



Executive Committee

**Wednesday, January 6, 2021
9:00 AM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

**Public Agenda
Executive Committee
Wednesday, January 6, 2021**

Approval of Public Agenda**Adoption of Minutes**

Minutes from the meeting held on December 9, 2020

Tabled Reports

EX20-37 2021 Budget Update

Recommendation

That Executive Committee receive and file this communication.

Administration Reports

EX21-1 Heritage Building Rehabilitation Program - 2340 Victoria Avenue

Recommendation

The Executive Committee recommends that City Council:

1. Approve a cash grant for the property known as Knox-Metropolitan United Church located at 2340 Victoria Avenue (as shown in Appendix A), in an amount equal to 50 per cent of eligible costs for the work described in Appendix B-1, with the following conditions:
 - a) That the property possesses and retains its formal designation as a Municipal Heritage Property in accordance with *The Heritage Property Act*.
 - b) That the property owner submits detailed written documentation of payments made for the actual costs incurred (i.e. itemized invoices and receipts) in the completion of the identified conservation work.
 - c) That work is completed according to the conservation plan as described in Appendix B-2 and invoices submitted by December 15, 2021, would be eligible for the cash grant for up to 50 per cent of the cost of approved work.
2. Approve these recommendations at its meeting on January 13, 2021.



OFFICE OF THE CITY CLERK

EX21-2 Heritage Building Rehabilitation Program - 1401 Robinson Street

Recommendation

The Executive Committee recommends that City Council:

1. Approve a cash grant for the property known as Albert Library located at 1401 Robinson Street (as shown in Appendix A), in an amount equal to 50 per cent of eligible costs for the work described in Appendix B, with the following conditions:
 - a) That the property possesses and retains its formal designation as a Municipal Heritage Property in accordance with *The Heritage Property Act*.
 - b) That the property owner submits detailed written documentation of payments made for the actual costs incurred (i.e. itemized invoices and receipts) in the completion of the identified conservation work
 - c) That work completed and invoices submitted by December 15, 2021, would be eligible for the cash grant for up to 50 per cent of the cost of approved work.
2. Approve these recommendations at its meeting on January 13, 2021.

EX21-3 2021 Budget Submission - Service Partners

Recommendation

That the 2021 budgets and related requests of City Council as submitted by the Regina Exhibition Association Limited (REAL), Economic Development Regina (EDR), and the Regina Public Library (RPL) be referred to and considered at City Council's 2021 budget meeting in March 2021.

Resolution for Private Session

AT REGINA, SASKATCHEWAN, WEDNESDAY, DECEMBER 9, 2020

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

Also in Attendance: City Clerk, Jim Nicol
Council Officer, Ashley Thompson
City Manager, Chris Holden
City Solicitor, Byron Werry (Videoconference)
Executive Director, Citizen Experience, Innovation & Performance Louise Folk
Executive Director, Citizen Services, Kim Onrait
Executive Director, City Planning & Community Dev., Diana Hawryluk
Executive Director, Financial Strategy & Sustainability, Barry Lacey
Director, Assessment, Tax & Utility Billing, Deborah Bryden (Videoconference)
Manager, Social & Cultural Development, Emmaline Hill (Videoconference)

(The meeting commenced in the absence of Councillor Mancinelli)

APPROVAL OF PUBLIC AGENDA

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

ADOPTION OF MINUTES

Councillor Shanon Zachidniak moved, AND IT WAS RESOLVED, that the minutes for the meeting held on November 25, 2020 be adopted, as circulated.

ADMINISTRATION REPORTS

EX20-32 2021 Budget Submission - Provincial Capital Commission

Recommendation

The Executive Committee recommends that City Council:

Refer the Provincial Capital Commission (PCC) 2021 budget as submitted to the City's 2021 budget process.

(Councillor Mancinelli arrived at the meeting)

Monique Goffinet Miller, representing Provincial Capital Commission, made a PowerPoint presentation and addressed the Committee. A copy of the presentation is on file in the Office of the City Clerk.

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

	In Favour	Against
Councillor Bob Hawkins	✓	
Councillor Lori Bresciani	✓	
Councillor John Findura	✓	
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Landon Mohl	✓	
Councillor Cheryl Stadnichuk	✓	
Mayor Sandra Masters	✓	
Councillor Andrew Stevens	✓	
	11	0

The motion was put and declared CARRIED.

EX20-33 Buffalo Pound Water Treatment Corporation - 2020 Semi-Annual Report

Recommendation

The Executive Committee recommends that City Council receive and file this report.

Ryan Johnson, representing Buffalo Pound Water Treatment Corporation, addressed the Committee.

Councillor Cheryl Stadnichuk moved that this report be received and filed.

	In Favour	Against
Councillor Cheryl Stadnichuk	✓	
Councillor Bob Hawkins	✓	
Councillor Lori Bresciani	✓	
Councillor John Findura	✓	
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Landon Mohl	✓	
Mayor Sandra Masters	✓	
Councillor Andrew Stevens	✓	
	11	0

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

RECESS

Pursuant to the provisions of Section 34 (13.1) of City Council's Procedure Bylaw No. 9004, a 15 minute recess was called.

The Committee recessed at 11: 00 a.m.

The Committee reconvened at 11:15 a.m.

EX20-34 Daycare Centre Tax Exemptions

Recommendation

The Executive Committee recommends that City Council:

1. Approve a two-year tax exemption for the years 2021 and 2022 equal to 40 per cent of the taxes levied with respect to all properties in the city that are owned and operated by licensed non-profit childcare centres on the following conditions:
 - a. The tax exemption shall only apply to the portion of the property that is occupied and used for or in conjunction with the childcare centre; and
 - b. The tax exemption only applies to the property while it is being operated as a licensed childcare centre as defined by *The Child Care Act, 2014*;
2. Direct the City Solicitor to prepare the necessary tax exemption agreements and authorizing bylaw to provide the tax exemption to be brought forward at a future City Council date once all the exemption agreements have been signed; and

3. Authorize the City Manager or designate to apply to the Government of Saskatchewan on behalf of the property owners for any exemption of the education portion of the property taxes that is \$25,000 or greater in any year during the term of exemption.
4. Direct Administration bring an information report to City Council in Q4 of 2021 that provides more information on the current state of the federal government's work towards a national childcare program and any known impacts such a program will have on City policy.
5. Approve the recommendations in this report at its meeting on December 16, 2020.

The following addressed the Committee:

- Colleen Schmidt, Cathedral Area Cooperative Daycare
- Cara Steiner, Prairie Lily Early Learning Centre
- Allison Tholl, Sandcastles Childcare Inc.

(Councillor LeBlanc temporarily left the meeting)

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

	In Favour	Against
Councillor Lori Bresciani	✓	
Councillor John Findura	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Landon Mohl	✓	
Councillor Cheryl Stadnichuk	✓	
Councillor Bob Hawkins	✓	
Mayor Sandra Masters	✓	
Councillor Andrew Stevens	✓	
	10	0

The motion was put and declared CARRIED.

(Councillor LeBlanc returned to the meeting)

(Councillor Mancinelli temporarily left the meeting)

EX20-35 Community Non-Profit Tax Exemptions - 2021

Recommendation

The Executive Committee recommends that City Council:

1. Approve the property tax exemptions listed in Appendix B subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.
2. Authorize the Executive Director, Financial Strategy & Sustainability or his delegate to apply for the approval of the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the property tax levies payable to the Government of Saskatchewan that is \$25,000 or greater on an annual basis.
3. Direct the City Solicitor to prepare the necessary bylaw to authorize the property tax exemptions for 2021 for those properties that are receiving one-year tax exemptions as listed in Appendix B.
4. Approve these recommendations at its December 16, 2020 meeting.

Councillor Shanon Zachidniak moved that the recommendations contained in the report be concurred in.

(Councillor Mancinelli returned to the meeting)

Councillor Dan LeBlanc moved, in amendment, that the RCMP Heritage Centre be removed from Appendix B - 2021 Community Non-Profit Exemption Policy Applicants Recommended for Exemption.

The Clerk called the vote on Councillor LeBlanc's amendment.

	In Favour	Against
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak		✓
Councillor Jason Mancinelli	✓	
Councillor Landon Mohl		✓
Councillor Cheryl Stadnichuk	✓	
Councillor Bob Hawkins		✓
Councillor Lori Bresciani		✓
Councillor John Findura		✓
Mayor Sandra Masters		✓
Councillor Andrew Stevens	✓	
	5	6

The motion was put and declared LOST.

Councillor Bob Hawkins moved, in amendment, that the Girl Guides of Canada be added to Appendix B - 2021 Community Non-Profit Exemption Policy Applicants Recommended for Exemption.

The Clerk called the vote on Councillor Hawkins amendment.

	In Favour	Against
Councillor Bob Hawkins	✓	
Councillor Lori Bresciani	✓	
Councillor John Findura	✓	
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Landon Mohl	✓	
Councillor Cheryl Stadnichuk	✓	
Mayor Sandra Masters	✓	
Councillor Andrew Stevens	✓	
	11	0

The motion was put and declared CARRIED.

The Clerk called the vote on the main motion, as amended.

	In Favour	Against
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Landon Mohl	✓	
Councillor Cheryl Stadnichuk	✓	
Councillor Bob Hawkins	✓	
Councillor Lori Bresciani	✓	
Councillor John Findura	✓	
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Mayor Sandra Masters	✓	
Councillor Andrew Stevens	✓	
	11	0

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

EX20-36 Financial Update

Recommendation

The Executive Committee recommends that City Council:

1. Approve the use of up to \$2,000,000 of the federal Safe Re-Start Program funding to fund the cost of the City of Regina's previously approved Regina Economic Recovery Grant Program.

2. Approve the establishment of a new COVID-19 Recovery Reserve.
3. Approve a transfer \$14,289,000 of the federal Safe Re-Start Program funding received in 2020 to the COVID-19 Recovery Reserve.
4. Instruct the City Solicitor to amend Schedule A of *The Regina Administration Bylaw*, No. 2003-69 to establish the new COVID-19 Recovery Reserve.
5. Approve these recommendations at its December 16, 2020 meeting.

Councillor Jason Mancinelli moved, AND IT WAS RESOLVED, that this report be forwarded to the December 16, 2020 meeting of City Council for consideration.

EX20-37 2021 Budget Update

Recommendation

That Executive Committee receive and file this communication.

Councillor Jason Mancinelli moved, AND IT WAS RESOLVED, that this report be tabled to a future Executive Committee meeting to be determined by the City Clerk.

EX20-41 1971 Albert Street - Property Tax Penalties

Recommendation

The Executive Committee recommends that City Council:

1. Deny the request by Smith Street Lands Ltd. for a partial property tax reduction on 1971 Albert Street.
2. Approve these recommendations at its meeting on December 16, 2020.

Councillor Bob Hawkins moved that this report be forwarded to the December 16, 2020 meeting of City Council for consideration.

	In Favour	Against
Councillor Bob Hawkins	✓	
Councillor Cheryl Stadnichuk	✓	
Councillor Lori Bresciani	✓	
Councillor John Findura		✓
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw		✓
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Landon Mohl	✓	
Mayor Sandra Masters	✓	
Councillor Andrew Stevens	✓	
	9	2

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

RECESS

Councillor Bob Hawkins moved that the Committee recess for 15 minutes.

	In Favour	Against
Councillor Bob Hawkins	✓	
Councillor Cheryl Stadnichuk	✓	
Councillor Lori Bresciani	✓	
Councillor John Findura	✓	
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Landon Mohl	✓	
Mayor Sandra Masters	✓	
Councillor Andrew Stevens	✓	
	11	0

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

The Committee recessed at 12:30 p.m.

The Committee reconvened at 12:50 p.m.

(Mayor Sandra Masters declared a conflict of interest on items reports EX20-38 and EX20-39, citing her previous role as Chairperson for the Regina Exhibition Association Limited Board of Directors, abstained from discussion and voting, and temporarily left the meeting)

EX20-38 REAL COVID-19 Cashflow

Recommendation

The Executive Committee recommends that City Council:

1. Authorize the Executive Director, Financial Strategy and Sustainability for the City to negotiate, approve and enter into all necessary agreements with The Regina Exhibition Association Limited (REAL) and HSBC Bank Canada on behalf of the City, and generally to do all things and to execute all documents and other papers in the name of the City in order to facilitate the change to REAL's credit facilities as outlined in Appendix A to this report.
2. Instruct the City Solicitor to prepare amendments to *Bylaw 2015-25, The Regina Exhibition Association Limited Borrowing and Guarantee Bylaw, 2015* to amend the credit facilities in that Bylaw based on the terms and conditions authorized by the Executive Director, Financial Strategy and Sustainability and Appendix A to this report.

3. Pursuant to clause 5.2(f) of the Unanimous Member's Agreement for REAL, authorize REAL to amend the credit facilities outlined in REAL's loan with HSBC Bank Canada based on Appendix A to this report.
4. Authorize the Executive Director, Financial Strategy and Sustainability, as the City's proxy, to exercise the City's voting rights in REAL to approve any organizational resolutions or documents that may be required of REAL in relation to the proposed changes to the credit facilities in *Bylaw 2015-25* as outlined in this report.
5. Authorize the Executive Director, Financial Strategy and Sustainability to submit annual grant funding to REAL of \$700,000 per year beginning in 2021 with the grant to be included in the 2021 General Operating Budget, on the following conditions:
 - a. That the grant funding be used for the sole purpose of making principal and interest payments on the outstanding debt REAL has with HSBC Bank Canada.
6. Approve these recommendations at its meeting on December 16, 2020.

Tim Reid, Wayne Morsky and Roberta Engel, representing Regina Exhibition Association Limited made a PowerPoint presentation and addressed the Committee. A copy of the presentation is on file in the Office of the City Clerk.

(Councillor Mohl left the meeting.)

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

	In Favour	Against
Councillor Bob Hawkins	✓	
Councillor Lori Bresciani	✓	
Councillor John Findura	✓	
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Cheryl Stadnichuk	✓	
Councillor Andrew Stevens	✓	
	9	0

The motion was put and declared CARRIED.

Councillor Bob Hawkins moved that mandatory adjournment pursuant to the provisions of Section 12(1.1) of City Council's Procedure Bylaw No. 9004 be waived and the meeting continue.

	In Favour	Against
Councillor Bob Hawkins	✓	
Councillor Cheryl Stadnichuk	✓	
Councillor Lori Bresciani	✓	
Councillor John Findura	✓	
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Andrew Stevens	✓	
	9	0

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

EX20-39 Lease of City Property at 1700 Elphinstone Street

Recommendation

The Executive Committee recommends that City Council:

1. Approve the proposed 40-year lease agreement between the City of Regina and McDonald's Restaurants of Canada Limited as outlined in the body of this report.
2. Authorize the City Manager, or his designate, to resolve and approve the final terms and conditions of the lease agreement as outlined in the report.
3. Authorize the City Clerk to execute the lease agreement documents after review by the City Solicitor.
4. Approve these recommendations at its December 16, 2020 meeting, after giving the required public notice in accordance with *The Public Notice Policy Bylaw, 2020*.

Tim Reid, representing Regina Exhibition Association Limited, addressed the Committee.

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

	In Favour	Against
Councillor Lori Bresciani	✓	
Councillor John Findura	✓	
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak		✓
Councillor Jason Mancinelli	✓	
Councillor Cheryl Stadnichuk	✓	
Councillor Bob Hawkins	✓	
Councillor Andrew Stevens	✓	
	8	1

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

EX20-40 Advance Approval for Capital Projects and Community Investments

Recommendation

The Executive Committee recommends that City Council:

1. Approve \$52,560,500 to be provided for the 2021 General Fund Capital projects identified in Appendix A to provide sufficient time for each project to meet deadlines and completion dates.
2. Approve \$5,000,000 to be provided for the 2021 Utility Fund Capital projects identified in Appendix B to provide sufficient time for each project to meet deadlines and completion dates.
3. Approve \$4,245,000 to be provided for the 2021 Community Investments allocation to allow community investments to be provided to funded agencies without delay.
4. Approve these recommendations at its meeting on December 16, 2020.

(Mayor Masters returned to the meeting)

Councillor John Findura moved that the recommendations contained in the report be concurred in.

	In Favour	Against
Councillor John Findura	✓	
Councillor Lori Bresciani	✓	
Councillor Dan LeBlanc	✓	
Councillor Terina Shaw	✓	
Councillor Shanon Zachidniak	✓	
Councillor Jason Mancinelli	✓	
Councillor Cheryl Stadnichuk	✓	
Councillor Bob Hawkins	✓	
Mayor Sandra Masters	✓	
Councillor Andrew Stevens	✓	
	10	0

The motion was put and declared CARRIED.

RESOLUTION FOR PRIVATE SESSION

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

RECESS

Councillor Lori Bresciani moved, AND IT WAS RESOLVED, that the Committee recess for five minutes.

The Committee recessed at 2:20 p.m.

Chairperson

Secretary



Memo

December 9, 2020

To: Members,
Executive Committee

Re: 2021 Budget Update

RECOMMENDATION

That Executive Committee receive and file this communication.

BACKGROUND

Administration will provide an update of the 2021 Budget Development.

Respectfully submitted,

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

11/26/2020

Barry Lacey, Exec. Director, Financial Strategy & Sustainability

12/3/2020

Heritage Building Rehabilitation Program - 2340 Victoria Avenue

Date	January 6, 2021
To	Executive Committee
From	City Planning & Community Development
Service Area	Parks, Recreation & Cultural Services
Item No.	EX21-1

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve a cash grant for the property known as Knox-Metropolitan United Church located at 2340 Victoria Avenue (as shown in Appendix A), in an amount equal to 50 per cent of eligible costs for the work described in Appendix B-1, with the following conditions:
 - a) That the property possesses and retains its formal designation as a Municipal Heritage Property in accordance with *The Heritage Property Act*.
 - b) That the property owner submits detailed written documentation of payments made for the actual costs incurred (i.e. itemized invoices and receipts) in the completion of the identified conservation work.
 - c) That work is completed according to the conservation plan as described in Appendix B-2 and invoices submitted by December 15, 2021, would be eligible for the cash grant for up to 50 per cent of the cost of approved work.
2. Approve these recommendations at its meeting on January 13, 2021.

ISSUE

The applicant, Cameron Fraser, on behalf of the board of trustees of the Knox-Metropolitan United Church is requesting a grant to assist in recovering costs associated with conserving

the integrity of the three Gothic glass windows under the Heritage Building Rehabilitation Program.

IMPACTS

Financial Implications

Section 28(a) of *The Heritage Property Act* enables City Council to provide grants to any person, organization, agency, association or institution with respect to a heritage property. The *Heritage Incentive Policy* provides for a cash grant of up to \$50,000 for tax exempt properties but limited to a maximum of 50 per cent of eligible conservation costs.

The estimated total project cost of the eligible work is \$15,300. Therefore, the project would qualify for a cash grant of 50 per cent of the eligible costs. If actual costs exceed the corresponding estimates by more than 10 per cent, the owner shall provide full particulars as to the reason(s) for such overruns.

The proposed 2021 Operating Budget includes \$30,000 for cash grants allocated to the Heritage Building Rehabilitation Program.

Environmental Implications

The conservation work proposed will ensure the building continues to be used and maintained.

Policy and/or Strategic Implications

Conservation of Knox Metropolitan United Church meets the following policies outlined in Part A of *Design Regina: The Official Community Plan Bylaw No. 2013-48*:

Section D5: Land Use and Built Environment

Goal 6 - Built Form and Urban Design: Build a beautiful Regina through quality design of its neighbourhoods, public spaces and buildings.

7.38 Consider impacts of alterations, development, and/or public realm improvements on or adjacent to an historic place to ensure its heritage value is conserved.

Section D8: Culture

Goal 1 – Support Cultural Development and Cultural Heritage: Enhance quality of life and strengthen community identity and cohesion through supporting cultural development and cultural heritage.

10.1 Build partnerships and work collaboratively with community groups, other levels of government, and the private and voluntary sectors to encourage cultural development opportunities and conserve historic places.

10.4 Protect, conserve and maintain historic places in accordance with the Standards and Guidelines for the Conservation of Historic Places in Canada and any other guidelines adopted by City Council.

10.5 Encourage owners to protect historic places through good stewardship and voluntarily designating their property for listing on the Heritage Property Register.

10.11 Leverage and expand funding, financial incentive programs and other means of support to advance cultural development, cultural resources and conservation of historic places.

OTHER OPTIONS

If Council determines that the property does not require the grant for conservation, Council may reject the application and provide reasons for the decision

COMMUNICATIONS

The property owners and Heritage Regina have received a copy of this report for information.

DISCUSSION

City Council approved Bylaw No. 8227 (Appendix C), designating 2340 Victoria Avenue as a Municipal Heritage Property on April 14, 1986. Completed in 1913, the church is a blend of Norman and Gothic style with red brick exterior and stone finish. Originally constructed in 1906, the design was a product of the well-known Toronto and Winnipeg architectural firm, Darling and Pearson. In 1912, the 1200-seat structure was largely destroyed by a devastating tornado but was similarly rebuilt within a year to the specifications of James H. Puntin. Puntin incorporated elements of the original structure, such as portions of the exterior brick walls and the Norman arched entrance, while replicating others such as the bell tower. In 1927, a peal of twelve bells, known as the Francis Darke Memorial Chimes, were installed in the tower and a large addition to the rear of the church was made in 1957.

Conservation Work and Eligible Costs

The aluminium casing around the Gothic windows located on the north, south and east façade of the church is deteriorating and the owners plan on repairing and resealing the window as detailed in the Conservation Plan attached as Appendix B-2. Two estimates of \$15,300 and \$27,340 were received from companies with experience in windows remediation. Based on the lower cost estimate of \$15,300 and the criteria in the Heritage Building Rehabilitation Program, the Administration has determined that the owners of the property on 2340 Victoria Avenue are eligible to receive a cash grant to a maximum of 50 per cent of the estimated total project cost. The exact amount of the grant to be disbursed will be based on the actual cost of the conservation work as identified in submitted invoices.

This is the first time this property has applied for a Heritage Building Rehabilitation Program grant.

DECISION HISTORY

The Heritage Building Rehabilitation Program (CR 14-100) attached as Appendix D of this report was adopted by City Council on August 25, 2014. *The Heritage Incentive Policy* approved through this program, allows the City to provide tax exemption for eligible conservation work performed for the maintenance of a Municipal Heritage Designated Property. The conservation work must be performed in accordance with the Standards and Guidelines for the Conservation of Historic Places in Canada.

The recommendations contained within this report require City Council approval.

Respectfully Submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

Respectfully Submitted,



12/22/2020

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

12/30/2020

Prepared by: Aastha Shrestha, City Planner II

ATTACHMENTS

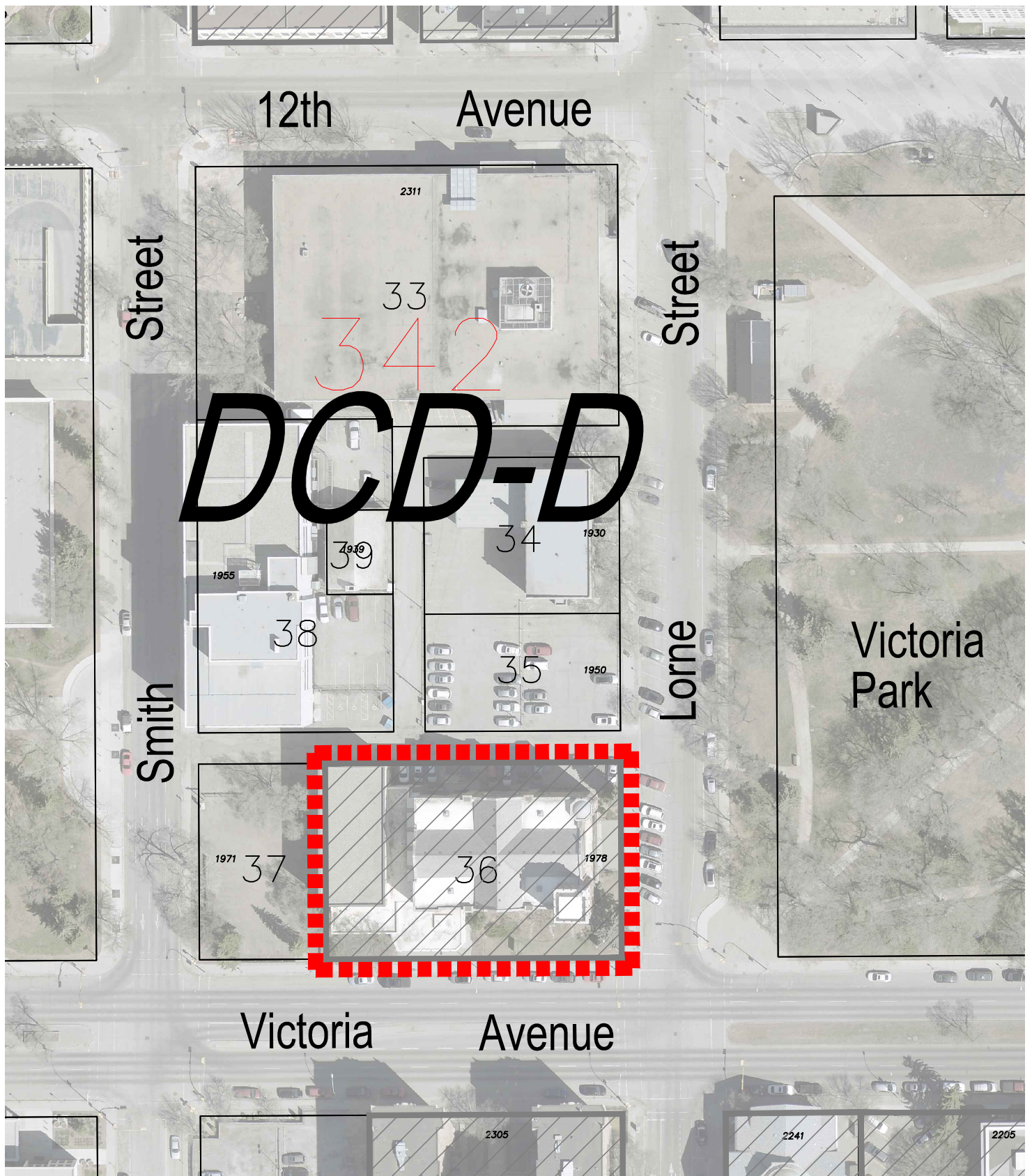
Appendix A - Map

Appendix B-1 - Cost

Appendix B-2 - Conservation Plan

Appendix D CR14-100

Appendix C - Designation Bylaw 8227



Subject Property



Heritage

Date of Photography : 2018



Project 20-HBRP-04

Civic Address/Subdivision

Knox-Metropolitan United Church
2340 Victoria Avenue

ELIGIBLE WORK ITEMS 2340 Victoria Avenue	ESTIMATED COST
<ul style="list-style-type: none"> • Remove the caps from each of the three (3) Gothic windows. The caps are to be numbered and bundled together for each individual window. The caps are to be stored for reinstallation at completion of the rehabilitation work. Space for storage maybe possible on site within the mechanical room. • Clean the caps as required before reinstallation. • Photo document existing condition of frame assembly, frame attachment to masonry units, caulking condition and any deterioration and/or water infiltration into the wall cavity. Document repairs as they progress. • Clean existing caulking and substrate with an appropriate solvent based cleaner. • Spray foam as required to fill gaps between aluminium frame and masonry. • Apply black glazers silicon caulking, Dow Corning, over existing caulking/mastic ensuring that all gaps between the exterior and interior spaces is completely sealed to prevent heat/air leakage and water infiltration is eliminated. The caulking is to remain recessed behind the face of the cap moulding to create a shadow between the side of the cap moulding and stone faces. • Install a custom sill flashing too match existing frame colour and finish. The flashing is to extend past the face of the cap moulding 1 inch that follows the slope of the stone sill. A sill flashing is to be installed on each of the 3 windows. • Provide a suitable lift large enough to reach the peak of each window. 	
TOTAL ESTIMATE OF ELIGIBLE COSTS	\$15,300.00

1. Property Details:

Knox-Metropolitan United Church
2340 Victoria Avenue, Regina, SK. S4P 0S6

2. Heritage Value Description:

Our building was originally built as the home of the congregation of Metropolitan Methodist Church, in 1906, then partially rebuilt in 1912-13 after the 1912 tornado which, along with its eventual partner Knox Presbyterian Church originated with settlement of Regina in 1882.

