 | (358,000) |

Note 1

e-books no longer qualify as capital assets. These purchases are now expensed.



2022 Budget Submission - Service Partners

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

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.

ISSUE

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

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

None with respect to this report.

COMMUNICATIONS

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

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

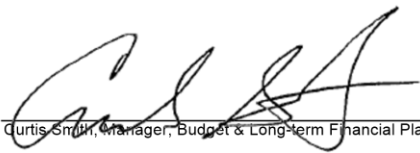
On July 7, 2021 (EX21-50), the Executive Director, Financial Strategy & Sustainability presented an Economic and Preliminary 2022 Budget Development Update to the Executive Committee.

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 |
| Operations: | | | | |
| Day-to-Day | (12,014,517) | (10,524,800) | (8,953,856) | (12,861,846) |
| Stadium Ops & Maintenance | - | - | 485,788 | - |
| Total Operations | (12,014,517) | (10,524,800) | (8,468,068) | (12,861,846) |
| Sports, Recreation & Rentals: | | | | |
| 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 |
| Total Sports, Recreation & Rentals | 5,700,379 | 9,255,550 | 6,907,735 | 6,561,632 |
| Major Tenants: | | | | |
| 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 |
| Total Major Tenants | 2,548,350 | 1,289,701 | (45,102) | 2,669,579 |
| Events: | | | | |
| Community & New Events | 134,411 | (8,364) | (65,988) | 86,953 |
| Brandt Center Events | 924,133 | - | 154,529 | 777,416 |
| Total Events | 1,058,544 | (8,364) | 88,540 | 864,368 |
| Signature Events: | | | | |
| QCX | 253,499 | (119,894) | (9,560) | 223,464 |
| CFS | 1,144,108 | (236,172) | (58,933) | 1,304,909 |
| Total Signature Events | 1,397,607 | (356,065) | (68,493) | 1,528,373 |
| Major Events: | | | | |
| Stadium Concerts | 766,440 | - | - | 696,700 |
| Grey Cup / National Event | 779,314 | - | (1,668) | 705,273 |
| Total Major Events | 1,545,754 | - | (1,668) | 1,401,973 |
| Total | 236,115 | (343,978) | (1,587,056) | 164,078 |

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

Mission

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



Vision

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



Corporate Values

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



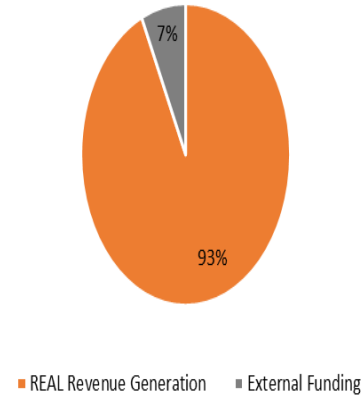
Statement of Income

| | Forecast 2021 \$ | Budget 2021 \$ | Actual 2020 \$ | Actual 2019 \$ | Actual 2018 \$ | Actual 2017 \$ | Actual 2016 \$ |
|---|------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Revenues | | | | | | | |
| 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 |
| | 26,170,821 | 37,910,009 | 15,557,306 | 44,819,440 | 43,391,791 | 43,986,954 | 29,928,689 |
| Expenses | | | | | | | |
| 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 |
| | 29,791,729 | 40,015,919 | 21,211,217 | 44,655,362 | 42,688,614 | 43,471,519 | 29,226,699 |
| (Loss) Earnings from Operations | (3,620,908) | (2,105,910) | (5,653,911) | 164,078 | 703,177 | 515,435 | 701,990 |
| Government COVID-19 assistance | 3,276,930 | - | 4,066,855 | - | - | - | - |
| (Loss) Earnings before amortization and interest | (343,978) | (2,105,910) | (1,587,056) | 164,078 | 703,177 | 515,435 | 701,990 |
| Revenue Growth | 68.22% | 143.68% | -65.29% | 3.29% | -1.35% | 46.97% | -0.88% |
| Expense Growth | 40.45% | 88.65% | -52.50% | 4.61% | -1.80% | 48.74% | 2.41% |
| Operating Margin | -13.84% | -5.56% | -36.34% | 0.37% | 1.62% | 1.17% | 2.35% |

