



Executive Committee

**Wednesday, August 10, 2022
9:00 AM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

**Revised Public Agenda
Executive Committee
Wednesday, August 10, 2022**

Approval of Public Agenda**Adoption of Minutes**

Minutes of the public meeting held on July 6, 2022

Tabled and Administration Reports**Delegation – EX22-89**

- Ryan Johnson, President and CEO, Buffalo Pound Water, Moose Jaw, SK

EX22-89 Buffalo Pound Plant Renewal Financing

Recommendation

The Executive Committee recommends that City Council:

1. Authorize the Executive Director, Financial Strategy & Sustainability to negotiate, approve, and enter into all necessary agreements with Buffalo Pound Water Treatment Corporation (Buffalo Pound), the Royal Bank of Canada (RBC) and the City of Moose Jaw on behalf of the City of Regina and to undertake all actions and execute all documents, certificates and other agreements required of the City of Regina in order to facilitate Buffalo Pound's borrowing of the principal sum of \$55 million from RBC, including the City of Regina providing a guarantee of the principal sum of \$40.7 million plus any related interest or other costs of the debt resulting from this borrowing;
2. Instruct the City Solicitor to prepare a borrowing/guarantee bylaw based on the terms and conditions negotiated by the Executive Director, Financial Strategy & Sustainability as outlined in this report, with such bylaw coming forward on September 14, 2022;
3. Authorize the Executive Director, Financial Strategy & Sustainability, as the City of Regina's proxy, to exercise the City's voting rights in Buffalo Pound to:
 - a. Approve any organizational resolutions or documents that may be required of Buffalo Pound in relation to the proposed borrowing of the principal sum of \$55 million plus any interest or other costs of such borrowing from RBC;



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4. Approve of these recommendations on the condition that the swap interest rate plus credit spread percentage is equal to 5.8% or less on the date that BPWTC executes the swap interest rate agreement and swap confirmation. If the swap interest rate plus credit spread percentage exceeds 5.8%, then the Executive Director, Financial Strategy & Sustainability shall bring a further report to City Council to obtain additional approvals prior to completing the contemplated borrowing; and
5. Approve these recommendations at its meeting on August 17, 2022.

EX22-84 Community Well-being Policy

Recommendation

The Executive Committee recommends that City Council:

1. Approve the Community Well-being Policy (Appendix A);
2. Remove #4 of item CR21-169 from the list of outstanding items for City Council; and
3. Approve these recommendations at its meeting on July 13, 2022.

Delegation – EX22-90

- Tim Reid, President and CEO, Regina Exhibition Association Limited, Regina, SK; and Chief Cadmus Delorme, Cowesses First Nation

EX22-90 2022 Special Event Grant Allocation – miyo-wîcîwitowin [Me-yo-wi-ts-o-to-win] Day

Recommendation

That Executive Committee:

1. Approve the Special Event Major grant within the Community Investment Grants Program (CIGP) as follows:
 - Regina Exhibition Association Ltd (REAL) receive up to \$50,000 in support of miyo-wîcîwitowin Day; and
2. Approve the funding for this grant in the amount of up to \$50,000 from the 2022 General Operating Budget allocated for Executive Committee Grants.



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Delegation – EX22-91

- Andrew Hnatuk, Leasing Manager, Pattison Outdoor Advertising, Saskatoon, SK

EX22-91 Pattison Outdoor - Billboard Leases

Recommendation

The Executive Committee recommends that City Council:

1. Approve the City of Regina (City) entering into an agreement for the lease of City-owned property to Pattison Outdoor Advertising LP, consistent with the terms and conditions stated in this report;
2. Delegate authority to the Executive Director, Financial Strategy & Sustainability or their designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the agreement;
3. Authorize the City Clerk to execute the agreement upon review and approval by the City Solicitor; and
4. Approve these recommendations at its meeting on August 17, 2022, following the required public notice.

Delegation – EX22-92

- Gerry Fischer, Regina Exhibition Association Limited, Regina, SK

EX22-92 REAL Restaurant Lease (Hardrock Properties)

Recommendation

The Executive Committee recommends that City Council:

1. Consent to REAL entering into a sublease to Hardrock Properties Corporation of a portion of the City-owned property located at 1700 Elphinstone Street (Campus) for a potential total term, including all possible extensions, of 90 years and otherwise in accordance with the terms and conditions as outlined under discussion section of this report, pursuant to the Campus Master Lease Agreement between the City of Regina (City) and the Regina Exhibition Association Limited (REAL);



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2. Delegate authority to the City Manager, or his designate, to provide written confirmation on behalf of the City of said consent, including consent to any amendments or terms that do not substantially change what is outlined in this report;
3. Delegate authority to the City Manager, or his designate, to sign or authorize the signing of any required planning permits on behalf of the City, as landowner, to initiate any necessary planning processes for the development contemplated by the said sublease; and
4. Approve these recommendations at its meeting on August 17, 2022, after giving public notice in accordance with *The Public Notice Policy Bylaw, 2020*.

EX22-93 Catalyst Committee - Terms of Reference**Recommendation**

The Executive Committee recommends that City Council:

1. Approve the Catalyst Committee Terms of Reference outlined in Appendix A; and
2. Approve this recommendation at its meeting on August 17, 2022.

EX22-78 Whistleblower Policy**Recommendation**

The Executive Committee recommends that City Council:

1. Approve changes to the Whistleblower Policy to establish and use a Triage Team consisting of the Internal Auditor, Director of People & Organizational Culture (or designate) and the City Solicitor (or designate) to conduct initial reviews of complaints and to manage the process for investigating complaints received under the policy as outlined in this report;
2. Direct Administration to update the Whistleblower Policy in line with the proposed approach for processing complaints received under the Whistleblower policy and direct the Internal Auditor to report outcomes annually to the Executive Committee; and
3. Approve these recommendations at its June 29, 2022 meeting.



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Delegations – EX22-77

- Kevin Dureau, Regina Construction Association; Mark Cooper, Saskatchewan Construction Association; and Shantel Lipp, Saskatchewan Heavy Construction Association, Regina, SK
- Jeff Sweet, President, IBEW Local 2038, Regina, SK
- Dion Malakoff, Saskatchewan Building Trades, Regina, SK

EX22-77 Response to Procurement Motions

Recommendation

The Executive Committee recommends that City Council:

1. Direct Administration to investigate, design and draft an Indigenous Procurement Policy, as outlined in Appendix D, for City Council's approval by the end of 2022;
2. Approve the key provisions of a Sustainable Procurement Protocol, as outlined in Appendix C, to guide City staff in future procurements;
3. Approve Administration's plan to provide external cross-sector supplier coaching and training opportunities to increase awareness and participation by local businesses and social enterprises (recorded videos on Regina.ca, workshops, etc.), as outlined in Appendix C;
4. Affirm that the Executive Director of Financial Strategy and Sustainability or delegate will:
 - (a) update the Procurement Manual with a Sustainability Procurement Protocol based on the above recommendations; and
 - (b) approve the development of related policies and procedures that align and support the Sustainable Procurement Protocol based on the above recommendations;
5. Endorse the Executive Director of Financial Strategy and Sustainability's plan to develop and implement procurement data management planning and tracking tools, as outlined in Appendix F;
6. Direct Administration to continue the current practice of not referencing supplier wages (e.g., fair wage policy) in procurement documents;
7. Remove MN21-06 and MN21-10 from the list of outstanding items for City Council; and



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8. Approve these recommendations at its meeting on June 29, 2022.

Delegations – EX22-82

- Florence Stratton, Regina, SK
- Joanne Havelock and Jim Elliott, Friends of the Regina Public Library, Regina, SK

EX22-82 Regina Public Library Proposed Development

Recommendation

That Executive Committee receive and file this communication.

Resolution for Private Session

AT REGINA, SASKATCHEWAN, WEDNESDAY, JULY 6, 2022

AT A MEETING OF EXECUTIVE COMMITTEE
HELD IN PUBLIC SESSION

AT 9:00 AM

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

Present: Councillor Lori Bresciani, in the Chair
Mayor Sandra Masters
Councillor John Findura
Councillor Bob Hawkins
Councillor Jason Mancinelli
Councillor Terina Shaw
Councillor Cheryl Stadnichuk
Councillor Andrew Stevens
Councillor Shanon Zachidniak (Videoconference/In-Person)

Regrets: Councillor Dan LeBlanc
Councillor Landon Mohl

Also in Attendance: Interim City Clerk, Amber Ackerman
Council Officer, Janice Hudson
Interim City Manager, Jim Nicol
City Solicitor, Byron Werry
Executive Director, Citizen Services, Kim Onrait
A/Executive Director, Financial Strategy & Sustainability,
Shauna Bzdel
A/Chief Transformation Officer, Transformation Office, Carole Tink
A/Executive Director, City Planning & Community Development,
Deborah Bryden
Director, Parks, Recreation & Cultural Services, Laurie Shalley
Manager, Licensing & Parking Services, Dawn Schikowski
Manager, Paratransit & Revenue Services, Lynette Griffin
Manager, Sport Facilities & Special Events, Jeff May
Manager, Transit Administration, Nathan Luhning
President & CEO, Regina Exhibition Association Limited, Tim Reid
Principal HCMA Architecture & Design, Michael Henderson
Partner, RC Strategies, Mike Roma
Principal, P3 Architecture Partnership, James Youck
Land Development Project Manager, Terra Developments Inc.,
Doug Rogers
Assistant Land Development Manager, Terra Developments Inc.,
Cathy Lawrence

(The meeting commenced in the absence of Councillors: John Findura, Jason Mancinelli & Cheryl Stadnichuk.)

APPROVAL OF PUBLIC AGENDA

Councillor Terina Shaw moved that the agenda for this meeting be approved, at the call of the Chair.

(Councillor Findura arrived to the meeting.)

The main motion was put and declared CARRIED.

ADOPTION OF THE MINUTES

Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that the minutes of the meeting held on June 22, 2022 be adopted, as circulated.

TABLED AND ADMINISTRATION REPORTS

The following three reports were considered together and introduced by Jim Nicol, Interim City Manager:

- EX22-81 Arena Planning Strategy Committee Development Update
- EX22-80 Indoor Aquatics Facility Feasibility Study
- EX22-82 Baseball Needs Assessment

EX22-81 Arena Planning Strategy Committee Development Update

Recommendation

That the Executive Committee receive and file this communication.

Tim Reid, President & CEO, Regina Exhibition Association Limited addressed the Committee and made a PowerPoint presentation, a copy of which is on file in the Office of the City Clerk.

(Councillor Jason Mancinelli arrived to the meeting.)

EX22-80 Indoor Aquatics Facility Feasibility Study

Recommendation

That the Executive Committee receive and file this report.

The following addressed the Committee and made a PowerPoint presentation, a copy of which is on file in the Office of the City Clerk:

- Shauna Bzdel, Director, Land, Real Estate & Facilities; and
- Consultants: Michael Henderson, Principal HCMA Architecture & Design; Mike Roma, Partner, RC Strategies; and James Youck, Principal, P3 Architecture Partnership

RECESS

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

The Committee recessed at 10:25 a.m.

The Committee reconvened at 10:42 a.m.

(Councillor Shannon Zachidniak returned to the meeting in-person.)

The following addressed the Committee:

- Tracy Moser, President, Regina Piranhas Summer Swim Club, Regina, SK
- Craig Nieuwstad, Head Coach, Regina Optimist Dolphins Swim Team, Regina, SK

EX22-82 Baseball Needs Assessment

Recommendation

The Executive Committee recommends that City Council:

1. Request that the Multi-Purpose Outdoor Stadium Committee (MPOSC), under the leadership of Regina Exhibition Association Limited (REAL), conduct a feasibility study on a new multi-purpose, mixed use, synthetic turf outdoor facility that could meet the primary needs of recreational user groups and compliment the needs of high-performance baseball;
2. Approve funding of up to \$15,000, payable to REAL, for the City's share of the feasibility study;
3. Delegate authority to Executive Director City Planning & Community Development or designate to negotiate and approve a contribution agreement between the City and REAL regarding the funding for the feasibility study, any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the agreement;
4. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor; and
5. Approve these recommendations at its meeting on July 13, 2022.

Jeff May, Manager, Sports Facilities & Special Events; and Tim Reid, President & CEO, Regina Exhibition Association Limited addressed the Committee and made a PowerPoint presentation, a copy of which is on file in the Office of the City Clerk.

(Councillor Cheryl Stadnichuk arrived to the meeting.)

Councillor Terina Shaw moved that the recommendations contained in reports EX22-81, EX22-80, and EX22-82 be concurred in.

Councillor Jason Mancinelli moved, in amendment, that Executive Committee recommend to City Council that Councillor Bob Hawkins and REAL President & CEO Tim Reid assemble and co-chair a committee to be known as the Catalyst Committee with responsibility to:

- 1. Prepare a report and recommendations respecting the findings of the Arena Planning Study Committee, the Aquatics Facility Feasibility Study and the Baseball Needs Assessment, including the siting, staging and financing of these potential civic infrastructure projects, along with any other related civic infrastructure projects which, when considered together, create an economic, recreational, cultural, placemaking and activation opportunity for Regina and its citizens in the decades ahead;**
- 2. Pay close attention to how these identified opportunities, when considered collectively, could interact and reenforce each other to create a transformative moment in the growth of Regina;**
- 3. Engage and consult with the community, City administration and with city planners and other experts, locally and externally, on leading practices for advancing and realizing these opportunities; and**
- 4. Report back to City Council with recommendations by Q4 2022.**

The amending motion was put and declared CARRIED.

RESULT:	CARRIED [8 to 1]
MOVER:	Councillor Mancinelli
IN FAVOUR:	Zachidniak, Masters, Bresciani, Findura, Hawkins, Mancinelli, Shaw, Stevens
AGAINST:	Stadnichuk
ABSENT:	LeBlanc, Mohl

(Mayor Sandra Masters left the meeting.)

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

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Shaw
IN FAVOUR:	Zachidniak, Bresciani, Findura, Hawkins, Mancinelli, Shaw, Stadnichuk, Stevens
ABSENT:	LeBlanc, Mohl
AWAY:	Masters

RECESS

Pursuant to the provisions of Section 33(2.2) of City Council's *Procedure Bylaw No. 9004*, a 30 minute recess was called.

The Committee recessed at 1:00 p.m.

The Committee reconvened at 1:35 p.m.

EX22-83 Taxi Fare Increase

Recommendation

The Executive Committee recommends that City Council:

1. Approve the taximeter rates as follows:
 - a. That the initial meter drop rate for the first 120 metres be increased from \$4.00 to \$4.25.
 - b. That the distance rate be changed from \$0.25 for each additional 138 metres to \$0.25 for each additional 127 metres.
 - c. That the rate for taxicabs hired by the hour be increased from \$36.00 per hour to \$39.00 per hour;
2. Instruct the City Solicitor to prepare the necessary bylaw amendment to give effect to the recommendations, to be brought forward to a subsequent meeting of City Council following approval of these recommendations by City Council; and
3. Approve these recommendations at its meeting on July 13, 2022.

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

(Mayor Masters returned to the meeting)

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Mancinelli
IN FAVOUR:	Zachidniak, Masters, Bresciani, Findura, Hawkins, Mancinelli, Shaw, Stadnichuk, Stevens
ABSENT:	LeBlanc, Mohl

EX22-86 Short Term Accommodation Licence Program Update

Recommendation

That Executive Committee receive and file this report.

Councillor Andrew Stevens moved, AND IT WAS RESOLVED, that Executive Committee receive and file this report.

EX22-87 The Towns Annual Report

Recommendation

That the Executive Committee receive and file this report.

Councillor Shanon Zachidniak moved, AND IT WAS RESOLVED, that Executive Committee receive and file this report.

EX22-85 Transit Fare Adjustments

Recommendation

The Executive Committee recommends that City Council:

1. Approve the removal of Regina Transit bus fares for children 13 years of age and under (or grade eight and under), when accompanied by a fare paying adult, effective August 28, 2022;
2. Approve the revised Paratransit Charter Rates in Appendix A;
3. Approve the housekeeping amendments to *The Regina Transit Fare Bylaw, 2009*, as described in this report;
4. Instruct the City Solicitor to prepare an amendment to *The Regina Transit Fare Bylaw, 2009* to give effect the recommendations in this report, to be brought forward to a meeting of City Council following approval of these recommendations by City Council; and
5. Approve these recommendations at its meeting on July 13, 2022.

The following addressed the Committee:

- Terri Sleeva, Regina Citizen's Public Transit Coalition, Regina, SK
- Patricia Delorey, Regina, SK

Councillor Andrew Stevens moved that the recommendations contained in the report be concurred in, after adding the following amendment:

Approve option 1a) Free Transit for High School Students, as outlined in the report.

RECESS

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

The Committee recessed at 3:00 p.m.

The Committee reconvened at 3:15 p.m. in the absence of Councillor Jason Mancinelli.

Councillor Bob Hawkins moved that City Council refer Option 1a) Free Transit for High School Students, as outlined in the report to the 2023 budget process for consideration.

The referral motion was put and declared CARRIED.

RESULT:	CARRIED [6 to 3]
MOVER:	Councillor Shaw
IN FAVOUR:	Masters, Bresciani, Findura, Hawkins, Mancinelli, Shaw
AGAINST:	Zachidniak, Stadnichuk, Stevens
ABSENT:	LeBlanc, Mohl

CHALLENGE TO THE CHAIR

Councillor Shanon Zachidniak made an inquiry to Administration respecting a potential pilot program that would provide free service for one school in each school board for one grade, being grade 9 to participate; and that the pilot would be conducted over a six month period, with the intent to monitor travel patterns and see if any of those would change with a free ridership transit pass.

Councillor Bob Hawkins called Councillor Shanon Zachidniak to order, indicating that the context of the inquiry was not part of the motion before Council. The Chair ruled that Councillor Shanon Zachidniak's inquiry respecting the pilot project is out of order.

Pursuant to Section 19 of *The Procedure Bylaw, Bylaw No. 9004*, Councillor Shanon Zachidniak challenged the Chair on the ruling and the Chair directed the City Clerk to conduct a recorded vote on the ruling. The Chairperson advised that a majority vote result in favour of the Chair's ruling would stand.

The Clerk called for the vote on the Challenge to the Chair.

The vote on the ruling of the Chair was put and declared CARRIED.

RESULT:	CARRIED [5 to 4]
MOVER:	Councillor Zachidniak
IN FAVOUR:	Masters, Bresciani, Findura, Hawkins, Shaw
AGAINST:	Zachidniak, Mancinelli, Stadnichuk, Stevens
ABSENT:	LeBlanc, Mohl

Councillor Andrew Stevens requested that Item #2 be voted on separately.

Vote on Item #2 – Revised Paratransit Charter Rates

The vote was put and declared CARRIED.

RESULT:	CARRIED [5 to 4]
MOVER:	Councillor Stevens
IN FAVOUR:	Masters, Findura, Hawkins, Mancinelli, Shaw
AGAINST:	Zachidniak, Bresciani, Stadnichuk, Stevens
ABSENT:	LeBlanc, Mohl

Vote on Item #s 1, 3, 4 and 5

The vote was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Stevens
IN FAVOUR:	Zachidniak, Masters, Bresciani, Findura, Hawkins, Mancinelli, Shaw, Stadnichuk, Stevens
ABSENT:	LeBlanc, Mohl

Councillor Shanon Zachidniak moved, **AND IT WAS RESOLVED**, that the remaining items be tabled to a future meeting of Executive Committee:

EX22-84: Community Well-being Policy

EX22-78: Whistleblower Policy

EX22-88: Intensification Annual Report & Initiatives Update

RESOLUTION FOR PRIVATE SESSION

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

Councillor Cheryl Stadnichuk moved, **AND IT WAS RESOLVED**; that the Committee recess for 10 minutes.

The Committee recessed at 3:42 p.m.

Chairperson

Secretary



Buffalo Pound Plant Renewal Financing

Date	August 10, 2022
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Services
Item No.	EX22-89

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Authorize the Executive Director, Financial Strategy & Sustainability to negotiate, approve, and enter into all necessary agreements with Buffalo Pound Water Treatment Corporation (Buffalo Pound), the Royal Bank of Canada (RBC) and the City of Moose Jaw on behalf of the City of Regina and to undertake all actions and execute all documents, certificates and other agreements required of the City of Regina in order to facilitate Buffalo Pound's borrowing of the principal sum of \$55 million from RBC, including the City of Regina providing a guarantee of the principal sum of \$40.7 million plus any related interest or other costs of the debt resulting from this borrowing;
2. Instruct the City Solicitor to prepare a borrowing/guarantee bylaw based on the terms and conditions negotiated by the Executive Director, Financial Strategy & Sustainability as outlined in this report, with such bylaw coming forward on September 14, 2022;
3. Authorize the Executive Director, Financial Strategy & Sustainability, as the City of Regina's proxy, to exercise the City's voting rights in Buffalo Pound to:
 - a. Approve any organizational resolutions or documents that may be required of Buffalo Pound in relation to the proposed borrowing of the principal sum of \$55 million plus any interest or other costs of such borrowing from RBC;
4. Approve of these recommendations on the condition that the swap interest rate plus credit spread percentage is equal to 5.8% or less on the date that BPWTC executes the swap interest rate agreement and swap confirmation. If the swap interest rate plus credit spread

percentage exceeds 5.8%, then the Executive Director, Financial Strategy & Sustainability shall bring a further report to City Council to obtain additional approvals prior to completing the contemplated borrowing; and

5. Approve these recommendations at its meeting on August 17, 2022.

ISSUE

On May 11, 2022 (CR21-21), Council authorized Buffalo Pound Water Treatment Corporation (Buffalo Pound) to initiate a process to negotiate financing to address the financing requirements of Buffalo Pound's Plant Renewal Project. City Council also instructed Administration to bring forward a future report to Council providing the details of the financing and any applicable bylaws for approval once the financing had been negotiated.

The procurement of the financing was led by Buffalo Pound with support from the Cities of Regina and Moose Jaw, as well as Buffalo Pound's legal counsel. Royal Bank of Canada (RBC) submitted the lowest-cost option and has been selected as the successful proponent to provide the financing.

Buffalo Pound's formal request to borrow and related background information supporting its request is attached in Appendix A.

IMPACTS

If Council authorizes Buffalo Pound to borrow \$55 million, a portion of the amount will be applied against the City's debt limit of \$450.0 million. The City's 74 per cent proportionate share of the debt, which is \$40.7 million, will increase the amount of the City's debt utilized to an estimated \$382.0 million at the end of 2022.

All costs associated with this debt is budgeted in Buffalo Pounds 2023-2024 Budget. It is anticipated their capital water rate will increase overall and this will result in an increase in the consumers utility rate. In May 2022, it was anticipated that the rate will increase by 2% for consumers. After interest rate rises the impact is now anticipated to be an increase of 2.7% based on the current quoted rates. It is proposed this increase be spread out over 2-3 years and will be considered when the 2022-2023 Utility budget is brought forward for Council's consideration.

In May 2022, Council approved the expenditure of funds to support the additional funding required to complete the Buffalo Pound Water Treatment Plant. If Council does not authorize the borrowing, funding would need to be sourced from another method other than debt financing. The funding sources considered could be reserves or taxes.

Engineering assessments related to the age and reliability of the Buffalo Pound Water Treatment Plant have identified the need to renew or replace the existing plant to ensure the ongoing provision of safe

and reliable treated water to the cities of Regina and Moose Jaw and other regional customers. Without plant renewal, the plant will continue to experience supply issues that can impact its ability to meet the needs of the cities. Further, the plant will not meet environmental regulatory requirements until a plant renewal is completed. Failure to meet environmental regulatory requirements can result in a Ministerial Order from the Water Security Agency forcing the plant into compliance and potential fines. Without renewing the plant, operating and maintenance costs will continue to rise and major events, such as loss of water supply may occur. The project would address the growing risks associated with sustaining the ongoing operation of the plant, as well as ensuring the plant can meet future capacity requirements when needed.

OTHER OPTIONS

The *Unanimous Membership Agreement* (UMA) requires the two Cities to agree on the method by which any additional funding required by Buffalo Pound will be provided. If the two Cities cannot agree on the method, the default position is that each respective City's share of the funding required will be provided through a membership loan.

The May 18, 2022 report to City Council on this matter considered other options; reserve funding and the City borrowing the funds instead of Buffalo Pound. City Council approved the recommended course of action, that Buffalo Pound initiate and secure financing to support the ICIP municipal/local contribution to a maximum of \$55 million. Moose Jaw's City Council also approved this approach.

An additional option Council could consider is to defer approving the debt financing and Council has the option to defer securing debt financing until 2024. Currently, the Bank of Canada is expected to do a rate reassessment on September 7th, 2022. The interest rate is anticipated to increase at this time. However, considering the inflationary measures that the Bank of Canada is taking, the cost to consumers may be substantially higher if the decision is deferred.

COMMUNICATIONS

Pursuant to sections 101 and 102 of *The Cities Act* and *The Public Notice Bylaw*, Bylaw 2020-28, public notice was issued on May 7, 2022, of the intent to authorize Buffalo Pound to enter negotiations with lenders for the purpose of funding the Buffalo Pound Plant Renewal Project.

Public notice was also issued on July 30, 2022, of the intent to enter into a loan agreement as described in this report.

DISCUSSION

Background

The Plant Renewal Project (PRP) is designed to ensure the long-term viability of Buffalo Pound and to ensure the plant will be able to meet its mandate into the future.

It has been nearly 30 years since the last rehabilitation or upgrade to the main facility. Major components in the facility are at, or near, end of life. The existing facility is not meeting environmental regulatory requirements with respect to process waste discharge, chlorine storage and hatch covers. Buffalo Pound is working with the Water Security Agency on their plan to address these requirements through the Plant Renewal Project. In the event progress is not made on these regulatory issues, the Water Security Agency can issue a Ministerial Order, forcing the plant into compliance and potentially levying fines. Further, the facility is limited in its flexibility to meet potential future regulatory requirements, such as corrosion control or pH adjustment. Due to the inconsistent nature of the water supply, the facility is having more difficulties with treating the growing range of raw water conditions that are occurring in the lake. The total project cost estimate is \$325.6 million including contingency and PST.

On December 1, 2021 (CR21-174), Council received an update on the BPWTC Plant Renewal Project. The update noted that BPWTC had recently received a Class 1 estimate from the Graham-AECON Joint Venture team and that it was higher than the original estimates due to inflationary pressures on commodities. At the time, BPWTC believed there was an opportunity to access further ICIP funding to offset the increase in cost and requested approval from the Regina and Moose Jaw City Councils to seek additional grant funding from the provincial and federal governments through the ICIP. The amount of additional funding required was \$55 million. Both Councils approved the request.

On January 31, 2022, the Administrations of the two cities were advised by BPWTC that the Province had informed BPWTC that no further funding was available for the project under the current ICIP program and there were no other programs available to provide the necessary funds. Both Administrations informed BPWTC that once a final guaranteed maximum price was received from the Joint Venture team, that any requests for additional funding would require approval of the Regina and Moose Jaw City Councils, and that based on the Province's response, additional debt financing was the most likely source of additional funding for the project.

Subsequently, on March 25, 2022, the Graham-AECON Joint Venture team submitted to the BPWTC their final binding price including a Lump Sum proposal. With the assistance of Jacobs, an engineering firm and BPWTC's Owner's Advocate on this project, BPWTC reviewed the proposal. As a result of this review, on April 22, 2022, the BPWTC Board accepted and approved the award of the Lump Sum proposal, subject to the cities of Regina and Moose Jaw committing to additional funding to complete the project. With the City Councils of Regina and Moose Jaw approving the additional funding requirement of \$55 million in May 2022, BPWTC has executed the lump sum proposed agreement with Graham AECON Joint Venture team.

Overall, the cost of the project is now estimated at \$325.6 million an increase of \$72.8 million from the original estimate of \$252.8 million, which will require \$55 million in additional funding from the two Cities (Regina's 74 per cent share equals \$40.7 million). While the overall project cost has increased by \$72.8 million, BPWTC plans to use the remainder of its reserves to fund the remaining portion of the cost increase. As a result, the overall funding sources for the project would be \$163.4 million from federal and

provincial ICIP funds, \$115 million through debt financing (original \$60 million approved debt, plus \$55 million sought in this report), and \$47.2 million from BPWTC reserves. The change in cost is due to increased prices and price volatility for oil, iron, copper, and skilled labour that began during the pandemic but have been further impacted by continued supply chain disruption. In addition, impacts to energy and commodity prices from global events continue to impact projects. Jacob's has noted that in North America these factors have had cost impacts that are in the 20-40 per cent range on infrastructure projects.

Buffalo Pound is a municipal corporation or "controlled corporation" with the City of Regina and City of Moose Jaw as its sole voting members. Under the *Unanimous Membership Agreement* (UMA), the City of Regina owns 74 per cent of the voting shares of Buffalo Pound. As such, the City of Regina would be required to guarantee \$40.7 million of the borrowing. This debt amount would appear on the City's consolidated financial statements and would be applied to the City's debt limit. The City's approved debt limit, as set by the Saskatchewan Municipal Board, is \$450.0 million. Pursuant to subsection 133(3) of *The Cities Act* a city cannot guarantee a loan by one of its controlled corporations if it would cause it to exceed its debt limit. If Council approves this borrowing, the City will have utilized \$382.0 million of its \$450.0 million debt limit, or 85 per cent of the City's debt limit.

Section 153 of *The Cities Act* requires that where the City guarantees a loan between a lender and one of its controlled corporations that it be authorized by City Council by bylaw. The Bylaw is required to contain information regarding the amount to be borrowed and guaranteed, the purpose of the loan, the rate of interest or how the rate is calculated, the term and terms of repayment as well as the sources of money to be used to repay the loan if the City were required to do so under the guarantee. All this information is contained in this report and will be contained in the authorizing bylaw.

In addition to the approvals required under *The Cities Act*, Buffalo Pound is also required by the UMA, to obtain the approval of both cities (Moose Jaw and Regina) for the borrowing of funds to proceed with the Plant Renewal Project. Clauses 5.2 (f) and section 5.3 of the UMA state:

- 5.2 **Matters for City Approval.** The Corporation shall not take any of the following actions without the prior approval of each of the Cities:
- (f) the borrowing of money or the issuing any debt obligation or amending, varying, or altering the terms of any existing debt obligation.
- 5.3 **Decisions of City.** Where approval of the Cities is required pursuant to section 5.2 of this Agreement, the chairperson of the Board of Directors shall make a written request to each of the Regina Council and Moose Jaw Council which includes all information necessary for the Cities to make an informed decision. All requests pursuant to this section 5.3 shall include all supporting information and shall be provided to the City Manager, or delegate of each of the Cities, who shall bring the matter forward to Regina Council and Moose Jaw Council, respectively, for consideration.

In accordance with sections 5.2 and 5.3 of the UMA, the Buffalo Pound Board of Directors have submitted the attached request in Appendix A which requests approval to secure the \$55 million loan and associated City guarantee (City's portion of \$40.7 million).

Proposed Debt Structure

The borrowing contemplated by Buffalo Pound includes credit facilities in the principal sum of \$55 million. Buffalo Pound approached financial institutions with respect to the borrowing. The process to invite proposals from a selection of lending institutions followed by Buffalo Pound is consistent with the process used in the past by the City of Regina.

RBC offered the most attractive borrowing with the best interest rates. The amount, repayment sources, interest rate and term for each aspect of the loan is summarized below:

- **Non-Revolving Term Loan:** *the principal sum of \$55 million:* In terms of interest rates, Buffalo Pound will be using Banker's Acceptance Rate (BA) plus 1.08 per cent credit spread. As at July 22, 2022 the 30-day BA based rate was 3.94 per cent (2.87 per cent BA rate plus 1.08 per cent credit spread) but these rates change daily. This loan will be repaid from Buffalo Pound's revenue that it receives from water rates charged to each of the respective Cities. Payments on both the principal and interest will be made monthly and will be calculated based on a 25-year repayment schedule.
- **Interest Rate Swap:** Buffalo Pound intends to enter into an interest rate swap agreement for a 15-year term/25 -year swap/ 25-year amortization term that would cover the interest rates for the \$55 million non-revolving term loan. In this case, Buffalo Pound is receiving a variable interest rate under the loan agreement with RBC, but it can swap this interest rate with a fixed rate by entering into a swap agreement. The reason for entering into a swap agreement is to manage variableness of the BA rate and thus achieve a fixed rate over the 25-year amortization. This provides cost certainty and protects against potential interest rate increases. The formula is the 25-year swap rate plus 1.08% credit spread. As at July 22, 2022 the 25-year swap rate is 4.02 per cent, resulting in a total rate of 5.10 per cent (4.02 per cent plus 1.08 per cent credit spread). The result is Buffalo Pound will pay a fixed rate of 5.10 per cent over the 25-year term. This rate is subject to change until the final legal documents and forward start agreement are signed.

If the Cities were required under the guarantee to repay the principal and interest owing under the loan as well as any early termination or unwind fees for terminating the swap agreement, the City of Regina would make the payments from any one or more of the following sources: municipal property taxes, the General Fund Reserve, or the Utility Fund Reserve.

Due to the current interest rate environment, Administration recommends that if the swap interest rate increases by over 0.75% of the quoted rate on July 22, 2022 that the Executive Director returns to Council with a report to consider additional options for debt financing.

City's Debt Limit and Current Debts Outstanding for the City and Buffalo Pound

The City of Regina has been conservative with respect to its borrowing and regularly monitors debt to ensure it maintains a sound financial position and that credit quality (rating) is protected. The current credit rating of AAA received by S&P Global is the highest rating awarded to a borrower. Remaining in good standing enables the City to have access to capital markets and favourable interest rates for the debt it assumes.

The City's current debt limit is \$450.0 million with \$331.6 million outstanding as of December 31, 2021. The outstanding debt for the City is projected to reach approximately \$382.0 million by December 31, 2022 (including outstanding guarantees). If the proposed debt of \$55.0 million by Buffalo Pound is taken into consideration, based on the City being responsible for its proportionate share (74 per cent) of the principal value of the debt or \$40.7 million. The increase will leave approximately \$68 million in debt available to the City and it reduces the availability of debt financing to support other high priorities that may arise and could potentially impact the City's credit rating if not repaid when due. To mitigate the risk of the additional debt on the current credit rating, the City will continue to work within the parameters established in the Debt Management Policy. This Policy specifies that the City of Regina maintain a debt service ratio of 5 per cent, which is the percentage of the City's revenue used for annual debt interest and principal payments.

Assessment of Buffalo Pound's Current and Projected Financial Condition

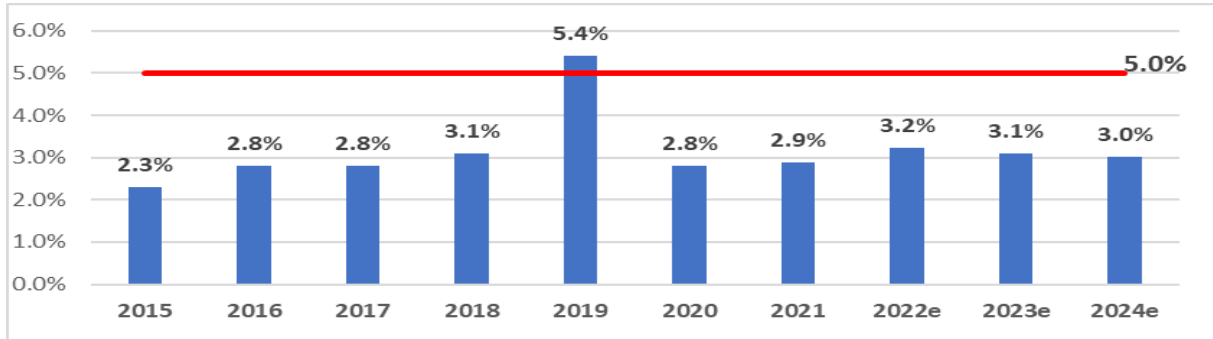
As money borrowed by Buffalo Pound ultimately represents a debt obligation of the City of Regina and reduces the available debt to the City, it is important to evaluate Buffalo Pound's current and projected financial condition to determine its ability to repay borrowed funds. In addition, it is necessary to evaluate the potential risks the City may face with respect to debt borrowed by Buffalo Pound.

Impact of Buffalo Pound's Debt on the City's Debt Position

Debt Service Ratio

The debt service ratio measures the percentage of revenue required to cover debt servicing cost, including interest and principal payments. A high debt servicing ratio is an indication of financial risk as a substantial amount of operating revenues will be required to service debt obligations. The debt service ratio is the prime ratio used by S&P Global, the City's credit rating agency, when assessing the debt burden of a municipality. The City Debt Management Policy sets an affordability target rate of less than 5 per cent. As presented in Figure 1, the debt service ratio for the City of Regina increases slightly when Buffalo Pound's debt is included but is still within the benchmark as shown in the graph below.

Figure 1: City Debt Service Ratio's (2015 - 2024e)



Tax-and-Rate Supported Debt Ratio

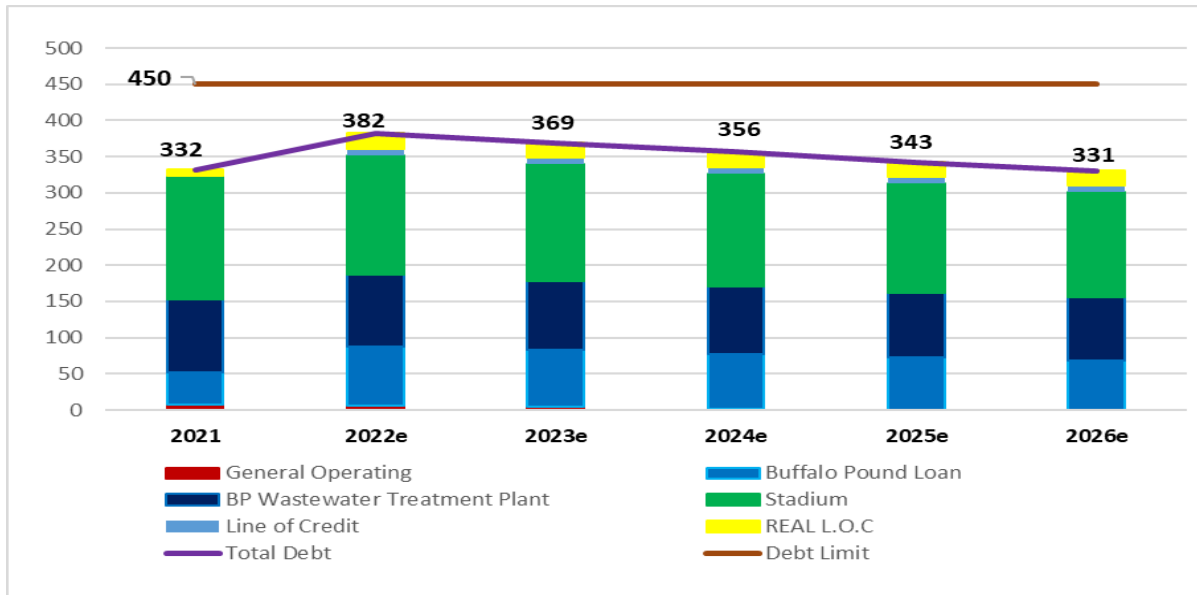
The Tax-and-Rate Supported Debt Ratio is used to assess the amount of debt that is repaid with consolidated operating revenues that are not dedicated to a specific project or fund. This is a key relevant measure of the City's debt affordability because typically debt service costs are funded out of the general operating budget and thus compete directly with other funding needs.

As a key indicator used by S&P, a ratio in the range of 30 to 60 per cent is considered moderate in the overall debt assessment of a municipality. Through the City's debt management policy, a target of 60 per cent or less has been set and will be used for monitoring, reporting and future debt considerations. Once 60 per cent is reached there is an increased risk S&P may consider reducing the City's current credit rating. As shown in Figure 2, if Buffalo Pound's debt is borrowed this ratio will increase slightly from 39 per cent without the borrowing to 44 per cent in 2021. Therefore, it is still well below the benchmark of 60 per cent.

Financial Implications

With Buffalo Pound borrowing the principal sum of \$55.0 million, this will reduce the debt room under the debt limit for the City. However, the City will still have approximately \$68 million of debt room based on the City's 74 per cent proportionate share of the principal sum of the debt, which is \$40.7 million, plus any interest and other costs. Figure 2 shows the City's projected debt based on projects in the capital plan, including Buffalo Pound's borrowing.

Figure 2: Forecast City Debt Including Buffalo Pound Plant Renewal Debt



Administration have assessed the risks of increasing the City's debt and Buffalo Pound's ability to repay the debt and conclude that the City will remain within its internal policy limits and that there is a high likelihood that Buffalo Pound will be able to repay this loan.

All costs associated with this debt is budgeted in Buffalo Pounds 2023-2024 Budget. It is anticipated their capital water rate will increase overall and this will result in an increase in the consumers utility rate. In May 2022, it was anticipated that the rate will increase by 2% for consumers. After interest rate rises the impact is now anticipated to be an increase of 2.7% based on the current quoted rates.

DECISION HISTORY

City Council, at its meeting held on May 18, 2022, approved a report of Executive Committee (Item CR22-55: *Buffalo Pound Plant Renewal Financing*) and concurred in the recommendations that in part, approved Buffalo Pound's request to enter negotiations with lenders and approved lending Buffalo Pound the \$55 million.

