



2024 General and Utility Operating Budget and 2024-2028 General and Utility Capital Plan

Date	December 13, 2023
To	City Council
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	

RECOMMENDATION

That City Council:

General Operating Budget:

1. Approve the 2024 General Operating Budget as outlined in Appendix A:
 - a. Gross expenditures of \$579,472,000 and total property tax levy of \$302,613,000;
 - b. 2024 mill rate of 10.35418 representing a 2.20% increase for all programs and services;
 - c. Funding for the Provincial Capital Commission (PCC), Economic Development Regina Inc. (EDR), Regina Exhibition Association Limited (REAL), and Community and Social Impact Regina (CSIR) as outlined in Appendix K:
 - i. Total funding of \$2,719,000 for PCC
 - ii. Total funding of \$1,995,000 for EDR
 - iii. Total funding of \$3,430,000 for REAL
 - iv. Total funding of \$1,655,000 for CSIR
 - d. Regina Police Services (RPS) gross expenditures totaling \$115,569,200 and revenues totaling \$11,748,200.
2. Approve a total transfer of:
 - a. \$475,000 in 2024 from the General Fund Reserve to ensure annual funding of \$2,500,000 for Housing Incentives Policy program in 2024.

- b. \$4.065 million in 2024 from the General Fund Reserve to fund the \$3 million non-vehicle trail system and \$1.065 million related to supporting Downtown intensification projects described further in Appendix B, page 22.

General Capital Budget:

- 3. Approve the 2024 General Capital Budget in the 2024-2028 General Capital Plan with total gross expenditures of \$136,961,000 in 2024, as outlined in Appendix B.
- 4. Approve the General Capital Budget as outlined in Appendix B for multi-year projects that require future year commitments, as follows:
 - a. 2025 - \$134,613,000
 - b. 2026 - \$84,123,000
 - c. 2027 - \$59,240,000
 - d. 2028 - \$6,049,000
- 5. Approve the 2024 Recreation & Culture Capital Budget in the 10-Year Recreation & Culture Capital Plan with total gross expenditures of \$17,084,000 in 2024, as outlined in Appendix B.

Regina Public Library Board:

- 6. Approve the Regina Public Library Board's 2024 mill rate request of 0.91400, representing an increase of 2.27% for the Regina Public Library.
- 7. Instruct the City Solicitor to prepare and bring forward any property tax bylaws needed to implement the above approved mill rates for the City and the Regina Public Library in spring 2024 once the City receives the education mill rate from the Government of Saskatchewan and approves the mill rates for the Business Improvement Districts.

Utility Operating Budget:

- 8. Approve the 2024 Utility Operating Budget as outlined in Appendix A beginning on page 7, with total revenues of \$176,180,000 and total gross expenditures of \$176,180,000.

Utility Capital Budget:

- 9. Approve the 2024 Utility Capital Budget in the 2024-2028 Utility Capital Budget with total gross expenditures of \$105,927,000 in 2024, as summarized in the City of Regina 2024 Utility Budget, as outlined in Appendix B.

Alley Maintenance Special Tax Levies:

- 10. Approve the following 2024 Alley Maintenance Special Tax levies, proposed revenues and

estimated costs as outlined in Appendix G:

Paved Alleys:

Levy \$3.90 per assessable foot against properties abutting or flanking paved alleys
Proposed Revenue: \$3,504,304
Estimated Cost: \$3,504,304

Gravel Alleys:

Levy \$2.72 per assessable foot against properties abutting or flanking gravel alleys
Proposed Revenue \$1,677,479
Estimated Cost \$1,677,479

11. Direct the City Solicitor to prepare 2024 Alley Maintenance Special Tax Bylaw to include the paved and gravel alley levies, proposed revenues, and estimated costs as detailed in recommendation 10 above and Appendix G to this report.

Other Related Recommendations:

12. Authorize the City Solicitor to prepare amendments to *The City of Regina Archives Fee Schedule Bylaw*, Bylaw No. 2012-19, related to Archives Fee Schedule increases as outlined in Appendix C.
13. Authorize the City Solicitor to prepare any other necessary bylaw amendments not mentioned above to implement the above recommendations and the approved budgets.
14. Approve the Community Non-profit Tax Exemption Policy (CNPTEP) – Stream 3 property tax exemptions in the percentage amounts and for the terms listed in Appendix M-1 subject to the following conditions:
 - a. The Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.
 - b. All tax exemptions are subject to the continued use of the property by the non-profit entity as per alignment with the Policy outlined in Appendix M-1.
15. 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.
16. Approve a one-time increase to the Community Non-Profit Tax Exemption Policy financial cap to \$1,520,662, an increase of \$191,447, and have the cap increase every year at a rate equivalent to the previous year's mill rate increase.

17. Instruct the City Solicitor to prepare the necessary bylaw to authorize one year property tax exemptions for 2024 for those properties that are receiving one-year tax exemptions as listed in Appendix M1.
18. Remove the following items from the List of Outstanding Items as outlined in Appendix E and H (for item f):
 - a. MN22-1: Regulate the Non-Essential (Cosmetic) Use of Pesticides.
 - b. CM22-33(4): Wascana Pool Accessible Waterslide.
 - c. CR23-30 Wascana Pool Accessible Waterslide.
 - d. CR23-32: Harbour Landing School Land Purchase.
 - e. MN23-7: Homeless Emergency Motion – Items #3 & 4.
 - f. CR23-45: Community Non-Profit Tax Exemption Policy (CNPTEP).
19. Delegate authority to the Executive Director, Financial Strategy & Sustainability or designate, to initiate a public procurement process to engage consulting and professional services over \$750,000 to support the detailed design and construction services related to the new South East Fire Station 8 project.
20. Delegate authority to the Executive Director, Financial Strategy & Sustainability or designate, to negotiate, award, enter into an Agreement with the highest ranked proponent(s), to authorize any amendments to the Agreement that do not substantially change what is described in this report and to authorize any ancillary agreements or documents required to give effect to the Agreement resulting from recommendation 19.

Delegate authority to the Executive Director, Financial Strategy & Sustainability or designate, to apply for, enter into any Agreements related to grant or external funding programs that may become available to the City, in excess of \$500,000 to contribute to or offset project costs for Renewable Regina 2050 – Facilities Upgrades.
21. Authorize the City Clerk to execute the necessary agreements provided for in recommendations 19, 20 & 21 after review and approval by the City Solicitor.

ISSUE

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

The 2024 Proposed Budget is the second year of the first multi-year budget developed by the City to provide greater certainty for residents about their future property taxes, in alignment with the City’s Strategic Priorities and long-term goals. The proposed mill rate increase for 2024 is 2.20% (1.57% from the prior proposed 2024 budget plus the 0.63% dedicated mill rate related to the Eastern

Pressure Solution second reservoir approved by City Council on July 12, 2023 (MN23-5)).

In December 2022, Administration proposed a 2024 mill rate increase of 4.66% from the previous year (1.57% when taking into consideration the garbage collection tax reduction due to Council approved changes shifting the cost of garbage pick-up from the tax base to a fee-for-service model). Since then, the City has had to adjust the proposed 2024 budget by making trade-offs within the budget to accommodate financial pressures from items such as:

1. High inflation.
2. Ongoing impact from COVID-19 for areas related to parking revenue.
3. Increased costs to maintain services such as Winter Road Maintenance.

As a result of these pressures, if no other action or trade-offs were taken, the proposed mill rate increase would have been 5.54%, net of the garbage collection tax reduction. Administration has adjusted the 2024 proposed budget presented as part of the multi-year 2023-2024 proposed budget to keep in line with the prior proposed mill rate to get from 5.54% to 2.20%. Adjustments being proposed by Administration to ensure the mill rate is consistent with the 2024 mill rate proposed in the 2023-2024 multi-year budget (plus the Eastern Pressure Solution dedicated mill rate). However, these adjustments introduce risks such as:

1. Deferral of capital investments that support existing service levels and advance new projects.
2. Reduction of funding to support Renewable Regina 2050 – Facility Retrofits.
3. Deferral of key investments related to Downtown renewal. However, the proposed 2024 budget still has Dewdney Avenue and 11th Avenue projects moving ahead as scheduled and while Scarth Street and Saskatchewan Drive are delayed, they are still planned to occur in the five-year capital plan.

This report provides Council with a summary of Administration's changes to the 2024 General Budget included in the 2023-2024 multi-year Budget received and filed by Council on December 16, 2022.

The report also provides Council with a summary of Administration's changes to the 2024 Utility Budget that was received and filed by Council on December 16, 2023. Council approved the 2024 Utility rate increase of 4.0% during the 2023-24 Budget deliberations.

IMPACTS

Accessibility Impact

The proposed 2024 Budget includes funding to implement actions such as:

- Additional operating costs related to the Adapted Recreation Plan (\$78K).

- Improvements to the Wascana Pool Waterslide Accessibility (\$32K).
- Initial steps to begin the implementation of a Corporate Accessibility Plan (\$100K) to make the City more accessible.

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

Environmental Impact

The proposed 2024 Budget includes funding to advance the City's Renewal 2050 goals with respect to the Energy & Sustainability Framework and Action Plan (ESF) and climate adaptation plan.

Given financial pressures there is a risk that the targets in this plan may not be achieved when expected. As an example, while the proposed 5-year capital plan investments over \$15 million in ESF related capital investments, the proposed capital plan reduces funding to support Renewable Regina 2050 – Facility Upgrades (retrofits) from \$11 million to \$2.5 million over five-years compared to what was initially proposed in the 2023-2024 multi-year Five-Year Capital Plan. More details on ESF impacts related to the 2024 proposed budget are provided in Appendix F.

Financial Impact

Mill Rate Increase

The financial implications of the 2024 Proposed General Operating Budget is a 2.20% property tax mill rate increase.

As a result of cost pressures and increased cost to maintain services, the mill rate increase would have been 5.54%. However, Administration took proposed actions to lower the mill rate increase to 2.20%. For an average home assessed at \$315,000, the recommended 2024 mill rate increase of 2.20% will result in an approximate property tax increase of \$51.61 per year or an increase of \$4.30 a month. A breakdown of the mill rate increase is found in the table below:

Impact of Proposed Mill Rate Increase

Average Cost of Proposed Mill Rate Increase	2024		
	Mill Rate Increase	Monthly Impact of \$315,000 Assessed Value	Annual Impact of \$315,000 Assessed Value
Civic Operations	2.18%	\$4.26	\$51.17
Recreational Infrastructure Dedicated Mill Rate	0.50%	\$0.98	\$11.75
Police Operations	1.98%	\$3.87	\$46.40
Eastern Pressure Solution Dedicated Mill Rate	0.63%	\$1.23	\$14.77
Mill Rate Increase before Garbage Collection Reduction	5.29%	\$10.34	\$124.09
Garbage Collection Reduction	(3.09)%	(\$6.04)	(\$72.48)
Total Proposed Mill Rate Increase	2.20%	\$4.30	\$51.61

In order to achieve a 2.20% mill rate increase, significant changes were required to the initial proposed 2024 budget that Council received and filed in December 2022, in particular to the Five-Year Capital Plan. The risks associated with these changes are detailed later in this report and the affected projects are detailed in Appendix B.

Impact of Curbside Waste Services Fees

Household Impact of New User Fee	Based on 360L Garbage Cart Size	Based on 240L Garbage Cart Size		
	Monthly Impact to an Average Household	Yearly Impact to an Average Household	Monthly Impact to an Average Household	Yearly Impact to an Average Household
Total User Fee (Food & Yard Waste, Recycling & Garbage)	\$23.73	\$284.70	\$16.12	\$193.45
Existing User Fee (Recycling)	(\$7.60)	(\$91.25)	(\$7.60)	(\$91.25)
Total Curbside Waste Service Fee Increase	\$16.13	\$193.45	\$8.52	\$102.20

Utility Rate Increase

The 2024 Utility rates are approved at a 4.0% increase. A breakdown of the rate increases is shown in the table below.

Impact of Utility Rate Increase

Utility Rate Breakdown	Utility Rate Increase %	Monthly Impact to an Average Household	Yearly Impact to an Average Household
Base operations and maintenance and renewal of assets	3.00%	\$4.95	\$59.40
Buffalo Pound Water Treatment Plant Upgrade	1.00%	\$1.65	\$19.80
Total Proposed Utility Rate Increase	4.00%	\$6.60	\$79.20

Total Average Impact to Average Household

The total impact to the average household as a result of the mill rate increase, utility rate increase and the introduction of the Curbside Waste User fee (using a 240L garbage cart size) is \$19.42/month or \$233.04/year.

Total Average Impact to Commercial Properties

The impact of the 2.20% mill rate increase to the average Commercial Property, based on business type is shown in the table below. The increase ranges based on the assessed value of the property.

Commercial Type	Assessed Value	Monthly Impact	Annual Impact
Stand Alone Store	\$1,839,800	\$36.29	\$435.51
Restaurant	\$1,859,400	\$36.68	\$440.14
Strip Mall	\$4,629,100	\$91.32	\$1,095.81
Hotel	\$13,627,500	\$268.83	\$3,225.94
Shopping Mall	\$55,928,400	\$1,103.30	\$13,239.60
Office Tower	\$70,635,300	\$1,393.43	\$16,721.10

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

Some of the City’s reserves, most notably the General Fund Reserve and Asset Revitalization Reserve are near or below their minimum balance, which reduces future financial flexibility. Caution was exercised when using reserves as a funding source that are near or below their minimum balances.

Policy/Strategic Impact

The proposed investments included in the 2024 Budget are focused on advancing the City’s Strategic Priorities: Economic Prosperity, Environmental Sustainability, Community Safety and Well-Being, Vibrant Community, and Operational Excellence. More details are provided in Appendix J.

Labour Impact

The prior proposed 2024 Budget included an increase in FTEs of 13.6. That increase has been reduced by 3.0 FTEs (10.6 increase compared to 2023). Details of the changes to FTEs can be found in appendix A.

OTHER OPTIONS

Council has the authority to direct the Administration to make changes to the 2024 Proposed Budget.

COMMUNICATIONS

No public consultation was completed for the 2024 Budget as this was the second year of the City's first multi-year budget. A budget survey was completed in 2022 and the results were used to inform the proposed 2023-24 Proposed Budgets. The 2024 Budget was released in principle in 2022 and general direction for the 2024 Budget was set at that point. This 2024 Budget being considered has been adjusted for any significant changes since it was initially released last year.

In conjunction with the release of the proposed 2024 Budget, detailed information will be available online at [Regina.ca/budget](https://regina.ca/budget). The release of the Budget will be promoted through scheduled advertising campaigns.

In accordance with the public notice requirements of *The Public Notice Policy Bylaw, 2020*, Bylaw No. 2020-28, advertising for the Special Tax for Alley Maintenance and debt will occur on December 2, 2023.

DISCUSSION

A Multi-Year Budget

The 2023-2024 Budget is the City's first multi-year budget. This report addresses the second year of that multi-year budget. The second year is typically less intensive but due to the challenging economic environment more work than expected was required to finalize the proposed 2024 Budget. The 2023-24 Budget Book will not be updated based on changes made in the second year. Instead, any changes are provided in this report for Council's consideration.

The changes in the operating and capital budgets from the proposed 2024 Budget released as part of the 2023-24 Budget are based on the following key considerations:

Affordability for Regina Residents

Many residents and businesses in our community face continued financial hardship; it is more

important than ever that Regina remain affordable. The 2024 Budget maintains services and invests in community priorities, while limiting the property tax increase as much as possible. Through the development of the budget, Administration balanced the needs and expectations for municipal services with sensitivity to the current economic climate and fiscal reality facing residents and businesses. The City offers programs to improve property tax and utility affordability for low-income households with at least one senior citizen or person living with a disability, including the Low-Income Municipal Property Deferral Program, Utility Rebate Program, and the High-Efficiency Water Retrofit Program.

Inflation Pressures

The City has been impacted by high inflation over the past few years. Inflation has risen dramatically in 2022 and 2023 putting pressure on all residents and the City's ability to absorb inflationary impacts while retaining an affordable mill rate for residents. Inflation has had a significant impact on the proposed capital plan. Increases in the cost of labour, steel, asphalt and other materials have resulted in significant cost escalations for planned programs and projects. Some adjustments to the proposed budget were required to the Five-Year Capital Plan.

Ongoing Impact of COVID-19

Usage of City services are trending upwards, and it is projected that COVID-19 impacted revenues will return closer to their pre-pandemic levels in 2024 for services such as recreation & transit. However, some services are seeing a potential long-term impairment to revenues as a result of COVID-19. As a result, the 2024 budget does include revenue reductions from COVID-19 in Parking (\$0.3 million).

Houselessness

Council considered MN23-7 (Houselessness Emergency) on September 13, 2023 and referred certain elements of the motion to the 2024 Budget Discussion in December of 2023. Appendix H provides additional information to support Council discussion of the matters referred to budget for further discussion by Council.

Community Non-Profit Tax Exemption Policy (CNPTEP)

Administration has completed its 2024 application review under the revised Community Non-Profit Tax Exemption Policy (CNPTEP) approved through report *CR23-45*. As expected, there was an increase in the number of applicants under the revised policy. The recommended funding exceeded the financial cap by \$191,447. This is less than the original estimate of \$270,785 referenced in *CR23-45*. This budget includes the \$191,447 cap increase. A summary of the policy is provided in Appendix M.

Regina Police Service

As of the release of this report, the Regina Board of Police Commissioners had not publicly released

an approved updated Regina Police Service (RPS) 2024 Budget or confirmed no changes to the initial 2024 RPS Budget included as part of the 2023-2024 multi-year budget received and filed by Council in December 2022. As a result, for the purposes of the 2024 Proposed Budget, the 2024 Regina Police Service Budget is the same as presented as part of the 2023-2024 Multi-Year Budget. Any changes approved by the Regina Board of Police Commissioners to that budget from what is in this report will be brought forward to the 2024 Budget discussion on December 13, 2023.

Tourism Regina

City Council was to consider moving responsibility and operations of Tourism Regina from the Regina Exhibition Authority Limited (REAL) to the City of Regina on November 15, 2023. At the time of writing of this report, the outcome of Council's deliberations on the matter was unknown. As a result, the 2024 proposed budget in this report continues to assume Tourism Regina operated by REAL. The proposed 2024 budget includes \$3,430,000 in grant funding to REAL, with \$910,000 related to operations related to Tourism Regina. Should Council approve moving Tourism Regina to the City of Regina, REAL's funding will be reduced by \$910,000 those funds will be used to deliver Tourism Regina's services as a part of City of Regina's budget.

Any changes required to reflect this change will be brought forward to the 2024 Budget discussion on December 13, 2023. Any change in who operates Tourism Regina will not have any impact on the proposed mill rate.

REAL

REAL has requested total grant funding of \$5,876,123 (excluding Tourism Regina) for 2024 (EX23-83), an increase of \$4,776,123 from 2023. REAL's 2024 grant funding request includes a continuation of the \$400,000 in Community grant funding they have historically received from the City, \$1,828,185 offset their 2024 budgeted operating Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) loss of \$1,828,185, \$2,647,938 dedicated to paying projected 2024 principal and interest payments on all debt held by REAL, and \$1,000,000, to fund their 2024 capital plan.

Administration's proposed 2024 budget included as part of this report recommends total grant funding of \$2,520,000 (excluding Regina Tourism funding), an increase of \$1,420,000 over the 2023 budget. The 2024 proposed budget includes increased funding of \$1M in the annual operating grant for a total operating grant of \$1.4M, and an \$420,000 increase in conditional grant funding related to funding a portion of REAL's principal and interest payments related to debt Facility G (\$7.3M of debt) which the City committed to doing when debt Facility G was previously approved by Council. As a result, a funding gap of \$3,356,123 exists between REAL's grant funding request of \$5,876,123 and funding in the 2024 proposed City budget.

Both REAL's 2024 proposed budget and request for grant funding, and MNP's report on REAL's

long-term financial sustainability were presented at Executive Committee's meeting on November 15th. As a result, REAL's 2024 proposed budget and related funding request were developed without information related to MNP's report or Executive Committee discussion of the report on November 15th. As well, Administration's 2024 proposed budget and 2024 proposed funding for REAL was developed without benefit of MNP's report and REAL's grant funding request, with the \$1,420,000 in increased grant funding included as a placeholder in the 2024 budget.

As a result, further work is required prior to City Council's deliberation of the 2024 proposed budget on December 13th, 2023 to provide recommendations to address the gap between REAL's 2024 grant funding request and Administration's proposed budget. Administration will prepare a supplemental report to address this matter for Council's consideration when it begins deliberation of the 2024 proposed budget on December 13, 2023.

Risks

While Administration has included funding to address the operating funding shortfalls in the current budget the City may continue to see increased financial pressures moving forward. Some areas of concern include:

- Further increases in energy costs.
- Increased volatility in weather patterns resulting in increased Winter Road Maintenance costs.
- Additional inflationary pressures on capital projects and programs.
- Not maintaining the City's asset management programs at the required levels.

2024 General Fund Budget Changes

The General Operating Fund Budget is \$579.5 million in 2024 in both revenue and expense. Details of the changes from the initial proposed budget can be found in Appendix A. The General Operating Fund is the funding source for most services provided by the City of Regina. Included in the General Operating Fund Budget is a mill rate increase of 2.20% in 2024.

Proposed General Fund Five-Year Capital Plan Changes

Current contributions to capital from the operating budget to the capital budget were reduced in the Five-Year Capital Plan to address inflationary and other cost pressures in both the operating and capital budgets and maintain a proposed mill rate increase consistent with that proposed for 2024 in the multi-year 2023-2024 budget (with the 2024 year being received and filed by Council in December 2022). As a result of a reduction in funding from current contributions to capital and to address inflationary cost increases in some capital projects, changes to the Five-Year Capital Plan were required. The 2024 proposed capital plan investment is \$137.0 million and the overall Five-Year Capital Plan investment is \$882.3 million. The detailed five-year capital plan, and a summary in changes made to the capital plan, can be found in Appendix B. In addition, a description of the Infrastructure Funding Gap can be found in Appendix B.

General Fund Reserve

The General Fund Reserve's (GFR) ending balance on December 31, 2023 is projected to be approximately \$21.5 million. The 2024 budget proposes using the GRR to fund the unfunded portion of the Housing Incentive Program (\$475,000), and \$3 million for the non-vehicle trail system and \$1.065 million related to supporting Downtown intensification capital projects as described in further detail in Appendix B, page 22. Use of the GFR for these purposes would bring the overall projected balance of the GFR to approximately \$17M in 2024, \$6M below its recommended minimum balance. Administration will be developing a plan as part of the next multi-year budget (2025-2026) to replenish the GFR back to its minimum recommended balance.

2024 Utility Fund Budget

Council approved a 2024 Utility Rate increase of 4.0% as part of the 2023-24 Budget deliberations in December 2022.

This report seeks approval of the 2024 Utility budget. The Utility Operating Fund Budget is based on \$176.2 million in 2024 in both revenue and expense. The 2024 Utility Fund Operating Budget changes to revenues and expenses are summarized in Appendix A. The Utility Operating Fund is the funding source for operations pertaining to water, wastewater and stormwater.

Utility Fund Five-Year Capital Plan Changes

The updated Five-Year Capital Plan is included in Appendix B. The 2024 capital budget investment is \$105.9 million and the overall Five-Year Capital Plan investment is \$637.2 million. There was no impact to the approved utility rate as a result of the capital changes.

Efficiencies

Administration continues to focus on finding efficiencies to minimize mill rate and fee increases. Efficiency savings are summarized in Appendix D. A total of \$14.5 million in savings have been found up to September 2023.

Third Party Capital Grant Funding

Administration regularly engages with third party funders on potential capital grant funding opportunities. Appendix I provides information on third party grant funding the City has been approved to receive, funding applications that have been submitted and for which the City is awaiting a funding decision, and other third party grant funding opportunities being pursued by the City.

DECISION HISTORY

The 2024 Proposed Budget, that formed part of the multi-year 2023-2024 budget, was received and filed (CM22-33) by City Council in December 2022 and is the starting point for the 2024 adjusted proposed budget outlined in this report.

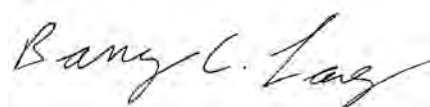
On September 13, 2023 (EX23-69), Administration presented a 2024 Budget Update to the Executive Committee.

On November 1, 2023 (EX22-81) Economic Development Regina and (EX23-80) Regina Public Library presented their annual Budget or mill rate request to the Executive Committee.

On November 15, 2023, Provincial Capital Commission (EX-23-86) and Regina Exhibition Association Limited (EX23-83) presented their annual Budgets to the Executive Committee.