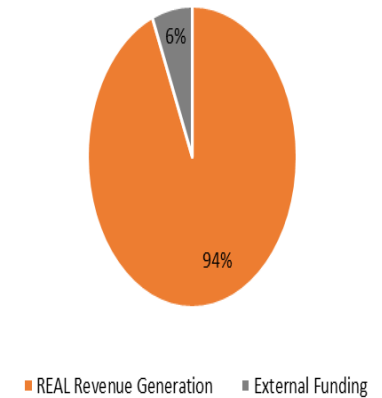
REAL Revenue

- 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

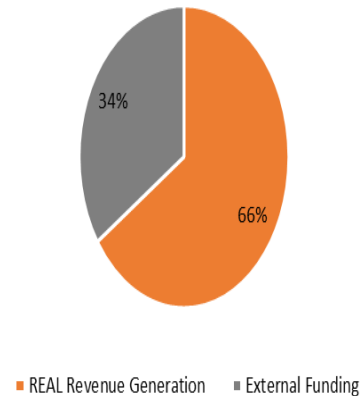
Actual 2018



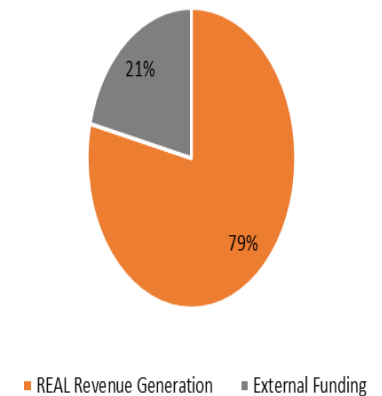
Actual 2019



Actual 2020

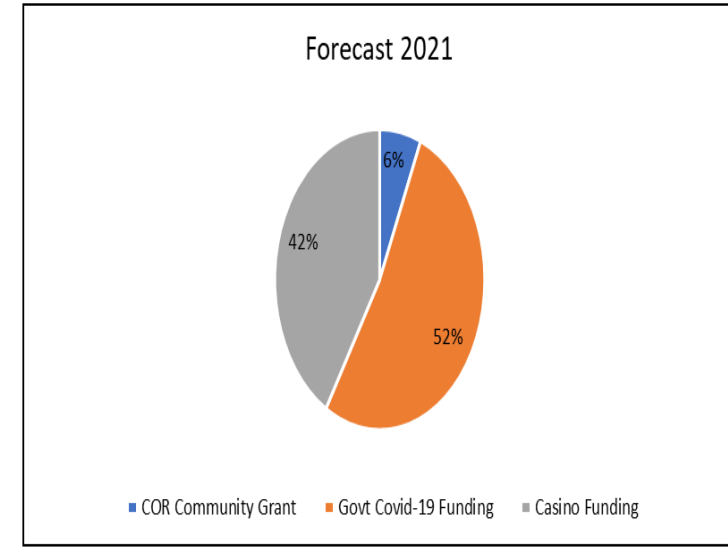
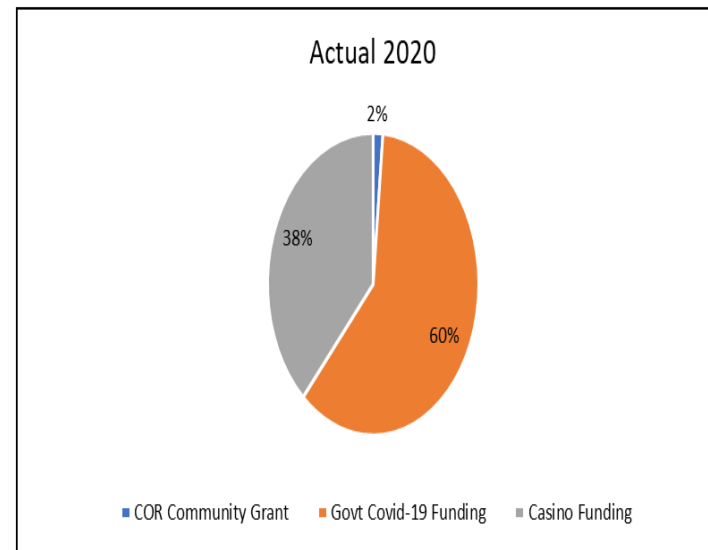
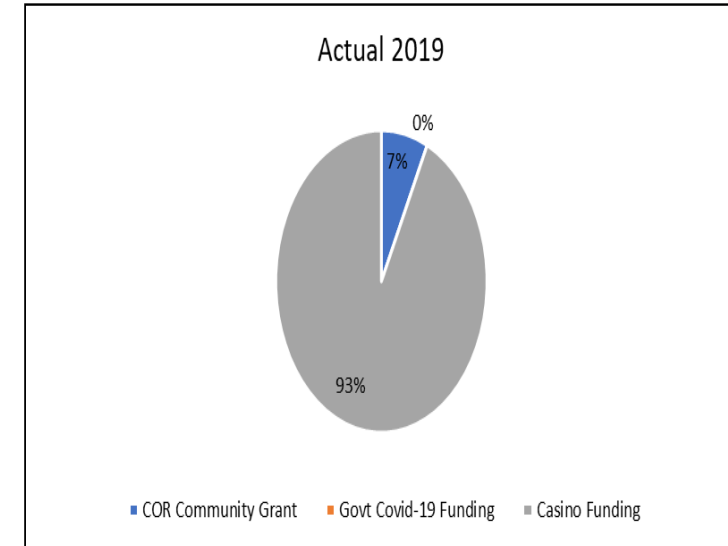
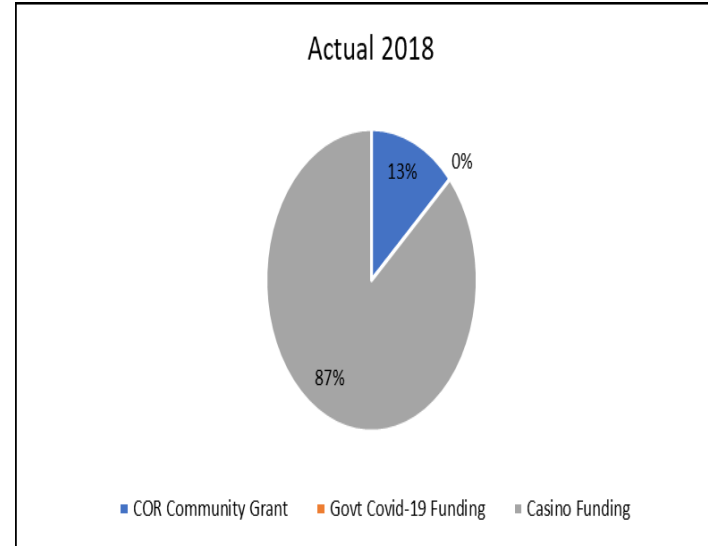