Respectfully submitted,

Respectfully submitted,


Irene Hrynkiw, Manager, Financial Analysis & Support

7/28/2022


Barry Lacey, Exec. Director, Financial Strategy & Sustainability

7/29/2022

Prepared by: Keely Farrell, Coordinator, Financial & Business Support

ATTACHMENTS

Appendix A - BPWTC Plant Renewal Financing Board Resolution

BUFFALO
POUND
WATER
BOARD OF
DIRECTORS

THE PLANT:
306.694.1377
ADDRESS: 2476 VICTORIA AVE
PO BOX 1790, REGINA, SK S4P 3C8

July 14, 2022

Mr. Jim Puffalt
City Manager
CITY OF MOOSE JAW
228 Main Street N.
Moose Jaw, SK.
S6H 3J8

Mr. Barry Lacey, Exec. Director
Financial Strategy & Sustainability
CITY OF REGINA
PO Box 1790
Regina, SK
S4P 3C8

Dear Sir:

Re: Approval of the RBC Bank Loan Contract – Plant Renewal Project

Please be advised that on July 13, 2022, the Buffalo Pound Water Board of Directors passed the following resolution:

THAT the Buffalo Pound Water Treatment Corporation Board of Directors:

- (i) approve and authorize the award of the Financing to the Royal Bank of Canada in the amount of \$55 million and authorize the Corporation to negotiate and enter into the Documents, subject to the City of Regina and the City of Moose Jaw each passing their respective Borrowing / Guarantee Bylaws; and
- (ii) execute the attached form of Resolution.

Enclosed is the executed Resolution of the Board of Directors of the Buffalo Pound Water Treatment Corporation authorizing the Corporation to borrow funds from the Royal Bank of Canada in accordance with the terms and conditions set out in the documents referred to in the above motion.

I trust the above is satisfactory. Please advise if any further information is required at this time.

Yours truly,

A handwritten signature in blue ink, appearing to be 'RJ' followed by a horizontal flourish.

Ryan Johnson, C.D., M.A.Sc., P.Eng.
President & CEO
Buffalo Pound Water
/lw

**RESOLUTION OF THE BOARD OF DIRECTORS OF
BUFFALO POUND WATER TREATMENT CORPORATION**

WHEREAS Royal Bank of Canada (the “**Lender**”) has offered to establish certain credit facilities in favour of Buffalo Pound Water Treatment Corporation (the “**Corporation**”) for the purposes more particularly set out in the term sheet dated as of May 27, 2022 together with any amendments thereto (the “**Term Sheet**”) in connection with the loan more particularly described therein (the “**Loan**”);

AND WHEREAS in connection with the Loan, the Corporation desires to enter into a Letter Loan Agreement (the “**Credit Agreement**”) and an International Swaps and Derivatives Association Inc. Master Agreement (the “**ISDA Agreement**”) with the Lender;

AND WHEREAS in connection with the Loan, the Corporation desires to execute and deliver to Lender additional documentation as more particularly described in the Term Sheet, the Letter Loan Agreement and the ISDA Agreement (the aforesaid additional documents, together with the Credit Agreement and the ISDA Agreement, herein collectively called the “**Documents**”);

NOW THEREFORE BE IT RESOLVED THAT:

1. Subject to the passage of borrowing / guarantee bylaws by the City of Regina and the City of Moose Jaw, the Corporation is authorized to borrow from the Lender, the proceeds of the Loan as set out in the Documents.
2. Subject to the passage of borrowing / guarantee bylaws by the City of Regina and the City of Moose Jaw, the execution and delivery by the Corporation of the Documents and the performance of the obligations of the Corporation thereunder, are hereby authorized, approved, ratified and confirmed.
3. Any one (1) director or officer of the Corporation is hereby authorized for, on behalf of and in the name of the Corporation, to execute and deliver to the Lender under the corporate seal of the Corporation or otherwise the Documents in the form or substantially in the form of the drafts presented to the Corporation and other Documents contemplated in the Credit Agreement or as may be otherwise required by the Lender, with such alterations, additions, amendments and deletions as such signing officers may approve, and their signatures shall be conclusive evidence of such approval and the Documents so executed are those authorized in this resolution.
4. Any one (1) person designated in paragraph 3 hereof is hereby authorized for, on behalf of and in the name of the Corporation, to execute and deliver under the corporate seal of the Corporation or otherwise all such other Documents and to do all such other acts and things as may be necessary or desirable to give effect to this resolution or as may be otherwise reasonably required by the Lender.

WITNESS the signatures of all of the Directors as of July 14, 2022

DocuSigned by:

Grant Ring

8049E80FF50C406...

Grant Ring

DocuSigned by:

Dale Schoffer

85CE8023405DE43F...

Dale Schoffer

DocuSigned by:

Ben Boots

1A5FCEEF50B124A3

Ben Boots

DocuSigned by:

Patricia Warsaba

E0F88C15E379466...

Patricia Warsaba

DocuSigned by:

Dave Richards

49EB4B70D7DD436...

Dave Richards

DocuSigned by:

Judy May

FA0C633BA6EE473...

Judy May

DocuSigned by:

Daryl Posehn

DD9B695B2E38450...

Daryl Posehn



Community Well-being Policy

Date	July 6, 2022
To	Executive Committee
From	City Planning & Community Development
Service Area	Parks, Recreation & Cultural Services
Item No.	EX22-84

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the Community Well-being Policy (Appendix A);
2. Remove #4 of item CR21-169 from the list of outstanding items for City Council; and
3. Approve these recommendations at its meeting on July 13, 2022.

ISSUE

On November 25, 2021, City Council endorsed Regina's first Community Safety & Well-being (CSWB) Plan that identifies priority areas and approaches for addressing issues of community safety and well-being. In it, nine *Foundational Commitments* are established that provide the lenses that inform the CSWB Plan and strategic approaches. Following the endorsement of this Plan, Administration was further directed to bring back a social well-being policy with a community impact methodology for consideration by Council in Q2 of 2022.

This report proposes a Community Well-being (CWB) Policy (Appendix A) as a framework to inform Council decisions and assess alignment with the *Foundational Commitments* established in the CSWB Plan, as well as establishes a Community Well-being Impact Assessment Toolkit (Appendix B) for use by Administration and Council to inform policy formulation and decision making in Council reports.

Through use of the CWB Policy and accompanying CWB Impact Assessment Toolkit, the City of Regina (City) can expand its capacity to understand, define, and apply the impacts of municipal decision making on well-being within its business areas.

IMPACTS

Accessibility Impact

Accessibility is identified as a Foundational Commitment in the CSWB Plan and is identified in the CWB Impact Assessment Toolkit for consideration of impact in all Council reports.

Financial Impact

There are no financial implications or considerations.

Policy/Strategic Impact

Design Regina: The Official Community Plan Bylaw No 2013-48 (OCP) recognizes that over the years, the social and economic gap between residents and communities has widened, creating social challenges such as poverty, food insecurity, homelessness, and other issues relating to inequality. The development of the CWB Policy aims to assess the impact of City decisions on these challenges and is in alignment with the OCP Social Development Policy.

Community Safety and Well-being Plan:

The CSWB Plan establishes nine *Foundational Commitments* that inform the Plan and approaches related to CSWB issues in Regina. Application of these commitments in all Council decision making will ensure strong alignment with the Plan.

Community Well-being Impact:

By actioning its support of the *Foundational Commitments* in the CSWB Plan, Council takes a first step in recognizing and formalizing an approach for assessing accessibility, anti-oppression, anti-racism, collaboration, diversity, equity, intersectionality, inclusion, and reconciliation in all its business areas, as well as demonstrates leadership in communicating the importance of considering community well-being implications in reports it considers.

The CWB Impact assessment will be placed under the Policy/Strategic Impact section of reports considered by City Council and Committees of Council. This will ensure CWB assessment of items will be present in all council and committee reports going forward through the approval of the CWB Policy.

The anticipated outcome is that a more holistic understanding of community well-being will be developed and applied to Council reports. Future review and evaluation of the CWB Policy (and accompanying CWB Impact Assessment Toolkit) will determine if its implementation has been

effective at increasing the understanding and capacity for CWB assessment throughout the corporation.

OTHER OPTIONS

Refer the CWB Policy back to Administration to incorporate specific feedback provided by Council.

COMMUNICATIONS

Once passed, notice of the implementation of the CWB Policy and the CWB Impact Assessment Toolkit, will be distributed to all report writers via communication with Directors and Managers. The CWB Policy and CWB Impact Assessment Toolkit will also be made available to all employees and members of Council on the City's intranet system, CityConnect.

DISCUSSION

Regina's CSWB Plan outlines a multi-year strategy to improve community safety and well-being by addressing several social issues that present barriers to safety and well-being for Regina residents. To be effective, this community plan will require collaborative efforts among partners and key stakeholders to identify their role and make decisions within their respective organizations that align with the CSWB Plan.

Through its various lines of work, the City has the potential to impact community well-being and contribute to the quality of life of its residents. As a key stakeholder and convening partner in the development of Regina's first CSWB Plan, it can work to find opportunities for strategic alignment with the CSWB Plan. Council can further demonstrate its commitment by considering the alignment of all its decisions by utilizing the developed community impact methodology proposed by this report.

Community Well-being Policy (Appendix A):

The CWB Policy is a framework intended to inform Council decisions and assess alignment with the *Foundational Commitments* established in the Community Safety & Well-being (CSWB) Plan. It is dual-purpose and outlines the commitment and the approach of Council with respect to CWB assessment and analysis in considered reports, plans, policies and strategies. It further establishes a community impact assessment method for use by Administration and Council to inform policy formulation and decision making.

Additionally, the CWB Policy aims to build capacity and raise awareness of CWB assessment throughout the corporation by embedding CWB assessment in the City's policy formulation and decision-making processes. Its application should be considered complimentary to other forms of analysis or assessment typically utilized in Council reports (financial, strategic/policy, etc.).

The *Foundational Commitments* established in the CSWB Plan provide the lenses that inform the plan and guide approaches that aim to advance issues related to CSWB. These lenses are defined in the CWB Policy and can be applied to reports considers by Council. The *Foundational Commitments* include:

- Accessibility
- Anti-Oppression
- Anti-Racism
- Collaboration
- Diversity
- Equity
- Intersectionality
- Inclusion
- Reconciliation

In addition to setting out the ability to assess decisions and determine alignment with the CSWB Plan through the application of the *Foundational Commitments*, the CWB Policy has been developed to align with the CSWB governance structure currently being established for Regina and supports objectives of effective coordination and efficient use of resources when it comes to CSWB evaluation, data reporting, and engagement.

Community Well-being Impact Assessment Toolkit (Appendix B):

The CWB Impact Assessment Toolkit establishes an assessment method for use by Administration and Council to inform policy formulation and decision making by using the *Foundational Commitments* established in the CSWB Plan. This toolkit provides guidance on CWB topics including, how to assess CWB Impacts in Council reports, determine the level of prevention of recommendations, and information on related products. Its use can further be applied in other areas of City business such as in the development of other Administration policies or the delivery of public communications, however, this is not required under the CWB Policy.

DECISION HISTORY

On December 8, 2021, Council passed CR21-169 directing Administration to bring back a Social

Well-being Policy with a community impact methodology for Council reports in Q2 2022.

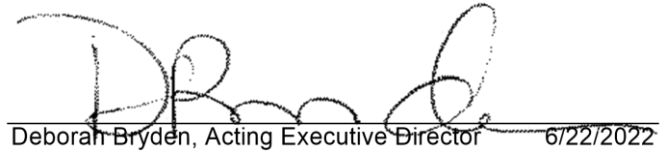
Respectfully submitted,

Respectfully submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

6/15/2022



Deborah Bryden, Acting Executive Director

6/22/2022

Prepared by: Kelly Husack, Policy Analyst

ATTACHMENTS

Appendix A - Community Well-being Policy

Appendix B - Community Well-Being Impact Assessment Toolkit

Policy Title:	Applies to:		Reference #
Community Well-being Policy	All employees and elected officials		###-XXX-##
Approved by:	Dates:	Total # of Pages	
City Council	Effective:	dd-mmm-yyyy	5
	Last Review:	dd-mmm-yyyy	
	Next Review:	dd-mmm-2024	
Authority:			
CR21-169			

1.0 Purpose

The Community Well-being (CWB) Policy is a framework intended to inform Council decisions and assess alignment with the *Foundational Commitments* established in the Community Safety & Well-being (CSWB) Plan.

The CWB Policy is dual-purpose, comprised by the following components:

- Policy Statement – to outline the commitment and the approach of Council with respect to CWB assessment and analysis in considered reports, plans, policies and strategies.
- Community Impact Assessment – establishes an assessment method for use by Administration and Council to inform policy formulation and decision making by using the foundational commitments established in the council endorsed CSWB Plan.

Application of the CWB Policy does not negate the use of other forms of analysis or assessment and should be considered complimentary to additional forms such as financial, strategic or otherwise.

2.0 Scope

This policy applies to members of City Council and Administration.

3.0 Definitions

For the purpose of this policy:

Accessibility – refers to ensuring everyone, including people with disabilities, has fair and equitable access to activities, services, products and environments within Regina. Improving accessibility involves removing barriers to inclusion that can include physical, social, financial, communication or other factors that can prevent someone or a group of people from being able to access an activity, service, product or environment.

Anti-Oppression – refers to recognizing oppressions (systems of supremacy and discrimination perpetuated through differential treatment, ideological domination, and institutional control) that exist in society, seek to mitigate their effects and, ultimately, equalize the power imbalance in society.

Anti-Racism – refers to actively opposing racism by supporting changes and policies to advance economic and social life.

Community Well-being – refers to the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.

Collaboration – refers to acknowledging the shared responsibility and need for collective action among all sectors to address local challenges and achieve change moving forward.

Diversity – refers to valuing diversity and acknowledging that differences between people (such as race, gender, sexual orientation, class, age, country of origin, education, religion, geography, physical or cognitive abilities) are valued assets and committing to strive for diverse representation as a critical step toward equity.

Equity – refers to committing to systematic equity, which is the pursuit of fairness, justice, and a focus on outcomes that are most appropriate for a given group, recognizing different challenges, needs, and abilities.

Intersectionality – refers to acknowledging that multiple dynamics of privilege and oppression (ie. race, gender, class, sexuality, age, ability, religion, citizenship/immigration status) operate simultaneously in complex and compounding ways and must be considered to fully understand oppression and how to address it.

Inclusion – refers to including and creating space for different people and groups to engage in authentic and empowering participation, with a true sense of belonging and full access to opportunities.

Levels of (Crime) Prevention – prevention refers to a desire to circumvent an adverse event or situation before it occurs, where activities, approaches or interventions should span different stages of prevention, including from root causes (upstream) to responding to challenges afterward (downstream).

Reconciliation – refers to commitment to the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action to establish and maintain a mutually respectful relationship between Indigenous and non-Indigenous Peoples in Canada through awareness of the past, acknowledgment of the harm that has been inflicted on Indigenous Peoples, atonement for the causes, and action to change behaviour.

4.0 Policy

4.1 Policy Statement

- 4.1.1 The City of Regina (the City) will follow the *Foundational Commitments* of Regina's Community Safety & Well-being (CSWB) Plan when making decisions and considering plans, policies or strategies. The *Foundational Commitments* are:
- Accessibility;
 - Anti-Oppression;
 - Anti-Racism;
 - Collaboration;
 - Diversity;
 - Equity;
 - Intersectionality;
 - Inclusion; and
 - Reconciliation.
- 4.1.2 The City will advance processes and mechanisms to measure, evaluate and report on the progress made in advancing community well-being through its activities, programs and business areas. This information will be reported regularly to Council and the CSWB Organization established for Regina.
- 4.1.3 The City will work collaboratively to support the advancement of community well-being through ongoing engagement and co-operation with the Mayor's CSWB Leadership Committee, the CSWB Organization and its issue-focused Community Action Tables.
- 4.1.4 The City will provide representatives from Administration to attend and sit at each CSWB Community Action Table.
- 4.1.5 To support the advancement of the CSWB Plan, the City will:
- Consider all levels of prevention and work to address root causes of emerging community well-being needs where possible.
 - Use data (qualitative and quantitative) to understand the needs of Regina residents to inform Council reports and service delivery.
 - Provide representatives of the City with relevant professional development and learning opportunities to build capacity to have the capacity needed to evaluate and report in alignment with this CWB Policy.
- 4.1.6 The City will develop tools and provide support to integrate considerations regarding the CSWB Plan *Foundational Commitments* into Council reports as described in 4.2.

4.2 Community Impact Assessment

- 4.2.1 The City will embed consideration of the CSWB Plan *Foundational Commitments* (as listed in 4.1.1) into Council reports, using a Community Impact Assessment methodology. This will be used by Council and Administration in the:
- Completion and review of corporate reports;
 - Development of new or revised Council policies;
 - Design and evaluation of City services and programs; and
 - Development of plans or strategies, including the City budget.
- 4.2.2 The CWB Impact Assessment Toolkit has been developed to support and inform City policy formulation and decision making. This tool includes guidance on CWB topics including, but not limited to, how to:
- Assess impacts to community well-being in Council reports;
 - Determine the level of prevention of recommendations; and
 - Information on related strategies, tools, standards, policies and programs.
- 4.2.3 Additional, but optional, use of the CWB Impact Assessment Toolkit can be applied as desired in the:
- Development of new or revised Administration policies;
 - Delivery of communication, marketing and information provided to the public, including processes of public engagement;
 - Advocacy to and collaboration with other orders of government to address relevant social issues; and
 - Other City processes as directed by Council.
- 4.2.4 The CWB Impact Assessment Toolkit will be available to all employees on the City of Regina's intranet system, CityConnect.

5.0 Roles & Responsibilities

City Council

- Use the Community Well-being impact assessment provided under the Policy/Strategic Impacts section in Council and Committee reports to inform decisions.

City Clerk

- Ensure report writing training and documentation includes instructions on Community Well-being impact assessments under the Policy/Strategic Impacts section of reports being prepared for Council and Committees of Council.
- Update instructional documentation regularly in alignment with the CWB Impact Assessment Toolkit.

Managers/Directors

- Inform and ensure use of the CWB Impact Assessment Toolkit by report writers.
- Identify and make recommendation for when additional training is required for staff.

Staff

- Consult the CWB Impact Assessment Toolkit when writing of reports.
- Consult with City CSWB subject matter experts as needed to understand Community Well-being impacts to reports.
- Request additional training to Manager where identified.
- Include a CSWB subject matter expert as a report reviewer in MinuteTraq workflow.

Community Safety & Well-being Work Unit

- Review, update and amend the CWB Policy.
- Consult on the CWB Impact Assessment Toolkit with the CSWB Organization.
- Review, update and amend the CWB Impact Assessment Toolkit regularly to ensure relevance.
- Be available for consultation on matters related to the CWB Policy and/or CWB Impact Assessment Toolkit.
- Review reports in MinuteTraq when included by report writers in MinuteTraq workflow.
- Compile info and report to CSWB Organization.

6.0 Related Forms

Community Well-being Impact Assessment Toolkit

7.0 Reference Material

Community Safety & Well-being Plan (2021)

Council & Committee Report Preparation Guide

Truth & Reconciliation Commission of Canada Final Report (2015)

8.0 Revision History

Date	Description of Change	(Re)-Approval Required (y/n)
dd-mmm-yyyy	Initial Release.	Yes

Community Well-being Impact Assessment Toolkit

Version 1
Created: April 2022



Introduction:

The Community Well-Being (CWB) Impact Assessment Toolkit supports and informs City policy formulation and decision making. This tool allows City Council and Administration to assess alignment with the foundational commitments established in [Regina's Community Safety and Well-being \(CSWB\) Plan](#), and in alignment with the *Community Well-being Policy*.

The intended outcome of this toolkit is to maximize positive impacts and mitigate potential negative impacts of decision making on the well-being of Regina residents.

How to use the CWB Impact Assessment Toolkit:

There are three parts to the CWB Impact Assessment Toolkit with guidance provided on: assessing CWB Impacts in Council reports; identifying the prevention level associated with recommendations; and information on related strategies, tools, standards, policies and programs for further reference and analysis support.

Each section should be consulted by City Administration in order to embed consideration of the CSWB Foundational Commitments into Council reports and generate a CWB Impact statement for inclusion under the Policy/Strategic Impacts section of Council and Committees of Council reports.

Note: Use of this tool is not limited to Council and Committee of Council reports and is encouraged for wide use in all policy and programming development across the corporation.

1 – Community Well-being Impact Assessment:

The following definitions and corresponding questions should be consulted to inform the development of CWB Impact statement of Council and Committee of Council Reports:

Accessibility: refers to ensuring everyone, including people with disabilities, has fair and equitable access to activities, services, products and environments within Regina. Improving accessibility involves removing barriers to inclusion that can include physical, social, financial, communication or other factors that can prevent someone or a group of people from being able to access an activity, service, product or environment.

- How does the recommendation improve the accessibility and inclusivity of the City's services, programs and facilities?
- Does the recommendation remove barriers that make it difficult for some residents to fully participate?

Anti-Oppression: refers to recognizing oppressions (systems of supremacy and discrimination perpetuated through differential treatment, ideological domination, and institutional control) that exist in society, seek to mitigate their effects and, ultimately, equalize the power imbalance in society.

- What systems of oppression and/or power imbalances are present in relation to the recommendation and/or report?
- As a result of the recommendation, who gains power and who loses power?
- How does the recommendation seek to mitigate unequal systems of supremacy and discrimination to equalize power imbalances?

Anti-Racism: refers to actively opposing racism by supporting changes and policies to advance economic and social life.

- How will racialized groups benefit or be impacted by the recommendation?
- How are historical, institutional, structural, and individual forms of racism denounced through the recommendation?

Collaboration: refers to acknowledging the shared responsibility and need for collective action among all sectors to address local challenges and achieve change moving forward.

- Have key stakeholders that will be impacted by the recommendation been engaged? Who was not engaged or was unable to be engaged?
- How are key stakeholders a part of the solution? What is the City's role?

Diversity: refers to valuing diversity and acknowledging that differences between people (such as race, gender, sexual orientation, class, age, country of origin, education, religion, geography, physical or cognitive abilities) are valued assets and committing to strive for diverse representation as a critical step toward equity.

- How have diverse voices been amplified in the recommendation and/or report?
- How are diverse groups represented in the recommendation and/or report?

Equity: refers to committing to systematic equity, which is the pursuit of fairness, justice, and a focus on outcomes that are most appropriate for a given group, recognizing different challenges, needs, and abilities.

- How are Indigenous and/or equity-deserving groups impacted by the recommendation? Are groups impacted differently?
- How does the recommendation impact barriers that are faced by Indigenous and/or equity-deserving groups?
- How will you know if inequities have been reduced?

Intersectionality: refers to acknowledging that multiple dynamics of privilege and oppression (ie. race, gender, class, sexuality, age, ability, religion, citizenship/immigration status) operate simultaneously in complex and compounding ways and must be considered to fully understand oppression and how to address it.

- What are the multiple factors that should be understood when considering the recommendation? How do these social factors interact to produce an outcome?
- What differences or similarities are considered to exist between different groups?
- Do some groups remain marginalized as a result of the recommendation? How can this be addressed?
- Are assumptions, knowledge gaps, or biases present in the report?

Inclusion: refers to including and creating space for different people and groups to engage in authentic and empowering participation, with a true sense of belonging and full access to opportunities.

- How have different people or groups been included in the process of developing the recommendation? Who was not included?
- What opportunities exist for creating greater inclusion as a result of the recommendation?

Reconciliation: refers to commitment to the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action to establish and maintain a mutually respectful relationship between Indigenous and non-Indigenous Peoples in Canada through awareness of the past, acknowledgment of the harm that has been inflicted on Indigenous Peoples, atonement for the causes, and action to change behaviour.

- How does your recommendation respond to the TRC Calls to Action? Which Calls to Action are addressed?
- How can your recommendations contribute to improved relationships with Indigenous peoples and communities?
- What are the opportunities for the recommendation to advance the TRC Calls to Action?

Note: Not all of the following foundational commitments or questions will apply to all reports and recommendations, and they are for consideration only. It is up to discretion of the report writer to determine which foundational commitments hold greatest relevancy to the Council report being developed.

2 – Level of Prevention

A statement on the level of prevention a recommendation targets can be included in the CWB Impact statement, identifying if the intervention is upstream, midstream, or downstream in its approach. This is optional, as it may have little to no relevance for some reports.

Prevention refers to a desire to circumvent an adverse event or situation before it occurs. Approaches should span different stages of prevention and intervention, from addressing root causes (upstream) to responding to challenges afterward (downstream). Upstream, midstream, and downstream refer to:

Upstream	Upstream approaches focus on addressing root causes by investing in interventions that tackle social, economic, and other risk factors before harm occurs and harness evidence-based solutions.
Midstream	Midstream approaches focus on providing supports and resources for those in vulnerable or marginalized positions to prevent further suffering.
Downstream	Downstream approaches focus on providing interventions to reduce harms among those who are already suffering or facing challenges and include addressing immediate needs of specific groups or individuals.

3 – Related Strategies, Tools, Standards, Policies and Programs

- Accessibility Guidelines
- [Age Well Regina](#) (Age-Friendly Regina)
- [Building Standards Guide: Building-Free Design](#) (Government of Saskatchewan)
- [Community Safety & Well-being Plan](#)
- [CSWB Foundational Commitments](#)
- Community Well-being Policy
- [Honouring the Truth, Reconciling for the Future: TRC Final Report](#) (Truth & Reconciliation Commission of Canada)
- [LGBTQ2+ Inclusiveness: Toolkit for Inclusive Municipalities](#) (Canadian Commission for UNESCO)
- [Plan to End Homelessness](#)
- [Regina Cultural Plan](#)

Contact:

For questions about this toolkit or to discuss how to apply the Community Impact Assessment in this document, please contact the Community Well-being & Inclusion unit at CSWB@regina.ca.



2022 Special Event Grant Allocation – miyo-wîcîwitowin [Me-yo-wi-ts-o-to-win] Day

Date	August 10, 2022
To	Executive Committee
From	City Planning & Community Development
Service Area	Parks, Recreation & Cultural Services
Item No.	EX22-90

RECOMMENDATION

That Executive Committee:

1. Approve the Special Event Major grant within the Community Investment Grants Program (CIGP) as follows:
 - Regina Exhibition Association Ltd (REAL) receive up to \$50,000 in support of miyo-wîcîwitowin Day.
2. Approve the funding for this grant in the amount of up to \$50,000 from the 2022 General Operating Budget allocated for Executive Committee Grants.

ISSUE

Regina Exhibition Association Ltd (REAL) has requested \$50,000 in support of miyo-wîcîwitowin Day, taking place on September 29, 2022, at Mosaic Stadium (Appendix A). This application qualifies for funding within the special event major grant program.

IMPACTS

Policy and/or Strategic Implications

The mission of the City of Regina's (City) CIGP is to fund and partner with community non-profit

organizations to deliver programs, projects, and services that align with the City priorities, have a clear community impact and to respond to community needs.

miyo-wîcîwitowin Day meets the funding criteria of the special event major grant, supports the vision and goals of the City's Cultural Plan and strongly aligns to all six priorities within the CIGP's Culture stream.

Financial Implications

The 2022 budget for Special Event Major is \$122,700. To date, \$25,000 has been allocated, leaving \$97,700. If the above recommendation is approved, \$47,700 will remain in the budget for allocation with one remaining deadline in 2022 (August).

Accessibility Implications

Enhanced accessibility through reducing barriers to participation is a core consideration of special event funding and was addressed in the application. Accessibility impacts are described in the discussion section of this report.

OTHER OPTIONS

Option 1: Executive Committee can provide a different level of financial support to the organization.

- The projected budget outlines an anticipated surplus of \$34,600 if all anticipated revenues are received. However, this is a contingency, as the projected revenue has not been confirmed. REAL has advised that any surplus would be held and invested in next year's event.

Option 2: Executive Committee can decide not to provide financial support to the organization.

- Through adjudication, the recommendation was to support this request, in recognition of objectives that are strongly aligned with the City's Cultural Plan, the CIGP's Culture stream priorities and in support of Truth and Reconciliation. Not providing financial support to this event could have a negative impact on the proposed programming and could be perceived negatively due to the strong connection with current policy.

COMMUNICATIONS

Grant recipients are required to recognize the City as a funding provider. The organization will work with the Communications & Engagement Department to arrange acknowledgement and proper logo recognition.

DISCUSSION

The Special Event Major grant complements funding provided through the CIGP's Culture, Social Development and Sport & Recreation streams. Funding support ranges from \$5,000 up to \$50,000 to non-profit organizations that are producing events that build community pride and spirit, but are also:

- a) One-time and first-time events that celebrate, preserve and enhance Regina's identity by commemorating notable people, places and events, symbols and 10th, 20th, 25th, 50th, 75th and 100th anniversaries; or
- b) Local events that promote the values of citizenship and identity on Canada Day, National Indigenous Peoples Day, Remembrance Day or Saint Jean Baptiste Day; or
- c) Re-occurring events that have an established history of City service support (e.g., transit services).

The Parks, Recreation & Cultural Services (PRCS) Department assembled an adjudication panel to provide an assessment of the application. The panel included staff with backgrounds in culture, inclusion, sport and recreation, and granting expertise. The panel met to assess the application against the program's criteria: organizational strength, program merit, community need, community impact, accessibility, and financial need. The panel made recommendations on funding amount based on alignment to CIGP funding stream priorities.

Regina Exhibition Association Ltd (REAL) - miyo-wîcîwitowin Day

Organizational Strength: REAL District is an interconnected event complex at the centre of sport, business and entertainment in Regina, which accommodates an estimated 3.5 million visitors annually. The not-for-profit operates a 100-acre property and has been successful in hosting more than 700 major events every year, including Canadian Western Agribition, Canada's Farm Show, Queen City Ex, FROST and countless other sporting events, concerts, trade shows, awards shows and conferences.

Program Merit: miyo-wîcîwitowin translated in Cree means "Reconciliation". miyo-wîcîwitowin Day is a response to the federal government's declaration of September 30th as the National Day for Truth & Reconciliation to pause and reflect on the history and ongoing legacy of residential schools.

miyo-wîcîwitowin Day will take place at Mosaic Stadium on September 29, 2022. Students, business leaders and the general public will gather to hear truths from Residential School survivors and participate in music and dance all in response to the Truth & Reconciliation Calls to Action (TRC).

miyo-wîcîwitowin Day will invite young people to submit artwork reflecting what National Day of TRC

means to them. Submissions will be selected and showcased both online and at the event, creating an educational legacy on this day and for years to come.

Community Need: miyo-wîcîwitowin Day offers a chance for all people to learn about the past, discuss truth, share experiences and contribute to healing.

Community Impact: Through miyo-wîcîwitowin Day, REAL in partnership with Cowessess First Nation hopes to bring approximately 15,000 people to Mosaic Stadium to create dialogue in the community that will help community:

- Gain a better understanding of Survivor experiences and how individuals and corporations can have the willingness to cultivate a true understanding.
- Provide a platform for members of the Indigenous community to speak their truth and show their work and culture.
- Create community engagement, promote cultural understanding, respect, and build and grow meaningful partnerships.

The event contributes to the vision and goals of the City's Cultural Plan and strongly aligns to all six priorities of the CIGP's Culture stream.

Accessibility: The event has been planned to be free, open and accessible for all 15,000 expected attendees. In an effort to ensure student participation, the event will provide transportation for Regina Public and Regina Catholic School Divisions, Cowessess Community Educational Centre (part of Cowessess First Nation #73) and File Hills Qu'Appelle Tribal Council.

The event will make the Alumni Lounge available to Residential School survivors and their support people so that they are able to attend in a quiet, safe and indoor space.

For those who can't attend in person, the event will also be live streamed.

Financial Need: REAL's application is projecting 25 per cent (or \$100,000) of miyo-wîcîwitowin Day funding to come from grant funding, in which half is expected from City support. The other grant funding is expected to be made up from the Federal and Provincial Governments.

REAL has indicated that the majority of City funds would be allocated towards artists fees, stage set up/production and live streaming. To date, miyo-wîcîwitowin Day has received approximately \$163,000 in funding support from Mosaic Company, PIC Investment Group Inc., Saskatchewan Lotteries, SGI and SaskEnergy, amongst other partners. This equates to 40 per cent of their projected revenues.

Administration spoke with REAL and any surplus will be used to support the 2023 event.

Adjudication Panel Recommendation:

The adjudication panel recommends funding support of \$50,000. The City's support could assist in furthering the education of people regarding reconciliation and responding to the TRC Calls to Action through the first ever miyo-wîcîwitowin Day.

DECISION HISTORY

At its meeting on December 15, 2021, City Council considered item *CM21-23: 2022 General and Utility Operating Budget and 2022 - 2026 General and Utility Capital Plan* and approved an annual budget of \$205,000 for the Economic (Executive Committee), where Special Event Major funding is allocated from.

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

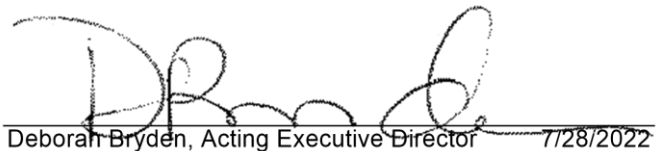
Respectfully submitted,

Respectfully submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

7/14/2022



Deborah Bryden, Acting Executive Director

7/28/2022

Prepared by: Travis Holt, Coordinator, Community Investments
Mark Sylvestre, Coordinator, Cultural Development

ATTACHMENTS

Appendix A - REAL Application



**COMMUNITY INVESTMENT
GRANTS PROGRAM**

**SPECIAL EVENT GRANT (MAJOR)
2022 GUIDELINES & APPLICATION**
(Over \$5,000 - \$50,000)

Guidelines

1. Program Purpose

The funding supports events that are either:

- a) one time and first-time events that celebrate, preserve and enhance Regina's identity by commemorating notable people, places and events, symbols and 10th, 20th, 25th, 50th, 75th and 100th anniversaries or;
- b) local events that promote the values of citizenship and identity on Canada Day, National Indigenous Peoples Day, Remembrance Day and Saint Jean Baptiste Day; or
- c) re-occurring events that have an established history of City of Regina service support (e.g., transit services).

2. Eligibility Requirements:

To qualify for funding, all the following eligibility conditions must be met:

- The organization must be a **registered non-profit community organization** that is **operating with an active status**, and that has been **incorporated for at least one year at the time of application submission**. Verification of current non-profit incorporation must be submitted with the application.
- The organization must not exclude anyone because of religion, national or ethnic origin, colour, sex, sexual orientation, age, or mental or physical disability. This does not preclude those organizations that restrict services to a particular sector of the community for reasons of improving the conditions of disadvantaged individuals or groups according to Section 15 (1) (2) of the Charter of Rights;
- The organization must be considered in good standing by the City of Regina (e.g., no outstanding accounts such as unpaid taxes, utilities, tickets, permits, etc. or outstanding follow-up reports from previous CIGP funding);
- The event must be a community-based activity which is open to the public;
- The event must occur in Regina;
- Events that result in cash prizes, awards and/or gifts are eligible to apply; and
- Business improvement districts partnering with the City of Regina are eligible to apply.

3. Ineligible Requests:

The City of Regina does not provide Special Event funding to:

- Events that qualify for funding under other City of Regina grant programs (e.g., hosting championship events under the Sport & Recreation Stream);
- Organizations that have already received a City of Regina Special Event grant that year;
- Organizations hosting a conference;

- Annual general meetings, educational seminars and/or professional development;
- Fundraisers;
- Initiatives whose purpose is the furtherance of a religious or political belief;
- Charitable foundations;
- Municipal service providers such as fire, police and libraries;
- Saskatchewan Health Authority, hospitals, nursing homes; or
- Schools, school boards, educational institutions or school related functions (e.g. open houses, celebrations, anniversaries or BBQs, etc.) are not eligible for funding.

Ineligible Expenses:

City of Regina funding may not be used for:

- Alcohol;
- Building renovations or improvements;
- City of Regina grant funding used specifically for cash prizes, awards and/or gifts.

4. Funding Levels, Review & Approval

Requests of Over \$5,000 and Up to a maximum of \$50,000

Requests for funding of \$5,000 and up to a maximum of \$50,000 are considered through the Special Event Major Grant Program. Special Event Major Grant applications are initially evaluated by Senior City Administration and a report containing a recommendation is prepared. The report is presented to the Executive Committee of City Council for a final decision. The maximum request for a Special Event Major Grant is \$50,000.

5. Terms and Conditions of Funding

Organizations receiving funding from the City of Regina must abide by City bylaws, policies and procedure. When unaware of a bylaw, policy or procedure, the organization will be informed of the regulations. An organization in breach of a City of Regina bylaw will lose, if applicable, the 20 per cent outstanding payment following the initial breach of a bylaw. Subsequent incidents will result in the group being ineligible for grants in the future.

6. Application Process

- Applications will be accepted on three (3) deadline dates: January 31, March 31 and August 31, 2022.
- Please apply on the deadline, which is a minimum of at least three (3) months prior to the event. Applications can be submitted up to two (2) years prior to the event.
- Incomplete applications will not be forwarded to the Adjudication Committee for consideration.

There is no guarantee of funding. Applications may result in full, partial or no funding.

Applications along with required attachments may be submitted electronically to communityinvestments@regina.ca, or hand delivered or mailed to:

Community Investments
Parks, Recreation & Cultural Services
6th Floor, City Hall
PO Box 1790
Regina, SK S4P 3C8

If you have questions, please contact communityinvestments@regina.ca or 306-777-7507.

7. Evaluation

Questions on the application form provide a framework for the applicant to provide details regarding the event.

Requests will be evaluated using the following criteria:

- Organization
- Program Merit
- Community Need
- Community Impact
- Accessibility
- Financial Need

8. Post Approval

- a) **Recognition** – Recipients are required to provide recognition to the City of Regina, if the funding request is approved.
- b) **Initial Payment** – An initial payment of 80 per cent of the approved funding is made following approval of a request.
- c) **Follow Up Report** – Recipients will be required to submit a report and performance information at the end of their funded event. This performance will be based on a menu of performance measures provided by the City (e.g., number of people who attended an event).
- d) **Final Payment** – The final 20 per cent of the approved funding will be released after the organization has completed the event, submitted the Follow-Up Report and the Report has been reviewed and approved by the City of Regina.



**COMMUNITY INVESTMENT
GRANTS PROGRAM**

**SPECIAL EVENT GRANT (MAJOR)
2022 APPLICATION
(Over \$5,000 - \$50,000)**

Instructions:

- Keep one copy of this completed application form and attachments for your records.
- Number all attachments.

Please Note: All information contained in this application and supporting documentation could be posted online.

GENERAL INFORMATION:

1.	Organization's Legal Name:	Regina Exhibition Association Ltd (REAL)	
	Mailing Address:	17000 Elphinstone Regina, SK	Postal Code:
2.	Contact Person:	Deborah Rush	
	Mailing Address:		Postal Code:
	Telephone No:	306-591-8096	
	E-mail:	Deb.rush@real1884.ca	
3.	Alternate Contact:	Tyler Lloyd	
	Mailing Address:		Postal Code:
	Telephone No:	306-	
	E-mail:	Tyler.lloyd@real1884.ca	
4.	Name of Event:	Miyo-wîcîwitowin Day	
5.	Amount of Request:	\$50,000	
6.	Event Date(s):	September 29, 2022	

Attachments (number all attachments to correspond with this list):

- ☐ #1 – Current Profile Report from the Corporate Registry of Information Services Corporation (ISC); the Profile Report must be printed from the ISC website no more than 30 days prior to submission of your grant application.
- ☐ #2 – Event budget which includes a list of estimated expenditures, revenues, other confirmed funding sources, sponsorships and in-kind donations.
- ☐ #3 – Letters confirming financial sponsorships and in-kind contributions from other levels of government, corporations and sponsors.

- ☐ #4 – Most recent audited annual financial statements, as presented at the last Annual General Meeting. This includes an income statement and a balance sheet. If the financial statements are not audited, then the unaudited financial statements must be signed and certified correct by two members of the Board of Directors.
- ☐ #5 – Letters of support (optional).
-

ORGANIZATION:

7 What is your organization's mandate?

Situated in the heart of Regina, REAL District is the largest interconnected event complex in Canada and the centre of sport, business and entertainment for the community. The Regina Exhibition Association Limited is the not-for-profit corporation that operates the 100-acre REAL District property. The property hosts the majority of Regina's major events, including Canada's Farm Show, Queen City Ex, Canadian Western Agribition & FROST @REAL. REAL District is home to the Saskatchewan Roughriders, Regina Pats, Regina Soccer Association, many minor and recreational sports, and numerous concerts, trade shows and conventions.

Our Vision: To be the heart of our city and province, a place where people come to live, work and play.

Our Mission: We deliver exceptional experiences and foster meaningful memories that make our community a better place.

Our 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 REAL 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 others accountable for delivering on promises.

8 What are some of the significant accomplishments and successful programs of your organization over the past 3 years?

As the Premier Event, Entertainment and Sport Facility. We have hosted a variety of events over the years. Obviously 2020 and parts of 2021 we were sidelined due to COVID but here are a few highlights:

Iceville Dec 31, 2020 - Feb 15, 2021

21,000 guests

WHL HUB March 12 - April 11

46 Days 84 Games

Canada's Farm Show Virtual June 16 & 17

92,000 views

50 countries participated

Queen City Ex August, 2021

274,624 guests

\$11.36 Million in economic Impact

We are home to the Saskatchewan Roughriders and Regina Pats and numerous tenants and sporting groups.

Our annual contributions:

700+ Annual Events

3.5M Annual Visitors

\$425M in Provincial GDP

\$219M in Regina GDP

4,784 Provincial Jobs

2.4M Recreational Users

- 9 Does your organization have any unpaid accounts with the City of Regina (e.g., taxes, utilities, tickets, permits, etc.) or outstanding grant follow up reports? If yes, what are they?

NO

PROGRAM MERIT:

10. Provide a complete event description. This includes detailed information on what activities are planned and dates/times/locations of the activities. In addition, please explain how your organization's special event addresses any of the City's cultural, social development or sport & recreation funding priorities? *For a complete list of the City's stream priorities, please visit our website at regina.ca/grants.*

Miyo-wîcîwitowin Day. Recognizing truth. Inspiring Action.- September 29, 2022

Miyo-wîcîwitowin is Cree for reconciliation and can be loosely translated to "walking together in good way".