In 1925 Metropolitan Methodist and Knox Presbyterian became part of the newly formed United Church of Canada and in 1952 the two congregations amalgamated into Knox-Metropolitan United Church and consolidated into the building on 2340 Victoria.

The KMUC building is a vital part of the historic area surrounding Victoria Park (known as the Victoria Park Heritage Conservation District) and to the greater Regina area.

The church is also of significance to the community as home to the Darke Memorial Chimes, donated in 1927. These are held “in trust” for all the citizens of Regina.

3. Kind of Development:

Church.

4. Present Use of the Building:

In addition to being the home of the congregation, the building serves a number of cultural and community purposes. The building is the home to the Regina Anti-Poverty Ministry which sees 2000+ clients a year, and is the home of the Regina Peace Garden, a shared project of the Church and Peace Quest Regina.

The building offers space to 13 twelve step groups, Toastmasters, and several private music teachers as well as citizen groups like the Regina Transit Coalition, End Poverty Regina, Poverty Free Saskatchewan, and has provided space for a number of groups of Indigenous and Non-Indigenous peoples working together on projects around justice and reconciliation.

A major use of the Sanctuary space which hosts the 3 gothic windows is for cultural events. The Sanctuary is used for rehearsals by the Regina Philharmonic Chorus, the Halcyon Chamber Choir, and Per Sonatori baroque ensemble. It is the site of performances by the aforementioned groups as well as the Cecilian Concert Series (who also have their offices in the building), the Queen City Brass Band, the South Saskatchewan Youth Orchestra, and is regularly used by both the Regina Symphony Orchestra and the Regina Folk Festival.

The church is also currently working with local theatre groups to explore the future of revitalizing small scale theatre and dance in the downtown core.

A recent study called the Halo Project, undertaken by the United Church on a National scale, estimates that for every dollar the congregation spends on programming and facility

maintenance, that city as a whole realizes an economic benefit of \$6.73 which is twice the national average.

The building is operating as a significant asset to the city, both in terms of beauty and history as a landmark, but also in terms of making space for important community and cultural activity.

5. Proposed Use:

The Congregational Leadership of KMUC has been working on ensuring that in the future, the building continues to serve as an asset to the broader community and is exploring ways that this can be continually improved and deepened.

We envision that in the future, even more cultural and community activity will be located in this building and therefore the care of the physical asset through projects like this is absolutely essential.

6. Detailed Description of the Proposed Work:

The following is a detailed description of the work to be completed provided by June Botkin, historical building conservator.

Work to be completed on the 3 Gothic windows located on the North, South and East faces of Knox Metropolitan Church.

- Remove the caps from each of the three (3) Gothic windows. The caps are to be numbered and bundled together for each individual window. The caps are to be stored for reinstallation at completion of the rehabilitation work. Space for storage maybe possible on site within the mechanical room. Please consult with Brian Brunskill to confirm storage availability,
- Clean the caps as required before reinstallation.
- Photo document existing condition of frame assembly, frame attachment to masonry units, caulking condition and any deterioration and/or water infiltration into the wall cavity. Notify June Botkin of any installation concerns or areas where water has entered into the wall assembly. Document repairs as they progress. A copy of all photos taken of each window is to be provided to June Botkin and Brian Brunskill at project completion.
- Clean existing caulking and substrate with an appropriate solvent based cleaner.
- Spray foam as required to fill gaps between aluminium frame and masonry. Costs for spray foaming gaps will be completed on a time and material basis to a maximum upset of \$1,000 which will be reconciled at project completion.
- Apply black glaziers silicon caulking, Dow Corning, over existing caulking/mastic ensuring that all gaps between the exterior and interior spaces is completely sealed to prevent heat/air leakage and water infiltration is eliminated. The caulking is to remain recessed behind the face of the cap moulding to create a shadow between the side of the cap moulding and stone faces.
- Install a custom sill flashing too match existing frame colour and finish. The flashing is to extend past the face of the cap moulding 1 inch that follows the slope of the stone sill. A sill flashing is to be installed on each of the 3 windows.

- Provide a suitable lift large enough to reach the peak of each window. Provide costing for 2 weeks and 1 month rental to allow the church the ability to properly budget for this project.
- Break out costs for required street closure permits.
- Provide a schedule indicating starting location and estimated time to complete each window. Break out sequence of work indicating how work will be executed and how long it will take to complete each phase of work.

7. Purpose of the Work:

This work is necessary to ensure the health of both the gothic windows and the building as a whole. This work will prevent moisture from penetrating the envelope of the building through the spaces in the window (visible in the pictures attached below).

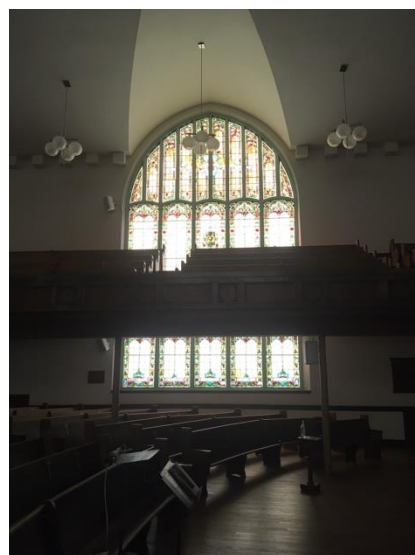
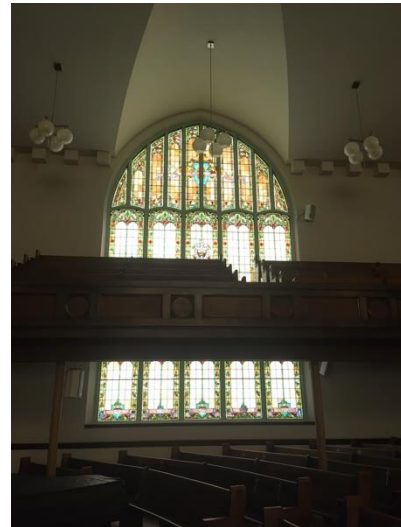
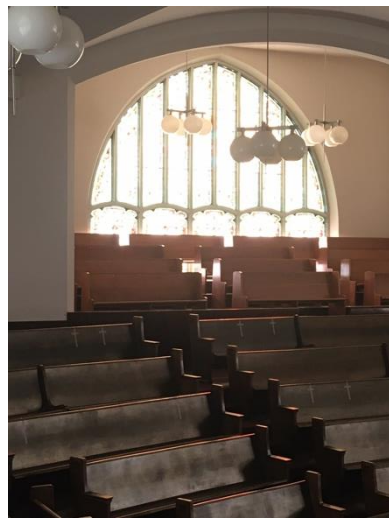
We continue to invest heavily in our building. As one can imagine, maintaining a large, historical building over 100 years old, requires a significant and regular commitment. Over the past several years we have replaced all roof coverings over the sanctuary - cedar shakes over the sloped portions, to comply with historical materials that are visible from the ground, and new membranes on the flat-roofed sections, at a cost of approximately \$117,000. New hardwood flooring was installed in the sanctuary in 2014 at a cost of approximately \$78,000 and in 2013 approximately \$75,000 was spent on leveling the west building (built in the 1960's), insulating the crawl space and replacing the plumbing. In 2015, with the support of the city and the province, we undertook a restoration project on the bell tower totaling \$300,000.00.

Thank you in advance for your consideration of this application.

Respectfully yours, on behalf of the trustees and congregation of Knox-Metropolitan United Church.

- Cameron Fraser | Minister | Trustee | Knox-Metropolitan United Church

Outdoor/Indoor Photos of the 3 Gothic windows (East facing, North Facing, South Facing)



Detail of Aluminum Cap



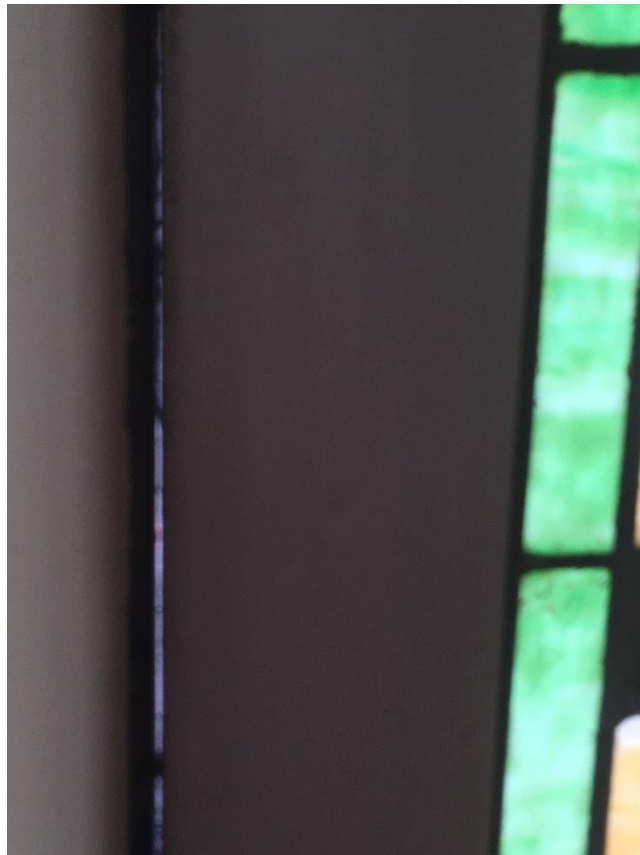
Detail of Aluminum Cap and Pressure Plate



Detail of pressure plate with underlying caulking



Air gap between aluminum window frame and stone



August 25, 2014

To: His Worship the Mayor
and Members of City Council

Re: City of Regina Heritage Building Rehabilitation Program

**RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE
- AUGUST 5, 2014**

1. RECEIVE and FILE the consultant's report entitled "Incentives for Heritage Building Upgrades in Regina" (Appendix A).
2. APPROVE the Heritage Incentive Policy in the form set out in Appendix C to replace the Municipal Incentive Policy for the Preservation of Heritage Properties and direct the Administration to report back on a Bonus Density policy by Q4 of 2015.
3. REMOVE items CR01-254 and FA03-31 from the Finance and Administration Committee's list of outstanding items.
4. That the City of Regina Heritage Building Rehabilitation Program be reviewed prior to 2020, or unless required at an earlier date.

FINANCE AND ADMINISTRATION COMMITTEE – AUGUST 5, 2014

The following addressed the Committee:

- Ray Plosker, representing himself;
- Roger Mitchell, representing Viterra;
- Joe Ralko, representing himself;
- Ross Keith, representing Nicor Developments Inc.; and
- Bill Brennan, representing Heritage Regina

The Committee adopted a resolution to concur in the recommendations contained in the report after adding a recommendation #4 as follows:

4. That the City of Regina Heritage Building Rehabilitation Program be reviewed prior to 2020, or unless required at an earlier date.

Councillors: Bryon Burnett, Shawn Fraser, Bob Hawkins and Wade Murray were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on August 5, 2014, considered the following report from the Administration:

RECOMMENDATION

1. RECEIVE and FILE the consultant's report entitled "Incentives for Heritage Building Upgrades in Regina" (Appendix A).
2. APPROVE the Heritage Incentive Policy in the form set out in Appendix C to replace the Municipal Incentive Policy for the Preservation of Heritage Properties and direct the Administration to report back on a Bonus Density policy by Q4 of 2015.
3. REMOVE items CR01-254 and FA03-31 from the Finance and Administration Committee's list of outstanding items.

CONCLUSION

The City of Regina has established a broad program of regulatory tools and financial incentives to promote the rehabilitation of its significant collection of heritage buildings in the city. Nonetheless, there were an increasing number of reports from the development industry that escalating land and construction costs were rendering rehabilitation projects uneconomic, despite the provision of incentives.

In 2011, the City commissioned Coriolis Consulting Limited to undertake an investigation of the current development costs for heritage building rehabilitation in Regina, and to analyze the effectiveness of the City's existing financial incentive program.

The study concludes that incentives provided under the current heritage incentive policy are not in alignment with current market conditions. Increasing construction costs and escalating land values in the current market are making it challenging to achieve a competitive rate of return without an incentive, which threatens buildings that are considered to have heritage value.

Therefore, the Administration is recommending an amendment to the Municipal Incentive Policy for the Preservation of Heritage Properties (Appendix C) including most notably a ten-year property tax exemption. It is also recommended that a Bonus Density policy be brought before Council as tax exemption is not always enough of an incentive to counteract the pressure of property assembly in the Downtown. Protection of our built heritage is in alignment with policy direction to build complete communities in *Design Regina: The Official Community Plan Bylaw No. 2013-48*.

This report is provided in response to the original motion and the referral. As such, CR01-254 and FA03-31 may be removed from the list of outstanding items.

BACKGROUND

The Municipal Incentive Policy for the Preservation of Heritage Properties was established by City Council in 1991 and last amended in 2001. In 2001, Council passed a motion to amend the policy but only as it applies to property tax exemption for downtown properties. Council also passed referral motion (CR01-254) requesting the Administration prepare a report to Finance and Administration and Municipal Heritage Advisory Committees on another policy amendment to address increasing construction costs for properties outside of the downtown area.

In 2003, the Administration reported on the increase in construction costs. While it was not recommended that increases in property tax exemption outside the downtown area be tied to increases in construction costs, the recommended policy amendment to increase the property tax exemption was further delayed through motion (FA03-31) calling for the completion of an update to the *Heritage Holding Bylaw*¹. The motion was passed due to a concern that an update to the Bylaw would result in listing several hundred properties with designation potential. If designated, a significant number of properties would then be eligible for property tax exemption with unknown economic and budgetary impacts to the City.

In 2007, Council amended the *Heritage Holding Bylaw* to add fifteen properties to those listed under this bylaw (CR07-95). However, this did not resolve the original motions (CR01-254 and FA03-31). The report to Finance and Administration remained a lower priority item as resources were dedicated to other initiatives including the Regina Downtown Neighbourhood Plan and *Design Regina: The Official Community Plan Bylaw No. 2013-48*. This report responds to these two motions and concerns about the financial viability of heritage building rehabilitation and the City's own financial sustainability.

As market conditions had changed since 2001, the City engaged Coriolis Consulting in 2011 to investigate current development costs for rehabilitation and the effectiveness of the existing Heritage Building Rehabilitation Program. Coriolis is a Vancouver consulting firm specializing in real estate analysis, urban planning and policy, development approvals and processes and financial modelling. The comprehensive review of the Program was initiated in view of the factors affecting heritage building rehabilitation projects. Reports from the development industry had shown that changing market conditions in Regina were making these projects less financially attractive, which poses a threat to the city's stock of buildings with heritage value. Increasing construction costs and escalating land values were increasing the challenges.

The report entitled "Incentives for Heritage Building Upgrades in Regina" (Appendix A) is the culmination of a year-long project to evaluate issues facing rehabilitation and to research and develop recommendations to address these issues. A cross-section of the Administration and a stakeholder group, including developers, a commercial real estate advisor, architects and property owners were involved in preparing the report. The report outlines the planning context for rehabilitation, a financial analysis of heritage building upgrades, and several recommendations to positively impact the viability of rehabilitation. The following report is meant to address outstanding items (CR01-254) and (FA03-31) and provide the Committee and Council with recommendations on financial policies for heritage building rehabilitation.

DISCUSSION

The Administration analyzed the consultant's report (Appendix A) and provided a summary of the analysis in Appendix B. The summary in Appendix B outlines the consultant's recommendations and the Administration's response along with an action plan and timing indicating when implementation or further analysis will occur. The Administration's analysis led to the amended Heritage Incentive Policy that is provided in Appendix C. The recommended amendments to the policy are described below.

¹ "A Bylaw of the City of Regina To Deny a permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties" – Bylaw No. 8912

RECOMMENDATION #1 – Increase the length of property tax exemption to ten years

The current Heritage Building Rehabilitation Program provides property tax exemption to designated properties up to a maximum of fifty per cent of the eligible project costs, or for a certain number of years (eight years downtown and five years elsewhere), or to a cap (\$250,000 downtown and \$150,000 elsewhere); whichever is least.

Eligible project costs have included the rehabilitation of architecturally significant exteriors, structural stabilization, improvements required to meet the National Building Code or City of Regina bylaws including the repair and upgrade of mechanical and electrical systems, improvements to energy efficiency, rehabilitation of architecturally significant interiors (non-cosmetic), and professional architectural or engineering services. All work is evaluated on the basis of its importance to the rehabilitation of key character-defining elements and its ability to meet national standards for heritage conservation practice.

As shown in the table below, the recommended amendment to the Municipal Incentive Policy for the Preservation of Heritage Properties would increase the length of the exemption to ten years and remove the limitation on its monetary value. While *The Cities Act, 2002* only allows exemptions for five years, *The Heritage Property Act* enables a City to exceed the exemption limits under *The Cities Act, 2002* for designated heritage properties only.

	Current*	Proposed *
Outside of the Downtown		
# of years	5 years or	10 years
maximum value	\$150,000	n/a
Inside the Downtown		
# of years	8 years or	10 years
maximum value	\$250,000	n/a

* The property tax exemption is limited to 50% of eligible project costs

The consultant conducted a pro forma analysis of three case studies and concluded that rehabilitation projects are attractive with an exemption, but it is necessary to increase the length of the exemption to ten years to ensure the projects remain viable. Rehabilitation is economically viable but only if improvements allow the building to achieve a higher return on investment assisted by an exemption. Without an increased incentive, increasing construction costs and land values are making it challenging for these projects to achieve a competitive rate of return. Rehabilitation projects are different than new construction in that they need to meet the requirements of the National Building Code and City of Regina bylaws as well as the national *Standards and Guidelines for the Conservation of Historic Places in Canada*.

Heritage Properties located outside of the downtown:

The current 5-year period of exemption for properties has not changed since the Program started in 1991 despite inflation and escalating construction costs. Based on the consultant's pro forma analysis of projects involving a warehouse and an apartment, ten years of exemption is recommended in order to encourage projects that will materially improve the quality, lifetime, marketability, and value of a building. It will ensure a larger project results in the same rate of return as a smaller project. The current \$150,000 cap can also be removed as most 10-year

exemptions would be less than or close to \$150,000 and most of the 5-year exemptions under the current policy were already significantly less than \$150,000. The exemption would remain limited to 50 per cent of total project costs and these costs are further limited to building size.

Heritage Properties located within the downtown:

The current eight year exemption has not changed since 2001. The consultant conducted a pro forma analysis using a commercial building as a typical representation of the sixteen downtown heritage buildings that remain to be upgraded. Similarly, a 10 year exemption is recommended to encourage larger rehabilitation projects and ensure a similar rate of return. The current cap of \$250,000 can also be removed as the 10 year exemption would be approximately \$250,000 for most of the sixteen aforementioned buildings. The 10 year exemption would remain limited to 50 per cent of total project costs and these costs are further limited to building size.

Two of the sixteen buildings would generate larger exemptions due to their size, which is larger than the average size of 32,000 square feet. The Administration expects to receive an application from the owner of one of these buildings, the former Saskatchewan Wheat Pool building, in 2014. Viterra Inc. is currently occupying the building and they are anxious to proceed. Based on the 2014 property taxes and assuming a five per cent increase year over year for ten years the total taxes would be approximately \$1,200,000 of which the City's share is \$680,000.

Financial Analysis:

The financial analysis indicates that the City can achieve a net fiscal gain over the long term by forgoing short term tax revenue as a means of incentivizing retention and rehabilitation. In the last five years, the City's portion of the total taxes exempted under the Heritage Building Rehabilitation Program has been approximately \$77,000 each year. The policy amendment is anticipated to result in twice as many exemptions to a cost of approximately \$150,000 each year.

The Administration expects the City will award twice as many exemptions to a total up to four exemptions each year (i.e. \$150,000 each year). This is twice the number of annual exemptions that have been awarded by the City since 1991 but less than the annual national average of six. In five years, the Administration expects the exemptions to return the annual average of two.

Correspondingly, the City has designated two heritage buildings each year on average since 1991. As mentioned earlier, a building must be designated as heritage in order to become eligible for an exemption. In recent years, each designation has been directly due to the availability of an exemption under this Program. Therefore, with each exemption more buildings will be retained and designated, which positions the City to facilitate demolition alternatives.

The total estimated cost implication for the first ten years would be approximately \$1,100,000-\$1,500,000. However, the revenue is only foregone temporarily.

Rehabilitation with an exemption leads to higher rents than rents without the exemption. The projects result in higher property values and therefore higher property tax revenues (after the period of exemption) that will exceed the initial cost of the exemption. The Assessment, Taxation and Real Estate Department conducted an analysis which estimates that 10 years of exemption would be paid back to the City in less than 20 years.

RECOMMENDATION #2 – Increase Cash Grants to \$50,000

The current Program also grants up to \$25,000 for rehabilitation projects. Cash grants differ from tax exemption in that they are only awarded to non tax-paying organizations (e.g. churches). Similar to the tax exemption, the property must be designated as heritage. The recommendation is to increase the cash value of the grant to a maximum of \$50,000 per year as the value has not changed since 1991 despite inflation and escalating construction costs. As the increase only benefits non tax-paying organizations, only 10-15 heritage buildings would be eligible.

The City has only awarded three grants to a total of \$43,000 since 1991. By comparison, the national annual average of a heritage grant program is approximately \$56,000. In the last four years, two applications submitted by churches were not brought forward to the Finance and Administration Committee because a budget had not been allocated. While the Finance and Administration Committee receives a budget earmarked for Other Economic & Promotional Initiatives, it is not intended to be used for the heritage grants. A budget for these grants had not been established under the Community Investments Grant Program. Ongoing funding for the grants will be requested through the budget process. If the funding is not allocated, then the Administration will bring forward an amendment to remove reference to grants in the policy.

RECOMMENDATION #3 – Establish a Bonus Density Policy

A bonus density policy will be developed as part of the comprehensive Zoning Bylaw update in order to address the increasing challenges with rehabilitation in the downtown area. Challenges occur when a heritage property becomes more valuable for redevelopment than for rehabilitation, especially if the property can be included in an assembly. Many of the larger heritage buildings have been rehabilitated leaving a number of smaller heritage buildings with assembly potential as part of a larger redevelopment site. In order to address this issue the City has two options:

1. On-Site Bonus Density:

If the heritage building is designated² and its property assembled with an adjacent vacant property, then the heritage building's unused density (under existing zoning) would be incorporated into the new part of the development, allowing the retention of the building without loss of development potential. This is akin to transferring "air rights" from one part of an assembled site to another and would be at the developer's discretion. The property might retain its value if (a) it is assembled, (b) the unused density can be physically accommodated within the overall project or (c) the financial performance of the overall project is attractive. However, it is possible that the value of the property is reduced if assembly and redevelopment including retention of the building is not as attractive to the developer as redevelopment without the building. Note also that this approach to retaining property value (inclusion in an assembly and redevelopment) will not apply to properties for which assembly is not possible.

2. Transferable Bonus Density:

If the heritage property is not assembled with an adjacent property, the City could grant transferable bonus density. The transferable density would be transferred to a development site in the downtown in exchange for an amenity contribution. The developer of new

² The City has the legal power to designate a property as Municipal Heritage Property without compensation for any loss in value. The owner might object to such designation, but it is allowed under the legislation.

construction buys unused density from the owner of the heritage building, as long the owner of the heritage building enters an agreement with the City of Regina to upgrade the building. In this option the heritage property would be too small to allow both new development and retention of the heritage building. The bonus would only be useful if it is transferrable from the heritage property to another property. Unfortunately, as described in the consultant's report, this option isn't as viable as on-site bonus density as it would be challenging to sell transferrable density to sites elsewhere in downtown.

RECOMMENDATION #4 – Program improvements

Several improvements to the Heritage Building Rehabilitation Program will be introduced including an application fee, requirement of a Conservation Plan and financial evidence indicating the need for the incentive, and a minimum \$20,000 project value. The Program changes will be announced by contacting the owners of all heritage properties.

RECOMMENDATION IMPLICATIONS

Financial Implications

The City's share of foregone revenue from heritage property exemptions currently equates to approximately \$77,000 per year. If the policy is amended and ten years of property tax exemption is provided, then the Administration anticipates an increase in property tax exemption applications from two to four per year. The City's share of foregone revenue from heritage property exemptions would then equate to approximately \$150,000 per year. In five years, it is expected that the number of applications may return back to the average of two per year.

The revenue is only foregone temporarily. Upon completion of the 10 year exemption, the City would regain its lost revenue in less than 20 years. Upgrading heritage buildings with an exemption leads to higher rents than rents without the exemption. This results in higher property values and therefore higher property tax revenues that exceed the initial cost of the exemption.

The City Planning and Development Division plans to request an ongoing budget allocation to establish a source of funding for the cash grants provided under the Heritage Building Rehabilitation Program.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The updated Program will ensure the implementation of policy in *Design Regina: The Official Community Plan No. 2013-48* as it pertains to the development of complete neighbourhoods and the rehabilitation of heritage buildings.

The Program has already resulted in increased property tax revenues from upgraded heritage buildings, increased revenue for owners, the conversion of vacant and underutilized buildings and the non-fiscal benefits of heritage rehabilitation. The updated Program is expected to result

in twice the number of heritage designations and heritage building rehabilitation projects on an annual basis and these projects will follow national standards for rehabilitation without placing an onerous commitment on the owners.