Forecast 2021



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

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

REAL ESTABLISHED 1884
REGINA EXHIBITION ASSOCIATION LIMITED



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

- ***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

Risks

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

Opportunities

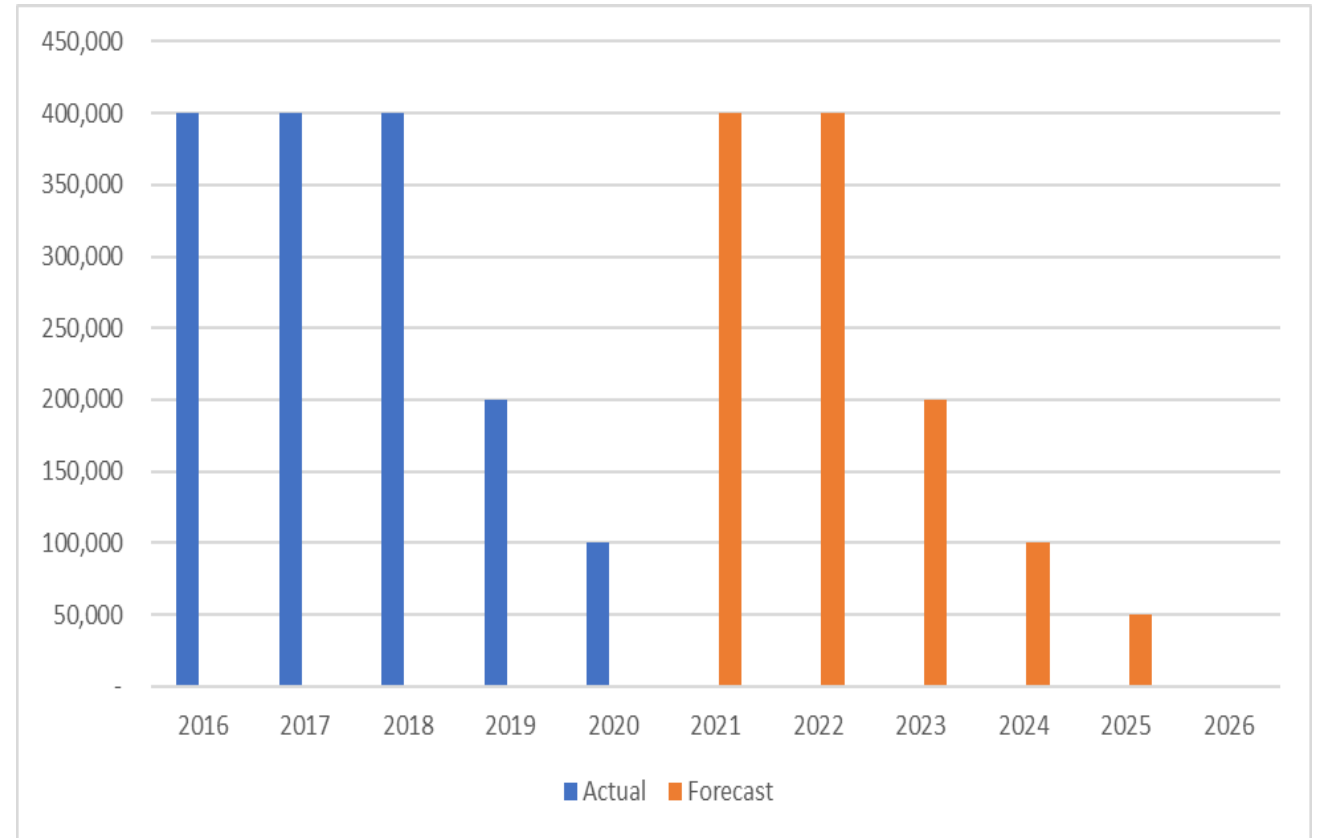
- **IceVille** – continue the success of Canada's largest manmade rink
- **Frost @ REAL** – introduce a new way to celebrate winter on REAL's campus
- **Brandt Centre Events** – capitalize on the industry's excitement to be back
- **CFS** – build off the overwhelming success of this year's virtual event
- **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 2022 \$</i> | <i>Forecast 2021 \$</i> | <i>Actual 2020 \$</i> | <i>Actual 2019 \$</i> | <i>Actual 2018 \$</i> | <i>Actual 2017 \$</i> | <i>Actual 2016 \$</i> |
|---|-------------------------------|---------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Revenues | | | | | | | |
| 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 |
| | 44,699,212 | 26,170,821 | 15,557,306 | 44,819,440 | 43,391,791 | 43,986,954 | 29,928,689 |
| Expenses | | | | | | | |
| 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 |
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| Government COVID-19 assistance | - | 3,276,930 | 4,066,855 | - | - | - | - |
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| Revenue Growth | 70.80% | 68.22% | -65.29% | 3.29% | -1.35% | 46.97% | -0.88% |
| Expense Growth | 49.25% | 40.45% | -52.50% | 4.61% | -1.80% | 48.74% | 2.41% |
| Operating Margin | 0.53% | -13.84% | -36.34% | 0.37% | 1.62% | 1.17% | 2.35% |

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 |
| Operations: | | | | |
| Day-to-Day | (12,014,517) | (10,524,800) | (8,953,856) | (12,861,846) |
| Stadium Ops & Maintenance | - | - | 485,788 | - |
| Total Operations | (12,014,517) | (10,524,800) | (8,468,068) | (12,861,846) |
| Sports, Recreation & Rentals: | | | | |
| 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 |
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| WHL Hub | - | 61,161 | - | - |
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| CFS | 1,144,108 | (236,172) | (58,933) | 1,304,909 |
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| Stadium Concerts | 766,440 | - | - | 696,700 |
| Grey Cup / National Event | 779,314 | - | (1,668) | 705,273 |
| Total Major Events | 1,545,754 | - | (1,668) | 1,401,973 |
| Total | 236,115 | (343,978) | (1,587,056) | 164,078 |



In Summary...



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

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.

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.

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.

... 2

- 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.