Respectfully submitted,

Respectfully submitted,



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

Barry Lacey,
Executive Director, Financial Strategy & Sustainability

Prepared by: Trevor Black, Corporate Budget Consultant

ATTACHMENTS

- Appendix A - 2024 Budget - Operating and Capital Detail
- Appendix B - Five-Year Capital Plan-General and Utility Funds
- Appendix C - Archives Fee Schedule
- Appendix D - Efficiency Review
- Appendix E - Council Referrals
- Appendix F - Renewable Regina 2050
- Appendix G 2024 Alley Maintenance Special Tax Levies Report
- Appendix G-A Planned Locations
- Appendix G-B Key Performance Indicators
- Appendix H - Houselessness
- Appendix I - Budget Book Grant Analysis

Appendix J - Investments by Strategic Priority
Appendix K - 2024 Service Partners
Appendix L - 2024 Service Partner Submissions
Appendix M - Community Non-Profit Tax Exemption Policy
Appendix M-1 Community Non-profit Tax Exemption - Stream 3
Appendix M-2 Community Non-profit Tax Exemption Prorated

Appendix A - 2024 Operating Budget – General and Utility Fund

General Fund Revenues

This appendix should be read in conjunction with the 2023-2024 budget book.

The table below provides an update to Table 6 found on page 20 of the budget book, including the updated 2024 proposed revenue budget for the General Fund.

Revenues by Account Category

(\$000s)	2023		2024			
Department	Council Approved Budget	Forecast	Received and filed with 2023 Changes	Updated Proposed Budget	Change (\$)	Change (%)
Property Taxation	293,980	294,639	310,383	302,613	(7,770)	(2.50)%
Fees & Charges	86,412	103,547	85,924	101,786	15,862	18.46%
Other Revenues	73,920	59,881	77,843	79,419	1,576	2.02%
Government Grants	54,066	53,604	56,096	60,566	4,470	7.97%
Licences, Levies & Fines	12,957	17,983	9,836	9,786	(50)	(0.51)%
Transfers from a Reserve	6,423	5,697	6,338	13,554	7,216	113.85%
Civic Total	527,758	535,351	546,420	567,724	21,304	3.90%
Police Operations	11,966	11,965	11,748	11,748	-	0.00%
Total	539,724	547,316	558,168	579,472	21,304	3.82%

Note: Licences, Levies & Fines was restated in the received and filed column for a change in accounting treatment of Automated Speed Enforcement revenue.

Explanation of Changes Compared to Previously Proposed 2024 Budget

Changes in revenue categories include primarily:

- Taxation Revenue:
 - Garbage collection funding moved from tax funded to fee funded: \$(8.9) million reduction
 - Dedicated Mill rate for Eastern Pressure Solution second reservoir approved by Council on July 7, 2023 (CM23-28): \$1.8 million increase
 - As per Council referral in 2023, recommendation to increase the Community Not for Profit Tax Exemption Program (CNPTEP) cap by approximately \$200,000: \$(0.2) million decrease
- Fees & Charges
 - Introduction of new Curbside Waste Service Fees for Food and Yard and Garbage services: \$12.0 million
 - Increased sale of lots to align with actuals in recent years. This is to align with recent actual lot sales and projected lot sales moving forward. This has no impact on the mill rate: \$4.2 million
 - Increased allocated revenue from Curbside Waste Service for overhead costs such as finance, legal, communications, and information technology as these costs are no longer funded through taxes, instead through Waste fees

- collected by the Waste Utility: \$0.7 million
 - Increase in transfer of SAF Admin Fees based on actual cost reflecting actual cost to the City to work on growth projects: \$0.6 million
 - Increase in Cemetery Fees approved in 2023 Budget: \$0.1 million
 - Increase in Transit Revenue from Global Transportation Hub (GTH) for funding from GTH to support this service: \$0.1 million
 - Long-term impairment of Parking Revenue due primarily to COVID-19: \$(0.3) million
 - Reduction in Transit Advertising revenue to align with new contract: \$(0.3) million
 - Reduction in Property Rentals after sale of rental properties: \$(0.5 million)
 - Decrease in allocated landfill costs due to less garbage going to the landfill as a result of garbage collection moving to biweekly and introduction of the food and yard waste service: \$(1.2) million
- Other Revenues
 - Increase to SaskEnergy Municipal Surcharge: \$0.5 million
 - Increase in Investment Income due to movement to a more diverse asset mix: \$1.1 million
- Government Grants
 - Municipal Revenue Sharing Grant increase due to the Province collecting more PST as a result of the overall economic recovery from COVID19: \$4.5 million
- Licences, Levies & Fines
 - Increase to Paved and Gravel Alleys Revenue: \$0.2 million
 - Long-term impairment of Parking fines revenue due primarily to COVID impacts: \$(0.1) million
 - Removal of Amusement Tax: \$(0.3) million
- Transfer from a Reserve
 - Primarily due to increase in transfer from Solid Waste Reserve for Solid Waste Collection

General Fund Expenses

The table below provides an update to Table 13 found on page 27 of the budget book, including the updated 2024 proposed expense budget for the General Fund.

Expense by Account Category

Account Category	2023		2024			
	Council Approved Budget	Forecast	Received and filed with 2023 Changes	Updated Proposed Budget	Change (\$)	Change (%)
Expenses						
Salaries & Benefits	191,847	188,182	199,471	201,224	1,753	0.88%
Professional & External Services	44,314	54,889	38,744	51,489	12,745	32.90%
Intramunicipal	34,925	35,877	34,920	36,110	1,190	3.41%
Office & Administrative	11,253	12,264	11,519	11,991	472	4.10%
Electricity & Natural Gas	10,863	10,956	10,863	12,001	1,138	10.48%
Materials, Goods & Supplies	9,192	10,917	9,390	9,680	290	3.09%
Other External	8,533	12,505	8,839	10,044	1,205	13.63%
Training & Travel	1,586	1,257	1,605	1,648	43	2.68%
Total Expenses	312,513	326,847	315,351	334,187	18,836	5.97%
Other Expenses						
Contribution to Capital	65,029	65,029	74,489	71,767	(2,722)	(3.65)%
Transfer to Reserve	20,371	14,522	21,038	24,507	3,469	16.49%
Community Investments	18,092	18,765	18,091	19,812	1,721	9.51%
Debt Servicing	13,630	13,629	13,630	13,630	-	0.00%
Civic Other Expenses	117,122	111,945	127,248	129,716	2,468	1.94%
Total Civic	429,635	438,792	442,599	463,903	21,304	4.16%
Police Operations	110,089	110,089	115,569	115,569	-	0.00%
Total	539,724	548,881	558,168	579,472	21,304	3.82%

Note: Other External was restated in the received and filed column for a change in accounting treatment of Automated Speed Enforcement revenue.

Due to changes in the economic environment and increased costs related to some services the proposed budget includes increases to its 2024 Proposed Budget of \$21.3 million from the Initial 2024 Proposed Budget.

Explanation of Changes Compared to Previously Proposed Budget

Some of the key changes to the expense table above include:

- Salaries & Benefits:
 - Increase related to finalization of outstanding collective bargaining agreements: \$1.8 million
- Professional & External Services:
 - Implementation of the Food and Yard Waste Service: \$6.3 million
 - Increased cost of sales related to increased lot sales. This is to align with recent actual lot sales and projected lot sales moving forward. This has no impact on the mill rate: \$4.2 million
 - Winter Maintenance budget increase recognizing increased operating costs

- and increased storm events: \$1.9 million
 - Consulting to support Location Intelligence Software that will provide location-based data critical to support informed decision making: \$0.2 million
 - Implementation of Corporate Accessibility Plan: \$0.1 million
 - Support for the implementation of the short-term priority recommendations made in the report responding to the 2SLGBTQIAP+ Communities in Regina motion: \$0.1 million
 - Development of a Climate Adaptation Plan that will inform the City's response to climate change: \$0.2 million
 - Reallocation of costs to Community Investments for Affordability Program. No net change to the budget as a result: \$(0.3) million
- Intramunicipal:
 - Increase for transfer of funding for the 2nd reservoir for the Eastern Pressure Solution to the Utility Budget: \$1.8 million
 - Increased fuel costs primarily related to price: \$1.2 million
 - Increased in irrigation costs to align to actuals: \$0.5 million
 - Decrease in allocated fleet and facilities costs reduction in costs from moving to bi-weekly garbage collection: \$(0.4) million
 - Decreased fuel costs related to idling efficiencies: \$(0.6) million
 - Decrease in allocated landfill costs due to less garbage going the landfill as a result of garbage collection moving to biweekly and introduction of the food and yard waste service: \$(1.2) million
- Office & Administration:
 - Increase for security services: \$0.3 million
 - Increased Bad Debts related to house demolitions: \$0.2 million
- Electricity & Gas:
 - Increased Electricity and Natural Gas costs primarily related to rate increases: \$1.1 million
- Materials & Goods:
 - Reallocation from Other External to increase Traffic Control Equipment: \$0.3 million
- Other External:
 - Increased budget for Emergency Shelters to align with actuals: \$1.0 million
- Training & Travel:
 - Reallocation of funds to support staff training: \$43,000
- Contribution to Capital:
 - Decrease is reflective of the decrease in the Proposed Five-Year Capital Plan to achieve the proposed mill rate and address escalating costs due to inflation and other facts, with impacts of the reduction outlined in Appendix B: \$(2.7) million
- Transfer to Reserve:
 - Transfer to fund Solid Waste Collection that is now funded through the Curbside Program fees rather than the mill rate: \$6.5 million
 - Reduction in Transfers to Reserves as a result of increased salaries from new bargaining agreements: \$(1.0) million

- Reduction in landfill tipping fee revenue as a result of competition from other landfills and reduction in tipping fees from Solid Waste Collection as a result the introduction of Green Bins: \$(2.0) million
- Community Investments:
 - Increased funding to support REAL: \$1.4 million
 - Reallocation of costs for Affordability Program from Professional & External Services. This was implemented in the 2023 Budget and does not increase costs to the City in 2024: \$0.3 million
 - On-going support for Canadian Western Agribition Annual Show: \$50,000
- Debt Servicing:
 - No changes

FTEs

Salaries are a major component of the overall cost of operating the City. A breakdown of the number of Budgeted Full-Time Equivalent (FTE) positions is provided below. The table provides an update to Table 4 found on page 18 of the budget book.

Department	2023	2024			
	Council Approved Budget	Received and filed with 2023 Changes	Updated Proposed Budget	Change (#)	Change (%)
Civic	2,314.6	2,328.2	2,325.2	(3.0)	(0.1)%
Regina Police Service	676.8	689.8	689.8	-	0.0%
Total	2,991.4	3,018.0	3,015.0	(3.0)	(0.1)%

Civic FTE Change Details

2024	
Description	FTEs
Prior 2024 Positions	2,328.2
Changes	
Garbage Collection Reduction due to move to Biweekly	(8.8)
Facilities Reduction	(2.0)
Costing Program	2.0
Event Specialist	1.0
Transit Service Increase – Stage 1	2.3
Global Transportation Hub Service	2.0
Wascana Waterslide Accessibility	0.5
Total Changes	(3.0)
Proposed 2024 Budgeted FTEs	2,325.2

Utility Fund

Operating Revenues by Account Category

The 2024 Utility Rates were approved by Council in December of 2022. The updated 2024 Revenue table is shown below and is an update to Table 82 on page 152 of the budget book.

Account Category	2023		2024			
	Council Approved Budget	Forecast	Received and filed with 2023 Changes	Updated Proposed Budget	Change (\$)	Change (%)
Water	79,460	79,861	83,070	83,070	-	0.00%
Wastewater	60,605	59,986	63,504	63,504	-	0.00%
Stormwater	20,769	20,685	21,904	21,904	-	0.00%
Customer Service Administration	5,657	8,415	5,657	7,702	2,045	36.15%
Total	166,491	168,947	174,135	176,180	2,045	1.17%

Explanation of Changes

There are no changes to the proposed revenues from the primary services. Increase to Utility Revenue under the Customer Service Administration account category are for the following:

- Funding from the General Fund for the Eastern Pressure Solution 2nd reservoir as approved by Council. This \$1.8 million increase is funded from a one-time dedicated mill rate increase of 0.63%.
- Increase in transfer of SAF Admin Fees based on actual cost reflecting actual cost to the City to work on growth projects: \$0.2 million.

Operating Expense by Account Category

The 2024 Expenses include some changes from the initial proposed budget and is an update to Table 88 on page 158 of the budget book. These changes do not affect the 2024 approved utility rate increase.

Account Category	2023		2024			
	Council Approved Budget	Forecast	Received and filed with 2023 Changes	Updated Proposed Budget	Change (\$)	Change (%)
Expenses						
Salaries & Benefits	19,356	17,191	19,446	20,219	773	4.0%
Professional & External Services	10,954	11,362	11,537	11,637	100	0.9%
Intramunicipal	27,113	33,131	28,136	28,650	514	1.8%
Office & Administrative	1,221	1,280	1,221	1,221	-	0.0%
Electricity & Natural Gas	24,826	24,907	27,308	27,308	-	0.0%
Materials, Goods & Supplies	2,669	3,001	2,669	2,669	-	0.0%
Other External	6,092	1,006	6,415	6,426	11	0.2%
Training & Travel	253	157	253	253	-	0.0%
Total Expenses	92,484	92,035	96,985	98,383	1,398	1.4%
Other Expenses						
Transfer to Reserve	67,579	67,579	70,418	69,265	(1153)	(1.6)%
Community Investments	410	70	714	714	-	0.0%
Debt Servicing	6,018	6,018	6,018	7,818	1,800	29.9%
Civic Other Expenses	74,007	73,667	77,150	77,797	647	0.8%
Total	166,491	165,702	174,135	176,180	2,045	1.2%

Explanation of Changes

Changes to the Utility fund expense categories are a result of the following item:

- Salaries & Benefits:
 - Higher than expected salary costs related to new collective bargaining agreements: \$0.8 million
- Professional & External Services:
 - Increased costs for consulting for location intelligence software that will provide location-based data critical to support informed decision making: \$0.1 million
- Intramunicipal
 - Increased Fuel and Fleet costs primarily due to fuel price increases: \$0.3 million
 - Increased SAF costs primarily due to salary increases \$0.2 million
- Transfer to Reserve
 - Decrease to offset increased costs in other categories: \$1.2 million
- Debt Servicing:
 - Increase for debt payments on 2nd reservoir for Eastern Pressure Solution (funded from the one-time 0.63% dedicated mill rate increase)

Reserves

The General Fund Reserve's (GFR) ending balance on December 31, 2023 is projected to be approximately \$21.5 million. The 2024 budget proposes using the GRR to fund the unfunded portion of the Housing Incentive Program (\$475,000), and \$3 million for the non-vehicle trail system and \$1.065 million related to supporting Downtown intensification capital projects as described in further detail in Appendix B, page 22. Use of the GFR for these purposes would bring the overall projected balance of the GFR to approximately \$17M in 2024, \$6M below its recommended minimum balance. Administration will be developing a plan as part of the next multi-year budget (2025-2026) to replenish the GFR back to its minimum recommended balance.

Consistent with the multi-year 2023-2024 budget, it is proposed that the Asset Revitalization Reserve fund some of the transit facility electrification upgrades (\$3.0 M), bringing the projected reserve balance to approximately \$600,000 in 2024, compared to its minimum recommended balance of \$500,000.

Debt

The City of Regina is projected to use approximately 75 per cent (\$331 million) of its \$450 million debt limit as of December 31, 2023. This includes debt for related parties (Buffalo Pound Water Treatment Plant, Regina Exhibition Association Limited).

The 2024 Proposed Operating and Capital Budgets include additional debt for the Eastern Pressure Solution – 2nd Tank of \$25.5 million. Debt is projected to be just below \$450 million at the end of 2024 and around \$400 million at the end of 2028 as a result of this change.

Appendix B – Detailed Five-Year Capital Plan – General and Utility Fund

General Fund Five-Year Capital Plan

The Five-year General Capital Plan forecasts infrastructure investment for 2024-2028. The plan anticipates as much as possible current and future cost pressures, makes the necessary decisions and trade-offs to put in place essential infrastructure to support the future.

The City plans to invest \$882.3 million in infrastructure over the next 5 years. The changes in the plan from last year’s proposed multi-year 2023-2024 budget are primarily due to factors beyond the City’s control. Inflationary pressures on goods and materials commonly used in construction projects have increased by 30%. These impacts are coupled with community demand for enhanced services at a time when existing infrastructure requires replacement. This has resulted in some mill rate funded capital investments being deferred. With increased certainty around additional funding from the Federal Government (ICIP and the Zero Emissions Fund) additional projects funded from these funding sources have been added to the Five-Year Capital Plan, causing the overall plan to increase by approximately \$142 million over the five years of the capital plan.

(\$000s)	2023	2024	2025	2026	2027	2028	Five-Year Total
Prior Proposed Budget	157,101	141,973	157,050	134,934	149,597	-	740,655
Subsequent Changes	(157,101)	(5,012)	55,260	49,777	38,909	159,810	141,643
Proposed Budget	-	136,961	212,310	184,711	188,506	159,810	882,298

Explanation of Changes Compared to Last Year’s General Capital Plan

As noted above, changes have been made to the proposed capital plan from last year’s proposed plan due to changes to the estimated cost of capital projects resulting from significant increases in construction costs experienced over the last year, and a reduction in the overall contribution of funding from the operating budget to the capital plan in order to balance an operating budget also impacted by increased costs. In making proposed changes to the capital plan, Administration prioritized not reducing investment in maintaining existing assets over advancing new projects as the City is already under funding its investment in maintaining existing assets and as these assets deteriorate there is a risk that service levels are impacted. While Administration prioritized protecting investments into maintaining existing infrastructure, some deferrals and reductions to investments in maintaining existing assets were made in order to ensure a number of key investments in infrastructure were advanced in the capital plan.

Some of the larger changes to the plan are:

- Defer 11th Avenue project to 2025, with an overall funding increase of \$16.5 million compared to the previous plan;
- Defer Scarth Street from 2024 to 2027 construction with an overall funding increase of \$3 million compared to the previous plan;
- Reduce Traffic Infrastructure Renewal and Street Infrastructure Renewal Program (SIRP) by \$13M to partially accommodate cost escalations experienced on 11th Avenue project. This means that less road work will be occurring outside of downtown.
- The Prince of Wales Pathway is a new project in the capital plan totalling \$1.45 million in 2024. This project was considered a priority in order to pave the currently unpaved section of the pathway. In order to fund this project, Administration recommends taking a pause on the following ongoing programs in 2024:
 - Pedestrian Connectivity (\$500,000)
 - On Street Bikeways and Multi-Use Pathways Program (\$400,000)
 - Multi-Use Pathway Asphalt Recapping and Repair (\$195,000)
- Defer Saskatchewan Drive Corridor Improvements from 2024 to 2027
- Reduce Renewable Regina 2050 – Facility Upgrades by \$8M; partially offset by an increase in project costs for the new fire stations of \$4M to include Renewable Regina 2050 components.
- Increase in Mandatory Railway Signal Upgrades of \$4M compared to the previous plan. This investment was increased to take advantage of a 50% grant.
- Increase in Conventional Transit Fleet Replacement of \$22.5 million compared to the previous plan due to potential additional funding becoming available through the Zero Emissions Transit Fund in 2027 and 2028.
- Reduce Facilities Asset Management (FAM) program funding by \$2.9 million compared to the previous plan (2024-2027), with an average annual funding for the FAM program of \$13.8 million. This leaves the FAM program approximately \$4.2 million lower/year than the recommended average annual funding level of approximately \$18 million.
- Addition of funding for the Geothermal Heating Facility to heat the new Indoor Aquatic Facility of \$28.5 million.
- Increase of funding by \$3.2 million due to cost escalation for Arcola Avenue Intersection Improvements for a total cost of \$5.2 million.
- Addition of funding for Assiniboine Avenue Northbound On-Ramp of \$3.4 million.
- Addition of funding for Ring Road Grade Crossing Relocation of \$1.0 million.
- Deferral of funding for Ring Road Widening – Albert Street to McDonald Street of \$9.7 million.
- In March 2023, City Council approved utilizing \$550,000 in funding from the Adapted Recreation Plan to improve accessibility of the high waterslides at Wascana Pool. Administration was intending to add an additional year of funding for that program to allow those items deferred to be completed. Since that time, further engagement, research, design and costing work has been completed on the solutions that will be implemented, including the

type of elevator and lifts that will be used for accessing and exiting the open flume high waterslide. The cost to implement the solution approved by Council is higher than anticipated, resulting in additional funding being required. Administration is recommending that up to an additional \$450,000 be allocated from the Adapted Recreation Plan to cover the additional costs anticipated and to extend that program accordingly to allow the full scope of that program to be implemented.

Advance Approval

The 2024-2028 General Capital Plan includes a number of multi-year projects that require approval for the entire project. This allows the City to commit the total cost of a project from tendering through to completion of the work while allowing flexibility in cash management. Administration is seeking approval of \$284 million in capital funding for multi-year projects and programs within the 2024-2028 Capital Plan. These projects are included in the Five-Year Capital Plan.

Department	Project/ Program	2025	2026	2027	2028	Total (\$000s)
Financial Services	Oracle Utilities Work & Asset Management (WAM) System Replacement	1,100	1,100			\$2,200
Land, Real Estate and Facilities	Facilities Asset Management	5,000				\$5,000
	Facility Upgrades to Support Bus Electrification	3,275				\$3,275
	Geothermal Heating Facility (Note: these funds will be released only with the approvals of Federal and Provincial Grants)	8,452	10,860	7,002	1,068	\$27,382
	Outdoor Boarded Rink Improvements	650				\$650
	South East Fire Station 8	1,270	5,740	5,740		\$12,750
	South East Fire Station 8 – ESF	200	900	900		\$2,000
Parks, Recreation & Cultural Services	New Indoor Aquatic Facility & Lawson Replacement (Note: these funds will be released only with the approvals of Federal and Provincial Grants)	42,421	60,273	41,598	4,981	\$149,273
Roadways & Transportation	11th Avenue Utility and Corridor Upgrades	12,750	5,250	4,000		\$22,000
	Bridge Infrastructure Renewal Program	7,410				\$7,410
	Residential Road Renewal Program	12,042				\$12,042
	Street Infrastructure Renewal Program	9,571				\$9,571
	Traffic Infrastructure Renewal Program	750				\$750
Transit & Fleet Services	Civic Fleet Replacement	7,300				\$7,300
	Conventional Transit Fleet Replacement	22,422				\$22,422
Total General Fund Committed Projects		\$134,613	\$84,123	\$59,240	\$6,049	\$284,025

Detailed Five Year General Capital Plan (\$000s)

The table below provides an update to the table found on page 119 of the 2023-2024 Budget Book.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
Citizen Services	Roadways & Transportation	11th Avenue Utility and Corridor Upgrades	Current Contributions	-	12,750	5,250	4,000	-	22,000	Street enhancements including upgraded sidewalks, curbs, street furniture on 11 th Avenue between Broad Street and Albert Street.
		Accessible Sask Traffic Infrastructure Compliance	Current Contributions	-	-	-	-	180	180	Traffic infrastructure accessibility improvements.
		Bridge Infrastructure Renewal Program	Current Contributions	1,000	1,000	1,000	1,000	1,000	5,000	This program funds all activities related to maintaining the City's bridge infrastructure such as bridge maintenance, engineering studies, bridge inspections, bridge designs, bridge construction projects, project management and administration.
			Canadian Community Building Fund (CCBF - formerly Gas Tax)	-	6,410	6,410	-	3,910	16,730	
		Critical & Peripheral Intersection Vibration Damper	Current Contributions	-	-	-	-	100	100	Installation of vibration dampers at critical and peripheral intersections.
		Expressway Lighting Renewal Program	Current Contributions	450	550	600	600	650	2,850	Replace aging lighting infrastructure along expressways within the City.
		High Mast Decommissioning & Interchange Lighting Upgrade	Current Contributions	-	-	-	-	125	125	Design on the decommissioning of high mast lights and the design for installing expressway lighting at interchanges.
		Mandatory Railway Signal Upgrades	Current Contributions	260	520	575	750	200	2,305	Upgrade railway crossings.
			Railway Safety Improvement Program (RSIP) Grant	260	520	575	750	200	2,305	
		Micro mobility and Active Transportation Solutions	Current Contributions	-	-	-	-	300	300	Funding to plan and implement a safe, connected infrastructure network for active transportation and micro-mobility uses.
New & Enhanced Traffic Controls	Current Contributions	300	300	550	600	650	2,400	These funds are used for the design and installation of new traffic controls and enhancements to existing controls. Locations are determined annually based on analysis of warrants,		
	Service Agreement Fees (Roads)	1,600	1,600	1,600	1,600	1,750	8,150			