The updated Program will also be aligned with the Cultural Heritage Management Strategy, which is currently in its final draft.

Policy 10.5 of *Design Regina: The Official Community Plan No. 2013-48* provides direction to “encourage owners to protect historic places through good stewardship and by voluntarily designating their property as a Municipal Heritage Property.” A historic place is defined in *Design Regina* as a building that has been recognized by City Council for its heritage value. Policy direction is also provided in section D8 Culture, policy 10.4 of *Design Regina* to protect, conserve and maintain historic places and to leverage and expand funding, financial incentives and other means of support to advance the conservation of historic places.

The Program addresses two Community Priorities of the Corporate Strategic Plan 2014-2017 by developing complete neighbourhoods and embracing built heritage. In keeping with the Strategic Directions of effectively managing growth and improving financial viability, the City can achieve a net fiscal gain over the long term by forgoing short term tax revenue as a means of incentivizing the retention and upgrade of heritage buildings.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

As directed by the motion of referral from FA03-31, this report will be forwarded to the Municipal Heritage Advisory Committee for consideration. A copy of this report with Administration’s recommendations will be provided to stakeholders as part of the City’s typical process of distributing a Finance and Administration report. If Council concurs with the recommendations of this report, a communications plan will be developed to encourage owners of heritage properties to apply under the new program.

DELEGATED AUTHORITY

This report is provided in response to the Finance and Administration Committee’s motion of referral from FA03-31 and Council’s original motion from CR01-254. In 2001, Council passed a motion (CR01-254) requesting a report on changes to the Municipal Incentive Policy for the Preservation of Heritage Properties in order to address the challenges facing heritage buildings outside of the downtown.

If Council concurs with the recommendations of this report, then CR01-254 and FA03-31 may be removed from the list of outstanding items.

The disposition of this report requires City Council approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

A handwritten signature in black ink, appearing to read 'Ashley Thompson', followed by a period.

Ashley Thompson, Secretary



HERITAGE INCENTIVE POLICY (Approved August 25, 2014)

Formerly known as the *Municipal Heritage Incentives for the Preservation of Heritage Properties*.

Authority: Property tax exemption is permitted under Section 28 (a) of The Heritage Property Act.

An application fee will be required for projects that seek an exemption worth \$200,000 or more.

1.0 Purpose

The objectives of the incentives provided under this policy are:

- To encourage the full upgrading of designated heritage properties to ensure their long-term conservation, extend their effective life and/or to ensure their structural integrity.
- To stimulate the economic development of the Downtown through the rehabilitation of commercial facades in the Victoria Park Heritage Conservation District.
- To encourage the development of an attractive city that contributes to a better quality of life.

2.0 Scope

Stakeholders involved with the conservation of designated property including property owners, non-profit organizations, and developers.

3.0 Definitions

Conservation: All actions or processes that are aimed at safeguarding the character-defining elements of a historic place so as to retain its heritage value and extend its physical life. This may involve "Rehabilitation," "Preservation," "Restoration" or as a combination of these actions or processes in accordance with the *Standards and Guidelines for the Conservation of Historic Places in Canada*.

Character-Defining Elements: The materials, forms, location, spatial configurations, uses and cultural associations or meanings that contribute to the heritage value of an historic place, which must be retained in order to conserve its heritage value.

Conservation Plan: A plan describing the proposed methods used to conserve the heritage values and character-defining elements. A Conservation Plan should also indicate the overall condition of the historic place and longer term plan to maintain it in a sound and attractive state.

Eligible Work Costs: The expenses incurred to conserve the character-defining elements of a building, structure or landscape.

Designated Property: Any Municipal Heritage Property, any pre-1965 property within the Victoria Park Heritage Conservation District, or any Provincial Heritage Property.

Executive Director: Executive Director, City Planning and Development.

Heritage Alteration Permit: A permit authorizing the alteration of a designated property.

Heritage Value: The aesthetic, historic, scientific, cultural, social or spiritual importance or significance for past, present and future generations. The heritage value of a historic place is embodied in its character-defining elements.

Historic Place: A structure, building, or landscape that has been formally recognized for its heritage value by City Council.

Statement of Significance: A statement that identifies the description, heritage value and character-defining elements of a historic place. A Statement of Significance is required in order for an historic place to be considered for designation by the Council of the City of Regina.

Maintenance: Routine, cyclical, non-destructive actions necessary to slow the deterioration of an historic place. It entails periodic inspection; routine, cyclical, non-destructive cleaning; minor repair and refinishing operations; replacement of damaged or deteriorated materials that are impractical to save.

4.0 Transition Provisions

Owners of properties with Exemption Agreements established under the former Municipal Incentive Policy for the Preservation of Heritage Properties (last amended October 22, 2001) that provide for an exemption in 2015 will be required to reapply under this new Policy no later than October 31, 2015. Otherwise, the existing Exemption Agreement will not be amended.

5.0 Incentives Policy

A property tax exemption may be provided for properties that meet the policy criteria as outlined below.

5.1 General Eligibility Requirements

The application of this policy is limited to buildings, structures or landscapes that have been formally recognized by City Council as designated property pursuant to Section 11(1) of *The Heritage Property Act*.

Only those designated properties in the Victoria Park Heritage Conservation District that were built before 1965, according to the dates provided in the Assessment and Taxation records.

In general, eligible work costs must be based on the assessment of a qualified architect or professional engineer.

Properties that have property taxes or other charges past due to the City of Regina are not eligible.

5.2 Calculation of Exemption

Property tax exemption may be provided to the owner(s) of taxable property for a period of up to 10 years to a maximum value equivalent to 50 percent of eligible conservation work costs; whichever is less.

Subject to the availability of funds, a cash grant of up to \$50,000 may be provided for tax exempt properties but limited to a maximum of 50 percent of eligible conservation work costs.

The amount of the property tax exemption, including calculation of any percentage or portion and the determination of any use or cost, shall be conclusively determined by the City Assessor. The amount shall only apply to the portion of the property containing the building, structure or landscape with heritage value pursuant to Section 11(1) of *The Heritage Property Act*.

The tax exemption does not apply to local improvement fees, business improvement fees, and the non-exempt portion of taxes (i.e. laneway improvements) and other charges to tax accounts; these must be paid during the term of the agreement in the year in which they are due. No abatement of outstanding or current taxes will be negotiated.

5.3 Exemption Agreement

The property tax exemption will be subject to an agreement between the City of Regina and the property owner(s). The term of the agreement will be dictated by the number of years it will take to complete the work in addition to the term of the exemption.

The expiry date for the exemption agreement may be extended by one year at the sole discretion of the Executive Director to accommodate unanticipated construction delays.

The applicant is required to notify the Current Planning Branch of the City of Regina when the project work is complete. A representative of the Branch will inspect the project to verify its completion.

The total cumulative tax exemption will be equal to either (a) 50% of the eligible conservation work costs, or (b) ten years of tax exemptions, whichever is less.

The agreement may be assigned to a new owner at the sole discretion of the Executive Director. An assignment agreement will be required.

Where a development is also eligible for tax exemption under the Housing Incentives Policy, the full benefit under both policies may be provided. The Heritage Incentives Policy will be provided first unless otherwise approved by the Executive Director.

Incentives provided under this policy may be stacked with incentives provided through programs offered by the Municipal, Provincial and Federal Governments.

5.4 Eligible Work

Eligible conservation work must be specifically aimed at extending the life and increasing the value of designated property. The conservation work must also be in accordance with the *Standards and Guidelines for the Conservation of Historic Places in Canada*. The following work is eligible:

- Qualified architectural or professional engineering services not related to the preparation of the application.
- Conservation of exterior character-defining elements or significant landscape elements.
- Façade-only conservation in the Victoria Park Heritage Conservation District.
- Structural stabilization.
- Improvements required to meet National Building Code (NBC) or City of Regina bylaw requirements, including the repair or upgrading of mechanical and electrical systems.
- Improvements to energy efficiency (e.g. insulation, windows, furnace). Such work will be evaluated on the basis of its importance to the conservation of the character-defining elements of the building.
- Conservation of significant or rare character-defining interiors or interior elements.

The conservation of exterior character-defining elements may include the cleaning of surfaces, removal of unsympathetic materials, and painting associated with the replacement of these elements.

Cosmetic improvements, painting, repairs, regular maintenance, tenant improvements and new additions are NOT eligible.

5.5 Application Requirements

Applications must include:

- (a) a completed application form
- (b) current colour photographs
- (c) archival photographs and historical documentation

in cases where the value of the exemption is greater than \$200,000:

- the application must include a Heritage Alteration Permit application with an architect's drawings in addition to the architect's report that provides the following: a description of the proposed development highlighting new repairs and conservation work, the Conservation Plan, a construction schedule and, where applicable, an engineer's report on the structural improvements and costs.
- the application must include some financial evidence indicating why the tax exemption is needed in the form of a development pro forma that provides detailed costs, overall budget breakdown and cash flow. The pro forma should include financing details, two estimates for all materials and labour, leasing specifications, project soft costs (e.g. labour), project hard costs (e.g. materials), operating statement, and an explanation of how the tax incentives will affect the economic viability of the project.

OR in cases where the value is less than \$200,000:

- the application must include a Heritage Alteration Permit application with an architect's drawings in addition to the architect's report that provides the following: a description of the proposed development highlighting new repairs and conservation work, the Conservation Plan, a construction schedule and, where applicable, an engineer's report on the structural improvements and costs.
- the application must also include two estimates for all work to be done or project costs based on the assessment of a qualified architect or professional engineer or qualified quantity surveyor. The total project costs must be a minimum of \$20,000.

In addition to these requirements, the City may require additional historic research, engineering, or other studies in support of the application. All Conservation Plans and architectural drawings are to be carried out by an architect, engineer or equivalent professional, each having substantive experience and expertise in heritage conservation.

The costs of preparing and submitting an application, including any consultant fees, are the sole responsibility of the applicant. The application may apply to recover such costs as part of the incentives; however the City will only approve such recovery for successful applications.

5.6 Application Process

A complete application under the Heritage Incentives Policy, including details and costs of conservation work to be undertaken, must be submitted to the City of Regina in writing, before commencement of any work or development that is intended to qualify for an incentive.

A Heritage Alteration Permit application will also be required for the project. The timing of this Heritage Alteration Permit in relation to this application should be discussed with staff. The Heritage Alteration Permit application may require Council approval unless the authority has been delegated to the Administration.

Applications for an incentive must be made before issuance of a heritage alteration, building or development permit. Exception of this requirement is at the discretion of the Executive Director where Council has delegated authority to the Administration to approve the alteration of a designated property. The approval must be provided in writing by the Executive Director before any project work begins.

If the property is not designated, an application for designation and an application for an incentive may be submitted at the same time, but the application for an incentive may not be formally considered until after the property has been designated by City Council.

Upon completion of the Administration's review, the application for an incentive will be considered by the City's Finance and Administration Committee which, in turn, will make a recommendation to City Council.

If approved by City Council, the incentive will be provided in accordance with a formal agreement between the City and the subject property owner(s), which will be authorized by City Council's passage of an enabling bylaw.

For further information or assistance, please contact:

Current Planning Branch
City Planning and Development
9th Floor, City Hall
P.O. Box 1790
Regina SK S4P 3C8

Phone: 306-777-7551
Fax: 306-777-6823

BYLAW NO. 8227

A BYLAW TO DESIGNATE KNOX METROPOLITAN UNITED CHURCH
OF CANADA AS BEING OF ARCHITECTURAL AND HISTORICAL
VALUE

WHEREAS, The Heritage Property Act, S.S. 1980, c. H-2.2. Part III, authorizes the Council of a Municipality to enact bylaws to designate real property, including all buildings and structures thereon, to be of architectural, historical or natural value or interest;

AND WHEREAS the Council of the Corporation of the City of Regina has caused to be served on Knox Metropolitan Congregation of the United Church of Canada, owners of the land legally described as The most Easterly Nineteen (19) feet in width throughout of Lot Twenty-One (21) and the Whole of Lots Twenty-two (22) to Twenty-five (25) both inclusive, in Block Three Hundred and Forty-four (344), in the City of Regina, in the Province of Saskatchewan, in the Dominion of Canada, according to a Plan of Record in the Land Titles Office for the Regina Land Registration District as Old No. 33, a Notice of Intention to so designate the aforesaid real property and has caused such Notice of Intention to be published in at least two issues of a newspaper with general circulation in the Municipality with the first publication at least Twenty-one (21) days prior to the date of consideration of the Bylaw and with the last publication at least Seven (7) days prior to the date of that consideration;

AND WHEREAS no Notice of Objection to the proposed designation has been served on the Clerk of the Corporation of the City of Regina;

NOW THEREFORE, THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1. There is designated as being of Architectural and historical value and interest the real property known as Knox Metropolitan United Church, being:

The most Easterly Nineteen (19) feet in width throughout of Lot Twenty-one (21) and the Whole of Lots Twenty-two (22) to Twenty-five (25) both inclusive, in Block Three Hundred and Forty-four (344), in the City of Regina, in the Province of Saskatchewan, in the Dominion of Canada, according to a Plan of Record in the Land Titles Office for the Regina Land Registration District as Old No 33.

The significance of the site is as follows:

1. The original church structure dates from 1906 and was rebuilt in 1912-13 after the Regina tornado of 1912. As such, it recalls an important period in the city's early development.
2. The church represents the design efforts of the architects Darling and Pearson, Francis H. Portnall and J.H. Puntin. The original design and partial reconstruction encompass a successful blend of Norman and Gothic styles, popular at the early part of this Century.

- 2 -

3. The Knox-Metropolitan United Church began as the two separate congregations of the Knox-Presbyterian and the Metropolitan Methodist. These congregations originated with the founding of the settlement of Regina in 1882 and celebrated their 100th Anniversary in 1982 with the city.
4. The church is a vital part of the historical area on the perimeter of Victoria Park. Its retention enhances the variety of historic buildings in the area, and provides a greater sense of community for Victoria Park.
2. Notwithstanding Section One (1) the municipal designation of the real property known as the Knox-Metropolitan United Church shall exclude all interior areas and fixtures of the building, and shall also exclude all landscaping and signs located on the property.
3. The City Solicitor is hereby authorized to cause a certified copy of this Bylaw to be registered against the property described above in the Land Titles Office for the Regina Land Registration District.
4. The City Clerk is hereby authorized to cause a copy of this Bylaw to be served on the owner of the aforesaid property and on the Minister to whom the administration of The Heritage Property Act is assigned.

READ A FIRST TIME THIS 14th DAY OF APRIL A.D. 1986;

READ A SECOND TIME THIS 14th DAY OF APRIL A.D. 1986;

READ A THIRD TIME AND PASSED THIS 14th DAY OF APRIL; A.D. 1986.

Mayor

City Clerk

Heritage Building Rehabilitation Program - 1401 Robinson Street

Date	January 6, 2021
To	Executive Committee
From	City Planning & Community Development
Service Area	Parks, Recreation & Cultural Services
Item No.	EX21-2

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve a cash grant for the property known as Albert Library located at 1401 Robinson Street (as shown in Appendix A), in an amount equal to 50 per cent of eligible costs for the work described in Appendix B, with the following conditions:
 - a) That the property possesses and retains its formal designation as a Municipal Heritage Property in accordance with *The Heritage Property Act*.
 - b) That the property owner submits detailed written documentation of payments made for the actual costs incurred (i.e. itemized invoices and receipts) in the completion of the identified conservation work
 - c) That work completed and invoices submitted by December 15, 2021, would be eligible for the cash grant for up to 50 per cent of the cost of approved work.
2. Approve these recommendations at its meeting on January 13, 2021.

ISSUE

The applicants, Reverend Uttam Barua and Dr. K. Govender, on behalf of the Buddhist Centre of Regina Inc. are requesting a grant to assist in recovering costs associated with the roof repair under the Heritage Building Rehabilitation Program.

IMPACTS

Financial Implications

Section 28(a) of *The Heritage Property Act* enables City Council to provide grants to any person, organization, agency, association or institution with respect to a heritage property. The *Heritage Incentive Policy* provides for a cash grant of up to \$50,000 for tax exempt properties but limited to a maximum of 50 per cent of eligible conservation costs.

The estimated total project cost of the eligible work is \$23,865. Therefore, the project would qualify for a cash grant of approximately \$11,932.50. If actual costs exceed the corresponding estimates by more than 10 per cent, the owner shall provide full particulars as to the reason(s) for such overruns.

The proposed 2021 Operating Budget includes \$30,000 for cash grants allocated to the Heritage Building Rehabilitation Program.

Environmental Implications

The conservation work proposed will ensure the building continues to be used and maintained.

Policy and/or Strategic Implications

Conservation of Albert Library meets the following policies outlined in Part A of *Design Regina: The Official Community Plan Bylaw No. 2013-48*:

Section D5: Land Use and Built Environment

Goal 6 - Built Form and Urban Design: Build a beautiful Regina through quality design of its neighbourhoods, public spaces and buildings.

7.38 Consider impacts of alterations, development, and/or public realm improvements on or adjacent to an historic place to ensure its heritage value is conserved.

Section D8: Culture

Goal 1 – Support Cultural Development and Cultural Heritage: Enhance quality of life and strengthen community identity and cohesion through supporting cultural development and cultural heritage.

10.1 Build partnerships and work collaboratively with community groups, other levels of government, and the private and voluntary sectors to encourage cultural development opportunities and conserve historic places.

10.4 Protect, conserve and maintain historic places in accordance with the Standards and Guidelines for the Conservation of Historic Places in Canada and any other guidelines adopted by City Council.

10.5 Encourage owners to protect historic places through good stewardship and

voluntarily designating their property for listing on the Heritage Property Register.

10.11 Leverage and expand funding, financial incentive programs and other means of support to advance cultural development, cultural resources and conservation of historic places.

OTHER OPTIONS

If Council determines that the property does not require the grant for conservation, Council may reject the application and provide reasons for the decision.

COMMUNICATIONS

The property owners and Heritage Regina have received a copy of this report for information.

DISCUSSION

City Council approved Bylaw No. 7716 (Appendix C), designating 1401 Robinson Street as a Municipal Heritage Property, on February 20, 1984. Albert Library was built in 1927 and marks the original location of one of Regina's first branch libraries. The Architect, Joseph Warburton, incorporated Gothic detailing in the entranceway and decorative features in Tyndal stone and Terracotta. The building is a landmark within the North Central community.

Conservation Work and Eligible Costs

A section of the roof is currently damaged, and the owners plan on replacing it. Two estimates of \$26,443 and \$23,865 were received from companies with experience in roofing. Based on the lower cost estimate of \$23,865 and the criteria in the Heritage Building Rehabilitation Program, the Administration has determined that the owners of the property on 1401 Robinson Street are eligible to receive a cash grant to a maximum of 50 per cent of the estimated total project cost. The exact amount of the grant to be disbursed will be based on the actual cost of the conservation work as identified in submitted invoices.

DECISION HISTORY

The Heritage Building Rehabilitation Program (CR 14-100) attached as Appendix D of this report was adopted by City Council on August 25, 2014. *The Heritage Incentive Policy* approved through this program allows the City to provide tax exemption for eligible conservation work performed for the maintenance of a Municipal Heritage Designated Property. The conservation work must be performed in accordance with the Standards and Guidelines for the Conservation of Historic Places in Canada. The policy does not limit the number of times a property can receive a cash grant. Council has discretion to approve additional grants to the same property, considering pressure on the program from other applicants and the availability of funding.

A cash grant of approximately \$18,700 was approved by the Financial and Administration Committee on January 15, 2020 to cover costs associated with the replacement of a steam heating boiler unit for this property. The report to the Financial and Administration Committee (FA20-1) is attached as Appendix E of this report.

Respectfully Submitted,

Respectfully Submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

12/22/2020

Prepared by: Aastha Shrestha, City Planner II

ATTACHMENTS

Appendix A Map

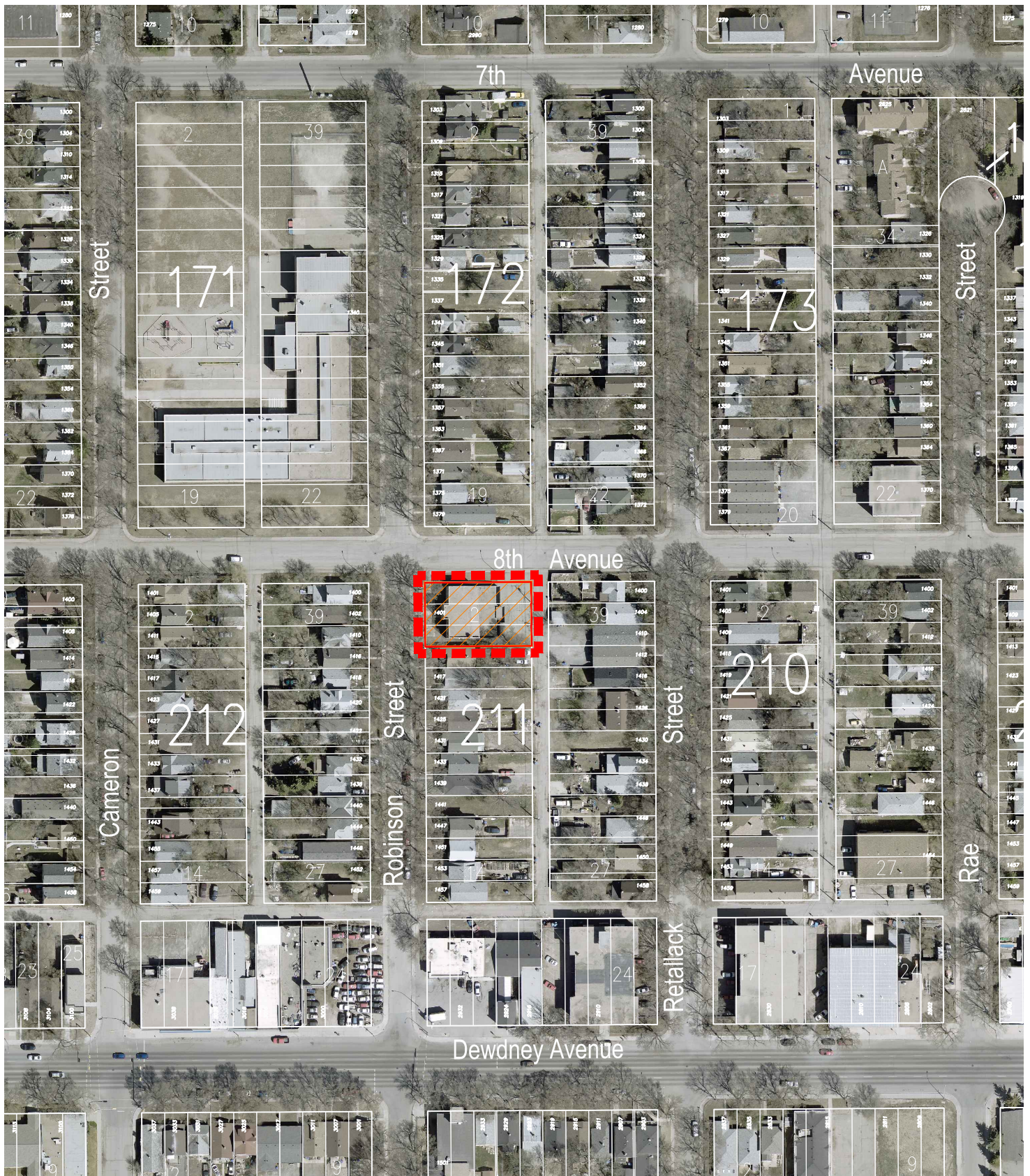
Appendix B Cost

Appendix C Designation Bylaw 7716

Appendix D CR14-100

Appendix E FA20-1

Appendix A



Subject Property



Heritage

Date of Photography: 2018



Project 20-HBRP-03

Civic Address/Subdivision

1401 Robinson Street

ELIGIBLE WORK ITEMS 1401 Robinson Street	ESTIMATED COST
Roof repair <ul style="list-style-type: none">• Clean roof off all debris• Mechanically fasten ½ inch fiber board which is an insulation protector• Torch down 250 cap sheets on entire roof and strip parameter with same	
TOTAL ESTIMATE OF ELIGIBLE COSTS	\$23,865.00

BYLAW NO. 7716

A BYLAW TO DESIGNATE 1401 ROBINSON STREET
AS BEING OF ARCHITECTURAL AND HISTORICAL VALUE

WHEREAS, The Heritage Property Act, S.S. 1980, c. H-2.2. Part III, authorizes the Council of a Municipality to enact bylaws to designate real property, including all buildings and structures thereon, to be of architectural, historical or natural value or interest;

AND WHEREAS the Council of the Corporation of the City of Regina has caused to be served on The Regina Library Board owner of the land legally described as Lots One (1), Two (2) and Three (3) in Block Two Hundred and Eleven (211), in the City of Regina, in the Province of Saskatchewan, in the Dominion of Canada, according to a Plan of Record in the Land Titles Office for the Regina Land Registration District as Old No. 33, a Notice of Intention to so designate the aforesaid real property and has caused such Notice of Intention to be published in at least two issues of a newspaper with general circulation in the Municipality with the first publication at least Twenty-one (21) days prior to the date of consideration of the Bylaw and with the last publication at least Seven (7) days prior to the date of that consideration;

AND WHEREAS no Notice of Objection to the proposed designation has been served on the Clerk of the Corporation of the City of Regina;

NOW, THEREFORE, THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1. There is designated as being of Architectural and historical value and interest the real property known as 1401 Robinson Street, being:

Lots One (1), Two (2), and Three (3) in Block Two Hundred and Eleven (211), in the City of Regina, in the Province of Saskatchewan, in the Dominion of Canada, according to a Plan of Record in the Land Titles Office for the Regina Land Registration District as Old No. 33.

The significance of the site is as follows:

1. Albert Library was built in 1927 and marks the original location of one of Regina's first branch libraries.
 2. The Architect, Joseph Warburton, incorporated Gothic detailing in the entranceway and decorative features in Tyndalstone and Terracotta.
 3. This building is a landmark within the Albert Scott community.
2. The City Solicitor is hereby authorized to cause a certified copy of this Bylaw to be registered against the property described above in the Land Titles Office for the Regina Land Registration District.

3. The City Clerk is hereby authorized to cause a copy of this Bylaw to be served on the owner of the aforesaid property and on the Minister to whom the administration of The Heritage Property Act is assigned.

READ A FIRST TIME THIS 20TH DAY OF FEBRUARY A.D., 1984;

READ A SECOND TIME THIS 20TH DAY OF FEBRUARY A.D., 1984;

READ A THIRD TIME AND PASSED THIS 20TH DAY OF FEBRUARY A.D., 1984.