... 3

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

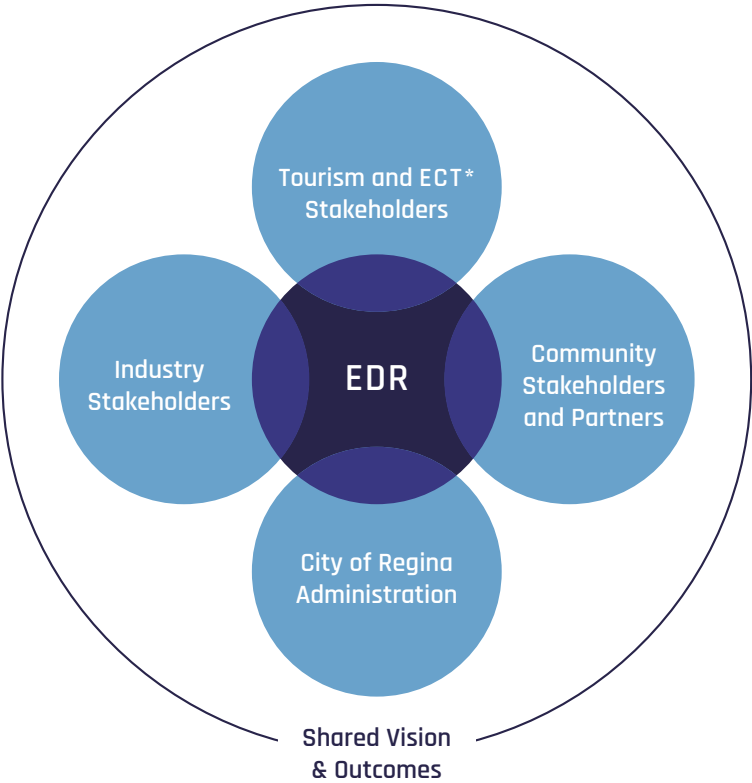
VISION

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

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Farm Credit Canada

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MARK LANG
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Managing Partner, KPMG LLP

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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.

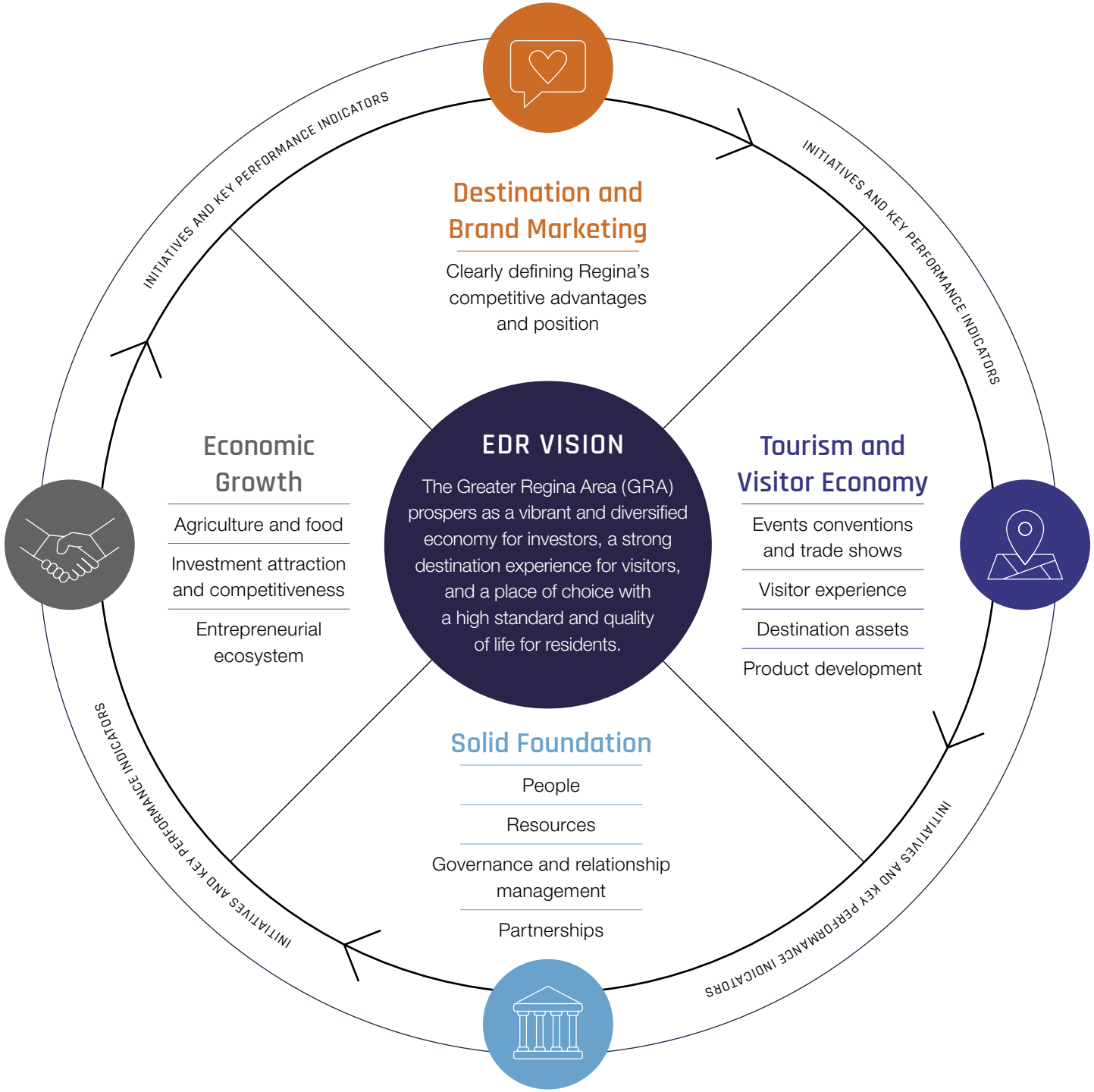
2022 STRATEGIC PRIORITIES

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 tradeshows, 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 |