This day is a response to the federal government's declaration of September 30 as the National Day for Truth and Reconciliation (NDT&R), a statutory holiday to pause and reflect on the tragic history and ongoing legacy of residential schools.

Our goal is to bring Survivors together to share their stories and their truth. This day is about truth, sharing, healing and action.

Our website and Video, highlight why this day matters:

<https://wewalktogether.ca/>

A robust committee led by Co-Chairs, Chief Cadmus DeLorme, Chief of Cowessess First Nation and Tim Reid, CEO of Regina Exhibition Association Ltd (REAL). Their goal is to bring action to this day and involve youth from across the province.

Regina, Treaty 4 is where we will gather and bring Survivor stories and a celebration of resilience to over 15,000 participants. Together we will get stronger and heal.

Through this event, Regina has the opportunity to be the heart of reconciliation for our country. We all inherited this, we all must own it, a little piece of it, in our business life.

This is an unprecedented opportunity to share with our community and the country. Participating in Miyo-wîcîwitowin Day is an opportunity for all of us to move forward and walk together in truth and reconciliation.

A strong committee comprised of education leaders, business leaders, community leaders and Survivors is working to bring legacy and purpose to this annual event.

Hosted at Mosaic Stadium, we will bring students, business leaders, and the general public together in a momentous day.

The program will include Survivor stories, music, dance, and keynote speakers. There will also be a presentation and action to advance the 94 Calls to Action recommended by the Truth and Reconciliation Commission.

Through the support of grants and sponsorships, we will host high school students from Regina Public, Catholic, Cowessess and File Hill school divisions. There will be no cost to attend. We are also working to cover all transportation costs and provide all the students with commemorative T-shirts.

We will also have 15,000 seats available for students in other jurisdictions and the general public. The business community is being encouraged to sponsor and receive corporate seating.

We are pleased to announce the following performers:

Snotty Nose Rez Kids

The Regina Symphony Orchestra with Zoey Roy

DJ Kookum

Terrance Littleton and Family

Max Delorme

And the following speakers:

Chief Cadmus Delorme - Cowessess First Nation

The Honourable, Marty Klyne, Saskatchewan Senator

The Honourable Russ Mirasty - Lt Governor of Saskatchewan

Her Worship Sandra Masters - Mayor of Regina

Chief Rose Anne Archibald - National Chief Assembly of First Nations

Jeff Cappel - Regina Multi-Cultural Society

Skylar Anderson - Globe Theatre

There are a number of additional speaker invitations still pending.

Education is a key pillar of this event.

From an Indigenous perspective, young people are “Gifts from the Creator” because they are precious, they have endless potential and they have important teachings for their families and communities. Young people are our future.

With this perspective in mind, the Miyo-wicihtowin Day Committee invites young people to submit artwork, tik tok videos and poetry to respond to the question: What does the National Day of Truth and Reconciliation mean to you? We invite youth to share their creativity and teachings about Canada’s painful past and the future of reconciliation. Submissions will be selected and then displayed on the website and at the event in Harvard Lounge.

It is our intent that there will educational legacy pieces developed from this and each year we will build on the work done.

We believe this event aligns with all the City’s Culture Stream Priorities. Here are a few highlights.

- **Preserve and conserve Regina’s intangible cultural heritage; e.g., languages, traditions, stories.**

Throughout the planning and execution of the day, we are working to preserve the Indigenous culture of our region, from art, song to our intent to translate to as many Indigenous dialects as possible- Cree, Saulteaux, Mischif, Lakota and Dakota.

- **Improve awareness and access to arts and cultural activity and resources; e.g., artistic practices, cultural spaces, cultural industries.**

Our day is grounded in art and performance with many have Indigenous roots. We are working with our Indigenous leaders and performers to ensure the day is inclusive and that we are sharing with Indigenous and non-indigenous

- **Animate the city's public spaces.**

This will be the first time Mosaic Stadium will host an event like this and having it filled students, community and business leaders supporting Truth and Reconciliation and allowing all demographics regardless of socio-economic backgrounds to participate. We will also be live streaming to allow for virtual access as well. I don't believe any other Canadian stadium has been activated to support TRC. Our hope is many others will follow our lead.

- **Reflect the cultural aspirations of newcomers, First Nations, Métis and Inuit people.**

Before reconciliation, there must be truth. This day is sharing those truths, celebrates the diverse culture of First nations and providing and opportunity to heal together,

- **Strengthen the cultural community through meaningful partnerships between organizations.**

The partnership created by REAL and Cowessess will extend far beyond this day. These 2 organizations have been instrumental in planning, creating and executing this vision. We are also partnering with File Hills tribal Council, Regina Public and Catholic School board, Reconciliation Regina and many others. Our corporate support include Mosaic, the Crowns, and many in the business community.

- **Support efforts by organizations that deliver programs, services and space that align with the Truth & Reconciliation Calls to Action (TRC).**

As the centre for sport and business in Regina it is important for REAL to commit to recommendations 87-92 from the Truth and Reconciliation Commission

This specific event aligns with many of the CTAs and we are building our programming and working with our partners and sponsors to identify specific calls that collectively we can help advance. The exact calls and corresponding action will be shared as part of the day.

COMMUNITY NEED:

11. What other organizations are involved in the event as partners? Provide a list here and attach letters of support, labeled as Attachment #5.

Cowessess First Nation	Chief Cadmus Delorme from Cowessess First Nation, will Co-Chair and assist with Indigenous relations and oversight for the project.
Reconciliation Regina	Gillis Lavalley from Reconciliation Regina will partner with us to feature survivor stories for the event.
File Hills Qu' Appelle Tribal Council	Bailey Watson from File Hills Qu' Appelle Tribal Council will be involved in the marketing and communication for the project.
Cowessess School Division	Sandy Pinay-Schindler from Cowessess School Division will act as the Education Lead and facilitate student coordination.

Corporate Partners include:

Mosaic
Phoenix Group
PIC
Sask Energy

Sask Power

COMMUNITY IMPACT:

12. What is the direct community impact of this event?

This program has not been offered before. It is a new initiative that we would like to hold on a yearly basis and for this event to become the leading example that other communities and organizations model their events after. It is our goal that this event opens up the dialogue in the community so we can innovate and improve the event in response to the feedback and needs of the community. We will be collecting and evaluating key performance indicators (KPIs) to ensure the goals of our programming were reached and gain learnings for how best to improve upon our performance in the future. Some of the outcomes we would like to be achieved are for attendees to:

- Gain a better understanding of survivor stories and how individuals and corporations can advance other calls to actions
- Leave the event equipped with the tools and resources to bring the focus into their own organizations
- Empower the indigenous community and provide a platform for them to share their stories, their work, and promote the overall advancement of their community and culture
- Create community engagement, promote cultural understanding, respect, community pride, social connection, and support the Truth and Reconciliation Commission Calls to Action

13. How will you measure success of the event?

We will conduct a project evaluation at the end of the event as we will need to report on the outcomes we achieved to our Board of Directors appointed by the City of Regina. The ways we will measure and evaluate our success will be through interviews, surveys, and tracking participants' numbers. Some examples would be:

- Tracking the number of sponsors and the amount sponsored
- The number of students in attendance and their geographic area
- Tracking Indigenous representation at the event
- A 2-fold survey of our corporate attendees and student attendees
- Tracking metrics through online engagement, social media metrics (likes, followers, impressions, geographic reach), resources being downloaded from our website

As this is our inaugural event, we will gain insight into which metrics are most valuable and use these learnings to replicate this event outside of Regina and all over Saskatchewan and further. It is our intention to become leaders in the Truth and Reconciliation journey and believe Regina is well-poised to be seen as a national example.

14. What is the anticipated attendance of the event?

15,000 guests

15. Provide your best estimate of the economic impact of the event (e.g., ticket revenue, number of people employed)?

All tickets are provided free of charge to students and the public, dignitaries, special guests, performers, speakers. We are also hoping to cover the transportation costs for the students from Regina Public, Regina Catholic, Cowessess and File Hills School divisions.

ACCESSIBILITY:

16. Accessibility is defined as the degree to which an activity, service, or physical environment is available to as many people as possible, regardless of their physical abilities or socio-economic background. Describe how this program is accessible to the public and who can participate.

We are working to make this as open and accessible as possible. We are working with Regina Public, Regina Catholic, Cowessess and File Hills School divisions to ensure all their students have access. We have opened 3000 tickets to all other school districts and the public.

The team leading the Truth and Reconciliation gathering at Mosaic Stadium wants to assure the impact of the day is to uplift the ones who attended Residential Schools. To honour Residential School Survivors, aged 65 and over, will be offered the opportunity to attend the event in the quiet, safe, indoor space in the Alumni Lounge at the stadium and outdoors on the Champions Deck. Support people are also welcome.

We will also be livestreaming the day and this will ensure that all who want to participate can. Our goal is to have Regina be the heart of reconciliation and this day will allow all to better understand what that means, share in the truths and begin to create action to right the wrongs of the past.

17. Please specify, which aspects of the event are free, and which have an admission fee? List all levels of applicable fees.

All access is free.

FINANCIAL NEED:

18. Explain why funding from the City of Regina is needed?

As you will see from the budget, there are minimal earned revenue resources and 25 % of our revenue is to come from Grants. We are hoping to receive \$50,000 from the City, \$25, 000 from the province and \$25,000 from the federal government (through Canada Council). This funding allotment only allows for a break event scenario and our long-term goal is to provide legacy funding to ensure the event continues and grows.

The City funding would be used to help offset the following costs:

Artist fees- \$42,0000

Transportation costs for students - \$30,000

Stage and Productions- \$ 55,0000

Live streaming- \$5000

19. If funding is not secured from the City, how will you ensure the viability of your initiative?

We will have to rely on corporate sponsorship increasing which does pose a risk to the event. We would also need to look at reducing the number of attendees and /or support of their transportation. We have signed contracts with the artists in order to secure them for the day and would not be able to adjust those costs.

SOCIAL MEDIA:

20. Would you like the City of Regina to promote your event on social media?

☒ Yes ☐ No

If yes, please attach all logos/photos that could be used to help the City of Regina enhance the posts about your event.

[Home « We Walk Together miyo-wîcîwitowin day](#)

21. If applicable, please provide your organization's social media accounts, below:

Facebook: [We Walk Together - Home | Facebook](#) Instagram: [Miyo-Wîciwîtowin Day \(@wewalktogether\) • Instagram photos and videos](#)

Twitter:

Snapchat:

22. If resources are available, do you approve the City of Regina to attend your event and take photos/videos to share on social media?

☒ Yes ☐ No

APPLICATION AGREEMENT

Use of Money

The Organization hereby agrees to use any money or services provided to the Organization only in the manner set out in this application and agrees to comply with any conditions as set out in the approval letter issued by the City. The City reserves the right to demand, at any time, the return of any monies or a portion of the monies, and the Organization agrees to return the monies, if the Organization: does not comply with the conditions set out in this application or the approval letter, uses the money in a manner that, in the opinion of the City, is inconsistent with the objectives of the Community Investment Grants Program, does not use the money in accordance with the description of the intended use of the funds as set out in this application, if the undersigned made a material misrepresentation in the application, if the Organization did not use all of the money or if the organization used the money for something not described in this Application without the written consent of the City.

Compliance with Bylaws and Policies

Organizations receiving funding from the City of Regina must abide by City's bylaws, policies and procedures. An organization that has breached a City of Regina bylaw will lose, if applicable, the 20 percent outstanding payment following the initial breach of a bylaw. Subsequent incidents will result in the group being ineligible for grants in the future. If an organization has been advised of a City policy or procedure and does not comply with it, then this breach will be treated in the same manner as a breach of a City Bylaw.

Freedom of Information and Protection of Privacy

The City of Regina is committed to protecting the privacy and confidentiality of personal information. All personal information that is collected by the City is done so in accordance with *The Local Authority Freedom of Information and Protection of Privacy Act*. The information collected in this application will be used to administer the Community Investment Grants Program. De-identified, aggregate information will be used by City of Regina for program planning and evaluation. This application will be distributed to the adjudicators of the Community Investment Grants Program.

Representations

In making this application, we the undersigned Board Members/Executive Director hereby represent to the City and declare that to the best of our knowledge and belief, the information provided in this application and the related attached supporting documents are truthful and accurate, that we have read and agree to comply with the Grant Guidelines and the application is made on behalf of the above-named organization and with the Board of Director's full knowledge and consent. We further represent that the above-named organization is registered as a non-profit corporation pursuant to the laws of Saskatchewan and agree that the organization shall remain so registered for the duration of the term of the grant.

Two signatures are required:



Tim Reid
REAL President & Chief Executive Officer
June 3, 2022



Wayne Morsky
REAL Chair of the Board of Directors
June 3, 2022



Profile Report

Entity Number: 70000

Page 1 of 6

Entity Name: THE REGINA EXHIBITION ASSOCIATION LIMITED

Report Date: 03-Feb-2022

Entity Details

Entity Type	Non-profit Corporation
Entity Subtype	Saskatchewan Non-profit - Membership
Entity Status	Active
Incorporation Date	01-Jan-2014
Annual Return Due Date	31-May-2022
Fiscal Year End Date	31-Dec-2021
Financial Statement Due Date	31-May-2022
Nature of Business	PROVIDE AND OPERATE MULTI-PURPOSE FACILITIES FOR EVENTS AND ACTIVITIES AND PROMOTING AGRICULTURAL INDUSTRIES
MRAS indicator	No

Registered Office/Mailing Address

Physical Address	EVRAZ PLACE - 1700 ELPHINSTONE ST. BOX 167, REGINA, Saskatchewan, Canada, S4P2Z6
Attention To	SINEAD TIERNEY
Mailing Address	THE REGINA EXHIBITION ASSOCIATION LIMITED, BOX 167, REGINA, Saskatchewan, Canada, S4P2Z6
Attention To	SINEAD TIERNEY

Directors/Officers

CHRIS HOLDEN (Director)

Physical Address:	14TH FLOOR - CITY HALL, 2476 VICTORIA AVENUE, REGINA, Saskatchewan, Canada, S4P3C8	Resident Canadian:	Yes
Mailing Address:	14TH FLOOR - CITY HALL, 2476 VICTORIA AVENUE, REGINA, Saskatchewan, Canada, S4P3C8	Effective Date:	01-Mar-2016



Profile Report

Entity Number: 70000

Page 2 of 6

Entity Name: THE REGINA EXHIBITION ASSOCIATION LIMITED

Report Date: 03-Feb-2022

KEN BUDZAK (Director)

Physical Address: SUITE 300 - 10 RESEARCH DRIVE, REGINA, Saskatchewan, Canada, S4S7J7

Resident Canadian: Yes

Mailing Address: SUITE 300 - 10 RESEARCH DRIVE, REGINA, Saskatchewan, Canada, S4S7J7

Effective Date: 01-May-2016

TIFFANY STEPHENSON (Director)

Physical Address: 1ST FLOOR - 3211 ALBERT STREET, REGINA, Saskatchewan, Canada, S4S 5W6

Resident Canadian: Yes

Mailing Address: ROOM 101 - 3085 ALBERT STREET, REGINA, Saskatchewan, Canada, S4S0B1

Effective Date: 01-May-2016

KATHLEEN MCCRUM (Director)

Physical Address: 3131 ANGUS STREET, REGINA, Saskatchewan, Canada, S4S 1P5

Resident Canadian: Yes

Mailing Address: 3131 ANGUS STREET, REGINA, Saskatchewan, Canada, S4S 1P5

Effective Date: 01-May-2017

DAVID SINCLAIR (Director)

Physical Address: SUITE 420 - 1801 HAMILTON STREET, REGINA, Saskatchewan, Canada, S4P 4B4

Resident Canadian: Yes

Mailing Address: SUITE 420 - 1801 HAMILTON STREET, REGINA, Saskatchewan, Canada, S4P 4B4

Effective Date: 01-May-2018



Profile Report

Entity Number: 70000

Page 3 of 6

Entity Name: THE REGINA EXHIBITION ASSOCIATION LIMITED

Report Date: 03-Feb-2022

TIM REID (Officer)

Physical Address: 1700 ELPHINSTONE STREET,
REGINA, Saskatchewan,
Canada, S4P 2Z6

Mailing Address: PO BOX 167, REGINA,
Saskatchewan, Canada, S4P
2Z6

Office Held: CHIEF EXECUTIVE
OFFICER

Effective Date: 01-May-2018

SANDRA BELLEGARDE (Director)

Physical Address: 3407 ESSEX CRES, REGINA,
Saskatchewan, Canada, S4V
2T8

Mailing Address: 3407 ESSEX CRES, REGINA,
Saskatchewan, Canada, S4V
2T8

Resident Canadian: Yes

Effective Date: 30-Apr-2019

WAYNE MORSKY (Director)

Physical Address: 3537 EVANS CRT, REGINA,
Saskatchewan, Canada, S4S
0A9

Mailing Address: 3537 EVANS CRT, REGINA,
Saskatchewan, Canada, S4S
0A9

Resident Canadian: Yes

Effective Date: 30-Apr-2019

COLLIN PULLAR (Director)

Physical Address: 6711 WHELAN DR, REGINA,
Saskatchewan, Canada, S4X
3V9

Mailing Address: 6711 WHELAN DR, REGINA,
Saskatchewan, Canada, S4X
3V9

Resident Canadian: No

Effective Date: 30-Apr-2019

ROBERTA ENGEL (Officer)

Physical Address: PO BOX 167, 1700
ELPHINSTONE STREET,
REGINA, Saskatchewan,
Canada, S4P 2Z6

Mailing Address: PO BOX 167, 1700
ELPHINSTONE STREET,
REGINA, Saskatchewan,
Canada, S4P 2Z6

Office Held: CHIEF FINANCIAL
OFFICER

Effective Date: 06-Aug-2018



Profile Report

Entity Number: 70000

Page 4 of 6

Entity Name: THE REGINA EXHIBITION ASSOCIATION LIMITED

Report Date: 03-Feb-2022

JIM HOPSON (Director)

Physical Address: 170-3960 GREEN FALLS DR, Regina, Saskatchewan, Canada, S4V 3T5 Resident Canadian: Yes

Mailing Address: 170-3960 GREEN FALLS DR, Regina, Saskatchewan, Canada, S4V 3T5

Effective Date: 01-Jun-2020

CATHERINE WARNER (Director)

Physical Address: 3344 ASHLEY PLACE, Regina, Saskatchewan, Canada, S4V 2T8 Resident Canadian: Yes

Mailing Address: 3344 ASHLEY PLACE, Regina, Saskatchewan, Canada, S4V 2T8

Effective Date: 30-Apr-2021

ROSANNE HILL BLAISDELL (Director)

Physical Address: HARVARD DEVELOPMENTS INC, 2000-1874 SCARTH ST, Regina, Saskatchewan, Canada, S4P 4B3 Resident Canadian: Yes

Mailing Address: HARVARD DEVELOPMENTS INC, 2000-1874 SCARTH ST, Regina, Saskatchewan, Canada, S4P 4B3

Effective Date: 30-Apr-2021

KENRIC EXNER (Director)

Physical Address: 6315 WASCANA COURT PLACE, REGINA, Saskatchewan, Canada, S4V 3B5 Resident Canadian: Yes

Mailing Address: 6315 WASCANA COURT PLACE, REGINA, Saskatchewan, Canada, S4V 3B5

Effective Date: 30-Apr-2021



Profile Report

Page 5 of 6

Entity Number: 70000

Entity Name: THE REGINA EXHIBITION ASSOCIATION LIMITED

Report Date: 03-Feb-2022

SINEAD TIERNEY (Officer)

Physical Address: EVRAZ PLACE, 1700
ELPHINSTONE STREET,
REGINA, REGINA,
Saskatchewan, Canada, S4P
2Z6

Mailing Address: EVRAZ PLACE, P.O. BOX 167, REGINA, Saskatchewan,
Canada, S4P 2Z6

Office Held: SECRETARY

Effective Date: 30-Oct-2020

JUNE ZIMMER (Director)

Physical Address: 2566 LINNEN WAY, REGINA,
Saskatchewan, Canada, S4V
1K3

Mailing Address: 2566 LINNEN WAY, REGINA,
Saskatchewan, Canada, S4V
1K3

Resident Canadian: Yes

Effective Date: 30-Apr-2021

AHMED MALIK (Director)

Physical Address: 3452 GREEN TURTLE ROAD,
REGINA, Saskatchewan,
Canada, S4V 3N7

Mailing Address: 3452 GREEN TURTLE ROAD,
REGINA, Saskatchewan,
Canada, S4V 3N7

Resident Canadian: Yes

Effective Date: 30-Apr-2021

ANGELA HALL (Director)

Physical Address: 3085 ALBERT ST, REGINA,
Saskatchewan, Canada, S4P
0B3

Mailing Address: 3085 ALBERT ST, REGINA,
Saskatchewan, Canada, S4P
0B3

Resident Canadian: Yes

Effective Date: 04-Jan-2021

Articles

Minimum Number of Directors: 7 Maximum Number of Directors: 15

Membership Structure:

Class Name	Voting Rights	Number of Members
CLASS A	Yes	1



Profile Report

Page 6 of 6

Entity Number: 70000

Entity Name: THE REGINA EXHIBITION ASSOCIATION LIMITED

Report Date: 03-Feb-2022

CLASS B No 0

Business Names Owned By Corporation

Number	Name	Type
167118	REGINA EXHIBITION PARK	Saskatchewan Business Name - Sole Proprietor

Event History

Type	Date
Non-profit Corporation - Annual Return and Financial Statement	19-May-2021
Notice of Change of Directors/Officers	18-May-2021
Resignation of Director	18-May-2021
Non-profit Corporation - Annual Return and Financial Statement	23-Jun-2020
Notice of Change of Directors/Officers	23-Jun-2020
Notice of Change of Directors/Officers	10-May-2019
Non-profit Corporation - Annual Return and Financial Statement	10-May-2019
Notice of Change of Directors/Officers	18-Jun-2018
Non-profit Corporation - Annual Return and Financial Statement	03-May-2018
Notice of Change of Directors/Officers	03-May-2018
Non-profit Corporation - Annual Return and Financial Statement	11-May-2017
Notice of Change of Directors/Officers	11-May-2017
Notice of Change of Directors/Officers	03-May-2016
Non-profit Corporation - Financial Statement	08-Apr-2016
Notice of Change of Directors/Officers	15-Mar-2016
Non-profit Corporation - Annual Return	09-Feb-2016
Non-profit Corporation - Financial Statement	18-Jun-2015
Notice of Change of Directors/Officers	12-May-2015
Non-profit Corporation - Annual Return	25-Feb-2015
Notice of Change of Directors/Officers	22-Dec-2014
Notice of Change of Directors/Officers	05-Feb-2014
General Information	01-Jan-2014
Non-profit Corporation - Act Continuance	01-Jan-2014
Other Legislated Entities - Maintain	07-Aug-2001
General Information	11-Jul-2001

APPENDIX A - Page 20

			Expense	
Revenue			Facility Fee	
Level One Sponsor	\$	150,000.00	Facility Conversion	\$ 35,000.00
			Parking Support	\$ 2,500.00
			Transit Support	\$ 2,500.00
			Security	\$ 15,000.00
			Guest Services	\$ 5,000.00
			Cleaning	\$ 8,000.00
			IT Support	\$ 2,500.00
				\$ 70,500.00
Level Two Sponsor	\$	75,000.00	Event Production	
			Entertainment	\$ 20,000.00
			Speakers	\$ 20,000.00
			Stage	\$ 20,000.00
			Sound and Lights	\$ 20,000.00
			Livestream	\$ 5,000.00
			Production Crew	\$ 15,000.00
Level Three Sponsor	\$	60,000.00	In Venue Video Production	\$ 12,500.00
				\$ 112,500.00
Grants and Donations	\$	100,000.00	Ancillary Costs	
			Bussing	\$ 30,000.00
			Meteorologist	\$ 2,000.00
			Masks	\$ 5,000.00
			Hand Sanitizer	\$ 5,000.00
			Shirts	\$ 125,000.00
			TRC Calls to Action	\$ 10,000.00
Food and Beverage	\$	9,600.00		\$ 177,000.00
			Total Expense	\$ 360,000.00
			Earnings	\$ 34,600.00
Total Revenue			Contingency	10%



Corporate Relations & Communications

2025 Victoria Avenue
Regina, Saskatchewan
Canada S4P 0S1
Phone: 306.566.6126
Fax: 306.566.2548

June 1, 2022

Regina Exhibition Association Limited
Evraz Place
1700 Elphinstone Street
P.O. Box 167
Regina, SK S4P 2Z6

To Whom It May Concern,

SaskPower is pleased to write a letter of support for Regina Exhibition Association Limited (REAL). SaskPower has had a long-standing relationship with REAL, demonstrated through the support of various events over the years.

Our partnership and collaborative working relationship strive to support and provide meaningful opportunities to Regina residents. SaskPower is proud to support this inaugural event, which is so important for all community members.

Miyo-wiciwitowin Day being on September 29 is an opportunity to facilitate awareness and commitment from the thousands in our community that it will bring together.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Wayne Rude', written in a cursive style.

Wayne Rude
Manager, Indigenous Relations
Corporate & Regulatory Affairs

Cc: Verna Williamson, Manager, Community Partnerships & Investment
Melanie McKay, Consultant, Indigenous Relations

June 2, 2022

306-630-8441

To whom it may concern:

Re: SaskWater Public SaskWater sponsorship of Miyo-wiciwitowin Day

SaskWater is pleased to provide support to Miyo-wiciwitowin Day in the amount of \$2,500 as a Beaver Level sponsor.

Being able to use our sponsorship dollars to provide access to the event for students in SaskWater customer communities is a wonderful opportunity that aligns with our Community Investment program.

Sincerely,

A handwritten signature in blue ink, appearing to read 'CMihalicz'.

Courtney Mihalicz
Manager, Corporate Communications

CM

June 1, 2022

To Whom It May Concern,

The Mosaic Company is pleased to provide this letter of support for Miyo-wîcîwitowin Day, at Mosaic Stadium on September 29, 2022. Mosaic has committed to the Eagle sponsorship, with an investment of \$125,000.

Mosaic will work alongside REAL and the host committee to ensure the event can be delivered free of charge to students and survivors across the province.

We recognize the role of businesses and community partners to ensure the success of Miyo-wîcîwitowin Day and are looking forward to bringing people together to learn, connect and work towards reconciliation at Mosaic Stadium.

Sincerely,



Sarah Fedorchuk
Vice President, Government & Public Affairs, North America



PIC INVESTMENT GROUP INC.

May 30, 2022

To whom it may concern,

I am writing you this letter on behalf of PIC Investment Group to show my support for a monetary grant for REAL's Miyo-wiciwitowin Day. I believe this organization is deserving of this grant because the program encourages our community to come together and show their support for the Truth and Reconciliation Calls to action. PIC Investment group is proud to be participating as a Wolf level \$10,000 partner of this event.

Josie Neufeld
Office Manager, PIC Investment Group.

May 31, 2022

Chris Hutchinson, REAL Sponsorship Manager
REAL District
Regina, Saskatchewan

Delivered via email to chris.hutchinson@real1884.ca

Re: Miyo-wiciwitowin Day

Dear Chris:

This letter is to confirm Sask Lotteries' support for the upcoming Miyo-wiciwitowin Day hosted at Mosaic Stadium on September 29th, 2022.

The purpose of Miyo-wiciwitowin Day aligns closely with the values of Sask Lotteries and we are proud to participate as a Wolf Level Partner of this inaugural event.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin Gilroy', with a stylized flourish at the end.

Kevin Gilroy
Chief Executive Officer



Community Engagement
1000 - 1777 Victoria Avenue
Regina, SK S4P 4K5
T: (306) 570-3942
F: (306) 777-9889
aschweitzer@saskenergy.com

May 31, 2022

Jamie Lees
Regina Exhibition Association
1700 Elphinstone Street
Regina, SK S4P 2Z6

Dear Jamie:

Thank you for sending information regarding the Miyo-wiciwitowin Day scheduled to take place on September 29, 2022.

SaskEnergy is pleased to be a Beaver Level sponsor of this event in the amount of \$2,500.00. Our corporate cheque for that amount will be sent under separate cover and will arrive in approximately 1-2 weeks.

"the SaskEnergy Contribution"

In consideration of the SaskEnergy contribution, you agree to provide the Sponsorship Benefits set forth below and agree to the terms and conditions contained in the attached Schedule A.

As a benefit of sponsorship, SaskEnergy is pleased to accept the following terms of recognition:

- **Logo:** SaskEnergy's logo will be included on your digital network, social media, website, posters and in your other promotional materials (where applicable);
- **Tickets:** SaskEnergy has the opportunity to receive a limited number of tickets; and
- **Other Benefits:** SaskEnergy has the opportunity to use the 2022 program assets - July 1st - October 31st, 2022 - to promote content for Calls to Action using the Miyo-wiciwitowin Day Support Partner tagline.

For your convenience, I have attached a colour copy of our logo in PNG format; however, if you require a different format, or a black and white version, feel free to contact us at communityengagement@saskenergy.com and we can provide whatever you need.

Please also find attached a copy of our License Agreement. This Agreement

sets out the terms and conditions for use of the SaskEnergy logo.

Thank you for thinking of SaskEnergy and best wishes for a very successful event.

If you require any further information, or have any questions or concerns, please do not hesitate to contact me at the above noted number.

Sincerely,

SaskEnergy Incorporated

Allix Schweitzer
Supervisor, Community Engagement

AS/st/cims
Attachments (Schedule A/License Agreement/Logo)

File ID 1484842

Note: When planning your events and activities, please be cognizant of Government of Saskatchewan public health orders in place that are designed to protect residents from COVID-19. For the most up-to-date information on COVID-19 in Saskatchewan, please visit saskatchewan.ca.



Miyo-wîcîwitowin Day Sponsorship
REAL (Regina Exhibition Association LTD.)
1700 Elphinstone St.
Regina, SK S4P 2Z6

May 31, 2022

Dear Mr. Hutchinson:

I'm writing to express SGI's excitement to sponsor your event Miyo-wîcîwitowin Day on Sept. 29, 2022 as a mahihkan (Wolf) level sponsor for \$10,000.

We're honoured to support such an important event dedicated to educating our youth and the public on truth and reconciliation in our province and to pause and reflect on the tragic history and ongoing legacy of residential schools.

We look forward to partnering with you and to a successful event.

Regards,

A handwritten signature in cursive script that reads "Carli Tejszerski".

Carli Tejszerski
Manager, Marketing Programs
SGI
ctejszerski@sgi.sk.ca

Thursday, June 2, 2022

Regina Exhibition Association Limited
1700 Elphinstone Street
Regina, SK S4P 2Z6

Miyo Wiciwitowin Day - Beaver Level Partnership – Letter of Support

To whom it may concern,

Caltech supports the Miyo Wiciwitowin Day event, held on September 29, 2022, in response to the federal government's declaration of National Day for Truth and Reconciliation. We believe this event will provide a valuable benefit to the community and are proud to show our support and confirm our participation as a Beaver Level Partner for the event.

Sincerely,



Jade McLeod
President
jade.mcleod@caltechgroup.com

The Regina Exhibition Association Limited
Financial Statements

December 31, 2021

Draft

Independent Auditor's Report

To the Directors of The Regina Exhibition Association Limited:

Opinion

We have audited the financial statements of The Regina Exhibition Association Limited (the "Organization"), which comprise the statement of financial position as at December 31, 2021, and the statements of loss, changes in net (deficit) assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2021, and the results of its operations, changes in its net deficit, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises of the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. We obtained the Annual Report prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Regina, Saskatchewan

March 24, 2022

MNP LLP

Chartered Professional Accountants

The Regina Exhibition Association Limited

Statement of Financial Position

As at December 31, 2021

	2021	2020
	\$	\$
Assets		
Current assets		
Cash	145,061	1,007,925
Accounts and grants receivable	2,885,348	1,761,643
Inventories	409,090	268,962
Supplies and prepaid expenses	652,661	210,703
	4,092,160	3,249,233
Long-term leases receivable	169,298	-
Capital assets (note 4)	83,723,454	88,101,748
	87,984,912	91,350,981
Contractual rights (note 14)		
Liabilities and Net Deficit		
Current liabilities		
Bank indebtedness (note 3)	1,725,223	-
Accounts payable and accrued liabilities	5,804,553	4,887,181
Deferred revenue and deposits	2,803,202	5,434,367
Current portion of term loans due on demand (note 5)	2,067,426	1,351,295
	12,400,404	11,672,843
Term loans due on demand (note 5)	6,067,159	3,690,275
	18,467,563	15,363,118
Deferred grants and other contributions (note 6)	74,681,795	78,281,037
	93,149,358	93,644,155
Contractual obligations (note 15)		
Commitment (note 16)		
Share capital (note 8)	10	10
Investment in capital assets	6,148,543	4,779,140
Accumulated deficit	(11,312,999)	(7,072,324)
Net deficit	(5,164,446)	(2,293,174)
	87,984,912	91,350,981

The accompanying notes are an integral part of these financial statements.

Approved by the Board:

Director _____

Director _____

The Regina Exhibition Association Limited

Statement of Loss

For the year Ended December 31, 2021

	2021	2020
	\$	\$
Revenue		
External funding (note 11)	3,224,823	2,711,281
Event sales and recoveries	9,029,309	5,235,484
Rental and lease revenue	8,152,216	5,083,566
Sponsorship sales	2,096,000	344,790
Food and beverage	5,764,240	2,182,185
	28,266,588	15,557,306
Expenses		
Contracted labour	1,079,009	270,422
Cost of goods sold	2,032,479	881,228
Repairs and maintenance	2,192,668	1,559,097
Administration, supplies, and services	9,831,703	4,059,022
Utilities	3,244,777	3,062,509
Wages and employee benefits	13,797,246	11,378,939
	32,177,882	21,211,217
Loss from operations	(3,911,294)	(5,653,911)
Government COVID-19 assistance (note 17)	3,412,167	4,066,855
Loss before amortization and interest	(499,127)	(1,587,056)
Amortization	6,037,155	5,987,439
Interest on long term debt	175,716	214,602
Loss before contributed capital and interest earned	(6,711,998)	(7,789,097)
Contributed capital and interest earned	3,840,726	3,840,736
Net loss for the year	(2,871,272)	(3,948,361)

The accompanying notes are an integral part of these financial statements.

The Regina Exhibition Association Limited

Statement of Changes in Net Deficit For the year ended December 31, 2021

	Share capital \$	Investment in capital assets \$	Accumulated (deficit) \$	2021 \$	2020 \$
Balance, beginning of year	10	4,779,140	(7,072,324)	(2,293,174)	1,655,187
Net loss for the year	-	-	(2,871,272)	(2,871,272)	(3,948,361)
Amortization	-	(6,037,155)	6,037,155	-	-
Capital contributions recognized	-	3,840,713	(3,840,713)	-	-
Investment in capital assets during the year	-	1,658,860	(1,658,860)	-	-
Net change in term loans due on demand relating to capital assets	-	1,906,985	(1,906,985)	-	-
Balance, end of year	10	6,148,543	(11,312,999)	(5,164,446)	(2,293,174)

The accompanying notes are an integral part of these financial statements.

The Regina Exhibition Association Limited

Statement of Cash Flows

For the year ended December 31, 2021

	2021	2020
	\$	\$
Operating activities		
Net loss for the year	(2,871,272)	(3,948,361)
Items not affecting cash		
Amortization	6,037,155	5,987,439
Deferred capital contributions recognized (note 6)	(3,840,713)	(3,840,713)
	(674,830)	(1,801,635)
Net (decrease) increase in non-cash working capital balances related to operations (note 7)	(3,588,883)	5,079,751
Net cash (used) generated through operating activities	(4,263,713)	3,278,116
Financing activities		
Advance of term loans due on demand	5,609,972	-
Repayment of term loans due on demand	(2,516,957)	(1,141,905)
Increase in (repayment of) bank indebtedness	1,725,223	(1,346,524)
Contributions received (note 6)	241,471	21,659
Net cash received (utilized) through financing activities	5,059,709	(2,466,770)
Investing activities		
Purchase of capital assets	(1,658,860)	(344,161)
(Decrease) increase in cash during the year	(862,864)	467,185
Cash, beginning of year	1,007,925	540,740
Cash, end of year	145,061	1,007,925

The accompanying notes are an integral part of these financial statements.

The Regina Exhibition Association Limited

Notes to the Financial Statements

For the year ended December 31, 2021

1. Description of operations

The Regina Exhibition Association Limited (REAL) is a not-for-profit organization that operates a 100-acre property in the City of Regina. REAL was incorporated in 1907 by "An Act to incorporate The Regina Exhibition Association Limited", being Chapter 41 of the Statutes of Saskatchewan, 1907. REAL transitioned to The Non-profit Corporations Act, 1995 (Saskatchewan), on January 1st, 2014 under an Order in Council approving REAL's Articles of Continuance, which were passed by a special resolution of the shareholders on May 1, 2012. Since REAL is a not-for-profit organization it is not subject to federal or provincial income taxes.

Impact on operations of COVID-19 (coronavirus)

In March 2020 the global out-break of COVID-19 impacted all continents and every industry. As all levels of government implemented various restrictions as a means of protection and safety, every industry was impacted in some way or fashion. Given the industry REAL operates within, business was significantly impacted in 2020 and a portion of 2021. With the provincial re-opening on July 11, 2021, but international travel restrictions still in place, REAL made the necessary adjustments in order to create opportunities for business operations to resume to the level that was within the imposed provincial and municipal restrictions.

For 2021, sport and recreation was allowed to return under certain restrictions and for the later part of the year, entertainment, tradeshow and conferences were also allowed to return provided the event was delivered under restrictions such as vaccination and masking requirements. These requirements had a direct impact on REAL's operations by bringing back all staff to work, increasing the cost of cleaning supplies, management of supply chain issues and Public Health Order (PHO) restrictions and reduced capacity to events. Further details on the impact of COVID-19 on REAL is described in Note 9 *Financial Risk Management*.

The impact of COVID-19 and learning how best to operate under the PHO, has been partially offset by available Government programs for which REAL was eligible. REAL has qualified and received wage subsidies from March 2020 to the date of completion of these financial statements. Further details of these programs are described in Note 17 *Government COVID-19 assistance*. Eligibility requirements under these programs have evolved since first announced and can be subject to changes in legislation or administrative positions, further, there is significant uncertainty of the period of time into the future that the Government will continue these programs.

Although 2020 was a year where the extent of the impact COVID-19 would have on REAL was unknown, 2021 provided more clarity on how to respond and provided opportunities for REAL to start to recover from the pandemic. Future developments and uncertainties still exist and cannot be predicted with confidence. These uncertainties arise from the impact of future variants of COVID-19 and the inability to predict the severity of these new variants and how each country and government will react with ongoing travel restrictions, business closures or disruptions, and quarantine/isolation measures. While REAL is navigating returning to operations in a post pandemic environment, the extent of what is to be expected remains unknown, as we anticipate the road to recovery may see reduced customer demand, supply chain disruptions, staff shortages, an inflationary increase and increased interest rates, all of which may negatively impact REAL's business and financial condition.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian Public Sector Accounting standards for government not-for-profit organizations.

Preparation of financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the year. These estimates are reviewed periodically and adjustments as necessary are reported in the period of review. Significant areas requiring the use of management estimates is the useful life of long-lived assets and allowance for doubtful accounts.

a) Inventories

Inventory is valued at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business. Inventory consists of merchandise, food and beverages and custodial supplies.

2. Significant accounting policies (continued from previous page)**b) Capital assets**

Capital assets are recorded at cost. Amortization is recorded over the estimated useful life of the assets as follows:

Buildings	-straight-line over 10 to 30 years
Equipment	-straight-line over 3 to 20 years

c) Long-lived assets

Long-lived assets consist of buildings and equipment. Long-lived assets held for use are measured and amortized as described in the applicable accounting policies.

REAL performs impairment testing on long-lived assets held for use whenever events or changes in circumstances indicate that the carrying amount of an asset, or group of assets, may not be recoverable. The carrying amount of a long-lived asset is not recoverable if the carrying amount exceeds the sum of the undiscounted future cash flows from its use and disposal. If the carrying amount is not recoverable, impairment is then measured as the amount by which the asset's carrying amount exceeds its fair value. Any impairment is included in earnings for the year.

d) Revenue recognition

Event sales and recoveries, rental and lease revenue as well as food and beverage are recognized as services are provided. Long-term lease revenue is recognized on a straight-line basis over the term of agreements. Sponsorship and external funding is recognized based on the terms of the contract.

REAL has several long-term tenants on the grounds that pay annual rent or lease revenue based on the stipulated contract amount indicated in the lease for that year. For these long-term leases receivable REAL recognizes revenues over the term of the lease on a straight-line basis.

REAL recognizes government assistance when there is a reasonable assurance that it will comply with the conditions required to qualify for the assistance and that the assistance will be received.

e) External funding

External funding received by REAL is accounted for as follows:

- i) External funding to assist with the financing of capital asset additions are recorded as deferred capital contributions (note 6). The portion of the external funding equivalent to the annual amortization expense of the related asset is recognized annually as external funding.
- ii) External funding that are restricted and not specifically intended for capital asset additions are recorded in revenue in the period the related expenses are incurred.
- iii) Contributed materials and services are measured at fair value at the date of contribution if fair value can be reasonably estimated.

f) Financial instruments

All financial instruments are initially recognized at fair value. The fair value of a financial instrument is the amount of consideration that would be agreed upon in an arm's length transaction between knowledgeable, willing parties who are under no compulsion to act. The fair value of a financial instrument on initial recognition is the transaction price, which is the fair value of the consideration given or received.