Mayor

City Clerk

August 25, 2014

To: His Worship the Mayor
and Members of City Council

Re: City of Regina Heritage Building Rehabilitation Program

**RECOMMENDATION OF THE FINANCE AND ADMINISTRATION COMMITTEE
- AUGUST 5, 2014**

1. RECEIVE and FILE the consultant's report entitled "Incentives for Heritage Building Upgrades in Regina" (Appendix A).
2. APPROVE the Heritage Incentive Policy in the form set out in Appendix C to replace the Municipal Incentive Policy for the Preservation of Heritage Properties and direct the Administration to report back on a Bonus Density policy by Q4 of 2015.
3. REMOVE items CR01-254 and FA03-31 from the Finance and Administration Committee's list of outstanding items.
4. That the City of Regina Heritage Building Rehabilitation Program be reviewed prior to 2020, or unless required at an earlier date.

FINANCE AND ADMINISTRATION COMMITTEE – AUGUST 5, 2014

The following addressed the Committee:

- Ray Plosker, representing himself;
- Roger Mitchell, representing Viterra;
- Joe Ralko, representing himself;
- Ross Keith, representing Nicor Developments Inc.; and
- Bill Brennan, representing Heritage Regina

The Committee adopted a resolution to concur in the recommendations contained in the report after adding a recommendation #4 as follows:

4. That the City of Regina Heritage Building Rehabilitation Program be reviewed prior to 2020, or unless required at an earlier date.

Councillors: Bryon Burnett, Shawn Fraser, Bob Hawkins and Wade Murray were present during consideration of this report by the Finance and Administration Committee.

The Finance and Administration Committee, at its meeting held on August 5, 2014, considered the following report from the Administration:

RECOMMENDATION

1. RECEIVE and FILE the consultant's report entitled "Incentives for Heritage Building Upgrades in Regina" (Appendix A).
2. APPROVE the Heritage Incentive Policy in the form set out in Appendix C to replace the Municipal Incentive Policy for the Preservation of Heritage Properties and direct the Administration to report back on a Bonus Density policy by Q4 of 2015.
3. REMOVE items CR01-254 and FA03-31 from the Finance and Administration Committee's list of outstanding items.

CONCLUSION

The City of Regina has established a broad program of regulatory tools and financial incentives to promote the rehabilitation of its significant collection of heritage buildings in the city. Nonetheless, there were an increasing number of reports from the development industry that escalating land and construction costs were rendering rehabilitation projects uneconomic, despite the provision of incentives.

In 2011, the City commissioned Coriolis Consulting Limited to undertake an investigation of the current development costs for heritage building rehabilitation in Regina, and to analyze the effectiveness of the City's existing financial incentive program.

The study concludes that incentives provided under the current heritage incentive policy are not in alignment with current market conditions. Increasing construction costs and escalating land values in the current market are making it challenging to achieve a competitive rate of return without an incentive, which threatens buildings that are considered to have heritage value.

Therefore, the Administration is recommending an amendment to the Municipal Incentive Policy for the Preservation of Heritage Properties (Appendix C) including most notably a ten-year property tax exemption. It is also recommended that a Bonus Density policy be brought before Council as tax exemption is not always enough of an incentive to counteract the pressure of property assembly in the Downtown. Protection of our built heritage is in alignment with policy direction to build complete communities in *Design Regina: The Official Community Plan Bylaw No. 2013-48*.

This report is provided in response to the original motion and the referral. As such, CR01-254 and FA03-31 may be removed from the list of outstanding items.

BACKGROUND

The Municipal Incentive Policy for the Preservation of Heritage Properties was established by City Council in 1991 and last amended in 2001. In 2001, Council passed a motion to amend the policy but only as it applies to property tax exemption for downtown properties. Council also passed referral motion (CR01-254) requesting the Administration prepare a report to Finance and Administration and Municipal Heritage Advisory Committees on another policy amendment to address increasing construction costs for properties outside of the downtown area.

In 2003, the Administration reported on the increase in construction costs. While it was not recommended that increases in property tax exemption outside the downtown area be tied to increases in construction costs, the recommended policy amendment to increase the property tax exemption was further delayed through motion (FA03-31) calling for the completion of an update to the *Heritage Holding Bylaw*¹. The motion was passed due to a concern that an update to the Bylaw would result in listing several hundred properties with designation potential. If designated, a significant number of properties would then be eligible for property tax exemption with unknown economic and budgetary impacts to the City.

In 2007, Council amended the *Heritage Holding Bylaw* to add fifteen properties to those listed under this bylaw (CR07-95). However, this did not resolve the original motions (CR01-254 and FA03-31). The report to Finance and Administration remained a lower priority item as resources were dedicated to other initiatives including the Regina Downtown Neighbourhood Plan and *Design Regina: The Official Community Plan Bylaw No. 2013-48*. This report responds to these two motions and concerns about the financial viability of heritage building rehabilitation and the City's own financial sustainability.

As market conditions had changed since 2001, the City engaged Coriolis Consulting in 2011 to investigate current development costs for rehabilitation and the effectiveness of the existing Heritage Building Rehabilitation Program. Coriolis is a Vancouver consulting firm specializing in real estate analysis, urban planning and policy, development approvals and processes and financial modelling. The comprehensive review of the Program was initiated in view of the factors affecting heritage building rehabilitation projects. Reports from the development industry had shown that changing market conditions in Regina were making these projects less financially attractive, which poses a threat to the city's stock of buildings with heritage value. Increasing construction costs and escalating land values were increasing the challenges.

The report entitled "Incentives for Heritage Building Upgrades in Regina" (Appendix A) is the culmination of a year-long project to evaluate issues facing rehabilitation and to research and develop recommendations to address these issues. A cross-section of the Administration and a stakeholder group, including developers, a commercial real estate advisor, architects and property owners were involved in preparing the report. The report outlines the planning context for rehabilitation, a financial analysis of heritage building upgrades, and several recommendations to positively impact the viability of rehabilitation. The following report is meant to address outstanding items (CR01-254) and (FA03-31) and provide the Committee and Council with recommendations on financial policies for heritage building rehabilitation.

DISCUSSION

The Administration analyzed the consultant's report (Appendix A) and provided a summary of the analysis in Appendix B. The summary in Appendix B outlines the consultant's recommendations and the Administration's response along with an action plan and timing indicating when implementation or further analysis will occur. The Administration's analysis led to the amended Heritage Incentive Policy that is provided in Appendix C. The recommended amendments to the policy are described below.

¹ "A Bylaw of the City of Regina To Deny a permit for the Alteration or Demolition of Properties that the Council of the City of Regina may wish to Designate as Municipal Heritage Properties" – Bylaw No. 8912

RECOMMENDATION #1 – Increase the length of property tax exemption to ten years

The current Heritage Building Rehabilitation Program provides property tax exemption to designated properties up to a maximum of fifty per cent of the eligible project costs, or for a certain number of years (eight years downtown and five years elsewhere), or to a cap (\$250,000 downtown and \$150,000 elsewhere); whichever is least.

Eligible project costs have included the rehabilitation of architecturally significant exteriors, structural stabilization, improvements required to meet the National Building Code or City of Regina bylaws including the repair and upgrade of mechanical and electrical systems, improvements to energy efficiency, rehabilitation of architecturally significant interiors (non-cosmetic), and professional architectural or engineering services. All work is evaluated on the basis of its importance to the rehabilitation of key character-defining elements and its ability to meet national standards for heritage conservation practice.

As shown in the table below, the recommended amendment to the Municipal Incentive Policy for the Preservation of Heritage Properties would increase the length of the exemption to ten years and remove the limitation on its monetary value. While *The Cities Act, 2002* only allows exemptions for five years, *The Heritage Property Act* enables a City to exceed the exemption limits under *The Cities Act, 2002* for designated heritage properties only.

	Current*	Proposed *
Outside of the Downtown		
# of years	5 years or	10 years
maximum value	\$150,000	n/a
Inside the Downtown		
# of years	8 years or	10 years
maximum value	\$250,000	n/a

* The property tax exemption is limited to 50% of eligible project costs

The consultant conducted a pro forma analysis of three case studies and concluded that rehabilitation projects are attractive with an exemption, but it is necessary to increase the length of the exemption to ten years to ensure the projects remain viable. Rehabilitation is economically viable but only if improvements allow the building to achieve a higher return on investment assisted by an exemption. Without an increased incentive, increasing construction costs and land values are making it challenging for these projects to achieve a competitive rate of return. Rehabilitation projects are different than new construction in that they need to meet the requirements of the National Building Code and City of Regina bylaws as well as the national *Standards and Guidelines for the Conservation of Historic Places in Canada*.

Heritage Properties located outside of the downtown:

The current 5-year period of exemption for properties has not changed since the Program started in 1991 despite inflation and escalating construction costs. Based on the consultant's pro forma analysis of projects involving a warehouse and an apartment, ten years of exemption is recommended in order to encourage projects that will materially improve the quality, lifetime, marketability, and value of a building. It will ensure a larger project results in the same rate of return as a smaller project. The current \$150,000 cap can also be removed as most 10-year

exemptions would be less than or close to \$150,000 and most of the 5-year exemptions under the current policy were already significantly less than \$150,000. The exemption would remain limited to 50 per cent of total project costs and these costs are further limited to building size.

Heritage Properties located within the downtown:

The current eight year exemption has not changed since 2001. The consultant conducted a pro forma analysis using a commercial building as a typical representation of the sixteen downtown heritage buildings that remain to be upgraded. Similarly, a 10 year exemption is recommended to encourage larger rehabilitation projects and ensure a similar rate of return. The current cap of \$250,000 can also be removed as the 10 year exemption would be approximately \$250,000 for most of the sixteen aforementioned buildings. The 10 year exemption would remain limited to 50 per cent of total project costs and these costs are further limited to building size.

Two of the sixteen buildings would generate larger exemptions due to their size, which is larger than the average size of 32,000 square feet. The Administration expects to receive an application from the owner of one of these buildings, the former Saskatchewan Wheat Pool building, in 2014. Viterra Inc. is currently occupying the building and they are anxious to proceed. Based on the 2014 property taxes and assuming a five per cent increase year over year for ten years the total taxes would be approximately \$1,200,000 of which the City's share is \$680,000.

Financial Analysis:

The financial analysis indicates that the City can achieve a net fiscal gain over the long term by forgoing short term tax revenue as a means of incentivizing retention and rehabilitation. In the last five years, the City's portion of the total taxes exempted under the Heritage Building Rehabilitation Program has been approximately \$77,000 each year. The policy amendment is anticipated to result in twice as many exemptions to a cost of approximately \$150,000 each year.

The Administration expects the City will award twice as many exemptions to a total up to four exemptions each year (i.e. \$150,000 each year). This is twice the number of annual exemptions that have been awarded by the City since 1991 but less than the annual national average of six. In five years, the Administration expects the exemptions to return the annual average of two.

Correspondingly, the City has designated two heritage buildings each year on average since 1991. As mentioned earlier, a building must be designated as heritage in order to become eligible for an exemption. In recent years, each designation has been directly due to the availability of an exemption under this Program. Therefore, with each exemption more buildings will be retained and designated, which positions the City to facilitate demolition alternatives.

The total estimated cost implication for the first ten years would be approximately \$1,100,000-\$1,500,000. However, the revenue is only foregone temporarily.

Rehabilitation with an exemption leads to higher rents than rents without the exemption. The projects result in higher property values and therefore higher property tax revenues (after the period of exemption) that will exceed the initial cost of the exemption. The Assessment, Taxation and Real Estate Department conducted an analysis which estimates that 10 years of exemption would be paid back to the City in less than 20 years.

RECOMMENDATION #2 – Increase Cash Grants to \$50,000

The current Program also grants up to \$25,000 for rehabilitation projects. Cash grants differ from tax exemption in that they are only awarded to non tax-paying organizations (e.g. churches). Similar to the tax exemption, the property must be designated as heritage. The recommendation is to increase the cash value of the grant to a maximum of \$50,000 per year as the value has not changed since 1991 despite inflation and escalating construction costs. As the increase only benefits non tax-paying organizations, only 10-15 heritage buildings would be eligible.

The City has only awarded three grants to a total of \$43,000 since 1991. By comparison, the national annual average of a heritage grant program is approximately \$56,000. In the last four years, two applications submitted by churches were not brought forward to the Finance and Administration Committee because a budget had not been allocated. While the Finance and Administration Committee receives a budget earmarked for Other Economic & Promotional Initiatives, it is not intended to be used for the heritage grants. A budget for these grants had not been established under the Community Investments Grant Program. Ongoing funding for the grants will be requested through the budget process. If the funding is not allocated, then the Administration will bring forward an amendment to remove reference to grants in the policy.

RECOMMENDATION #3 – Establish a Bonus Density Policy

A bonus density policy will be developed as part of the comprehensive Zoning Bylaw update in order to address the increasing challenges with rehabilitation in the downtown area. Challenges occur when a heritage property becomes more valuable for redevelopment than for rehabilitation, especially if the property can be included in an assembly. Many of the larger heritage buildings have been rehabilitated leaving a number of smaller heritage buildings with assembly potential as part of a larger redevelopment site. In order to address this issue the City has two options:

1. On-Site Bonus Density:

If the heritage building is designated² and its property assembled with an adjacent vacant property, then the heritage building's unused density (under existing zoning) would be incorporated into the new part of the development, allowing the retention of the building without loss of development potential. This is akin to transferring "air rights" from one part of an assembled site to another and would be at the developer's discretion. The property might retain its value if (a) it is assembled, (b) the unused density can be physically accommodated within the overall project or (c) the financial performance of the overall project is attractive. However, it is possible that the value of the property is reduced if assembly and redevelopment including retention of the building is not as attractive to the developer as redevelopment without the building. Note also that this approach to retaining property value (inclusion in an assembly and redevelopment) will not apply to properties for which assembly is not possible.

2. Transferable Bonus Density:

If the heritage property is not assembled with an adjacent property, the City could grant transferable bonus density. The transferable density would be transferred to a development site in the downtown in exchange for an amenity contribution. The developer of new

² The City has the legal power to designate a property as Municipal Heritage Property without compensation for any loss in value. The owner might object to such designation, but it is allowed under the legislation.

construction buys unused density from the owner of the heritage building, as long the owner of the heritage building enters an agreement with the City of Regina to upgrade the building. In this option the heritage property would be too small to allow both new development and retention of the heritage building. The bonus would only be useful if it is transferrable from the heritage property to another property. Unfortunately, as described in the consultant's report, this option isn't as viable as on-site bonus density as it would be challenging to sell transferrable density to sites elsewhere in downtown.

RECOMMENDATION #4 – Program improvements

Several improvements to the Heritage Building Rehabilitation Program will be introduced including an application fee, requirement of a Conservation Plan and financial evidence indicating the need for the incentive, and a minimum \$20,000 project value. The Program changes will be announced by contacting the owners of all heritage properties.

RECOMMENDATION IMPLICATIONS

Financial Implications

The City's share of foregone revenue from heritage property exemptions currently equates to approximately \$77,000 per year. If the policy is amended and ten years of property tax exemption is provided, then the Administration anticipates an increase in property tax exemption applications from two to four per year. The City's share of foregone revenue from heritage property exemptions would then equate to approximately \$150,000 per year. In five years, it is expected that the number of applications may return back to the average of two per year.

The revenue is only foregone temporarily. Upon completion of the 10 year exemption, the City would regain its lost revenue in less than 20 years. Upgrading heritage buildings with an exemption leads to higher rents than rents without the exemption. This results in higher property values and therefore higher property tax revenues that exceed the initial cost of the exemption.

The City Planning and Development Division plans to request an ongoing budget allocation to establish a source of funding for the cash grants provided under the Heritage Building Rehabilitation Program.

Environmental Implications

None with respect to this report.

Policy and/or Strategic Implications

The updated Program will ensure the implementation of policy in *Design Regina: The Official Community Plan No. 2013-48* as it pertains to the development of complete neighbourhoods and the rehabilitation of heritage buildings.

The Program has already resulted in increased property tax revenues from upgraded heritage buildings, increased revenue for owners, the conversion of vacant and underutilized buildings and the non-fiscal benefits of heritage rehabilitation. The updated Program is expected to result

in twice the number of heritage designations and heritage building rehabilitation projects on an annual basis and these projects will follow national standards for rehabilitation without placing an onerous commitment on the owners.

The updated Program will also be aligned with the Cultural Heritage Management Strategy, which is currently in its final draft.

Policy 10.5 of *Design Regina: The Official Community Plan No. 2013-48* provides direction to “encourage owners to protect historic places through good stewardship and by voluntarily designating their property as a Municipal Heritage Property.” A historic place is defined in *Design Regina* as a building that has been recognized by City Council for its heritage value. Policy direction is also provided in section D8 Culture, policy 10.4 of *Design Regina* to protect, conserve and maintain historic places and to leverage and expand funding, financial incentives and other means of support to advance the conservation of historic places.

The Program addresses two Community Priorities of the Corporate Strategic Plan 2014-2017 by developing complete neighbourhoods and embracing built heritage. In keeping with the Strategic Directions of effectively managing growth and improving financial viability, the City can achieve a net fiscal gain over the long term by forgoing short term tax revenue as a means of incentivizing the retention and upgrade of heritage buildings.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

As directed by the motion of referral from FA03-31, this report will be forwarded to the Municipal Heritage Advisory Committee for consideration. A copy of this report with Administration’s recommendations will be provided to stakeholders as part of the City’s typical process of distributing a Finance and Administration report. If Council concurs with the recommendations of this report, a communications plan will be developed to encourage owners of heritage properties to apply under the new program.

DELEGATED AUTHORITY

This report is provided in response to the Finance and Administration Committee’s motion of referral from FA03-31 and Council’s original motion from CR01-254. In 2001, Council passed a motion (CR01-254) requesting a report on changes to the Municipal Incentive Policy for the Preservation of Heritage Properties in order to address the challenges facing heritage buildings outside of the downtown.

If Council concurs with the recommendations of this report, then CR01-254 and FA03-31 may be removed from the list of outstanding items.

The disposition of this report requires City Council approval.

Respectfully submitted,

FINANCE AND ADMINISTRATION COMMITTEE

A handwritten signature in black ink, appearing to read 'Ashley Thompson', followed by a horizontal line.

Ashley Thompson, Secretary



HERITAGE INCENTIVE POLICY (Approved August 25, 2014)

Formerly known as the *Municipal Heritage Incentives for the Preservation of Heritage Properties*.

Authority: Property tax exemption is permitted under Section 28 (a) of The Heritage Property Act.

An application fee will be required for projects that seek an exemption worth \$200,000 or more.

1.0 Purpose

The objectives of the incentives provided under this policy are:

- To encourage the full upgrading of designated heritage properties to ensure their long-term conservation, extend their effective life and/or to ensure their structural integrity.
- To stimulate the economic development of the Downtown through the rehabilitation of commercial facades in the Victoria Park Heritage Conservation District.
- To encourage the development of an attractive city that contributes to a better quality of life.

2.0 Scope

Stakeholders involved with the conservation of designated property including property owners, non-profit organizations, and developers.

3.0 Definitions

Conservation: All actions or processes that are aimed at safeguarding the character-defining elements of a historic place so as to retain its heritage value and extend its physical life. This may involve "Rehabilitation," "Preservation," "Restoration" or as a combination of these actions or processes in accordance with the *Standards and Guidelines for the Conservation of Historic Places in Canada*.

Character-Defining Elements: The materials, forms, location, spatial configurations, uses and cultural associations or meanings that contribute to the heritage value of an historic place, which must be retained in order to conserve its heritage value.

Conservation Plan: A plan describing the proposed methods used to conserve the heritage values and character-defining elements. A Conservation Plan should also indicate the overall condition of the historic place and longer term plan to maintain it in a sound and attractive state.

Eligible Work Costs: The expenses incurred to conserve the character-defining elements of a building, structure or landscape.

Designated Property: Any Municipal Heritage Property, any pre-1965 property within the Victoria Park Heritage Conservation District, or any Provincial Heritage Property.

Executive Director: Executive Director, City Planning and Development.

Heritage Alteration Permit: A permit authorizing the alteration of a designated property.

Heritage Value: The aesthetic, historic, scientific, cultural, social or spiritual importance or significance for past, present and future generations. The heritage value of a historic place is embodied in its character-defining elements.

Historic Place: A structure, building, or landscape that has been formally recognized for its heritage value by City Council.

Statement of Significance: A statement that identifies the description, heritage value and character-defining elements of a historic place. A Statement of Significance is required in order for an historic place to be considered for designation by the Council of the City of Regina.

Maintenance: Routine, cyclical, non-destructive actions necessary to slow the deterioration of an historic place. It entails periodic inspection; routine, cyclical, non-destructive cleaning; minor repair and refinishing operations; replacement of damaged or deteriorated materials that are impractical to save.

4.0 Transition Provisions

Owners of properties with Exemption Agreements established under the former Municipal Incentive Policy for the Preservation of Heritage Properties (last amended October 22, 2001) that provide for an exemption in 2015 will be required to reapply under this new Policy no later than October 31, 2015. Otherwise, the existing Exemption Agreement will not be amended.

5.0 Incentives Policy

A property tax exemption may be provided for properties that meet the policy criteria as outlined below.

5.1 General Eligibility Requirements

The application of this policy is limited to buildings, structures or landscapes that have been formally recognized by City Council as designated property pursuant to Section 11(1) of *The Heritage Property Act*.

Only those designated properties in the Victoria Park Heritage Conservation District that were built before 1965, according to the dates provided in the Assessment and Taxation records.

In general, eligible work costs must be based on the assessment of a qualified architect or professional engineer.

Properties that have property taxes or other charges past due to the City of Regina are not eligible.

5.2 Calculation of Exemption

Property tax exemption may be provided to the owner(s) of taxable property for a period of up to 10 years to a maximum value equivalent to 50 percent of eligible conservation work costs; whichever is less.

Subject to the availability of funds, a cash grant of up to \$50,000 may be provided for tax exempt properties but limited to a maximum of 50 percent of eligible conservation work costs.

The amount of the property tax exemption, including calculation of any percentage or portion and the determination of any use or cost, shall be conclusively determined by the City Assessor. The amount shall only apply to the portion of the property containing the building, structure or landscape with heritage value pursuant to Section 11(1) of *The Heritage Property Act*.

The tax exemption does not apply to local improvement fees, business improvement fees, and the non-exempt portion of taxes (i.e. laneway improvements) and other charges to tax accounts; these must be paid during the term of the agreement in the year in which they are due. No abatement of outstanding or current taxes will be negotiated.

5.3 Exemption Agreement

The property tax exemption will be subject to an agreement between the City of Regina and the property owner(s). The term of the agreement will be dictated by the number of years it will take to complete the work in addition to the term of the exemption.

The expiry date for the exemption agreement may be extended by one year at the sole discretion of the Executive Director to accommodate unanticipated construction delays.

The applicant is required to notify the Current Planning Branch of the City of Regina when the project work is complete. A representative of the Branch will inspect the project to verify its completion.

The total cumulative tax exemption will be equal to either (a) 50% of the eligible conservation work costs, or (b) ten years of tax exemptions, whichever is less.

The agreement may be assigned to a new owner at the sole discretion of the Executive Director. An assignment agreement will be required.

Where a development is also eligible for tax exemption under the Housing Incentives Policy, the full benefit under both policies may be provided. The Heritage Incentives Policy will be provided first unless otherwise approved by the Executive Director.

Incentives provided under this policy may be stacked with incentives provided through programs offered by the Municipal, Provincial and Federal Governments.

5.4 Eligible Work

Eligible conservation work must be specifically aimed at extending the life and increasing the value of designated property. The conservation work must also be in accordance with the *Standards and Guidelines for the Conservation of Historic Places in Canada*. The following work is eligible:

- Qualified architectural or professional engineering services not related to the preparation of the application.
- Conservation of exterior character-defining elements or significant landscape elements.
- Façade-only conservation in the Victoria Park Heritage Conservation District.
- Structural stabilization.
- Improvements required to meet National Building Code (NBC) or City of Regina bylaw requirements, including the repair or upgrading of mechanical and electrical systems.
- Improvements to energy efficiency (e.g. insulation, windows, furnace). Such work will be evaluated on the basis of its importance to the conservation of the character-defining elements of the building.
- Conservation of significant or rare character-defining interiors or interior elements.

The conservation of exterior character-defining elements may include the cleaning of surfaces, removal of unsympathetic materials, and painting associated with the replacement of these elements.

Cosmetic improvements, painting, repairs, regular maintenance, tenant improvements and new additions are NOT eligible.

5.5 Application Requirements

Applications must include:

- (a) a completed application form
- (b) current colour photographs
- (c) archival photographs and historical documentation

in cases where the value of the exemption is greater than \$200,000:

- the application must include a Heritage Alteration Permit application with an architect's drawings in addition to the architect's report that provides the following: a description of the proposed development highlighting new repairs and conservation work, the Conservation Plan, a construction schedule and, where applicable, an engineer's report on the structural improvements and costs.
- the application must include some financial evidence indicating why the tax exemption is needed in the form of a development pro forma that provides detailed costs, overall budget breakdown and cash flow. The pro forma should include financing details, two estimates for all materials and labour, leasing specifications, project soft costs (e.g. labour), project hard costs (e.g. materials), operating statement, and an explanation of how the tax incentives will affect the economic viability of the project.

OR in cases where the value is less than \$200,000:

- the application must include a Heritage Alteration Permit application with an architect's drawings in addition to the architect's report that provides the following: a description of the proposed development highlighting new repairs and conservation work, the Conservation Plan, a construction schedule and, where applicable, an engineer's report on the structural improvements and costs.
- the application must also include two estimates for all work to be done or project costs based on the assessment of a qualified architect or professional engineer or qualified quantity surveyor. The total project costs must be a minimum of \$20,000.

In addition to these requirements, the City may require additional historic research, engineering, or other studies in support of the application. All Conservation Plans and architectural drawings are to be carried out by an architect, engineer or equivalent professional, each having substantive experience and expertise in heritage conservation.

The costs of preparing and submitting an application, including any consultant fees, are the sole responsibility of the applicant. The application may apply to recover such costs as part of the incentives; however the City will only approve such recovery for successful applications.

5.6 Application Process

A complete application under the Heritage Incentives Policy, including details and costs of conservation work to be undertaken, must be submitted to the City of Regina in writing, before commencement of any work or development that is intended to qualify for an incentive.

A Heritage Alteration Permit application will also be required for the project. The timing of this Heritage Alteration Permit in relation to this application should be discussed with staff. The Heritage Alteration Permit application may require Council approval unless the authority has been delegated to the Administration.

Applications for an incentive must be made before issuance of a heritage alteration, building or development permit. Exception of this requirement is at the discretion of the Executive Director where Council has delegated authority to the Administration to approve the alteration of a designated property. The approval must be provided in writing by the Executive Director before any project work begins.

If the property is not designated, an application for designation and an application for an incentive may be submitted at the same time, but the application for an incentive may not be formally considered until after the property has been designated by City Council.