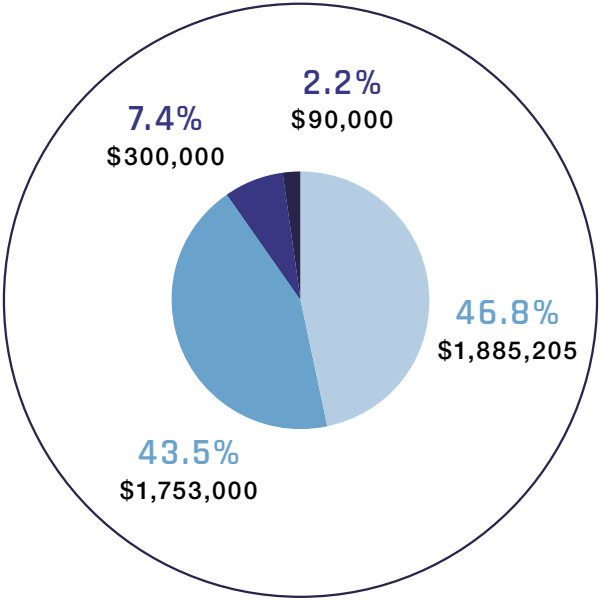
EXPENSES

| | | | | |
|-----------------------------|-----------|-----------|-----------|-----------|
| 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

Economic Development Regina Inc.

P: 306-789-5099

TF: 1-800-661-5099

info@economicdevelopmentregina.com

economicdevelopmentregina.com

tourismregina.com





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.

... 2

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> | Province | City | University | Total |
|--------------------------------------|-----------------|-----------------|-------------------|------------------|
| 2021-22 Funding | \$ 7,856 | \$ 2,119 | \$ 800 | \$ 10,125 |
| 2022-23 Funding Increase | - | - | - | - |
| Total 2022-23 Funding Request | \$ 7,856 | \$ 2,119 | \$ 800 | \$ 10,125 |

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 |
|--|----------------------|------------------|
| Capital Upgrades/Improvements | | |
| - 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 | | |
| TOTAL | | \$600,000 |

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 17th 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 Actual (\$000s) | 2021-22 Budget (\$000s) | 2021-22 Aug Forecast (\$000s) | 2022-23 Draft Budget (\$000s) |
|---|-------------------------------|-------------------------------|-------------------------------------|-------------------------------------|
| Revenue | | | | |
| 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 |
| Total Revenue | 11,556 | 12,400 | 12,402 | 12,215 |
| Expenses | | | | |
| 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 | - | - | - |
| Total Expenses | 12,954 | 13,150 | 12,816 | 12,965 |
| Surplus (Deficit) | (1,398) | (750) | (413) | (750) |
| Accumulated Surplus, beginning of year | 11,829 | 10,430 | 10,430 | 10,017 |
| Accumulated Surplus, end of year | 10,430 | 9,680 | 10,017 | 9,267 |

APPENDIX B



VISION

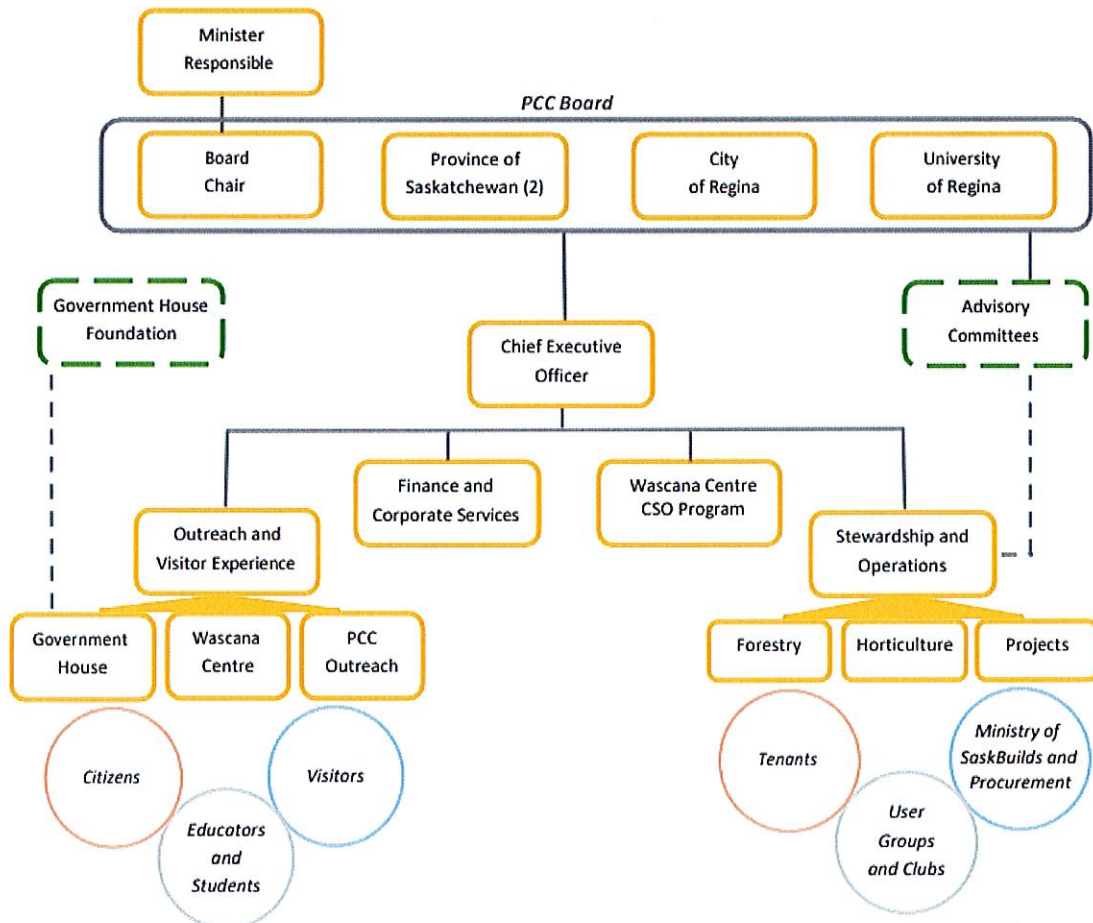
Inspiring pride and fostering connections to Saskatchewan's Capital City.