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										studies and growth projections.
		Pedestrian Connectivity	Current Contributions	-	500	500	500	500	2,000	These program funds are used to install sidewalks and pedestrian connections along transit locations focusing on important points that connect the sidewalk network to develop complete neighbourhoods.
		Railway Crossing Maintenance	Current Contributions	100	100	100	100	300	700	Funding for the City's portion of railway crossing improvements as contractually obligated.
		Recycled Materials in Construction Program	Current Contributions	100	-	-	-	-	100	Funding to research uses for stockpiles of concrete rubble and asphalt millings and crushes them to a specification to utilize in some construction practices.
		Residential Road Renewal Program	Current Contributions	10,519	8,313	11,217	5,632	12,042	47,723	The Residential Road Renewal program aims to improve the condition of the City's residential roads.
			Canadian Community Building Fund (CCBF - formerly Gas Tax)	1,523	3,729	825	6,410	-	12,487	
		Ring Road Safety Improvements	Current Contributions	-	-	-	-	650	650	Implement safety improvements on Ring Road. Improvements include overhead sign structures, lighting, signage and line painting.
		Scarth Street	Current Contributions	-	-	1,440	5,060	-	6,500	Funding to rehabilitate Scarth Street to ensure it meets service levels and to be consistent with the newly developed Downtown Design standards.
			Service Agreement Fees (Utility)	-	-	-	600	-	600	
		Street Infrastructure Renewal – Major Roads (75%)	Current Contributions	4,500	4,500	4,500	8,055	5,286	26,841	The Street Infrastructure Renewal Program is in place to improve the condition of existing city roadway assets. This portion is focused on improving major roads.
			Canadian Community Building Fund (CCBF - formerly Gas Tax)	9,141	2,678	4,856	5,475	7,350	29,500	
		Street Infrastructure Renewal – Residential Roads (25%)	Current Contributions	1,500	1,500	1,500	2,685	1,762	8,947	The Street Infrastructure Renewal Program is in place to improve the condition of existing city roadway assets. This portion is focused on improving residential roads.
			Canadian Community Building Fund (CCBF - formerly Gas Tax)	3,047	893	1,619	1,825	2,450	9,834	

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Street Lighting Deficiencies Program	Current Contributions	-	-	-	-	150	150	Implement streetlighting improvements.
		Traffic Infrastructure Renewal	Current Contributions	1,000	1,000	1,000	1,000	1,500	5,500	Traffic Infrastructure renewal program ensures traffic assets, such as traffic signals, pedestrian crossings, expressway lighting signs, LEDs and accessible pedestrian signals are renewed in an appropriate timeframe to ensure ongoing levels of service.
		Transportation Management Centre Planning	Current Contributions	-	-	-	-	250	250	Funding for the plan to develop a Transportation Management Centre (TMC). TMC's are leading-edge facilities that use data to process and manage traffic incidents.
		Transportation Performance Data & Analytics	Current Contributions	30	108	-	-	122	260	Purchase of traffic counting equipment and software. Traffic data collection is a critical metric that aids in decision making of prioritization of future infrastructure investments.
		Uninterrupted Power Service (UPS) Replacements & Expansion	Current Contributions	100	100	100	100	350	750	Replacement of Uninterrupted Power Service units which are backup units that allow for continuous service of transportation signals along high-volume corridors and at critical intersections.
		Upgrade Major Components of the Asphalt Plant	Asphalt Plant Reserve	875	-	-	300	-	1,175	Funding for this program is used for upgrading major components of the Asphalt Plant, as determined by the Asphalt Plant Asset Management Plan.
		Upgrade of Asphalt Cold Planer	Current Contributions	-	-	-	-	250	250	Upgrade the asphalt cold planer to increase capacity and improve efficiency in asphalt production operations.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Vision Zero	Current Contributions	-	900	900	900	900	3,600	Funding to develop a Vision Zero Framework for the City of Regina and initiate an ongoing program for the implementation of safe system policies, projects and solutions with dedicated funding for traffic calming and vulnerable road user safety projects.
			Automated Speed Enforcement Deferred Revenue	600	-	-	-	-	600	
		Snow Storage Site	Current Contributions	-	-	-	300	4,200	4,500	Funds to develop a plan and purchase land to add an additional snow storage site to improve winter road maintenance operations.
Total Roadways & Transportation				36,904	47,970	45,117	48,242	47,127	225,360	
	Transit & Fleet	Civic Fleet Replacement	Fleet Replacement Reserve	11,550	12,820	8,300	12,000	8,900	53,570	Funds from this program are used for the replacement of civic fleet assets that have completed or exceeded their economic service life.
		Conventional Transit Fleet Replacement	Fleet Replacement Reserve	5,050	11,211	-	6,374	10,500	33,135	Funds from this program are used for the replacement of Conventional Transit Fleet assets that have reached or exceeded their economic life.
			Zero Emissions Transit Fund	5,050	11,211	-	6,374	10,500	33,135	
		Fire Fleet Replacement	Fleet Replacement Reserve	264	1,600	1,637	2,900	1,790	8,191	Funds from this program are used for the replacement of frontline fire apparatus and support vehicle assets that have reached or exceeded their economic life.
		Paratransit Fleet Replacement	Fleet Replacement Reserve	1,297	1,362	1,435	1,752	1,700	7,546	Funds from this program are used for the replacement of Paratransit Fleet assets that have reached or exceeded their economic life.
		Small Equipment Replacement	Fleet Replacement Reserve	84	84	84	84	84	420	Funds from this program are used for the scheduled replacement of small tools.
		Transit Cash Vault	Fleet Replacement Reserve	46	-	-	-	-	46	Funds to purchase a new vault to service transit operations.
Total Transit & Fleet Services				23,341	38,288	11,456	29,484	33,474	136,043	
	Water, Waste & Environmental Services	Blue Cart Buyout & Annual Recycling Cart Replacement	Solid Waste Reserve	220	220	220	220	220	1,100	This represents annual funding to purchase blue bins for new City services and replace damaged carts.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		City-wide Food & Yard Waste Service Replacement	Solid Waste Reserve	220	220	220	220	220	1,100	This represents annual funding to purchase green bins for new City services and replace damaged carts.
		Garbage Roll-out Cart Replacement	Solid Waste Reserve	290	290	290	290	290	1,450	This represents annual funding to purchase brown bins for new City services and replace damaged carts.
		Landfill Annual Infrastructure Renewal	Solid Waste Reserve	250	250	250	250	250	1,250	This is an ongoing program to ensure landfill infrastructure which includes roadways, fencing and drainage are maintained to ensure uninterrupted service, safety and regulatory compliance.
		Landfill East Expansion Site Study	Solid Waste Reserve	500	-	-	-	-	500	Funds to complete a study including environmental implications of expanding the landfill to the east of the current location.
		GPS Terminal Replacement	Solid Waste Reserve	30	30	30	30	30	150	Replacement of GPS equipment at the landfill.
		Landfill Gas to Energy Project - Silica Tank Bead Replacement	Solid Waste Reserve	50	-	50	-	50	150	Funds to rehabilitate and maintain the existing gas collection system at the landfill.
		Landfill Oil Pit Remediation	Solid Waste Reserve	-	150	3,500	-	-	3,650	Study and remediation of an open oil pit located at the current landfill.
		Landfill Perimeter Fence Replacement	Solid Waste Reserve	-	1,250	1,250	-	-	2,500	Replacement of sections of the perimeter fencing at the landfill.
		Landfill Piggy-back Liner Design & Construction	Solid Waste Reserve	-	-	100	2,000	-	2,100	Funding for the design and construction of a piggyback liner system at the landfill.
		Methane Emission Surveys - Mount Pleasant & Current Fleet Street Landfill	Solid Waste Reserve	-	100	-	-	-	100	Funding for a methane emissions survey of the City's former landfill site, at Mount Pleasant, and the current operating facility, at Fleet Street.
		Transfer Station Waste Bin Replacement	Solid Waste Reserve	215	-	-	-	-	215	Replacement of bins at the transfer station.
		Total Water, Waste & Environment		1,775	2,510	5,910	3,010	1,060	14,265	
		Total Citizen Services		62,020	88,768	62,483	80,736	81,661	375,668	

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
Total City Planning & Community Development	Parks, Recreation & Cultural Services	Adapted Recreation Plan	Current Contributions	825	175	500	500	600	2,600	Recreation facility accessibility improvements.
		Athletic Fields & Sport Facilities Restoration, Repair and Upgrades	Current Contributions	150	150	150	150	150	750	Funds from this capital program ensure playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards resulting In participants and spectators having access to quality facilities.
		Backstop Restoration Program	Current Contributions	25	25	25	25	25	125	This program provides funding for the restoration or decommissioning of ball diamond backstops which is determined by the users and spectators.
		Boulevard Restoration	Current Contributions	50	50	50	-	-	150	Funds to restore boulevards and easements with turf mortality as a variety of reasons including extreme winter conditions, winter exposure, salt accumulation, poor soil depth and quality and drought.
		Cemeteries General Allocation	Cemetery Reserve	130	482	237	181	436	1,466	Sustains the cemeteries' assets to ensure the cemetery program continues to effectively operate its two locations: Regina Cemetery and Riverside Memorial Park Cemetery.
		Cemetery Software Purchase	Cemetery Reserve	130	-	-	-	-	130	Funds to procure cemetery software providing a solution for system efficiencies, allowing integration with the corporate payment system, coordination of the financial systems and client records management.
		Crime Prevention Through Environmental Design (CPTED) Improvements (Recreation Facilities)	Current Contributions	25	25	25	25	25	125	The Crime Prevention through Environmental Design (CPTED) program is a collaborative approach involving the community, Regina Police Services and Administration to address

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										safety concerns in public recreation spaces.
		Golf Course General Allocation	Golf Course Reserve	150	150	150	150	158	758	Funding is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: Tor Hill, Murray, Joanne Goulet and Lakeview Par 3. The capital work typically includes mitigation of water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration.
		Irrigation and Water Components System Restoration	Current Contributions	62	285	286	570	572	1,775	Funds from this program are used to restore and replace deteriorated irrigation systems components (valves, sprinklers, water lines, software and hardware) to ensure effective operation in the City's parks and open space.
		Mosaic Stadium General Capital Allocation	Stadium Reserve	410	2,650	200	1,750	250	5,260	Renewal or replacement of building systems, broadcast equipment and digital infrastructure and turf.
		Multi-Use Pathway Asphalt Recapping and Repair	Current Contributions	-	195	195	195	205	790	Funds for the general recapping of Regina's multi-use asphalt pathways to keep them in safe and usable condition. The City maintains almost 100 km of paved pathway.
		Neighbourhood Park Planning and Renewal	Dedicated Lands Reserve	400	-	-	-	-	400	Funds will be used to implement the recommendations of the Parks Master Plan once approved.
		Parks and Open Space Restoration	Current Contributions	300	330	330	330	330	1,620	Capital funding is used to restore or replace deteriorated open space amenities to safe and usable condition.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Parks Maintenance - Fleet Equipment Requirements	Current Contributions	135	149	149	149	149	731	Funds from this program are used to maintain equipment for the day to day operations in parks, athletic fields and other open space areas. The Parks Maintenance Branch currently maintains approximately 2,500 hectares of open space which is equivalent to the surface area of 5,000 football fields.
		Pat Fiacco Plaza (PFP) Repairs	Current Contributions	15	-	15	-	15	45	This funding is used to restore or replace deteriorated, vandalized or damaged elements or amenities such as paving stone and furniture within the Pat Fiacco Plaza. It is also used to correct deficiencies in the landscaping planning.
		Plant Material Establishment Funding	Current Contributions	8	8	8	8	8	40	Funding provides for watering and maintenance of newly planted trees and shrubs within the parks and open space of a new development for a three-year period to ensure establishment and survival of the new plant material. Any plantings that fail to survive this three-year period are replaced.
			Service Agreement Fees (Parks)	148	148	148	148	148	740	
		Playground Replacement and Restoration Program	Current Contributions	450	450	450	450	450	2,250	Funds from this program are used to replace playgrounds that are either in poor condition or have little play value as well as to repair synthetic surfacing at playground sites.
		Recreation Equipment and Furnishings	Current Contributions	200	200	200	200	200	1,000	Funds from this capital program budget are used for the replacement revitalization and sustainability of recreation equipment and furnishings at the City's arts, culture, recreation and sport facilities.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description	
		Recreation/Culture Capital Program (see Recreation and Culture Capital Plan on page 34)	Current Contributions	2,700	2,700	2,700	2,700	2,700	13,500	Funds to support investments that advance the Culture and Recreational Master Plans and other initiatives that focus on enhancing quality of life in Regina.	
			ICIP Grant Funding	3,667	26,400	26,400	22,733	-	79,200		
			Debt	-	6,600	18,485	13,802	4,323	43,210		
			Service Agreement Fees (Parks)	967	5,163	7,336	5,063	658	19,187		
		Recreational Infrastructure Program (See Recreation and Culture Capital Plan on page 34)	Current Contributions	6,750	6,750	6,750	6,750	6,750	33,750	Improve access and quality of recreational infrastructure through new or renewed infrastructure projects.	
		Tree Replacement Along Arterials, Buffers & Parks	Current Contributions	175	200	225	225	275	1,100	Funds from this program are used to replace tree vacancies along arterial roads, buffer areas, and parks. Newly planted trees are maintained and watered during the establishment period.	
	Total Parks, Recreation & Cultural Services				17,872	53,285	65,014	56,104	18,427	210,702	
	Sustainable Infrastructure	13th Avenue - Sandra Schmirler Way to Courtney Street	Service Agreement Fees (Roads)	-	500	-	-	-	10,300	10,800	Funds to complete a design to rebuild 13 th Avenue from Sandra Schmirler Way to Courtney Street to a paved surface.
		Arcola Avenue Interchange and Road Improvements	Service Agreement Fees (Roads)	-	-	-	-	-	4,800	4,800	Funds for infrastructure improvements along the Arcola Corridor.
		Arcola Avenue Intersection Improvements	Service Agreement Fees (Roads)	1,000	2,000	2,200	-	-	-	5,200	Implementation of some of the recommendations from the Arcola Corridor Study.
Assiniboine Avenue Northbound On-Ramp		Service Agreement Fees (Roads)	-	400	-	3,000	-	-	3,400	This project will upgrade the existing Assiniboine Avenue active transportation infrastructure between Park Street and University Park Drive in coordination with road renewal.	
Dewdney Avenue Corridor Rehabilitation		Current Contributions	1,000	-	-	-	-	-	1,000	Rehabilitate and upgrade Dewdney Avenue between Albert Street to Broad Street from its current state into a desirable landscaped urban roadway.	

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Geospatial Sustainable Technology & Growth	Current Contributions	55	84	-	-	-	139	Purchase of equipment to support the Geospatial program.
			Utility Reserve	37	56	-	-	-	93	
		Intersection Capacity Upgrades	Service Agreement Fees (Roads)	-	500	-	-	500	1,000	This project includes capacity improvements due to growth of the City.
			Grant (SGI)	200	200	-	-	-	400	
		On-Street Bikeways and Multi-Use Pathway Program	Current Contributions	-	450	500	550	600	2,100	Funding for this program includes the design and construction of on-street bikeways and multi-use pathways in existing areas throughout Regina. This will be an ongoing program aimed at meeting the sustainable transportation goals identified in the Official Community Plan and the Transportation Master Plan.
		Pasqua Street and Ring Road Interchange and Pasqua Corridor Review	Service Agreement Fees (Roads)	-	-	-	500	-	500	Review of the Pasqua Street and Ring Road interchange and the Pasqua Street Corridor.
		Prince of Wales Drive - Jenkins Drive to Highway 46	Service Agreement Fees (Roads)	-	9,500	-	-	-	9,500	Paving of Prince of Wales Drive from Jenkins Drive to Highway 46.
			Current Contributions	-	450	-	-	-	450	
		Prince of Wales Pathways - Wascana Gate South to Arens Road	Current Contributions	1,450	-	-	-	-	1,450	Funding to upgrade the existing crusher dust pathway along Prince of Wales Drive from Wascana Gate South to Arens Road.
		Ring Road Grade Crossing Relocation	Current Contributions	1,000	-	-	-	-	1,000	Funding for support to complete funding applications and subsequently initiative detailed design assuming commitments are made in advance.
		Ring Road Widening - Albert Street to McDonald Street	Service Agreement Fees (Roads)	-	-	1,050	-	-	1,050	Detailed design of a third lane on Ring Road between Albert Street and McDonald Street.
		Road Network Improvements Property Purchases	Service Agreement Fees (Roads)	500	500	500	500	500	2,500	Funding for property acquisitions to realize the 25-year road network plan in the Transportation Master Plan and beyond. Property

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										will be utilized for road right of way for increased network capacity to support continued growth.
		Saskatchewan Drive Corridor Improvements - Winnipeg Street to McTavish Street	Service Agreement Fees (Roads)	-	-	-	2,100	-	2,100	Street enhancements including upgraded sidewalks, curbs, street furniture on Saskatchewan Drive from Winnipeg Street to McTavish Street.
			Current Contributions	-	-	-	5,900	6,150	12,050	
		Saskatchewan Drive Functional Study - Lewvan Drive to Airport	Service Agreement Fees (Roads)	200	-	-	-	-	200	Functional design work for the extension of Saskatchewan Drive from Lewvan Drive to north of the Airport.
		Transportation Master Plan Update	Service Agreement Fees (Roads)	-	400	-	-	-	400	Completion of a major update to the Transportation Master Plan. This update will ensure that the City has an up-to-date, economically feasible and environmentally responsible transportation network plan.
		Wascana Parkway to Prince of Wales Drive Extension	Service Agreement Fees (Roads)	-	-	-	-	3,900	3,900	Design of the extension of Wascana Parkway to Prince of Wales Drive.
		Total Sustainable Infrastructure		5,442	15,040	4,250	12,550	26,750	64,032	
		Total City Planning & Community Development		23,314	68,325	69,264	68,654	45,177	274,734	
Financial Strategy & Sustainability	Financial Services	Fuel Tank Replacement and Contaminated Sites Management	Current Contributions	-	-	450	-	-	450	Funding to address regulatory compliance, decommissioning of underground fuel tanks, environmental remediation and the installation of new above-ground fuel tanks in support of the City's fleet.
		Oracle EBS Suites - Oracle Life Cycle Management and Procurement Contracts	Current Contributions	840	-	-	-	-	840	Implementation of a comprehensive, integrated and end-to-end solution that provides automated and streamlined contract management support for procurement. Investment in procurement systems was identified in the Efficiency Review.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Oracle Utilities Work & Asset Management (WAM) System Replacement	Current Contributions	300	1,100	1,100	-	-	2,500	Funds to replace the financial system used to track costs at the City. This application is beyond its useful life. WAM is used to track project costs, event costs, external and internal billings, manage assets and inventory.
Total Financial Services				1,140	1,100	1,550	-	-	3,790	
Land, Real Estate & Facilities		500 Arcola - Decommissioning	Current Contributions	425	-	-	-	-	425	Funding for this project covers the decommissioning of the Solid Waste container shop located at 500 Arcola, which has exceeded its useful life and is no longer required to support City operations following the completion of the new Waste Management Centre.
		Cemeteries Facilities Asset Management	Cemetery Reserve	10	10	10	10	10	50	This funding is allocated to cemetery facilities to maintain the integrity of the facility systems so that the City programs and operations can continue to operate effectively.
		City Facilities Multi-Stream Waste Bin	Solid Waste Reserve	13	13	13	13	13	65	Replacement of waste bins at City owned and operated spaces.
		Corporate Office Space for New Employees	Current Contributions	100	100	100	100	100	500	This program funds the set-up of office space for new City employees.
		Corporate Office Space Upgrades	Current Contributions	-	-	2,250	-	-	2,250	This program provides funding for the renovation of one floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per the contemporary office space guidelines to improve organization and increase space utilization.
		Employee Provided Parking Improvements (City Hall)	Employer Provided Parking Reserve	50	50	50	100	100	350	Funding is allocated from the employee parking reserve (City Hall) to provide for the long-term sustainability of the parkade. The work

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										includes new asphalt membrane repairs, lighting, ramp heating systems, electrified receptacle infrastructure and concrete repairs.
		Employee Provided Parking Improvements (Non-City Hall)	Employer Provided Parking Reserve	700	100	100	200	250	1,350	This funding is allocated from the employee parking reserve (non-City Hall) to provide for the long-term sustainability of employee provided parking lots. The work includes new asphalt, paving overlays, lighting and fencing at parking sites other than City Hall.
		Facilities Asset Management	Current Contributions	12,484	11,154	15,344	14,883	15,142	69,007	This program involves allocating funding to key facilities for projects identified in the Facilities capital planning program and other condition assessments. Projects include roof replacements, structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and services can continue to be delivered.
		Facilities Security Infrastructure Program	Current Contributions	102	25	50	50	50	277	Funds from this program support security additions and upgrades at existing facilities to provide protection to corporate physical assets, City staff, public and information resources.
		Facility Upgrades to Support Bus Electrification	Asset Revitalization Reserve	3,000	-	-	-	-	3,000	Funding for the upgrade of the transit operations center to support the operation of electric buses.
			Current Contributions	5,405	-	-	-	393	5,798	
			Zero Emissions Transit Fund	5,130	3,275	-	-	-	8,405	
		Geothermal Heating Facility	Debt	413	442	4,176	4,351	1,068	10,450	Development of a facility that will be used to heat the new Indoor Aquatic Facility.
			Service Agreement Fees (Parks)	338	677	1,184	1,184	-	3,383	

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
			ICIP (Federal)	200	4,000	3,000	800	-	8,000	
			ICIP (Provincial)	167	3,333	2,500	667	-	6,667	
		Golf Course Facilities Asset Management	Golf Course Reserve	100	100	100	250	300	850	This funding is allocated to golf course facilities to maintain the integrity of the facility systems so that the City programs and operations can continue to operate effectively.
		Operational Yard Facility Master Plan	Current Contributions	-	188	-	-	-	188	Examination of space requirements and review of facility options for the delivery of City operations staff.
		Outdoor Boarded Rink Improvements	Current Contributions	650	650	-	700	725	2,725	This program funding supports the renewal of one outdoor boarded rink site per year of funding. These sites require foundation, lighting and electrical upgrades in conjunction with complete board replacement. Rehabilitating these sites will allow City programs and operations to continue to effectively operate the 22 boarded rink sites with adjacent pleasure skating rinks located around the City.
		Parks Maintenance Sub-Depot Development	Current Contributions	625	-	150	-	-	775	Funds for this project are for the purchase of land and detailed design of a Parks sub-depot building in the expanding South area of the City, bringing equipment and labour closer to the work areas to ensure efficient service delivery across the City.
		Recreation Facility Program and Accessibility Improvements	Current Contributions	200	200	200	200	200	1,000	This program is intended to fund smaller facility improvement projects that will permit recreation program changes and accessibility improvements, improving the customer