All of REAL's financial instruments are measured at amortized cost following initial recognition.

When an impairment is indicated, and when actual impairment has occurred, the financial instrument's carrying amount is reduced to its realizable value.

3. Bank indebtedness

REAL has an authorized line of credit with HSBC Bank Canada for \$6,788,661 (2020 - \$6,788,661) at a rate of prime - 0.25%. At December 31, 2021 there is an amount of \$1,725,223 outstanding on the line of credit (2020 - \$0).

4. Capital assets

	Cost		Accumulated amortization		Net book value	
	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$
Buildings	124,224,625	123,840,674	44,097,334	39,316,888	80,127,291	84,523,786
Equipment	10,051,769	8,776,859	6,455,606	5,198,897	3,596,163	3,577,962
	134,276,394	132,617,533	50,552,940	44,515,785	83,723,454	88,101,748

5. Term loans due on demand

	2021	2020
	\$	\$
Term demand loan up to \$8,000,000 payable to HSBC Bank Canada with 1 (one) annual principal payment of \$700,000, used for operations. Interest is paid monthly at prime - 0.3%. Due in December, 2033.	5,000,000	-
Term demand loan up to \$4,000,000 payable to HSBC Bank Canada in 5 (five) annual principal payments of \$280,000 based on the 10-year repayment period. Interest is paid monthly at prime - 0.25%. Due in May, 2023.	1,651,339	1,931,340
Term demand loan up to \$5,000,000 payable to HSBC Bank Canada with 1 (one) annual principal payment of up to \$1,000,000. Interest is paid monthly at prime - 0.25%. Due in May, 2023.	900,000	2,900,000
Term demand loan payable to RCAP Leasing in monthly payments of \$948 including interest at 5.6%. Secured by the equipment. Due in October, 2023.	19,779	29,739
Term demand loan payable to CWB National Leasing in monthly payments of \$3,045 including interest at 5.1%. Secured by the equipment. Due in August, 2025.	119,156	148,695
Term demand loan payable to CWB National Leasing in monthly payments of \$6,914 including interest at 3.7%. Secured by the equipment. Due in February, 2024.	172,420	-
Term demand loan payable to Stevenson Industrial Refrigeration Ltd. in annual payments of \$67,973 including interest at 0.0%. Secured by the equipment. Due in March, 2025.	271,891	-
Term demand loan payable to RCAP Leasing in monthly payments of \$3,617 including interest at 5.7%. Secured by the equipment. Due in September, 2021.	-	31,796
Total Term loans due on demand	8,134,585	5,041,570
Less: current portion	2,067,426	1,351,295
	6,067,159	3,690,275

The City of Regina has guaranteed all credit facilities with HSBC Bank Canada.

The terms of the term loans due on demand with HSBC Bank Canada requires a minimum debt service coverage covenant of 1.1 to 1. As at December 31, 2021, REAL was in violation of this covenant.

The estimated principal payments in the next five years are as follows:

2022	2,067,426
2023	2,262,045
2024	816,112
2025	789,002
2026	700,000
	6,634,585

6. Deferred grants and other contributions

	2021	2020
	\$	\$
Opening deferred grants and other contributions	78,281,037	82,121,750
Amounts received in year	241,471	21,659
Amounts transferred from deferred revenue and deposits	-	(21,659)
Amounts recognized in year	(3,840,713)	(3,840,713)
	<u>74,681,795</u>	<u>78,281,037</u>

7. Net (decrease) increase in non-cash working capital balances related to operations

	2021	2020
	\$	\$
Accounts and grants receivable	(1,123,705)	460,710
Inventories	(140,128)	143,734
Supplies and prepaid expenses	(441,958)	47,547
Long-term leases receivable	(169,298)	-
Accounts payable and accrued liabilities	917,372	6,761
Deferred revenue and deposits	(2,631,166)	4,420,999
	<u>(3,588,883)</u>	<u>5,079,751</u>

8. Share capital

	2021	2020
	\$	\$
Issued -		
1 share (2020 - 1 share)	10	10

9. Financial risk management

REAL has a risk management framework to monitor, evaluate and manage the principal risks assumed with financial instruments. The significant financial risks to which REAL is exposed are as follows:

Currency risk

REAL is not exposed to significant foreign currency risk.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. REAL is exposed to credit risk on the accounts receivable from its customers.

In order to reduce its credit risk, REAL has adopted credit policies, which include the review of a new customer's credit history and financial position before extending credit and conducting regular reviews of its existing customers' credit performances to reflect REAL's credit policies. The amounts disclosed in the Statement of Financial Position are net of allowance for doubtful accounts.

Liquidity risk

REAL's objective is to have sufficient liquidity to meet its liabilities when due. REAL manages liquidity risk through cash flow forecasting and regular monitoring of cash requirements to ensure that it has sufficient funds to fulfill its obligations.

The COVID-19 pandemic has had a significant impact on REAL's events sales and recoveries revenue, sponsorship sales and food and beverage revenue. The operating restrictions REAL has been forced to abide by, from Public Health Orders, has had a significant negative impact on REAL's ability to operate its business and has forced REAL to rely on its operating credit line, term demand loans and Government funding programs.

REAL has implemented a rolling 24 month detailed cash flow and monthly EBITDA forecasting tool to manage its liquidity risk. In addition, REAL established a loan credit guarantee as approved by the City of Regina.

9. Financial risk management *(continued from previous page)**Interest rate risk*

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in interest rates. Changes in market interest rates may have an effect on the cash flows associated with some financial assets and liabilities, known as cash flow risk, and on the fair value of the other financial assets and liabilities, known as price risk. REAL is exposed to interest rate cash flow risk with respect to its line of credit, which is subject to a floating interest rate (note 3) and on certain term loans due on demand (note 5). REAL is exposed to price risk on certain term loans due on demand (note 5).

10. Financial instruments

REAL's recognized financial instruments consist of cash, accounts and grants receivable, accounts payable and accrued liabilities, and term loans due on demand. The fair value of cash, accounts and grants receivable, accounts payable and accrued liabilities approximates carrying value given the short-term nature of the amounts. The fair value of term loans due on demand approximates carrying value based on the terms of the debt agreements.

11. External funding

On November 22 1997, REAL ceased operating its casino. In accordance with an agreement between REAL and the Province of Saskatchewan, a 30 year agreement was entered into whereby REAL will receive \$2,600,000 annually to maintain its earnings.

12. Contingencies

REAL is subject to certain legal matters arising in the normal course of business, none of which are expected to materially affect the financial results of REAL.

13. Related parties

During the year, REAL conducted business with the City of Regina in the normal course of operations and at prices equivalent to unrelated purchases, as follows:

	2021 \$	2020 \$
Revenue for the year:		
External funding	1,631,297	1,295,805
Event sales and recoveries	3,974,966	3,610,361
Rental and lease revenue	3,172,523	1,772,742
Food and beverage	5,423	246,239
Expenses for the year:		
Administration, supplies, and services	789,648	141,527
Utilities	246,840	206,090
Accounts receivable	400,188	-
Accounts payable	697,415	113,989

The buildings and other facilities of REAL are located on the land that belongs to the City of Regina. Such land is being used by REAL at no consideration.

14. Contractual rights

Effective April 11, 2018, REAL entered into a 3 (three) year and 9 (nine) month Operating & Maintenance agreement with the City of Regina for Mosaic Stadium. The contract includes a renewal term for 5 (five) consecutive terms of 5 (five) years each, and in 2021 the first five-year renewal term was executed. REAL is paid an annual base building fee to operate and maintain the stadium as well as a game day fee to provide services to the Saskatchewan Roughriders Football Club.

REAL has signed agreements with various other organizations and companies that provide REAL with the contractual right to future revenue streams.

14. Contractual rights (continued from previous page)

Future collections from the stadium Operating & Maintenance agreement with the City of Regina and other funding, sponsorship and lease agreements are estimated as follows:

Year	Amount
2022	9,011,770
2023	7,467,390
2024	7,521,616
2025	7,365,064
2026	7,176,232

15. Contractual obligations

Under the terms of the agreement with the City of Regina as described in Note 14 *Contractual Rights*, REAL has the exclusive right and license to provide food and beverage services. REAL has agreed to repay the City of Regina for the funding required to complete the food and beverage areas. The repayment is an annual fee of \$300,000.

Year	Amount
2022	300,000
2023	300,000
2024	300,000
2025	300,000
2026	300,000

16. Commitment

As at December 31, 2021, REAL has a funding commitment of \$4,008,000 to the City of Regina towards the construction of Food & Beverage assets in Mosaic Stadium.

17. Government COVID-19 assistance

In response to the negative economic impact of COVID-19, the Government of Canada announced the Canada Emergency Wage Subsidy (CEWS) program in April, 2020. CEWS provides a wage subsidy on eligible remuneration, subject to limits per employee, to eligible employers based on certain criteria, including demonstration of revenue declines as a result of COVID-19. This subsidy was retroactive to March 15, 2020. Beginning October 24, 2021, the CEWS was replaced with two new programs offering wage support, the Tourism and Hospitality Recovery Program (THRP) and the Hardest-Hit Business Recovery Program (HHERP). The qualification and application of these programs is assessed over multiple four-week application periods. REAL has applied for and received government assistance related to these programs in the amount of \$2,956,688 which has been reflected in revenue. REAL expects to continue to apply for the subsidies after year-end but any future assistance will be dependent on REAL's revenue declines as a result of Covid-19.

REAL also applied, was approved and received \$50,000 from the Government of Canada under other COVID-19 relief programs, which has been reflected in revenue.

REAL also applied, was approved and received funding from the Provincial Government of Saskatchewan as part of their COVID-19 relief programs. A total value of \$405,479 was received and recorded as revenue.

18. Comparative figures

Certain comparative figures have been reclassified to conform with current year presentation.



The Regina Exhibition Association Limited

2021 Audit Findings

Report to the Audit and Finance Committee

December 31, 2021

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March 18, 2022

Members of the Audit and Finance Committee of The Regina Exhibition Association Limited

Dear Audit and Finance Committee Members:

We are pleased to submit to you this report for discussion of our audit of the financial statements of The Regina Exhibition Association Limited (the "Association") as at December 31, 2021 and for the year then ended. In this report we cover those significant matters which, in our opinion, you should be aware of as members of the Audit and Finance Committee.

We have completed our audit of the financial statements of the Association which has been carried out in accordance with Canadian generally accepted auditing standards.

Unless unforeseen complications arise, our Independent Auditor's Report will provide an unmodified opinion to the members of the Association. A draft copy of our proposed Independent Auditor's Report is attached at the end of this report.

This report is intended solely for the information and use of the Audit and Finance Committee and management and should not be distributed to or used by any other parties than these specified parties.

The matters raised in this and other reports that will flow from the audit are only those which have come to our attention arising from or relevant to our audit that we believe need to be brought to your attention. They are not a comprehensive record of all the matters arising, and in particular we cannot be held responsible for reporting all risks in your business or all control weaknesses. This report has been prepared solely for your use and should not be quoted in whole or in part without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared for, and is not intended for, any other purpose.

We would like to express our appreciation for the excellent cooperation we have received from management and employees with whom we worked.

We appreciate having the opportunity to meet with you and to respond to any questions you may have about our audit, and to discuss any other matters that may be of interest to you.

Sincerely,

MNP LLP

Chartered Professional Accountants

/rv

Encls.

Client #674521



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INTRODUCTION

As auditors, we report to the members on the results of our examination of the financial statements of The Regina Exhibition Association Limited (the "Association") as at and for the year ended December 31, 2021. The purpose of this Audit Findings Report is to assist you, as members of the Audit and Finance Committee, in your review of the results of our audit. To facilitate in your understanding of our findings, Appendix A to this report summarizes our audit process.

Our report will discuss the status of our engagement, as well as communicate to you significant audit, accounting and reporting matters arising from our procedures. We hope that this report is of assistance to you, and we look forward to discussing our findings and answering your questions.

ENGAGEMENT STATUS

We have completed our audit of the financial statements of the Association and are prepared to sign our Independent Auditor's Report subsequent to completion of the following procedures:

- Receipt of the outstanding legal confirmation;
- Receipt of the signed management representation letter;
- Discussion of subsequent events with the Audit and Finance Committee;
- The Board of Director's review and approval of the financial statements.

INDEPENDENT AUDITOR'S REPORT

We expect to have the above procedures completed and to release our Independent Auditor's Report on March 24, 2022.

Unless unforeseen complications arise, our Independent Auditor's Report will provide an unmodified opinion to the members of the Association. A draft copy of our proposed Independent Auditor's Report has been included with this report.

SIGNIFICANT AUDIT, ACCOUNTING AND REPORTING MATTERS

AUDIT AND REPORTING MATTERS

The following significant matters arose during the course of audit that we wish to bring to your attention.

AREA	COMMENTS
CHANGES FROM AUDIT SERVICE PLAN	There were no deviations from the Audit Service Plan previously presented to you.
FINAL MATERIALITY	<p>Materiality is a concept used to assess the significance of misstatements or omissions that are identified during the audit and is used to determine the level of audit testing that is carried out. The scope of our audit work is tailored to reflect the relative size of operations of the Association, and is affected by our assessment of materiality and audit risk.</p> <p>Final materiality used for our audit was \$1,100,000 for December 31, 2021 and \$800,000 for December 31, 2020.</p>
DIFFICULTIES ENCOUNTERED	No significant limitations were placed on the scope or timing of our audit.

AREA	COMMENTS
IDENTIFIED OR SUSPECTED FRAUD	<p>Due to the inherent limitations of an audit and the nature of fraud, including attempts at concealment through forgery or collusion, an audit conducted in accordance with Canadian generally accepted auditing standards cannot be relied upon to detect fraud.</p> <p>While our audit cannot be relied upon to detect all instances of fraud, no incidents of fraud, or suspected fraud, came to our attention in the course of our audit.</p>
IDENTIFIED OR SUSPECTED NON-COMPLIANCE WITH LAWS AND REGULATIONS	<p>Nothing has come to our attention that would suggest any non-compliance with laws and regulations that would have a material effect on the financial statements.</p>
MATTERS ARISING IN CONNECTION WITH RELATED PARTIES	<p>No significant matters arose during the course of our audit in connection with related parties of the Association.</p>
SIGNIFICANT DEFICIENCIES IN INTERNAL CONTROL	<p>Our audit process focuses on understanding the controls utilized in management's reporting systems to the extent necessary to identify overall and specific financial reporting risks. This risk assessment allows us to concentrate our audit procedures on high risk areas and, where possible, place reliance on controls within the financial reporting system to reduce the extent of our testing.</p> <p>It is important to note that our assessment was not, nor was it intended to be, sufficient to comment or conclude on the sufficiency of internal controls.</p> <p>We are required under Canadian generally accepted auditing standards to communicate all significant deficiencies identified during an audit to the Audit and Finance Committee on a timely basis. However, we may not be aware of all significant deficiencies that do, in fact, exist.</p> <p>While our review of controls was not sufficient to express an opinion as to their effectiveness or efficiency, we have detected a few deficiencies in internal controls, which have been communicated to management.</p>
GOING CONCERN	<p>Based on our discussions with management and procedures performed over managements financial projections, management's use of the going concern basis of accounting is appropriate in the preparation of the financial statements, adequacy of related disclosures, etc. We concur that the Association can operate into the foreseeable future.</p>
MATTERS ARISING FROM DISCUSSIONS WITH MANAGEMENT	<p>We would like to formally acknowledge the cooperation and assistance we received from the management and staff of the Association.</p> <p>There were no significant matters discussed, or subject to correspondence, with management that in our judgment need be brought to your attention.</p>

AREA	COMMENTS
SIGNIFICANT DIFFERENCES	A few significant differences were proposed to management with respect to the December 31, 2021 financial statements. A summary of significant unadjusted differences has been included as Appendix B to this report.
OTHER INFORMATION	Pursuant to our responsibilities under Canadian generally accepted auditing standards, we have reviewed other financial and non-financial information included in documents containing the financial statements and our Independent Auditor's Report thereon. We review these documents for the purpose of ensuring their content does not contradict information derived from our audit procedures.
CANADA'S EMERGENCY WAGE SUBSIDY/TOURISM AND HOSPITALITY RECOVERY PROGRAM	Covid-19 has been disclosed in the notes to the financial statements. During the year REAL received the Canada Emergency Wage Subsidy and the Tourism and Hospitality Recovery Program subsidy in the amount of \$3,412,167. MNP assessed REAL's eligibility to receive the subsidies and performed audit work over the balance received by recalculating the qualified amount and tracing the payment to the bank.

AUDITOR'S VIEWS OF SIGNIFICANT ACCOUNTING PRACTICES

The application of Canadian public sector accounting standards allows and requires the Association to make accounting estimates and judgments regarding accounting policies and financial statement disclosures.

As auditors, we are uniquely positioned to provide open and objective feedback regarding your Association's accounting practices, and have noted the following items during the course of our audit that we wish to bring to your attention.

AREA	COMMENTS
ACCOUNTING POLICIES	The accounting policies used by the Association are appropriate and have been consistently applied.
ACCOUNTING ESTIMATES	<p>Amortization</p> <p>Amortization is based on management's assessment of the useful life of assets. Management creates a schedule of all assets and amortizes them over the useful life of the asset. MNP has reviewed management's process and agrees with the valuation of the assets.</p> <p>Allowance for Doubtful Accounts</p> <p>Management's estimates are prepared based on their knowledge of the industry and their clients. Assumptions are made based on when the customer misses a payment. Appropriate disclosure has been made around estimates.</p>
FINANCIAL STATEMENT DISCLOSURES	The disclosures made in the notes to the financial statements appear clear, neutral and consistent with our understanding of the entity and the amounts presented in the financial statements.

SIGNIFICANT RISK AREAS AND RESPONSES

SIGNIFICANT RISK AREA	RESPONSE AND CONCLUSION
<p>Deferred revenue</p> <p>Risk that deferred revenue and deferred grants are inappropriately recognized.</p>	<p>Detailed testing was performed over deferrals to ensure the amounts were correctly deferred at year end or recognized into 2021 income if the recognition criteria had not been met.</p> <p>Based on our findings, deferred revenue has been appropriately recorded.</p>
<p>Revenue recognition</p> <p>Under Canadian GAAS, we are required to evaluate the risk of fraud recognition. Risk that revenue has been inappropriately recognized.</p>	<p>Detailed testing was performed over revenue to ensure that amounts recognized as revenue were appropriate based on when the related event or service occurred.</p> <p>Confirmations were sent to the City of Regina to confirm funds received during the year, including contributions from the City for income earned under the O&M Agreement, plus other grants and funding received during the year.</p> <p>Based on our findings, revenue has been appropriately recorded and occurred.</p>
<p>Management override</p> <p>Risk that management could override internal controls, allowing for manipulation of accounting records that could result in materially misstated statements.</p>	<p>Journal entry testing was performed to determine if management override occurred. The general ledger was examined for unusual transactions. The items identified were discussed with management to understand the business rationale behind the transaction and the appropriateness of the transaction was considered.</p> <p>Based on our review of entries, no unusual transactions occurred and no entries were identified relating to potential management override.</p>
<p>Government COVID funding</p> <p>Risk that COVID-19 related funding has not been appropriately recorded during the year.</p>	<p>MNP reviewed management's assessment on REAL's eligibility for Government COVID assistance and the basis for the filing position taken. MNP obtained and reviewed all relevant applications and support to assess whether or not financial relief received was appropriately recorded, reported and disclosed in the financial statements.</p> <p>Based on our findings, government assistance received during the year has been appropriately recognized.</p>
<p>Long-term lease agreements</p> <p>Risk that long-term contract amounts have not been appropriately account for and disclosed at year end.</p>	<p>MNP reviewed all known long-term contracts to assess if a contractual right or obligation exists and has been appropriately disclosed. MNP assessed the appropriateness of management's accounting for its long term property lease agreements on a straight line basis over the tem of the lease. MNP agrees with the accounting policy adopted.</p>

OTHER MATTERS

MANAGEMENT REPRESENTATIONS

We have requested certain written representations from management, which represent a confirmation of certain oral representations given to us during the course of our audit. This letter, provided by management, has been included as additional material to this report.

AUDITOR INDEPENDENCE

We confirm to the Audit and Finance Committee that we are independent of the Association. Our letter to the Audit and Finance Committee discussing our independence is included as part of the additional materials attached to this report.

APPENDIX A – MNP AUDIT PROCESS

Our audit was carried out in accordance with Canadian generally accepted auditing standards, and included a review of all significant accounting and management reporting systems, with each material year end balance, key transaction and other events considered significant to the financial statements considered separately.

Our audit process focused on understanding the controls utilized in management's reporting systems to the extent necessary to identify overall and specific financial reporting risks. This risk assessment enabled us to concentrate our audit procedures on the areas where differences were most likely to arise. Our assessment was not, nor was it intended to be, sufficient to conclude on the effectiveness or efficiency of internal controls.

During the course of our audit, we have:

- Examined, on a test basis, evidence supporting the amounts and disclosures in the financial statements;
- Assessed the accounting principles used and significant estimates made by management;
- Obtained an understanding of the Association and its environment, including management internal controls (regardless of whether we relied on them for the purpose of the audit), sufficient to identify and assess the risks of material misstatement of the financial statements and to design and perform audit procedures;
- Reviewed and assessed those accounting systems deemed necessary to support our audit opinion;
- Evaluated the overall financial statement presentation;
- Performed a subsequent events review with management;
- Reviewed and assessed the status of contingencies, commitments and guarantees; and
- Reviewed and assessed exposure to environmental liabilities.

We have obtained written representations from management, included as additional materials following this report, in order to confirm oral representations given to us and reduce the possibility of misunderstanding. Specifically, we have obtained written confirmation of significant representations provided on matters that are:

- Directly related to items that are material, either individually or in the aggregate, to the financial statements;
- Not directly related to items that are material to the financial statements, but are significant, either individually or in the aggregate, to the engagement; and
- Matters relevant to management judgments or estimates that are material, either individually or in the aggregate, to the financial statements.

APPENDIX B – SUMMARY OF SIGNIFICANT DIFFERENCES**SIGNIFICANT UNADJUSTED DIFFERENCES**

DIFFERENCES NOTED AND ITEMS AFFECTED	STATEMENT OF FINANCIAL POSITION	STATEMENT OF LOSS
Overstatement of 2020 CEWS revenue accrual.	\$ 68,781	\$ (68,781)
Understatement of opening equity and overstatement of current year expenses due to a missed payable with the City of Regina in the previous year.	\$ 300,000	\$ (300,000)
Total Unadjusted Differences (Income Effect)		\$ (368,781)

During the course of our audit we noted the following significant unadjusted disclosure difference affecting the financial statements:

- Under public sector standards of not for profit organizations, capital assets that are financed through capital leases should be identified separately in the notes in the financial statements. Per review of the capital asset note, there is no disclosure around capital leases.

Canadian generally accepted auditing standards require that we request of management and the Audit and Finance Committee that identified unadjusted differences be corrected. We have made this request of management, however based on both quantitative and qualitative considerations management has decided not to correct those identified differences that remain unadjusted. They have represented to us that in their judgment the unadjusted differences are, both individually and in the aggregate, not material to the financial statements.

We concur with management's representation that the unadjusted differences are not material to the financial statements and, accordingly, these unadjusted differences have no effect on our Independent Auditor's Report.

Independent Auditor's Report

To the Directors of The Regina Exhibition Association Limited:

Opinion

We have audited the financial statements of The Regina Exhibition Association Limited (the "Organization"), which comprise the statement of financial position as at December 31, 2021, and the statements of loss, changes in net (deficit) assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2021, and the results of its operations, changes in its net deficit, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards for government not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises of the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. We obtained the Annual Report prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards for government not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Regina, Saskatchewan

March 24, 2022

Chartered Professional Accountants

The Regina Exhibition Association Limited
1700 Elphinstone St.
P.O. Box 167
Regina, SK S4P 2Z6

March 24, 2022

MNP LLP
Suite 900, Royal Bank Building
2010 - 11th Avenue
Regina, Saskatchewan S4P 0J3

To Whom It May Concern:

In connection with your audit of the financial statements of The Regina Exhibition Association Limited ("the Organization") as at December 31, 2021 and for the year then ended, we hereby confirm to the best of our knowledge and belief, the following representations made to you during the course of your audit.

We understand that your audit was made in accordance with Canadian generally accepted auditing standards. Accordingly, the audit included an examination of the accounting system, controls and related data, and tests of the accounting records and such other auditing procedures as you considered necessary in the circumstances, for the purpose of expressing an opinion on the financial statements. We also understand that such an audit is not designed to identify, nor can it necessarily be expected to disclose, misstatements, non-compliance with laws and regulations, fraud or other irregularities, should there be any.

Certain representations in this letter are described as being limited to matters that are material. An item is considered material, regardless of its monetary value, if it is probable that its omission from or misstatement in the financial statements would influence the decision of a reasonable person relying on the financial statements.

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated November 10, 2021, for the preparation and fair presentation of the Organization's financial statements and comparative(s) in accordance with Canadian public sector accounting standards. We believe these financial statements and comparative(s) are complete and present fairly, in all material respects, the financial position of the Organization as at December 31, 2021 and December 31, 2020, and the results of its operations and its cash flows, in accordance with Canadian public sector accounting standards.
2. All transactions have been recorded in the accounting records and are reflected in the financial statements, and are reported in the appropriate period.
3. We acknowledge that we are responsible for the accounting policies followed in the preparation of the Organization's financial statements. Significant accounting policies, and any related changes to significant accounting policies, are disclosed in the financial statements. The selection of accounting policies is appropriate in accordance with the requirements of Canadian public sector accounting standards, and are applied consistently throughout the financial statements.
4. The selection and application of the methods, assumptions and data used in making the accounting estimates are consistent and appropriate.

5. The assumptions relevant to accounting estimates and disclosures appropriately reflect our intent and ability to carry out specific courses of action on behalf of the entity.
6. Disclosures related to accounting estimates, including disclosures describing estimation uncertainty, are complete and are reasonable in the context of Canadian public sector accounting standards.
7. Appropriate specialized skills or expertise have been applied in making the accounting estimates.
8. No subsequent event requires adjustment to the accounting estimates and related disclosures included in the financial statements.
9. We believe the effects of those uncorrected financial statement differences aggregated by you during the audit are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. A summary of these differences has been attached to this written representation.
10. We are aware of and concur with the contents and results of the attached journal entries prepared by you, and accept responsibility for the financial statement effects of the entries.
11. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian public sector accounting standards.
12. All events or transactions that have occurred subsequent to the statement of financial position and for which Canadian public sector accounting standards require adjustment or disclosure have been adjusted or disclosed appropriately in the financial statements.
13. We further acknowledge the following items related specifically to COVID-19:
 - We have assessed the impact of COVID-19 on the Organization's operations and have provided you all information relevant to the impact it has had and/or is anticipated to have on the Organization's operations.
 - We have made available to you all source documentation requested, whether in original or scanned/electronic format. Where information has been provided in scanned/electronic format, it has been accurately reproduced.
 - All events or transactions that have occurred subsequent to the statement of financial position and for which Canadian public sector accounting standards require adjustment or disclosure have been adjusted or disclosed appropriately in the financial statements.
14. All plans or intentions that may affect the carrying value or classification of assets and liabilities are appropriately reflected in the financial statements in accordance with Canadian public sector accounting standards.
15. All liabilities, both known and contingent, requiring recognition or disclosure in the financial statements in accordance with the requirements of Canadian public sector accounting standards have been adjusted or disclosed as appropriate.
16. All outstanding and possible claims, whether or not they have been discussed with legal counsel, have been disclosed to you and are appropriately reflected in the financial statements.
17. All assets, wherever located, to which the Organization had satisfactory title at the year-end, have been fairly stated and recorded in the financial statements. The assets are free from hypothecation, liens and encumbrances, except as noted in the financial statements. We have disclosed the nature and carrying amounts of any assets pledged as collateral. All assets of uncertain value, and restrictions imposed on assets, are appropriately reported in the financial statements.
18. All aspects of laws, regulations or contractual agreements, including non-compliance, are appropriately reflected in the financial statements.
19. All restricted cash has been appropriately designated and separated from operating funds.

20. All cash accounts have been appropriately recorded in the financial statements and all terms and associated conditions have been disclosed to you in full. We have provided you with the most current banking agreements.
21. Accounts and contributions receivable are correctly described in the records and represent valid claims as at December 31, 2021. An appropriate allowance has been made for losses from uncollectible accounts and for costs or expenses that may be incurred with respect to sales made or services rendered.
22. Inventory is correctly recorded in the financial statements in accordance with the requirements of Canadian public sector accounting standards. All required provisions for slow-moving, obsolete, and unsaleable stock have been recorded. Inventory does not include any goods on consignment to others or goods invoiced to customers.
23. All charges to tangible capital assets represent capital expenditures. No expenditures of a capital nature were charged to operations of the Organization. Depreciation of property, plant and equipment capital lease obligations has been recorded according to our best estimates of their useful lives. All events or circumstances giving rise to impairments are appropriately reflected in the financial statements.
24. All long-term debt and capital lease obligations have been appropriately recorded in the financial statements. All payments and accrued interest has been accounted for. The current portion of long-term debt and capital lease obligations is appropriately classified.
25. Revenue has been recognized only where sales have been made and items delivered, or services rendered, and the amounts have been collected or are collectible. Revenues do not include any amounts arising from consignment sales or from any other transaction from which the Organization is not entitled to the proceeds.
26. We have appropriately identified, recorded and disclosed all business combinations and changes in ownership interests during the year in accordance with the requirements of Canadian public sector accounting standards.
27. We have identified all financial instruments, including derivatives, and hedging relationships. These have been appropriately recorded and disclosed in the financial statements in accordance with the requirements of Canadian public sector accounting standards.
28. We acknowledge MNP has communicated to us the background information on and potential implications of the Canada Emergency Wage Subsidy ("CEWS") rules. We have not engaged MNP to provide any tax services in relation to the preparation of a CEWS claim(s) on our behalf or perform a detailed analysis on the accuracy of the CEWS claim(s) filed by management. For each CEWS application filed by the corporation, the appropriate individual within management attested on the RC-661 (Attestation for owner-managers and/or senior employees of an eligible employer applying for the CEWS), that the application(s) was to the best of their knowledge true and complete and is not false and misleading in all material respects.

Information provided

1. We have responded fully to all inquiries made to us and have made available to you:
 - A complete record of all financial records that are relevant to the preparation and presentation of the financial statements, related data and minutes of the meetings of members and board of directors held throughout the year to the present date as well as summaries of recent meetings for which minutes have not yet been prepared;
 - Additional information that you have requested from us for the purpose of your audit;
 - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
2. We acknowledge management's responsibility for the design, implementation and operation of controls that have been designed to prevent and detect fraud.

3. We have assessed the risk that the financial statements may be materially misstated as a result of fraud, and have determined such risk to be low.
4. Where the impact of any frauds or suspected frauds, and non-compliance or possible non-compliance with laws and regulations, has a material effect on the financial statements, we have disclosed to you all known significant facts relating thereto, including circumstances involving management, employees having significant roles over controls, and others. We have made known to you any allegations of fraud or suspected fraud communicated by employees, former employees, analysts, regulators and others. The effects of such events, if any, are properly presented in the financial statements.
5. We have disclosed to you all deficiencies in the design or operation of internal controls over financial reporting of which we are aware.
6. We have disclosed to you all aspects of laws, regulations or contractual agreements that may affect the financial statements, including non-compliance.
7. We have disclosed to you the identities of all related parties to the Organization and all related party relationships and transactions of which we are aware.
8. The use of the going concern assumption is appropriate and the Organization will be able to realize the carrying value of its assets and discharge its liabilities in the normal course of business. We have provided you with appropriate and complete information about identified events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern, our plans for future action and the feasibility of these plans.
9. We have no knowledge of side agreements (contractual or otherwise) with any parties that have not been disclosed to you.
10. The previous year's representation letter dated March 24, 2021 is still applicable to the prior year's financial statements and comparative(s), and no matters have arisen that require restatement of those financial statements and comparative(s).
11. There are no discussions with your firm's personnel regarding employment with the Organization.

Other Information

12. We have informed you of all the documents containing other information that comprise our annual report. Further, the financial statements and the other information provided to you prior to the date of your audit report are consistent with one another, and the other information does not contain any material misstatements.

Professional Services

1. We acknowledge the engagement letter dated November 10, 2021, which states the terms of reference regarding your professional services.
2. We are not aware of any reason why MNP LLP would not be considered independent for purposes of the Organization's audit.

Sincerely,
The Regina Exhibition Association Limited

Signature

Signature

March 18, 2022

The Audit and Finance Committee
The Regina Exhibition Association Limited
1700 Elphinstone St.
P.O. Box 167
Regina, SK S4P 2Z6

Dear Members of the Audit and Finance Committee:

We have been engaged to audit the financial statements of The Regina Exhibition Association Limited ("the Organization") as at December 31, 2021 and for the year then ended.

CAS 260 *Communication With Those Charged With Governance* requires that we communicate with you matters that are significant to our engagement. One such matter is relationships between the Organization and its related entities or persons in financial reporting oversight roles at the Organization and MNP LLP and any affiliates ("MNP") that, in our professional judgment, may reasonably be thought to bear on our independence. In determining which relationships to report, the Standard requires us to consider relevant rules and related interpretations prescribed by the appropriate professional accounting body and applicable legislation, covering such matters as:

- (a) Holding a financial interest, either directly or indirectly, in a client;
- (b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client or a related entity;
- (c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client or a related entity;
- (d) Economic dependence on a client; and
- (e) Provision of non-assurance services in addition to the audit engagement.

We are aware of the following relationships between the Organization and MNP that, in our professional judgment, may reasonably be thought to bear on our independence. The following relationships represent matters that have occurred from November 10, 2021 to the date of this letter.

Kenrick Exner, Board Member, is the brother of MNP LLP's Regional Managing Partner of the South Saskatchewan Region, Regan Exner. Regan will not have a role in the assurance engagement. Clayton Veresh, Engagement Partner, has no personal ties to Kenrick and the peer reviewer will also be completed by a partner who has no relationship with Kenrick. Other safeguards include the following:

- Regan Exner is not involved in the REAL audit. Regan is a tax partner and is not involved in the audit service line practice.

Ahmed Malik, Board Member, is the partner of Asma Gehlen, a Partner in MNP LLP Tax group in Regina. Clayton Veresh, Engagement Partner, has no personal ties to Ahmed and the peer reviewer will also be completed by a partner who has no relationship with Ahmed. Other safeguards include the following:

- Asma Gehlen is not involved in the REAL audit. Asma is a tax partner and is not involved in the audit service line practice.

MNP has been engaged to complete a technology review for the Organization. The MNP delivery team will be led by Curtis Adair and Sean Devin and the Digital Advisory team will have no involvement with the audit. Our audit team will have no involvement in performing the technology review. The MNP Digital Advisory team will not make any management decisions as part of this engagement.

This report is intended solely for the use of the Audit & Finance Committee, management and others within the Organization and should not be used for any other purposes.

We look forward to discussing with you the matters addressed in this letter as well as other matters that may be of interest to you at our upcoming meeting. We will be prepared to answer any questions you may have regarding our independence as well as other matters.

Sincerely,

A handwritten signature in black ink that reads "MNP LLP". The letters are stylized and cursive.

Chartered Professional Accountants

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MNP LLP – Wherever Business Takes You

Assurance › Consulting › Tax

About MNP LLP

MNP is a leading national accounting, tax and business consulting firm in Canada. We proudly serve and respond to the needs of our clients in the public, private and not-for-profit sectors. Through partner-led engagements, we provide a collaborative, cost-effective approach to doing business and personalized strategies to help organizations succeed across the country and around the world.





Pattison Outdoor - Billboard Leases

Date	August 10, 2022
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Land, Real Estate & Facilities
Item No.	EX22-91

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the City of Regina (City) entering into an agreement for the lease of City-owned property to Pattison Outdoor Advertising LP, consistent with the terms and conditions stated in this report.
2. Delegate authority to the Executive Director, Financial Strategy & Sustainability or their designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the agreement.
3. Authorize the City Clerk to execute the agreement upon review and approval by the City Solicitor.
4. Approve these recommendations at its meeting on August 17, 2022, following the required public notice.

ISSUE

There are several permanent billboards located on City of Regina (City) property. Three lease agreements (1644 Osler St, 1775 Broad St and 1717 Saskatchewan Dr) are set to expire on August 31, 2022, and Pattison Outdoor Advertising (Pattison) has requested renewals on two of them (1644

Osler St, 1775 Broad St). Administration is recommending that both locations be renewed. The billboards and lease agreements were included in the acquisition of the former Saskatchewan Transportation Company (STC) building for the new Regina Police Service (RPS) Headquarters.

When considering the lease of City-owned property, standard procedure for Administration is to ensure that the property is made publicly available and leased at market value. In this lease, the land is being provided without a public offering, which requires City Council approval. It is recommended that City Council approve the City entering into a lease agreement with Pattison.

IMPACTS

Financial Impacts

There are two billboard locations up for renewal representing four faces; three are non-digital (static) faces and one is a digital billboard face. Administration is recommending both locations be renewed. The proposed rate for each non-digital face is a Percentage Lease Fee of 25 per cent of the lessee's gross advertising revenue (less commissions) with a Guaranteed Minimum Annual Lease Fee of \$3,300 per year plus all applicable taxes (GST and property). The proposed rate for the digital billboard face is a Percentage Lease Fee of 15 per cent of the lessee's gross advertising revenue with a Guaranteed Minimum Annual Lease Fee of \$9,000 per year plus all applicable taxes (GST and property). The proposed lease agreement is a five-year term and includes a three per cent annual increase. Based on the Guaranteed Minimum Annual Lease Fee and renewal of the land leases for both locations, the City will realize, at a minimum, revenue as per the following chart for the two recommended leases:

Year 1	\$18,900
Year 2	\$19,467
Year 3	\$20,051
Year 4	\$20,652
Year 5	\$21,272

The proposed lease also provides for an option to renew for an additional five-year term with the same annual increase of the Guaranteed Minimum Annual Lease Fee and Percentage Lease Fee. The impacts of not renewing the one location is an overall reduction in lease revenue of \$2,168. Payments will be recorded as lease revenue by the Real Estate Branch and net revenue will be deposited into the Land Development Reserve.

Policy/Strategic Impacts

As per the *Zoning Bylaw, 2019*, would be considered legal non-conforming. An internal circulation was completed to ensure no additional concerns were identified with the billboards remaining as they are. The future redevelopment of Saskatchewan Drive may require the removal of the billboard at 1644 Osler St.

Legal/Risk Impacts

All locations have been reviewed by the City's Traffic Engineering Branch and none of the locations have been flagged with traffic safety concerns.

Environmental Impacts

The recommendations in this report have limited direct impacts on energy consumption and greenhouse gas emissions.

OTHER OPTIONS

City Council could decide to not renew the lease agreements, therefore requiring Pattison to remove their billboards from City property.

COMMUNICATIONS

Public notice is required for City Council to approve the lease of City-owned property without public offering. Notice regarding this proposal has been advertised in accordance with *The Public Notice Policy Bylaw 2020*.

Pattison will be informed of any decision of the Executive Committee and City Council.

DISCUSSION

When the City purchased the former STC building for the new RPS Headquarters, the purchase included existing lease agreements for three billboard structures with Pattison. These leases are set to expire on August 31, 2022, and Pattison has requested the renewal of two of the locations.

The two locations that are proposed for renewal are 1775 Broad St and 1644 Osler St. In discussion with Sustainable Infrastructure, it has been noted that the billboard located at 1644 Osler St will likely be required to be removed prior to the redevelopment of Saskatchewan Drive. Pattison has been made aware of this and would like to renew the lease for as long as possible.

The proposed lease is for a term of five years with one option to renew for an additional five-year term. The lease provides for a 90-day termination notice.

Administration is recommending approval of the leases.

DECISION HISTORY

At its meeting on November 27, 2017, City Council considered item *CR17-120 – Purchase of Former Saskatchewan Transport Company Bus Depot and Head Office*, which included the transfer

of billboard lease obligations for the three properties named in this report. City Council adopted a resolution to concur in the recommendation contained in the report.