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.



BYLAW NO. 2021-79

THE 2022 ALLEY MAINTENANCE SPECIAL TAX BYLAW, 2021

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to levy a special tax to raise money for alley maintenance under the City of Regina Alley Maintenance Program.
- 2 The authority for this Bylaw is section 275 of *The Cities Act*.

Definitions

- 3 In this Bylaw:

“**alley**” means a public highway within the City of Regina that is primarily intended to give vehicles access to the rear of real property;

“**Director**” means the person appointed to the position of Director of Assessment, Tax & Utility Billing for the City of Regina;

“**flankage**” means the longer side of a lot, including an irregularly shaped lot;

“**general maintenance**” includes blading, tree pruning, mowing, permanent patching or other work required to keep the alley in a reasonable state of repair or to allow maintenance equipment to access the alley;

“**gravel alley**” means any alley that is not a paved alley;

“**paved alley**” means an alley that is surfaced with asphalt regardless of the condition or attributes of the subsurface of the alley.

Levy

- 4 Subject to section 6, the City of Regina will charge the following levies to raise revenue to pay for alley maintenance in 2022:
 - (a) \$2.72 per assessable foot against properties abutting or flanking gravel alleys; and
 - (b) \$3.90 per assessable foot against all properties abutting or flanking paved alleys.

Rate

- 5 The Director will determine the assessable frontage of each property abutting an alley to which the rates in section 4 apply.

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

City Solicitor

- 6 The Director will determine the assessable flankage of each property flanking an alley to which rates in section 4 apply in a manner consistent with the City's policy for determining an equivalent front footage for irregular shaped lots.
- 7 Where a property to which section 4 applies both abuts and flanks an alley, such property shall only be assessed a levy for the portion of the property that abuts the alley.

Planned Work

8(1) The work planned for gravel alleys includes:

- (a) general maintenance;
- (b) spot gravelling;
- (c) catch basin cleaning;
- (d) drainage improvements;
- (e) reconstruction and gravel refreshing; and
- (f) snow plowing.

(2) The work planned for the paved alleys includes:

- (a) general maintenance;
- (b) reconstruction;
- (c) drainage improvements;
- (d) sweeping; and
- (e) snow plowing.

Estimated Cost

9 The estimated cost of providing alley maintenance services in 2022 is:

- (a) \$1,676,532 for gravel alleys; and
- (b) \$3,486,313 for paved alleys;

for a total estimated cost of \$5,162,845.

Review

- 10(1) Where the owner of property against which the special tax is levied believes that a specific error has been made in the application or calculation of the special tax on the property, the owner may, in writing, request the Director to review the specific error.
- (2) The Director must receive the request in subsection (1) within 30 days from the date on which the notice of taxation respecting the property was mailed.
- (3) Upon receipt of a request in subsection (1), the Director will:
- (a) review the application or calculation of the special tax on the property specifically with respect to the alleged error; and
 - (b) provide a written response to the owner of the findings of the review.
- (4) Where the Director determines that an error has been made in the calculation or the application of the special tax on a property, the Director must take whatever action is necessary to correct the error on the tax roll.

Excess Revenue

- 11 If there is excess revenue from the 2022 special tax levied pursuant to this Bylaw as of December 31, 2022, then the excess revenue shall be considered deferred revenue and used for alley maintenance services in subsequent years.

In Force

- 12 This Bylaw comes into force on January 1, 2022.

READ A FIRST TIME THIS 16th DAY OF December 2021.

READ A SECOND TIME THIS 16th DAY OF December 2021.

READ A THIRD TIME AND PASSED THIS 16th DAY OF December 2021.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

ABSTRACT

BYLAW NO. 2021-79

THE 2022 ALLEY MAINTENANCE SPECIAL TAX BYLAW, 2021

PURPOSE: To levy a special tax to raise money for alley maintenance.

ABSTRACT: The bylaw imposes a special tax based on the assessable frontage and flankage of all properties abutting alleys on their rear property line or flank to raise revenue for alley maintenance for 2022. The Director will determine the assessable flankage of that property in a manner consistent with the City's policy for determining an equivalent front footage for irregular shaped lots to ensure all properties with alley access will be charged an equitable amount for alley maintenance. The tax rate is \$2.72 per assessable foot for gravel alleys and \$3.90 per assessable foot for paved alleys. The estimated annual cost of providing alley maintenance is \$5,162,845. A property owner may request that the Director review the application or calculation of the tax on a property if the owner considers that an error or omission was made. As required by section 278(2) of *The Cities Act*, the Bylaw states that any excess revenue will be held in reserve and used for alley maintenance in future years.