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										experience at the major recreation facilities.
		Regina Police Service Campus Development	Current Contributions	3,800	2,600	-	-	-	6,400	Funds are required to invest in the implementation of a campus facility solution to meet current and future programming requirements of the Regina Police Service.
		Regina Revitalization Initiative (RRI) Railyard Renewal Project	New Building Canada Fund	4,400	4,445	-	-	-	8,845	Funding for the Railyard Renewal Project will be used to redevelop a former CP Rail intermodal yard, a 17.5 acre brownfield site, into a new sustainable mixed-use neighbourhood.
		Renewable Regina 2050 - Facility Upgrades	Current Contributions	500	500	500	500	500	2,500	Funding for upgrades to City-owned facilities with a focus on reducing utility consumption and GHG emissions consistent with the energy and sustainability framework.
		Riverside Cemetery Maintenance Facility Expansion	Current Contributions	-	-	90	-	-	90	Funds for the design of an expansion to the Riverside Cemetery Maintenance Facility. The expansion will improve operational efficiencies.
			Cemetery Reserve	-	-	15	-	-	15	
		South East Fire Station (#8)	Current Contributions	1,200	5,400	5,400	-	-	12,000	Design and construction of a new fire station in the southeast.
			Solid Waste Reserve	70	340	340	-	-	750	
		South East Fire Station (#8) – ESF	Current Contributions	200	900	900			2,000	Funding to ensure Station #8 is Net Zero Energy Ready.
		South East Lands Development	Land Development Reserve	-	9,200	7,000	3,000	1,000	20,200	Funds for this project are for the development of The Towns, which consists of approximately 50 acres of primarily residential land. Market conditions will dictate the pace of completion.
		South West Fire Station	Current Contributions	1,950	-	-	1,300	5,900	9,150	Funds for the purchase of land, design, and construction of a fire station in the southwest.
		South West Fire Station (#9) – ESF	Current Contributions	-	-	-	200	1,000	1,200	Funding to ensure Station #9 is Net Zero Energy Ready.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Tennis and Pickleball Court Development	Current Contributions	350	150	265	265	275	1,305	This is a multi-year program to redevelop existing tennis and pickleball court sites to ensure that service levels are maintained. Funding identified is sufficient to typically complete two upgrades per year.
		Transit Master Plan - East Transit Hub	Current Contributions	-	-	-	2,000	-	2,000	Funds for the purchase of land for the East Transit Hub.
		Transit Shelter Improvements	Current Contributions	250	250	100	100	250	950	These funds are used annually to improve and maintain transit shelters as well as add or relocate shelters depending on modifications to the City's transit routes.
		Workspace Improvement Program	Current Contributions	-	200	200	250	250	900	This program funds City workspace improvements to improve employee engagement and business efficiencies, enhance workflow, collaboration and team dynamics.
	Total Land, Real Estate & Facilities			42,832	48,302	44,037	31,123	27,526	193,820	
Total Financial Strategy & Sustainability				43,972	49,402	45,587	31,123	27,526	197,610	
Officers of Council	Fire & Protective Services	Fire Apparatus (Pumper) for Station #8	Current Contributions	-	-	1,300	-	-	1,300	Purchase of additional fire pumper unit for the Southeast Fire Station.
		Fireground Training Props	Current Contributions	250	250	250	250	250	1,250	Funding to purchase training props to enhance delivery of key training programs including fire suppression, hazardous materials, and technical rescue.
		Next Generation 9-1-1	Current Contributions	600	-	-	-	-	600	Next Generation 9-1-1 represents a new and enhanced public emergency communication service that will allow the public to send text, image, video and data to 9-1-1 call centres through internet protocol (IP) based technology.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Regulatory Equipment Renewal and Restoration Program	Current Contributions	125	125	125	125	125	625	Replacement of firefighting equipment.
		Self-Contained Breathing Apparatus (SCBA) Replacement	Current Contributions	-	-	-	2,500	-	2,500	Replacement of Self-Contained Breathing Apparatus units.
Total Fire & Protective Services				975	375	1,675	2,875	375	6,275	
	City Centre & Community Standards	Parking Meter Replacement Program	Current Contributions	15	15	15	15	15	75	Funds from this program are used to replace aging meters and associated equipment (e.g. meter poles).
		Parking Ticket Equipment Replacement Program	Current Contributions	35	30	35	-	65	165	Funds are used for the regular replacement of equipment the City of Regina uses daily to issue parking tickets.
Total City Centre & Community Standards				50	45	50	15	80	240	
	Sustainable Energy & Adaptation	EV Chargers	Current Contributions	375	-	-	-	-	375	Establish vehicle charging infrastructure for the first steps of the replacement of the light vehicle fleet with electric vehicles.
			Zero Emissions Vehicle Fund	375	-	-	-	-	375	
Total Sustainable Energy & Adaptation				750	-	-	-	-	750	
	Technology	Customer Relationship Management (CRM)/ Point of Sale (POS)	Current Contributions	412	-	-	-	-	412	Implementation of a new enterprise-wide CRM. A new CRM solution is expected to result in significant efficiencies and improve delivery of customer services by automating processes, reducing wait and call times, and improving service levels. It can also significantly advance digital self-service options, offering a consistent customer experience to complete online transactions in an efficient, accessible easy to use and cost-effective way.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Sustainable Technology Infrastructure	Current Contributions	200	225	225	225	225	1,100	This program is used to replace aging and end of life infrastructure components to reduce risk and ensure service availability. This includes technology hardware, software, cybersecurity, data storage, and networking equipment.
		Technology Growth	Current Contributions	200	225	225	225	225	1,100	This program provides the ongoing funding for the City to expand its technology infrastructure services to accommodate the needs of new employees, new City services and new City network locations as well as the growing needs of existing users and services.
Total Technology				812	450	450	450	450	2,612	
Total Officers of Council				2,587	870	2,175	3,340	905	9,877	
Regina Police Service			Current Contributions	4,940	4,817	5,074	4,525	4,413	23,769	The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology, emergency services equipment, asset management and fleet.
			SIGI	128	128	128	128	128	640	
Regina Police Service Total				5,068	4,945	5,202	4,653	4,541	24,409	
Total City			Total	136,961	212,310	184,711	188,506	159,810	882,298	

*Capital Projects that benefit intensification-related infrastructure in accordance with *The Development Levy Bylaw, 2011* and *The Development Charges Policy* will be funded through the Intensification Infrastructure Reserve. The ongoing Service Agreement Fee (SAF) review may determine that some items noted as SAF funded in this plan will be funded by mill or utility rate in the future.

Transit and Housing Projects and Funding

In January 2023 (report CR 23-7) City Council approved the use of 50% federal and 50% provincial government Transit and Housing Funding to allow the City to commit funds towards the following transit and housing projects that total \$9.465 million. Many of these projects have progressed in 2023 and some expenditures will be incurred in 2024 and later.

- \$3 million for the purchase of a building which will be transformed into an Indigenous-led Emergency Wellness Centre;
- \$1 million for required infrastructure upgrades to support the development of the new YWCA;
- \$1 million for infrastructure upgrades at the old Taylor Field site to support housing development;
- \$400,000 for the installation and upgrading of transit shelters and the installation of concrete pads to improve the accessibility of transit shelters;
- \$4.065 million for covering the transit operating shortfall from 2019-2021 to be invested in:
 - \$3 million for a non-vehicular trail system that supports the connectivity within City Centre supporting improved safety, improved use, connecting civic infrastructure and delivering a vibrant multi-modal transit upgrade for the community; and
 - \$1.065 million investment to support shovel-ready Downtown intensification projects.

In discussion with the Province, it was Administration's understanding the Province's contribution would be incremental Municipal Revenue Sharing (MRS) grant funding in addition to the natural increase in the nature growth in the MRS grant the City expected to receive as part of the natural growth in the MRS grant due to increased PST revenue collected by the Province. The Province recently clarified that the Province's contribution is from the City's normal allocation of MRS funding. As a result, there is a capital funding shortfall of \$4.065 million related to funding the \$3 million for a non-vehicular trail system, and \$1.065 million investment in Downtown intensification projects. Administration is proposing these projects be funded from the General Fund Reserve.

Detailed Five Year General Capital Plan Funding Source (\$000s)

Funding Source	2024	2025	2026	2027	2028	5 Year Total
Asphalt Plant Reserve	875	-	-	300	-	1,175
Asset Revitalization Reserve	3,000	-	-	-	-	3,000
Automated Speed Enforcement Deferred Revenue	600	-	-	-	-	600
CCBF (Gas Tax)	13,710	13,710	13,710	13,710	13,710	68,550
Cemetery Reserve	270	492	262	191	446	1,661
Debt	413	7,042	22,661	18,153	5,391	53,660
Dedicated Lands Reserve	400	-	-	-	-	400
Employer Provided Parking Reserve	750	150	150	300	350	1,700
Fleet Replacement Reserve	18,291	27,077	11,456	23,110	22,974	102,908
Golf Course Reserve	250	250	250	400	458	1,608
New Building Canada Fund	4,400	4,445	-	-	-	8,845
Grant (SGI)	328	328	128	128	128	1,040
ICIP Funding	4,034	33,733	31,900	24,200	-	93,867
Land Development Reserve	-	9,200	7,000	3,000	1,000	20,200
Railway Safety Improvement Program (RSIP) Grant	260	520	575	750	200	2,305
Service Agreement Fees (Parks)	1,453	5,988	8,668	6,395	806	23,310
Service Agreement Fees (Roads)	3,300	15,400	5,350	7,700	21,750	53,500
Service Agreement Fees (Utility)	-	-	-	600	-	600
Solid Waste Reserve	1,858	2,863	6,263	3,023	1,073	15,080
Stadium Reserve	410	2,650	200	1,750	250	5,260
Utility Reserve	37	56	-	-	-	93
Zero Emissions Transit Fund	10,180	14,486	-	6,374	10,500	41,540
Zero Emissions Vehicle Fund	375	-	-	-	-	375
Current Contributions	71,767	73,920	76,138	78,422	80,774	381,021
Total	136,961	212,310	184,711	188,506	159,810	882,298

Recreation and Cultural Capital Plan

(\$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total
Prior Proposed Budget	9,127	13,900	36,186	90,089	51,919	18,236	9,750	9,750	9,750	9,750		258,457
Subsequent Changes		184	11,427	(28,418)	(871)	(3,805)	(300)	(300)	(300)	(300)		(22,683)
Proposed Budget		17,084	47,613	61,671	51,048	14,431	9,450	9,450	9,450	9,450	9,450	239,097

Explanation of Changes

Additional changes to the Recreational and Cultural Capital Plan were required to manage the proposed mill rate increase in an environment of rising costs and high inflation. In consideration of the current budget constraints the \$3 million in ongoing funding has been reduced to \$2.7 million over 10 years and the recommendations and priorities outlined in the Plan have been realigned. This was done primarily through the deferral of the following:

- Due to significant investments in aquatics through the indoor aquatic facility, and new and renewed spray pads and modernization of the North West Leisure Centre and Sandra Schmirler Leisure Centre, the new playground/spray pad hubs have been removed from the plan.
- With the addition of the municipal level dog park at Mount Pleasant Sports Park and the addition of 3 neighbourhood dog parks any additional neighbourhood dog parks have been removed from the plan
- Investments in Pickleball courts has been deferred, as research shows that Regina's courts per capital is in line with other municipalities.
- Funding for partnerships has been removed from the plan.

Some additions to the plan include:

- Add community space at the new Harbour Landing School
- Additional investment in the Northeast Community Centre
- Updates to existing baseball diamonds
- Indoor skatepark at REAL

This Plan will be revisited annually to ensure continued alignment with community and City priorities.

10-Year Recreation/ Culture Capital Details (\$000s)

The table below provides an update to the table found on page 141 of the 2023-2024 Budget Book.

Category	Program/ Project	Funding Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total	Description	
Aquatics & Fitness Centres	New Indoor Aquatic Facility & Lawson Replacement	Current Contributions*	1,813	4,258	8,052	-	-	-	-	-	-	-	14,123	Planning, design and construction of the Indoor Aquatics Facility to add competitive and leisure pool capacity.	
		Servicing Agreement Fees (Parks) and Intensification Infrastructure Reserve	967	5,163	7,336	5,063	658	-	-	-	-	-	-		19,187
		Federal	2,000	14,400	14,400	12,400	-	-	-	-	-	-	-		43,200
		Provincial	1,667	12,000	12,000	10,333	-	-	-	-	-	-	-		36,000
		Debt (payments funded through the Rec/ Culture Plan)	-	6,600	2,900	-	-	-	-	-	-	-	-		9,500
		Debt (funded through tax base or other funding source)	-	-	15,585	13,802	4,323	-	-	-	-	-	-		33,710
	Debt Payment (New Indoor Aquatic Facility & Lawson Replacement)	Current Contributions	-	762	762	762	762	762	762	762	762	762	762	6,658	Debt payment for the \$9.5M in borrowing for the New Indoor Aquatic Facility.
	Buffalo Meadows Pool	Current Contributions	-	-	-	-	-	-	-	106	1,202	7,129	654	9,091	Design and construction of a replacement pool.
	Buffalo Meadows Pool – Energy & Sustainability Framework (ESF)	Current Contributions	-	-	-	-	-	-	-	8	90	535	49	682	Funding to ensure facility is Net Zero Energy Ready.
	Fieldhouse Floor Enhancements	Current Contributions	-	-	-	84	1,866	-	-	-	-	-	-	1,950	Facility enhancements to complement the replacement of the Fieldhouse floor.
Massey Pool	Current Contributions	-	-	-	-	2,265	7,000	6,768	1,000	-	-	-	17,033	Design and construction of a replacement pool.	
Massey Pool – ESF	Current Contributions	-	-	-	-	170	525	508	75	-	-	-	1,278	Funding to ensure facility is Net Zero Energy Ready.	
Regent Pool	Current Contributions	-	-	-	-	-	-	-	-	-	273	6,074	6,347	Design and construction of a replacement pool.	

Category	Program/ Project	Funding Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total	Description
	Regent Pool – ESF	Current Contributions	-	-	-	-	-	-	-	-	20	456	476	Funding to ensure facility is Net Zero Energy Ready.
Cultural Facilities & Spaces	Heritage Consultant	Current Contributions	50	50	-	-	-	-	-	-	-	-	100	Completion of the Statements of Significance for all properties on the heritage inventory.
	Placemaking Initiatives	Current Contributions	100	100	100	100	100	100	100	100	100	100	1,000	Funding will be used to partner with organizations wishing to complete placemaking initiatives such as murals.
	Public Art Program	Current Contributions	150	150	150	150	150	150	150	150	150	150	1,500	Investment in public art, as outlined in the Civic Art and Cultural Collections Policy.
Indoor/ Outdoor Sports	Artificial Turf/ Fields	Current Contributions	-	-	-	-	235	635	4,740	-	-	-	5,610	Design and construction of an additional artificial turf field.
	Baseball Diamond Audit Implementation	Current Contributions	987	159	197	-	-	-	-	-	-	-	1,343	Renewal work to improve the overall quality of our ball diamond inventory in alignment with Council's direction.
	Canada Games Athletic Complex Track	Current Contributions	600	-	-	-	-	-	-	-	50	750	1,400	Renewal work to extend the life of the current track.
	Cricket Field	Current Contributions	-	-	546	4,952	-	-	-	-	-	-	5,498	Funding to have a consistent supply of cricket fields available.
	Cricket Field - ESF	Current Contributions	-	-	-	50	-	-	-	-	-	-	50	Funding to ensure facility is Net Zero Energy Ready.
	Indoor Skate Park	Current Contributions	150	155	159	164	169	174	179	184	190	199	1,723	Facility rental costs for the indoor skate park on the REAL Campus.
	Mount Pleasant Support Facilities	Current Contributions	81	-	-	-	-	-	w	-	-	-	81	Funding for the replacement and renovations of existing support facilities to maximize community use.

Category	Program/ Project	Funding Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total	Description
	Mount Pleasant Support Facilities - ESF	Current Contributions	203	-	-	-	-	-	-	-	-	-	203	Funding to ensure facility is Net Zero Energy Ready.
	Pickleball	Current Contributions	-	-	550	883	-	-	-	-	-	-	1,433	Additional consultation with the pickleball community will occur regarding how best to meet future pickleball needs.
	Pickleball - ESF	Current Contributions	-	-	64	-	-	-	-	-	-	-	64	Project funding required to address the directives of Regina's Energy and Sustainability Framework.
Community Centres/ Spaces	North East Community Centre	Current Contributions	2,345	-	-	-	-	-	-	-	-	-	2,345	Replacement of the North East Community Operated Centre.
	North East Community Centre – ESF	Current Contributions	200	-	-	-	-	-	-	-	-	-	200	Funding to ensure facility is Net Zero Energy Ready.
	Community Space in Schools	Current Contributions	1,340	-	-	-	1,925	-	-	-	-	-	3,265	2024 funding is intended to fund a
	Community Space in Schools	Dedicated Lands Reserve	3,000	-	-	-	-	-	-	-	-	-	3,000	community space in the new Harbour Landing Elementary School.
	Community Space in Schools - ESF	Current Contributions	-	-	-	-	285	-	-	-	-	-	285	Funding to ensure facility is Net Zero Energy Ready.
Other	Program & Staffing	Current Contributions	281	289	307	334	334	334	334	334	334	334	3,215	Staffing to implement the 10-year Recreation & Culture Capital Plan
	Annual Funding Surplus/ (Deficit)	Current Contributions	1,150	3,527	(1,437)	1,971	1,424	170	(100)	813	(93)	(78)	7,347	
	Total Expenditures		17,084	47,613	61,671	51,048	14,666	9,850	13,555	4,710	9,450	9,450	239,097	

10-Year Recreation/ Culture Capital by Funding Source (\$000s)

Funding Source	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total
Current Contributions*	9,450	9,450	9,450	9,450	9,685	9,850	13,555	4,710	9,450	9,450	94,500
Dedicated Land Reserve	3,000	-	-	-	-	-	-	-	-	-	3,000
Debt (funded through mill rate)	-	6,600	2,900	-	-	-	-	-	-	-	9,500
Debt (Tax or other funding source)	-	-	15,585	13,802	4,323	-	-	-	-	-	33,710
Federal	2,000	14,400	14,400	12,400	-	-	-	-	-	-	43,200
Provincial	1,667	12,000	12,000	10,333	-	-	-	-	-	-	36,000
Servicing Agreement Fees (Parks) and Intensification Infrastructure Reserve	967	5,163	7,336	5,063	658	-	-	-	-	-	19,187
Total 10-Year Recreation/ Culture Capital Plan Funding	17,084	47,613	61,671	51,048	14,666	9,850	13,555	4,710	9,450	9,450	239,097

Utility Fund Five-Year Capital Plan

(\$000s)	2023	2024	2025	2026	2027	2028	Five-Year Total
Prior Proposed Budget	137,024	95,377	113,166	81,725	82,615	-	509,907
Subsequent Changes	(137,024)	10,550	73,953	47,255	45,380	87,129	127,243
Proposed Budget	-	105,927	187,119	128,980	127,995	87,129	637,150

Explanation of Changes

The significant changes to the Utility Capital Plan were related primarily to the following projects:

1. Funding for the Wastewater Treatment Plant Upgrade/Expansion - \$80.0 million.
2. Funding for the Wastewater Treatment Plan Biogas Utilization System - \$12.0 million.
3. Addition of the 2nd Tank for the Eastern Pressure Solution, as approved by Council - \$25.5 million
4. Northeast Neighbourhood Drainage Project - \$6.0 million
5. Additional cost for Supply & Trunkmain Assessment and Rehabilitation - \$1.8 million

Detailed Five Year Utility Capital Plan (\$000s)

The table below provides an update to the table found on page 164 of the 2023-2024 Budget Book.

Service	Name	Funding Source	2024	2025	2026	2027	2028	5-Year Total	Project Description
Water	Additional Ground Water Capacity	Utility Reserve	-	200	500	4,800	4,200	\$9,700	In the event of a water supply disruption from Buffalo Pound Water Treatment Plant the City relies on ground water wells as emergency water source. To align with growth, and reduce supply shortage vulnerabilities, additional wells will be drilled.
	Buffalo Pound WTP Pump Upgrades	Servicing Agreement Fees (Utility)	-	-	500	8,250	-	\$8,750	Regina receives treated water from the Buffalo Pound WTP. Pump upgrades at the Buffalo Pound WTP are required to align with long-term growth plans for Regina.
	Chlorine Booster Stations	Utility Reserve	2,000	-	-	-	-	\$2,000	New Regulations and Environmental Protection Projects and programs, including Chlorine Booster Stations.
	Corporate (IET Sustainable) Technology Infrastructure	Utility Reserve	325	325	325	325	325	\$1,625	This funding is focused on the upkeep and replacement of aging and end of life infrastructure components (includes hardware, software, storage and network equipment).
	Distribution Trunk Mains - Other Trunk Mains	Servicing Agreement Fees (Utility)	-	-	-	-	125	\$125	Enhancements to the City's water distribution system to accommodate future growth.
	Distribution Trunk Mains - West Loop	Servicing Agreement Fees (Utility)	-	200	300	5,000	-	\$5,500	Enhancements to the City's water distribution system to accommodate future growth.
	Downtown water system upgrades - option 2 (east-west looping)	Servicing Agreement Fees (Utility)	-	-	-	-	2,412	\$2,412	Enhancements to the City's water distribution system at downtown area to accommodate future growth.
	East Pumpstation (EPS) Heated Garage	Utility Reserve	-	1,000	-	-	-	\$1,000	Design and construction of a heated garage to store equipment.

Service	Name	Funding Source	2024	2025	2026	2027	2028	5-Year Total	Project Description
	Eastern Pressure Solution – with 1st Reservoir	Servicing Agreement Fees (Utility)	-	73,210	-	-	-	\$73,210	To maintain an acceptable level of service as the City continues to grow and additional demands are placed on the Citywide water distribution network, an Eastern Pressure Solution is required. This funding is required to construct the Redbear Avenue Pumping Station with one reservoir, and water supply main contracts.
	Eastern Pressure Solution - 2nd Reservoir	Debt (funded through dedicated mill rate)	25,500	-	-	-	-	\$25,500	To maintain an acceptable level of service as the City continues to grow and additional demands are placed on the Citywide water distribution network, an Eastern Pressure Solution is required. This funding is required to construct a 2nd reservoir.
	Geospatial Sustainable Technology and Growth	Utility Reserve	37	56	-	-	-	\$93	Purchase of equipment to support the Geospatial program.
	Hydrant Nozzle Replacement	Utility Reserve	120	120	120	120	120	\$600	The objective of this program is to upgrade the pumper nozzle for fire hydrants to a new standard nozzle. The new nozzle will allow the Fire Department to more efficiently and effectively connect to a hydrant.
	Large Diameter Valve Rehabilitation	Utility Reserve	500	500	500	500	500	\$2,500	To perform assessment and replacement of large diameter valves.
	Lead Service Connection Management Program	Utility Reserve	2,880	2,880	2,880	2,880	2,880	\$14,400	To support replacement of lead water service connections.
	Leak Detection Program	Utility Reserve	100	100	100	100	100	\$500	This funding provides for the development and implementation of a pilot program to detect leaks in the water system and help inform water infrastructure renewal programs.
	Meter Reading Equipment Replacement Program	Utility Reserve	-	10	10	10	10	\$40	This program replaces the handheld and vehicle mounted devices and other field equipment used to obtain meter readings and related work. This program funding ensures that a consistent level of service is maintained.

Service	Name	Funding Source	2024	2025	2026	2027	2028	5-Year Total	Project Description
	Operations Yard Facility Master Plan	Utility Reserve	-	63	-	-	-	\$63	This update to the Operations Yard Facility Master Plan will examine all remaining departments located at the Operations Yard or in other facilities. The plan will provide an updated road map for future implementation of development of a new operations yard and other related facilities including cost estimates, schedules and location of facilities.
	Reservoir Assessment and Rehabilitation	Utility Reserve	250	2,500	250	2,500	250	\$5,750	This program inspects, repairs, and rehabilitates the water reservoirs in the city. As the reservoirs age, these activities are necessary to ensure the long-term reliability of the water supply and reduce emergency repairs.
	Serviceability Study	Servicing Agreement Fees (Utility)	500	500	500	-	-	\$1,500	This program will evaluate whether or not the City can provide service to various growth areas that meet current service standards and then develop a plan to ensure that the services are available when needed.
	Supply & Trunkmain Assessment and Rehabilitation	Utility Reserve	4,650	4,500	4,650	4,500	4,650	\$22,950	This program funds the assessment and rehabilitation of the water supply and trunk mains.
	Transfer Pumping and Capacity Review	Servicing Agreement Fees (Utility)	-	-	-	300	3,500	\$3,800	Design of an additional Transfer Pumping Station to improve reliability of the water distribution system.
	Trench Settlement Remediation	Utility Reserve	300	300	300	300	300	\$1,500	Cracking and settling of sidewalks, curbs, gutter and pavement occur because of backfill settlement at water main work locations. This program corrects settlement at these locations.
	Twinning of Main from Farrell Pump Station with New Supply Main (Dewdney Ave to SK Dr)	Servicing Agreement Fees (Utility)	-	-	-	-	230	\$230	Twinning of 600mm watermain from Farrell Pump Station with a new 750 mm supply main along Broad Street from Dewdney Avenue to Saskatchewan Drive.

Service	Name	Funding Source	2024	2025	2026	2027	2028	5-Year Total	Project Description
	Unplanned Hydrant Replacement	Utility Reserve	250	250	250	250	250	\$1,250	The upgrade will allow the Fire Department to have more efficient and effective hydrants.
	Unplanned Water Service Connection Replacement	Utility Reserve	2,000	2,000	2,000	2,000	2,000	\$10,000	To support replacement of water service connections.
	Unplanned Water Valve Replacement	Utility Reserve	285	285	285	285	285	\$1,425	To perform assessment and replacement of valves.
	Utility Billing System Upgrade and Maintenance	Utility Reserve	260	110	260	110	260	\$1,000	This funding ensures the Utility Billing system is maintained in a supported condition and allows for ongoing maintenance, functionality improvements and system architecture updates.
	Water Infrastructure Renewal – Hydrant Replacement	Utility Reserve	700	700	700	700	700	\$3,500	Underground water infrastructure requires renewal to ensure reliability and safety of fire hydrants.
	Water Infrastructure Renewal – Linear	Utility Reserve	16,000	16,000	16,000	16,000	16,000	\$80,000	Underground water infrastructure requires renewal to ensure reliability and safety of the water system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of mains, fire hydrants, service connections, and valves.
	Water Infrastructure Renewal - Service Connection Replacement	Utility Reserve	1,750	1,750	1,750	1,750	1,750	\$8,750	Underground water infrastructure requires renewal to ensure reliability and safety of service connections.
	Water Meter and AMR Replacement	Utility Reserve	6,300	2,500	-	-	-	\$8,800	The City's water meters and Automated Meter Reading (AMR) system require upgrading to restore system reliability and reduce downtime costs. This project includes development, design installation and construction over multiple years.
	Water Meter Installations	Utility Reserve	550	550	550	550	550	\$2,750	The City's expanding community requires the installation of water meters in new homes. This program includes the purchase and installation of new water meters for new construction.