Upon completion of the Administration's review, the application for an incentive will be considered by the City's Finance and Administration Committee which, in turn, will make a recommendation to City Council.

If approved by City Council, the incentive will be provided in accordance with a formal agreement between the City and the subject property owner(s), which will be authorized by City Council's passage of an enabling bylaw.

For further information or assistance, please contact:

Current Planning Branch
City Planning and Development
9th Floor, City Hall
P.O. Box 1790
Regina SK S4P 3C8

Phone: 306-777-7551
Fax: 306-777-6823



20-HBRP-01 1401 Robinson Street (Albert Library)

Date	January 15, 2020
To	Finance and Administration Committee
From	City Planning & Community Development
Service Area	Parks, Recreation & Cultural Services
Item #	FA20-1

RECOMMENDATION

Finance and Administration Committee recommends that City Council:

1. Approve a cash grant for the property known as Albert Library located at 1401 Robinson Street (as shown in Appendix A), in an amount equal to the lesser of:
 - a) 50 per cent of eligible costs for the work described in Appendix C; or
 - b) \$50,000.
2. Instruct the City Solicitor to prepare an authorizing bylaw and agreement with the following conditions:
 - a) That the property possesses and retains its formal designation as a Municipal Heritage Property in accordance with *The Heritage Property Act*.
 - b) That the property owner submits detailed written documentation of payments made for the actual costs incurred (i.e. itemized invoices and receipts) in the completion of the identified conservation work
 - c) That work completed and invoices submitted by December 15, 2020, would be eligible for the cash grant for up to 50 per cent of the cost of approved work to a maximum of \$50,000.
3. Approve these recommendations at its meeting on January 29, 2020.

ISSUE

The owner of the Municipal Heritage Property known as Albert Library on 1401 Robinson Street is requesting a grant to assist in recovering costs associated with the replacement of a steam heating boiler unit.

IMPACTS

Financial Implications

Section 28(a) of *The Heritage Property Act* enables City Council to provide grants to any person, organization, agency, association or institution with respect to a heritage property. The *Heritage Incentive Policy* approved by City Council on August 25, 2014, established a cash grant of up to \$50,000 for tax exempt properties but limited to a maximum of 50 per cent of eligible conservation costs.

The estimated total project cost of the eligible work is \$37,400 (exclusive of taxes). Therefore, the project would qualify for a cash grant of approximately \$18,700. If actual costs exceed the corresponding estimates by more than 10 per cent, the owner shall provide full particulars as to the reason(s) for such overruns.

The proposed 2020 Operating Budget includes \$50,000 for cash grants allocated to the Heritage Building Rehabilitation Program.

Environmental Implications

The conservation work proposed will ensure the building continues to be used and maintained.

Policy and/or Strategic Implications

Conservation of Albert Library meets the following policies of *Design Regina: The Official Community Plan Bylaw No. 2013-48*:

Section D5: Land Use and Built Environment

Goal 6 - Built Form and Urban Design

- 7.38 Consider impacts of alterations, development, and/or public realm improvements on or adjacent to an historic place to ensure its heritage value is conserved.

Section D8: Culture

Goal 1 – Support Cultural Development and Cultural Heritage

- 10.1 Build partnerships and work collaboratively with community groups, other levels of government, and the private and voluntary sectors to encourage cultural development opportunities and conserve historic places.
- 10.4 Protect, conserve and maintain historic places in accordance with the *Standards and Guidelines for the Conservation of Historic Places in Canada* and any other guidelines adopted by City Council.
- 10.5 Encourage owners to protect historic places through good stewardship and voluntarily designating their property for listing on the Heritage Property Register.

- 10.11 Leverage and expand funding, financial incentive programs and other means of support to advance cultural development, cultural resources and conservation of historic places.

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

OTHER OPTIONS

The application may be refused or postponed to a future meeting date.

COMMUNICATIONS

The property owners and Heritage Regina will receive a copy of this report for information.

DISCUSSION

City Council approved *Bylaw No. 7716* (Appendix B), designating 1401 Robinson Street as Municipal Heritage Property, on February 20, 1984. Albert Library was built in 1927 and marks the original location of one of Regina's first branch libraries. The Architect, Joseph Warburton, incorporated Gothic detailing in the entranceway and decorative features in Tyndalstone and Terracotta. The building is a landmark within the North Central community.

Conservation Work and Eligible Costs

The steam heating boiler unit in the building has stopped functioning and the owners plan on replacing it with a new unit. Two estimates of \$41,400 and \$37,400 were received from companies with experience in plumbing and heating. Based on the lower cost estimate of \$37,400 and the criteria in the Heritage Building Rehabilitation Program, the Administration has determined that the owners of the property on 1401 Robinson Street are eligible to receive a cash grant to a maximum of 50 per cent of the estimated total project cost. The exact amount of the grant to be disbursed will be based on the actual cost of the conservation work as identified in submitted invoices.

DECISION HISTORY

This is a new grant application under the Heritage Building Rehabilitation Program.

Respectfully Submitted,

Respectfully Submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

1/7/2020



Fred Seale, Asst. Dir., City Planning & Community Dev.

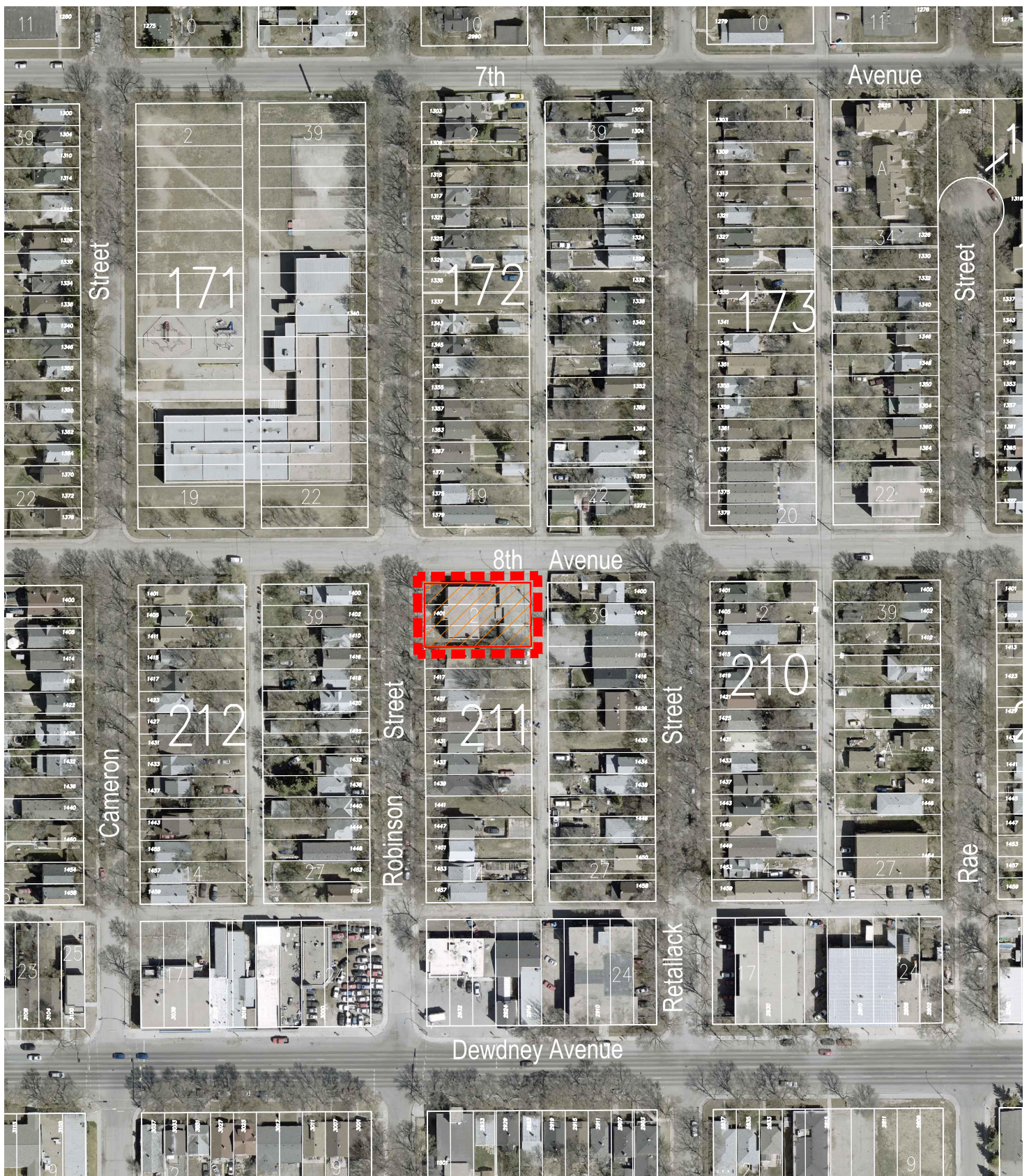
1/9/2020

Prepared by: {Femi Adegeye, Senior City Planner}

ATTACHMENTS

20-HBRP-01 Appendix A
20-HBRP-01 Appendix B
20-HBRP-01 Appendix C

Appendix A



Subject Property



Heritage

Date of Photography: 2018



Project 20-HBRP-01

Civic Address/Subdivision

1401 Robinson Street

2021 Budget Submission - Service Partners

Date	January 6, 2021
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Services
Item No.	EX21-3

RECOMMENDATION

That the 2021 budgets and related requests of City Council as submitted by the Regina Exhibition Association Limited (REAL), Economic Development Regina (EDR), and the Regina Public Library (RPL) be referred to and considered at City Council's 2021 budget meeting in March 2021.

ISSUE

It has been the practice for REAL, EDR and the RPL to provide Executive Committee with a presentation outlining their plan of activities and budget request for the coming year. For REAL and EDR, the purpose is to inform the Committee of the community investment (grant) that is being requested from the City by these organizations for future budget deliberations by City Council. For the RPL, the purpose is to present their budget and request a library mill rate for the upcoming year to be deliberated and approved by City Council at a future City Council meeting.

The deliberation and approval of the requests is undertaken as part of Council's consideration and approval of the overall General Fund Operating Budget. As a result, once discussed at Executive Committee, the budget submissions are referred to the 2021 budget process for future budget deliberation by City Council.

IMPACTS

Financial Implications

The 2021 budget submission for REAL, EDR and RPL will be considered and approved by City Council through future budget deliberations.

REAL is requesting \$400,000 in funding in 2021, which is an increase of \$300,000 over 2020 approved funding. EDR is requesting \$1,885,305 in core funding in 2021, which is an increase of \$36,965 over 2020 approved core funding. In addition, on a one-time basis, EDR is requesting \$200,000 from the City to support the long-term growth and recovery of events, conventions and tourism sectors. The RPL is requesting a mill rate of 0.77145, which is a mill rate increase of 2.9% over 2020.

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

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS

The Regina Exhibition Association Limited, Economic Development Regina and the Regina Public Library will be advised of the decision of City Council.

DISCUSSION

Regina Exhibition Association Limited (REAL) – Appendix A

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

REAL is requesting \$400,000 in funding in 2021, which is an increase of \$300,000 over 2020 approved funding. This funding request is in addition to the \$700,000 grant related to assisting REAL in making principle and interest payments on REAL debt approved by Council on December 16, 2020 (CR20-96). The increase is due to financial impacts the organization expects to experience in 2021 due to the COVID-19 pandemic. REAL commits to proactively reduce the \$400,000 operating grant by 50% next year.

Economic Development Regina (EDR) – Appendix B

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

EDR is requesting core funding of \$1,885,205 in 2021, which is an increase of \$36,965, or 2% over 2020. This increase is reflective of cost of living and inflationary pressures to maintain core services and support day-to-day business.

In addition, on a one-time basis, EDR is requesting \$200,000 from the City to support the long-term growth and recovery of events, conventions and the tourism sector. Traditional sources of revenue for these priorities have been detrimentally impacted by COVID-19. Together with its partners, EDR is working to attract and maximize high-impact events for future years.

Regina Public Library (RPL) – Appendix C

The Regina Public Library promotes and supports cultural, economic, educational and recreational development in the City through collections, programs and services.

Under Section 22(1) of *The Public Libraries Act*, the Board of the Regina Public Library is required to ask City Council for approval of the mill rate request. The 2021 Library mill rate request is 0.77145. This represents a 2.9% mill rate increase over 2020. As a comparison the 2020 mill rate increase was 2.3% over 2019. This increase is due to inflationary pressures to deliver the same services.

DECISION HISTORY

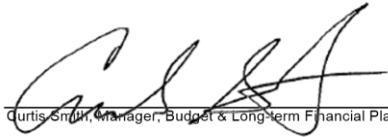
On July 6, 2020 (PPC20-12), the Executive Director, Financial Strategy & Sustainability presented an Economic and Preliminary 2021 Budget Development Update to the Priorities and Planning Committee.

On December 16, 2020 (CR20-96), City Council considered and approved a report on the REAL COVID-19 Cashflow. The report authorized an increase in the overall debt of REAL by \$8 million to a total of \$21 million. The report also authorized annual grant funding to REAL of up to \$700,000 per year beginning in 2021 related to this debt.

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

Respectfully Submitted,

Respectfully Submitted,


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

12/23/2020


Barry Lacey, Exec. Director, Financial Strategy & Sustainability

12/30/2020

Prepared by: Sheena Carrick, Corporate Budget Consultant

ATTACHMENTS

Appendix A - Regina Exhibition Association Limited

Appendix B - Economic Development Regina

Appendix C - Regina Public Library



December 21, 2020

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

RE: Regina Exhibition Association Limited (REAL) 2021 Budget / Community Investment Funding

Dear Curtis

This letter is to seek the approval from Regina City Council for Operational Grant Funding of \$400,000 for 2021 for the Regina Exhibition Association Limited (REAL).

Mandate

Established in 1884 REAL is 136 years old – older than the province of Saskatchewan. In January 2014 REAL moved under the *Non-Profit Corporations Act 1995 (Saskatchewan)* and the City of Regina (COR) became Real's sole shareholder. Under the Unanimous Members Agreement (UMA) REAL became an arms-length municipally owned entity. The City of Regina owns the lands and assets of Evraz Place which REAL operates on the behalf of City Council in accordance with the UMA.

The mandate of REAL as per the UMA is as follows:

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

Services

In a normal year, REAL operates a number of the communities' most activated venues with more than 3.5 Million annual visitors. Evraz Place is home to Mosaic Stadium and the Saskatchewan Roughriders.

The Regina Pats have played on the property for more than 100 years and call the Brandt Centre home. The Queensbury Convention Centre boasts 42,000 sq. ft. of flexible space for conventions, conferences, weddings, trade shows, meetings, and more. Combined with the other facilities Evraz Place provides more than 300,000 sq. ft. of continuous indoor space. The AffinityPlex is 90,000 sq. ft. with a regulation indoor soccer field. The six-rink arena in The Co-operators Center, hosts tournaments almost every weekend generating considerable tourism and economic benefit. The International Trade Centre (ITC) is the home of the Canadian Western Agribition, major trade shows, conference and numerous other events. Our two-signature events, Queen City Exhibition and the Canada's Farm Show, allow us to host our community and international guests as we showcase the best Regina has to offer.

Corporate Values, Mission and Vision

At REAL our corporate values truly represent who we are and what we aspire to be. This is evident in the way we come to work every day, and it has become even more apparent in how our team has responded this past year while operating under a Public Health Order in response to the global pandemic. Our industry was one of the first to be negatively impacted, with the cancellation of large gatherings, concerts and events. This, unfortunately, had a direct impact on the majority of our staff. However, as guidelines shifted, and as REAL responded to the needs of our community and the Saskatchewan Health Authority, our team showed up every single day living our values and delivering on the necessary and required services.

We developed our Mission and Vision statements in a time when major events were on the horizon. At that time, we were focused on planning to deliver two very exciting events, such as the Garth Brooks concert and the Tim Horton's Heritage Classic. The thought of having to respond to a global pandemic never crossed our minds. Yet fast forward to today, and our Mission and Vision statements still hold as REAL responded in a manner that upheld our commitment by delivering a year of "firsts":

- **First** drive-thru mini donut event with 300 cars driving through indulging on 750 bags of donuts
- **First** Drive-In concert with Brett Kissel which sold out 3 shows and had 600 cars in attendance
- The sounds of kids laughing and playing during the **First** ever 5-day REAL Kids Camp
- Although Canada's Farm Show was cancelled, it did not stop REAL from going digital for the **First** time ever
- **First** ever drive-in fireworks show off the Brandt Centre roof with 360 cars and 1,400 attendees enjoying the spectacular event

Financial Review

REAL measures annual operating financial performance by reporting on EBITDA (Earnings before Interest, Taxes, Depreciation and Amortization) and Net Income. EBITDA is an important measure for

REAL as it highlights the Profit which is driven from sales, events and operations before the cost of Financing and Capital is accounted for.

Prior to 2020, REAL was reporting an average EBITDA of \$500,000, which is then directed towards Capital Investment and improvements. With the addition of the International Trade Centre and Mosaic Stadium, REAL made a significant Capital Investment in 2016 and 2017 resulting in accessing bank financing which in turn has had an impact on Net Income with both depreciation and interest expense increasing year over year:

	<i>Forecast</i> 2020	<i>Actual</i> 2019	<i>Actual</i> 2018	<i>Actual</i> 2017	<i>Actual</i> 2016
EBITDA	(5,482,447)	164,078	703,178	515,435	701,990
Less:					
Contributed Capital & Interest Earned	3,840,556	3,879,393	3,933,314	4,088,528	3,159,779
Depreciation	(5,988,863)	(5,960,527)	(5,980,608)	(5,609,692)	(4,407,468)
Interest Expense	(247,652)	(278,660)	(215,362)	(2,348)	(4,493)
Net Income	(7,878,406)	(2,195,716)	(1,559,478)	(1,008,077)	(550,192)

It is important to note, REAL entered into an agreement with the Province in 1997 whereby REAL receives a casino grant of \$2.6 million annually in response to the Province opening the Casino in downtown Regina and REAL giving up the rights to provide gambling activities or events on the property. This annual funding is extremely important to REAL's financial sustainability and is set to expire in 2027. Without this annual funding from the Province, REAL would be reporting an average annual EBITDA loss of \$2M prior to 2020.

In addition to the Casino Grant, prior to 2019, REAL received an annual operational grant fund payment from the City in the amount of \$400,000. The funding was used for both Capital and Operational initiatives over the years. In 2019, REAL committed to the City to reduce this annual fund requirement by 50% year over year as REAL was setting plans in motion and implementing the 2.0 strategic plan that would result in REAL becoming financially sustainable. It was REAL's goal to become self-sustainable and not require annual operational funding by the year 2023.

REAL's 2.0 Strategic Plan builds the future financial sustainability on commercial development; however, this will take time and consequently REAL is still very much reliant on our industry and ability to host major events.

The following table illustrates the importance of major events to REAL's EBITDA:

	<i>Budget</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>
	2020	2019	2018	2017
EBITDA	857,242	164,078	703,178	515,435
Major Event	1,675,000	1,403,000	961,000	771,835
EBITDA net of Major Event	(817,758)	(1,238,922)	(257,822)	(256,400)

This highlights the importance of major events and the financial contribution they have on REAL's financial results year over year. It also highlights REAL's ability to deliver major events in a manner that continued to increase the financial performance of each event. By streamlining operations, generating food & beverage revenues and attracting global events such as Garth Brooks and the Tim Horton's Heritage Classic – REAL was on the path to put the City of Regina on the global map for our industry.

Then COVID-19 hit, and all things changed.....

As with any other organization in our industry, the impact of COVID-19 has had a tremendous negative impact on REAL's financial situation. Although REAL has continued to deliver events under restricted guidelines, supporting sports and recreation, catering where possible and providing an optimum site solution for the Saskatchewan Health Authority to deliver necessary medical and pandemic services for the majority of 2020, these services do not drive profit or generate cash flow. They are services that support and benefit the community in a time that our community needs it the most.

In summary, REAL is forecasting a loss of \$5.5 million dollars by year-end as a result of the pandemic and because the future is unknown, REAL is anticipating and budgeting for 2021 only to perform marginally better.

2021 Budget

One thing is certain for 2021 - there are no guarantees and there is no crystal ball. At this point, REAL is relying on experience, knowledge and guidance from industry experts on what 2021 may bring.

REAL has developed the 2021 budget with a conservative lens and accounting for a reduction in attendance, consumer spending and the fact the events or services will not return to "normal" until the latter half of the year.

Our risks are associated with the ability to re-open and whether or not our guests will have disposable income and if they will feel safe returning to events. Our business is truly reliant on the delivery of a vaccine so our community and our guests can engage in the events and activation on our site.

When budgeting for 2021, REAL referenced 2019 as the starting point. The financial performance for each of the events in 2019 was adjusted for attendance, anticipated consumer spending and increased expenditures required to meet security and cleaning protocols:

EBITDA	2020 Budget \$ (000)	2019 Actual \$ (000)	Variance \$ (000)
Operations:			
Day to Day	(10,647)	(12,653)	2,006
Stadium Ops & Maintenance	(2)	-	(2)
Total Operations	(10,649)	(12,653)	2,004
Sports, Recreation & Rentals			
COVID-19 / SHA Field Hospital	305	(209)	514
Sport and Rec Rentals	3,902	4,228	(326)
External Vendors	(10)	614	(625)
Trade Shows / Conferences & Meetings	1,117	1,719	(602)
Total Sports, Recreation & Rentals	5,315	6,353	(1,038)
Major Tenants			
CWA	749	902	(153)
Rider Games	602	1,070	(468)
Regina Pat's Hockey	101	697	(596)
Total Major Tenants	1,453	2,670	(1,217)
Events:			
Community & New Events	195	87	108
Brandt Centre Events	417	777	(360)
Total Events	612	864	(252)
REAL Signature Events:			
QCX	156	223	(67)
CFS	710	1,305	(595)
Total Signature Events	866	1,528	(662)
Major Events:			
Stadium Concerts	297	697	(400)
NHL Heritage Classic	-	705	(705)
Total Major Events	297	1,402	(1,105)
Total	(2,106)	164	(2,270)

In Closing

REAL is seeking from the City of Regina and Council a payment of \$400,000 in an operating grant for 2021. REAL commits to proactively reduce this year over year by 50%.

In closing, we would like to sincerely thank the City of Regina for their continued leadership and support as our Owner and Sole Shareholder. You, more than anyone, understand the impact COVID-19 has had on the entire City, Province and Country. You have supported us in our efforts to continue to support our community and guests in a restrictive environment, which we greatly appreciate in a time where our community needs us the most.

Sincerely,



Tim Reid

President & Chief Executive Officer
REGINA EXHIBITION ASSOCIATION LIMITED



Wayne Morsky

Acting Chair – REAL Board of Directors
REGINA EXHIBITION ASSOCIATION LIMITED

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



City of Regina Executive Committee 2021 Budget Presentation

Corporate Values

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

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

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

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

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

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

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



Mission

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



Vision

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





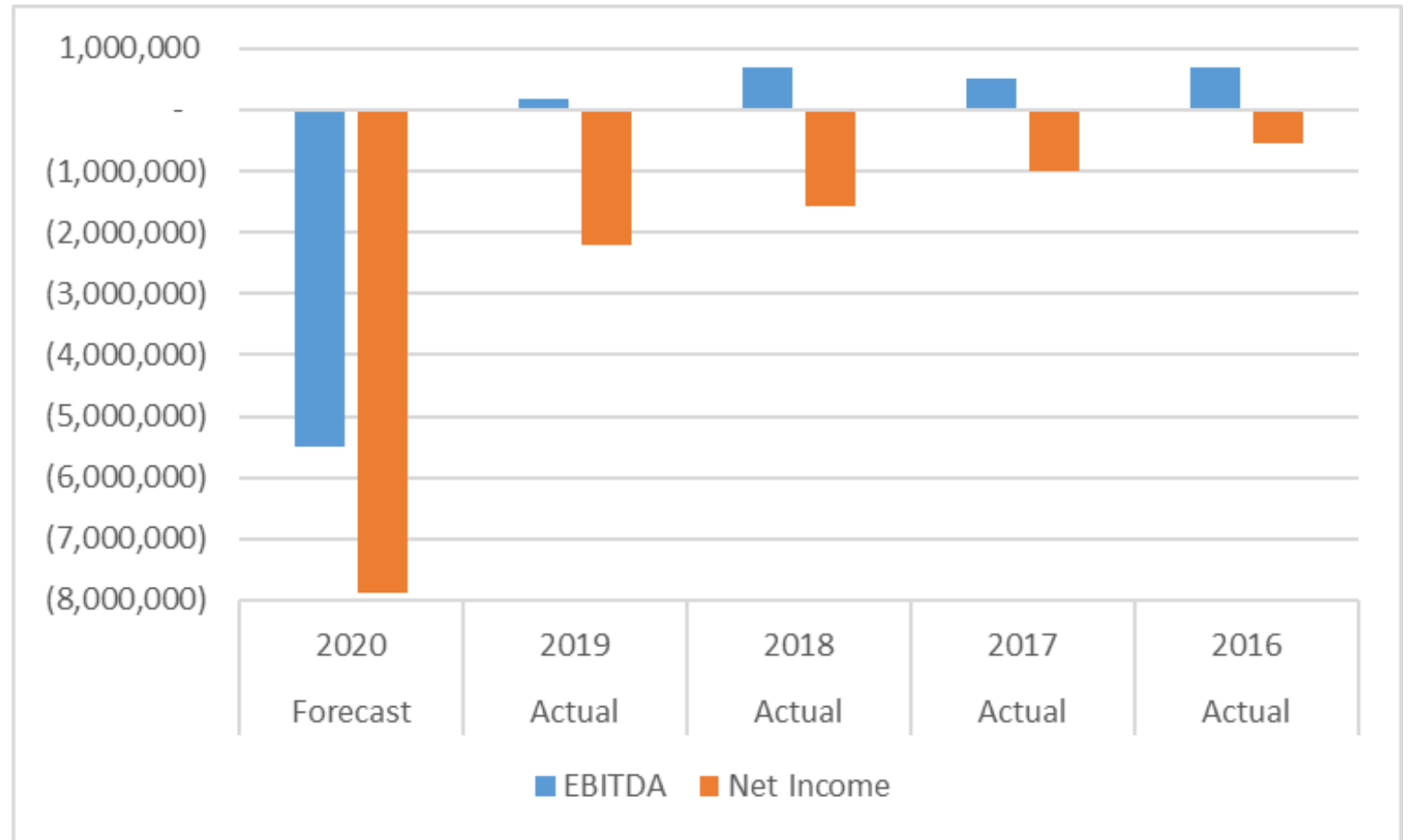
Historical Review



	<i>Forecast</i> 2020 \$	<i>Budget</i> 2020 \$	<i>Actual</i> 2019 \$	<i>Actual</i> 2018 \$	<i>Actual</i> 2017 \$	<i>Actual</i> 2016 \$
Revenues						
External funding	3,051,280	2,728,640	2,884,449	3,718,104	3,007,256	3,001,324
Event sales and recoveries	5,169,509	19,561,129	15,064,681	13,046,701	13,869,256	9,747,049
Rental and lease revenue	4,698,414	9,175,981	10,053,547	9,663,558	9,727,789	6,836,504
Sponsorship sales	319,193	3,136,200	2,524,801	2,314,417	2,231,408	1,684,469
Food and beverage	2,308,313	15,410,329	14,291,962	14,649,011	15,151,244	8,659,343
	15,546,709	50,012,279	44,819,440	43,391,791	43,986,954	29,928,689
Expenses						
Contracted labour	287,824	2,172,475	2,302,651	1,911,466	2,456,674	1,521,499
Cost of goods sold	908,339	5,510,863	5,080,927	5,330,585	5,611,569	3,308,226
Repairs & Maintenance	1,188,876	2,016,478	2,047,753	1,697,235	2,924,120	3,084,062
Administration, supplies, and services	4,164,641	15,856,688	12,543,154	10,615,067	11,993,181	6,126,967
Utilities	3,029,128	3,469,130	3,552,678	3,462,322	3,248,958	2,103,651
Wages and Employee Benefits	11,450,348	20,129,403	19,128,199	19,671,939	17,237,017	13,082,295
	21,029,156	49,155,037	44,655,362	42,688,614	43,471,519	29,226,699
EBITDA	(5,482,447)	857,242	164,078	703,177	515,435	701,990
Capital Expenditures	581,000	500,000	575,092	5,459,510	20,680,121	21,396,328
Revenue Growth	-65.31%	11.59%	3.29%	-1.35%	46.97%	-0.88%
Expense Growth	-52.91%	10.08%	4.61%	-1.80%	48.74%	2.41%
Operating Margin	-35.26%	1.71%	0.37%	1.62%	1.17%	2.35%