**STATUTORY
AUTHORITY:** Section 275 of *The Cities Act*

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: Subsections 275(3) and 278(2) of *The Cities Act*; *Public Notice Policy Bylaw*, Bylaw No. 2003-8. Public Notice was provided in the Leader Post, the City's public notice board and City's website on December 4, 2021 and December 11, 2021.

REFERENCE: City Council, December 15, 2021, CM21-23.

AMENDS/REPEALS: N/A

CLASSIFICATION: Regulatory

INITIATING DIVISION: Citizen Services

INITIATING DEPARTMENT: Roadways & Transportation

BYLAW NO. 2021-82

THE REGINA WATER AMENDMENT BYLAW, 2021

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 Bylaw No. 8942, being *The Regina Water Bylaw*, is amended in the manner set forth in this Bylaw.
- 2 Clauses 7(b) and (c) are repealed and the following substituted:

“(b) payment of a fixed setup fee set out in Item #12(a) of Schedule “A”, a weekly rental fee set out in Item #12(b) of Schedule “A”, plus a volume charge set out in Schedule “B”;
- 3 Schedule “A” is repealed and the attached Schedule “A” substituted.
- 4 Schedule “B” is repealed and the attached Schedule “B” substituted.
- 5 This Bylaw comes into force January 1, 2022.

READ A FIRST TIME THIS 16th DAY OF December 2021.

READ A SECOND TIME THIS 16th DAY OF December 2021.

READ A THIRD TIME AND PASSED THIS 16th DAY OF December 2021.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

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

City Solicitor

**SCHEDULE “A”
FEES AND CHARGES**

| Item | Fee Description- Section Reference | Amount |
|-------------|--|---------------|
| 1 | Service fee – s.5(4) | \$25.00 |
| 2 | Reconnection fee – s. 10(2)(b) | \$75.00 |
| 3 | Handling fee for NSF cheques - s.10(3) | \$20.00 |
| 3.1 | Transfer of Misapplied Payments – s.10(6) | \$15.00 |
| 4 | Monthly interest rate on overdue accounts - s. 9(3) | 1.25% |
| 5 | Fee for collecting or transferring overdue charges to property taxes - s. 10(4) | \$25.00 |
| 5.1 | Fee for issuing Delinquent Notice - s. 10(5) | \$15.00 |
| 6(1) | Fee to replace a broken seal - s.15(6) | \$35.00 |
| 6(2) | Water Meter Repair or Replacements s. 15(6) | |
| | Meter Interface Unit (MXU) only | \$187.00 |
| | MXU replaced at the same time as a meter | \$172.00 |
| | 15 mm (5/8”) meter | \$162.00 |
| | 20 mm (3/4”) meter | \$237.50 |
| | 25 mm (1”) meter | \$262.50 |
| | 40 mm (1½”) meter | \$652.50 |
| | 50 mm (2”) meter | \$950.00 |
| | 75 mm (3”) or larger | ** |
| 7(1) | Removal of 15mm meter and installation of 20mm meter - s. 17(1)(a) | \$237.50 |
| 7(2) | Removal of 20mm meter and installation of 15mm meter - s. 17(1)(f) | \$162.50 |
| 7(3) | Removal of 15mm meter and installation of 25mm meter - s. 17(1)(a) | \$262.50 |
| 7(4) | Removal of 20mm meter and installation of 25mm meter - s. 17(1)(a) | \$262.50 |
| 7(5) | Removal of 25mm meter and installation of 15mm meter - s. 17(1)(f) | \$162.50 |
| 7(6) | Removal of 25mm meter and installation of 20mm meter - s. 17(1)(f) | \$237.50 |
| 7(7) | Removal of meter larger than 25mm and installation of any other sized meter - s. 17(1)(a) and (f) | ** |
| 9(1) | Removal and testing of water meter 25 mm or smaller - s. 17(1)(e) | \$87.50 |
| 9(2) | Removal and testing of water meter larger than 25mm - s. 17(1)(e) | ** |
| 10 | Removal or installation of water meter for irrigation outlet -s. 17(1)(c) | \$210.00 |
| 11 | Replacement or reconstruction of a residential service pipe - s. 19(2)(a) | |
| | (a) Standard fee | \$1630.00 |
| | (b) Reduced fee (for owners living in serviced premises who qualify under policy adopted by Council) | \$815.00 |
| 12 (a) | Fire Hydrant: setup fee for 2022 – s.7(b) | \$250 |
| | Fire Hydrant: setup fee for 2023 and thereafter -s.7(b) | \$250 |
| 12(b) | Fire Hydrant rental charge per week for 2022 -s.7(b) | \$70 |
| | Fire Hydrant rental charge per week for 2023 and thereafter – s.7(b) | \$70 |
| 13 | Water supplied to the Provincial Capital Commission (Wascana Centre Authority) per 100 Cubic meters – s.23 | \$114 |
| 14 | Bulk water sales rate (per cubic meter) – s.13.2 rate for 2022 | \$3.00 |

| | | |
|----|---|--------|
| | Bulk water sales rate (per cubic meter) – s.13.2 rate for 2023 and thereafter | \$3.50 |
| 15 | Hydrant Flow Test -rate for 2022 | \$375 |
| | Hydrant Flow Test -rate for 2023 and thereafter | \$375 |
| 16 | Standard Statement or Consumption report (per account) | \$7 |
| | Account analysis (up to 2 years, per account) | \$20 |
| | Custom Report (per hour of development time) | \$100 |

** As determined by the Director, Water Waste and Environment

**SCHEDULE “B”
WATER RATES 2022**

The rates and charges set out below are effective as of January 1, 2022 and apply to all consumption thereafter. Application of charges occurring during a billing period where a rate change comes into effect may be prorated based on estimated consumption in accordance with section 12.