Service	Name	Funding Source	2024	2025	2026	2027	2028	5-Year Total	Project Description
	Water Pumping Stations Upgrades and Equipment Replacement	Utility Reserve	400	2,500	2,000	1,775	-	\$6,675	To ensure that the pump stations throughout the City are maintained in good operating condition. Work required includes lifecycle upgrades to replace obsolete equipment as well as upgrades to improve energy efficiency and to ensure reliable service.
Total Water			65,657	113,109	34,730	53,005	41,397	\$307,898	
Wastewater	Automatic Wastewater Samplers	Utility Reserve	-	-	-	60	-	\$60	Funds to purchase new wastewater autosamplers to replace the current ones to ensure uninterrupted workflow and continued representative samples of the sewer system.
	Coopertown Sewage Pumping Station	Utility Reserve	-	-	-	-	3,000	\$3,000	Increase capacity of the proposed Coopertown pumping station to service Westhill and Maple Ridge.
	Downtown Wastewater System Upgrade	Servicing Agreement Fees (Utility)	-	-	-	-	278	\$278	Implementing wastewater system upgrades in the Downtown-area per the Downtown Serviceability Study.
	Fleming Road Pumping Station Screens	Utility Reserve	-	-	200	3,000	-	\$3,200	The City's agreement with EPCOR requires all sewage pumped to the Wastewater Treatment Plant be screened. Installation of mechanical screens to the Fleming Road Pumping Station is required to comply with this agreement.
	Serviceability Study	Servicing Agreement Fees (Utility)	-	-	-	-	115	\$115	This program will evaluate whether or not the City can provide service to various growth areas that meet current service standards and then develop a plan to ensure that the services are available when needed.
	Unplanned Wastewater Service Connection Replacement	Utility Reserve	1,100	1,100	1,100	1,100	1,100	\$5,500	Funds will be used to support replacement of wastewater service connections.
	Wastewater infrastructure - pre-design, detailed design and construction	Servicing Agreement Fees (Utility)	300	300	3,000	3,000	-	\$6,600	Funds to be used to advance wastewater projects that result from servicing studies.
	Wastewater Capacity Upgrades - Linear Relief	Utility Reserve	-	-	-	-	3,150	\$3,150	This project is the continuation of ongoing efforts to comply with regulatory

Service	Name	Funding Source	2024	2025	2026	2027	2028	5-Year Total	Project Description
		Servicing Agreement Fees (Utility)	-	-	-	-	1,350	\$1,350	commitments to improve wastewater capacity.
	Wastewater Capacity Upgrades - South Trunk	Utility Reserve	9,800	18,900	5,700	11,200	525	\$46,125	This project is the continuation of ongoing efforts to comply with regulatory commitments to improve wastewater capacity and minimize bypasses to Wascana Creek during heavy precipitation events.
		Servicing Agreement Fees (Utility)	3,000	4,200	8,100	2,450	4,800	\$22,550	
	Wastewater Flow Monitoring	Utility Reserve	120	220	120	120	120	\$700	The funding provides for the continued collection of flow data from permanent monitoring locations to better understand the wastewater system and help inform wastewater capital projects and infrastructure renewal.
	Wastewater Infrastructure Renewal - Linear Assessment	Utility Reserve	1,700	1,700	1,500	1,500	1,200	\$7,600	Underground wastewater infrastructure requires renewal to ensure reliability and safety of wastewater system. Includes studies, inspection, assessment, upgrading of mains, service connections and manholes.
	Wastewater Infrastructure Renewal - Linear Rehabilitation	Utility Reserve	5,750	5,750	5,750	5,750	5,750	\$28,750	Underground wastewater infrastructure requires renewal to ensure reliability and safety of wastewater system. Includes rehabilitation, etc.
	Wastewater Infrastructure Renewal - Sewer Service Connection Replacement	Utility Reserve	250	250	250	250	250	\$1,250	Underground wastewater infrastructure requires renewal to ensure reliability and safety of wastewater system. Includes Sewer Service Connection Replacement, etc.
	Wastewater Lift Station Renewal	Utility Reserve	750	1,910	1,330	610	-	\$4,600	The City's wastewater pumping stations are aging and require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, rehabilitation, and/or upgrades of pumping stations.

Service	Name	Funding Source	2024	2025	2026	2027	2028	5-Year Total	Project Description
	Wastewater Linear Capacity Upgrades (Capacity and I&I)	Utility Reserve	150	150	5,650	5,650	5,650	\$17,250	This program is intended to address commitments made by the City to the Water Security Agency (WSA) to develop a plan to better manage increased wastewater flows due to storm water runoff infiltration generated by a 1:25 year rainfall event without bypasses to the environment.
	Wastewater Treatment Plant Biogas Utilization System	Utility Reserve	-	9,000	3,000	-	-	\$12,000	The wastewater treatment plant (WWTP), operated by EPCOR as part of a P3 agreement, can receive upgrades to better utilize the Biogas and reduce other energy uses.
	Wastewater Treatment Plant Upgrade/Expansion	Servicing Agreement Fees (Utility)	-	15,000	40,000	25,000	-	\$80,000	As the population of the City continues to grow, an expansion of the WWTP will be required as the City works to reach the Official Community Plan (OCP) goal of a population of 300,000 people and accommodates industrial growth
Total Wastewater			22,920	58,480	75,700	59,690	27,288	\$244,078	
Stormwater	Area 1 & 17 - Location 3 (Eastview)	Utility Reserve	-	-	500	5,000	5,000	\$10,500	This project will upgrade the stormwater system within the Eastview neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 2 - Location 1 (Whitmore Park Stormwater Improvement)	Utility Reserve	700	4,000	4,000	-	-	\$8,700	This project will upgrade the stormwater system within the Whitmore Park neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 4 - Location 1 (Uplands Stormwater Improvement)	Utility Reserve	500	700	8,000	-	-	\$9,200	This project will upgrade the stormwater system within the Uplands neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.

Service	Name	Funding Source	2024	2025	2026	2027	2028	5-Year Total	Project Description
	Area 7 - Location 1 (Sherwood/McCarthy)	Utility Reserve	-	-	-	-	500	\$500	This project will upgrade the stormwater system within Sherwood/McCarthy neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi- year improvement plan in the area.
	Area 8 - Location 1 (Al Ritchie Stormwater Improvements)	Utility Reserve	5,000	5,000	-	-	-	\$10,000	This project will upgrade the stormwater system within the Al Ritchie neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 11 - Location 1 (Cathedral Stormwater Improvement)	Utility Reserve	-	500	1,000	4,000	4,000	\$9,500	This project will upgrade the stormwater system within the Cathedral neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi- year improvement plan in the area.
	Area 14 - Location 1 (Lakeview)	Utility Reserve	-	-	-	250	700	\$950	This project will upgrade the stormwater system within the Lakeview neighborhood to reduce surface flooding and improve level of service in this area. The project is part of a multi- year improvement plan in the area.
	Berms, Waterways and Drainage Improvements	Utility Reserve	400	400	300	300	200	\$1,600	This program rehabilitates and improves the level of service of facilities such as berms, waterways, and storm channels. Periodic assessments, repair modifications and improvements are required to ensure their integrity and capacity.
	Drainage Infrastructure Renewal- Catch Basin Replacement	Utility Reserve	400	400	400	400	400	\$2,000	The stormwater system requires ongoing rehabilitation to ensure system reliability. This includes catch basins replacements, etc.
	Drainage Infrastructure Renewal - Culvert Assessment & Rehabilitation	Utility Reserve	1,200	1,200	1,200	1,200	1,200	\$6,000	The stormwater system requires ongoing rehabilitation to ensure system reliability. This includes inspections, assessments, rehabilitation, etc.
	Drainage Infrastructure Renewal - Linear Assessment	Utility Reserve	1,500	1,500	1,500	1,500	1,500	\$7,500	The stormwater system requires ongoing rehabilitation to ensure system reliability, including assessments, etc.

Service	Name	Funding Source	2024	2025	2026	2027	2028	5-Year Total	Project Description
	Drainage Infrastructure Renewal - Linear Rehabilitation	Utility Reserve	1,500	1,500	1,500	1,500	1,500	\$7,500	The stormwater system requires ongoing rehabilitation to ensure system reliability, including rehabilitation.
	Drainage Lift Station Renewal	Utility Reserve	-	180	-	-	-	\$180	Stormwater pumping stations are aging and require upgrading to restore or improve level of service and to reduce emergency repair costs. This program will include assessment, pre-design, design, rehabilitation, and/or upgrades of existing pumping stations.
	North Storm Channel - Location 1	Utility Reserve	-	-	-	1,000	3,000	\$4,000	Improvements to the North Storm Channel to accommodate increased volume of stormwater.
	Northeast Neighborhood Drainage Project	Utility Reserve	6,000	-	-	-	-	\$6,000	The project will replace and upgrade the storm sewer system to help reduce ponding as well as street and basement flooding to homes within the neighborhood.
	Underpass Flood Sensor at Signals	Utility Reserve	-	-	-	-	174	\$174	Flooding detection system for underpasses. The proposed system includes detection equipment for water level, turning prohibited signs at adjacent intersections, flashing beacons and permanent message boards.
		Grant (SGI)	-	-	-	-	120	\$120	
	Unplanned Catch Basin Replacement	Utility Reserve	150	150	150	150	150	\$750	The stormwater system requires ongoing rehabilitation to ensure system reliability. This includes catch basins replacements, etc.
Total Stormwater			17,350	15,530	18,550	15,300	18,444	\$85,174	
Total Utility Fund Capital			\$105,927	\$187,119	\$128,980	\$127,995	\$87,129	\$637,150	

*Capital Projects that benefit intensification-related infrastructure in accordance with *The Development Levy Bylaw, 2011* and *The Development Charges Policy* will be funded through the Intensification Infrastructure Reserve.

Five Year Utility Capital Plan Funding Source (\$000s)

Funding Source	2024	2025	2026	2027	2028	5-Year Total
Reserves	76,627	93,709	76,580	83,995	74,199	\$405,110
Service Agreement Fees (Utility)*	3,800	93,410	52,400	44,000	12,810	\$206,420
Grant (SGI)	-	-	-	-	120	\$120
Debt	25,500	-	-	-	-	\$25,500
Total Funding	105,927	187,119	128,980	127,995	87,129	\$637,150

Infrastructure Funding Gap

Like most municipalities, Regina has a significant gap between the amount of money available each year and the amount needed to ensure existing infrastructure remains in good condition.

In order to support services, the City should be spending more money than what is available in the budget. But with limited funds, there is a gap between the amount available for spending and the amount needed to properly maintain our assets and continue to provide the services our residents, visitors and businesses rely on.

The State of the Infrastructure Report suggested that the infrastructure gap is over \$500 million. Service areas with the largest funding gaps are Civic Facilities, Transportation and Parks & Open space investments.

Future Capital Projects Not Included in Current 5 Year Capital Plans

In addition to the capital projects planned over the next five years as outlined in the previous tables, there are some large projects that are not included in the 2024 Budget or previous proposed capital plans as funding has not yet been identified. It is likely that these projects will only proceed if third party funding is identified and the City share would likely be funded by debt.

These projects include:

- Multi-Purpose Event Centre
- Modernization of Central Library
- Ring Road Rail Relocation
- Multi-Purpose Outdoor Baseball Event Centre
- Synthetic Outdoor Field Project (Soccer and Other Field Sports)
- Service Agreement Fee capital projects deficit

For the service agreement fee deficit, work is ongoing to address this item. There may be utility or mill rate impacts as a result of this work, but this will be addressed in the 2025 budget.

Appendix C – Archives Fee Schedule

The Archives Fee Schedule updates Bylaw 2012-19, The Archives Fee Schedule. The amendments will introduce new charges for:

- Cost recovery for scanning large format materials;
- Cost recovery for shipping and handling of fragile archival materials that must be outsourced to outside providers for reproductions;
- Cost recovery for accelerated research timelines.
- Cost recovery for special requests requiring many hours of research or technological skills

All other previous fees remain unchanged. Although the fees are new, revenue for these new fees is expected to be less than \$500 per year. The schedule continues to provide an option for the City to waive fees at its discretion. Fees are typically waived if a client pleads economic hardship or if the requested work is for a nonprofit organization.

The revised fee schedule will allow the City of Regina Archives to remain in line with fee schedules charged by other archival institutions in the City of Regina and the Province of Saskatchewan. Cost recovery for scanning large format materials reflects changes in technology that have occurred since 2012 with the acquisition of a large format scanner. Cost recovery for shipping and handling fragile archival materials reflects the environmental impact of shipping materials for reproduction, the wear and tear that occurs to original fragile materials during shipping and allows for cost recovery for shipping charges. Cost recovery for accelerated research timelines and for special requests requiring many hours of research or technological skills reflects the demands such requests place on specialized staff capacity. The City of Regina Archives reserves the right to refuse reproduction of material if the process in any way would endanger the physical condition of the material.

Due to time constraints on staff, the City may impose a cap of 2 hours to research services at its discretion. If more extensive research is required, a user may visit the Archives in person or consider hiring a professional researcher.

Fees for research services are based on staff time and are not dependent on whether the desired information is located. The City will provide users with a fee estimate for their consideration prior to beginning work on a request.

The City may waive fees at its discretion.

Below are the fees that require changes to the bylaw:

Shipping and Handling

In Canada Shipping/Handling	\$10.00/delivery
Out of Canada Shipping/Handling	\$15.00/delivery
Courier Handling	Courier cost

Reproductions

Photocopies of letter, legal or ledger sized materials	\$0.50/page
Large Format materials scanning (architectural drawings, plans, maps, panoramic photographs, oversize photographs)	\$30.00/page
Photograph scanning	\$15.00/image
Digitized or born digital special media (MP3, MP4, etc)	\$15.00/file
Non-digitized special media	Contracted out. Clients must pay contractor directly.

Media Storage Devices

USB flash drive	\$10.00/USB
City-approved cloud sharing	Free

Research Services and Fees

First hour of research or document preparation	Free
Each half-hour of research or document preparation thereafter	\$15
Accelerated research/document preparation/scanning	100% image fee surcharge for same-day requests
Special Request surcharge	Subject to City Clerk approval

Appendix D – Efficiency Review

This appendix provides information on efficiencies realized to September 29, 2023, from the Deloitte LLP Canada Efficiency Review and other broader efficiencies that have been achieved across the organization. A summary of benefits is listed below:

Item	Total Benefits Realized	Benefit Description
Efficiency Review	\$ 8,983,633	Benefits related to the 2021 Deloitte Efficiency Review
Broader Corporate Efficiencies	\$ 2,897,900	Benefits identified through other corporate efficiencies
2023 Budget Reduction Exercise	\$ 2,600,000	A budget reduction exercise was completed in early 2023 identified \$2.9M in savings, less \$300k reported in efficiency review reduction items
Total	\$ 14,481,533	

Background

In 2021, Deloitte LLP Canada conducted a review of six City service areas to identify opportunities for savings and innovation that will enable the City to reinvest those gains in the community and to accomplish more using existing resources. The six service areas reviewed were:

- Parks
- Procurement
- Fleet
- Facilities
- Roadways
- Information Technology

Fourteen opportunities were selected as priorities to be steered by the City's Transformation Office.

Benefits Realized

The monetary benefits for the opportunities have three categories:

1. Cost Savings – reflects funds that are no longer needed and can be removed from operating budgets (Example: annual vehicle lease no longer required due to removal of vehicle)
2. Cost Avoidance – expenditures that will not have to be spent in the future that do not have a current budget impact (Example: replacement value of removed vehicle at end-of-life)
3. Revenue – funds brought into the City, typically by selling goods, products or services

Since 2022, total financial benefits realized from executing efficiency review opportunities equals \$8,983,633. The details across the priority opportunities are as follows:

Total Benefits Efficiency Review				
Opportunity	Benefit Type			Benefit Description
	Cost Savings	Cost Avoidance	Revenue	
Fleet	\$ 700,000	\$ 2,636,000	\$ 506,000	<ul style="list-style-type: none"> - \$450k annual lease budget reduction through fleet ratchet initiative - \$250k annual fleet maintenance budget reduction - \$2.1M future cost avoidance between 2023-28, including rescinded budget request for 15 new bylaw vehicles through fleet ratchet initiative - \$497k operational damage cost avoidance in 2021-22 - \$506k salvage revenue for 40 sold fleet vehicles through fleet ratchet initiative
Parks	\$ 151,000	\$ 1,009,000	\$ 244,000	<ul style="list-style-type: none"> - \$49k annual fleet operating budget reduction from removed Forestry units - \$102k annual golf course janitorial budget reduction - Anticipated \$177k in golf course revenues over 3 years - \$221k 7 day work pilot avoidance in 2021/2022 and associated \$67k revenues - \$538k future fleet capital reduction avoidance between 2023-29 - \$250k reduced budget ask for future open space growth
Procurement	\$ 120,000	\$ 3,617,633		<ul style="list-style-type: none"> - \$3.4M in avoidance primarily achieved through the use of negotiated RFP in 2022-23 - \$757k avoidance achieved through consolidation of low value purchasing in 2022-23 - \$120k in savings achieved through negotiated discounts resulting in annual budget reduction
Total	\$ 971,000	\$ 7,262,633	\$ 750,000	\$ 8,983,633

Seven of the fourteen opportunities have been completed and work will continue in 2023 and 2024 on the remaining opportunities to realize further efficiencies and benefits.

Expansion of Efficiency Tracking

Administration strives to find savings and operational efficiencies within all services, not just services identified in the efficiency review. One of our strategic priorities is Operational Excellence and establishing a service and performance culture is key to achieving a continuous improvement organization.

It was communicated to the organization on March 22, 2023, that the Transformation Office was moving towards broader benefits realization tracking and reporting across the organization. This work will align with the budget process and results will be reported in conjunction with the budget process.

Total financial benefits to-date for efficiencies realized (outside of the Efficiency Review) equal \$2,897,900. The details across the priority opportunities are as follows:

Broader Efficiencies		
Efficiency	Cost Avoidance	Description
RFPS Mobile Command Post	\$700,000	Collaboration with RPS and Sask Public Safety Agency resulted in a signed MOU to use SPSA Mobile Command Post.
Microsoft Contract Renewal	\$294,400	Negotiation of a new 5-year contract led to significant discounts for 2023-25
Laptop Bags	\$17,000	Switch from leasing to purchasing of laptop bags.
Police Study Manuals	\$11,000	Outsourcing to vendor for this particular job resulted in lower costs.
Fire Clothing	\$3,100	Central Stores took over the inventory and distribution for clothing delivery and assigned a single warehouse associate to deliver to all 7 firehalls.
MacLean Connect Usage	\$80,000	Used an existing software to implement the 2023 Employee Experience Survey
Portable Washroom	\$4,300	A portable washroom and shower (needed for the Hazardous Waste Site) was found at a reduced cost on an auction site.
Crawler Loader	\$624,000	The purchase of a used crawler loader instead of constant rental, results in a significant cost avoidance over the next 10-years.

Broader Efficiencies		
Efficiency	Cost Avoidance	Description
User Productivity Kit Licensing	\$17,000	User Productivity Kit (UPK) is a software used by Utility Billing as a knowledge base/document repository. The software is end of life and an in-house solution is being developed. While the new solution is under development the business area was able to reduce UPK licensing.
Security Scanning Licensing Renewal	\$7,000	The corporate security scanning solution was due for renewal. Technology worked with the reseller & vendor to achieve an avoidance of 7K
2023 WCB Premium Credit	\$810,100	An external consultant completed an audit of WCB claims initiated by Administration, which resulted in a credit to our 2023 WCB premium
Bi-Weekly Waste Pickup	\$150,000	As the City moved to bi-weekly brown bin collection in September, it was determined that fewer collection trucks were required. These trucks have been decommissioned
Satellite Cart Tipper	\$50,000	An additional full sized garbage truck was decommissioned as a result of the purchase of a cart tipping device that can be used on a 3/4-ton truck
Fire Hydrant Saver	\$130,000	A new device was purchased that allows the City to repair fire hydrants, as opposed to replacing them. This will result in monetary savings, as well as avoiding major water shut offs and road closures to residents
Total	\$2,897,900	

Appendix E – Council Referrals

MN22-1: Regulate the Non-Essential (Cosmetic) Use of Pesticides

On April 20, 2022, Council considered motion *MN22-1* and directed Administration to prepare a report for Executive Committee by Q1 of 2023 that includes recommendations and implications of implementing a cosmetic pesticide ban and the funding requirement for a public education and communications plan on such a ban including the promotion of safe alternative products and best practices for yards, gardens and parks.

On June 21, 2023, City Council considered report *CM23-83* and adopted a resolution directing Administration to consider a \$40,000 investment to support a Public Education Program of Best Practices, and that the decision to provide such funding be referred to the 2024 budget process. Funding in the amount of \$40,000 has been included in the 2024 Proposed Budget.

CM22-33(4) & CR23-30: Wascana Accessible Waterslide

On December 14, 2022, Council considered item *CM22-33* and adopted recommendation 4, directing Administration to return to Executive Committee with a report in Q1 of 2023 outlining the options and associated cost implications of installing a chair lift or elevator at the new Wascana Pool waterslides to make the facility fully accessible.

At its meeting held March 22, 2023, Council considered item *CR23-30* and adopted a resolution to direct Administration to convert the open flume high waterslide at the new Wascana Pool to an accessible slide based on the elevator solution outlined in the report; and to submit a request for an operating budget increase through the 2024 budget process for the increased operating costs of the elevator solution. Funding for this item is included in the 2024 Proposed Budget.

CR23-32: Harbour Landing School Land Purchase

On April 5, 2023, City Council considered item *CR23-32* and directed Administration to refer a one-time investment of \$1,000,000 toward a community space within the new joint-use school to the 2024 budget process to be considered amongst all other budget priorities. Funding in the amount of \$1,340,000 has been reallocated within the 2024 Recreation and Cultural Capital Plan. In addition, Council approved the purchase of land at the school site to be funded from the Dedicated Lands Reserve, which is included in the 10-Year Recreation Plan.

CR23-45: Community Non-Profit Tax Exemption Policy (CNPTEP)

On April 26, 2023, Council adopted a resolution to approve Option 1 of report *CR23-45* to revise the Community Non-Profit Tax Exemption Policy (CNPTEP) to provide multi-year exemptions to organizations with long-standing history and to give priority to those organizations who have a long-standing history of exemptions under the policy (10 years or more) by entering into multi-year agreements for 100 per cent exemptions, with Streams as defined under Option 1. Council also referred a cap raise as described in Option 3 of report

CR23-45 - a one-time increase of \$270,785 to a total amount of \$1,600,000 in 2024 – to the CSIR Board for recommendations to City Council for the 2024 budget discussions.

Council will consider the request for 2024 property tax exemptions under the CNPTEP related to Streams 1 and 2 on December 6, 2023 (see Appendix N). Stream 3 and the raising of the cap are referred to the budget deliberations in December.

Appendix F – Renewable Regina 2050

Renewable Regina 2050 Related Investments in the 2024 Budget

Key investments related to Renewable Regina 2050 in the proposed 2024 Budget are as follows:

- Urban Forest Master Plan - \$150,000
- Climate adaptation plan - \$200,000
- Renewable Regina 2050 – Facility Upgrades - \$2.5 million over the five-year capital plan compared to \$11M in last year’s five-year capital plan
- Transition to Electrical buses – \$10.1 million in 2024
- New builds prioritized to be net zero:
 - Southeast fire station #8 – 10% of total costs are associated with sustainable design and construction (\$1.4 million)
 - \$1.3 million in the Ten-Year Recreational and Cultural Plan
- Geothermal Heating Facility - \$28.5 million over the five-year capital plan

Greenhouse Gas Savings (GHG)

- Urban Forest Master Plan – urban forest helps absorb carbon and reduce GHG emissions by 4,493 tonnes of carbon dioxide equivalent (CO₂e) or 2% of total corporate emissions (based on the most recent inventory).
- Food and Yard Waste Service – expected to eliminate an average of 10,820 tonnes CO₂e from landfill each year over the first 10 years.
- Transition to Electric Buses – expected to reduce annual emissions by 23.9 tonnes CO₂e per bus based on current electric grid carbon intensity.
- Eastern Pressure Solution- GHG emissions will decrease by 641 tonnes CO₂e annually compared to conventional build. Over the project lifetime, the accumulated GHG reduction is expected to be 32,031 tonnes of CO₂e.
- Fire Station #8 – the project is expected to reduce GHG emissions by 30 tonnes CO₂e annually.
- Geothermal Heating Facility- the project is expected to reduce GHG emissions by 8,671 tonnes annually as compared to using natural gas. Over the project lifetime, the accumulated GHG reduction is expected to be 441,488 tonnes of CO₂e

GHG emission reduction from the projects above accounts for 13% (or 24,678 tonnes CO₂e) of overall corporate GHG emissions.

Other Actions to Advance the Energy and Sustainability Framework

These are other actions that the City is taking that may not necessarily show up in the budget including:

- Idling – expanding corporate Anti-Idle Program to medium and heavy fleet, developing community Idling Awareness Campaign
- Developing Corporate Green Building Policy and standards
- Developing GHG performance metrics and dashboard for corporate and public reporting
- Revising business case development process to include energy and GHG emissions considerations
- Industry engagement and capacity building for deep energy retrofits, such as partnering with the Canadian Home Builders Association on Net Zero Renovators training
- Ongoing stakeholder engagement, partnership development, and community education and awareness

Progress on Targets in the Energy and Sustainability Framework

Progress measures for 2023 are not yet available, however Administration perceives a significant risk of falling behind without more committed investment across the City and wider community.