Respectfully submitted,

Respectfully submitted,



Shauna Bzdel, Director, Land, Real Estate & Facilities

7/11/2022



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

7/25/2022

Prepared by: Sherri Hegyi, Real Estate Officer

ATTACHMENTS

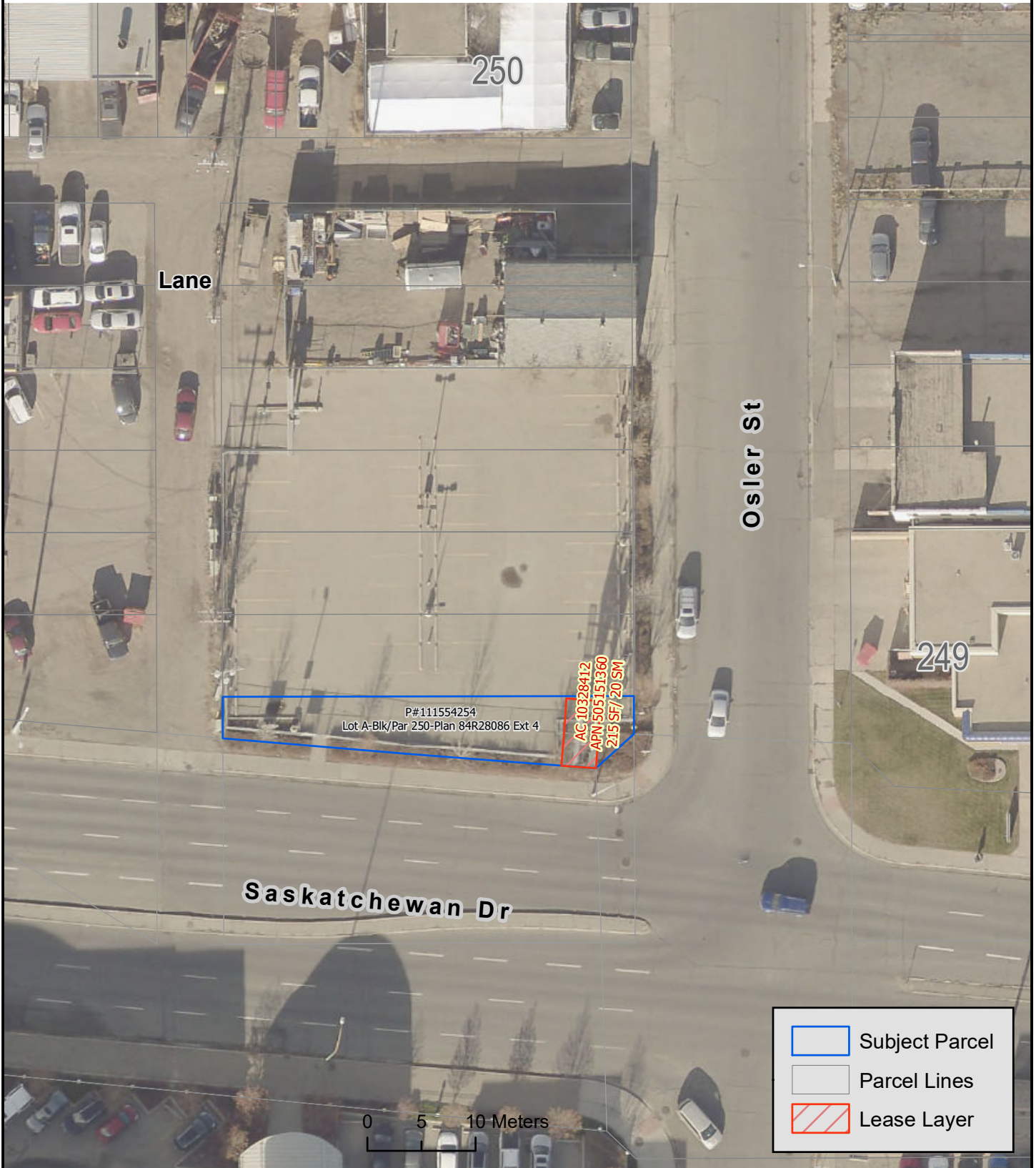
Appendix A-1 - 1775 Broad Street

Appendix A-2 - 1644 Osler Street



Appendix A-2

1:500





REAL Restaurant Lease (Hardrock Properties)

Date	August 10, 2022
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Land, Real Estate & Facilities
Item No.	EX22-92

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Consent to REAL entering into a sublease to Hardrock Properties Corporation of a portion of the City-owned property located at 1700 Elphinstone Street (Campus) for a potential total term, including all possible extensions, of 90 years and otherwise in accordance with the terms and conditions as outlined under discussion section of this report, pursuant to the Campus Master Lease Agreement between the City of Regina (City) and the Regina Exhibition Association Limited (REAL);
2. Delegate authority to the City Manager, or his designate, to provide written confirmation on behalf of the City of said consent, including consent to any amendments or terms that do not substantially change what is outlined in this report;
3. Delegate authority to the City Manager, or his designate, to sign or authorize the signing of any required planning permits on behalf of the City, as landowner, to initiate any necessary planning processes for the development contemplated by the said sublease; and
4. Approve these recommendations at its meeting on August 17, 2022, after giving public notice in accordance with *The Public Notice Policy Bylaw, 2020*.

ISSUE

Further to the approved Master Campus Lease Agreement (Campus Lease) between the City of

Regina (City) and the Regina Exhibition Association Limited (REAL), REAL leases and is responsible for the operation, maintenance and development of the City-owned property and facilities located at 1700 Elphinstone Street (Campus). In accordance with the Campus Lease, REAL has entered into a conditional offer to lease a portion of the Campus land as shown outlined with a solid red line on the attached Appendix A. Based on the offer, REAL has requested the City's consent to enter into a sublease with Hardrock Properties Corporation (Hardrock) for the specific land for the purpose of a restaurant. City Administration has reviewed the offer to lease and confirmed that the terms and conditions contained within are consistent with the requirements of the Campus Lease. The responsibility of the day-to-day operation and management of the sublease will rest with REAL.

Pursuant to the terms of the Campus Lease, REAL is authorized to sublease portions of the Campus, without the City's consent, on condition that, among other requirements, the proposal is consistent with the Master Site Plan and the term of the sublease does not exceed the current term of the Campus Lease. In this case because the proposed sublease, if fully extended for a total term of 90 years exceeds the current term of the Campus Lease, City Council approval is required. Administration is seeking Council's consent to REAL entering into the sublease as presented by REAL and as described in this report.

IMPACTS

Policy/Strategic

The Campus Lease authorizes REAL to enter into subleases of the site, subject to obtaining the City's prior consent where the proposed term of the sublease could exceed the current term of the Campus Lease. Section 41 of *The Regina Administration Bylaw No. 2003-69* authorizes the City Manager to approve leases of City-owned property with some exceptions, including any lease involving a term not exceeding 10 years.

In this instance, City Council approval is required as the potential term of the proposed sublease is both longer than the current term of the Campus Lease and exceeds 10 years.

The proposed development is consistent with policy 12.6 of *Design Regina: The Official Community Plan Bylaw 2013-48* in Section D10 Economic Development Goal 2 Economic Growth:

- 12.6 Collaborate with community economic development stakeholders across the region to leverage shared economic advantages and tourism opportunities, including but not limited to:
 - 12.6.4 Maximizing potential linkages and leveraging special economic assets such as Innovation Place, the Global Transportation Hub, Regina International Airport, the University of Regina and other specific lands and land uses with high linkage/spinoff potential.

The Campus is the largest civic and sport resource in the city. This development is consistent with the REAL 2.0 Strategic Plan for the Campus, which was previously supported by City Council and with the Master Site Plan for the Campus which City Council previously approved. It supports the continuing financial vitality of the Campus by increasing activation of the site and provides an additional opportunity for services to residents, users of the Campus and the travelling public. The development expands the Campus to support its place as an important community destination point and institution.

Financial

The City will not see a direct revenue stream from the sublease as rental revenues are retained by REAL. However, the net revenue from the lease will assist in offsetting operational costs to REAL and fulfilling its obligations under the Campus Lease with respect to the repair, maintenance, and capital renewal of the Campus.

The term of the sublease is for 40 years with five options for Hardrock to extend for an additional 10 years each, for a total potential lease length of 90 years. The annual lease rates for the first 40 years of the sublease are as follows:

Years 1-10	\$80,000 plus GST annually
Years 11-20	\$88,000 plus GST annually
Years 21-30	\$96,800 plus GST annually
Years 31-40	\$106,480 plus GST annually

Hardrock will also pay \$5,000 per year for Access Road Costs which will increase by eight per cent every five years.

After the initial 40 year lease, provided Hardrock is in good standing, each of the subsequent five 10-year renewal periods will be granted under the same terms and conditions except for Rent and Access Road Costs which shall be determined at the beginning of each extension term by mutual agreement of the parties or, in absence of agreement, through an arbitration in accordance with *The Arbitration Act 1992* (Saskatchewan) based on the fair market rent for unimproved land of similar size and location and the Access Road Costs shall be based on Hardrock's proportionate share of REAL's actual costs to maintain the access roads.

The sublease grants the lessee a 12-month fixturing period rent free from the date of possession. The tenant will be responsible for the cost of utilities and insurance during this period.

REAL will be responsible to provide (at its sole cost) adequate utility servicing (fibre optics, natural gas, electrical, water and sewer) to the property boundary of the leased land as well as for obtaining all required subdivision control and zoning approvals.

Annual property taxes from this development are estimated at \$41,000 for 2022.

The City will retain ownership of the land.

Environmental

The proposed sublease involves the construction of a restaurant on City-owned property. Although difficult to quantify at this stage, the construction of any new building contributes to additional greenhouse gas (GHG) emissions in two ways. First, producing building materials and the construction process itself are both energy intensive and generate emissions. Second, there are also GHG emissions associated with the lifecycle of a building.

Unlike other assets, buildings are not replaced frequently. Roughly 60 per cent of all buildings in use today will still be in use by 2050 and buildings account for 18 per cent of Canada's GHG emissions. The negative impact of energy inefficient buildings will persist for multiple generations. It is important that significant attention be given to decisions on energy performance and efficiency as both will have direct implications on long-term GHG emissions.

REAL has agreed through the Campus Lease to require development on the Campus generally to incorporate standards that encourage strategies for sustainable development.

OTHER OPTIONS

City Council could refuse to consent to the sublease or provide consent subject to conditions or to REAL negotiating changes to any specific terms that are of concern.

COMMUNICATIONS

Public notice of the Campus Lease, including the granting of authority to sublet the property, was previously given in accordance with *The Cities Act* and *The Public Notice Policy Bylaw, 2020*.

Because the proposed sublease has the potential to extend beyond the current term of the Campus Lease, public notice of City Council's intention to consider consent to enter into a sublease with Hardrock was also given in accordance with applicable legislation.

A copy of this report has been provided to REAL and City Council's decision will also be provided to REAL who will communicate with the proposed tenant.

DISCUSSION

REAL is a non-profit, municipal corporation wholly controlled by the City of Regina. REAL's

corporate mandate includes that it will “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.” In February 2020, REAL presented the City’s Priorities and Planning Committee with its renewed Strategic Plan for 2020-2035 (REAL 2.0 Strategic Plan) outlining its intention to expand existing and develop new commercial opportunities on the Campus that support its mandate.

REAL has historically undertaken the care and management of the Campus pursuant to previous operating and leasing agreements entered into with the City over many decades. On August 11, 2021, the City approved an updated Campus Lease Agreement with REAL that reflects the continuation of the traditional scope of REAL’s role in relation to the Campus, but also includes expanded authority to pursue new development and subleasing opportunities for portions of the Campus where such proposals are consistent with the Strategic Plan, the approved Master Site Plan, and other conditions as outlined in the Campus Lease.

On February 16, 2022, the City approved REAL’s Master Site Plan and Design Guidelines for the Campus pursuant to section 7.2 of the Campus Master Lease Agreement between the City and REAL. The proposed lease and related development is consistent with the Master Site Plan development and will conform to the established Design Guidelines under REAL’s direction.

Further to its overall role in managing and operating the Campus and its authority under the Campus Lease, REAL as an independent municipal corporation of the City, is responsible for undertaking appropriate due diligence in assessing terms and conditions of any lease agreements it enters into. REAL has secured and vetted the proposed tenant and is directly responsible for negotiating the commercial terms for the proposed sublease and for managing the rights and obligations of the landlord thereafter. However, based on the length of the proposed term which, if fully extended, has the potential to extend the sublease beyond the current term of the Campus Lease, the City’s consent is required.

The key business terms of the sublease for which consent is requested are outlined below:

- **Subtenant** – The proposed subtenant is Hardrock Properties Corporation.
- **Leased Premises & Use** – The proposed leased premises are within the REAL Campus, comprising an area of approximately one acre located as shown outlined in solid red on Appendix A. Hardrock proposes to build and use the premises solely for the purpose of operating a licensed restaurant and lounge on the site.
- **Term** – The sublease is granted for an initial term of 40 years, with an option for Hardrock to extend the term for five subsequent terms of 10 years each. The full term, if all options are exercised, is 90 years.

- **Rent** – The rental rate was established and determined to be commercially competitive by Colliers International. All rent payments are retained by REAL in accordance with the Campus Lease, at the proposed rates for the initial 40-year lease term as follows:

Years 1-10	\$80,000 plus GST annually
Years 11-20	\$88,000 plus GST annually
Years 21-30	\$96,800 plus GST annually
Years 31-40	\$106,480 plus GST annually

- **Taxes** – Hardrock is responsible for payment of the applicable property taxes to be assessed against the leased premises.
- **Tenant Improvements/Work** –The sublease makes Hardrock responsible, at its expense, for construction of all required improvements to the land to build a 6,000 – 7,000 square foot licensed restaurant and lounge complete with parking and landscaping. Hardrock is also responsible (at its sole cost) for all required permits, fees, and applicable development charges.
- REAL will be responsible to provide (at its sole cost, which REAL estimates at \$75,000) adequate utility servicing (fibre optics, natural gas, electrical, water and sewer) to the property boundary of the leased land as well as obtain all subdivision control and zoning approvals. REAL will provide the tenant 12 months from the date of possession as a rent-free fixturing period. Other terms in the lease include:
 - Hardrock is granted license rights across other areas of the Campus for the purpose of access to and from the leased premises and will pay \$5,000 annually in addition to the rent reflecting a contribution to the cost of maintaining and repairing those access roads. This amount will increase by eight per cent every five years.
 - Hardrock will not be responsible to demolish its facilities at the end of the lease.
 - The sublease provides for “Exclusive Use” such that the Landlord shall not lease any lands or premises space in the commercial development area to any person, firm or corporation whose primary use and occupation would be that of a restaurant serving pizza as a primary use.
 - The sublease is subject to the satisfaction or waiver of a number of conditions, including, but not limited to Council consent, final confirmation of the site size, access and utility service connections for the development and related planning approvals, Hardrock obtaining suitable construction contract(s) and financing and being satisfied with the condition and suitability of the site.

DECISION HISTORY

On April 29, 2020 (CR20-24), City Council authorized REAL to pursue material alterations to the Campus for the development of commercial opportunities which are aligned with their REAL 2.0 Strategic Plan.

On August 11, 2021, City Council approved the Master Campus Lease Agreement between the City and REAL.

On February 16, 2022, City Council approved the Master Site Plan and Design Guidelines for the Campus at 1700 Elphinstone Street.

This sublease has not been before City Council prior to today.

Respectfully Submitted,

Respectfully Submitted,



Shaun Bzdel, Director, Land, Real Estate & Facilities

7/20/2022



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

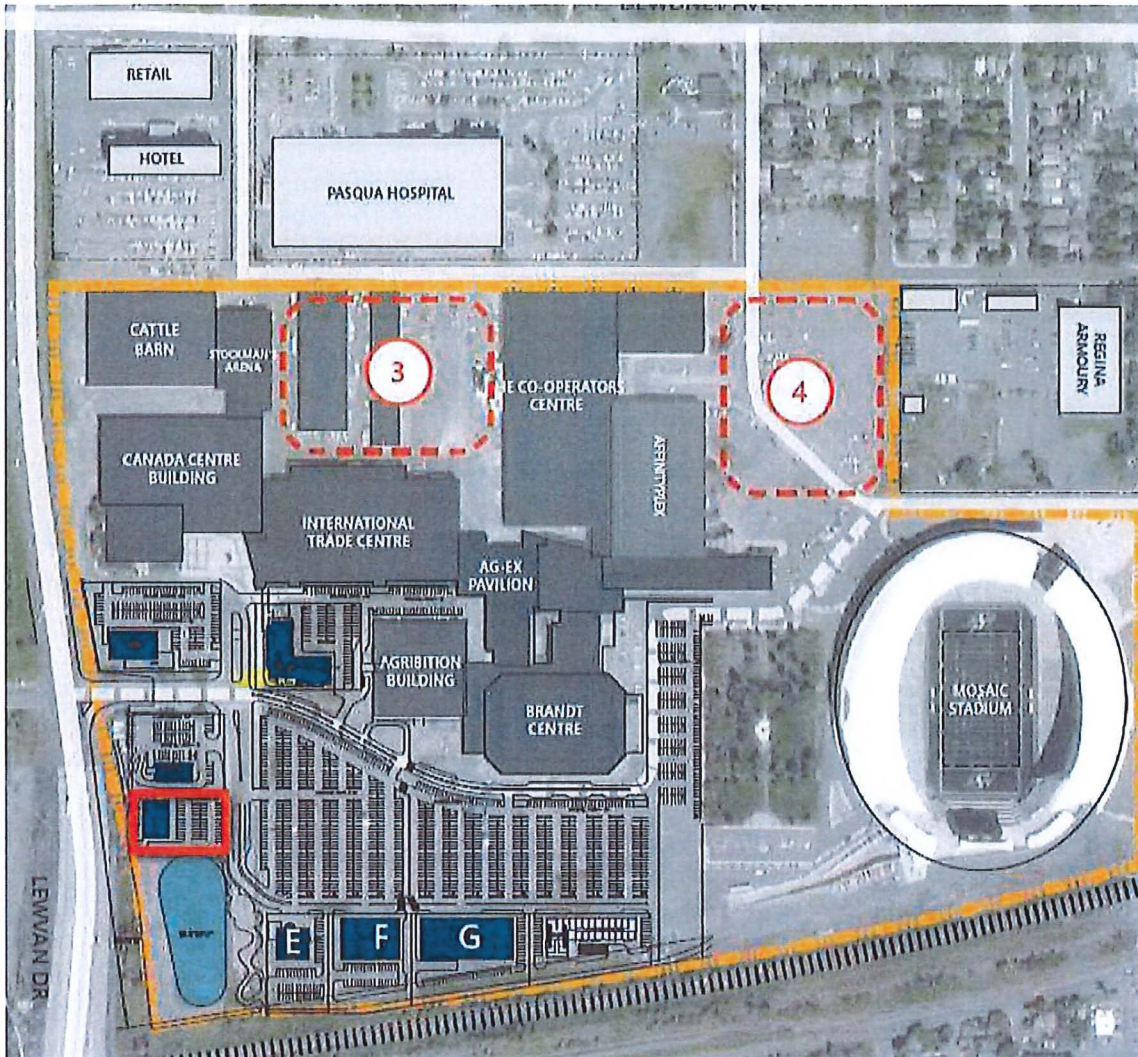
7/25/2022

Prepared by: Keith Krawczyk, Manager, Real Estate

ATTACHMENTS

Appendix A

Appendix A





Catalyst Committee - Terms of Reference

Date	August 10, 2022
To	Executive Committee
From	City Clerk's Office
Service Area	Office of the City Clerk
Item No.	EX22-93

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the Catalyst Committee Terms of Reference outlined in Appendix A; and
2. Approve this recommendation at its meeting on August 17, 2022.

ISSUE

At its meeting on July 13, 2022, City Council considered item CR22-82: *Baseball Needs Assessment*, and authorized Councillor Bob Hawkins and Regina Exhibition Association Limited (REAL) President & CEO Tim Reid to assemble and co-chair a committee to be known as the Catalyst Committee with responsibility to:

- Prepare a report and recommendations respecting the findings of the Arena Planning Study Committee, the Aquatics Facility Feasibility Study and the Baseball Needs Assessment, including the siting, staging and financing of these potential civic infrastructure projects, along with any other related civic infrastructure projects which, when considered together, create an economic, recreational, cultural, placemaking and activation opportunity for Regina and its citizens in the decades ahead;
- Pay close attention to how these identified opportunities, when considered collectively, could interact and reenforce each other to create a transformative moment in the growth of Regina;

- Engage and consult with the community, City administration and with city planners and other experts, locally and externally, on leading practices for advancing and realizing these opportunities; and
- Report back to City Council with recommendations by Q4 2022

IMPACTS

Strategic Impacts

The Catalyst Committee will bring a strategic level of leadership to the proposed projects considered within the core of the City of Regina. This strategic consideration will include the three primary projects (Arena, Aquatics, Baseball), but will remain flexible to support the inclusion of future identified sport, recreation, culture, and community projects that support the seamless alignment of private and public transformational infrastructure opportunities. The intent is for the Catalyst Committee to align a recommended site plan for key projects within the core of the City, propose multi-modal connectivity opportunities, and develop a phasing and financing model that considers total Economic Impact.

There are no accessibility, financial, policy, legal/risk or other impacts.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS

The Catalyst Committee will:

- Engage industry leaders, local and regional stakeholders and the public; and
- Consult with the community, City Administration, City Planners, the Arena Planning Strategy Committee, the Aquatics Facility Feasibility Committee, and the Baseball Needs Assessment Committee, industry experts locally and externally, and those delivering best practices in similar project scopes.

DISCUSSION

The Catalyst Committee is an Ad Hoc Committee of Regina City Council. The Catalyst Committee will be disbanded no later than March 31, 2023. This committee is a joint initiative between the City of Regina (COR) and the Regina Exhibition Association Limited (REAL). Regina City Council will act as the sole governing authority of the committee and will retain all final decision-making

authorities related to the work of the Committee, the deliverables of the Committee, and the final report acceptance of the Committee. Regina City Council will:

- Appoint the Co-Chairs of the Committee: Councillor Bob Hawkins, City of Regina and Tim Reid, President and CEO, REAL;
- Approve the Terms of Reference as developed by the Co-Chairs;
- Approve the Committee membership framework as developed by the Co-Chairs;
- Approve the Committee appointments recommended by the Co-Chairs;
- Approve the budget recommended by the Co-Chairs;
- Approve any extensions in timelines requested by the Co-Chairs; and
- Retain final governance decision making authority on any final report or Committee deliverables.

To fulfill its core function, the Catalyst Committee will prepare a report and recommendations respecting the findings of the Arena Planning Strategy Committee, the Aquatics Facility Feasibility Study, and the Baseball Needs Assessment. This report will include the siting, staging and financing of these potential civic infrastructure projects which, when considered together, create economic, recreational, cultural, placemaking and activation opportunity for Regina and its citizens.

The members of the Committee will be appointed by resolution of Regina City Council. Each member of the Committee will continue to be a member until a successor is appointed, unless the member resigns, or is removed by resolution of City Council

The time and place of meetings of the Catalyst Committee and the procedures at such meetings will be determined from time to time by the members of the Committee, provided that:

- a) a meeting of the Committee is called on the direction of the Co-Chairs of the Committee;
- b) a quorum for meetings is a majority of the Committee members, present either in person or by telephone or other telecommunications device that permits all members participating in the meeting to speak to and hear each other;
- c) the Committee meets at least monthly, or more frequently as circumstances dictate, and, it adopts a work plan to ensure that duties listed in the mandate are scheduled and achieved;
- d) reasonable notice of the time and place of every meeting is given in writing or by electronic communication to each member of the Committee prior to the time fixed for such meeting (preferably a minimum of five (5) days before the meeting);
- e) the Committee Chair approves an agenda in advance of each meeting;
- f) the agenda and associated material is sent to each member of the Committee prior to the time for such meeting, preferably five (5) days before the meeting; and

- g) the Administration of the City of Regina and/or Regina Exhibition Association Limited is invited to attend all committee meetings at the direction of the Co-Chairs.

The Catalyst Committee will be required to provide a report with recommendations by Q4 2022, in accordance with the direction of City Council on July 13, 2022.

DECISION HISTORY

City Council adopted a resolution to create an ad hoc Catalyst Committee at its meeting on July 13, 2022, during consideration of item CR22-82: *Baseball Needs Assessment*.

Respectfully Submitted,



Amber Ackerman, Interim City Clerk 7/28/2022

ATTACHMENTS

Appendix A - Terms of Reference

CATALYST COMMITTEE

AUTHORITY	Pursuant to Section 55 of <i>The Cities Act</i> , <i>The Local Authority Freedom of Information and Protection of Privacy Act</i> , Resolutions of Council – July 13, 2022, August 17, 2022 and any other Bylaw or provincial legislation that applies to this Committee.
TERMS OF REFERENCE	<ul style="list-style-type: none"> - The Committee will develop a budget for the proposed scope of work for the consideration and approval of Regina City Council. This budget will be delivered within 60 days of Committee commencement. - The Committee will develop a proposed key deliverable timeline that outlines the key stages of work proposed by the Committee. This timeline will be submitted to Regina City Council as information concurrent with the budget submission. This timeline will be submitted as information. - The Committee will develop a proposed engagement and communication strategy that outlines the key stages of engagement by the Committee. This overview will be submitted as information concurrent with the budget submission. - Educate the committee and others on best practices on complex civic infrastructure alignment projects, placemaking, and transformational city building projects. - Educate the committee and others on best practices on the assessment, siting plans, operational funding models, and capital funding models related to the proposed projects. - Build relationships by bringing others Committees that align with the desired scope of the Catalyst Committee to present and provide an overview of the proposed work. - Connect in other market places to build awareness, create relationships, and foster new connections for the betterment of City of Regina and others. - Share learning lessons from other communities with our internal network and a greater group of community leaders. - Develop financial indicators based on the performance of other regions, communities and developments. - Leverage newly informed and local leadership to support site development concepts that can be tailored to Regina applications. - Perform a detailed assessment of the Arena Project, the

	<p>Aquatics Project, and the Baseball Project and other projects that may be relevant. This assessment should include an overview of capital investment, operational plans, maintenance plans, utilization overview, site plan considerations, connectivity considerations, catalyst private investment opportunities, and prioritization of each proposed project within a greater City Building Strategy.</p> <ul style="list-style-type: none"> - Engage and consult with the public relative to each proposed project. Summarize the engagement performed by each working project committee. - Engage City Administration, the Project Planning Committees, City Planners, and Transit Planners on an overall alignment strategy. - Develop an overview of the financial investment strategy for each project and working with the City of Regina Finance Department propose a financial model that aligns with the financial abilities of the Owner. This model should consider alternative funding opportunities, investment from other levels of government, and the potential for incremental tax gains from private investment or increased taxation benefit the advancement of any or all of the proposed catalyst projects. - Develop a key milestone and deliverable timelines for the work of the Committee. - Develop a communication and engagement timeline for the work of the Committee. - Deliver a final report in advance of December 31, 2022 for the consideration of Regina City Council. - Perform any other duties as assigned by the City of Regina Council from time to time.
DELEGATED AUTHORITY	<ul style="list-style-type: none"> - The Catalyst Committee may retain, within approved budget amounts access to legal or other consultants, access to associations or agencies, or experts it deems necessary in the performance of its duties. The Committee may also ask the Association's consultants or management to attend meetings and provide pertinent information as necessary.

COMPOSITION	<div data-bbox="581 132 1295 243"> <div>Total membership16</div> <div>Appointed / Nominated by Council16</div> <div>Chairperson – Co Chair</div> </div> <p data-bbox="581 279 1425 352">The Catalyst Committee shall be comprised of the following members (2 Co-Chairs, 14 Members):</p> <ul data-bbox="678 394 1433 1224" style="list-style-type: none"> • Two Co-Chairs: <ul style="list-style-type: none"> ○ One member of Regina City Council; and ○ President & CEO of Regina Exhibition Association Limited • Two members of City Council • One member of REAL • One Member of the Downtown BID. • One Member of the Warehouse BID • One Member of Economic Development Regina • One Member of the University of Regina • One Member of a Social Profit or Not for Profit Agency in the City Core • One Member representing Treaty 4 • One Member of the Regina Library Board of Directors • One Member of the Arts and Culture Sector • One Member representing a large Employer Headquartered in Regina • One Member of the Development, Real-Estate, or Construction Community • One Member representing Next Generation Leadership <p data-bbox="581 1262 1474 1518">All members of the Committee shall be deemed "independent" for the work of the Committee. Members of the Committee must be free from conflicts of interest and exercise independent judgment in carrying out their responsibilities. All members of the Committee shall sign a Non-Disclosure Agreement (excluding members of City Council) and a conflict-of-interest form.</p>
TERM	This sub-committee will be active from July 13, 2022 through to March 31, 2023.
MEETINGS	Monthly, or more frequently at the call of the co-chairs as circumstances dictate, and, the subcommittee adopts an annual work plan to ensure that duties listed in the mandate are scheduled and achieved
QUORUM	9
ADMINISTRATIVE RESOURCES	City Manager & City Clerk

SECRETARY	Office of the CEO, REAL
REPORTS TO	The Catalyst Committee shall provide an annual report on its activities to the Executive Committee.



Whistleblower Policy

Date	June 22, 2022 July 6, 2022
To	Executive Committee
From	City Manager's Office
Service Area	Office of the City Manager
Item No.	EX22-78

RECOMMENDATION

That the Executive Committee recommends that City Council:

1. Approve changes to the Whistleblower Policy to establish and use a Triage Team consisting of the Internal Auditor, Director of People & Organizational Culture (or designate) and the City Solicitor (or designate) to conduct initial reviews of complaints and to manage the process for investigating complaints received under the policy as outlined in this report;
2. Direct Administration to update the Whistleblower Policy in line with the proposed approach for processing complaints received under the Whistleblower policy and direct the Internal Auditor to report outcomes annually to the Executive Committee; and
3. Approve these recommendations at its June 29, 2022 meeting.

ISSUE

At the March 30, 2022, City Council meeting, Council discussed the desire for a revision to the City's Whistleblower Policy. At this meeting, it was resolved (MN22-2 – Appendix A) that the Internal and External Auditor be directed to prepare a report for Executive Committee by Q2 of 2022 that:

1. Examines options respecting the management and oversight of the Whistleblower Policy for City of Regina employees, including but not limited to:

- a. Establishing an Internal tribunal comprised of the Internal Auditor, Director of People & Organizational Culture (or designate) and the City Solicitor (or designate).
 - b. Investing all responsibility with the Internal Auditor, with the Auditor reporting independently to Council.
2. Outlines the associated options for investigation and identifies the cost implications.
 3. Outlines a process for Executive Committee to receive a non-identifying summary of reports made under this policy and the outcomes of related investigations annually.

This report outlines the proposed approach for processing complaints received under the Whistleblower policy and reporting outcomes annually to the Executive Committee.

IMPACTS

Financial Impacts

Primarily, all allegations meriting investigation under the Whistleblower program will be investigated by a designated personnel or internal team, identified by the Triage Team, with support provided by resources within Administration.

Where the nature of an allegation is such that greater independence/subject matter expertise/objectivity is warranted, the use of an external resource may be considered. Associated cost allocation would be determined at that time but could be applied to the budget of People & Organization Culture or respective department conducting the investigation and would be so determined at the time.

The cost of using external resources will depend on the complexity of the concern reported, availability of internal resources, and the associated risk.

Since the Internal Audit function is currently managed by one full time employee (FTE), investigations performed under the Whistleblower program may defer the planned engagements. If there is a need for the Internal Auditor to engage external consulting services and to potentially offset any costs associated with investigations of fraud under the Whistleblower Policy, it will require additional funding to be provided and absorbed by the overall operating budget.

There were 15 allegations received through the Whistleblower program since its inception up till May 2022. All allegations were investigated internally by the Administration and did not require the use of external resources.

Policy/Strategic Impact

The Whistleblower Policy establishes protections and procedures for employees to report allegations of wrongdoing confidentially or anonymously by the City of Regina and its employees where there is fear of reprisal when using established reporting mechanisms.

The Policy also sets out the process for investigating reports of wrongdoing where there is fear of reprisal. “Wrongdoing” refers to any illegal unethical or inappropriate conduct, including but not limited to:

- crime or suspected criminal activity;
- fraud and theft;
- the wrongful or unauthorized acquisition, use, appropriation or disposal of City assets, including monies, information, data, materials, labour or equipment, including furniture and fixtures;
- falsification, alteration, or manipulation of the City’s documents, records or computer files;
- the violation of public trust or duty;
- danger to public health or safety;
- the misuse of position for personal gain;
- financial irregularities, including but not limited to: forgery or alteration of cheques, drafts, promissory notes and securities; any misappropriation or mishandling of funds or securities; and/or
- any fraudulent claim for reimbursement of expenses by the City.

OTHER OPTIONS

Maintain the Status Quo

Council could decide to leave the current Whistleblower process unchanged, with the City Manager having primary responsibility for the initial handling of reports of wrongdoing, determining who should investigate each report and provide a de-identified summary of reports to the Executive Committee at his or her discretion. This might limit oversight as the current requirement to provide a de-identified summary of reports to the Executive Committee, is discretionary.

COMMUNICATIONS

Whistleblower Policy will be revised as per the option approved by Council and the updated policy will be placed on our intranet.

DISCUSSION

The Whistleblower Policy was issued effective March 2020 and provides a procedure for employees to report wrongdoing related to the City in a confidential manner, where there is fear of reprisal when using established reporting mechanisms. Under the current Whistleblower Policy:

1. There is an externally provided confidential intake service in which employees can report wrongdoing (whistleblower hotline services). Complaints received through this intake service are provided to the City Manager.
2. The City Manager has primary responsibility for the initial handling of reports of wrongdoing and determining who should investigate each report.
3. If a report of wrongdoing concerns the City Manager or a member of the City Manager's office, reports will be sent to the City Solicitor and the City Solicitor shall appoint a designate for the purposes of investigation of that report and will oversee the investigation and results.
4. The designate will report the particulars of all completed investigations to the City Manager, with a copy to the City Solicitor.
5. The City Manager will assign responsibility to ensure steps are taken to address the underlying causes of wrongdoing and make decisions as to disciplinary action taken under the Policy.
6. The City Manager may at his or her discretion provide a de-identified summary of reports to the Executive Committee of City Council for information.

The process of providing de-identified summary reports to the Executive Committee has not yet commenced. The current Whistleblower Policy does not cite the role of the Internal Auditor since the City has not had an internal audit position for approximately 25 years. With the re-establishment of the Internal Audit Position in 2021, there is an opportunity to include the Internal Auditor's role in the Whistleblower Policy, similar to other municipalities.

We have conducted a review of Whistleblower process used in other municipalities (Whistleblower Questionnaire – Appendix B) and developed a revised approach to handling reports of wrongdoing received through the Whistleblower program.

Proposed Approach

1. There would continue to be a mechanism for employees to confidentially report wrongdoing through a confidential e-mail address, mailbox or telephone number (whistleblower hotline

services) and this may include the City contracting with an external confidential intake service provider to provide these services.

2. All initial reports of wrongdoing are sent to the Triage team comprising of the Internal Auditor, Director of People & Organizational Culture (or designate) and the City Solicitor (or designate).
3. Reported concerns are reviewed by the Triage Team who helps to determine the resource(s) to conduct an appropriate investigation.
4. If a report of wrongdoing concerns any member of the Triage Team, the report will be handled by the other two members.
5. Each report is assessed to identify the allegation, the applicability of the Whistleblower Policy, and the associated risk presented by the issue reported.
6. The assessment process identifies the most appropriate course of action, including who within Administration should be made aware of the allegations.
7. If upon initial assessment it appears that the concern raised could materially affect the financial position/Internal controls of the City, the City Manager and Executive Director, Financial Strategy and Sustainability will be apprised.
8. The Triage team will obtain a report on all completed investigations and steps taken to address them and mitigate the risk of further occurrences.
9. The Internal Auditor will present an annual report to the Executive Committee providing a high-level summary for substantiated allegations which includes program usage and operation statistics.

In 2022, administrative reporting of the Internal Auditor moved to the Executive Director, Financial Strategy & Sustainability. The Audit Charter to establish formal reporting to City Council is expected to be presented to Executive Committee and by fall 2022, it is expected that the position will have a formal reporting into City Council. The Internal Auditor will be suitably positioned to provide each reported concern independent and unbiased review. The Whistleblower Policy will be revisited again in 2024 for further enhancements as required.

DECISION HISTORY

In March 2022, City Council directed the Internal Auditor to return to Council in Q2 of 2022 with a proposed approach for processing complaints received under the Whistleblower policy and reporting outcomes annually to the Executive Committee.

The recommendations in this report require City Council approval.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jim Nicol', written over a light blue horizontal line.

Jim Nicol
Interim City Manager

Prepared by: Dhinakar Viswanathan, Internal Auditor

ATTACHMENTS

Appendix A - MN22-2

Appendix B - Response to Whistleblower Process Questionnaire from Other Municipalities

Appendix A - MN 22-2

WHEREAS the City of Regina established a Whistleblower Policy in January 2020 that provides protections and procedures for employees to confidentially or anonymously report allegations of wrongdoing by the City of Regina;

WHEREAS the current Whistleblower Policy states that the City Manager will review reports of wrongdoing to determine if the allegation of wrongdoing will be investigated by an independent investigator, or by appropriate City staff.

WHEREAS the City Manager's Office acts as the point of contact for any independent investigators appointed or City staff assigned to an investigation of wrongdoing under this Policy;

WHEREAS the policy should provide adequate safeguards to ensure that no employee experiences any form of retaliation when bringing forward information in good faith;

WHEREAS the City of Regina can have a Whistleblower Policy that offers protection similar to other jurisdictions; and

WHEREAS this policy would support City Council in providing good governance to the citizens of Regina;

THEREFORE BE IT RESOLVED that the Administration be directed to prepare a report for Executive Committee by Q2 of 2022 that:

1. Amends the current Whistleblower Policy for City of Regina employees as follows:
 - a) The City Manager's authority to manage the policy be revoked and an internal tribunal be created to manage the policy that includes the following internal representatives:
 - i. Internal Auditor
 - ii. Director of People & Organizational Culture or designate
 - iii. City Solicitor or designate
 - b) Section 4.5 of the policy requires the Tribunal to provide a non-identifying summary of reports made under this policy and outcomes of subsequent investigations to Executive Committee for information at least annually.
2. Outline any associated costs and implications related to the implementation of these amendments.

Respectfully submitted,



Lori Bresciani
Councillor – Ward 4

ITEM: MN22-2

SUBJECT: Whistleblower Policy

DECISION:

Councilor Bresciani moves that the Internal and External Auditor be directed to prepare a report for Executive Committee by Q2 of 2022 that:

1. Examines options respecting the management and oversight of the Whistle blower Policy for City of Regina employees, including but not limited to:
 - a. Establishing an Internal tribunal comprised of the Internal Auditor, Director of People & Organizational Culture (or designate) and the City Solicitor (or designate);
 - b. Investing all responsibility with the Internal Auditor, of which would report independently to Council
2. Outlines the associated cost implications of the identified options.
3. Outlines a process for Executive Committee to receive a non-identifying summary of reports made under this policy and the outcomes of related investigations annually.

Appendix B - Response to Whistleblower Process Questionnaire from other Municipalities

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CALGARY

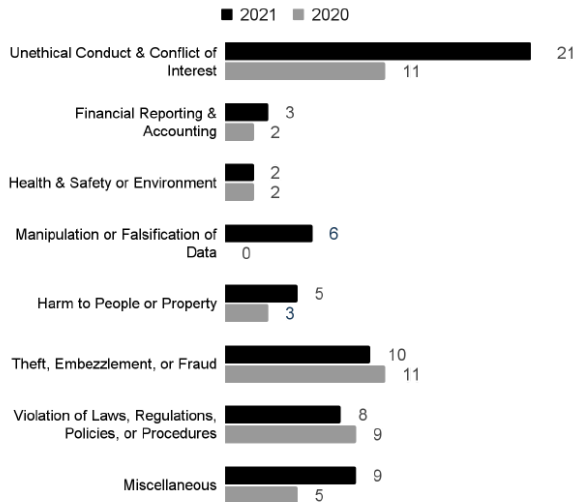
#	Queries	Comments
1	<p>Please advise who manages the City's Whistleblower Program? <i>For e.g., City Manager/City Auditor/City Solicitor</i></p>	<p>The day-to-day operation of the City's Whistle-blower Program ("WBP") is managed by the Manager, Whistle-blower Program. The Manager, Whistle-blower Program receives, assesses, and determines best course of action for each report received.</p> <p>Oversight is provided by the City Auditor who is responsible for the operational effectiveness of the WBP.</p> <p>The City Manager is responsible for ensuring that processes are in place within Administration to support the use of the WBP, and to work with the City Auditor as needed to ensure compliance with the policy. This structure supports complete independence from Administration in assessing, investigating, and concluding on allegations reported involving Administration.</p>
2	<p>How are Whistleblower complaints received?</p> <ul style="list-style-type: none"> - <i>For e.g., Received through Emails/Phone calls through a third-party secure hotline service provider</i> - <i>Online, through services like Clear view</i> 	<p>All methods are acceptable (email, internal mail, mail, in-person, telephone, online (we use ClearView).</p> <p>Online is by far most used method and is preferred method, as it allows for ongoing communication with reporting individuals who may remain anonymous, if they choose.</p>
3	<p>Who receives the Whistleblower complaints?</p> <ul style="list-style-type: none"> - <i>For e.g., City Manager/City Auditor/City Solicitor unless it pertains to their department; in which case it is sent to another department.</i> <p>What is the procedure once the Whistleblower Complaints are received? <i>i.e., where do they go once, they are received and how is it decided who should handle the investigation.</i></p>	<p>All whistle-blower reports are received and processed by the WBP directly — not by Administration. Each report is assessed to identify the allegation, the applicability of the WBP Policy, the associated Administration policy, and the associated risk presented by the issue reported.</p> <p>Assessment may include triage and sharing of information within a dedicated group of WBP staff and senior Administration staff from the City Manager's Office, Law, Human Resources, Safety, and Corporate Security.</p> <p>Assessment is complete only upon determination of one of the following decisions: investigate, refer to Administration (for non-investigative action), or take no further action.</p>
4	<p>Who investigates the Whistleblower complaints?</p> <ul style="list-style-type: none"> - <i>For e.g. The City Auditor investigates the Fraud related complaints and workplace related complaints are directed to the City Manager.</i> 	<p>Investigations are primarily completed by WBP investigators under the direction of the Manager, Whistle-blower Program. Where it is more appropriate or efficient for inquiries to be made by Administration, WBP policy permits use of Administration resources.</p> <p>Any work completed by Administration to support investigation of an allegation received by the WBP results in a report back to the WBP. Only the WBP</p>

#	Queries	Comments
		<p>(therefore not Administration) may formally conclude on whether an allegation is substantiated.</p> <p>The WBP does not operate exclusively as a fraud/waste hotline but as an additional reporting option for the public and for employees who are uncomfortable or feel unsafe in raising matters within existing reporting options available within Administration and may do so anonymously. Due to our independence, the fear of reprisal may be minimized when reporting to the WBP.</p> <p>The assessment process identifies the most appropriate course of action, including who within Administration should be made aware of the allegations.</p>
5	On an average, how many Whistleblower complaints do you receive in a year? How many of these are Workplace related/Financial Fraud related?	~90 reports are received annually as a program average. As you know, each report may contain multiple allegations, those average to ~135/yr.
6	<p>What is the annual cost of handling complaints arising from the Whistleblower Program?</p> <p>Kindly advise if any dedicated FTEs are allocated for handling investigation for workplace or financial fraud instances. If yes, please provide the FTEs, their annual budget for 2022 and the department they pertain to.</p> <p>If there are no dedicated FTEs, please advise which department absorbs the cost of performing the investigations and the approximate cost per annum.</p>	The WBP is currently staffed by 2 FTE. The operation of the WBP is incorporated within the overall City Auditor's Office operational budget and is not tracked separately.
7	<p>If there is a need to hire external consultants for investigations (both workplace related complaints and financial fraud related), please advise if it is:</p> <ol style="list-style-type: none"> Charged to the consulting budget for the respective department which is being investigated. Charged to the consulting budget department conducting the investigation (i.e. City Manager/City Auditor/City Solicitor Departments). If charged to other budgets, please explain. <p>Also, please advise the amount budgeted amount for 2022 (under a. b. or c.)</p>	<p>Primarily, WBP investigators investigate all allegations meriting investigation, either directly or with support provided by resources within Administration.</p> <p>Where the nature of an allegation is such that greater independence/objectivity is merited, the use of an external resource may be considered. Associated cost allocation would be determined at that time, but could be applied to the budgets of the City Auditor, Audit Committee, or Law and would be so determined at the time.</p> <p>The City Auditor does not charge-back to Administration any costs associated with investigating whistle-blower reports.</p>
8	Please advise the Internal Audit team size (FTEs) and the annual budget for 2022.	Total FTE for City Auditor's Office (including WBP staff) is 18 with an operating budget of \$3,063,000 (rounded) for 2022.