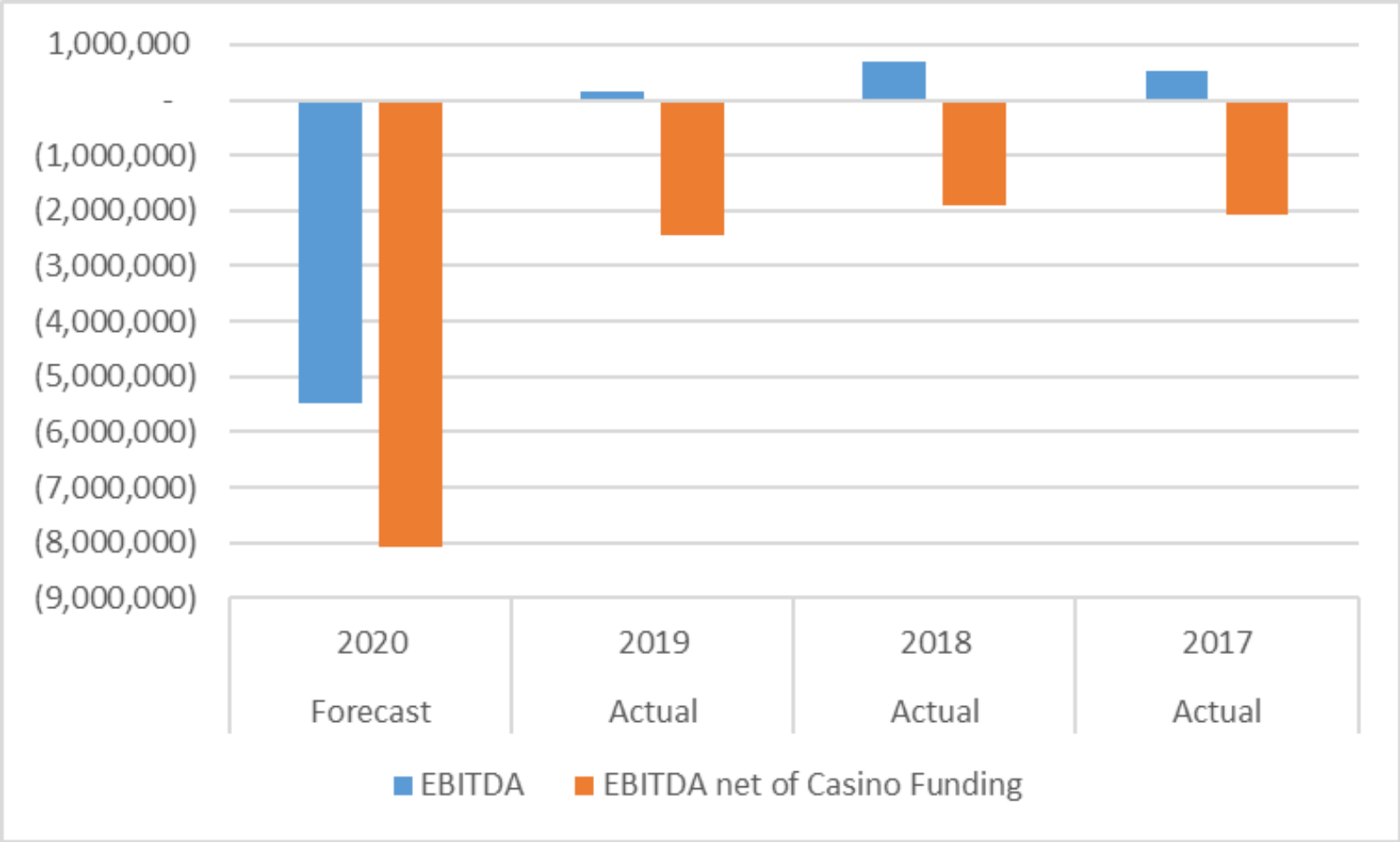
EBITDA vs Net Income

- EBITDA – earnings before interest, taxes, depreciation and amortization -is a measurement used by REAL to report on overall operational financial performance
- EBITDA highlights REAL's ability to pay interest on debt and removes the impact of capital assets – as depreciation and amortization are not included
- In 2017, REAL invested in the International Trade Centre (ITC) resulting in an increase in the non-cash expense, depreciation
- Investment in the ITC and Mosaic Stadium has had a direct impact on interest as REAL had to finance these investments



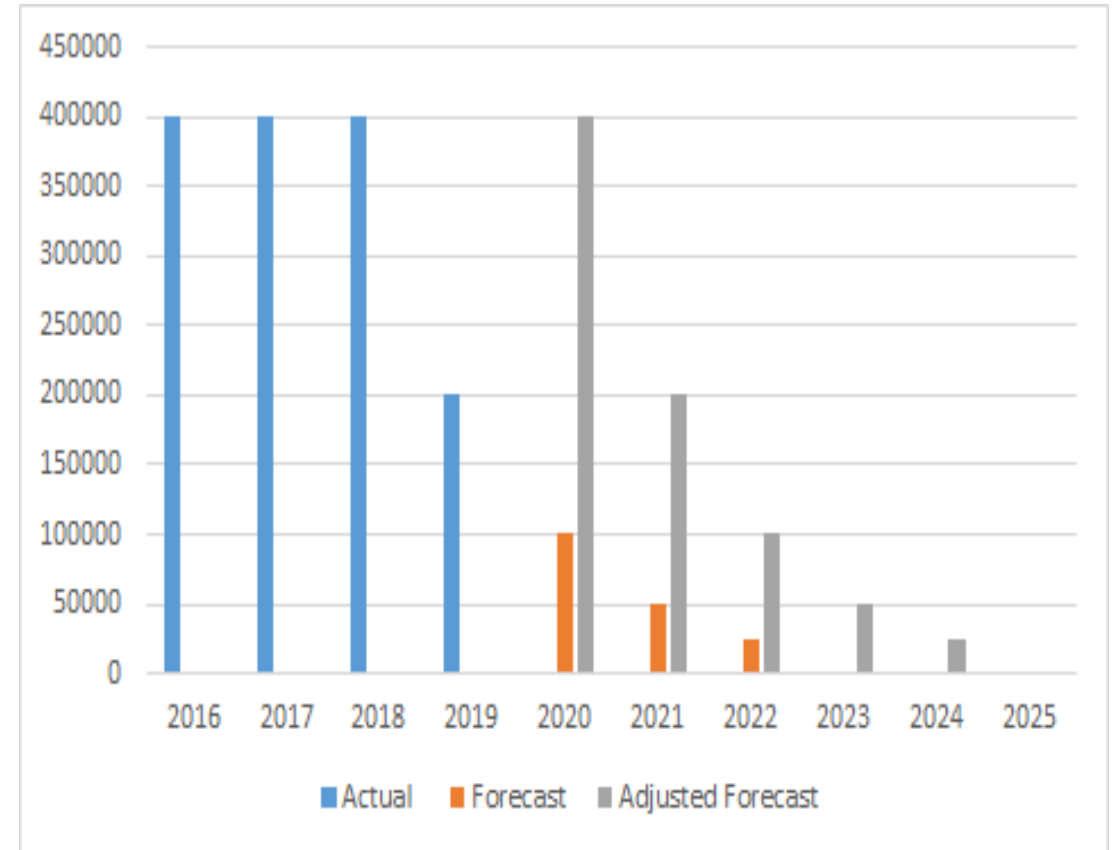
Casino Funding Impact

- REAL receives \$2.6 million annually in a Casino Grant which commenced on April 1, 1997 for a period of 30 years and will expire on April 1, 2027
- Reporting of EBITDA net of the \$2.6 million highlights the impact this funding has on the sustainability of REAL



City of Regina Operational Funding

- Pre-COVID measures were being taken to reduce the grant funding ask with the intent to bring to \$0 by 2023
- Due to COVID-19 and the financial impact it has had on REAL, the forecast has been adjusted to reflect asking for the full original value of \$400,000 in 2020 with the intent to reduce by 50% year over year for the next 4 years





COVID-19 Impact

Covid-19 Impact

- **REAL has lost \$6.39M in EBITDA** due to the loss of sports, recreation, rentals, major events & signature events

EBITDA	Forecast Full Year	Budget Full Year	Variance Full Year
Operations:			
Day to Day	(8,998,221)	(12,933,415)	3,935,194
Stadium Ops & Maintenance	735,390	24,817	710,573
Total Operations	(8,262,831)	(12,908,598)	4,645,767
Sports, Recreation & Rentals			
COVID-19 / SHA Field Hospital	(422,817)	-	(422,817)
Sport and Rec Rentals	2,858,953	3,891,890	(1,032,938)
External Vendors	37,715	700,171	(662,456)
Trade Shows / Conferences & Meetings	543,249	2,122,300	(1,579,051)
Total Sports, Recreation & Rentals	3,017,099	6,714,362	(3,697,263)
Major Tenants:			
CWA	6,768	748,574	(741,806)
Rider Games	(2,302)	906,222	(908,524)
Regina Pat's Hockey	(272,182)	1,059,461	(1,331,644)
Total Major Tenants	(267,716)	2,714,257	(2,981,973)
Events:			
Community & New Events	(31,350)	234,540	(265,890)
Brandt Centre Events	151,836	1,035,493	(883,657)
Total Events	120,486	1,270,034	(1,149,547)
Signature Events:			
QCX	(42,060)	247,904	(289,965)
CFPS	(45,756)	1,144,108	(1,189,863)
Total Signature Events	(87,816)	1,392,012	(1,479,828)
Major Events:			
Stadium Concerts	-	701,035	(701,035)
Grey Cup	(1,668)	974,142	(975,810)
Total Major Events	(1,668)	1,675,177	(1,676,845)
Total	(5,482,447)	857,242	(6,339,689)

Major Event Impacts

Our business is dependent on major event hosting – with no major events REAL barely breaks even.

For example.....





Major Events 2017





Regina Rocks

- Revenue = \$2.4M
- EBITDA = \$59K
- Operating Margin = 2.46%



International Soccer Match

- Revenue = \$321K
- EBITDA = \$151K
- Operating Margin = 47.04%

A large crowd of people is gathered in a stadium at night, illuminated by stage lights. The crowd is dense and fills the lower half of the frame. In the background, the stadium's structure and upper tiers are visible, with some lights on. The overall atmosphere is that of a major concert event.

Guns N' Roses

- Revenue = \$2.2M
- EBITDA = \$562K
- Operating Margin = 25.55%



Major Events 2018



Memorial Cup

- Revenue = \$1.1M
- EBITDA = \$130K
- Operating Margin = 11.81%





Tim Horton's Brier

- Revenue = \$2.1M
- EBITDA = \$831K
- Operating Margin = 39.57%





Major Events 2019



Thank you, Garth!

two **SOLD OUT** shows
over **79,000** tickets sold
est. **\$18M** added to the provincial economy

REAL ESTABLISHED 1884
REGINA EXHIBITION ASSOCIATION LIMITED

 EVRAZplace

A photograph of Garth Brooks from behind, wearing a large Canadian flag costume and a black beanie with 'CFL' on it. He is standing in a large arena with a dark floor and a brightly lit, crowded upper tier of spectators.

Garth Brooks

- Revenue = \$3.2M
- EBITDA = \$697K
- Operating Margin = 21.78%

Sold Out – 33,518 attendees

66 National and International Media

3,100 Editorial mentions

Advertising value of \$26.5M





Tim Horton's Heritage Classic

- Revenue = \$2.6M
- EBITDA = \$706K
- Operating Margin = 27.15%



Major Events 2020





Stadium Concerts

- Budgeted Revenue = \$6.2M
- Budgeted EBITDA = \$701K
- Operating Margin = 11.31%

Grey Cup

- Budgeted Revenue = \$2.4M
- Budgeted EBITDA = \$974K
- Operating Margin = 40.58%



2020 Impact of NO Major Events

Event	EBITDA Loss
Stadium Concerts	\$701,035
Grey Cup	974,142
Total Loss	\$1,675,177

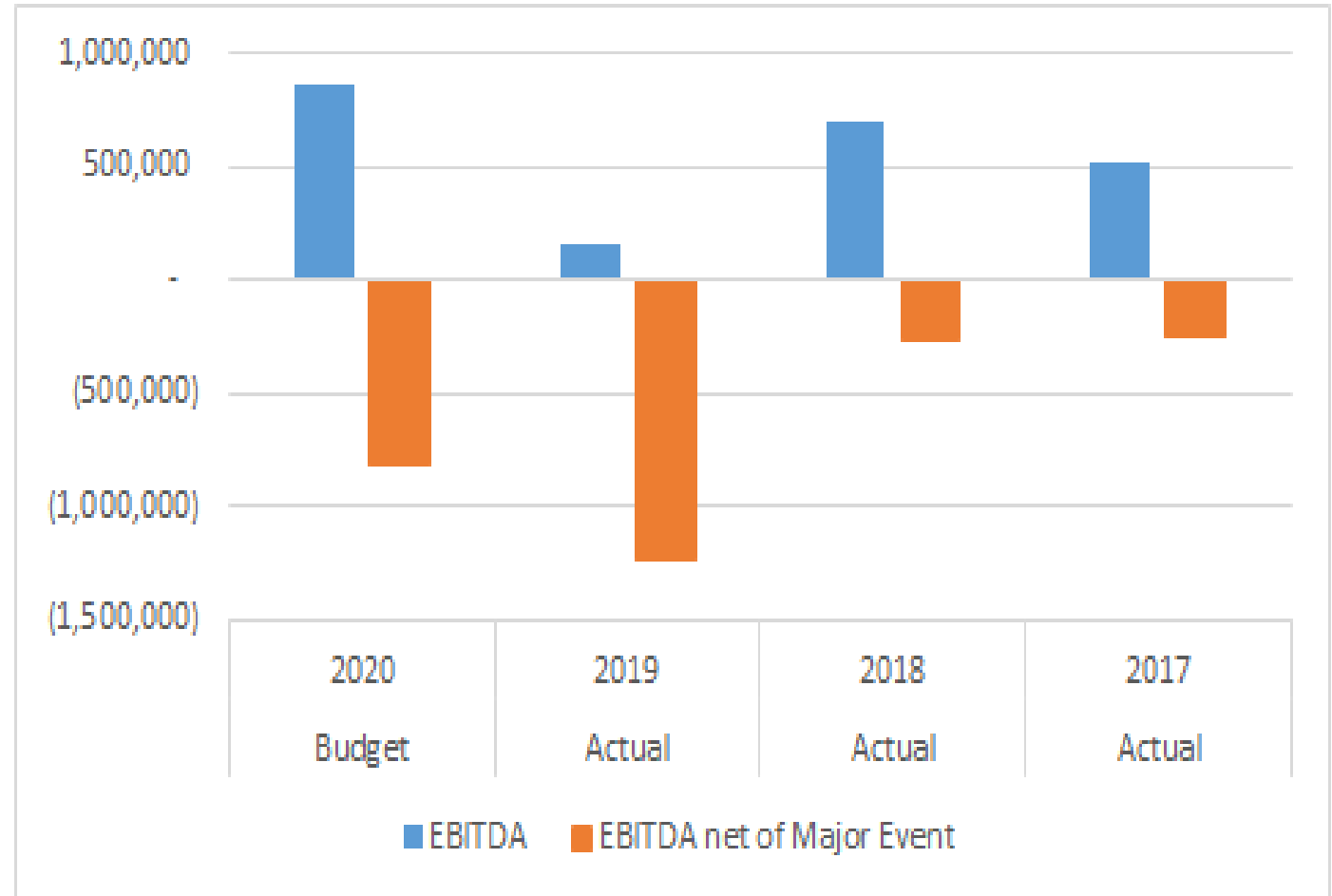
- 2021 Outlook – 50% of business to return



Major Events Impact Summary

- **2017** – Guns N’ Roses, International Soccer Match, Regina Rocks
- **2018** – Tim Horton’s Brier, Memorial Cup
- **2019** – Garth Brooks, NHL Heritage Classic
- **2020** – Grey Cup, Stadium Concerts

Major Events are key to REAL’s financial sustainability





2021 Budget

Budget Assumptions

- Budget for the market and economy to gradually rebound from COVID-19 in summer 2021
- Does not include any COVID-19 related subsidies from City, Province or Federal Government
- Custodial & Security budgeted expenditures have increased in order to maintain proper cleaning and security protocols
- Budgeted capacity restrictions for sports and recreation until summer of 2021
- Budgeted for an increase in Regina Pat's games for the period January to April 2021 to account for the cancelled games in 2020
- REAL is anticipating a slow recovery, due to guest's uncertainty and spending habits, and has budgeted a reduction in attendance and event spending for all signature and Brandt Centre events

Risks & Opportunities

Risks

- ***Phased Progression*** – When will Public Health Order restrictions be lifted, allowing REAL to resume business?
- ***Disposable Income*** – Will the public have money to spend on entertainment?
- ***Safety*** – Will the public feel safe at events?
- ***Consumer Spending Behaviour*** – Did COVID impact guests spending habits?

Opportunities

- ***Vaccines save the day*** – People are craving events and entertainment more than ever, once allowed and safe, events may be busier than ever
- ***Catered Events*** – Companies may take the opportunity to increase events and spend more to make up for the cancelled events of 2020

	<i>Budget</i> 2021 \$	<i>Forecast</i> 2020 \$	<i>Actual</i> 2019 \$	<i>Actual</i> 2018 \$	<i>Actual</i> 2017 \$	<i>Actual</i> 2016 \$
Revenues						
External funding	3,028,640	3,051,280	2,884,449	3,718,104	3,007,256	3,001,324
Event sales and recoveries	15,024,808	5,169,509	15,064,681	13,046,701	13,869,256	9,747,049
Rental and lease revenue	8,696,051	4,698,414	10,053,547	9,663,558	9,727,789	6,836,504
Sponsorship sales	2,123,161	319,193	2,524,801	2,314,417	2,231,408	1,684,469
Food and beverage	9,037,349	2,308,313	14,291,962	14,649,011	15,151,244	8,659,343
	37,910,009	15,546,709	44,819,440	43,391,791	43,986,954	29,928,689
Expenses						
Contracted labour	1,440,510	287,824	2,302,651	1,911,466	2,456,674	1,521,499
Cost of goods sold	3,891,504	908,339	5,080,927	5,330,585	5,611,569	3,308,226
Repairs & Maintenance	1,599,570	1,188,876	2,047,753	1,697,235	2,924,120	3,084,062
Administration, supplies, and services	12,970,690	4,164,641	12,543,154	10,615,067	11,993,181	6,126,967
Utilities	3,549,860	3,029,128	3,552,678	3,462,322	3,248,958	2,103,651
Wages and Employee Benefits	16,563,785	11,450,348	19,128,199	19,671,939	17,237,017	13,082,295
	40,015,919	21,029,156	44,655,362	42,688,614	43,471,519	29,226,699
EBITDA	(2,105,910)	(5,482,447)	164,078	703,177	515,435	701,990
Capital Expenditures	-	581,000	575,092	5,459,510	20,680,121	21,396,328
Revenue Growth	143.85%	-65.31%	3.29%	-1.35%	46.97%	-0.88%
Expense Growth	90.29%	-52.91%	4.61%	-1.80%	48.74%	2.41%
Operating Margin	-5.56%	-35.26%	0.37%	1.62%	1.17%	2.35%

2021 Budget

- 2021 budget reflects a slow recovery from COVID
- **Budgeted EBITDA is a loss of \$2.1M** simply due to:
 - Reduced rentals
 - Reduced attendance to major tenant events and games
 - Reduced attendance and spending at REAL signature events
 - No major event in the foreseeable future

EBITDA	2020 Budget \$ (000)	2019 Actual \$ (000)	Variance \$ (000)
Operations:			
Day to Day	(10,647)	(12,653)	2,006
Stadium Ops & Maintenance	(2)	-	(2)
Total Operations	(10,649)	(12,653)	2,004
Sports, Recreation & Rentals			
COVID-19 / SHA Field Hospital	305	(209)	514
Sport and Rec Rentals	3,902	4,228	(326)
External Vendors	(10)	614	(625)
Trade Shows / Conferences & Meetings	1,117	1,719	(602)
Total Sports, Recreation & Rentals	5,315	6,353	(1,038)
Major Tenants			
CWA	749	902	(153)
Rider Games	602	1,070	(468)
Regina Pat's Hockey	101	697	(596)
Total Major Tenants	1,453	2,670	(1,217)
Events:			
Community & New Events	195	87	108
Brandt Centre Events	417	777	(360)
Total Events	612	864	(252)
REAL Signature Events:			
QCX	156	223	(67)
CFS	710	1,305	(595)
Total Signature Events	866	1,528	(662)
Major Events:			
Stadium Concerts	297	697	(400)
NHL Heritage Classic	-	705	(705)
Total Major Events	297	1,402	(1,105)
Total	(2,106)	164	(2,270)



In Summary...

In Summary....

- **COVID-19 has had a major impact on REAL and will continue to impact REAL performance** until restrictions are fully lifted and the public feels safe and wants to attend events again
- Major Concerts and Major Events continue to deliver meaningful financial, reputational and community benefit for REAL. Prior years and 2020 has highlighted that **without these major events, it will be extremely difficult for REAL to remain sustainable.**
- **Prior to COVID, REAL was on target to ask the City of Regina for \$50,000 in an operational grant funding** as part of the commitment made in 2019 to reduce the ask year over year by 50%.

Unfortunately, due to COVID, REAL is seeking \$400,000 of operational grant funding from the City of Regina for 2021. REAL commits to proactively reduce this ask year over year by 50%.

An aerial photograph of a large, modern arena with a curved, white roof and a dark interior. The arena is surrounded by several large parking lots filled with cars. To the right of the arena, there are several large, white industrial buildings with red roofs. The background shows a residential area with green trees and a road.

Questions?

December 23, 2020

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

RE: ECONOMIC DEVELOPMENT REGINA INC. (EDR) 2021 COMMUNITY INVESTMENT FUNDING

Dear Members of Council:

Please find attached the **2021 Business Plan** for Economic Development Regina Inc. (EDR), which was approved by our board of directors on October 1, 2020. Also attached is a two-page summary outlining our priorities for the year.

For the 2021 fiscal year, EDR is requesting an investment of **\$1,885,205** from the City, which includes an economic adjustment of 2% over 2020. This funding will maintain core services and day-to-day business. Significant additional partner contributions are necessary for effective delivery on key priorities and projects, as outlined in EDR's annual business plan.

In addition, on a one-time basis, EDR is requesting **\$200,000** from the City to support the long-term growth and recovery of our events, conventions and tourism sector. This funding would be used to supplement traditional sources of revenue for this priority, which have been detrimentally impacted by COVID19. Tourism, events, and conventions play a vital role in Regina's overall economic vitality and contribute to quality of life for residents. Regina has earned a strong reputation across Canada as a destination for events and conventions. Together with its partners, EDR is working to attract and maximize high-impact events for future years. Even though this sector was significantly impacted in 2020, an opportunity exists to meet or exceed previous contributions to the economy in future years. Specifically, these funds (along with contributions from our partners) will be invested into the following priorities:

- Identify, acquire, grow and secure high-impact future ECTs
- Execute the ECT Alliance recovery and growth strategy
- Activate high-impact ECTs to increase brand awareness, visitor experience and investment opportunities
- Create and launch a visitor and destination experience action plan, keeping in mind the GRA's strategic focus on agriculture and food

The City's ongoing commitment to EDR leverages significant additional funding through our Investment Partner Program and other third party funding – an amount that doubled between 2015 and 2019. Unfortunately, with the impact of Covid on Regina's hospitality sector, third party revenue decreased significantly in 2020 and will remain lower than usual in 2021. EDR remains committed to restoring investment partner and third party revenue to pre-Covid levels.

EDR's Board of Directors has identified four strategic priorities for 2021 that will have the greatest positive impact on Regina's economic recovery:

- Regina will be a world leader in plant-based food, fuel and fibre
- Regina will be a year-long festival and event city that is known as the best host for events, conventions and tradeshow in Canada
- Regina will be a top place in Canada to start and grow a business
- Regina will have a strong, competitive identity

The Board's 2021 budget allocates the human and financial resources needed to achieve this aggressive vision.

Economic development can only come about with a concerted effort from stakeholders and policymakers to promote and create prosperity across the community. No single organization, company or level of government is responsible for economic development, and EDR believes in the power of partnership to make Regina an even better place to live, work, invest, visit and play. Success in 2021 will rely on strengthening the meaningful partnerships we have already built – and building new ones on the way.

2021 will be a year of focus, disciplined choice and action for EDR as we work diligently with our shareholder, partners, stakeholders and our staff to realize our community's vision of the GRA in the years to come.

Sincerely,



Frank Hart
Chair of the Board



John D. Lee
President and CEO

**Enclosures (2): 2021 Business Plan
2021 Business Plan Summary**

2021 STRATEGIC PRIORITIES

EDR's strategic priorities for 2021 are aligned with the 19 actions identified in the 2020–2030 Economic Growth Plan.