In 2022, the City was within 10% of meeting the Corporate GHG emissions reduction target and trending in the right direction. In 2023, investments in major corporate projects, such as net zero new construction for City facilities, will help the City stay on trend in the short term. However, more dedicated investment and innovative financing tools are needed to achieve our 2030 interim community-wide target of 50% reduction in GHG emissions. This 2030 milestone is critical for staying within 1.5 degrees of warming, and also for realizing the significant financial and social benefits identified in the ESF. Most benefits are dependent upon immediate action and upfront investment across all action areas. For example:

- Reductions in spending on corporate facility retrofits will put us off track to meet our targets and delay and/or reduce operational savings we receive.
- Significant increases in transit service hours and acceleration of the Regina Transit Master Plan (RTMP) service model will be needed to shift transit mode shares. Making meaningful progress towards our 2025 interim target is important for reducing dependence on single occupancy vehicles. The City is taking a staged approach to the implementation of the RTMP which may impact the City's ability to achieve its GHG emissions targets.

In an environment of high inflation and pursuit of affordable mill rates it is challenging to meet the targets in the Energy and Sustainability Framework without broader funding support, such as other levels of government or other new revenue sources.

Appendix G 2024 Alley Maintenance Special Tax Levies Report

ISSUE

The City's Alley Maintenance Program is governed by *The Cities Act, Sections 275 to 278*, which provides the authority to levy a special tax on properties for specific services. Property owners adjacent to paved or gravel alleys are required to pay the special tax, with revenues collected providing 100 per cent of the operating and maintenance funds dedicated to the Alley Maintenance Program.

The purpose of this report is to provide a summary of the 2023 Alley Maintenance Program, updates to the asset management strategy, and proposed 2024 Alley Tax Levy rate.

IMPACTS

Financial Impact

The recommendation is that there would be no change to the 2024 Alley Maintenance Special Tax levy, and that the levy would be:

- \$3.90 per assessable foot for Paved alleys, generating \$3,504,304.05 in revenue to complete the intended construction and maintenance activities.
- \$2.72 per assessable foot for Gravel alleys, generating \$1,677,479.25 in revenue to complete the intended construction and maintenance activities.

Administration also intends to clear snow from the alleys after every major weather event in 2024 for an additional cost of \$116,000. This increased level of service will be funded from the Alley Tax Deferred Revenue account and the long-term financial implications to the Alley Tax Levy model will be considered during the 2025 budget process.

Policy/Strategic Impact

The City's Strategic Priorities lens: "Recognizing our relationship to the land, we grow our community and improve quality of life" reinforces an Indigenous world view that our relationship to the land is foundational. This recognition is an acknowledgement to the community we serve and that we, the City of Regina, have a collective responsibility to ensure that the land's use and viability is looked after for future generations. It is out of respect and care for our relationship with the land that all City decisions are made.

The Alley Maintenance Strategy, approved by City Council in 1996, was intended to maintain the alley inventory in an acceptable, sustainable condition. This strategy ensures the City provides a safe and reliable alley network and aligns with *Design Regina: The Official Community Plan (OCP)* as follows:

- Section B Financial Policies, Goal 1 – Financial Principles, 1.1.2 “Where the benefits of a program or service are directly attributable to specific beneficiaries, the costs are to be paid through user fees or other similar charges.”
- Section B, Financial Policies, Goal 2 – Sustainable Services and Amenities, 1.3.2, “Provide affordable and cost-effective services and amenities in accordance with available financial resources and capabilities.”
- Section B, Financial Policies, Goal 4 – Revenue Sources, 1.14.1, “Secure sustainable sources of municipal funding for both capital and operating needs of the City.”
- Section D4 Infrastructure, Goal 1 – Safe and Efficient Infrastructure, 6.2, “Ensure new and reconstructed infrastructure follows industry best practices and overall City standards for design and construction.”

The Alley Maintenance Strategy also aligns with the City of Regina’s Strategic priorities of Operational Excellence through the strategy of “Achieve long-term financial sustainability”.

Labour Impact

There are no changes to labour with respect to this recommendation.

Environmental Impact

Alley maintenance operations generally contribute to the release of greenhouse gas (GHG) emissions that result mainly from construction work on paved and gravel alleys, and the fuel consumption of sweep and snow plowing equipment used for alley maintenance.

Construction work on alleys contributed to the release of approximately 587 tonnes of CO² emissions. This estimate is based on the production of asphalt and fuel usage associated with alley renewal and refresh work in 2022, and Administration expects to experience similar information on the 2023 season. Also based on 2022 data, the total fuel consumption from sweep and snow plowing equipment used for alley maintenance was 11,035 litres, resulting in the release of 432 tonnes of GHG emissions. To reduce energy use and GHG emissions, the City is creating strategies for the electrification of its light fleet. The first electric vehicle truck was introduced in 2022 and it is currently supporting road maintenance operations. To date this vehicle has reduced fuel consumption by 1,964 litres, preventing the release of 1.3 tonnes of GHG emissions.

It is anticipated that the recommended option would not result in a change in annual greenhouse gas emissions.

OTHER OPTIONS

1. Status Quo (Recommended):
 - This option is being recommended to maintain the tax levy; provides the opportunity to evaluate the new model and funding structure before making changes.

2. Reduce Alley Tax Levy (Not Recommended):
 - This option is not recommended as there likely increased costs to materials and fuel in 2024 due to inflation, resulting in a decrease in the planned construction and maintenance.

3. Increase Alley Tax Levy (Not Recommended):
 - This option is not being recommended as there would be an increased cost to residents, and Administration is confident that there would be an opportunity to use the deferred revenue for any costs greater than the revenues in 2024.

COMMUNICATIONS

Public notice of the special tax levy will be carried out in accordance with the requirements in *The Cities Act*. Administration also provides information to various parties, including affected property owners upon request. In addition, construction notices, where the scope of construction is significant, are hand delivered to affected property owners prior to work starting.

DISCUSSION

City Council adopted an Alley Maintenance Program strategy in 1996 to achieve a 30-year reconstruction cycle for paved alleys and a 10-year gravel refreshment cycle for gravel alleys. The Alley Maintenance Program is intended to provide a sustainable alley system that is passable, safe, affordable, efficient, equitable and environmentally responsible. There are approximately 460 kilometres of alleys in Regina consisting of 272 kilometres of paved alleys and 188 kilometres of gravel alleys, and the revenues generated from the Alley Tax Levy are used to fund annual construction, maintenance and administration activities such as capital renewal, tree pruning, sweeping, snow removal, gravel maintenance and pothole patching.

Alley Maintenance Program – 2023 Season

This summary provides an outline of the Alley Tax Levy revenue and expenditures, accomplishments and operational statistics, and Key Performance Indicators (KPIs) of the Alley Maintenance Program.

Revenues and Expenditures:

City Council approved the following Alley Tax Levy rates during the 2023 budget process, generating a total revenue and operating budget of \$5.169M.

Table 1: 2023 Alley Tax Levy

	Paved Alleys	Gravel Alleys
Levy Rate (per linear foot)	\$3.90	\$2.72
Assessable Footage*	895,599	616,227
Total Revenue	\$3,492,835	\$1,676,137
Levy Rate per 50-foot lot	\$195	\$136

Administration is forecasting total expenditures to be \$5.507 million based on the completed work in 2023 and delivery of the overall program. The expenditures are expected to exceed the revenues by \$0.338 million due to three locations that required more extensive treatment than regular maintenance, higher than average severe snow events, and increased fleet costs. The unplanned expenditures will be offset by the deferred revenue account.

Deferred revenues are amounts paid by taxpayers and set aside to support specific assets, and the City sets aside deferred revenue for paved and gravel alleys when the alley tax levy is not fully expended in the designated year. The unspent portion is recognized as deferred revenue (a restricted account) which will be expended for the intended purpose in subsequent years. The balance of the deferred revenue account at the beginning of 2023 was \$1.694 million and is adequate to fund the forecasted increase in unplanned expenditures for 2023.

Accomplishments:

During the 2023 construction season, the City completed the following activities:

- Paved alley renewal (reconstruction and rehabilitation) – 5.5 kilometres.
- Gravel alley renewal (refresh) – 15 kilometres.
- Paved alley sweep cycle – one cycle.
- Checking and grading of gravel alleys – three cycles.
- Trees pruning in the alleys to allow safe passage of equipment.
- Storm drains in alleys cleaned and cleared after renewal activities.
- Checking and patching potholes on 67 per cent of the alley network.
- Snow clearing during winter months.
- Finalized revisions to asset management model.

Key Performance Indicators (KPIs):

There are several activities that are completed for the Alley Maintenance Program that are tracked and measured throughout the year. The Alley Tax Levy revenue is directly attributed to the planned expenditures and resource allocations required to perform the work and meet the targets. The overall performance in meeting the renewal and refresh targets was 96 per cent during the 2023 construction season. Key factors for missed targets are:

1. Delayed start to the Alley Maintenance Program due to a late winter storm and corresponding delay in completing the Spring Sweep Program.
2. Completion of deferred projects from 2022.
3. Locations requiring additional time to complete due to more extensive treatment and materials required.
4. Delays in procuring pothole patching contractor.

Administration continuously reviews operational practices and KPI results to ensure targets are met and the most effective and efficient service delivery is being provided to the residents of Regina. See Appendix G-B for the complete KPI results.

Alley Maintenance Program – 2024 Season

Administration has conducted a review of the Alley Maintenance Program, including the asset management strategy, levy rates, and planned locations for 2024.

Asset Management Strategy:

Administration underwent a review of the Paved Alley asset management strategy as the existing strategy based on a 30-year cycle has been in place since 1996. As a result, Administration will be moving from a 30-year cycle target to a condition-based target. The condition-based model is similar to the Residential Road Renewal Program (RRRP) model, with a condition target of 85 per cent of paved alleys maintained in fair or better condition. With the revision to the asset management strategy, Administration is intending to expand the use of surface treatment options in conjunction with reconstruction options, which means that additional alleys will be paved each year. This is a cost-effective strategy that is expected to extend the life cycle of paved alleys beyond 30 years while also reducing the costs and resident inconvenience in using intrusive and expensive reconstruction methods. The additional construction renewal options will enable the City to renew additional kilometers of paved alleys and improve the condition rating of the network without increasing the Alley Tax Levy at this time. New KPI targets for paved alley renewal will increase from 5.7 kilometres to 7.3 kilometres annually.

The Gravel Alley Asset Management Strategy will remain the same with a planned refresh every 10 years.

Proposed 2024 Alley Tax Levy:

Administration reviewed the revenues and expenditures for 2023 and determined that the current Alley Tax Levy provides sufficient funding to complete the planned construction work for 2024. Regarding Winter Maintenance, Administration intends to clear alleys after every major weather event, funded by the Alley Tax Deferred Revenue account for 2023 and 2024 in the amount of approximately \$116,000. The long-term financial implications of the Alley Tax Levy model will be considered during the 2025 budget process. The deferred revenue account is available to offset any

fluctuations in renewal or maintenance requirements, as well as inflation. As a result, the proposed 2024 rates will remain the same as 2023.

The City experienced growth in the paved alley infrastructure due to development, adding 2,941 assessable feet. The gravel alley network increased by 493 assessable feet due to property severances or amalgamations, ending old accounts, and adding new accounts. This will result in increased revenue to ensure the financial model for the asset management strategy is adequately funded.

Table 2: Proposed 2024 Alley Tax Levy

	Paved Alleys	Gravel Alleys
Levy Rate (per linear foot)	\$3.90	\$2.72
Assessable Footage*	898,540	616,720
Total Revenue	\$3,504,304.05	\$1,677,479.25
Levy Rate per 50-foot lot	\$195	\$136

The proposed 2024 revenue and operating budget for the Alley Maintenance Program is \$5.182 million.

2024 Alley Maintenance Program

Administration intends to complete the following activities in 2024:

- Paved alley renewal (reconstruction and rehabilitation) – 7.3 kilometres.
- Gravel alley renewal (refresh) – 14.7 kilometres.
- One complete sweep of the paved alley network.
- Three complete cycles of checking and grading of gravel alleys.
- Tree pruning in the alleys planned for renewal and refresh.
- Storm drains in alleys cleaned and cleared after renewal activities.
- Snow clearing during the winter months.
- Checking and patching potholes on the paved alley network.

Administration has tentatively selected the 2024 renewal and refresh locations based on the asset condition, drainage issues, underground utility work required, and available budget. Residents impacted by the renewal and refresh programs will receive information in late 2023 informing that their alley has been selected for renewal, tentative timeline, and intentions of preparation work required such as tree pruning, surveying, and locating underground utilities. Administration will communicate a second time in 2024 prior to construction once the start dates have been confirmed and includes start date, expected duration, and inform residents on how they can prepare for construction. The planned 2024 locations are tentative, and may change due to budget, weather, utility locates, and unforeseen circumstances. See Appendix G-A for the tentative list of planned alley renewal and refresh.

DECISION HISTORY

City Council adopted an Alley Maintenance Program strategy in 1996 to achieve a 30-year reconstruction cycle for paved alleys and a 10-year gravel refreshment cycle for gravel alleys.

The program revenues and expenditures are evaluated on an annual basis and the Alley Maintenance Special Tax Bylaw rates are submitted through the annual budget process for City Council approval.

Appendix G-A Planned Locations:

Appendix A: 2024 Paved Alley Renewal Program

Alley	From	To
AN of 7 th Ave	Wader Dr	End
AW of Osler St	AS of 1st Ave N	1st Ave N
AW of Rose St	AS of 1st Ave N	1st Ave N
AS of 1st Ave N	Hamilton St	Rose St
AW of Hamilton St	AS of 1st Ave N	1st Ave N
AS of 1st Ave N	Scarth St	Hamilton St
AS of Regina Ave	Retallack St	Rae St
AN of Dewdney Ave	McCarthy Blvd	Carlton St
AN of AN of 1st Ave	End of Pasqua St	Wascana St
AW of Wascana St	1st Ave	AN of An of 1st Ave
AN of AN of 1st Ave	Wascana St	King St
AS of Walden Cres	Glencairn Rd	Fleet St
Laverendrye Way	Jubilee Ave	23rd Ave
AW of McIntyre St	3rd Ave N	4th Ave N
AN of 3rd Ave N	AW of McIntyre St	McIntyre St
AW of Retallack St	22nd Ave	AS of Hill Ave
AS of Hill Ave	Robinson St	Retallack St
AW of Rae St	9th Ave	AS of Dewdney Ave
AS of Dewdney Ave	Retallack St	Rae St
AW of McDonald St	6th Ave	5th Ave
A Perp to Coventry Rd	Coventry Rd	ANE of Coventry Rd
AS of 7th Ave	Connaught St	York St
AW of Aberdeen St	AN of Dewdney Ave	8th Ave
AN of Dewdney Ave	Horace St	Aberdeen St
AW of Montague St	AN of Dewdney Ave	8th Ave
AN of Dewdney Ave	Elphinstone St	Montague St
AW of Albert St	AS of 9th Ave	9th Ave
AS of 9th Ave	Angus St	AW of Albert St
AW of Angus St	10th Ave	9th Ave
AN of 10th Ave	AW of Angus St	Angus St
AW of Garnet St	10th Ave	9th Ave
AS of Saskatchewan Dr	McIntyre St	Smith St
AW of McDonald St	13th Ave	AS of Victoria Ave
AS of Victoria Ave	Lindsay St	McDonald St
AW of Mackay St	14th Ave	13th Ave
AW of Wells St	AS of Litzenberger Cres	Litzenberger Cres
AS of Litzenberger Cres	AW of Dewar Bay	Wells St

Alley	From	To
AW of Angus St	AN of Assiniboine Ave	22nd Ave
AN of Assiniboine Ave	Rae St	Angus St
AN of Dewdney Ave	McIntyre St	AE of McIntyre St
AW of Coventry Cres	AN of Northwest Blvd	Coventry Rd
AW of Sneath Cres	Sneath Cres	1st Ave N
AW of Elphinstone St	20th Ave	Regina Ave
AW of Lindsay St	3rd Ave	AN of 3rd Ave
AN of AN of 1st	Queen St	Princess St
AN of AN of 1st	King St	Queen St
AN of Avonhurst Dr	Rae St	AE of Rae St
AN of Avonhurst Dr	AW of Rae St	Rae St
A Perp to Angus Rd S of Reilly Ave	Angus Rd	AW of Albert St
AE of Montague St	AN of 28th Ave	AS of Parliament Ave
AW of Reynolds St	13th Ave	AS of Victoria Ave
AS of Victoria Ave	Broder St	Reynolds St
AW of Rae St	AN of Dewdney Ave	8th Ave
AW of Queen St	2nd Ave	1st Ave
AW of McRead Pl	Read Ave	AN of Read Ave
AW of Wheeler Cres	Wheeler Cres	AN of Dalgliesh Dr
AN of Dalgliesh Dr	Wells St	Wheeler Cres
AW of Winnipeg St	5th Ave N	6th Ave N
AW of Osler St	4th Ave N	5th Ave N
AW of Hamilton St	2nd Ave N	3rd Ave N
AW of Cornwall St	2nd Ave N	3rd Ave N
AW of Lorne St	2nd Ave N	3rd Ave N
AW of Montague St	McKinley Ave	AN of Montague St End
AE of Montague St	End at McKinley Ave	AN of Montague St End
AN of Montague St End	AW of Montague St	AE of Montague St
AW of Scarth St	AS of 1st Ave N	1st Ave N
AW of Merritt Cres	Merritt Cres	Coventry Rd
ANW of Rootman Ave	Cole Cres	Cole Cres

Abbreviations: AN – Alley North; AS – Alley South; AW – Alley West; AE – Alley East

2024 Gravel Alley Refresh Program

Alley	From	To
AW of Montreal Cres	AS of Broadway Ave	ANW of Montreal Cres
ASE of Quinn Dr	AS of Quinn Dr	AE of Quinn Dr
AW of Rae St	AN of Westfield Dr	AS of Sunset Dr
AN of 25th Ave	End W of Garnet St	Garnet St
AN of L'Arche Cres	AE of L'Arche Cres	AW of Argyle Rd
AN of Cameron Cres	AE of Garnet St	ANE of Cameron Cres
ANE of Cameron Cres	A Perp to Cameron Cres	AN of Cameron Cres
A Perp to Cameron Cres	Cameron Cres	ANE of Cameron Cres
AW of Retallack St	2nd AS of Parliament Ave	AS of Parliament Ave
AW of Robinson St	26th Ave	25th Ave
AW of Richardson Cres	AN of Gordon Rd	A Perp to Albert St
29th Ave	Robinson St	AE of Robinson St
AW of Princess St	AN of Habkirk Dr	28th Ave
AE of Garnet St	Cameron Cres	AS of Parliament Ave
AS of Parliament Ave	Garnet St	AE of Garnet St
AS of Gordon Rd	McTavish St	A Perp to Gordon Rd
AW of Robinson St	2nd AS of Parliament Ave	AS of Parliament Ave
AW of Montague St	28th Ave	AS of Parliament Ave
AW of Elphinstone St	28th Ave	AS of Parliament Ave
AE of Athol St	AN of Parliament Ave	2nd AN of Parliament
2nd AN of Parliament Ave	Athol St	AE of Athol St
AE of Athol St	Parliament Ave	AN of Parliament Ave
AN of Parliament Ave	Athol St	AE of Athol St
ASE of L'Arche Cres	AN of 25th Ave	AW of Argyle Rd
AN of 25th Ave	Garnet St	AW of Argyle Rd
AW of Argyle Rd	25th Ave	L'Arche Cres
AW of Argyle Rd	Lakeview Ave	AS of Assiniboine Ave
AW of McDonald St	Douglas Ave	AN of Douglas Rd
AN of 18th Ave	Edgar St	AW of Lindsay St
AS of Quinn Dr	AE of Broad St	ASE of Quinn Dr
AN of Montreal Cres	Ottawa St	ANW of Montreal Cres
ANW of Montreal Cres	AN of Montreal Cres	AW of Montreal Cres
A Perp to ASE of Quinn Dr	ASE of Quinn Dr	Quinn Dr
AS of Broadway Ave	Reynolds St	AW of Edgar St
AW of Reynolds St	18th Ave	AS of Broadway Ave
AW of Broder St	18th Ave	AS of Broadway Ave
AE of Robinson St	AN of Compton Rd	29th Ave
AN of Compton Rd	Robinson St	AE of Robinson St
AW of Habkirk Dr	Habkirk Gate	AN of Habkirk Dr
AW of McDonald St	AN of Broadway Ave	17th Ave
AN of Broadway Ave	Lindsay St	McDonald St

Alley	From	To
AS of Broadway Ave	AW of McDonald St	McDonald St
AW of McDonald St	Holland Ave	Broadway St
AW of Edgar St	19th Ave	Broadway Ave
AE of Broad St	AS of Quinn Dr	Quinn Dr
AS of Broadway Ave	Atkinson St	Broder St
AS of Broadway Ave	Broder St	Reynolds St
AW of Elliott Dr	AN of 18th Ave	Broadway Ave
AW of Lindsay St	18th Ave	Broadway Ave
A Perp to Holland Ave	AN of 19th Ave	Holland Ave
AN of 19th Ave	Edgar St	McDonald St
AW of Reynolds St	19th Ave	18th Ave
AW of Atkinson St	19th Ave	18th Ave
ANW of Quinn Dr	Ottawa St	18th Ave
AN of Habkirk Dr	AW of Habkirk Dr	Queen St
AS of Laubach Ave	Pasqua St	AW of Habkirk Dr
AN of Garner Ave	Kings Rd	Argyle Rd
AN of Portnall Ave	Kings Rd	Argyle Rd
AN of Westgate Ave	Kings Rd	Argyle Rd
AN of Whitmore Ave	Kings Rd	Argyle Rd
AN of Assiniboine Ave	Kings Rd	Argyle Rd
AS of Assiniboine Ave	AW of Argyle Rd	Argyle Rd
AN of Thornton Ave	Argyle Rd	Rae St
AN of 24th Ave	Argyle Rd	Rae St
AE of L'Arche Cres	AN of L'Arche Cres	Lakeview Ave
AW of Argyle Rd	L'Arche Cres	Lakeview Ave
AN of Sinton Ave	Argyle Rd	Rae St
AN of 25th Ave	Argyle Rd	Rae St
AW of Cameron St	A Perp to Cameron St	25th Ave
A Perp to Cameron St	AW of Cameron St	Cameron St
AW of Athol St	26th Ave	25th Ave
AW of Retallack St	AN of Parliament Ave	26th Ave
AW of Athol St	AN of Parliament Ave	26th Ave
AN of Parliament Ave	Montague St	Athol St
2nd AS of Parliament Ave	AW of Robinson St	Robinson St
AS of Parliament Ave	AW of Robinson St	Robinson St
2nd AS of Parliament Ave	AW of Retallack St	Retallack St
AS of Parliament Ave	Elphinstone St	Montague St
AS of Parliament Ave	Argyle St	Elphinstone St
AW of Montague St	AN of 29th Ave	28th Ave
AN of 29th Ave	Elphinstone St	Montague St
AW of Elphinstone St	AN of 29th Ave	28th Ave
AN of 29th Ave	Argyle St	Elphinstone St

Alley	From	To
AW of Spence St	Mayfair Cres	End
AW of Argyle St	AN of 29th Ave	28th Ave
AN of 29th Ave	McTavish St	Argyle St
AW of McTavish St	AN of 29th Ave	28th Ave
AN of 29th Ave	Princess St	McTavish St
AN of 29th Ave	Montague St	Garnet St
A Perp to Princess St	AW of Princess St	Princess St
AN of Habkirk Dr	Queen St	Princess St
AE of Garnet St	AN of Cameron Cres	Cameron Cres
AN of Cameron Cres	Garnet St	Cameron Cres
AN of Cameron Cres	Montague St	Garnet St
AN of Habkirk Dr	Argyle St	Montague St
AN of Habkirk Dr	Princess St	Argyle St
AN of Gordon Rd	AW of Richardson Cres	Richardson Cres
AS of Sunset Dr	McTavish St	Argyle St
AE of Queen St	Greenfield Dr	Sunset Dr
AW of Habkirk Dr	AN of Gordon Rd	Habkirk Gate
AW of Lowry Pl	AN of Gordon Rd	Greenfield Dr
AN of Gordon Rd	Queen St	McTavish St
AN of Gordon Rd	Argyle St	Montague St
AN of Gordon Rd	McTavish St	Argyle St
AN of Westfield Dr	AW of Rae St	Rae St
AN of Gordon Rd	Montague St	Lockwood Rd
A Perp to Gordon Rd	AS of Gordon Rd	Gordon Rd
AN of Wilkie Rd	Queen St	McTavish St
A Perp to AS of Quinn Dr	AS of Quinn Dr	Quinn Dr

Abbreviations: AN – Alley North; AS – Alley South; AW – Alley West; AE – Alley East

**Appendix G-B Key Performance Indicators:
2023 Key Performance Indicators**

Service	Measure	Target	Achieved
Paved Alleys	Paved alley renewal projects complete	5.7 km	96%
	Alleys planned for renewal have trees pruned	5.7 km	100%
	Storm drains cleaned after alley renewal	5.7 km	100%
	Paved alleys swept one cycle annually	1 cycle	100%
	Paved alleys inspected and patched once cycle annually	1 cycle	67%
	Paved alleys in fair or better condition	85%	93%
	Gravel Alleys	Gravel alley refresh projects complete	15.1 km
	Alleys planned for renewal have trees pruned	15.1 km	100%
	Storm drains cleaned after alley refresh	15.1 km	100%
	Gravel alleys checked/maintained three times annually	3 cycles	100%

Appendix H – Houselessness

Motion Referral:

The Houselessness Emergency Motion was debated at City Council on September 13, 2023. As part of that debate, the following motion/referral was made and approved:

Councillor Bob Hawkins moved, seconded by Councillor John Findura that the following #s of the motion be referred to the 2024 budget deliberations:

Item #3. Council direct Administration to create a plan by the end of Q3 (2023) to ensure that all residents have access to safe temporary shelter/warming space during the winter months. Additionally, that Council direct Administration to work with other levels of government to create a plan by the beginning of Q1 (2024) to provide temporary barrier-free shelter for all Regina residents in need, with the opportunity to provide input from the houseless, Indigenous leaders and local organizations working in mental health, addictions, and housing; and

Item #4. The City of Regina makes a long-term commitment to addressing houselessness as part of the 2024 budget process; and that the City of Regina calls on the Provincial and Federal levels of government to collaborate by making long-term commitments to address houselessness in Regina.