#	Queries	Comments
9	<p>Who receives the completed investigation report and performs the recommended action?</p> <p>Please advise if there is any Time to action committed for investigating whistleblower complaints.</p> <p>How are whistleblowing complaints tracked from the time of receiving the complaint to closure? Where are the documents stored?</p>	<p>Procedurally, a copy of the completed investigation report is provided to a business unit director where allegations are substantiated or if there is a recommendation made. Copies may also be provided to Labour Relations and the respective HR Business Partner to support completion of the corrective action process.</p> <p>As for timing, we do not set a timeframe, investigations will take as long as they need to as there are so many variables to consider such as complexity of the concern reported, number and availability of witnesses or documents/information, availability of resources, and the associated risk. Some investigations can last multiple years, others can be closed out within days or weeks. My approach is to assign a risk score to each matter, and complete work in order of greatest risk to the City or staff involved. This can delay lesser risk matters. All said, I nonetheless endeavor to complete investigations within 180 days, 85% of the time.</p> <p>As for tracking, I have created an Excel spreadsheet to collect all data related to the life of a file.</p> <p>As for storage, I have a secure restricted server, all our files remain electronic to the extent possible. Where physical records are not electronic, they are stored in locked cabinets with restricted access. We are discussing exploring case management software.</p>
10	<p>Is there an annual report out for Whistle blower complaints to Audit Committee/ Council? What are the details provided? Who prepares the report? Are these in-camera or public?</p> <p><i>For e.g.,</i></p> <ul style="list-style-type: none"> – <i>Nature of complaints</i> – <i>Outcome of Investigation</i> – <i>Current Status</i> – <i>Timelines</i> <p>Please advise if you are willing to share any such report with non-identifying information.</p>	<p>The City Auditor's Office presents an annual report to Audit Committee on all operations, including the WBP. These reports can be found at www.calgary.ca/auditor.</p> <p>The WBP portions of the report are prepared by the Manager, Whistle-blower Program and include program usage and operation statistics.</p> <p>No specifics of reports received are disclosed — all activities of the WBP in responding to an allegation are confidential and shared only on a need-to-know basis determined necessary to handle a report and effect corrective action upon completion of an investigation.</p> <p>We do, however, share high-level sanitized summaries online to in support of transparency and to demonstrate that reports received are taken seriously and result in appropriate action. Summaries are provided only for substantiated allegations or where recommendations are made regardless of conclusion reached. These summaries and WBP processes can be found at www.calgary.ca/whistle.</p>

EDMONTON

#	Queries	Comments
1	Please advise who manages the City's Whistleblower Program? <i>For e.g., City Manager/City Auditor/City Solicitor</i>	The Office of the City Auditor (OCA) manages the hotline. Employees provide reports through a third-party service via the internet or over the phone. The information provided by hotline reporters is anonymous.
2	How are Whistleblower complaints received? - <i>For e.g., Received through Emails/Phone calls through a third-party secure hotline service provider</i> - <i>Online, through services like Clear view</i>	ClearView Strategic Partners Inc., an experienced outside company, operates the Hotline. The Hotline is available 24 hours a day, 7 days per week all year round. All information ClearView collects will be securely passed on to authorized reviewers in the Office of the City Auditor for evaluation.
3	Who receives the Whistleblower complaints? - <i>For e.g., City Manager/City Auditor/City Solicitor unless it pertains to their department; in which case it is sent to another department.</i> What is the procedure once the Whistleblower Complaints are received? <i>i.e., where do they go once, they are received and how is it decided who should handle the investigation.</i>	Clearview Connects system routes the report to authorized reviewers in the Office of the City Auditor. The City Auditor has primary responsibility for investigating suspected fraud and will involve the City Manager on investigations of suspected fraud depending on the nature and scope of the complaint. If the City Auditor receives reports that do not constitute fraud, or when the results of an investigation indicate inappropriate employee behavior that is not fraud, such information will be forwarded to the City Manager for appropriate information. If a retaliation complaint implicates the City Manager, employees must submit the complaint to the City Auditor instead of the City Manager. If a retaliation complaint implicates the City Auditor, employees must submit the complaint to the City Manager. In cases where clear responsibilities over an investigation is not determined based on initial assessment, the City Auditor and the City Manager will jointly determine where the primary responsibility for the investigation resides.
4	Who investigates the Whistleblower complaints? - <i>For e.g. The City Auditor investigates the Fraud related complaints and workplace related complaints are directed to the City Manager.</i>	Depending on the available details and the nature of the complaints, we decide whether or not to start an investigation. The City Auditor has primary responsibility for investigating suspected fraud and will involve the City Manager on investigations of suspected fraud depending on the nature and scope of the complaint. We send harassment and discrimination reports to the City's Safe Disclosure Office and workplace issues to the City Manager. In cases where we have referred the report to the City Manager, we receive a report back on the resolution and any actions taken.

#	Queries	Comments																											
5	On an average, how many Whistleblower complaints do you receive in a year? How many of these are Workplace related/Financial Fraud related?	<p>In 2021, we received 64 reports of alleged fraud or misconduct. In 2020, we received 43 reports.</p>  <table border="1"> <thead> <tr> <th>Category</th> <th>2021</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Unethical Conduct & Conflict of Interest</td> <td>21</td> <td>11</td> </tr> <tr> <td>Financial Reporting & Accounting</td> <td>3</td> <td>2</td> </tr> <tr> <td>Health & Safety or Environment</td> <td>2</td> <td>2</td> </tr> <tr> <td>Manipulation or Falsification of Data</td> <td>6</td> <td>0</td> </tr> <tr> <td>Harm to People or Property</td> <td>5</td> <td>3</td> </tr> <tr> <td>Theft, Embezzlement, or Fraud</td> <td>10</td> <td>11</td> </tr> <tr> <td>Violation of Laws, Regulations, Policies, or Procedures</td> <td>8</td> <td>9</td> </tr> <tr> <td>Miscellaneous</td> <td>9</td> <td>5</td> </tr> </tbody> </table>	Category	2021	2020	Unethical Conduct & Conflict of Interest	21	11	Financial Reporting & Accounting	3	2	Health & Safety or Environment	2	2	Manipulation or Falsification of Data	6	0	Harm to People or Property	5	3	Theft, Embezzlement, or Fraud	10	11	Violation of Laws, Regulations, Policies, or Procedures	8	9	Miscellaneous	9	5
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6	<p>What is the annual cost of handling complaints arising from the Whistleblower Program?</p> <p>Kindly advise if any dedicated FTEs are allocated for handling investigation for workplace or financial fraud instances. If yes, please provide the FTEs, their annual budget for 2022 and the department they pertain to.</p> <p>If there are no dedicated FTEs, please advise which department absorbs the cost of performing the investigations and the approximate cost per annum.</p>	<p>Approximately \$25,000 for Hotline Reporting system.</p> <p>No Dedicated FTEs, investigations pulled from internal team.</p>																											
7	<p>If there is a need to hire external consultants for investigations (both workplace related complaints and financial fraud related), please advise if it is:</p> <ul style="list-style-type: none"> d. Charged to the consulting budget for the respective department which is being investigated. e. Charged to the consulting budget of the department conducting the investigation (i.e. City Manager/City Auditor/City Solicitor Departments). f. If charged to other budgets, please explain. <p>Also, please advise the amount budgeted amount for 2022 (under a. b. or c.)</p>	Charged to department conducting the investigations.																											
8	Please advise the Internal Audit team size (FTEs) and the annual budget for 2022.	In 2021, our actual expenditures were 2.5 per cent below budget. At \$2.7 million (16 FTEs), our 2021																											

#	Queries	Comments
		annual office budget is below the industry average of \$3.3 million for audit shops of comparable size.
9	<p>Who receives the completed investigation report and performs the recommended action?</p> <p>Please advise if there is any Time to action committed for investigating whistleblower complaints.</p> <p>How are whistleblowing complaints tracked from the time of receiving the complaint to closure? Where are the documents stored?</p>	<p>Provide administration with response and department responsible performs recommended action.</p> <p>No specific time depends on nature of investigation.</p> <p>Tracked in Google Sheet, TeamMate and/or Hotline Report System (depending on investigation).</p>
10	<p>Is there an annual report out for Whistle blower complaints to Audit Committee/ Council? What are the details provided? Who prepares the report? Are these in-camera or public?</p> <p><i>For e.g.,</i></p> <ul style="list-style-type: none"> – <i>Nature of complaints</i> – <i>Outcome of Investigation</i> – <i>Current Status</i> – <i>Timelines</i> <p>Please advise if you are willing to share any such report with non-identifying information.</p>	<p>Annual Report posted on our website and presented at Audit Committee.</p> <p>If it has its own audit report it is presented at Audit Committee.</p>

SASKATOON

#	Queries	Comments
1	Please advise who manages the City's Whistleblower Program? <i>For e.g., City Manager/City Auditor/City Solicitor</i>	The Internal Auditor Manages the City's Whistle Blower Program. The Policy is approved by Council.
2	How are Whistleblower complaints received? <ul style="list-style-type: none"> <i>For e.g., Received through Emails/Phone calls through a third-party secure hotline service provider</i> <i>Online, through services like Clear view</i> 	The City has engaged an independent third party, MNP LLP (MNP) to provide whistleblower hotline services. The Whistleblower Hotline can be accessed 24/7/365 by telephone, email, and web portal.
3	Who receives the Whistleblower complaints? <ul style="list-style-type: none"> <i>For e.g., City Manager/City Auditor/City Solicitor unless it pertains to their department; in which case it is sent to another department.</i> <p>What is the procedure once the Whistleblower Complaints are received? <i>i.e., where do they go once, they are received and how is it decided who should handle the investigation.</i></p>	All complaints received by MNP are forwarded to the City Internal Auditor's Office for evaluation and investigation. If it pertains to the City Internal Auditor, MNP directs the complaint to the City Manager.
4	Who investigates the Whistleblower complaints? <ul style="list-style-type: none"> <i>For e.g. The City Auditor investigates the Fraud related complaints and workplace related complaints are directed to the City Manager.</i> 	City Internal Auditor's Office performs all investigations of "Wrongdoing" as defined in the Whistleblower Protection Policy" for the City of Saskatoon. Issues other than these, such as Performance management, Bullying, Harassment etc., are re-directed to HR or other relevant departments
5	On an average, how many Whistleblower complaints do you receive in a year? How many of these are Workplace related/Financial Fraud related?	8-10 complaints are received on an average per year. Of these, approximately 40% relate to "Wrongdoing".
6	What is the annual cost of handling complaints arising from the Whistleblower Program? Kindly advise if any dedicated FTEs are allocated for handling investigation for workplace or financial fraud instances. If yes, please provide the FTEs, their annual budget for 2022 and the department they pertain to. If there are no dedicated FTEs, please advise which department absorbs the cost of performing the investigations and the approximate cost per annum.	No specific annual cost for handling Whistleblower Program other than the cost of MNP's whistleblower hotline services. The City Internal Auditor determines internal / external resources for conducting investigations. In situations where external resources are identified, the cost comes out of the Audit's operating budget.
7	If there is a need to hire external consultants for investigations (both workplace related complaints and financial fraud related), please advise if it is: g. Charged to the consulting budget for the respective department which is being investigated.	These has been no such instances so far, requiring hiring of consultants. However, if such instances occur, the cost of using consultants will be absorbed by the City Auditor Office Budget. We have contracted MNP for May 2022-23 to assist with investigations arising from Whistleblower complaints.

#	Queries	Comments
	<p>h. Charged to the consulting budget department conducting the investigation (i.e. City Manager/City Auditor/City Solicitor Departments).</p> <p>i. If charged to other budgets, please explain.</p> <p>Also, please advise the amount budgeted amount for 2022 (under a. b. or c.)</p>	
8	Please advise the Internal Audit team size (FTEs) and the annual budget for 2022.	<p>The City Internal Auditor's Office has an approved 2022 budget of \$427,000. In addition, the Internal Audit Program Reserve (Reserve) has an unallocated balance of \$403,722 funded from previous years' unspent audit funds, which will be used as necessary.</p> <p>The City Internal Auditor's Office plans to hire a temporary internal audit staff to assist the City Internal Auditor in the execution of the internal audit projects and will also engage internal resources, where required. In addition, where necessary, some internal audit projects will be co-sourced to obtain appropriate level of subject matter expertise and skill set required.</p>
9	<p>Who receives the completed investigation report and performs the recommended action?</p> <p>Please advise if there is any Time to action committed for investigating whistleblower complaints.</p> <p>How are whistleblowing complaints tracked from the time of receiving the complaint to closure? Where are the documents stored?</p>	<p>The City Internal Auditor issues an investigation report to the City Manager after completion of a whistleblower investigation.</p> <p>City Internal Auditor's Office will obtain regular status updates from Administration on the audit recommendations arising from the investigations.</p> <p>Currently we are also working to enhance the Whistleblower Program and a road map has been developed. The road map will include development of procedures which will formally determine the time to complete the investigation etc.</p> <p>The whistleblowing complaints are tracked in a spreadsheet. The information received from the hotline is stored internally. All documents related to the complaints is stored internally in accordance with the records policy.</p>
10	<p>Is there an annual report out for Whistle blower complaints to Audit Committee/ Council? What are the details provided? Who prepares the report?</p> <p><i>For e.g.,</i></p> <ul style="list-style-type: none"> – Nature of complaints – Outcome of Investigation – Current Status – Timelines <p>Please advise if you are willing to share any such report with non-identifying information.</p>	<p>A summary of the whistleblower complaints, investigation results and the recommendations arising from the investigations will be shared with the Standing Policy Committee on Finance on a semi-annual basis. These will be discussed in-camera and expected to commence in Q2-Q3 2022.</p> <p>In addition, a summary of the whistleblower complaints and investigations will be provided in the annual report prepared by the City Internal Auditor.</p>

LETHBRIDGE

#	Queries	Comments
1	Please advise who manages the City's Whistleblower Program? <i>For e.g., City Manager/City Auditor/City Solicitor</i>	Our Whistleblower policy is an HR policy
2	How are Whistleblower complaints received? <ul style="list-style-type: none"> - <i>For e.g., Received through Emails/Phone calls through a third-party secure hotline service provider</i> - <i>Online, through services like Clear view</i> 	Suspected instances are to be reported in writing
3	Who receives the Whistleblower complaints? <ul style="list-style-type: none"> - <i>For e.g., City Manager/City Auditor/City Solicitor unless it pertains to their department; in which case it is sent to another department.</i> <p>What is the procedure once the Whistleblower Complaints are received? <i>i.e., where do they go once, they are received and how is it decided who should handle the investigation.</i></p>	<p>Whistleblower complaints can be sent to the City Solicitor, City Manager or the chair of the Audit Committee.</p> <p>Confidentially provide the documentation to the Director of Corporate and Customer Services, if the incident is suspected at that particular level, then the next level of appropriate management. Refer the issue to the Ethical Conduct Committee when the suspected act or allegation of serious misconduct has possible corporate-wide implications.</p> <p>Ensure that individuals reporting a suspected act or allegation of serious misconduct will be protected and that the information is handled confidentially, subject to the City's obligations under the Freedom of Information and Protection of Privacy Act.</p> <p>Report the nature of the allegation and results to the Audit Committee upon the conclusion of the investigation.</p>
4	Who investigates the Whistleblower complaints? <ul style="list-style-type: none"> - <i>For e.g. The City Auditor investigates the Fraud related complaints and workplace related complaints are directed to the City Manager.</i> 	Depends on what the complaint refers to and the complexity. The investigation could be handed over to our Police Services, if the complaint is HR related, generally these are outsourced
5	On an average, how many Whistleblower complaints do you receive in a year? How many of these are Workplace related/Financial Fraud related?	We get very few – in fact have not had one in three years.
6	What is the annual cost of handling complaints arising from the Whistleblower Program? Kindly advise if any dedicated FTEs are allocated for handling investigation for workplace or financial fraud instances. If yes, please provide the FTEs, their annual budget for 2022 and the department they pertain to.	<p>We do not have dedicated FTE's or budget for handling whistleblower complaints as we have so few of them.</p> <p>If there was an HR investigation charges may or may not be charged back. If the department was a utility department, they would be charged, if it was a tax supported department, they would not. There are exceptions.</p>

#	Queries	Comments
	If there are no dedicated FTEs, please advise which department absorbs the cost of performing the investigations and the approximate cost per annum.	
7	<p>If there is a need to hire external consultants for investigations (both workplace related complaints and financial fraud related), please advise if it is:</p> <ul style="list-style-type: none"> j. Charged to the consulting budget for the respective department which is being investigated. k. Charged to the consulting budget department conducting the investigation (i.e. City Manager/City Auditor/City Solicitor Departments). l. If charged to other budgets, please explain. <p>Also, please advise the amount budgeted amount for 2022 (under a. b. or c.)</p>	<p>If there was an investigation charges may or may not be charged back. If the department was a utility department, they would be charged, if it was a tax supported department, they would not. There are exceptions.</p> <p>Again, we do not have a budget for investigations.</p>
8	Please advise the Internal Audit team size (FTEs) and the annual budget for 2022.	We do not have an Internal Audit team
9	<p>Who receives the completed investigation report and performs the recommended action?</p> <p>Please advise if there is any Time to action committed for investigating whistleblower complaints.</p> <p>How are whistleblowing complaints tracked from the time of receiving the complaint to closure? Where are the documents stored?</p>	<p>Director of Corporate and Customer Services will document the results of the investigation and discuss the results of the investigation with the City Solicitor, or the City Manager, or the Chair of the Audit Committee in order to determine the appropriate course of action.</p> <p>The Director of Corporate and Customer Service will ensure that the appropriate action is carried out.</p> <p>City Solicitor tracks complaints and stores documents in a secure location.</p>
10	<p>Is there an annual report out for Whistle blower complaints to Audit Committee/ Council? What are the details provided? Who prepares the report? Are these in-camera or public?</p> <p><i>For e.g.,</i></p> <ul style="list-style-type: none"> – <i>Nature of complaints</i> – <i>Outcome of Investigation</i> – <i>Current Status</i> – <i>Timelines</i> <p>Please advise if you are willing to share any such report with non-identifying information.</p>	<p>City Solicitor will report the nature of the allegation and the results to the Audit Committee upon the conclusion of the investigation.</p> <p>These would be in-camera reports.</p>



Response to Procurement Motions

Date	June 22, 2022
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	EX22-77

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Direct Administration to investigate, design and draft an Indigenous Procurement Policy, as outlined in Appendix D, for City Council's approval by the end of 2022;
2. Approve the key provisions of a Sustainable Procurement Protocol, as outlined in Appendix C, to guide City staff in future procurements;
3. Approve Administration's plan to provide external cross-sector supplier coaching and training opportunities to increase awareness and participation by local businesses and social enterprises (recorded videos on Regina.ca, workshops, etc.), as outlined in Appendix C;
4. Affirm that the Executive Director of Financial Strategy and Sustainability or delegate will:
 - (a) update the Procurement Manual with a Sustainability Procurement Protocol based on the above recommendations; and
 - (b) approve the development of related policies and procedures that align and support the Sustainable Procurement Protocol based on the above recommendations;
5. Endorse the Executive Director of Financial Strategy and Sustainability's plan to develop and implement procurement data management planning and tracking tools, as outlined in Appendix F;

6. Direct Administration to continue the current practice of not referencing supplier wages (e.g., fair wage policy) in procurement documents;
7. Remove MN21-06 and MN21-10 from the list of outstanding items for City Council; and
8. Approve these recommendations at its meeting on June 29, 2022.

ISSUE

The purpose of this report is to provide Council a response to procurement motions “MN21-6 Local Procurement & Economic Recovery” and “MN21-10 Indigenous Procurement”. The complete list of items to be addressed within each motion is detailed in *Appendix H – Council Procurement Motions* as well as in the Discussion section below, and builds on the Administrations efforts around sustainable procurement to date, detailed in *Appendix C – Sustainable Procurement*.

IMPACTS

Strategic Impact

The recommended actions are in alignment with the Council priority of Economic Prosperity.

These actions are also in alignment with the *Design Regina: The Official Community Plan (OCP)* which sets out a comprehensive framework to guide the physical, environmental, economic, social, and cultural development of our community.

The recommended actions help address the Truth & Reconciliation Commission: Call to Action #92 to ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.

Financial Impact

The creation of two new positions is recommended to see the above recommendations to fruition: an Indigenous Procurement Business Partner and a Sustainable Procurement Specialist. The Sustainable Procurement Specialist will also help the branch with training and tracking initiatives as outlined in the Efficiency Review.

Currently, the Procurement Branch has reallocated resources (one FTE) on a temporary basis to advance this initiative forward. The sustainability of this reallocation of resources balanced with other procurement priorities and the identified need of a second position will be reviewed as part of the 2022-23 budget resource allocation review. Funding of two positions has an operating cost of approximately \$225,000. As part of the budget process, consideration will be given to funding the resources required to meaningfully advance this initiative from savings and cost avoidance measures being implemented through the efficiency review.

Economic Impact

Traditionally, procurement creates value for a buyer and a seller, however, implementing a sustainable procurement protocol and Indigenous procurement policy creates value for a buyer, seller and the broader community. Implementing a sustainable procurement protocol will help strengthen the overall community benefit from City procurement.

City procurement has a ripple effect that can contribute to a prosperous local economy, a sustainable environment and overall vibrancy and well-being in the community. Implementing a sustainable procurement protocol and an Indigenous procurement policy will result in increased awareness of and participation in City contracts that will contribute to a more diverse, strong, and resilient business sector.

These recommendations will encourage greater economic opportunity and integration for historically marginalized groups. Furthermore, these recommendations will promote increased apprenticeship, work-experience, and entry-level opportunities in the trades and other career track employment, especially for traditionally marginalized community members (e.g., Indigenous, women and immigrants). These changes will create favourable conditions for a more skilled workforce and increased opportunity within the community.

Environmental Impact

The recommendations outlined in this report support the goals in the Energy & Sustainability Framework and will help increase community participation by awarding community benefit points to suppliers that employ environmental practices or policies.

Legal Impact

Updates to *The Regina Administration Bylaw*, Bylaw No. 2003-69 will be required to incorporate the Indigenous Procurement Policy into Schedule D.

OTHER OPTIONS

City Council could decide not to approve the recommendations as outlined in this report or direct Administration to undertake additional work on specific aspects of the motions this report is intended to address.

COMMUNICATIONS

Engagement sessions were held with key stakeholder groups as summarized in Appendix G. These stakeholders have been included on the list of interested parties and have been notified of the report.

To develop an Indigenous Procurement Policy for Council's approval, it is recommended a formal policy development committee be established ensuring the Indigenous Procurement Policy is developed in partnership with the Indigenous community. This committee will include representation from members of

the City of Regina, First Nations, Indigenous entrepreneurs, and File Hills Qu-Appelle Tribal Council, and will require ongoing communications between all parties.

Ongoing engagement with the broader business community will also occur through the creation of Indigenous Procurement Business Partner and Sustainable Procurement Specialist roles, which will further strengthen relationships and help provide education sessions with stakeholders.

DISCUSSION

In August of 2021, Council approved “MN21-6 Local Procurement & Economic Recovery” followed by “MN21-10 Indigenous Procurement” in September 2021.

In responding to the motions, Administration has researched similar procurement initiatives underway in other municipalities and engaged local organizations and associations (detailed in Appendix G – Engagement Summary) to address Council’s requests and provide recommendations.

Appendices are attached to this report as Appendix A through Appendix H, each addressing a specific aspect of the requests from Council. The appendices are:

- Appendix A – City of Regina Procurement – Policies, Practices, Key Activities and Statistics
- Appendix B – Alignment with Provincial Procurement Renewal Policy Review Process
- Appendix C – Sustainable Procurement and Mandatory Supplier Requirements
- Appendix D – Indigenous Procurement
- Appendix E – Fair Wage Policies
- Appendix F – Recommendations and Implementation Plan
- Appendix G – Engagement Summary
- Appendix H – Council Procurement Motions

The City of Regina spends approximately \$200 million annually on goods, services, and construction. As the centralized purchaser for the City, the Procurement & Supply Chain Branch oversees approximately 1,400 procurement activities per year, including planning, sourcing, and finding suppliers and products, tendering, negotiating, buying, contract management and administration, transportation and delivery, inventory management and distribution.

Construction is the City’s largest spending area, accounting for \$133 million of the \$200 million annual spend. In 2021, for construction contracts, 98 per cent was awarded to Regina and area contractors and 100 per cent stayed within Saskatchewan. Overall, 87 per cent of total procurement expenditures were awarded to Regina and area vendors; 89 per cent was awarded within Saskatchewan. The approximately 11 to 13 per cent not spent in Saskatchewan was because often there was no Saskatchewan vendor for the required items (which were generally of a high value and speciality items, such as fire trucks, fire turnout gear, buses and specialized software).

Refer to Appendix A for more detail on the City of Regina’s current procurement policies and practices.

Because of the detailed nature of the request from Council, a summary response to each request is outlined below with its relevant appendix and key recommendations and direction for each. A summary of recommendations and detailed action plans are set out in Appendix F – Recommendations and Implementation plan.

Motion	Motion details: Provide a report and recommendations that:	Appendix	Highlights
MN21-6 #1	Draws from the Province’s “Procurement Renewal” policy review process	Appendix B - Alignment with Provincial Procurement Renewal Policy Review Process Appendix D – Indigenous Procurement	<ul style="list-style-type: none"> With the exception of Indigenous Procurement, the City is in alignment with the Provincial Renewal policy. Additional efforts to meet Indigenous procurement objectives outlined by the province are highlighted and outlined in Appendix D – Indigenous Procurement. As well, some policies require more formal documentation in the City’s policy.
MN21-6 #2	Provides the implications of and recommendations for increasing the number of Regina headquartered companies that benefit from City procured construction, maintenance, goods, and service contracts;	Appendix C – Sustainable Procurement	<ul style="list-style-type: none"> Trade agreements are designed to reduce trade barriers by prohibiting cities from considering the local content or economic benefits in the evaluation of bids that exceed certain value thresholds. There is opportunity, under trade agreement thresholds to continue to provide local preference for purchases under trade agreement thresholds, and to increase community benefit points for organizations that benefit social outcomes in the Regina area.
MN21-6 #3	Outlines the implications from enacting a Fair Wage policy on all construction, maintenance, and service contracts;	Appendix E – Implications of a Fair Wage Policy on all Construction, Maintenance and Service Contracts	<ul style="list-style-type: none"> Administration recommends not implementing a Fair Wage policy and continuing the current practice of not referencing supplier wages in procurement documents based on industry consultations, current labour market and economic conditions, and cost to administer.

MN21-6 # 4	<p>Provides recommendations for the drafting of a social procurement policy that establishes a privilege point system for construction, maintenance, and service projects over \$200,000 in value:</p> <ul style="list-style-type: none"> • Organizations that employ Regina-based workers • Certificate of Recognition program (COR) safety certification • Past experience/expertise in specific projects. 	Appendix C – Sustainable Procurement	<ul style="list-style-type: none"> • Trade agreements prohibit local preference on construction projects over \$200,000 but procurements can include community benefit points that incorporate both experience and safety certifications in its competitive documents. The report recommends expansion/enhancement of community/sustainability criteria introduced into the City's procurement process in 2021.
MN21-6 #5	<p>Outlines the implications from enacting consequences of not meeting declared local labour and the fair wage policy such as financial penalties, vendor performance score and no community benefits points on future competitions.</p>	<p>Appendix C – Sustainable Procurement</p> <p>Appendix E – Implications of a Fair Wage Policy on all Construction, Maintenance and Service Contracts</p>	<ul style="list-style-type: none"> • Recommendations for enhancing the City's sustainable procurement practices that consider the local community impact of procurement purchases are discussed in Appendix C.
MN21-6 #6	<p>Outlines the implications from enacting an inclusion approach of women, indigenous and underrepresented groups.</p>	<p>Appendix C – Sustainable Procurement</p> <p>Appendix D – Indigenous Procurement</p>	<ul style="list-style-type: none"> • Implement a Sustainability Procurement Protocol to enhance local economy, diversity in the supply chain and the environment. • Develop baseline data of profiles of current bid submissions, once baseline is known, develop outcomes-based measures with year over year growth targets for diverse suppliers. • Increase community benefit points and include points for diverse supplier initiatives.
MN21-6 #7	<p>Outlines the implications from enacting a mandatory requirement for all contractors to provide all employee's Journey person and indentured apprentice certificate of qualifications</p>	Appendix C – Sustainable Procurement	<ul style="list-style-type: none"> • Administration recommends that the City continue the current practice of not requiring contractors to provide employees' journey person and qualifications within a specified timeframe.

	within 24 hours of closing and adhere to all Saskatchewan Apprenticeship and Trade Certification requirements during construction.		
MN21-6 #8	Outlines the implications from enacting a mandatory requirement: At the request of the City of Regina procurement department a contractor Owner, President, CEO, General Manager or Branch Manager of a procured construction, maintenance or service contractor must be at city hall in person within 90 minutes of request to discuss contract details.	Appendix C – Sustainable Procurement	<ul style="list-style-type: none"> Administration recommends that the City continue to require, where appropriate and where there is a demonstrable business need, that upon request a supplier will attend at City Hall or another specified location within a specified time. Administration recommends that this not become a “blanket” mandatory requirement to ensure ongoing compliance with trade agreements.
MN21-6 #9	Aligns our procurement scoring process with the City’s Renewable Regina objectives.	Appendix C – Sustainable Procurement	<ul style="list-style-type: none"> The Sustainable Procurement Protocol will support the goals in the Energy & Sustainability Framework and will help increase community participation by awarding community benefit points as part of the competitive bid process to companies that can demonstrate environmental stewardship.
MN21-6 #10	Consult with a range of social and economic partners, including but not limited to the Saskatchewan Building Trades, Reconciliation Regina, and other industry and labour associations when preparing this report.	Appendix G – Engagement Summary	<ul style="list-style-type: none"> Appendix G contains a full summary of the consultation completed for this report.
MN21-10 #1	For establishing an Indigenous Procurement Policy that is open to all Indigenous businesses, including sole operative, partnership, and not-for-profit organizations. To be considered an Indigenous business, the following must be met:	Appendix D – Indigenous Procurement	<ul style="list-style-type: none"> Implement an Indigenous Procurement Policy by the end of 2022 starting with an initial target of 5 per cent Indigenous spend in all categories by 2026, aligned with the Federal Government target for capital spend. Implement a Sustainable Procurement Protocol to enhance Indigenous procurement participation.

	<ul style="list-style-type: none"> • At least 51 per cent of the business must be owned and controlled by Indigenous people; and • If the business has more than six full-time staff, at least one third of the employees must be Indigenous. 		<ul style="list-style-type: none"> • Create an Indigenous Procurement Business Partner position to support Indigenous procurement initiatives. • Increase community benefit points from a minimum weighting of 5 per cent to 10 per cent on competitive procurements for those proponents that have implemented programs or initiatives to ensure greater economic opportunity, capacity and integration for under-represented groups and have a strategy or policy around inclusive employment practices. • Continue ongoing relationship building and engagement with the Indigenous community.
MN21-10 #2	For establishing a target for percentage of total awarded contracts annually to Indigenous owned and controlled businesses that the City of Regina can hold itself accountable to.	Appendix D – Indigenous Procurement	<ul style="list-style-type: none"> • To align with federal requirement for capital spend, a minimum of 5 per cent of the city's total spend will be awarded to Indigenous companies by 2026.
MN21-10 #3	That considers a mandatory requirement that: At the request of the City of Regina procurement department, a contractor, owner, president, CEO, general manager or branch manager of a procured construction, maintenance or service contractor must be at City Hall in person within 90 minutes of request to discuss contract details.	Appendix C – Sustainable Procurement	<ul style="list-style-type: none"> • Administration recommends that the City continue to require, where appropriate and where there is a demonstrable business need, that upon request a supplier will attend at City Hall or another specified location within a specified time. Administration recommends that this not become a "blanket" mandatory requirement to ensure ongoing compliance with trade agreements.
MN21-10 #4	That involves consultation with a range of various stakeholder groups including but not limited to Indigenous: owned businesses, employing businesses, leadership, Economic Development Corporations; and Community based organizations; and	Appendix G – Engagement Summary	<ul style="list-style-type: none"> • Appendix G contains a full summary of the consultation completed for this report.

	incorporates recommendations from same.		
MN21-10 #5	To develop a process for circulating Requests for Proposals (RFPs) to Indigenous businesses in the province.	Appendix D – Indigenous Procurement	<ul style="list-style-type: none"> • Continue to post procurement opportunities on the publicly available SaskTenders site; • Leverage and promote Sask. Chamber's Indigenous owned business directory, SupplierLink and Fix-it-up. • Provide external cross-sector supplier coaching and training opportunities to increase awareness and participation by local businesses and social enterprises (recorded videos on Regina.ca, workshops, etc.). • Seek ongoing relationship building and engagement opportunities with the Indigenous community.

The following key performance indicators (KPIs) will be tracked to measure the success of the recommendations outlined above and will be used to assess and enhance the policy and protocols.

Key Performance Indicator	Target
% of Indigenous procurement spend	5% Indigenous total spend by 2026
% of diverse and minority procurement spend	Year over year growth
Procurement spend by category and location	For information only
Percent of competitive procurements that included Community Benefit Points	75% of Request for Proposals include Community Benefit Points by 2023
Increase the # of local first-time bidders under the trade agreement threshold	Year-over-year growth
Increase in vendors with climate mitigation plans aligned to City's 2050 target	Year-over-year growth
Increase in vendors that are COR Certified	Year-over-year growth
Internal sustainable procurement training for all city employees engaged in Procurement	100% of staff trained on sustainable procurement initiatives and efficiency review recommendations by 2024
Number of engagement or training sessions held with partners	TBD

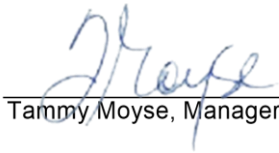
DECISION HISTORY

On August 11, 2021, Council considered item MN21-6 Local Procurement and Economic Recovery and directed Administration to prepare a report for Executive Committee for the end of Q2 of 2022.

On October 13, 2021, Council considered item MN21-10 Indigenous Procurement and directed Administration to prepare a report for Executive Committee for the end of Q2.

Respectfully submitted,

Respectfully submitted,



Tammy Moyse, Manager, Procurement

6/3/2022



Barry Lacey, Exec. Director, Financial Strategy & Sustainability

6/10/2022

Prepared by: Jonathan Wiens, Manager, Divisional Business Support

ATTACHMENTS

Appendix A - City of Regina Procurement – Policies, Practices, Key Activities and Statistics

Appendix B - Alignment with Province

Appendix C - Sustainable Procurement and Mandatory Supplier Requirements

Appendix D - Indigenous Procurement

Appendix E - Fair Wage Policies

Appendix F - Recommendations and Implementation Plan

Appendix G - Engagement Summary

Appendix H - Council Procurement Motions

Appendix A

City of Regina Current Procurement Policies, Practices, Key Activities and Statistics

This appendix summarizes the City of Regina's procurement policies and practices, key activities and statistics.

Discussion

The City of Regina spends approximately \$200 million annually on goods, equipment, services and construction.

As the centralized purchaser for the City, the Procurement & Supply Chain Branch oversees approximately 1,400 procurement activities per year, including planning, sourcing and finding suppliers and products, tendering, negotiating, buying, contract management and administration, transportation and delivery, participating in group buying collectives, industry relations development, procurement working groups (Regina, Saskatchewan, Canada) inventory management and distribution.

The centralized procurement approach provides a consistent and city-wide approach to implementation of The Purchasing Policy and common solicitation and contract documents. The centralized procurement allows for an area of expertise on municipal procurement, the City's documents and procurement tools and particular purchasing agents who are knowledgeable about specific client groups procurement and business needs.

The Branch is also responsible for the City's centralized warehouse that keeps all types of inventories from cleaning and safety supplies to water and sewer connections, traffic poles and paint at a value of approximately \$1.52 million.

Schedule A1 has key procurement statistics for the 2020 and 2021 calendar years.

1. Governing Policies and Agreements

The City's procurement activities are subject to the requirements of three trade agreements: the *New West Partnership Trade Agreement*, the *Canadian Free Trade Agreement* and the *Comprehensive and Economic Trade Agreement* between Canada and the European Union. These agreements are legally binding on the City and intended to reduce barriers to trade to increase competitiveness, economic growth and stability among their signatories. The agreements include procurement obligations based on the principles of non-discrimination, openness and transparency.

In Saskatchewan, the trade treaties require a municipality to use a public competitive bidding procurement process where the anticipated value of the goods, equipment or service is \$75,000 or is \$200,000 and above for construction. In those cases, a supplier from another province must be treated in the same way as a supplier from Saskatchewan or the local community. Under the principle of non-discrimination, the trade agreements prohibit the consideration of local content or economic benefits in the evaluation of bids that exceed certain value thresholds. The trade treaties contain explicit provisions that prohibit local preference and prohibit breaking large contracts into smaller contracts for the purpose of the work falling under the trade treaty thresholds.

The Cities Act requires all municipalities to have a purchasing policy. For the City, procurement of goods, services and construction at the City is governed by *The Regina Administration Bylaw*, Bylaw No. 2003-69, Schedule D Purchasing Policy. The Policy sets out the City's procurement goals and requirements that define roles and responsibilities at various stages of the procurement process and further described in the procurement protocols. The Policy is based on and compliant with the trade treaties.

2. Approvals

The *Purchasing Policy* sets out the authority to buy goods and services as follows:

Procurement Authority Limits	
Managers	<ul style="list-style-type: none"> goods, services and construction up to \$100,000 for a term of up to one year
Directors	<ul style="list-style-type: none"> goods, services and construction up to \$200,000 and professional services up to \$100,000 for a term of up to two years
Executive Directors	<ul style="list-style-type: none"> goods, services and construction up to \$3,000,000 and professional services up to \$750,000 for a term of up to five years
City Manager Financial Strategy & Sustainability Executive Director	<ul style="list-style-type: none"> goods, services and construction with no limit and professional services up to \$750,000 for a term of up to five years
Council	<ul style="list-style-type: none"> all professional services contract awards that exceed \$750,000 or that exceed a five-year term

3. Competitive and Single Source Awards

Competitive procurement involves opening the process to bids and tenders to obtain the best value. Non-competitive procurement (sometimes called “single-source” procurement) happens when the City either selects the supplier to buy from or restricts the bidding process to certain suppliers.

The *Purchasing Policy* outlines the circumstances in which single source awards are allowed, which are generally when there is only one supplier able to provide the good or service, or the purchase is of a time sensitive or emergent nature.

In 2021, the City processed a total of almost \$205 million in contracts. Of that value, approximately 98.5% was awarded to competitive contracts and 1.5% was awarded to single source contracts.

The competitive award ratio shows that the City achieves its goal of conducting an open, fair and competitive procurement process for the acquisition of goods, services and construction that is fair to all vendors.

4. Best Value Approach

In 2019, the City adopted a *best value* approach to procurement. This approach means structuring the specific procurement opportunity so that the City evaluates and awards the contract to the vendor whose response to the procurement opportunity demonstrates the greatest overall benefit to the City, not just low price.

Evaluating factors now include quality and expertise, realized benefits from collaboration and innovation, total cost of ownership, and performance-based contracting. This means the City buys very few goods, equipment or services based solely on the lowest price. Rather the total value of the procured goods or services is compared with the costs to buy, use, and dispose of it.

The City's considerations in best value procurement evaluations include:

- consistency, reliability, and responsiveness of the supplier;
- the total costs of the good, equipment found through a life-cycle cost analysis;
- the reduction of risks such as schedule delays, costs added through change orders, the degradation of performance or service from an outsourced provider, potential legal or financial risks, the need for government oversight of program delivery, the amount of needed contract administration effort, and the likelihood of successful contract performance;
- environmental impacts, such as more efficient scheduling leading to less shipping impact, lower toxic materials content, less environmentally harmful manufacturing, and less harmful end of life disposal;
- just-in-time ordering and shipping to avoid storage costs; and
- use of external versus internal resources to reduce costs or to achieve better results for the same overall price.