| | Water Rates | |
|--|--------------------|--|
| Daily Base Charge | | Unmetered Consumption -s.13(3) & 13.1 |
| | 2022(\$) | Assumed Consumption (M³ per day) |
| Water Meter type | | |
| 15 mm/18mm water meter | 0.92 | 1.5 |
| 25 mm water meter | 1.29 | 2.1 |
| 40 mm water meter | 1.66 | 2.7 |
| 50 mm water meter | 2.67 | 4.4 |
| 75 mm water meter | 10.12 | 16.5 |
| 100 mm water meter | 12.88 | 21 |
| 150 mm water meter | 19.32 | 31.5 |
| 200 mm water meter | 26.68 | 43.5 |
| Volume Charge: Charge per M ³ | 2.21 | |

ABSTRACT

BYLAW NO. 2021-82

THE REGINA WATER AMENDMENT BYLAW, 2021

| | |
|-------------------------|--|
| PURPOSE: | To set the rates for water service for 2022. |
| ABSTRACT: | The Bylaw updates the rates for water service for 2022. |
| STATUTORY AUTHORITY: | Section 8 of the <i>Cities Act</i> . |
| MINISTER'S APPROVAL: | N/A |
| PUBLIC HEARING: | N/A |
| PUBLIC NOTICE: | N/A |
| REFERENCE: | City Council, December 15, 2021, CM21-23 |
| AMENDS/REPEALS: | Amends Bylaw 8942, being <i>The Regina Water Bylaw</i> . |
| CLASSIFICATION: | Administrative |
| INITIATING DIVISION: | Citizen Services |
| INITIATING DEPARTMENT: | Water, Waste and Environment |

BYLAW NO. 2021-83

THE WASTEWATER AND STORM WATER AMENDMENT BYLAW, 2021

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 Bylaw No. 2016-24, being *The Wastewater and Storm Water Bylaw, 2016* is amended in the manner set forth in this Bylaw.
- 2 Schedule D is repealed and the attached Schedule D substituted.
- 3 Schedule F is repealed and the attached Schedule F substituted.
- 4 This Bylaw comes into force January 1, 2022.

READ A FIRST TIME THIS 16th DAY OF December 2021.

READ A SECOND TIME THIS 16th DAY OF December 2021.

READ A THIRD TIME AND PASSED THIS 16th DAY OF December 2021.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

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

City Solicitor

SCHEDULE D**MONTHLY WASTEWATER CHARGE**

The rates and charges set out below are effective as of January 1, 2022 and apply to all consumption thereafter. Application of charges occurring during a billing period where a rate change comes into effect may be prorated based on estimated consumption in accordance with section 109 of this Bylaw.

Wastewater Rates
(Billed monthly)
Daily Base Charge (\$)

| Water Meter Type | 2022 |
|---------------------------|-------------|
| 15 mm / 18 mm water meter | 0.71 |
| 25mm water meter | 0.99 |
| 40mm water meter | 1.28 |
| 50mm water meter | 2.06 |
| 75mm water meter | 7.81 |
| 100mm water meter | 9.94 |
| 150mm water meter | 14.91 |
| 200 mm water meter | 20.59 |

| Volume Charge (\$) | 2022 |
|---------------------------|-------------|
| Charge per cubic meter | 1.95 |

Overdue Account

Monthly interest rate on overdue accounts, pursuant to section 105 1.25%

Recycled Water Connection Fee

| | Beginning January 1, 2022 |
|-------------------------------|--------------------------------------|
| Recycled Water Connection Fee | \$0.2838/m ³ |

SCHEDULE F**STORM DRAINAGE SERVICE CHARGE**

The rates and charges set out below are effective as of January 1, 2022 and apply thereafter:

Storm Drainage Infrastructure
Levy Rates - Daily Base Charge (\$)
(Billed monthly)

| Area of Property | 2022 |
|---------------------------------|-------------|
| 0 to 1,000 m ² | 0.62 |
| 1,001 to 3,000 m ² | 1.24 |
| 3,001 to 5,000 m ² | 2.48 |
| 5,001 to 7,000 m ² | 3.72 |
| 7,001 to 9,000 m ² | 4.96 |
| 9,001 to 11,000 m ² | 6.20 |
| 11,001 to 13,000 m ² | 7.44 |
| 13,001 to 15,000 m ² | 8.68 |
| 15,001 to 17,000 m ² | 9.92 |
| 17,001 to 19,000 m ² | 11.16 |
| 19,001 to 21,000 m ² | 12.40 |
| 21,001 to 23,000 m ² | 13.64 |
| 23,001 to 25,000 m ² | 14.88 |
| 25,001 to 27,000 m ² | 16.12 |
| 27,001 to 29,000 m ² | 17.36 |
| 29,001 to 31,000 m ² | 18.60 |
| Over 31,000 m ² | 19.84 |

ABSTRACT

BYLAW NO. 2021-83

THE WASTEWATER AND STORM WATER AMENDMENT BYLAW, 2021

| | |
|-------------------------|---|
| PURPOSE: | To set the rates for 2022. |
| ABSTRACT: | The Bylaw updates the rates for 2022. |
| STATUTORY AUTHORITY: | Section 8 of <i>The Cities Act</i> . |
| MINISTER'S APPROVAL: | N/A |
| PUBLIC HEARING: | N/A |
| PUBLIC NOTICE: | N/A |
| REFERENCE: | City Council, December 15, 2021, Report CM21-23 |
| AMENDS/REPEALS: | Amends Bylaw No. 2016-24, <i>The Wastewater and Storm Water Bylaw, 2016</i> . |
| CLASSIFICATION: | Administrative |
| INITIATING DIVISION: | Citizen Services |
| INITIATING DEPARTMENT: | Water, Waste and Environment |