2021 STRATEGIC PRIORITY



AGRICULTURE & FOOD

Regina will be a world leader in plant-based food, fuel and fibre.



EVENTS, CONVENTIONS & TRADESHOWS

Regina will be a year-long festival and event city that is known as the best host for events, conventions and tradeshows in Canada.



ENTREPRENEURSHIP

Regina will be a top place in Canada to start and grow a business.



DESTINATION MARKETING

Regina will have a strong, competitive identity.

2021 IMPERATIVES

Regina is poised to transform an already strong agricultural economy by placing greater focus on value-added processing that utilizes every part of the crop.

- Execute ag and food cluster strategy
- Advance the GRA as an Ag and Food Tech Innovation Hub

Regina is known across the country for its passion, welcoming spirit, committed volunteers and a work ethic that allows us to thrive in markets above our weight class.

- Identify, acquire, grow and secure high-impact future ECTs
- Execute recovery and growth strategy
- Activate high-impact ECTs

Regina is home to a creative, innovative, bold and highly connected entrepreneurial community.

- Grow Audacity YQR
- Implement a Competitiveness Framework for the GRA

Regina has an opportunity to create a singular, powerful place brand that tells its story of an amazing city to live, work, play, study and do business.

- Execute a destination recovery campaign
- Execute a destination promotion and marketing plan
- Launch a visitor and destination experience action plan

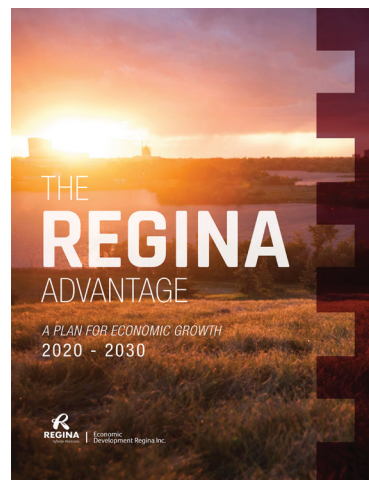
EDR VISION

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

REGINA'S 2020-2030 ECONOMIC GROWTH PLAN

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

The Plan contains 19 specific, achievable actions that will drive economic growth and prosperity for years to come.



A BOLD VISION FOR 2030

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

Competitive

The business environment is thriving. Entrepreneurs excel here, and our city is full of driven and passionate people, changing the world from right here in our backyard.

Vibrant

We are a year-long festival and event city that is known as the best host for events, conventions and tradeshows in Canada. The community is full of energy with rich and lively recreational activities, music, food and shopping experiences.

Inclusive and Welcoming

The community has built upon the strong foundation of collaboration across organizations to create a safe and accessible city. Indigenous and newcomer employment at all levels are representative of our population.

Sustainable

In 2030, Regina is recognized internationally as a smart city for its generous green space, environmentally sound building standards, sustainable operational practices, energy efficient public transportation system and best-practice waste management.

Collaborative

Private and public sectors work closely together to create opportunities, policies and programs that advance the economic prosperity for the Greater Regina Area. New business clusters have emerged. Organizations of all types work together to enact innovative changes that improve economic prosperity and community.



Economic
Development Regina Inc.

2021 BUSINESS PLAN

SEE FURTHER

GROW HIGHER



December 2020



2021 BUSINESS PLAN SUMMARY

In 2020, the world changed in the blink of an eye. COVID-19 brought about a new normal where everyone learned the term “social distancing,” and home offices became more common than ever.

Heading into the pandemic, and despite a few nagging issues, Regina's economy had built some positive momentum. Entrepreneurship was growing, technology companies were growing, and Regina continued to boast one of the youngest populations in the country. Regina's 2019 unemployment rate, at 5.1%, had decreased from 5.9% in 2018. While not at the low levels we saw in 2013 and 2014, we were moving in the right direction.

And while Covid wreaked havoc with economic numbers, it's important to remember that those numbers tell us where we've been, not where we are going. Saskatchewan, and Regina, are emerging from the downturn – and all the things that made us great before the pandemic will continue to make us great after. And through it all, we've never forgotten who we are.

Since the pandemic took hold, EDR has provided resources to help local businesses and tourism operators survive and recover from the effects of the downturn. We haven't been doing that work alone. In fact, many great organizations have rolled up their sleeves to deliver key information and resources for Regina businesses. That work has been of particular importance to EDR, as it allows us to pivot from “survival” to “recovery and growth” mode.

In the months prior to Covid, EDR developed an Economic Growth Plan for the Greater Regina Area. There's never a good time for a downturn like the one we've experienced, but the Growth Plan will serve Regina well as we work through this setback. The plan, which includes 19 specific, achievable actions, serves as a template for recovery and growth now and in the years to come.

In 2021, EDR will maintain its focus on recovery while working to achieve the vision set out in our Growth Plan. EDR's Board of Directors has identified four strategic priorities that will have the greatest positive impact on Regina's economic recovery.

THOSE PRIORITIES INCLUDE:

- **Agriculture and Food;**
- **Events, Conventions and Tradeshow;**
- **Entrepreneurship; and**
- **Destination Marketing.**

2021 is a year not just to recover, but to continue in the bold direction we started in 2020 – and we have a strong, achievable plan in place. We have a vision to become better than ever. Regina is known for building great things. Our abundant natural and human resources, proximity to strategic customers and transportation routes position Regina favourably within the context of a rapidly changing global economy.

The GRA is becoming more diverse, entrepreneurial, younger and audacious. So too must EDR. The EDR Board of Directors and management are confident in achieving the ambitious objectives contained in this business plan.

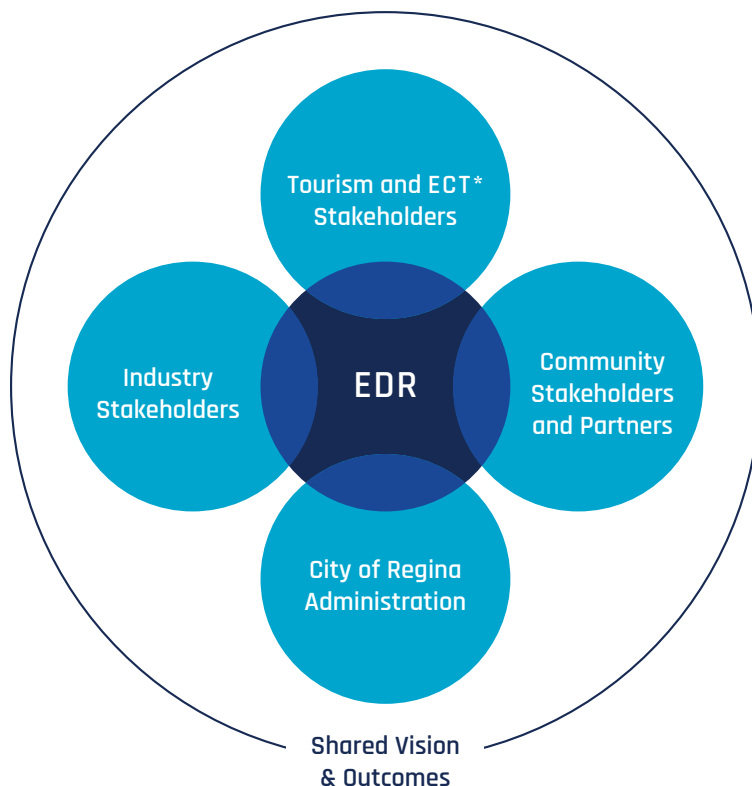
EDR VISION

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

MISSION

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

BUSINESS MODEL



*Events, Conventions and Tradeshow

VALUE PROPOSITION

- EDR is a leader and catalyst for economic development in the Greater Regina Area and across southern Saskatchewan.
- We facilitate rapid advancement of strategic industry sectors.
- We connect people and resources, creating an environment where ideas are exchanged, resources are pooled and investments are leveraged.
- We provide strategic intelligence and assistance to ensure key projects are successfully implemented.
- We provide insights and ideas that help businesses identify promising and emerging opportunities and needs.

EDR BOARD OF DIRECTORS

FRANK HART, CHAIR

Chair
GiGn' Inc.

TINA SVEDAHL, VICE-CHAIR

Vice-President, Investments
Harvard Developments Inc.

MURAD AL-KATIB

President and CEO
AGT Food & Ingredients Inc.

ERIC DILLON

Chief Executive Officer
Conexus Credit Union

JASON DRUMMOND

Managing Partner
York Plains Investment Corp.

SANDRA MASTERS

Mayor
City of Regina

ELEAH GALLAGHER

President
J.C. Kenyon Engineering Inc.

DR. GINA GRANDY

Dean, Hill-Levene Schools of Business
University of Regina

DARREN HOWDEN

Senior VP, Prairie Operations
Farm Credit Canada

KYLE JEWORSKI

President and CEO
Viterra Inc.

MARK LANG

Managing Partner, Regina
KPMG LLP

RACHEL MIELKE

Founder and CEO
Hillberg & Berk

RYAN URZADA

Chief Experience Officer
The Atlas Hotel

CHRIS HOLDEN, OBSERVER

City Manager
City of Regina

PRESIDENT & CEO**JOHN D. LEE**

Economic Development Regina Inc.

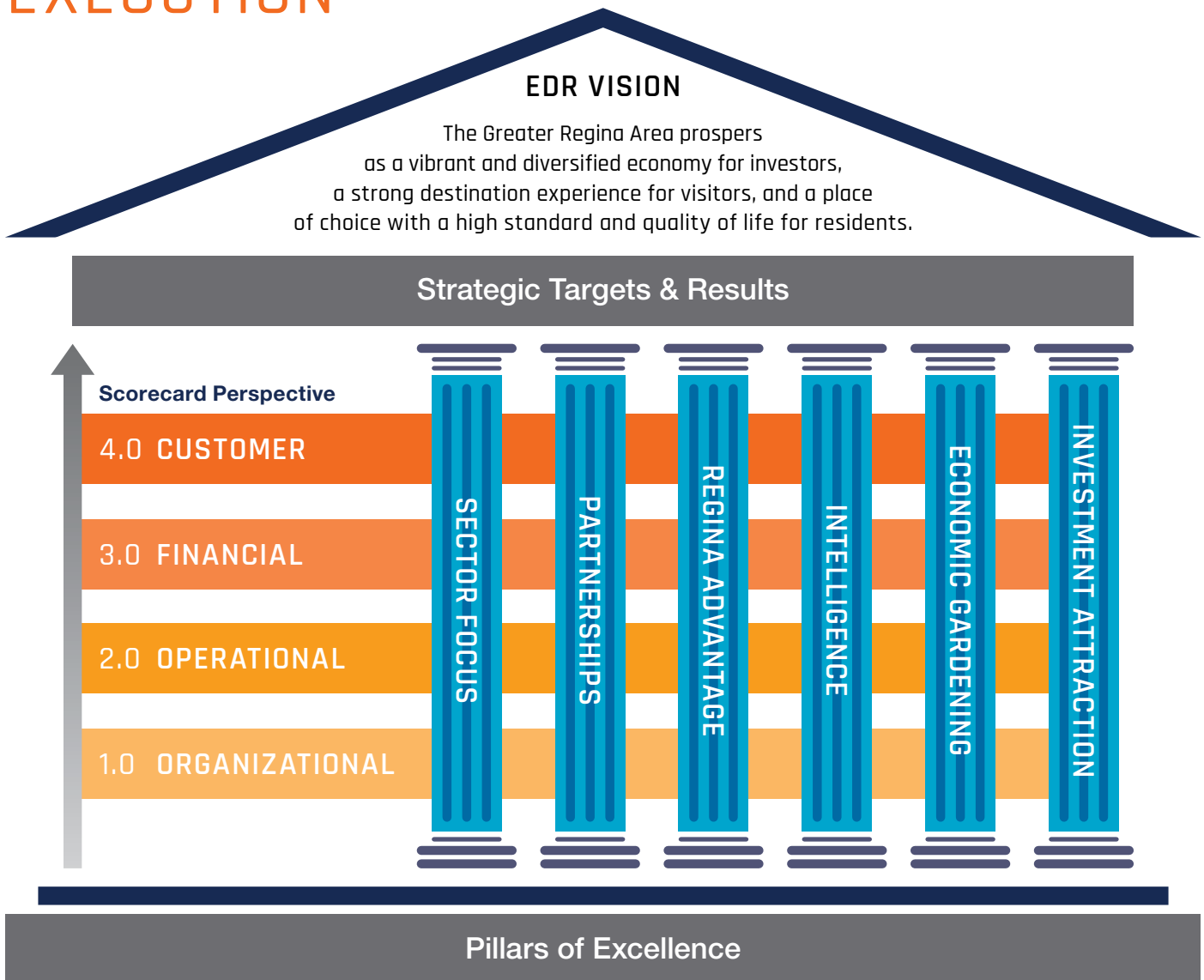
STRATEGIC INTENT

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

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

EDR IS THE CATALYST FOR
DRIVING ECONOMIC GROWTH
AND ADVANCEMENT IN THE
GREATER REGINA AREA.

STRATEGIC EXECUTION



Strategic pillars are essential strategic elements that form the foundation for a balanced scorecard. EDR sometimes uses the analogy of strategic pillars as “load-bearing” walls. They support the entire structure of your building, but their placement and design may actually dictate what you can and cannot do in terms of redesigning the layout and function. For EDR, the six strategic pillars provide structure, focus, support and boundaries for the EDR 2021 Business Plan.

The pillars apply to every part of the organization and define what major strategic thrusts EDR will pursue to achieve its vision. They affect all four of the balanced scorecard perspectives (1.0 – Organizational; 2.0 – Operational; 3.0 – Financial; and 4.0 – Customer). EDR’s Board of Directors uses this scorecard structure to assess the performance of the organization.

If EDR excels at these six strategic pillars, the organization will achieve its vision and the strategic results (targets) in the balanced scorecard.

REGINA'S 2020-2030 ECONOMIC GROWTH PLAN

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

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

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

A TEMPLATE FOR ECONOMIC RECOVERY

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

A COMMUNITY EFFORT

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



A STRONG FOUNDATION

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

A BOLD VISION FOR 2030

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

Competitive

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

KEY AREAS OF OPPORTUNITY FOR REGINA

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

Vibrant

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

KEY AREAS OF OPPORTUNITY FOR REGINA

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

Inclusive and Welcoming

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

KEY AREAS OF OPPORTUNITY FOR REGINA

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

Sustainable

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

KEY AREAS OF OPPORTUNITY FOR REGINA

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

Collaborative

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

KEY AREAS OF OPPORTUNITY FOR REGINA

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

A MULTI-FACETED PLAN

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

To view the complete 2030 Economic Growth Plan, visit economicdevelopmentregina.com/economic-data/economic-growth-plan.

2021 STRATEGIC PRIORITIES



AGRICULTURE & FOOD

Regina is poised to transform an already strong agricultural economy by placing greater focus on value-added processing that utilizes every part of the crop. This **multi-sectoral strategy** will create opportunities around our existing assets – an entrepreneurial mindset, the world's best producers, ingenuity and boldness, world-renowned agricultural suppliers and manufacturers, a robust, knowledgeable finance and insurance sector and world-class transportation and logistics infrastructure. We are positioned to be a leader in developing new technologies and techniques that transform our world-class agricultural products.

Regina will be a world leader in plant-based food, fuel and fibre.

2021 STRATEGIC IMPERATIVES:

- Execute the agriculture and food cluster strategy (including marketing, investment attraction, funding and other actions)
- Advance a strategy to establish an Ag and Food Tech Innovation Hub

EDR's strategic priorities for 2021 are aligned with actions identified in the 2020–2030 Economic Growth Plan.

While it provides a blueprint for growth over the next ten years, the Plan also forms the foundation for economic recovery in the near term. As a result, EDR's Board of Directors has identified four strategic priorities for 2021 that will have the greatest positive impact on Regina's economic recovery. EDR will focus its efforts on these areas, while adopting an agile approach to our work, which will allow it to remain on course through these rapidly changing times. Pursuing those priorities will in turn contribute directly to actions identified in the Growth Plan.

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



AGRICULTURE & FOOD

Regina will be a world leader in plant-based food, fuel and fibre.



EVENTS, CONVENTIONS & TRADESHOWS

Regina will be a year-long festival and event city that is known as the best host for events, conventions and tradeshows in Canada.



ENTREPRENEURSHIP

Regina will be a top place in Canada to start and grow a business.



DESTINATION MARKETING

Regina will have a strong, competitive identity.

EDR VISION

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



EVENTS, CONVENTIONS & TRADESHOWS

In a normal year, Regina's event, convention and tradeshow (ECT) sector contributes hundreds of millions of dollars to the local economy, employs more than 8,000 people and makes Regina a better place to live for its citizens. Our city is known across the country for its passion, welcoming spirit, committed volunteers and a work ethic that allows us to thrive in markets above our weight class. EDR and its partners are working to attract and maximize high-impact events, conventions and tradeshows.

Regina will be a year-long festival and event city that is known as the best host for events, conventions and tradeshows in Canada.

2021 STRATEGIC IMPERATIVES (completed in collaboration with the ECT alliance*):

- Identify, acquire, grow and secure high-impact future ECTs
- Execute the ECT Alliance recovery and growth strategy
- Activate high-impact ECTs to increase brand awareness, visitor experience and investment opportunities

* Regina's Event, Tradeshow and Convention Alliance is a consortium of local organizations committed to advancing Regina as a destination of choice for events. The Alliance is comprised of The City of Regina, Economic Development Regina, Tourism Saskatchewan, Regina Hotel Association and Regina Exhibition Association Ltd.



ENTREPRENEURSHIP

Regina is home to a creative, innovative, bold and highly connected entrepreneurial community. Our entrepreneurial mindset helps us to nurture the collective abilities and diverse values of our business community, through an exchange of ideas, resources, connections and acceptance. There is a unique opportunity to build off pre-pandemic momentum created by successes like Cultivator powered by Conexus, PATH COWORK and Audacity YQR.

Regina will be a top place in Canada to start and grow a business.

2021 STRATEGIC IMPERATIVES:

- Grow the Audacity YQR movement through increased partnership, awareness and participation
- Implement a Competitiveness Framework (including incentives, customer experience, infrastructure and other factors) for the GRA, in collaboration with the City of Regina



DESTINATION MARKETING

According to Oxford Economics, destination marketing “fuels development across the entire economic spectrum.” It is critical to building awareness, familiarity and relationships that attract visitors and investment. It also enhances a region's ability to attract strategic events, drives the development of transportation infrastructure, attracts visitors to tourist venues and raises quality of life for citizens. Regina has an opportunity to create a singular, powerful place brand that tells its story of an amazing city to live, work, play, study and do business.

Regina will have a strong, competitive identity.

2021 STRATEGIC IMPERATIVES:

- Execute a destination recovery campaign promoting Regina as a great place to live, work, play and invest
- Develop and execute a coordinated destination promotion and marketing action plan
- Create and launch a visitor and destination experience action plan, keeping in mind the GRA's strategic focus on agriculture and food



ORGANIZATIONAL

- Establish a City of Regina and EDR mobilization committee to advance the Economic Growth Plan
- Secure additional incremental funding as well as partners and resources to achieve strategic imperatives
- Transform to an agile enterprise

2021 BUDGET

The 2021 Budget supports EDR's successful execution of the organization's balanced scorecard.

REVENUE	2020 BUDGET	2020 FORECAST	2021 BUDGET
City of Regina Core Funding	1,848,240	1,848,240	1,885,205
City of Regina 2021 Additional Request	–	–	200,000
Regina Hotel Association	579,000	62,500	62,500
Other Revenue	1,167,000	738,560	940,000
Total Revenue	3,594,240	2,649,300	3,087,705

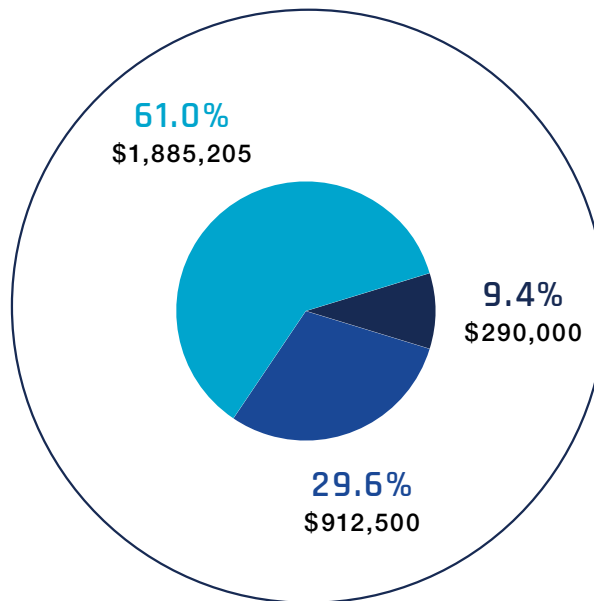
EXPENSES

Administration	647,240	611,500	576,705
Enterprise	1,167,000	1,072,000	1,315,000
Tourism and Visitors	615,000	540,000	641,000
Events, Conventions & Tradeshow	518,000	162,500	206,000
Corporate	647,000	335,500	349,000
Total Expenses	3,594,240	2,721,500	3,087,705

Net Income (Loss)	–	(72,200)	–
--------------------------	----------	-----------------	----------

REVENUE ALLOCATION

- City of Regina
Core Funding
- Partner Investment
& Stakeholder
Contributions
- Other Revenue



GEARING RATIO

EDR has made a strategic emphasis to increase our Gearing Ratio (stakeholder and partner contributions: City core funding). The realities of the current economic climate have caused a setback, but EDR is determined to recover. For every dollar the City contributes, Partners and Third Party funders are budgeted to contribute 48 cents in 2021.

	2016	2017	2018	2019	2020 FORECAST	2021 BUDGET
City of Regina Core Funding	1,719,500	1,719,500	1,719,500	1,812,000	1,848,240	1,885,205
Partners & Third Party Funding	950,446	1,031,622	1,300,000	1,702,048	706,060	912,500
Gearing Ratio	0.55	0.60	0.76	0.94	0.38	0.48

A COMMUNITY EFFORT

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

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

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

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

To all of our investment partners, thank you.

VALUED PARTNERSHIP

EDR, Tourism Regina and the Regina Hotel Association (RHA) share a common vision to attract leisure and business visitors to the GRA.



INVESTMENT PARTNERS

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

Founders



Premier





CONTACT US

Economic Development Regina Inc.

P: 306-789-5099

TF: 1-800-661-5099

info@economicdevelopmentregina.com

economicdevelopmentregina.com
tourismregina.com



Economic
Development Regina Inc.

October 9, 2020

His Worship Mayor Michael Fougere;
Members of City Council
City of Regina
PO Box 1790
Regina SK S4P 3C8

Dear Mayor Fougere and City Councillors:

Under Section 22 (1) of *The Public Libraries Act, 1996*, the Board of Regina Public Library requests that Council approve the Library mill rate request.

The Library Board is requesting a mill rate increase for 2021. Our budgeted revenue includes \$1,522,105 as projected revenue for grants-in-lieu and forecast supplementary taxes of \$40,000.

Revenue from tax sources can be summarized as follows:

- 2021 Library mill rate 0.77145
- 2021 City of Regina net levy request \$22,691,254
- 2021 Grants-in-Lieu \$1,522,105
- Mill rate increase over 2020 2.90%

The Regina Public Library Board submits these proposals as citizens entrusted to provide and steward public library services to our patrons, and with the knowledge that the budget presented is required to operate the Library system effectively and efficiently.

Sincerely,



Sean Quinlan, Chair
Regina Public Library Board of Directors

Encl.

A photograph of a woman with long dark hair and bangs, wearing a white surgical face mask. She is in a library, with bookshelves filled with books in the background. She is reaching up with her right arm towards a bookshelf. The entire image has a blue color overlay.

2021 MILL RATE REQUEST

2021 LIBRARY MILL RATE	0.77145
2021 CITY OF REGINA NET LEVY REQUEST	\$22,691,254
2021 GRANTS-IN-LIEU	\$1,522,105
MILL RATE INCREASE OVER 2020	2.90%

2020 IN REVIEW

The following document provides information on RPL's year to date in 2020.

Like organizations around the world, 2020 has been a unique year for Regina Public Library. Our action plan for the year quickly evolved into a conscientious response to meet community need during the COVID-19 pandemic. Although our actions for 2020 changed, our attentiveness to the library's vision, mission, and values did not, and our work this year brought us closer to recognizing our strategic goals despite the situation.

We invite you to review the following document to learn more about our year to date, our unique successes in meeting our strategic goals, and our response to this unprecedented situation.

RPL's COVID-19 RESPONSE

RPL has been on the leading edge of the public library response to the pandemic across North America. Our decisions, processes and guidelines have been shared and adapted by libraries in Canada and the US who appreciate our leadership and strong response to community need during this crisis. In turn, we have benefited from the leadership of other libraries and have sought information and support from our peers in other urban centres.

Back home, we led discussions with our counterparts in the Saskatchewan Information Library Services Consortium (SILS) about how best to provide consortium-based library services, and the overall response of libraries to customers in the province. RPL was the first library in the province to establish safety protocols, to prioritize and enhance our digital services, to establish a customer hotline, to serve customers through curbside pickup and materials return, and to eventually re-open to the public.

Our focus has been, and continues to be, meeting the needs of Regina citizens as quickly and effectively as we can, and to make iterative improvements based on customer feedback: from families that are schooling children at home, to socially-isolated seniors, to people working from home, to those who simply need entertainment and a break from the world. We were, are, and will be here for our community.

"You make our life bearable in so many ways during these difficult times. Thank you."

- Nicolle, RPL Customer

INITIAL RESPONSE

Soon after COVID struck, RPL assembled a team to develop and set in motion a Business Continuity Plan to ensure the library could continue to support and offer service to the community.

On March 16, we informed the public we would be closing our branches. We encouraged customers to stock up on materials and had a surge of people stockpiling books and other materials, demonstrating the community's appreciation for our collections.

In early April, we used our powerful computer equipment to help with the fight against COVID-19 by sharing five computers, two public workstations, and one computer server with the *folding@home* project, which provides technical resources to scientists to crunch data in the fight against the virus. RPL was one of the top contributors of processing power, on par with universities and research institutions.

We expanded the reach of our WiFi – while we have always had WiFi access along the exterior of library branches, we expanded that area to further support those without Internet access at home. While it is difficult to measure success, it is not uncommon to see many people gathered around library branches using the WiFi on their personal devices.

Providing support for *folding@home*, and the work undertaken to expand our WiFi, address a goal listed in the *RPL Service Plan, 2019-2021: Customers benefit from access to technology and digital services, designed to address social and economic inequality*. Further results arising from the Service Plan are listed below.

DIGITAL COLLECTIONS

One of the most significant offerings we undertook at the outset of COVID was enhancing the availability of eBooks, eAudiobooks, streaming movies and music, and more. We knew this was content Regina residents would be looking for during isolation, and our usage rates increased significantly.