5. Sustainable Procurement

In early 2021, the City's procurement branch began to incorporate community benefit and sustainable procurement evaluation criteria into many of its competitive procurement documents. The purpose of the community benefit evaluation criteria is to reward bidders that supply some form of social, economic or environmental benefit in addition to the core purpose of the contract. For example, proponents are asked various questions to show social, economic or environmental value to the City:

- **Social Values.** The proponent should explain the social values that are followed as an organization. These social values should focus on diversity and inclusion, accessibility provided during construction, and examples or plans to support local causes (volunteerism, local donations, etc.).

- **Economic Impacts.** The proponent should explain the economic benefits to the community that will occur if the proponent is successful. These economic impacts should focus on local materials bought and used, and support of local businesses.
- **Environmental Mitigation.** The proponent should discuss any environmental mitigations or benefits that will occur if the proponent is successful. These environmental considerations should focus on the organization's environmental practices (reduction of emissions, reuse/recycling of materials, etc.) as well as any reduced emission equipment.

After one year of incorporating community benefit and sustainable procurement evaluation criteria, we have identified opportunities to further refine criteria within competitions and ensure consistency in evaluation of those criteria. Administration has also determined that the 5 percent allocation out of a total of 100 per cent is not enough to make an impact when awarding work.

6. Summary of Recent Accomplishments

New tools, procedures, and training	<p>In 2018, the City reviewed its procurement and vendor management practices and introduced a suite of new tools, procedures, and employee training modules designed to reflect leading industry practices and enhance its procurement operations and services.</p> <p>This included adding new solicitation documents and updating other solicitation and contract documents to reflect industry standards and best practices.</p>
New software	<p>To help facilitate the new tools and protocols, the City bought a new software program in 2018 that follows a procurement project from its start to its posting on SaskTenders – the primary site for posting public sector tender notices.</p> <p>The new software allows business areas and the procurement branch to coordinate the drafting of core project content, integrate project content into the right format and standardize processes to help find issues during the planning and drafting phases of a procurement project and tracks the timelines and responsible parties for improved accountability.</p>
Contract and procurement process training	<p>The City introduced training sessions in 2018 designed to strengthen the City's procurement planning and contract management capabilities and improve consistency across all business areas and project managers.</p> <p>The training has improved the procurement process by making project managers more knowledgeable about planning the work and developing stronger technical requirements.</p> <p>The training has been ongoing through 2018 to 2022 to address the procurement procedures and policies, new</p>

	construction contracts, and new construction requirements arising from the prompt payment and mandatory adjudication requirement in recent amendments to <i>The Builders' Lien Act</i> .
Efficiency Review	In 2021, the Procurement branch was provided a number of recommendations, as a result of the efficiency review on the service area performed by Deloitte LLP. 13 Key Performance Indicators were identified to begin tracking. Tracking of cost savings through negotiated request for proposals has begun, and the use of group purchasing organizations (GPOs) have been identified to take advantage of economies of scale. A pilot group will identify performance clauses to be included in future budgeted projects, and identify and mitigate supply chain risks using the Kraljic model. Procurement has submitted for budget consideration the purchase of two Oracle modules to assist with modernization of procurement and vendor management.

7. Regina Demographics

Regina sits on traditional lands of the Treaty 4 Territory, a Treaty signed with 35 First nations across Southern Saskatchewan and parts of Alberta and Manitoba. It is the original lands of the Cree, Saulteaux, Dakota, Nakota, Lakota, and on the homeland of the Métis.

Regina is a mid-sized city, with a population of 226,404 (2021)¹ and a growth rate of 5.3 per cent since 2016, which is above the national average. The immigrant population is rapidly growing, accounting for a significant percentage of recent growth. Regina is one of the youngest cities in Canada, with 18 per cent of the population under 14, and just 14 per cent of the population over the age of 65. The largest population group is between 25 and 29 and Regina has a median age of 36.5.²

Regina has a diverse population of which 94 per cent are Canadian citizens and approximately 6 per cent are recent immigrants. Just under 80 per cent of the City's population is White while about 10 per cent is Indigenous, the 7th highest in Canada, with just under 6 per cent First Nations and 4 per cent Métis. Additionally, Regina's population is comprised of other groups: Southeast Asian (3.5 per cent), South Asian (2.6 per cent), East Asian (2.2 per cent), Black (1.6 per cent), Latin American (0.7 per cent), Arab (0.6 per cent), and West Asian (0.6 per cent).³

Conclusion

The Branch regularly conducts internal process improvements to enhance procurement operations and its warehouse and inventory management practices to support many City operational and capital programs in achieving the City's goals. The Branch, in consultation with

¹ Statistics Canada 2022

² Statistics Canada 2016

³ World Population Review, 2021

other City departments updates documents, processes and procedures as needed based on experiences, consultation with other public sector entities and new developments in industry or legislation. The result is that procurements are conducted in an improved, modern manner that is consistent with best practices and trade treaties. The Branch's efforts and plans for further improvement and development are detailed in the other appendices to this report.

Schedule A1

2021 Procurement Purchases by Location and Sector

Location of Suppliers	Construction ¹	Goods ²	Information Technology	Professional	Services	Total	Percentage by Spend ⁴
Regina and area	\$134,215,879	\$17,217,854	\$313,576	\$7,832,881	\$18,180,219	\$177,760,411	87%
Saskatchewan	2,799,682	1,061,211	122,193	89,150	563,298	4,635,536	2%
Out-of-Province		9,910,372	582,385	2,404,724	8,194,260	21,091,742	10%
USA		1,064,565	257,388		15,250	1,337,204	0.65%
Europe					30,000	30,000	0.015%

Total Spend	\$137,015,561	\$29,254,003	\$ 1,275,544	\$ 10,326,756	\$26,880,593	\$204,854,894	100%
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Total % of All Spend ³	67%	14%	1%	5%	13%	13%	100%
% to Regina	98%	59%	25%	76%	68%	68%	87%
% within SK	100%	62%	34%	77%	70%	70%	89%

- ¹ Construction was two-thirds of the City's total spend for 2021. Of the total dollars spent on construction 98% went to companies within Regina and area and 100% stayed within Saskatchewan.
- ² 21% of the total dollars spent on goods was awarded for contracts related to transit and fleet items (e.g. buses) that are not available for purchase within the province.
- ³ 85% of the City's spend was within three categories: Construction, Professional, and Services. When looking at these categories combined, 92% of the dollars spent stayed in Regina and area and 94% stayed within Saskatchewan.
- ⁴ 87% of the total spend stayed within Regina and area with 89% stayed within Saskatchewan.

Appendix B

The City of Regina's alignment with Provincial Procurement Renewal Policy Review Process

This appendix summarizes the Province of Saskatchewan's procurement renewal policy review process and the City of Regina's alignment with the process and the renewed policy.

Discussion

1. Provincial Procurement Renewal Review Process

In 2020, the Saskatchewan government reviewed its procurement policies and practices. Led by MNP, the review looked to achieve more efficient outcomes for both industry and government, with a significantly greater role for industry engagement.

During its review it engaged 24 industry and Indigenous organizations, including the Canadian Federation of Business, Economic Development Regina and the Saskatchewan Chamber of Commerce. It also consulted with 16 government entities, including SaskEnergy, SaskTel and SaskPower.

2. Renewed Government Procurement Policy

While no final report was produced, the review resulted in the development and approval of a new government procurement policy effective August 1, 2020. Its purpose was to achieve greater consistency in procurement policy, continuous improvement based on best practice and ensure that the best value is achieved for Saskatchewan residents.

The policy applies to all government entities, including government ministries, Treasury Board Crowns, the Saskatchewan Health Authority, and all agencies, boards and commissions.

3. City of Regina's Alignment with Government Procurement Policy

The City's procurement process aligns with the Provincial Procurement Renewal Review Process.

The City has historically adopted a best value approach to procurement rather than lowest price, which is in alignment with the government's renewed procurement policy.

Finding best value in procurement is a three-step process:

1. identification and evaluation of all workable options;
2. choice of relevant factors; and
3. creation of selection criteria based on weighted factors.

Considerations in assessing value include consistency, supplier reliability and responsiveness, diversity and equity factors, life-cycle costing, risk mitigation, environmental impacts and efficiency.

The City has also adopted a two-stage competitive practice which allows suppliers to submit technical and financial proposals separately. Only suppliers who meet the prescribed level of technical competence at the technical stage may advance to the second stage and submit a financial proposal. This second-stage negotiation with pre-qualified vendors aligns with the government's renewed procurement policy.

The Province's policy also recommends a restricted solicitation process which limits the pool of vendors. The City uses a similar approach with a qualified vendor roster list and goes beyond the sectors affected by provincial guidelines. This has led to increased efficiencies with standardized templates and the use of negotiated request for proposals.

The chart below summarizes the 11 sections of the Province's renewed procurement policy and shows the City of Regina's alignment with each section.

Section	Description	City of Regina
	Government public procurement rests on the key principles of:	✓
	• open, transparent and fair processes;	
	• consistent approaches to doing procurement with the flexibility to balance diverse government priorities;	✓
	• best possible value for the people of Saskatchewan and a focus on outcomes and business solutions;	✓
	• demonstrate respect for suppliers by taking part in meaningful engagement;	✓ Yes, but needs to be stated in policy.
	• easy access to public tender information and opportunities;	✓
	• innovation that fosters efficiency, effectiveness and competitiveness;	✓
	• support the growth and development of Indigenous owned businesses and Indigenous employees;	See Appendix D
	• the use of procurement as an economic development tool;	See Appendix C
	• respect for our trade obligations;	✓
	• continuous improvement and capacity building; and	✓ Yes, but needs to be

Section	Description	City of Regina
		stated in policy.
	<ul style="list-style-type: none"> accountability for outcomes. 	✓
	<p>The government will try to balance and achieve the following policy priorities:</p> <ul style="list-style-type: none"> ensure that public/taxpayers requirements for goods, services and construction are met through open, principled, and transparent processes that maximize competitive opportunity, and supplies the best value and outcomes; 	✓
	<ul style="list-style-type: none"> conduct procurement and contract management in a way that is principled and results oriented; 	✓
	<ul style="list-style-type: none"> ensure that procurement opportunities are developed and presented in a manner that encourages suppliers to take part and to propose innovative, value added solutions; 	✓
	<ul style="list-style-type: none"> replace prescriptive technical specifications with outcome and performance-based requirements where practical; 	✓ Yes, but needs to be stated in policy.
	<ul style="list-style-type: none"> supply flexibility for commercially mandated public entities to place proper emphasis on price competitiveness to balance their overall mandate from the Government of Saskatchewan; 	N/A
	<ul style="list-style-type: none"> clearly define and publish bidding requirements and evaluation measures used in competitions so that suppliers understand what is expected and how decisions will be made; 	✓
	<ul style="list-style-type: none"> provide all suppliers with opportunities to help them understand how to bid and be successful in the Government of Saskatchewan marketplace; 	See Appendix C
	<ul style="list-style-type: none"> subject to interprovincial and international trade agreements, ensures that procurement 	✓

Section	Description	City of Regina
	appropriately weighs the impact on the Saskatchewan economy as a part of best value;	Yes, but needs to be stated in policy.
	<ul style="list-style-type: none"> actively support the growth and development of Indigenous owned companies through public procurement, including capacity and skill development for Indigenous workers in Saskatchewan; 	See Appendix D
	<ul style="list-style-type: none"> Be accountable for procurement decisions and supply access to fair and equitable debriefing and complaint/dispute resolution processes; 	✓
	<ul style="list-style-type: none"> evolve a modern, digital procurement system that is efficient and effective for procurement entities and suppliers; and 	✓ Yes, but needs to be stated in policy.
	<ul style="list-style-type: none"> create a community of practice among public entities to promote consistency and the highest standard of conduct in procurement and supplier relations. 	The City participates in the Community of Practice lead by the Province.
Best Value Procurement	<p>This approach ensures a fuller range of criteria, including price, are considered based on the specific needs of the goods or services being bought. It reflects a more comprehensive decision-making approach that ultimately provides greater value for taxpayers.</p> <p>“Best value” under the policy means structuring the specific procurement opportunity, as found by the public entity, so that the evaluation and award to a successful vendor result in the greatest overall benefit to the public entity. For clarity, in some cases best value can be achieved based on price alone.</p> <p>While not a one-size fits all approach, criteria are selected in advance of the competition to meet the specific needs of the procurement and may include:</p> <ul style="list-style-type: none"> quality, budget, timing and resource considerations, 	<p>✓</p> <p>The City incorporates these requirements in its technical specifications that form part of the procurement document.</p>

Section	Description	City of Regina
	<ul style="list-style-type: none"> • vendor experience, performance history and proven ability, • safety practices, • knowledge of local conditions such as geotechnical, environmental, local laws, codes and requirements, etc., • innovation, creativity and originality demonstrated, • community benefits, and • cost of ownership over the life of the good or service. 	
Procurement Pre-Planning	A best value procurement system requires significant procurement planning. Procurement pre-planning provides the critical foundations for an effective procurement with an emphasis on clearly defining the problem or opportunity and framing the competition.	✓
Balanced and Effective Evaluation Criteria	All procurement submissions are evaluated after opening and before award of contract. The procurement documents should clearly identify the requirements of the procurement, the evaluation method and evaluation criteria in order to ensure a focus on achieving a procurement decision based on overall best value.	✓
Definition of a Saskatchewan Supplier	Public entities will be asked to track and report on procurement with Saskatchewan suppliers. A Saskatchewan based supplier is one that has a real operational presence within Saskatchewan and employs Saskatchewan people.	✓
Industry and Supplier Engagement	The government is committed to promoting the development of suppliers and enhancing supplier relationships. All public entities will undertake a range of activities to support suppliers including helping them understand how to do business with the government through information sessions and other forms of education.	See Appendix C
Indigenous Procurement	When planning a competition for goods, services or construction, all public entities should consider opportunities for Indigenous engagement, plus provide inclusion for Indigenous ownership and Indigenous labour in the evaluation criteria.	See Appendix D
Multi-Stage Procurement	Public entities are strongly encouraged to use multi-stage procurements when appropriate to effectively	✓

Section	Description	City of Regina
	engage with potential suppliers and better define the problem or opportunity, plus frame the solution.	
Supplier Debriefing and Evaluation	Supplier debriefings shall be offered by all public entities, at a minimum, to all unsuccessful suppliers who engage in a competitive procurement process. Successful suppliers will also receive a debrief on their submission if asked. While public entities may choose not to offer supplier debriefings for lower value, competitive procurement processes conducted by invitation, a supplier debrief shall be made available if asked.	✓
Compliance with Trade Agreements	All public entities are expected to adhere to all the obligations contained within the applicable agreement(s) and will be subject to any of the dispute mechanisms available to suppliers.	✓

The City's procurement policies, practices and procedures strongly align with the Provincial Process.

The City can improve its alignment in relation to Indigenous procurement, and the City's plans to date, along with future plans are detailed in Appendix "D" to this report. The City can also improve on industry and supplier engagement, with future plans detailed in Appendix "C".

Recommendation. Administration recommends that the City continue to maintain strong relationships with the Province and continue to engage on procurement best practices to ensure alignment.

It is also recommended that improvements to Indigenous procurement and increased engagement with the supplier community, through information sessions and other forms of engagement be implemented to improve the alignment to the Provincial Process and other best practices.

Appendix C

Sustainable Procurement and Mandatory Supplier Requirements

This appendix provides information and recommendations on sustainable procurement and mandatory supplier requirements.

Discussion

Sustainable procurement embeds relevant sustainability considerations into processes for selecting goods and services, alongside traditional considerations like price, quality, service and technical specifications. The Canadian Collaboration for Sustainable Procurement (CCSP), a leadership network of 40 Canadian municipalities and other public sector institutions, breaks down sustainable procurement into four distinct pillars:

Green or Environmentally Preferable Procurement	Aims to reduce greenhouse gas (GHG) emissions, energy and water usage. It also addresses waste and toxicity, supports clean, renewable industries, and increases the circularity of our economy.
Ethical Procurement	Involves reducing 'sweatshop labour' by setting recognized minimum workplace standards for suppliers and subcontractors. This often involves assessing compliance with International Labour Organization's conventions against child labour, forced labour, employment discrimination, and the United Nations' Universal Declaration of Human Rights.
Social Procurement	Fosters diversity and inclusivity by creating economic opportunities for equity-deserving and other target populations. This includes purchasing from suppliers that offer social value, such as non-profits, social enterprises, and diverse suppliers, and mandating suppliers to deliver social value as a condition of the contract, often outlined through Community Benefit Agreements (CBAs).
Indigenous or Aboriginal Procurement	Promotes reconciliation through contracting and subcontracting Indigenous businesses; increasing employment and skills development opportunities for Indigenous peoples; and otherwise engaging them in public spending in alignment with the Government of Canada's Truth and Reconciliation Commission's Call to Action 92, Business and Reconciliation, and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

CCSP 2021 Member Benchmarking. In the fall of 2019, the City of Regina joined the CCSP. Annually the CCSP helps members to self-assess their progress on implementing the framework so members can compare their progress and showcase their successes.

The 2021, results for 31 public sector organizations, including Regina and Saskatoon and 18 other municipalities in Canada, is attached as Schedule C1.

The results show that the City has made progress in five areas of the framework, but there is a need to continue to develop and adopt sustainable procurement practices.

The City recognizes that its purchases have a ripple effect that can contribute to a prosperous local economy, a sustainable environment and overall vibrancy and well-being in the community.

In early 2021, the City began to incorporate a minimum of five (5) Community Benefit points (5% out of 100%) for Sustainable Procurement evaluation criteria in many of its competitive procurement documents to encourage vendors to provide goods, equipment and services in an economic and environmentally sustainable manner, whenever possible.

City Council approved The *Design Regina Official Community Plan* (OCP) in 2013 which set out a comprehensive framework to guide the physical, environmental, economic, social and cultural development of our community.

Continuing to improve its sustainability procurement practices will lead to several improved outcomes, including the following:

- increased access to City contracts to contribute to a more diverse, stronger and more resilient small- and medium-sized business sector;
- greater economic opportunities and integration for historically marginalized groups;
- increased apprenticeship, work-experience, and entry-level opportunities in the trades and other career track employment, especially for traditionally marginalized community members;
- the City will be better prepared and aligned with national sustainable procurement programs, including:
 - the federal government's *Investing in Canada Infrastructure Program* (ICIP) and its funding requirements that aim to increase diverse workers;
 - the federal government's mandatory requirement for federal departments and agencies to ensure a minimum of 5% of the total value of contracts are held by Indigenous businesses, to be phased in over three years beginning in 2021; and
 - the United Nations sustainable development goal to promote public procurement practices that are sustainable, in accordance with national policies and priorities.

Recommendation. To achieve these outcomes Administration recommends that the City update the Procurement Manual with a Sustainability Procurement Protocol (the "Protocol") to enhance local economy, Indigenous and diverse suppliers, and the environment. The Protocol will provide guidance and assistance to City employees planning procurements. The Protocol and related actions will:

- 1) Increase community benefit points from a minimum weighting of 5 per cent to 10 per cent on competitive procurements, on a project-to-project basis, to account for any of the following:
 - 3rd party certification of diverse or social inclusive business
 - Demonstrated practices of social procurement in their supply chain
 - Implemented programs or initiatives to ensure greater economic opportunity and integration for under-represented groups
 - Has a strategy or policy around inclusive employment practices
 - Has an apprenticeship program targeted to traditionally underrepresented groups
 - Provides work experience or internship targeted to traditionally underrepresented groups
 - Has a Certification of Recognition (COR) Program safety certification

- Has an established environment and climate policy
 - Has implemented environmentally friendly waste disposal practices
 - Demonstrated improvements to maximize environmental return to transition to net zero
 - Demonstrated increased use of renewable fuels
 - Provides per cent of fleet that uses renewable fuel sources
 - Provides per cent of energy used is renewable
 - Has social initiatives in place that positively impacts Regina and area.
- 2) Provide local preference where allowed by trade thresholds, in particular:
- P-card purchases below \$7,500 are recommended to support local suppliers;
 - Procurements under trade thresholds (goods or services under \$75,000 and construction under \$200,000) are recommended to obtain three written quotes. Where at least three local suppliers exist, all quotes should be local, where less than three local suppliers exist, at least one quote from a local supplier;
 - Provide advance information on contract opportunities so local vendors have time to prepare;
 - Provide external cross-sector supplier coaching and training opportunities to increase awareness and participation by local businesses and social enterprises (recorded videos on Regina.ca, workshops, etc.).
- 3) Result in the undertaking of additional initiatives related to the Protocol including:
- Engage internal cross departmental teams with representatives from finance, procurement, environment and planning departments to support the design, implementation and evaluation of sustainable procurement;
 - Develop a data management plan and tracking tools to collect sustainability process data, with outcomes-based measures and year-over-year growth targets;
 - Develop baseline data of profiles of current bid submissions and, once baseline is known, develop outcomes-based measures with year-over-year growth targets (first time bidders, apprenticeship, environmental, diverse, etc.);
 - Leverage and promote the Saskatchewan Chamber of Commerce Indigenous owned business directory, SupplierLink and Fix-It-Up, and SaskTenders;
 - Continue ongoing relationship building and engagement with all stakeholders; Provide internal learning sessions on desired outcomes, new processes and protocols and FAQ's initiatives, including a City-wide implementation and action plan; and
- 4) Create a dedicated Sustainable Procurement Specialist position within the City to support and align future sustainable procurement initiatives and implement and report on efficiency review recommendations:
- To advance the above recommendations, a new full-time position will be required in the Procurement branch.

The Sustainable Procurement Specialist will be responsible for preparation and delivery of training and tools, identifying and implementing tracking mechanisms, verification of compliance, as well as building relationships with stakeholders. Educating internal and external stakeholders is key to the success of the sustainable procurement program, this position will coordinate and deliver on these efforts as well as work on enhancements to data management, and data collection.

This role will also be responsible for supporting the Efficiency Review

recommendations that the branch is currently implementing. There is a lot of synergy between these initiatives, including training, change management and business relationships.

Specific items identified in Notice of Motions MN21-6 and MN21-10 requesting detail on sustainable procurement and mandatory supplier requirements are detailed below.

1. Provide the implications of and recommendations for increasing the number of Regina headquartered companies that benefit from City procured construction, maintenance, goods, and service contracts.

Procurement policies whose goal is to increasing the number of local suppliers that benefit from City contracts is known as a local preference. It means a preference, or penalty, is applied based on a supplier's geographic location or the local content of the goods or services provided. The goal is to support local businesses and protect and create local jobs and provide local suppliers with an advantage over non-local suppliers.

While local preference is meant to benefit the local economy, municipalities are subject to trade agreements which are focused on outward markets. The agreements are designed to reduce trade barriers by prohibiting cities from considering the local content or economic benefits in the evaluation of bids that exceed certain value thresholds. The trade treaties explicitly contain provisions prohibiting including a local preference evaluation criterion in procurements that fall within the trade treaties' thresholds and from breaking a large contract into smaller contracts in order come under the trade treaty thresholds.

In Saskatchewan the threshold is \$75,000 for goods and services and \$200,000 for construction.

Once these thresholds are exceeded, the City must conduct an open, competitive procurement process and treat suppliers in the same way regardless of their location. Applying local preference for procurement above the thresholds would result in the City not complying with the various trade agreements it is obligated by law to follow, however, the City has the ability to explicitly pursue local preference for procurements below the trade thresholds. This report provides a number of recommendations to strengthen the City's practices to purchase local for goods and services below the trade agreement thresholds.

COVID-19 spurred a local preference movement across Canada below the trade treaty procurement thresholds.

In the early days of the pandemic, organizations looked to local businesses to deliver essential supplies like personal protective equipment (PPE), cleaning supplies, and food amidst global supply chain disruptions and price gouging. For example, the Government of BC, the City of Victoria, City of Kelowna, and City of Regina procured hand sanitizer from Canadian craft breweries and distilleries, which rapidly shifted their operations to support response efforts. These purchases allowed breweries and distilleries to generate new revenue streams, avoid layoffs, and utilize ethyl alcohol (a by-product that would have gone to waste otherwise) to produce essential supplies. In support of creating more agile local economies, the Government of Ontario even launched a \$50 million *Together Fund* to help local businesses retool their operations to produce PPE, find technology solutions, and develop services necessary to reopen Canada's businesses and public services safely.

Once a 'new normal' was established, leaders like the Government of Newfoundland and the City of Victoria began encouraging staff to prioritize local companies for low-value purchases (below procurement thresholds). Newfoundland raised their thresholds to the maximum allowed under the Canada Free Trade Agreement (CFTA) so staff could sole-source to local companies, and they introduced a new local preference policy whereby 10% allowance was added to bid prices of provincial suppliers. Likewise, Victoria trained purchase cardholders (or p-cardholders) on how to buy local and consider social value in their purchase.

Canadian Collaboration for Sustainable Procurement: 2020 Annual Report on the State of Sustainable Public Procurement in Canada

While a growing number of municipalities are adopting local preference for below threshold procurements, there are benefits and drawbacks of such policies.

Benefits of local preference. Governments spend substantial amounts of money on procurement. Advocates for local preference argue that spending this money in the local economy creates meaningful jobs, builds local economies, addresses social and environmental issues and saves taxpayers money.

Drawbacks of local preference.. Although there may be anecdotal evidence of individual businesses benefiting from local procurement, the benefits may be outweighed by the costs to the overall local economy. A local preference may restrict competition and could lead to increased costs, or result in other communities enacting similar policies restricting opportunities for businesses to pursue outside their community.

Current local procurement. While the City does not have a local preference policy, the City's procurement branch tracks the number and value of local contracts. The branch defines a local supplier as one that keeps an office within 60 kilometres of Regina.

In 2021, the City bought approximately \$182 million (or 89%) respectively of goods, equipment, and services from local companies. Most of the purchases made outside of Saskatchewan were for specialized equipment and services that were not available within the province.

In 2021, 67% of the total procurement spend was the purchase of construction services of which 98% of this amount went to local suppliers, and 100% went to Saskatchewan suppliers.

Administration's recommendation for local preference is contained as part of the broader sustainable procurement protocol recommendation described earlier in this Appendix.

2. **Provide recommendations for the drafting of a social procurement policy that establishes a privileging point system for construction, maintenance, and service projects over \$200,000 in value that would reward suppliers:**
 - a. that employ Regina-based workers;
 - b. that use a Certificate of Recognition program (COR) safety certification; and/or
 - c. with past experience/expertise in specific projects.

Rewarding suppliers that employ Regina-based workers is otherwise known as local preference and is discussed under #1 above.

A social procurement policy is part of the broader sustainable procurement umbrella captured under the third sustainable procurement pillar as discussed and recommended earlier in this report.

A privileging point system – also known as evaluation criteria – is a key part of a solicitation document as it defines how bids will be assessed and what makes one bid better than another.

The City uses a points system with two types of criteria – mandatory and weighted – for all procurements over the thresholds as well as selected procurements below the thresholds.

Mandatory criteria are requirements that a bid must meet for it to be considered. If a mandatory criterion is not met, the proposal will not be considered further.

Weighted criteria use points and values to calculate the relative importance of various bid criteria. It enables the prioritization of decision factors based on their impact on the end-goal and are tailored to reflect the unique needs and priorities of the business area. A weighted set of criteria within each bid document helps suppliers understand the relative importance of the benchmarks needed for the project. Ultimately, the weighted scoring model offers a data-based approach to finding the best supplier for the project.

The chart below has an example of weighted criteria, their importance, and the minimum score that must be met in each category.

Category	Weighting (%)	Minimum Score
Pricing	45	N/A
Project Understanding and Project Approach, Methodology, Schedule	20	16/20
Project Management, Quality Control and Quality Assurance	15	12/15
Company Profile and Project Team & Experience	15	11/15
Sustainability	5	N/A
Total Points	100	

The City uses a points system to incorporate both experience and safety certifications in its competitive documents.

For example, COR certification is needed, for most construction projects, and 67% of construction companies awarded a contract in 2021 have verified their COR certification. As a Sustainable Procurement Protocol is developed, the City will continue to track, engage and look to increase the number of contracts that require COR certification.

Trade agreements prohibit local preference on construction projects over \$200,000, but procurement evaluation criteria can include community benefit points that incorporate both experience and safety certifications in its competitive documents.

Administration's recommendation for local preference, where allowed by trade agreements, is contained as part of the broader sustainable procurement protocol recommendation above.

3. Outline the implications from enacting consequences of not meeting declared local labour and the fair wage policy such as financial penalties, vendor performance score and no community benefits points on future competitions.

Rewarding suppliers that employ Regina-based workers is otherwise known as local preference and is discussed under #1 above.

Recommendations for sustainable procurement that would consider the local economic impact of procurement purchases are also discussed earlier in this report.

The implications of enacting a fair wage policy on all construction, maintenance and service contracts for the City of Regina, and the penalties for non-compliance, are discussed in Appendix E.

4. Outline the implications from enacting an inclusion approach of women, Indigenous and underrepresented groups.

An inclusion approach of women, Indigenous and underrepresented groups is part of the broader sustainable procurement umbrella and captured in the third and fourth pillars (Social Procurement, Indigenous or Aboriginal Procurement) of sustainable procurement discussed above.

5. Outline the implications from enacting a mandatory requirement for all contractors to provide all employees' journeyperson and indentured apprentice certificates of qualifications within 24 hours of closing and adhere to all Saskatchewan Apprenticeship and Trade Certification requirements during construction.

Current practice in City procurement requires that general contractors ensure that any subtrades used are qualified to perform the work required, which doesn't always require a journeyperson or indentured apprentice certification.

The City of Regina has a limited number of suppliers. Careful thought to the types of mandatory requirements is considered during the planning stage of procurement for all projects to ensure the City does not exclude any supplier from bidding on City projects.

Making these requirements mandatory may:

- deter smaller Regina contractors with less skilled employees and fewer investments in training and apprenticeships from participating in a City procurement;
- increase a contractor's project costs, which would in turn increase the City's costs; and
- present a barrier to entry to reaching inclusion goals.

Recommendation. Administration recommends that the City continue the current practice of not requiring contractors to provide employees' journeyperson and qualifications within a specified timeframe.

6. Outline the implications from enacting a mandatory requirement that, at the request of the City of Regina procurement department, a contractor owner, president, CEO, general manager or branch manager of a procured construction, maintenance or service contractor must be at city hall in person within 90 minutes of request to discuss contract details.

Including a mandatory requirement that, upon request, a supplier attend City Hall or another specified location within a specified time to discuss contract details is already a standard provision in certain maintenance and service contracts to ensure service interruptions are kept to a minimum and pose a minimal risk to delivering services to residents. For example, this would be a requirement in a service contract for a pump for a wastewater lift stations.

While Administration had heard anecdotally that other municipalities had enacted such a requirement, extensive engagement with other municipalities, and other government entities has not encountered this requirement.

As discussed earlier in this Appendix, a procurement policy whose goal could reasonably be seen as favouring local businesses would not be complaint with trade agreements. As noted above, the City already requires suppliers to be available within a specified timeframe where business requirements can be clearly demonstrated. Where such a business requirement cannot be clearly demonstrated, a challenge under the trade agreements would be difficult to defend. Administration notes that in 2021, 98% of construction contracts making up two thirds of purchases were already from Regina suppliers (100% from Saskatchewan suppliers), with 87% of all purchases from Regina suppliers. Adding this requirement to procurement documents likely would have little impact on increasing these numbers while opening up the City to potential trade agreement challenges.

As well, making this a requirement for all suppliers, regardless of a business need may put smaller local businesses with fewer resources at a disadvantage. It would also add to the project costs, which in turn would be passed on to the City.

Recommendation. Administration recommends that the City continue the current practice of not making this a mandatory requirement.

7. Align our procurement scoring process with the City's Renewable Regina objectives.






This approach is part of the broader sustainable procurement umbrella and captured in the first pillar of sustainable procurement (Green or Environmentally Preferable Procurement) discussed above.



























































































Schedule C1

Canadian Collaboration for Sustainable Procurement (CCSP) 2021 Member Benchmarking Results

Self-Assessment Framework

Members self-assessed using ratings analogous to the five phases of the moon (below), which represent increasing maturity levels in implementing each of the 10 program elements in the **Best Practice Program Framework**.

SYMBOL	MATURITY LEVEL
	= not yet started or just beginning
	= some progress made
	= in progress
	= fairly well developed
	= well developed with solid experience

	Strategy & Action Plan	Staffing & Resources	Policy	HIPO List	Procedures	Tools*	Training & Engagement	Measurement & Reporting	Supplier Engagement	Leadership & Collaboration
City of Brampton										
City of Calgary										
City of Charlottetown										
City of Edmonton										
City of Kelowna										
City of Mississauga										
City of Nanaimo										
City of Ottawa										
City of Port Coquitlam										

	Strategy & Action Plan	Staffing & Resources	Policy	HIPO List	Procedures	Tools*	Training & Engagement	Measurement & Reporting	Supplier Engagement	Leadership & Collaboration
City of Regina										
City of St. Albert										
City of Saskatoon										
City of Toronto										
City of Vancouver										
City of Whitehorse										
City of Winnipeg										
City of Yellowknife										
District of Saanich										
District of Squamish										
Halifax Regional Municipality										
BCIT										
BC Lottery Corporation (BCLC)										
TransLink										
Government of Yukon										
Saint Lawrence College										
Northern Alberta Institute of Technology (NAIT)										
Sheridan College										
Simon Fraser University (SFU)										
Thompson Rivers University (TRU)										
University of British Columbia (UBC)										
University of Calgary (U of C)										

Note: The implementation plan detailed in Appendix F is aligned with the CCSP Best Practice Program Framework, which will ensure the City continues to make progress on implementing the framework and its continuous improvement will be reflected in future member benchmarking results.

Appendix D Indigenous Procurement

This appendix provides information:

1. For establishing an Indigenous procurement policy that is open to all Indigenous businesses, including sole operative, partnership, and not-for profit organizations. To be considered an Indigenous business, the following criteria must be met:
 - (a) at least 51 per cent of the business must be owned and controlled by Indigenous people; and
 - (b) if the business has more than six full-time staff, at least one third of the employees must be Indigenous;
2. For establishing a target for percentage of total awarded contracts annually to Indigenous owned and controlled businesses to which the City of Regina can hold itself accountable; and
3. That involves consultation with a range of various stakeholder groups including, but not limited to, Indigenous, owned businesses, employing businesses, leadership, economic development corporations; and community-based organizations; and incorporates related recommendations.

Discussion

General. The purpose of an Indigenous procurement policy is to recognize the systemic racism and inequities Indigenous people face and to act within procurement processes to increase their participation in the City's economic activities arising through the purchase of goods, equipment and services by and for the City.

Indigenous people and their business ventures face unique challenges and barriers to participation, and this is reflected in lower levels of participation in government contracting. Indigenous peoples comprise approximately five per cent of the overall Canadian population, however, they are consistently awarded a lower percentage of government contracts. In 2015 – less than one per cent of all federal procurements went to Indigenous suppliers. In 2018 and 2019 only about three per cent of federal procurements went to Indigenous suppliers.

Research from the National Aboriginal Economic Development Board suggests that if Indigenous people had the same access to economic opportunities as the average Canadian, over \$27 billion would be added to Canada's gross domestic product (GDP).¹

The Canadian Collaboration for Sustainable Procurement (CCSP) – a leadership network of 40 Canadian municipalities and other public sector institutions – includes Indigenous procurement as one of the four foundational pillars of sustainable procurement (the others being green, ethical and social procurement).

¹ [Mandate commitment: Creation of a 5% target in procurement-Indigenous business: Standing Committee on Indigenous and Northern Affairs—June 19, 2020 - PSPC \(tpsgc-pwgsc.gc.ca\)](#)

Indigenous or Aboriginal Procurement

Promotes reconciliation through contracting and subcontracting Indigenous businesses; increasing employment and skills development opportunities for Indigenous peoples; and otherwise engaging them in public spending in alignment with the Government of Canada's Truth and Reconciliation Commission's Call to Action 92, Business and Reconciliation, and the United Nations Declaration on the Rights of Indigenous Peoples.

In 2015, the Truth & Reconciliation Commission released 94 "Calls to Action" urging all levels of government – federal, provincial, territorial and Aboriginal – to work together to change policies and programs in a concerted effort to repair the harm caused by residential schools and move forward with reconciliation.

Call to Action #92 reads as follows:

Business and Reconciliation

92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
- ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
- iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

The Commission also called on Canada's corporate sector to implement the United Nations Declaration on the Rights of Indigenous Peoples through measures that include ensuring Indigenous people have equitable access to jobs and training opportunities.

Federal government. The federal government has responded by requiring that as of 2021 all federal departments and agencies direct at least five per cent of the total value of contracts to Indigenous businesses. The five per cent target reflects the Indigenous population in Canada. The new mandate will be phased in over three years with full implementation expected by 2024.

The federal definition of an Indigenous business is defined as:

- a sole proprietorship, limited company, cooperative, partnership or not-for-profit organization in which Indigenous peoples own and control at least 51% of the enterprise;

- if there are 6 or more full-time employees, one-third, or 33%, must be Indigenous people;
- for joint ventures, eligible Indigenous businesses can partner with non-Indigenous businesses if it can be demonstrated that 33% of the value of the work performed under the contract will be performed by the Indigenous business; and
- a mandatory set-aside (which means only Indigenous businesses can compete against other Indigenous businesses for the contract) is required where the recipient of the goods, services or construction is 80% Indigenous peoples.

Provincial governments. Many provincial governments have developed policies similar to the federal government's Indigenous procurement initiative. The Yukon *First Nations Procurement Policy* enhances economic outcomes for Yukon First Nations people and businesses by providing better opportunities to take part in government contracts. British Columbia has an *Indigenous Procurement Strategy* that aims to reduce barriers to government procurement opportunities and better support participation by Indigenous businesses and communities. Ontario's *Aboriginal Procurement Program* promotes Indigenous economic development by increasing contracting opportunities for businesses owned by First Nation, Métis and Inuit people. Manitoba has developed its *Indigenous Procurement Initiative* to increase the participation of Indigenous business providing goods and services to Manitoba government departments. At present, Saskatchewan has not adopted such a policy.

Municipal governments. Many municipal governments have addressed the need to increase Indigenous participation as part of their broader social procurement objectives and identify supplier diversity as a key priority.

The City of Saskatoon's *Indigenous Procurement Protocol and Specification* provides guidelines to support Indigenous procurement and diverse suppliers. It defines a diverse supplier as any business or enterprise that is more than 50 per cent owned, managed and controlled by persons belonging to a group that experiences discrimination or barriers to equal opportunity including women, Indigenous people, persons with disabilities, new immigrants, LGBTQ2S+ people, visible minorities, and other groups the City identifies as historically under-represented.

The City of Brampton joined five non-profit diverse supplier certification organizations and the Supplier Diversity Alliance of Canada in 2020. It also worked on its Certified Diverse Supplier List for Invitational Procurements between \$25,000 to \$100,000 that will ensure that at least one supplier of three invited to bid is a diverse supplier. A diverse supplier is defined as being a 51 per cent owned small or medium business managed by an equity-seeking community or social purpose enterprise, including veterans, women, Indigenous people, or LGBTQ2S+.

The City of Toronto defines social procurement as “the achievement of strategic social, economic and workforce development goals using an organization’s process of purchasing goods and services.” It defines supplier diversity as a business that is at least 51 per cent owned, managed and controlled by an equity-seeking community or social purpose enterprise. These communities include, but are not limited to, women, Aboriginal people, persons with disabilities, newcomers and new immigrants, LGBTQ+ people, visible minorities and racialized people, and other groups the City identifies as historically underrepresented.

The City of Vancouver is one of the first cities in Canada to set a target for its social procurement goals. By 2023, they have committed that 50 per cent of its procurement spend

and 50 per cent of its contracts will be to socially and diverse businesses in identified categories. This includes businesses owned/controlled by equity seeking populations such as non-profits/coops, women, Indigenous persons, people with disabilities, ethno-cultural persons and LGBTQ+ persons. The identified categories include services, consultants, management/finance/IT education/facilitate/workshop, facilities, management catering (services), janitorial (services), building services, graffiti removal, landscaping maintenance and repair services.

Other public and private sector organizations. While there were few municipalities with policies that set a target for Indigenous procurement, other examples in the public sector exist.

For example, in 2012, SaskPower implemented an Indigenous Procurement Policy that awards points for Indigenous ownership and labour hours. It has a target of eight per cent of its annual Saskatchewan procurement spend to be awarded to Indigenous vendors.

The Mosaic Company in Saskatchewan has set a target that by 2025 15 per cent of its procurement activity will be with Indigenous-owned companies, and it will increase the use of Indigenous employment by contractors on its work sites to 15 per cent.

Items to Consider in the Development of an Indigenous Procurement Policy:

Item	Potential Options	Potential Implications
Method to Increase Indigenous Contracts	<ul style="list-style-type: none"> Procurement Target (Vancouver) Suggested guidelines (Saskatoon) 	<ul style="list-style-type: none"> The target will depend on the pool of local Indigenous businesses available to bid on contracts. Setting a target too low increases the risk that the target would be met without changing behaviour or outcomes, resulting in no benefit. Setting a target too high may result in either the target being waived and undermining credibility or maintaining the target and increasing costs.
Target value and volume	<ul style="list-style-type: none"> Based on number of contracts awarded (volume) Based on the proportional value of contracts awarded (value) 	<ul style="list-style-type: none"> Option chosen may impact cost of implementation and number of businesses covered by the policy.
Sectors	<ul style="list-style-type: none"> All sectors Identified Categories (Vancouver) 	<ul style="list-style-type: none"> Option chosen may impact cost of implementation and number of businesses covered by the policy.
Definition of Indigenous Business	<ul style="list-style-type: none"> Federal government's definition Made-in Regina definition 	<ul style="list-style-type: none"> Option chosen may impact number of businesses covered by the policy.