In response to the above motion items being referred to budget, Administration provides the following information to assist in Council's discussion and decision:

Houselessness in Regina:

Administration acknowledges that houselessness is a significant issue in Regina. Through the most recent Point-in-Time (PiT) Count conducted in the fall of 2021, 488 individuals were identified as experiencing houselessness in Regina. Of that number, 376 were identified as being of high acuity (i.e., high complexity) and can reasonably be assumed to experience ongoing issues with housing. As a PiT Count provides an estimate or 'snapshot' for houselessness at a given time, we acknowledge that the actual number is difficult to pinpoint. Therefore, regular monitoring of the capacity and demand of the houseless-serving system is required to assess the changing trends and needs. It is anticipated that the next PiT Count will take place in 2024.

Alongside the PiT Count, the By-Names-List (BNL) is a second vital indicator of the level of need in our city. The BNL is managed through Coordinated Access Regina, a community-wide network, led by Namerind Housing, that streamlines the process for individuals and families experiencing houselessness to access housing and support services. When space allows, these individuals are referred to a variety of housing options, based on their acuity level, such as permanent supportive, intensive case management, or assertive community treatment. It is Administration's understanding that current pressures on the housing continuum in Regina exist at the high acuity level, for those requiring supportive housing.

Houselessness Governance, Coordination, and Systems Planning in Regina:

Reaching Home: Canada's Homelessness Strategy

The federal Reaching Home strategy is a community-based program aimed at preventing and reducing homelessness across Canada. It provides funding to urban, Indigenous, rural and remote communities to help them address their local homelessness needs, and supports the goals of the National Housing Strategy, which intends to reduce chronic homelessness nationally by 50% by fiscal year 2027 to 2028.

Regina Homelessness Community Advisory Board (RHCAB):

The RHCAB is a local advisory board that selects recipients of federal Reaching Home funding, including direct services for people experiencing houselessness and subprojects that build capacity in the sector. The City of Regina is a standing member on the RHCAB, along with representatives from the Government of Saskatchewan and Saskatchewan Health Authority. The committee also tries to maintain strong representation of local community members from priority populations identified in Regina's Plan to End Homelessness.

The core responsibilities of the RHCAB are defined by the federal Reaching Home program. The RHCAB engages in annual funding determinations for two funding streams within Regina: The Designated Communities Stream and the Indigenous homelessness Stream.

The RHCAB is administered by the Community Entity for Regina.

Community Entity (CE):

Under the Federal Reaching Home Program, the CE is a local organization appointed to manage federal funding and to provide administrative support to the RHCAB. While RHCAB provides guidance on funding priorities and makes recommendations for funding distribution, the Community Entity holds the actual contracts and is responsible for reporting to Service Canada on outcomes. Service Canada has directed that communities where houselessness predominantly affects the Indigenous population will endeavor to have Indigenous-led organizations administer Reaching Home funding.

Namerind Housing Corporation became the CE for Regina in April of 2020.

System Planning Organization (SPO):

An SPO, as outlined in the Plan to End Homelessness, is an autonomous body that exists to oversee the plan's coordination, and monitor, evaluate, and report on progress in Plan implementation. The SPO is to ensure that resources are used most effectively for implementation of the Plan and will be responsible to bring together stakeholders to achieve the Plan targets.

In 2020, End Homelessness Regina (EHR) was selected by the RHCAB as the SPO. EHR had begun positioning themselves within Regina as an informational hub and community resource for agencies, shelters, businesses, and organizations to find and share information

on issues relating to houselessness. However, EHR no longer exists, and Administration has not been apprised of progress on establishing a replacement formal governance structure.

The Plan to End Homelessness (The P2EH):

The P2EH, which was officially released to the community on June 20, 2019, lays out a path forward that builds on local successes with housing first approaches, addresses systemic gaps, and calls for a significant increase in investment from various levels of Government.

The P2EH is based on research that assessed the extent of houselessness by using local data and program information and identifying the social and economic factors impacting houselessness in Regina. Background research was supplemented with extensive community engagement, including community events, workshops, surveys, focus groups, and stakeholder interviews. Engagement prioritized individuals with lived experience. As a result, the Plan responds to unique conditions that exist in Regina that are not universally present in other communities across Canada.

While it should be acknowledged that the P2EH was established almost 5 years ago, and the landscape of service provision in Regina has certainly changed, the emphasis of the Plan remains relevant. Of note within the P2EH is the stark reminder of the overrepresentation of Indigenous people within the houseless population, as at least 80% of those who experience houselessness are Indigenous. Given this, there is a need to continue to support Indigenous-led organizations who have a deep awareness of the root causes of Indigenous houselessness.

Other areas of focus within the P2EH include the prioritization of supportive housing options, including permanent supportive housing spaces, assertive community treatment spaces, and intensive case management spaces. As realized through current houselessness data in Regina, we understand supportive housing to be the main gap, and it should remain a priority when additional funding is added to the system. While the actual space and support/services remain a top priority, Regina must also continue to work towards a more sophisticated data collection and sharing system. Access to real-time data continues to be a challenge, but remains vital in coordinated access approaches.

The Role of the City of Regina:

In the spring of 2020, City Council officially endorsed the P2EH, and affirmed the City's role as described within the plan.

The P2EH identifies roles for each level of government and other agencies in a coordinated approach to ending chronic and episodic homelessness. The Plan defines the City of Regina's role as supporting plan coordination and continuing to respond to homelessness within programs and policies, and is noted in more detail as follows:

City of Regina's Role:

- Contribute resources to the Plan Coordination positions over Plan duration

- Ensure alignment of City policy and procedures with Plan targets, both in program delivery and to support the increase of affordable housing options.
- Ensure the 2019 update of the Housing Incentives Policy aligns with the targets and needs of the Plan.

City of Regina's Actions:

As directed by City Council in 2020 (Report CR20-23), Administration was to contribute resources to plan coordination, which included a contribution of \$20,000 annually over five years to assist with staffing for a new homelessness governance structure, referred to as the SPO, and as selected by the RHCAB. The plan also called for the City's contribution to be matched by provincial and federal funds, for a total of \$60,000 annually.

As previously noted, the SPO established was End Homelessness Regina Inc. As the SPO, End Homelessness Regina was to oversee Plan coordination, foster collaboration among partners, and monitor, evaluate, and report on progress on the implementation of the plan. While Administration had prepared a contract with End Homelessness Regina to begin its annual investment of \$20,000, the contract was ultimately not executed as a result of a decision by the CE to terminate its agreement with the SPO. Administration notified Council of this decision in October of 2020. And while funds were never allocated as recommended in the P2EH, the City remains committed to responding to this action item given City Council's endorsement of the Plan.

City Administration also remains committed to alignment of our policies and programs to not only the P2EH, but also the more recently endorsed Community Safety and Well-Being (CSWB) Plan. The CSWB Plan outlines a multi-year strategy to improve safety and well-being for Regina residents by addressing a number of pressure points and social issues that present barriers to safety and well-being in Regina. The CSWB Plan specifically outlines six priority areas that require immediate action for improved safety and well-being in our community:

- domestic violence and intimate partner violence
- food insecurity
- substance use
- racism and discrimination
- safety
- access to the service system

All six priorities have strong intersectionality with houselessness and are root issues that need to be addressed in conjunction with gaps on the housing spectrum.

With that, City administration continues to prioritize a range of approaches to address houselessness, not only through direct funding to support housing (i.e., Permanent Supportive Housing Operating Grant) but also through upstream investments such as early prevention and intervention programs/initiatives that are most supported through the Community Investment Grant Program. As highlighted on the next page, the City currently invests up to \$10.0 million annually towards programs and initiatives to support houselessness, social development, and well-being.

Addressing Homelessness

The shared journey toward ending chronic and episodic homelessness in Regina requires equal partnerships, ongoing conversations, and a commitment to reconciliation between Indigenous and non-Indigenous communities, organizations, and leaders.¹

Ending homelessness in Regina will require the energy, resources, and commitment of a whole community.¹

Action involves addressing structural and systemic factors that contribute to and perpetuate homelessness, in addition to responding to individual factors, such as mental health and addictions.¹

Five protective factors help mitigate the risk of homelessness:

- ① Healthy social relationships
- ② Cultural supports
- ③ Education
- ④ Access to affordable housing
- ⑤ Adequate income.¹

¹Source: [Everyone is Home: A Five-Year Plan to End Chronic and Episodic Homelessness in Regina](#)

City of Regina 2023 Investments in Homelessness, Social Development & Well-being

\$1.0m
Permanent Supportive Housing Grant
 provides operational funding of up to 30 units of permanent supportive housing by a non-profit service provider

up to
\$1.7m
Community Investment Grant Program
 supports organizations and programs directly & indirectly addressing homelessness i.e. Mobile Crisis Services

\$3.2m
Housing Incentives Program
 provides capital grants and tax exemptions to incentivize development of new, affordable rental and for-purchase housing units

\$1.6m
Community Safety & Well-being Plan
 includes operational funding for Community and Social Impact Regina and support for CSWB Plan initiatives

up to
\$600k
Non-Profit Tax Exemptions
 for non-profits addressing food security, transitional housing, lodging, supervision, personal care for vulnerable populations

\$1.1m
Urgent 2023 Response
 supports temporary emergency shelter at The Nest, warming bus & low-barrier supportive housing units

\$300k
Regina Downtown Community Support Program
 provides outreach and wellness checks for individuals experiencing homelessness

\$500k **Operational Costs** includes salaries for City of Regina staff-time directly related to facilitate the City's response to homelessness

Total City of Regina 2023 Investments = up to \$10 million

Appendix I – Third Party Capital Grant Funding

Respecting grant funding available for City projects, Administration is regularly engaged with funders on potential opportunities. The Policy and Grants branch leads this work on behalf of the City, identifying and researching new programs and leading impacted business areas through application processes when City projects and budgets align with program criteria.

The proposed 2024 budget prioritizes projects for which there are, or potentially may be, grant funds available. Examples include the new indoor aquatic facility and geothermal heating facility; electrification of the City's transit fleet and related facility upgrades to accommodate electric vehicle charging; the South Trunk Wastewater Upgrades project; the Regina Revitalization Initiative Railyard Renewal Project; Renewable Regina facility upgrades; and the Southeast and Southwest fire stations.

Grant applications receiving approval throughout 2023 included:

- The Zero Emissions Transit Fund, providing \$26.1 million in federal funding towards transit fleet electrification and related fleet facility upgrades
- Rapid Housing Initiative, providing \$6.6 million towards development of 30 affordable dwelling units in the North Central neighbourhood
- Building Safer Communities Fund, providing \$2.8 million for programming intended to protect Indigenous youth from gang recruitment and gun violence in Saskatchewan
- The Green Municipal Fund, providing \$160,000 through the Federation of Canadian Municipalities towards a feasibility study into financing options for a City-led residential retrofit program
- ParticipACTION Community Challenge, providing \$15,000 towards the accessible elevator at Wascana Pool

In addition to the above noted successes, Administration is awaiting approval on applications submitted under the following programs:

- The Investing in Canada Infrastructure Program, which would provide approximately \$94 million in combined federal and provincial funding towards the new indoor aquatic facility and geothermal heating plant
- The Disaster Mitigation and Adaptation Fund, which would provide up to \$40 million towards the South Trunk Wastewater Upgrades Twinning project
- The Housing Accelerator Fund, which would provide funding in support of initiatives intended to increase housing stock within the city

Some examples of future grant opportunities Administration will be looking to leverage include:

- Permanent public transit funding announced by the federal government in the 2022 budget. This funding would support further electrification of the City's transit fleet
- The federal government's Low Carbon Economy Challenge, which could provide funding towards facility upgrades in support of Renewable Regina

- Additional funding options under the Green Municipal Fund for landfill gas reclamation and other projects that advance the City's Energy and Sustainability Framework
- The next iteration of the Investing in Canada Infrastructure Program
- Possible funding through the National Trade Corridors Fund for the Ring Road Rail Relocation project
- Additional intakes of the following federal government programs:
 - The Rapid Housing Initiative, to support further development of affordable housing options
 - The Active Transportation Fund
 - The Enabling Accessibility Fund
 - The Natural Infrastructure Fund

Appendix J – Investments in Strategic Priorities

The proposed budget invests in the City's Strategic Priorities that support an improved quality of life in our community. Highlights of the 2024 Proposed Budget include:

Community Safety & Well-being

- Fire Stations (Five Year Capital Plan) - \$25,100,000
- Implementation of Corporate Accessibility Planning: \$100,000
- Winter Maintenance Budget Increase - \$1,882,000
- Security Services Response to Social Conditions - \$350,000
- Wascana Pool – Parking and Accessible Waterslide Support - \$61,500
- Emergency Shelter funding - \$1,000,000

Vibrant Community

- Indoor Aquatic Facility (five Year Capital Plan) – \$155,720,000
- 11th Ave (Five Year Capital Plan) - \$22,000,000
- North East Community Centre - \$2,545,000
- Harbour Landing Community Space (Five Year Capital Plan) – 3,550,000
- Growth Plan - \$188,000
- House demolition costs - \$200,000
- Inclusion Initiatives for 2SLGBTQIAP+ - \$100,000

Environmental Sustainability

- Electrification of Fleet (Five Year Capital Plan) - \$66,270,000
- Geothermal Heating Facility (Five Year Capital Plan) - \$28,500,000
- Facilities Upgrades to Support City Bus Electrification (Five Year Capital Plan) - \$17,203,000
- Renewable Regina 2050 – Facilities Upgrades (Five Year Capital Plan) - \$2,500,000
- Light-duty Vehicle Electric Charging Stations - \$750,000
- Urban Forest Master Plan - \$150,000
- Climate Adaptation Plan - \$200,000
- 2024 Pesticide Education Strategy - \$40,000

Economic Prosperity

- On-going support for Canadian Western Agribition Annual Show - \$50,000
- Global Transportation Hub Bus Service - \$48,000

Operational Excellence

- Efficiency savings achieved – over \$14 million

Appendix K – Services Partners

The City works with key service partners, including the Provincial Capital Commission (PCC), Economic Development Regina (EDR), the Regina Exhibition Association Limited (REAL), Community & Social Impact Regina (CSIR), Regina Public Library (RPL), and Regina Police Service (RPS). PCC, EDR, REAL, and CSIR each make annual requests to City Council for funding through Executive Committee. RPL requests a mill rate for Council approval and RPS presents a budget for Council approval. Service Partner submissions are included in Appendix L.

Provincial Capital Commission

Through Executive Committee Report EX23-86, PCC has requested total funding of \$2,719,000 in 2024, the same as 2023. The total funding request is the same as what was requested in last year's budget for the 2024 year.

Economic Development Regina (EDR)

Through Executive Committee Report EX23-81, Economic Development Regina has requested total funding of \$1,995,000 in 2024 representing a net increase of \$300,000 over 2022. The total funding request of \$1,995,000 is the same as what was requested in last year's budget for the 2024 year.

Regina Exhibition Association Limited

REAL has requested total grant funding of \$5,876,123 (excluding Tourism Regina) for 2024 (EX23-83), an increase of \$4,776,123 from 2023. REAL's 2024 grant funding request includes a continuation of the \$400,000 in Community grant funding they have historically received from the City, \$1,828,185 offset their 2024 budgeted operating Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) loss of \$1,828,185, \$2,647,938 dedicated to paying projected 2024 principal and interest payments on all debt held by REAL, and \$1,000,000, to fund their 2024 capital plan.

Administration's proposed 2024 budget included as part of this report recommends total grant funding of \$2,520,000 (excluding Regina Tourism funding), an increase of \$1,420,000 over the 2023 budget. The 2024 proposed budget includes increased funding of \$1M in the annual operating grant for a total operating grant of \$1.4M, and an \$420,000 increase in conditional grant funding related to funding a portion of REAL's principal and interest payments related to debt Facility G (\$7.3M of debt) which the City committed to doing when debt Facility G was previously approved by Council. As a result, a funding gap of \$3,356,123 exists between REAL's grant funding request of \$5,876,123 and funding in the 2024 proposed City budget.

Both REAL's 2024 proposed budget and request for grant funding, and MNP's report on REAL's long-term financial sustainability were presented at Executive Committee's meeting on November 15th. As a result, REAL's 2024 proposed budget and related funding request were developed without information related to MNP's report or Executive Committee discussion of the report on November 15th. As well, Administration's 2024 proposed budget and 2024 proposed funding for REAL was developed without benefit of MNP's report and REAL's grant funding request, with the \$1,420,000 in increased grant funding included as a placeholder in the 2024 budget.

As a result, further work is required prior to City Council's deliberation of the 2024 proposed budget on December 13th, 2023 to provide recommendations to address the gap between REAL's 2024 grant funding request and Administration's proposed budget. Administration will prepare a supplemental report to address this matter for Council's consideration when it begins deliberation of the 2024 proposed budget on December 13, 2023.

Community & Social Impact Regina

CSIR has requested funding of \$1,655,000 for 2024, the same as 2023.

The table below reflects the actual funding to each agency in the 2023 Budget and forecast, level of funding for 2024 included in the initial proposed multi-year 2023-2024 Budget., and proposed 2024 budget currently being recommending in Administration 2024 proposed budget.

Expenses (\$000s)	2023 Budget	2023 Forecast	Initial 2024 Budget	2024 Budget	2024 Change \$	2024 Change (%)
Provincial Capital Commission (PCC)	2,719	2,719	2,719	2,719	-	0.0%
Economic Development Regina (EDR)	1,695	1,695	1,995	1,995	0	0.0%
Regina Exhibition Association Limited (REAL)	1,310	1,762	1,310	2,310	1,000	76.3%
Community & Social Impact Regina (CSIR)	1,655	1,655	1,655	1,655	-	-
Total Ongoing Operating Grants	7,379	7,831	7,679	8,679	1,000	13.0%
REAL – Conditional grant on related to debt	700	700	700	1,120	420	60.0%
Total Service Partner Grants	8,079	8,531	8,379	9,799	1,420	16.9%

Regina Police Service (RPS)

At the time Administration's 2024 proposed budget was released, Administration had not yet received an approved budget from the RPS. As a result, Administration has included the 2024 RPS budget the was initially proposed for 2024 as part of the multi-year 2023-2024 budget issued in 2022. The 2024 RPS budget included as part of the multi-year 2023-24 budget estimated gross operating expenditures of \$115,568,200 and revenues of \$11,747,500, resulting in a net operating budget of \$103,764,700. This is an increase of \$5,697,500 or 5.8% over the proposed 2023 budget.

Should changes to the RPS 2024 budget submitted as part of the 2023-204 budget be approved by the Regina Police Service Board of Commissioners, Administration will prepare a supplemental report for Council's consideration as part of its 2024 budget deliberation on December 13, 2023.

Regina Public Library

The Regina Public Library (RPL) promotes and supports cultural, economic, educational and recreational development in the City through collections, programs and services. The Board of RPL has approved the library's budget. The RPL is requesting a 2024 mill rate of 0.90962, an increase of 2.27% (1.78% was requested for 2024 in last year's budget) over 2023. The RPL 2023-2024 budget submission was discussed at the November 1, 2023 Executive Committee meeting (EX23-80) and tabled to the December 13, 2023 Council meeting. If approved by Council, Administration will bring forward a bylaw in the spring of 2024 to formally levy the mill rate.



November 8, 2023

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

RE: Regina Exhibition Association Limited (REAL) 2024 Budget / Financial Request

Dear Curtis,

In 2022, the City of Regina requested REAL to submit a two-year budget for Council consideration. This request was in a year, when public health orders were still in place, until March 31, 2022, which posed challenges in developing the budgets that were submitted. With a full nine months of operations, behind REAL in 2023, it has provided insight into 2024 that did not exist in 2022, when the original 2024 budget was submitted. As REAL reviewed and refined the 2024 budget, REAL approached the budgeting process, in the same manner as we always have, with anticipation that we will return to pre-pandemic performance but realistically, given the new realities of our economy and the industry. Our corporate mandate and strategic plan continue to be our guiding documents in all that we do at REAL.

Our Mandate

Although our industry, climate and environment has changed significantly since March 2020, our mandate continues to provide us clear direction as an organization.

As a non-profit organization, registered under the Non-Profit Corporations Act 1995 (Saskatchewan), the City of Regina (COR) is our sole shareholder who owns the lands and assets which we operate on behalf of City Council in accordance with our Unanimous Members Agreement (UMA).

In 2022, the mandate was changed to include Tourism, and subsequently in 2023, Tourism will be removed from REAL's mandate and transitioned to the City of Regina. This has had no impact on the REAL budget as Tourism was budgeted separately and submitted under a separate report in 2022. It is this updated UMA that will provide REAL guidance:

- *Operate in the best interests of the community and enrich the quality of life for people in the community through hosting and delivery of local, regional, national, and international events;*



- *Develop, operate and maintain City and other lands and facilities to provide world-class hospitality for trade, agribusiness, sporting, entertainment, and cultural events for placemaking and community development projects that bring innovation, enrichment, and prosperity to the community;*
- *Operate with an entrepreneurial spirit and to pursue expanded business ventures that could generate additional revenue;*
- *Encourage the retention, development, attraction and growth of tourism products and services for those who live, work, visit and invest in the City and Region; and*

Our Mission, Vision, and Corporate Values

Our employees continue to be motivated by our corporate mission, vision, and values. We continue to move forward our strategic imperative that we operate in the best interests of the community and to enrich the quality of life for all citizens.

2023 Overview

As we look to close out operations for 2023, REAL can advise the year did not generate the earnings before interest, tax, depreciation, and amortization (EBITDA) as it had budgeted, forecasting a loss of \$2.8M compared to budget of \$474K. This being said, REAL is forecasting to have improved on 2022 EBITDA results by 45%.

In addition, REAL's accumulated debt – capital investment in Mosaic Stadium and debt acquired during the pandemic – and REAL's cash flow has been significantly impacted with the requirement to service the principal, and interest costs on this debt. For the period of 2019 to the end of 2023, REAL's annual principal payments averaged \$1.3M and interest costs have averaged \$267K, for a total annual average impact on cash flow of \$1.5M.

Over the years, REAL has attempted to manage investment in capital, as a means, to manage cash flow, however there were times over the years, that capital investment was required. Unfortunately, this approach does not have a positive impact on the maintenance value of \$44M, quantified in the Stantec report, completed in 2019 of which \$12.3M is truly a deferred maintenance value for the end of the year.

This past year has reinforced that while the business of REAL has returned to traditional levels of operations, the performance of the business has fundamentally changed since the pandemic and 2023 has confirmed that the business of REAL – like other sport, recreation, entertainment, and hospitality venues – will never be the way it once was.

Sports & Recreation

This past year has shown sport & recreation gains, although infrastructure challenges and increased costs affected our overall EBITIDA. REAL hosted more than 60 tournaments and national competitions in 2023 that drew an estimated 2.4 M visitors to our property, contributing almost \$20M in economic impact to the City of Regina.

REAL bid to host 10 sport and recreation national events and was awarded the rights to host six in 2024 and 2025. Although REAL is forecasting to be off budgeted EBITDA by \$400K, this line of business is forecasted to contribute approximately \$4M to EBITDA. The unfavourable variance to budget is directly tied to the increase in costs to deliver the community service of sport & recreation.