At the outset of the COVID closures, we:

- increased the number of downloads on platforms like hoopla from six to 10 loans per month for every customer;
- increased the number of eBook/eAudiobook requests customers could make on Overdrive; and
- re-allocated budget to our digital collections, increasing the purchasing of eBook and eAudiobook titles by at least 35 per cent.

During the spring closure period, RPL responded to over 4,000 requests for new and updated library cards so more Regina residents could access digital collections.¹ The work undertaken to move library card registrations online also addressed a goal listed in the *RPL Service Plan, 2019-2021: Customers benefit from access to technology and digital services, designed to address social and economic inequality*.

¹ Actual number of residents benefiting from library cards is higher than cards produced, as cards are often shared by families.

From the start of March to the end of September, use of eBooks increased by 131 per cent over 2019. Use of eAudiobooks increased by 80 per cent and use of streaming movies and television shows increased by 338 per cent.

Format type	Usage: Mar to Sep 2020	Usage: Mar to Sep 2019	Percentage difference
<i>eBooks</i>			
hoopla comics	4,019	1,644	
hoopla eBooks	13,838	6,269	
Overdrive eBooks	143,807	61,942	
TOTAL	161,664	69,855	131%
<i>eAudiobooks</i>			
hoopla	15,612	9,908	
Overdrive	51,531	27,478	
TOTAL	67,143	37,386	80%
<i>Movies and TV</i>			
Kanopy movies	13,776	718	
hoopla TV	5,640	2,226	
hoopla movies	4,360	2,485	
TOTAL	23,776	5,429	338%

“The Overdrive catalogue has been getting me through quarantine. Thanks RPL!!!”
- Laura, RPL customer

DIGITAL PROGRAMMING

The digital program development, planning, delivery, and evaluation response has been swift and successful and has been undertaken ahead of the planned schedule outlined in the *RPL Service Plan, 2019-2021*.

We have offered digital book clubs, speaker presentations, and much more throughout the length of the COVID situation. The work undertaken to increase digital programming addresses a goal listed in the *RPL Service Plan, 2019-2021*: *Customers use the library to connect with others who share their interests, by participating in free, fun, and convenient activities that require low commitment.*

The library has seen and embraced the need to offer a platform and space for community members to gather during this period of social isolation. A significant outcome of digital programming, as noted by participants, has been the important connections that they make with each other, and the reduction of isolation. We have seen more and broader participation by diverse community members in our book talks, learning programs, author visits, and events.

Many of our customers across a span of demographic differences appreciated digital participation because of the convenience it offers (e.g., childcare, travel, parking, anonymity, etc.). Program participants have indicated they would like to see this approach continue as an option.

The work undertaken to increase digital opportunities for community members to gather addresses a goal listed in the *RPL Service Plan, 2019-2021, Customers participate in library programs that reflect Regina's growing diversity.*

***"Thank goodness for all your online services."
- Michele, RPL Customer***

MATERIALS RETURN AND CURBSIDE PICKUP

After establishing rigorous staff and customer safety protocols, RPL offered customers the opportunity to return materials to four library branch locations starting on June 8, and at all branches on July 9. Returned materials are quarantined before staff sort them and return them to their places.

Curbside pick up of materials began in four locations on June 15 and was made available at all locations on July 9. During branch closures, RPL circulated 23,673 items through its curbside service – a significant amount of activity considering the branches were not open. Curbside services continue to be used by some customers since branches re-opened.

***"Thank you so much to the whole team for organizing the
curbside pickup!!! You are incredible, very positive, fun
and extremely helpful! Stay safe!"
- Gulnaz, RPL Customer***

The province-wide loans system opened once again at the end of June.

"I have 15 holds going to need a truck to get them out the door hopefully I can read in 3 days & than [sic] go back to get my next 15 holds think I over did it !!"

- Pat, RPL Customer

RE-OPENING

Libraries were identified in Phase 4 Step 2 of the Province of Saskatchewan's *Re-Open Saskatchewan Plan*, and RPL developed an unveiling strategy to re-open in mid July. This plan included bringing back staff who had been on temporary layoff.

A significant amount of effort went into ensuring staff and the public would be safe at the library. RPL reviewed safety and social distancing protocols outlined in the Re-Open Saskatchewan Plan's workplace guidelines for libraries, museums and art galleries that were released on June 23, along with requirements from the Saskatchewan Health Authority and recommendations from the Canadian Urban Libraries Council, and made necessary changes to its facilities and operating procedures.

Glen Elm, Regent Place, Albert, Connaught, and Prince of Wales Branches re-opened on July 9. Central Library, George Bothwell Branch, Sherwood Village Branch, and Sunrise Branch re-opened on July 13.

"I'm SO glad! You're doing a great job!"

- Bev, RPL Customer

The experience in library branches differs from what it was pre-COVID: hours are reduced, and there are stricter limits to the number of people allowed in library spaces. One-way traffic routes have been established, plexiglass has been installed on desks, and hand sanitizer stations are dotted throughout our spaces.

Customers are slowly returning to branches. As of October 1st, we are open in the evenings at some branches. We increased open hours at George Bothwell Branch to remain consistent with Southland Mall hours.

Library branches are an important resource for the community. We aspire to remain a safe and welcoming location for the community to the degree we are able, and we will re-assess and adjust as necessary as we move forward.

RPL HOTLINE

Following closure, RPL quickly introduced a hotline (phone, chat, and email) to help customers and the public with questions about library services, and to register people for new library cards or to renew old cards.

Interestingly, there has been a significant change in customer preference for communication with RPL, with customers now preferring telephone service over chat and email. The telephone volumes are so high that we have now introduced call centre technology to support staff with the high demand.

The hotline is well used: there have been almost 10,000 calls from closure in mid March to the end of September. An additional 7,000 requests for information were received using other methods, including in-person, email, and through our real-time chat bot on the RPL website. Staff who support these modes of communication remaining busy with a range of questions from RPL customers and the public.

“I was helped by the friendliest RPL employee on the phone today regarding my holds. Should have gotten her name, she was really lovely to deal with.”

- Julie, RPL Customer

FINES FREE

RPL has waived fines on overdue books since mid March. This is in keeping with a province-wide halt on fines during the COVID situation. SILS Libraries agreed at the end of September to continue waiving fines until the end of the year. This has also been consistent with national practice during COVID.

RPL STAFF

Our main priority with staff is to help them stay healthy and engaged. Employees were sent home following branch closures – some to work remotely, and others to remain on-call should they be needed.

Mental health supports were offered to address fears and concerns associated with COVID and branch closures. A questions database with information on health and work procedures was developed, and an internal social network established to help employees at home feel connected.

As the length of the closure surpassed the Library’s initial expectations, we signed a COVID-19 Pandemic Workforce Adjustments letter of understanding with CUPE 1594 in mid-May, which outlined a temporary layoff and recall process. We began to recall staff starting in late June to support our re-opening, and most staff are back at work.

GOING FORWARD

COVID-19 has provided both the requirement and opportunity for adaptation to meet community needs within the limitations it has created. We are proud of the leadership that has been demonstrated by managers and staff: ideas, insights, and suggestions were solicited and reviewed to best inform our approach, and the level of employee engagement has been very high.

What's been most outstanding is the level of support and response from the community for our efforts. The library continues to receive glowing responses about its commitment to the community, and to the individual services it offers. The pandemic has demonstrated that the library remains a strong and steadfast pillar in Regina, and that the people of Regina continue to love their library.

2020 ACTIVITY HIGHLIGHTS

RPL also achieved success in the actions it had originally planned for 2020. Our key actions and accomplishments for the year to date are outlined below.

- RPL contracted the services of Colliers Project Leaders and KPMG to develop a needs assessment and project plan for the future of Central Library. Research for the plan started with a public needs survey. This was followed by a community open house on February 5.

While the Board had expected the needs assessment and project plan to be ready in spring 2020, the onset of the pandemic forced a temporary delay. Work has since continued, slowly, on the needs assessment and project plan, however a firm date for the board to complete and address the plan has not been set.

- Key leadership roles can be difficult to recruit given the requirement for unique skill sets and experience. In 2020, four leadership positions at RPL became vacant. RPL successfully recruited for each of the following: Department Head, Branch Services; Department Head, Central Library; Director Curator, Dunlop Art Gallery; and Manager, Human Resources.
- In 2019, RPL undertook an inclusive staff and management process to complete the standardized assessment protocols for Edge Benchmarking. Edge is a management tool that helps libraries of all sizes align their technology resources to community priorities. Overall, we are doing well in the products and services we offer but will work to focus on our leadership outreach and technology planning.

Further work has been done to identify measurable objectives and establish plans for organizational improvement, however this work was interrupted by the response to the pandemic. The Benchmark objectives will take a series of budget operational planning cycles to achieve demonstrable results.

The assessment work undertaken through Edge addresses a goal listed in the *RPL Service Plan, 2019-2021, Customers benefit from access to technology and digital services, designed to address social and economic inequality.*

- Work continues in 2020 on RPL’s brand, with a primary focus on building tools to create internal understanding and acceptance. Unfortunately, this work was halted with the COVID-19 closures but has since resumed, and we are looking forward to unveiling a new brand and logo in late fall 2020. A brand management plan has been developed and we expect to begin success measurement in early 2021.
- RPL contracted the services of ViTreo, a full-service fundraising and development firm, to assess and review our fundraising and development work. Thanks to this work, we are moving forward with a fund development plan to:
 - Increase awareness of RPL as a charitable investment;
 - Further integrate fund development messaging and initiatives throughout our operations, and aggressively and methodically solicit philanthropic support; and
 - Focus development goals on literacy and technology.
- A major refresh was undertaken at Glen Elm Branch in the first half of the year. The branch’s entrance and bathrooms were renovated to allow for after-hours access to its program room.

2020 SERVICE PLAN ACTIONS

The *RPL Service Plan, 2019-2021* addresses Objective 4.2 of the strategic plan. It helps ensure RPL continues to meet customer needs and remains an integral part of the community. Specific service plan outcomes for 2020 are categorized according to the four pillars of the RPL mission.

Several actions arising from, or coinciding with, the goals listed in the Service Plan have been identified above. Further actions in 2020 are described below.

FREE AND OPEN ACCESS TO RESOURCES

- *Customers benefit from access to technology and digital services, designed to address social and economic inequality.*

The groundwork for this strategic action was laid in 2019, and we have made very fast progress in 2020 due to the increased demand for digital resources and services. We have gained significant understanding and adjusted collections purchasing plans quickly to fast growing needs.

- In addition to those successes listed above, we renegotiated licensing agreements with high demand products like Ancestry Library Edition to allow “at-home” access by our customers during COVID. Usage spiked in late spring and the number of users doubled before returning to normal in the summer months.
- RPL also expanded the number of online services we offer, including a new learning resource called Creativebug. Creativebug is a hub for do-it-yourself hobbyists, crafters and makers that offers thousands of instructional videos offered by artists and creators.

COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET

- *Customers participate in library programs that reflect Regina's growing diversity.*
 - Originally slated for 2021, the Library and the Dunlop Art Gallery adopted "low tech" solutions to support families with limited access to technology by providing learning and reading activity kits containing books, games, and activities for children. With these tools, children can read, explore, and discover which keeps their thinking skills active over the spring and summer months. This initiative helps ensure all children in the community benefit from fun learning activities.
 - Literacy program delivery has been changed to better support the inclusion of newcomers. This initiative was originally slated for 2021. Needs were high and online delivery approaches were added to address some of the barriers and challenges perceived and experienced by our newcomers. A phone survey of library volunteers was undertaken to inquire about interest in a pilot program to deliver group learner support in the digital environment. The response was positive and volunteers were grateful for our interest in them and their learner.
 - RPL supports up to five newcomer/volunteer conversation groups per day to meet demand. Many participants have indicated their growing preference for service on the digital platform for the same reasons as other participants in our digital program delivery environment. We will continue to evaluate the needs and expectations of this important user community.
- *Customers have access to Indigenous programming tied to reconciliation at all library locations.*
 - RPL partnered with the City of Regina's Aboriginal City Employees Network to host a variety of online activities from June 1 to 30 to celebrate First Nations, Métis, and Inuit peoples.

Offering these activities online created opportunities to honour the rich heritage, diverse cultures, and outstanding achievement of Indigenous peoples to a wider audience. It also created opportunities for people of all ages and backgrounds to connect, experience, and learn about Indigenous culture, traditions and art, in an online environment. RPL was pleased with the success of this event and the lessons learned in terms of how online events can sometimes attract new audiences because of the format itself.

PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY, AND DISCOVERY

- *Customers will benefit from programs and services that connect them with professional creators.*
 - Originally in the plan for 2021, the Dunlop developed a new approach to engage professional creators digitally. Several workshops and artist talks have been held online and streamed live to Dunlop social media. Subject matter ranges from HTML and web development for emerging artists to discussions with local filmmakers about trending movies. Events have been well-received by the local community.

- RPL's 2019/2020 Writer in Residence, David Gane, was very well-versed in delivering writing coaching and workshops in the digital environment, and his enthusiasm and confidence helped local writers to embrace this approach. In August 2020 we welcomed our new Writer in Residence, J. Jill Robinson, who is continuing to offer online services for writers.
- *Customers celebrate and share their love of books by accessing library reading programs, services, and collections.*
 - Many of the programming initiatives for children, families, and adults during the first half of 2020 centered on reading. The digital delivery during the COVID period has been new to everyone and has been very successful, particularly at the outset. We continue to promote and encourage use of our student, teacher, and parent resources to support student learning as we move through the fall.
 - Monitoring of collections use is even more tenacious than our typical rigorous approach. Purchasing of physical materials was adjusted during the closure period to ensure that we purchased what was most needed when we re-opened for service delivery in July.
- *Customers use services, resources, and programs that support student success.*
 - RPL initiated work to identify strategies and partnerships to ensure that all Regina students have a valid library card and know how and why to use it. At this time, students, teachers, and parents can access a variety of online resources including homework help, tutors, databases, study guides, and programming targeted to educators. Additionally, our Books4Me personalized reading list service is in high demand and offers students, teachers and parents ideas and suggestions to support learning.
 - *Level Up!* is a summer learning program for children ages 12 and under. In 2020 it was delivered primarily online but also offered “low tech” activity kits with new books, pens, notepads, art supplies and other literacy supplies to specific Regina communities. In 2020, *Level Up!* did not generate the number of participants as it does typically. We attribute this change to our inability to interact directly with parents, students, and educators to encourage participation, and for students to engage in in-person pursuits such as library programming, visits to museums, and learning from subject matter experts.
- *Customers discover opportunities to learn about early literacy.*
 - Significant changes were made at the outset of the closure to our early literacy program delivery. Given the amount of free online story time resources from libraries and other entities, RPL determined that an alternative approach would work well to support families in greater need.

With that in mind, we accelerated development of a “DIY Family Storytime” video series to help caregivers learn and become comfortable with delivering this programming in their own homes with their children. The program delivers theory and background about early literacy in a warm and engaging manner. About 400 viewers accessed the videos – equivalent to attendance at 40 in-person storytimes. We are pleased with the

participation, given this comparison. The approach has also been replicated in a “low tech” edition for families who do not have access to the Internet.

- *Customers access history collections, services, and resources (including staff) to learn and understand local and regional histories*
 - We are presently working to offer online access to our microfilm collection, including access to the Regina Leader-Post since its inception. We hope to have this service in place by the end of 2020.

LOOKING FORWARD TO 2021

The following provides some areas of focus we will address in the new year.

- The current strategic plan for the organization will carry us into 2021. We are planning ahead and have started development of a strategic plan for 2021 to 2024.
- RPL is preparing to bring the question of a renewed central library to City Council. As noted earlier, this work has been delayed but is expected to be complete by mid-winter, after the next stage of community engagement.
- Recent customer demand on RPL’s digital technologies requires a continued focus on information technology and IT infrastructure. We have several projects planned for 2021, including:
 - Improving our network and cloud-based security, and our wireless (WiFi) network;
 - Expanding access to public computers and 3D printing services. We will also introduce 3D scanning for customers;
 - Introducing a new digital notification system to share information about library programs. Users can customize notifications based on their own interests about programs, films, exhibitions, and events at the library. We expect to roll out the new notification system in early 2021.

Phase Two of this new system will offer customers the option of allowing RPL to track their interests and their program participation to develop a profile and offer suggestions based on their interests. We expect this phase will also roll out in 2021; and

- Expanding our 3D printing services and rolling out 3D scanning for customers.
- We will continue to update library spaces to better support customer use, staff operations, and safety for all under COVID-19 guidelines.

- We have an increasing need for significant structural and systems repairs and maintenance, particularly at Central and Connaught, but also at other branches.
- Other branch renewal projects include an update to Sherwood Village Branch to better serve the community through more effective use of its public spaces, and addressing sound issues and improving acoustics at Prince of Wales Branch.

2021 SERVICE PLAN FOCUS

The following outlines the work we intend to undertake to continue addressing the outcomes and goals outlined in the *RPL Service Plan, 2019-2021*. As above, specific service plan outcomes for 2020 are categorized according to the four pillars of the RPL mission.

FREE AND OPEN ACCESS TO RESOURCES

Customers enjoy enhanced service, delivered by knowledgeable and welcoming staff throughout the organization.

2021 actions toward achieving this outcome will include:

- Providing adult education theory and practice development for select staff;
- Optimizing digital competencies among staff; and
- Continuing to adjust staff recruitment practices, job descriptions, and performance appraisals to address core customer service standards. This includes essential skills in technology, merchandizing, and readers' guidance, which will be required for front-line positions.

Customers find physical and digital materials to pursue existing interests and discover new ones.

2021 actions toward achieving this outcome will include:

- Continuing the use of collection use assessment methods to understand and meet customer borrowing needs; and
- Expanding our collections to reflect and support trends, news, and local community events of interest to Reginaans.

Customers browse and find library materials of interest. Customers understand how to use the library's systems to borrow materials that aren't immediately available.

2021 actions toward achieving this outcome will include:

- Promoting the extensive digital and SILS opportunities to access materials; and
- Ensuring customers understand how to use the library's systems to borrow materials that aren't immediately available.

Customers discover collections that reflect current trends and cultural and community events.

2021 actions toward achieving this outcome will include:

- Stocking our shelves and displays with items that are of interest to the community; and
- Expanding our collections to reflect and support trends, news, and local community events of interest to Regina.

COMMUNITY SPACE WHERE PEOPLE AND IDEAS MEET

Community-facilitated programming empowers community members to design and lead activities at the Library.

2021 actions toward achieving this outcome will include:

- Reviewing and implementing changes to technology in library meeting spaces, to ensure their features meet functional requirements;
- Ensuring that customers can propose and deliver programs, both in person and online;
- Launching a platform on the RPL website on which customers find it easy to share information about programs with other customers; and
- Creating a digital space that supports ongoing conversations among program participants.

Customers participate in library programs that reflect Regina's growing diversity. Customers from all life stages and backgrounds feel welcome and comfortable participating in library programs.

2021 actions toward achieving this outcome will include:

- Ensuring that "Make & Create" activities throughout the organization are reflective of the cultural diversity of national and local populations;
- Diversifying and increasing cultural opportunities to support social cohesion and inclusion, as well as ensuring that programs provide avenues for connection to people in different socio-economic and cultural groups;
- Ensuring library programming considers the needs of underserved communities;
- Offering library programming in multiple languages, including American Sign Language;
- Building on existing relationships and forging new partnerships with organizations that serve diverse communities in Regina (e.g., CNIB, Regina Open Door Society, Alzheimer Society of Saskatchewan, Inclusion Regina, etc.);
- Training staff in facilitating and supporting respectful community conversations; and
- Developing a customer service accessibility strategy to meet the needs of customers living with disabilities.

Customers have access to Indigenous programming tied to reconciliation at all library locations.

2021 actions toward achieving this outcome will include:

- Creating an Indigenous Services strategy; and
- Establishing Truth and Reconciliation programs that will meet community needs through four distinct categories:
 1. Featured programming and events.
 2. Information sharing and discussion.
 3. Traditional crafts.
 4. Sharing traditional knowledge.

PROGRAMS AND SERVICES THAT SUPPORT READING, CURIOSITY, AND DISCOVERY

Customers celebrate and share their love of books by accessing library reading programs, services, and collections.

2021 actions toward achieving this outcome will include:

- Promoting reading as both an individual and social activity; and
- Encouraging people to read more, and read widely, and offering programs and collections that encourage socialization around books and reading.

Customers use services, resources, and programs that support student success.

2021 actions toward achieving this outcome will include:

- Increasing collaboration with local cultural organizations, and pursuing deeper partnerships with local schools.
 - This includes identifying curricular needs and interests with teachers; and
- Developing library programs available to schools upon request, as well as increasing participation in reading and learning programs such as *Level Up!* and Summer Reading Contest.

Customers will have opportunities to develop literacy skills and abilities.

2021 actions toward achieving this outcome will include:

- Ensuring access to digital technologies and support for improved digital literacy competencies is a priority; and
- Delivering digital literacy programs for all ages online and at all library locations.

Customers from all life stages will have access to digital, visual, media, musical, maker, and other cultural experiences. Customers will benefit from programs and services that connect them with professional creators.

2021 actions toward achieving this outcome will include:

- Increasing the exhibition of the public art collection throughout the library system;
- Purposefully embedding culture into more programs and services; and

- Increasing customers' access to artists, writers, filmmakers, and other creators through presentations, talks, activities, and Artist-in-Residence open studio hours, and workshops.

COMMUNITY OPPORTUNITIES THAT COMPLEMENT AND STRENGTHEN THE PUBLIC LIBRARY OFFERING

Customers benefit directly and indirectly from the library's relationship with its partners.

2021 actions toward achieving this outcome will include:

- Ensuring customers can use Regina Public Library to access information about local services; and
- Continuing to offer access to community services delivered by trusted and knowledgeable partners such as Thrive Counselling, Sask Access to Justice, Service Canada, and Pro Bono Law Saskatchewan for the benefit of customers.

Customers use digital services to further their learning.

A 2021 action toward achieving this outcome is:

- Identifying digital learning resources and opportunities to aid professional development, business, and career support for Reginans to showcase opportunities for further learning at the library.

Customers use community-curated opportunities to connect physically and digitally with others who share their interests

2021 actions toward achieving this outcome will include:

- Working with community partners to identify learning interest areas in which customers could connect and support each other; and
- Identifying and activating opportunities for customers to connect about shared learning interests.

IN CLOSING

The world's response to COVID-19 continues, and at this point it is hard to tell what might happen next. Regardless, RPL has taken its learnings from this situation to prepare for the future.

Libraries and library services have changed because of this situation and the impact it has had on our community. While 2020 is an anomaly, we know that our near future will not be "back to normal" – there will be a new normal, and we will be there to help shape it.

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2021 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

	2021 Budget \$ (Unaudited)	2020 Budget \$ (Unaudited)	2021 Budget vs. 2020 Budget \$ Change
Statement of Operations			
Revenue:			
Taxes and Grants:			
City of Regina tax levy (Note 1)	22,731,254	22,146,223	585,031
Grants-in-lieu of taxes	1,522,105	1,482,650	39,455
Provincial services agreement	612,593	606,408	6,185
Other grants	231,800	258,800	(27,000)
	25,097,752	24,494,081	603,671
Other Revenue:			
Other revenue	772,357	850,450	(78,093)
Total Revenue	25,870,109	25,344,531	525,578
Expenses:			
Operating Expenses:			
Public services	15,369,988	14,827,077	542,911
Support services	5,067,188	5,257,669	(190,481)
Administration	1,877,027	2,074,595	(197,568)
Governance	121,100	117,000	4,100
Total Expenses before Amortization	22,435,303	22,276,341	158,962
Amortization Expense	2,750,000	2,675,000	75,000
Total Expenses	25,185,303	24,951,341	233,962
Annual Surplus from Operations	684,806	393,190	291,616
Funding Adjustments			
Adjustments for non cash items			
Amortization of Capital Assets	2,750,000	2,675,000	75,000
Employment Benefits Obligation	43,000	42,500	500
	2,793,000	2,717,500	75,500
Funding Provided from Operations	3,477,806	3,110,690	367,116

Note:

1 Includes supplementary taxes of \$40,000 (2020 - \$100,000).

**THE REGINA PUBLIC LIBRARY BOARD
CITY COUNCIL 2021 BUDGET SUBMISSION
STATEMENT OF OPERATIONS AND FUNDING ADJUSTMENTS**

Appendix A

	2021 Budget \$	2020 Budget \$	2021 Budget vs. 2020 Budget \$ Change
Capital:			
Ongoing:			
Library Materials	1,855,000	1,704,000	151,000
Building	-	-	-
Furniture and Equipment	160,000	160,000	-
Information Technology	752,806	536,690	216,116
Land Improvements	-	-	-
Shelving	60,000	60,000	-
Vehicles	-	30,000	(30,000)
	2,827,806	2,490,690	337,116
Major Projects:			
Branch Development (Note 2)	620,000	620,000	-
Special:			
Total Capital	3,447,806	3,110,690	337,116
Net Funding Requirements	(30,000)	(0)	(30,000)
Less other sources of funds:			
Planned Funding from Reserves		-	-
From DAG Reserve		-	-
From Vehicle Reserve	-	(30,000)	30,000
	-	(30,000)	30,000
Add other uses of funds:			
Planned Contributions to Reserves		-	-
Planned Contributions to Appropriated Reserves - Vehicles	30,000	30,000	-
Planned Funding to DAG Reserves		-	-
	30,000	30,000	-
Net Budget (Note 3)	(0)	(0)	(0)

Notes:

2 Cost estimates include on-going branch renewal.

3 \$0 indicates a balanced budget.

THE REGINA PUBLIC LIBRARY BOARD

Schedule 1

SCHEDULE OF EXPENSES BY OBJECT

Year ended December 31

	2021 Budget \$	2020 Budget \$	2021 Budget vs. 2020 Budget \$ Change
	(Unaudited)	(Unaudited)	
EXPENSES			
Wages, benefits and honoraria	14,732,221	14,376,210	356,011
Purchased goods and services	7,680,082	7,877,631	(197,549)
Interest	23,000	22,500	500
Amortization	2,750,000	2,675,000	75,000
Net expenses	25,185,303	24,951,341	233,962
	-	-	-

THE REGINA PUBLIC LIBRARY BOARD**Schedule 2****SCHEDULE OF LIBRARY MATERIALS EXPENSES**

Year ended December 31

	2021 Budget \$	2020 Budget \$	2021 Budget vs. 2020 Budget \$ Change
	(Unaudited)	(Unaudited)	
EXPENSES			
Books	1,075,000	1,050,000	25,000
E-books	450,000	312,000	138,000
DVDs	260,000	267,000	(7,000)
Sound recordings	70,000	75,000	(5,000)
Net expenditures	1,855,000	1,704,000	151,000