Current City of Regina Indigenous Procurement. As part of responding to the procurement motions, Administration has begun developing Indigenous procurement criteria and development of an overall Indigenous procurement strategy, where none has existed previously. As part of this work, Administration has undertaken engagement sessions with Indigenous businesses, organizations and community members to discuss Indigenous procurement strategies at the City of Regina. Initial feedback received from these Indigenous groups has indicated that further engagement is required before finalizing and implementing an Indigenous Procurement Policy. There is a strong desire for participation from the community in the development of the policy, which includes representation from Indigenous businesses, First Nations and Tribal Council.

Recommendations

1. Direct Administration to:
 - (a) Set an initial target of 5 per cent of the total value of City contracts directed to Indigenous businesses by 2026, to align with the federal government's target for Indigenous procurements of capital works;
 - (b) establish a formal Indigenous policy development committee with clear terms of reference, through which a draft Indigenous Procurement Policy can be developed in partnership with the Indigenous community. This will include representation from members of the City of Regina, First Nations, Indigenous entrepreneurs and the File Hills Qu-Appelle Tribal Council; and
 - (c) Begin implementing inclusive criteria in procurements that align with community benefits relating to the Indigenous strategies and process first and, where possible, prior to the completion of the Council approved Indigenous Procurement Policy.
2. Create an Indigenous Procurement Business Partner position within Administration to resource the development and implementation of the Indigenous Procurement Policy and related policies, procedures, verification of compliance, engagement and training.
 - Initial engagement and research with the Indigenous community has indicated that it is imperative that ongoing, consistent relationships be built between the City procurement branch and the Indigenous community. Ongoing relationship building, proactive communications and education with both the Indigenous community and internal procurement partners will be required, and a dedicated position will be essential. To advance the above recommendations, a full-time position will be required in the Procurement branch – an Indigenous Procurement Business Partner.
 - This role of Indigenous Procurement Business Partner will be responsible for planning and design, training, change management, building awareness of the policy and program, reporting (see KPIs in Appendix F), identifying an inventory and maintaining a database of local Indigenous businesses, and supporting them through the bid process. This role will develop strong relationships within the Indigenous business community.
 - This role will build awareness of the Indigenous procurement program by coordinating information sessions targeted to established Indigenous businesses, attending events focused on the Indigenous business community and ensuring coordination of community outreach activities with others in the organization and partner organizations.

This role will foster relationships with other Indigenous business service providers in support of this program.

- This role will be a first point of contact with Indigenous businesses seeking support, identifying and maintaining contact with those that are 'procurement ready' in order to connect them with opportunities for contracts. This role will also ensure that updates and reporting related to the program are completed along with verification of compliance.
3. Ensure Administration continues to strengthen and deliver Indigenous awareness and culture education for City staff involved in procurements throughout the development and operationalization of the policy.

Appendix E

Implications of a Fair Wage Policy on all Construction, Maintenance and Service Contracts

This appendix assesses the implications of enacting a fair wage policy on all construction, maintenance and service contracts for the City of Regina.

Discussion

Fair Wages. A fair wage policy sets minimum wage rates which must be paid by contractors in specific industries, typically construction, but they can also apply to security, cleaning and other government contacted services. The rates are generally tied to union wage rates, or the rates set by governments. Their purpose is to ensure suppliers pay decent wages in industries where contracts are awarded on a low-bid basis.

Fair wage policies emerged from concerns with setting a level playing field for employers bidding for government work and preventing labour abuses by employers who ultimately secured government contracts. They also emerged out of a desire for government to act as a model employer, as well as to prevent governments from using their significant market share and purchasing power to undercut local labour conditions. Fair wage policies allow governments to positively impact market conditions through their role as a major consumer of construction and other services. They are an excellent example of the capacity of governments to use their tendering policy to achieve broader policy objectives, including economic fairness for workers.

*The Case for a Stronger Fair Wage Policy in Ontario, p. 8
Canadian Centre for Policy Alternatives, April 2014*

In 1987, City Council directed Administration to review the concept of a fair wage policy following a Council discussion around local preference in purchasing, and the possibility of local labour content in construction contracts. At that time, the Administration recommended that a fair wage policy not be pursued due to the financial implications and City Council accepted that recommendation.

Minimum Wages. Minimum wages are the lowest wages employers can legally pay workers according to legislation or contract. In Canada, hourly minimum wages range from \$11.81 in Saskatchewan to \$16 in Nunavut. The Saskatchewan government announced in early May 2022, that the Saskatchewan minimum wage rate will increase to \$13 an hour this fall. One in 14 workers receive only the minimum wage, with women, youth, racialized and part-time workers much more likely to receive a minimum wage.

Living Wages. A living wage is the wage needed to provide the minimum income necessary to pay for basic needs based on the actual costs of living in a specific community. A living wage means the difference between living in poverty and being able to actively participate in community life. Calculations of living wages vary significantly, from about \$14 an hour in some communities to just over \$20 in Metro Vancouver and Yellowknife.

In 2016, the living wage for Regina was \$16.95 per hour. The Canadian Centre for Policy

Alternatives estimated that at least 24 percent of workers in Regina earned less than the living wage in 2016.

In 2018, City Council considered a living wage policy for its employees and the employees of contracted vendors and concluded that imposing a living wage policy would put significant pressure on taxpayers and likely impact its ability to achieve its goal of long-term financial viability (See: CR18-99). The report estimated that a living wage policy for all City staff and employees of its contracted vendors, as well as City service partners such as Regina Exhibition Association Limited and the Regina Police Service, would conservatively cost a minimum of \$1.1 million per year, the equivalent of a 0.5 per cent mill rate increase at that time.

Key Elements of Fair Wage Policies

Fair wage policies generally address six key issues:

Fair Wage Schedules	The schedules set out the worker classifications and the minimum pay rates, as determined by provincial wage schedules, market surveys, union rates or other research into prevailing wage rates.
Scope	There are four scope issues: <ul style="list-style-type: none">▪ the sectors the policy applies to;▪ whether a threshold is set below which the policy does not apply;▪ whether it applies to employees and sub-contractors;▪ whether the policy applies to all contracts, including public-private partnerships.
Contractor Responsibilities	The policy may or may not hold a prime contractor responsible for the compliance of a sub-contract.
Complaints	The policy must specify who may report a complaint under the policy, whether a fee applies to file the complaint, what evidence of the complaint must be provided, and how the complaint will be investigated.
Penalties for Non-Compliance	The policy must specify what penalties will be applied for policy violations, including a direction to pay the schedule rates, formal warnings, a ban on performing work for the City for a period, and the payment of the investigation fees.
Audits and Inspections	The policy must specify whether the City will conduct proactive audits and inspections.

Federal, Provincial and Municipal Fair Wage Policies

Federal Government. The Federal government operated a fair wage policy from 1935 until 1984 when it was rescinded, and again from 1997 until 2014 when it repealed the *Fair Wages and Hours of Labour Act*. The Act covered contractors and sub-contractors in the construction, remodeling, repair and demolition industries.

The current government has said it intends to re-introduce a modern fair wages policy and has

been consulting with stakeholders.

Provincial Governments. Several Canadian provincial governments have adopted fair wage policies, including Ontario, British Columbia, New Brunswick, and the Yukon. British Columbia repealed its legislation in 2001. Ontario's provincial fair wage policy was introduced in the 1930s, but the fair wage schedules under the policy have not been updated since 1995, which have made them largely irrelevant to actual market conditions. Saskatchewan does not have a fair wage policy.

Municipal Governments. The City of Toronto introduced the first fair wage policy in 1893, before minimum wages existed. Since then there are approximately seven other municipalities that have adopted fair wage policies in Ontario: Hamilton, Vaughan, Thunder Bay, Sudbury, Oshawa and Clarington. In British Columbia there are two municipalities with fair wage policies – North Vancouver and Burnaby.

There are no municipalities in Manitoba, Saskatchewan or Alberta with fair wage policies.

Implications of Adopting a Fair Wage Policy on Municipal Contracts

Benefits of fair wage policies. Proponents of fair wage policies assert that fair wage policies can improve skills training and apprenticeships, improve health and safety outcomes, reduce the underground economy in construction and improve workers' pay and benefits.¹

Researchers attribute these outcomes to:

- the role fair wage policies play in supporting training and apprenticeships;
- the retention of more experienced workers less prone to injuries; and
- creating an environment in which other regulations are adhered to.

Proponents for fair wage policies say fair wages policies also:

- result in better quality work, because a level playing field for wages requires businesses to compete primarily based on productivity, efficiency, innovation, and project management;
- benefit non-unionized workers, if they require their employers to compensate them at levels comparable to those found in collective agreements; and
- make it easier to recruit new apprentices and increase the representation of underrepresented groups in the skilled trades by making careers in these occupations more appealing.

Drawbacks of fair wage policies. Opponents of fair wage policies assert that a fair wages policy could:

- lead to increased labour costs and new administrative burdens for businesses, particularly small and medium enterprises;
- make it difficult for businesses to remain competitive, pressuring them to choose between being able to compete for government contracts and being able to compete in the wider marketplace;

¹e Case for a Stronger Fair Wage Policy in Ontario, Canadian Centre for Policy Alternatives, April 2014. Online: https://www.policyalternatives.ca/sites/default/files/uploads/publications/2014/05/Fair_Wage_FINAL.pdf

- shrink the pool of businesses willing and able to supply the government with goods and services; and
- result in increased procurement costs that would ultimately be borne by taxpayers.²

A report published by the Canadian Centre for Policy Alternatives in 2014, found that early studies on fair wage policies incorrectly claimed that there is a strong correlation between prevailing wage laws and higher construction costs. The report concluded that these claims assume that higher wages automatically result in higher total contract costs and do not consider the corresponding increase in productivity and health and safety benefits. The report examines the research that has found that there are several potential productivity-inducing impacts of higher labour costs, which include the substitution of skilled labour for unskilled or semi-skilled labour and the shift towards more efficient project management practices.

Current Economic State

According to Statistics Canada data released on May 6, 2022, there were 576,600 people employed in the province with approximately 82% of the workforce engaged in full-time employment. Additionally, there were 33,300 people out of work, available and looking for work in April. This compares to 38,800 in April 2021, and represents a provincial unemployment rate of 5.5% which is trending downward. Saskatchewan's unemployment rate compares favorably to other provinces.³

The Conference Board of Canada Major City Insights, May 19, 2022, reports that Regina experienced a significant drop in its unemployment rate from 6.8% in April 2021 to 5.6% in 2022 reflecting a return to pre-pandemic unemployment rates.⁴ The Saskatchewan Bureau of Statistics reports that in April 2022, off-reserve Aboriginal employment hit a record high for April 2022 at 49,800 full-time jobs, the 17th consecutive month of year-over-year increases.⁵ Regina typically has amongst Canada's lowest rates due to healthcare spending and public sector employment.

Although recent employment growth is reported as being widespread across sectors, Regina's resource sector added 1,700 new jobs year-over-year, reflecting an increase of 204%.⁶ Statistics Canada indicates Saskatchewan's fastest growing employment sectors are transportation and warehousing, utilities, wholesale and retail trade, followed by accommodation and food services and public services. Employment in agriculture, forestry mining, oil and gas has declined in the past year. Moving forward, the City anticipates several economic development projects including Viterra, Cargill and Federated Coop Ltd. which will further improve employment prospects.

² Government of Canada *What We Heard: Consultations on a Modern Day Fair Wages Policy*. <https://www.canada.ca/en/employment-social-development/corporate/portfolio/labour/consultation-modern-fair-wages-policy/what-we-heard-report.html>.

³ Statistics Canada <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410028703>

⁴ Conference Board of Canada, Major City Insights, May 19, 2022 <https://www.conferenceboard.ca/focus-areas/canadian-economics/major-city-insights/regina/labour-and-employment>

⁵ Saskatchewan Labour Force Statistics April 2022

⁶ Economic Development Regina

The Conference Board of Canada predicts the GDP for Regina will expand by 4.8% in 2022 and by 3.5% in 2023. The local unemployment rate is predicted to average 5.6% in 2022 and fall under 5.4% by 2025, then drop to 4.9% in 2026.⁷

Statistic Canada's most recent average salary information reveals that during 2021, full and part-time employees in Saskatchewan who were union members earned \$32.76 per hour on average, compared to employees who on average earned \$27.34 per hour and were not covered by a collective agreement.⁸

Stakeholder Consultations

The majority of the feedback obtained from the stakeholder consultations with contractors was opposed to a fair wage policy. The most common concerns were that such a policy would increase costs and be an administrative burden to both suppliers and the City.

Participants had questions such as: How will a policy be enforced and audited? How will fair wages be determined? Will fair wages include pensions and benefits? What will be the impact on low-cost bids?

The prevailing view was that due to the current market forces of supply and demand that suppliers are already providing competitive wages, and therefore, regulation was unnecessary.

The feedback from employee and union organizations was more supportive of fair wage policies. The primary reason was that ensuring that Regina residents receive a fair wage will help to ensure they continue to live in Regina, pay taxes and support the local economy.

Recommendation. After extensive consultation with industry stakeholders, and a review of current labour market and economic trends, Administration recommends that the City continue the current practice of not referencing supplier wages in procurement documents for the foreseeable future.

A fair wage policy would be costly to develop, implement and administer for both the City and its suppliers, adding an administrative burden where it is not clear that a policy is needed in today's economic conditions, in which employers are competing for employees and, as a result, higher wages are needed to attract and retain employees. Studies suggest labour shortages will impact most employment sectors into the future, while market forces dictate that companies pay competitive salaries in order to attract and keep workers. In these circumstances investing in a fair wage policy may not provide good value for taxpayers.

⁷ Conference Board of Canada, Major City Insights, May 19, 2022

<https://www.conferenceboard.ca/focus-areas/canadian-economics/major-city-insights/regina/labour-and-employment>

⁸ Statistics Canada

<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410013401&pickMembers%5B0%5D=1.9&pickMembers%5B1%5D=4.1&cubeTimeFrame.startYear=2021&cubeTimeFrame.endYear=2021&referencePeriods=20210101%2C20210101>

Appendix F - Recommendation and Implementation Plan

This appendix summarizes the recommendations and key activities provided in Appendices B, C, D and E, identifies potential measurement of key performance indicators and an implementation timeline.

The implementation timeline considers the work to implement the Efficiency Review recommendations provided by Deloitte in December 2021 and will be implemented in tandem with the recommendations from this report. New resources identified in the recommendations will support both the Efficiency Review work and the sustainable procurement deliverables.

The implementation plan has been designed in alignment with the Canadian Collaboration for Sustainable Procurement (CCSP) 10-point Best Practice Program Framework, which is designed to help ensure sustainable practices are meaningfully adopted across the City's departments. The CCSP 10 Point Framework is based on:

1. Strategy and Action Plan	Outline a long-term vision for the program and a clear work plan for implementing and managing it.
2. Staffing and Resources	Ensure adequate time, budget, and expertise are designated to implementation and management.
3. Policies	Provide clarity on the importance of sustainable purchasing to the organization and set clear green, ethical, social, and Indigenous priorities, ideally aligning with existing plans and policies.
4. High Impact Procurement Opportunity List	Identify specific categories of focus for sustainable purchasing, ideally those with high volume, spend, and/or strategic importance for sustainability.
5. Procedures	Guide staff in integrating sustainability in every type of procurement process. This may include guidance for developing specifications, weighting and evaluating responses, and developing supplier contracts.
6. Tools	Enable staff to take a standardized, more effective approach to making informed purchasing decisions.
7. Training and Engagement	Help staff understand the organization's sustainable procurement program and priorities, as well as build their skills and confidence in integrating sustainability into purchasing decisions.
8. Measurement and Reporting	Take regular stock of performance in order to highlight what is working well, identify challenges and opportunities, and build engagement across the organization.
9. Supplier and Engagement	Collaborate with vendors to address sustainability risks and opportunities in your supply chain outside of traditional RFx processes (Request for Proposal, Request for Quote, Request for Information).
10. Leadership and Collaboration	Collaborate with other organizations and sectors to advance the field of sustainable procurement and build mutually beneficial resources.

Aligning the implementation plan with the CCSP Best Practice Program Framework will ensure the City continues to make progress on implementing the framework, and its continuous improvement will be reflected in future member benchmarking results (as identified in Schedule C1, Appendix C).

The recommended actions help address the Truth & Reconciliation Commission: Call to Action #92 to ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.

The recommended actions are in alignment with the Council Priority Economic Prosperity: Local & Indigenous Procurement, as outlined in the 2022-2024 Strategic Plan.

These actions are also in alignment with the *Design Regina Official Community Plan* (OCP) which set out a comprehensive framework to guide the physical, environmental, economic, social, and cultural development of our community.

Summary of Recommendations and Implementation Timeline

1. Direct Administration to investigate, design and draft an Indigenous Procurement Policy, as outlined in Appendix D, for City Council's approval by the end of 2022. which must contain, at minimum, the following key elements:
 - (a) an initial target of 5 per cent of the total value of City contracts directed to Indigenous businesses by 2026, to align with the federal government's target for Indigenous procurements of capital works;
 - (b) establish a formal policy development committee with clear terms of reference, so the draft Indigenous Procurement Policy can be developed in partnership with the Indigenous community. This will include representation from members of the City of Regina, First Nations, Indigenous entrepreneurs and Tribal Council; and
 - (c) that the Administration continue to strengthen and deliver Indigenous awareness and culture education for procurement stakeholders throughout the development and operationalization of the policy.
2. Begin implementing inclusive criteria in procurements that align with community benefits relating to the Indigenous strategies and process first and, where possible, prior to the completion of the Council approved Indigenous Procurement Policy.
3. Approve the key provisions of a Sustainable Procurement Protocol, as outlined in Appendix C, to guide persons in future procurements:
 - (a) to have the protocol's purpose be to enhance local economy, Indigenous and diverse suppliers, and the environment. The protocol will provide guidance and assistance to City staff planning procurements;
 - (b) increase the current community benefit points from a minimum weighting of 5 per cent to 10 per cent for competitive procurements, on a project-to-project basis, to account for any of the following:

- (i) 3rd party certification of diverse or social inclusive business;
 - (ii) demonstration of practices social procurement in the vendor's supply chain;
 - (iii) implemented programs or initiatives to ensure greater economic opportunity and integration for under-represented groups;
 - (iv) has a strategy or policy around inclusive employment practices;
 - (v) has an apprenticeship program targeted to support and augment traditionally underrepresented groups;
 - (vi) provides work experience or internship targeted to traditionally underrepresented groups;
 - (vii) has a Certification of Recognition (COR) Program safety certification;
 - (viii) has an established environment and climate policy that aligns with the City's Energy & Sustainability Framework;
 - (ix) has implemented waste disposal practices that align with the goals of Waste Plan Regina;
 - (x) demonstrated improvements to maximize environmental return to transition to net zero as contemplated in the City's Energy & Sustainability Framework;
 - (xi) demonstrated increased use of renewable fuels;
 - (xii) provides per cent of fleet that uses renewable fuel sources that aligns with the City's Sustainability Framework;
 - (xiii) provides per cent of energy used is renewable;
 - (xiv) has social initiatives in place that positively impacts Regina and area; or
 - (xv) such other benefit as Administration considers appropriate to achieve the Protocol's purpose and is applicable to the procurement; and
- (c) continue to permit local preference where allowed by trade thresholds in the manner as follows:
- (i) P-Card purchases below \$7,500 are recommended to support local suppliers;
 - (ii) procurements under trade thresholds (goods or services under \$75,000 and construction under \$200,000) are recommended to obtain three written quotes with at least one from a local supplier; and
 - (iii) provide advance information on contract opportunities on a public website or platform to provide local vendors time to prepare for the procurement;
- (d) endorse the Administration's plan to establish an internal cross departmental team with representatives from Finance, Procurement, Environment and Sustainability and Planning departments to support the design, implementation and evaluation criteria of sustainable procurement that achieve the purpose of the Sustainability Procurement Protocol and the Sustainability Framework.
4. Approve Administration's plan to provide external cross-sector supplier coaching and training opportunities to increase awareness and participation by local businesses and social enterprises (recorded videos on Regina.ca, workshops, etc.).
5. Affirm that the Executive Director of Financial Strategy and Sustainability or delegate will:

- (a) update the Procurement Manual with a Sustainability Procurement Protocol based on recommendations above; and
 - (b) approve the development of related policies and procedures that align and support the Sustainable Procurement Protocol based on recommendations above.
- 6. Approve the Executive Director of Financial Strategy and Sustainability plan to develop and implement procurement data management planning and tracking tools, as outlined in Appendix F, to:
 - (a) collect sustainability process data, with outcomes-based measures and year-over-year growth targets;
 - (b) develop baseline data of profiles of current bid submissions and, once baseline is known, develop outcomes-based measures with year-over-year growth targets (first time bidders, apprenticeship, environmental, diverse, and such other data as may be necessary to inform the City's Sustainability Procurement Protocol;
 - (c) provide internal learning sessions on desired outcomes, new processes and protocols and frequently asked question initiatives, including a City-wide implementation and action plan for all procurement policies, protocols, procedures, and such other auxiliary documents that support the procurement processes; and
 - (d) leverage and promote:
 - (i) SaskTenders;
 - (ii) the Saskatchewan Chamber of Commerce Indigenous owned business directory;
 - (iii) SupplierLink; and
 - (iv) Fix-it-up;
- 7. Direct Administration to continue the current practice of not referencing supplier wages in procurement documents.

Project	Tasks	2022				2023				2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Implement Sustainability Protocol	Create a Sustainable Procurement Specialist Role												
	Establish Cross-Departmental Team												
	Develop a Data Management Plan												

Project	Tasks	2022				2023				2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Develop Baseline Data of current bid submissions												
	Update purchasing card policy, to recommend purchases under \$7,500 source local suppliers												
	Implement protocol to support a local quote on RFXs below trade thresholds												
	Implement updates to increase Community Benefit Points from a minimum of 5% to 10%												
	Update Procurement Protocols and internal training sessions												
Implement Indigenous Procurement Policy	Draft policy created												
	Create Indigenous Procurement Partner Role												
	Continued engagement with Indigenous community for policy development												
	Indigenous Procurement Policy approved by Council												
	Ongoing training, education, coaching, and relationship building with Indigenous community												
Ongoing Engagement & Change Management	Continue ongoing relationship building and engagement with all stakeholders.												
	Provide advance information on contract opportunities so local												

Project	Tasks	2022				2023				2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	vendors have time to prepare												
	Leverage and promote the Saskatchewan Chamber of Commerce Indigenous-owned business directory, SupplierLink and Fix-it-up												
	Provide community business training and education, feedback, and coaching on City procurement practices												
	Provide internal training sessions on desired outcomes, new processes and protocols and FAQs initiatives, including a City-wide strategy and action plan												

8.

Key Performance Indicator	Target
% of Indigenous procurement spend	5% Indigenous total spend by 2026
% of diverse and minority procurement spend	Year over year growth
Procurement spend by category and location	For information only
Percent of competitive procurements that included Community Benefit Points	75% of Request for Proposals include Community Benefit Points by 2023
Increase the # of local first-time bidders under the trade agreement threshold	Year-over-year growth
Increase in vendors with climate mitigation plans aligned City's 2050 target	Year-over-year growth
Increase in vendors are COR Certified	Year-over-year growth
Internal training for all city employees engaged in Procurement	100% of staff trained on sustainable procurement initiatives and efficiency review recommendations by 2024

Number of engagement or training sessions held with partners	TBD
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Future State

Administration expects to see many positive impacts for both the City of Regina and the broader business community by implementing the recommendations listed above.

Traditionally procurement creates value for a buyer and a seller, however, implementing a Sustainable procurement protocol and Indigenous Procurement Policy creates value for a buyer, seller and the broader community. Implementing a Sustainable procurement protocol focused on the local economy, environment and diversity will help strengthen the community benefit from City procurement.

The City of Regina recognizes its purchases have a ripple effect that can enable a prosperous local economy, a sustainable environment and overall vibrancy and well-being in the community. Implementing a sustainable procurement protocol and and Indigenous procurement policy will result in increased awareness of and participation in City contracts that will contribute to a more diverse, strong and resilient business sector.

These recommendations will encourage greater economic opportunity and integration for historically marginalized groups. Furthermore, these recommendations will promote increased apprenticeship, work-experience, and entry-level opportunities in the trades and other career track employment, especially for traditionally marginalized community members (e.g. Indigenous, women and immigrants). These changes will create favourable conditions for Fa more skilled workforce and increased opportunity within the community.

Implementing these recommendations will take dedicated resources throughout the organization and will require continued engagement and education both for internal City of Regina staff and the wider business community.

Appendix G - Engagement Summary

Process

The Administration conducted internal and external engagement in four separate sessions. The engagement questions were sent out before each session, giving participants time to consider each question before the session. Participants that were not able to attend were provided the opportunity to respond to the questions via email. Those that provided responses have been included as attendees in the engagement results below.

The City thanks all the individuals who participated in the consultations and provided the City with their feedback.

Internal Stakeholders

This session included internal employees of the City of Regina who are regular users of procurement at the City of Regina. There were approximately 20 participants in the focus group.

Community Organizations

Attendees	Regrets
YWCA Regina	Saskatchewan Federation of Labour
Saskatchewan Polytechnic	Regina Chamber of Commerce
Saskatchewan Chamber of Commerce	Open Door Society
Women Entrepreneurs of Saskatchewan (WESK)	Immigrant Women of Saskatchewan
Regina Region Local Immigration Partnership	Economic Development Regina
Saskatchewan Building Trades	Saskatchewan Urban Municipalities Association
International Brotherhood of Electrical Workers	SaskAbilities

Construction Associations

Attendees	Regrets
General Construction Association	Regina Homebuilders Association
Regina Construction Association	
Saskatchewan Heavy Construction Association	
Saskatchewan Construction Association	

Jurisdictional/Governmental Engagement

The following government and public sector organizations were also consulted, and feedback incorporated throughout:

- City of Saskatoon
- City of Calgary
- City of Edmonton
- City of Halifax
- City of Hamilton
- City of New Westminster
- Province of Saskatchewan
- SaskBuilds
- SaskEnergy
- SaskPower
- SaskTel
- City of Thunder Bay
- City of Toronto
- City of Waterloo
- City of Winnipeg
- City of York
- Yukon Territory
- City of Vaughn

Discussion

The focus groups were asked to comment on four different themes, outlined below. The questions for these themes are also highlighted below:

1. Fair Wage Policies

Questions

- What are the considerations you want administration to be thinking about?
- What might be some challenges or issues with this proposed policy should it be enacted?
- Anything else?

Themes	Key Comments
Enforcement	<ul style="list-style-type: none">• How will this policy be enforced and audited? How will this be verified? What's the source for what constitutes a fair wage?• Monitoring this process could be time consuming• Monitoring and enforcement sounds complex and costly, but worthwhile• Unions are supportive and should a fair wage policy should include total compensation (i.e. benefits and pension)• Apprenticeships and journeypersons will ensure quality work and a fair wage
Cost/ Profit	<ul style="list-style-type: none">• What's the impact wages have on low-cost bids?• This will lead to higher costs• Will the City guarantee profits for the contractors so they can afford to pay fair wages?• Does it make it more financially viable to in-source or outsource?• Is this an exact wage or a range? Does it factor in benefits in addition to wage?

Other	<ul style="list-style-type: none"> • The construction industry provides good compensation and don't understand regulating where there isn't a problem • This policy can safeguard new Canadians from exploitation, so could be a positive policy to enact • This may impact ability to hire student groups at lower costs, such as for garbage cart deployment • Concern over protecting personal and confidential information • Keeping Regina residents working for a fair wage helps ensure they continue to live here, pay taxes here, and support the local economy.
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2. Local Procurement

Questions

What are the impacts of:

- Choosing a supplier from a locally headquartered organization, where allowed through trade agreements to do so?
- Requiring safety certification of recognition?
- Requiring contractors to provide certification for all employees?
- Mandatory requirement for 90-minute access to project or leadership personnel?

Themes	Key Comments
Feasibility	<ul style="list-style-type: none"> • City is already supplying mostly local, where else can we improve? • There has never been a need for leader to be on site in 90 minutes. We want local vendors to win jobs, but the 90-minute requirement doesn't add value. • Larger multi-national corporations could set up a local shop to potentially get around this requirement. • Certain items can't be bought locally (e.g. buses, garbage trucks, software etc.), so this must be taken into consideration. • Consistent with the Charter the City signed, WESK wants to promote procurement in local women owned businesses. • Provincial stimulus program tried to implement a local labour content which was successfully challenged by interprovincial trade agreements. • Local vendors have a natural advantage for understanding the community, they don't mobilize staff and equipment so their bids should be lower. • Trade agreements don't make sense. This treats labour like a commodity.
Safety Certification	<ul style="list-style-type: none"> • Safety certifications can protect newcomers from exploitation. • How do we confirm validity of safety certifications? • Safety certifications don't support local, this is universal. • Two city departments have achieved Certification of Recognition. • How to track past performance and build into future contracts.

	<ul style="list-style-type: none"> When hiring a contractor with COR Certification, you know they have a fully implemented and audited safety program that meets national standards.
Engagement	<ul style="list-style-type: none"> It would be good to engage local suppliers before the bid process.
Other	<ul style="list-style-type: none"> Potential to partner with EDR to build the local tech sector.

3. Environmental Stewardship

Questions

What are the impacts of:

- Preferential rating for demonstrating environmental stewardship?
- Other advantages/disadvantages?

Themes	Key Comments
Enforcement	<ul style="list-style-type: none"> How will this factor be measured, audited and ranked on tenders? The City may need a sustainable expert join all the evaluation committees to help score this.
Engagement	<ul style="list-style-type: none"> Industry and organizations should be consulted early to understand what the City is looking for.
Feasibility	<ul style="list-style-type: none"> There is already heavy governmental regulation for environmental practices of vendors. Environmental Stewardship will need to be clearly defined and how bids will be rated.
Other	<ul style="list-style-type: none"> The City should state the problem and let industry provide you with solutions instead of regulating what exactly you want. We can't green-wash this. It needs to be meeting legislative requirements and climate mitigation and align to the City's 2050 goal. This is an opportunity to rebuild the infrastructure in the City of Regina.

4. Diversity in Procurement

Questions

- What are some advantages/barriers of preferential rating to vendors that are Indigenous?
- What are some advantages/barriers of preferential rating to vendors owned by women or other underrepresented groups?

- How can the City continue to best engage and build relationships with the Indigenous community?

Themes	Key Comments
Enforcement	<ul style="list-style-type: none"> • Danger of companies faking having Indigenous/diverse owners, how do we verify this? • This policy would be better as an evaluation rating of Community Benefit Points, rather than a mandatory requirement. • Some companies ensure one quote is from an under-represented group.
Engagement	<ul style="list-style-type: none"> • Connection with local agencies is critical. • Ongoing work and relationships with representatives for these groups is critical. • Coordinated approach needed for underrepresented groups. • From a construction perspective, there are not too many Indigenous-owned companies. • Supplier development and training is desired and sessions by SaskPower have been well attended. • The construction trades have long been dominated by men and, for various reasons, not been inviting to women.
Process	<ul style="list-style-type: none"> • We support diversity but there is complexity. • Start off small to include diverse vendors, many Indigenous vendors can't take on big tenders. Set them up for success. • Breaking contracts into smaller pieces provides more opportunity for small businesses. • Social procurement policies implemented without proper change management can cause backlash for newcomers. Use plain language in tenders. There are resources to conduct plain language audits. • Our own workforce isn't yet representative of our community. There is work to be done within the City as well. • The trades have changed and become more inclusive. Women need different PPE than men. Single parents should be accommodated, as working away from home for months is not feasible. Get back to recruiting youths.

Additional Feedback/What does success look like?

- Better relationships and collaboration with external organizations
- Levelling of the playing field for diverse vendors
- Government doesn't understand business and business doesn't understand government, so more engagement is helpful
- The permitting process was a good example of the City working with industry and getting to a granular level to understand all the effects

- Lots of value in this engagement already, feel the City is listening and trying to understand perspectives
- Prioritization - which factors come first, and what will be the scoring thresholds for these topics moving forward?
- Apprenticeships and journeypersons will ensure skilled workers in Saskatchewan

Engagement with members of the Indigenous Community

Engagement sessions were held with File Hills Qu'Appelle (FHQ) Developments, George Gordon Developments, The Saskatchewan Chamber of Commerce and the Pasqua First Nation to provide feedback for this report. These engagements were also aimed to strengthen the relationship between the City of Regina and the Indigenous community. Furthermore, these sessions were also used as a platform to inform the community of current procurement practices at the City of Regina.

As an Indigenous procurement policy development continues throughout 2022, as outlined in Appendix F, further engagement will be held with a broader audience.

Below is the summary of the feedback from this engagement session:

Themes	Key Comments
Enforcement	<ul style="list-style-type: none"> • Danger of companies faking having Indigenous/diverse owners, how do we verify this? FHQ can help verify companies. • There are companies that have partnered with Indigenous groups but have zero inclusive worker content.
Engagement	<ul style="list-style-type: none"> • Revenue is important, but community is the most important. • The truest form of reconciliation is procurement. • From a construction perspective, there are not too many Indigenous-owned companies. A workshop can be organized by FHQ to help this. • Indigenous awareness training should ramp up at the City of Regina. • Members of this community like to talk to someone, so an indigenous procurement position would be helpful. • There is desire for training on how to use SaskTenders and preparing to bid on City work. • There is desire to be engaged by Mayor and senior leadership on this work, not only Indigenous Procurement position. • As a policy is developed, there is desire for a formal engagement committee with clear terms of reference, so everyone can be part of the draft Procurement Policy creation and include members of Chambers, First Nations, Indigenous entrepreneurs, FHQ Tribal Council
Process	<ul style="list-style-type: none"> • The City should have community benefit points that ask vendors to present their Indigenous engagement plan. • If there was a 10-point weighting on RFPs for Indigenous ownership, you would see a huge increase in companies having Indigenous partnerships. • Indigenous ownership governance can be evaluated by ownership structure, what's been negotiated and impact on community.

	<ul style="list-style-type: none"> • City should work towards a target of 5% of total spend to Indigenous companies. • BC is progressive, Treaty 4 has been left out of procurement compared to other provinces • 5% is a starting point, percentage should more reflect the population of the community in this area, which is closer to 12% • Indigenous groups should be a part of the draft Procurement Policy creation. Ensure representation from all indigenous groups the city wants to work with.
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Appendix H

Council Procurement Motions

MN21-6 Local Procurement & Economic Recovery – City Council August 11, 2021

Councillor Mohl moved, seconded by Councillor Cheryl Stadnichuk that Administration be directed to prepare a report for Executive Committee for the end of June 30, 2022 that:

1. Draws from the Province's "Procurement Renewal" policy review process;
2. Provides the implications of and recommendations for increasing the number of Regina headquartered companies that benefit from City procured construction, maintenance, goods and service contracts;
3. Outlines the implications from enacting a Fair Wage policy on all construction, maintenance and service contracts;
4. Provides recommendations for the drafting of a social procurement policy that establishes a privileging point system for construction, maintenance and service projects over \$200,000 in value:
 - a. Organizations that employ Regina-based workers
 - b. Certificate of Recognition program (COR) safety certification
 - c. Past experience/expertise in specific projects;
5. Outlines the implications from enacting consequences of not meeting declared local labour and the fair wage policy such as financial penalties, vendor performance score and no community benefits points on future competitions;
6. Outlines the implications from enacting an inclusion approach of women, indigenous and underrepresented groups;
7. Outlines the implications from enacting a mandatory requirement for all contractors to provide all employee's Journey person and indentured apprentice certificate of qualifications within 24 hours of closing and adhere to all Saskatchewan Apprenticeship and Trade Certification requirements during construction;
8. Outlines the implications from enacting a mandatory requirement: At the request of the city of Regina procurement department a contractor Owner, President, CEO, General Manager or Branch Manager of a procured construction, maintenance or service contractor must be at city hall in person within 90 minutes of request to discuss contract details;
9. Aligns our procurement scoring process with the City's Renewable Regina objectives; and
10. Consults with a range of social and economic partners, including but not limited to the Saskatchewan Building Trades, Reconciliation Regina, and other industry and labour associations when preparing this report.

MN21-10 Indigenous Procurement – City Council October 13, 2021

Mayor Sandra Masters moved, seconded by Councillor Cheryl Stadnichuk that Administration be directed to prepare a report for Executive Committee for Q2 of 2022 that provides recommendations:

1. For establishing an Indigenous Procurement Policy that is open to all Indigenous businesses, including sole operative, partnership, and not-for-profit organizations.
 - To be considered an Indigenous business, the following must be met:
 - i. At least 51% of the business must be owned and controlled by Indigenous people; and
 - ii. If the business has more than six full-time staff, at least one third of the employees must be Indigenous;
2. For establishing a target for percentage of total awarded contracts annually to Indigenous owned and controlled businesses that the City of Regina can hold itself accountable to.
3. That considers a mandatory requirement that: At the request of the City of Regina procurement department, a contractor, owner, president, CEO, general manager or branch manager of a procured construction, maintenance or service contractor must be at City Hall in person within 90 minutes of request to discuss contract details;
4. That involves consultation with a range of various stakeholder groups including but not limited to Indigenous: owned businesses, employing businesses, leadership, Economic Development Corporations; and Community based organizations; and incorporates recommendations from same.
5. To develop a process for circulating Requests for Proposals (RFPs) to Indigenous businesses in the province



Memo

August 10, 2022

To: Members,
Executive Committee

Re: Regina Public Library Proposed Development

RECOMMENDATION

That Executive Committee receive and file this communication.

BACKGROUND

Jeff Barber, Library Director & CEO; and Sean Quinlan, Board Chair, will make a presentation respecting the replacement and development of a new central library.

Respectfully submitted,

Amber Ackerman, I/Secretary
Executive Committee

ATTACHMENTS

RPL Central Library Update - 20220810 - reduced for web

Central Library Renewal

Presented by: Sean Quinlan
Chair, RPL Board of Directors

Jeff Barber
Library Director & CEO

August 10, 2022







Central Library boiler room

Current Central Library

- Windows not insulated and many installed backwards
- Roof set on top of walls and not reinforced
- Inadequate heating system and lack of energy efficiency
- Aging electrical system
- Concrete deterioration (spalling)
- Asbestos in the ceilings
- Not accessible or up to code
- Safety issues
- Built to serve population of 110,000



Central Library roof

Costs to address issues

- Approx. \$50M for building system replacement and renovation necessary to bring it up to code.
- Doesn't include improvements to the space, or structural changes to meet customer and community needs.
- That keeps the doors open.

RPL Board of Directors...

- Reviewed assessments
- Consulted with the public
- Considered what's best for customers and the community



What's the best way to
renew Central Library?



“Designed correctly, public spaces provide opportunities for improving the quality of life for those who work, live, and visit the downtown.”

- *Official Community Plan*, City of Regina

Calgary Central Library



“Both a destination and a place to live,
these areas will be built sustainably,
with architecturally pleasing and
connected design.”

- Vision: *City Centre Core Framework*,
City of Regina

Edmonton Central Library



“We will ensure that everyone, including people with disabilities, has fair and equitable access to services, products, and environments within Regina.”

- *Community Safety and Well-being Plan*, City of Regina

Halifax Central Library



“Ensuring that new buildings are not sources of carbon emissions is key to reaching an ambitious emissions reduction target.”

- *Energy and Sustainability Framework, City of Regina*

*Rendering of Saskatoon Central Library
Expected completion 2026*



“Downtown should be open to all and should foster a diversity of uses, people, activities, and living choices.”

- *Official Community Plan*, City of Regina

*Rendering of Ādisōke, shared facility between Ottawa
Public Library and Library and Archives Canada.
Expected completion 2026*



“Respond to the cultural needs and aspirations of Regina’s increasingly diverse population through culturally relevant programs, services and facilities.”

- Goal: Inclusion, *Official Community Plan*, City of Regina



Central Library's heritage

- Part of downtown for 110 years
- We will continue to honour our past, and our heritage



Central Library foot traffic

- Currently: 470,000 visits per year
- Additional 250,000 visits per year



Next steps

- Bring project to the community at a public board meeting; call for Board vote
- Retain a design consultant through public procurement process
- Continue with fundraising activities



City Centre Core Characteristics	Renewed Central Library
A place that is vibrant and fresh	✓
A place that is a clear statement about our audacious future	✓
A place that celebrates the legacy and history of our storied communities	✓
A place that is inclusive, always, without question	✓
A place that is safe	✓
A place that is coordinated in purpose and connected with success	✓
A place that is cool with a vibe that makes us all proud to call Regina home	✓
Unique in place, seamless in form and function	✓
Complementary, collaborative, innovative, and simply said, great in space	✓
Coordinated in prosperity and synergized for environmental sustainability	✓

“The library is an undervalued community resource and I wish more people understood just how much it can help people, no matter who you are.”

- Participant, *RPL Customer Satisfaction Survey* Spring 2022



RPL Customer Satisfaction Survey, Spring 2022

- RPL rated very favourably across all areas tested, with at least 84% of customers agreeing or strongly agreeing with the survey's statements about library services.
- Top drivers included enjoyable, inspiring, innovative, and useful programs, collection, services and spaces (including online.)
- Knowledgeable, inspiring, and innovative staff also ranked very high.



“The art gallery, theatre, and public library facilities are important public and private investments for a downtown urban lifestyle”

- *Study on making downtown Saskatoon a more desirable place to live,*
Research Junction



“Strategic alignment of catalyst projects, both private and public should be maximized. This is a time to be smart, strategic, and most importantly be focused.”

- *City Centre Core Framework*,
City of Regina