The clustering of sport and recreation facilities at the REAL District is one of the largest contributors to sport tourism in our region. Although sport and recreation facilities are not traditionally profit centres, they are community services, and the economic impact and high level of utilization experienced by the AffinityPlex and Cooperators Centre deliver material sport tourism success.

Tradeshows, Conferences and Meetings

REAL set an assertive target in tradeshow revenue for 2023, which did not materialize, resulting in this business line forecasting a shortfall to budgeted EBITDA of \$600K, whereas conferences and meetings are forecasted to meet the 2023 budgeted EBITDA of \$1.2M.

As REAL looks to 2024, 75% of REAL's budget target has been confirmed for 2024 and REAL is on track with additional bids in place for the remaining amount. The economic impact in 2024 for this business line is likely to trend higher than what was reported in 2022 (\$12M) as 2024 has more out of town conventions and conferences confirmed than it did in 2022.

Major Tenants

This business line reports the financial results for the Saskatchewan Roughriders, the Regina Pats, and the Canadian Western Agribition. REAL's success supporting the delivery of the Saskatchewan Roughriders and Regina Pats games, is always aligned with the success of the team. On field or on ice success will drive more attendance and spending, demonstrated with the Regina Pats and the "Bedard Factor" successfully achieving a spot in the playoffs having a positive impact on revenue generation for REAL. At the time of writing this report, the Canadian Western Agribition was only in the staging phase, however, REAL anticipates this to be a strong financial show and anticipates it to perform as it did in 2022. For the end of the year, REAL is forecasting to generate \$2.3M in EBITDA for this business line.

Signature & Brandt Centre Events

Signature events include Frost@ REAL, Canada's Farm Show (CFS) and Queen City Exhibition (QCX). In 2023, these three events contributed \$529K in EBITDA, a 15% increase in EBITDA over 2022. Although revenue for these events was down by 9% from 2022, REAL closely managed expenses to deliver these events and reported savings of 12% over 2022. The estimated economic impact on the City for producing these three signature events in 2023 is estimated \$33M.

Attracting events to the Brandt Centre, continues to be a challenge for REAL, given the industry changes and the size of the venue. Touring acts are attracted to cities where the venue can seat at least 10,000 and the market has reported strong ticket sales. As a result, REAL has transitioned to “purchasing” the talent, which translates to REAL taking on more risk for the sale of the show. Due to the aforementioned, the number of shows delivered is about 50% of what was budgeted which is resulting in a significant variance to the budget of \$570K.

Major Event and Stadium Concert

REAL has always maintained, the delivery of a stadium concert and a major tourism event is critical to REAL’s financial sustainability. Given a major tourism event was not secured for 2023, and the 2023 holds that were in place did not materialize due to artists routing to larger markets, nor could REAL afford or take the risk and outright purchase the artist (as they are doing in other markets), the loss to EBITDA was \$335K for REAL and a further \$8.15M in economic impact for the City.

2023 Summary

The financial impact on REAL’s business lines, as outlined above, is summarized below in the forecasted income statement.

	<i>Forecast</i> 2023 \$	<i>Budget</i> 2023 \$	<i>Actual</i> 2022 \$
Revenues			
External funding	4,805,809	4,658,283	3,946,821
Event sales and recoveries	13,302,320	16,377,302	14,256,333
Rental and lease revenue	10,986,256	11,918,239	9,530,711
Sponsorship sales	3,096,366	3,508,033	3,566,615
Food and beverage	-	-	2,396,032
Food and beverage profit share	746,364	1,532,558	457,941
	32,937,115	37,994,415	34,154,453
Expenses			
Contracted labour - REAL	1,222,308	1,349,756	1,547,924
F&B REAL Wages & Benefits	-	-	1,435,260
Cost of goods sold	287,371	671,300	1,265,699
Repairs & maintenance	2,082,452	2,066,300	2,422,018
Administration, supplies, and services	10,696,536	11,633,815	12,074,667
Utilities	4,399,223	4,093,601	3,960,470
Wages and employee benefits	17,044,324	17,704,955	16,574,233
	35,732,214	37,519,727	39,280,271
(Loss) Earnings from Operations	(2,795,099)	474,688	(5,125,818)

Although REAL is forecasting a loss in operations of (\$2.8M), this is a 45% improvement over 2022 when we ended the year with an operational loss of \$5.1M. This is significant when consideration is given to the fact 2022 reports the financial contribution of a major tourism event – the Grey Cup.

REAL carries on average 35% to 40% of total expenses that are fixed, or in other words, these are incurred regardless of how many events are hosted at the District. Further, the remaining 60% to 65% is considered variable based on the number of events hosted but are not contingent on ticket sales but rather the scale and size of the event.

2024 Budget

For the 2024 budget, REAL considered the following:

- **Business Plans** – Each Department was tasked with developing plans to include new initiatives, identify cost saving measures and pricing opportunities to formulate the 2024 budget.
- **Focus on Margins** – Understanding our market and price sensitivities and the impact on inflation, build a budget that would meet or beat the margins reported in 2019.
- **Market Impacts** – The impact on disposable income, heightened interest rates and affordability for REAL's guests was considered in addition to the impact on margin erosion, due to inflation.

With any budget there are risks and REAL has identified the following risks which will need to be mitigated:

- **Bargaining** – REAL successfully negotiated a one-year extension in 2023, postponing bargaining to 2024 for both collective bargaining agreements. With the knowledge of current labour market conditions, competitive salaries, the increase in minimum wage and REAL's current wage rates for entry level positions, there is risk the budgeted increase of 3% may not be sufficient.
- **Signature Events** – As reported in the 2023 financial results, risk remains for 2024 as it relates to per cap spending by REAL's guests, elevated cost of goods, cost of staffing and contractors as well as the cost of programming for these events.
- **Major stadium and Tourism event** – The concert did not materialize for 2023 nor did a major tourism event. There are holds in place for 2024 for a stadium concert, however the self-buy of the concert may be the only option to deliver a stadium concert. With the Brier confirmed for 2024 and strong pre-sales for the event, REAL is optimistic in achieving the budgeted EBITDA for this event.
- **Brandt Centre Events** – As reported for 2023, there has been a shift from rentals to self-buys or co-pros for entertainment. The need to meet ticket sales targets is extremely important when taking on risk under the self-buy or co-pro scenario.
- **Assertive Targets** – The team set targets to increase revenues in sport & rec, sponsorship, conferences, and tradeshows. Expense management in all categories contains risk given increased costs due to inflation and the risk around labour rates and increased utility costs.

Since 2022, when the budget for 2024 was submitted to the City of Regina, REAL has gained valuable information from operating throughout 2023 which has had an impact on the budget value for 2024. Based on the business plans, a focus on margins and the consideration given on the impact of the current market and

economy, REAL has adjusted the previously submitted 2024 budgeted EBITDA, based on 2023 performance, to an operating loss of \$1.8M:

	Budget 2024 \$	Previous Budget 2024 \$
Revenues		
External funding	3,350,000	3,400,000
Event sales and recoveries	17,875,958	16,563,651
Rental and lease revenue	11,424,276	12,387,744
Sponsorship sales	3,236,473	3,613,274
Food and beverage profit share	1,457,415	1,853,759
	37,344,122	37,818,428
Expenses		
Contracted labour - REAL	936,159	1,543,016
Cost of goods sold	306,837	719,252
Repairs & maintenance	1,943,507	2,190,089
Administration, supplies, and services	12,632,857	11,062,175
Utilities	4,460,000	4,216,409
Wages and employee benefits	18,892,947	17,206,860
	39,172,307	36,937,800
(Loss) Earnings from Operations	(1,828,185)	880,628

It is important to note, the above budget includes the \$400K Community Grant Fund, that was originally included when the 2024 budget was submitted to the city in 2022.

Cash Flow is a Major Factor

Since the onset of COVID, REAL has continued to have challenges with cash flow. We do not have enough operating cash flow to cover debt servicing costs, capital requirements and excess to assist with working capital management.

The following summarizes the actual and audited cash flows for the years 2019 and 2022 and further provides a forecast for 2023 and a budget for 2024:

	Actual YTD Dec 2019	Actual YTD Dec 2020	Actual YTD Dec 2021	Actual YTD Dec 2022	Forecast YTD Dec 2023	Budget YTD Dec 2024
Operating activities						
Net loss for the period	(1,917,056)	(3,733,759)	(2,695,556)	(7,303,596)	(4,664,919)	(3,698,005)
Items not affecting bank indebtedness						
Amortization	5,960,527	5,987,439	6,037,155	6,030,544	5,745,451	5,745,451
Deferred capital contributions recognized	(3,790,873)	(3,840,713)	(3,840,713)	(3,852,749)	(3,875,630)	(3,875,630)
	252,598	(1,587,033)	(499,114)	(5,125,801)	(2,795,098)	(1,828,184)
Net (decrease) increase in non-cash working capital balances related to operations	1,269,089	4,634,225	(2,726,019)	1,355,702	156,516	(1,460,389)
Net bank indebtedness (used) generated through operating activities	1,521,687	3,047,192	(3,225,133)	(3,770,099)	(2,638,582)	(3,288,572)
Financing activities						
Advance of term loans due on demand	1,000,000	-	5,000,000	3,064,856	3,400,000	-
REAL Term Debt Interest	(278,660)	(214,602)	(175,716)	(231,965)	(433,933)	(785,435)
REAL Term Debt Repayments	(1,418,110)	(1,141,905)	(1,906,985)	(976,196)	(1,163,781)	(686,503)
City Funded Interest	-	-	-	(258,062)	(476,000)	(476,000)
City Term Debt Repayments	-	-	-	(700,000)	(700,000)	(700,000)
Contributions received / City Debt Funding	-	-	241,471	2,395,659	1,886,733	1,176,000
Net cash generated (used) through financing activities	(696,770)	(1,356,507)	3,158,770	3,294,293	2,513,019	(1,471,938)
Investing activities						
Purchase of capital assets	(575,092)	(344,161)	(1,658,860)	(2,681,516)	(1,807,586)	(1,000,000)
(Increase) decrease in bank indebtedness	249,825	1,346,524	(1,725,223)	(3,157,323)	(1,933,149)	(5,760,510)
Bank indebtedness, beginning of period	(1,596,349)	(1,346,524)	-	(1,725,223)	(4,882,545)	(6,815,694)
Bank indebtedness, end of period	(1,346,524)	(0)	(1,725,223)	(4,882,545)	(6,815,694)	(12,576,204)
Term Debt Value at the end of the year	6,183,475	5,041,570	8,134,585	9,523,245	11,059,464	9,672,961

From 2014 to 2017, REAL's term debt value averaged \$200K and was related to capital leases for the purchase of equipment. With the opening of Mosaic Stadium and the Viterra International Trade Centre, in 2017, REAL incurred debt in 2018 to fund REAL's portion of their investment into these buildings. With the onset of the pandemic, in 2020, and significant impact on operational earnings, REAL incurred additional debt and started drawing on the operating line in 2021. Since then, on an annual basis, REAL continues to incur term debt and draw on the operating line to fund the operational deficit, fund debt servicing costs and fund capital.

Although additional term loan funding has been provided by the City, this funding only provides a short-term solution for REAL's cash flow needs. It does not address the long-term funding needs of servicing debt, nor the need for ongoing capital investment to the property. REAL is forecasting, that by the end of 2023, the operating line of credit of \$6.8M will be fully utilized, meaning all available cash will be exhausted.

The 2024 Budget Ask

REAL is asking for the \$400K Community Grant Fund, as approved in prior years, plus additional funding for operations, debt servicing and capital investment:

	\$
Community Grant Fund	400,000
Fund 2024 EBITDA Loss	1,828,185
Fund P&I for REAL's Debt	1,471,938
Fund Capital	1,000,000
	4,700,123
Continue to fund \$8M Term Loan P&I	1,176,000
Total Funding Request	5,876,123

REAL understands and realizes this is a significant budgetary ask but it is necessary to ensure the viability of the organization and the preservation of the infrastructure. Since 2018, REAL has conveyed to the City, the need for enhanced investment in the property and with the 2024 operating and cash flow budget completed, this need can no longer be negated or deferred.

As the REAL District is one the country’s largest and interconnected property, it is difficult to find comparable properties to determine if REAL’s funding ask is unreasonable to other venues and cities. In addition, as some venues are public / private partnerships, it is difficult to obtain financial information that is publicly available. REAL can share the following for consideration:

- Keystone Centre located in Brandon, MB, and home to the Brandon Wheat Kings, received a total of \$375K in municipal funding and \$375K in provincial funding for 2022 and 2021 to operate a facility that is 540,000 square feet. Most recently, the City of Brandon also approved the investment of \$8M in operating and capital funding over the next five years, as part of a 50/50 agreement with the province.
- Explore Edmonton, operating two facilities - the Edmonton Expo Centre and the Edmonton Convention Centre, encompassing a total of 652,600 square feet, received municipal funding of \$18.8M in 2022 and \$21.8M in 2021.
- Budweiser Gardens in London Ontario is a 10,000-seat concert and hockey arena managed through a public-private partnership between the City and the ownership group. The city invested \$42M for land and construction in 2002 and approved \$26.7M in 2023 for renovations and maintenance of this 214,000 square foot facility.
- Convention centres across Canada receive on average, \$6M in municipal funding.

REAL, also compiled the following financial information, based on the review of 2022 annual reports for Brandon, MB, Edmonton, AB and Winnipeg, MB:

	Brandon	Edmonton	Winnipeg	Regina
Revenue per 2022 Annual Report	\$6,513,969	\$71,522,661	\$19,704,926	\$34,154,453
Municipal Funding	\$375,000	\$18,843,000	\$1,500,000	\$400,000
Municipal funding as a % of Total Revenue	6%	26%	8%	1%
Facility Size	540,000 sq ft	652,600 sq ft	260,000 sq ft	4,356,000 sq ft
2022 Population	51,313	1,100,000	871,800	242,685
Cost per resident	\$7.31	\$17.13	\$1.72	\$1.65

Of the three cities, REAL compared itself to, operationally REAL is funded the lowest out of the three and the cost to residents is also the lowest – highlighting REAL may not be on par with others as it relates to the receipt of municipal operational funding.

Significant investment in our 100-acre property, which is equal to 4,356,000 square feet, is needed and necessary for our organization to continue to welcome more than 3.5 million visitors every year and contribute more than \$644 million in GDP.

In Closing

Based on REAL’s current financial reality and the risks around the 2024 budget, REAL is respectfully requesting the support of City of Regina Administration and Council approval for the funding request summarized above in the total value of \$5,876,123.

As one of the main economic drivers of the City, and as shown in the last Economic Impact study that was done, investment in this facility is critical.

REAL added \$425M to Provincial GDP annually, \$219M to City GDP and created and sustained 4,784 jobs per year provincially and 3,179 locally, or roughly 1 in every 40 jobs within Regina.

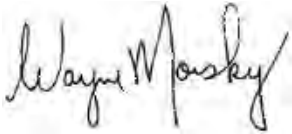
Estimated annual government revenues are \$55M federal, \$45M provincial, and \$6M municipal.

While the \$5.9M dollar budget ask may seem high, it represents less than 1% of the total GDP the REAL District contributes to the Province and the City.

We would like to thank the City of Regina Council and Administration for your ongoing support and leadership.

We maintain our commitment to you, our Owner, and Sole Shareholder, to continue to lead REAL in a fiscally responsible manner while providing our guests and community the events and services they have come to rely on since 1884.

Respectfully yours,



Wayne Morsky
Chair – REAL Board of Directors



Tim Reid
President & Chief Executive Officer

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



Board of Directors

Appendix L
2311 - 12th Avenue
P.O. Box 2311
Regina, Saskatchewan
Canada, S4P 3Z5

October 5, 2023

Mayor Sandra Masters &
Members of City Council
City of Regina
PO Box 1790
Regina, SK S4P 3C8

Dear Mayor Masters and City Councillors,

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

The Library Board is requesting a mill rate increase of 2.27% for 2024.

Revenue from tax sources can be summarized as follows for 2024:

2024 Library mill rate	0.91400
2024 City of Regina net levy request	\$25,564,084
2024 Grants in Lieu	\$1,541,288
Mill rate increase over 2023	2.27%

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,

A handwritten signature in black ink, appearing to read 'Marj Gavigan', written in a cursive style.

Marj Gavigan, Chair
Regina Public Library Board of Directors

Encl.



2024 MILL RATE REQUEST

2024 LIBRARY MILL RATE	0.91400
2024 CITY OF REGINA NET LEVY REQUEST	\$25,564,084
2024 GRANTS-IN-LIEU	\$1,541,288
MILL RATE INCREASE OVER 2023	2.27%





MILL RATE REQUEST



Regina Public Library (RPL) is pleased to present its 2024 Mill Rate Request, a supplemental document to last year's two-year mill rate process.

RPL requests a 2.27% increase over 2023. This request represents an additional \$600,000 to fund RPL's capital, operating, and reserve requirements in 2024. Our request amounts to an increase of \$4.66 per year, or \$0.38 per month, for the average homeowner.¹

Inflationary increases proved much higher than anticipated when the 2023/2024 mill rate was presented to City Council last year. However, RPL has successfully realigned its priorities to absorb these increases.

Also unanticipated in last year's request was the need to significantly increase safety and security measures at RPL. We always prioritize safe and welcoming spaces for our customers, and we met this year's marked challenges with a host of proactive, community-engaged strategies at Central Library and our eight branch locations. These ongoing safety resources will cost RPL an additional \$340,000 in 2024, equivalent to a 1.3% mill rate increase – however, RPL has worked to adjust our budget to reduce our 2024 request. Only an additional 0.49% increase is requested, equivalent to \$130,000, above the 1.78% increase presented last year.

For RPL, a 1% mill rate increase equates to \$264,000. A 2.27% mill rate increase means an increase in revenue of \$600,000. RPL's requested 2.27% mill rate increase equates to a 0.2% increase in the City of Regina's mill rate.

This 2023 request report supplements our 2023 document. It includes an overview of how we have used our budget to date, a short update on our strategic priorities, and shares our plans for the future as we strive to positively impact the community.

Also included is an update on our decision to move Central Library to a temporary location in 2024, and steps we are taking to ensure safe and welcoming spaces for the people of

¹ Calculated based on the City's average residential assessed value of \$315,000.

Regina. We know that Reginans continue to use their Central Library: visit numbers remained consistent through 2023, and were even higher than the same 2022 period. Central remains our busiest location by number of visitors, showcasing how important our in-person services are to a wide range of customers. We look forward to maintaining consistent services by relocating next year.

RPL is committed to bolstering the vitality of Regina, and it is with the City's continued support that the library can remain relevant. We offer customers free access to new technology, support career growth, and provide dedicated spaces for the public to gather. We offer valuable cultural events, popular fiction, and cutting-edge entertainment. Use of our services increased since last year, which had already skyrocketed from pre-COVID numbers. There is something at the library for everyone, and we are grateful for the City's support so that we may provide all we do for our community.

We invite you to review this document to learn more about our successful year to date, our plans for the rest of the year, and our primary focuses for 2024.



“Regina Public Library became my second home, and it made my early days here in Canada so much easier. I was successful to get a residency in family medicine program here in Regina. I’m happy that now I will be able to contribute to this community.”

-Kholoud

Business:

An overview of 2023, year-to-date

Library Service	January 1, 2023 to August 31, 2023	January 1, 2022 to August 31, 2022	% Difference
Hours of service to public	17,619	17,177	3%
Visits to our physical locations	957,414	769,321	24%
Visits to our website (sessions)	811,041	743,589	9%
Active library cards (meaning used within the last 3 years)	108,875	101,013	8%
New library cards issued	10,010	8,675	15%
Physical items circulated	1,136,661	1,045,960	9%
Digital items checked out or streamed	366,203	319,948	14%
eAudiobooks checked out or streamed (on Hoopla and Overdrive)	123,546	101,974	21%
eBooks checked out or streamed (on Hoopla and Overdrive)	211,909	191,831	10%
TV or movies streamed (on Hoopla and Kanopy)	25,469	22,568	13%
Music streamed	5,279	3,575	48%
Public computer sessions initiated	121,145	99,462	22%
3D print jobs requested	659	725	-9%
Hotline questions answered	21,177	31,405	-33%
Number of programs delivered	3,449	2,648	30%
Number of film screenings offered	328	187	75%
Digital Media Studio bookings (at Central Library)	977	739	32%
Percentage of available hours WhisperRoom was in use (at Central Library)	87%	77%	13%
Percentage of available hours WhisperRoom was in use (at Sherwood Village)	21%	not applicable	
Percentage of Regina residents who are active RPL borrowers	47%	44%	3%

Strategic Plan:

2023 highlights

The Regina Public Library Strategic Plan 2022-2025 provides direction for the organization's priorities, and is shaped directly from our aspiration, purpose, strategic imperative, and organizational values. It defines the RPL experience – our promise of what customers and the community can expect from their library.

The information below provides a sampling of work under *The Regina Public Library Strategic Plan 2022-2025*. These significant initiatives are in addition to the core, everyday business of RPL.

Our Customers

- We focused on opportunities to create efficient experiences for our customers through the leveraging of technology. For example:
 - We are now a Radio Frequency Identification (RFID) system, meaning that most materials are RFID tagged so that they could be read by RFID readers, improving efficiency and ease-of-use experiences.
 - We completed a website accessibility audit and made significant website (www.reginalibrary.ca) updates to be compliant with Web Content Accessibility Guidelines (WCAG) 2.1 standards. Our goal is to make our website accessible to as many users as possible, including those with disabilities.
 - We implemented online customer registration and renewals, addressing a key barrier to growing RPL's customer base. Our customers who are interested in digital products, services, and programs no longer need to bring identification and proof of residency to a RPL location for verification.
 - We began a process to enhance public printing and computer reservation services.
 - We expanded popular existing services to more RPL locations, such as the Digital Media Studio, multiplayer gaming stations, digital magazine and newspaper kiosks, and digitization stations.
- We developed and delivered *Discover RPL*, an e-newsletter highlighting library programs, events, and key services.
- We began the process of reimagining our Prairie History Room (PHR) service model. PHR serves a small group of passionate users who are seeking local history and genealogical resources. In 2023, we analyzed the PHR collection, the use of the space, and engaged extensively in consultations with stakeholder groups. This work will inform a new PHR service model to better serve our customers.

Our Employees

- The Discover, Learn, Connect employee survey, first run in April 2022, was completed again in May 2023. The survey was an opportunity for all employees to share their thoughts about being part of the team at RPL. The mean scores stayed the same or increased in all 21 areas addressed, including positive feelings about working at RPL on a typical day reported by 76% of staff, up from 70% in 2022.
- We are exploring new, innovative ways for our employees to work and to collaborate, including:
 - The launch of IdeaWake, an online platform that all employees at RPL can use to submit and explore ideas for future service improvements at the library; and
 - the development of new tools that help employees to work and collaborate effectively, such as new digital workspaces and a new intranet.

Since our last mill rate request: What has changed?

Temporary Central Library

As a part of the Central Library Renewal project, the Board of Directors voted at its regular public meeting in May 2023 to proceed with a temporary relocation of Central Library services earlier than originally envisioned in the timeline for the renewal project. This decision was not made lightly.

An updated risk assessment of the most imminent risks to the Central Library building was conducted. Major building systems, such as the electrical system, the roof, and the boilers create risk and require mitigation. The failure of any of these systems creates risk that is compounded by the major service interruption that would result from long procurement and replacement processes. These risks, and their costs, are too high to bear.

RPL knows, through the analysis of the Needs Assessment and the Project Plan for Central Library, the need for a temporary location during the construction of a new Central Library building. The Board, therefore, made the decision to relocate Central Library to a temporary location sooner than expected because the cost of addressing the risk and remaining in the current building is comparable to the cost of relocating early. The latter option is a more effective use of taxpayer dollars and ensures continuous service to our customers.

The temporary location will be the service delivery point leading up to, and throughout, the design and construction of the new Central Library.

In summer 2023, RPL worked with Colliers to issue a Request for Proposal for architectural services and a Request for Information on existing or proposed buildings in downtown Regina for a temporary Central Library. As a result of the RFP process for architectural services, *1080 Architecture Planning + Interiors* will be working with RPL on the temporary location.

In 2024, RPL will be working with its architect to design the temporary space so that it is suitable for our needs. Contractor and landlord work will be done in the first and second quarters of the year, with operational readiness and a move-in date slated for Fall 2024.

Safe, Secure, and Welcoming Spaces

We have faced increasing safety and security challenges and concerns downtown at our Central Library, as well as at our inner-city branches. The issues influencing our operations include opioid and other substance use, people experiencing houselessness, declining mental health and wellness, an observed number of people carrying weapons, and food insecurity.

While these challenges are not unique to Central Library and are also affecting other businesses and organizations downtown, one of RPL's core values is inclusion. We embrace diversity and champion access for all. Where other businesses and organizations may choose to ban customers, we see public libraries as welcoming and inclusive spaces for everyone. Even RPL customers who are temporarily banned from our buildings may still access our programs and services through digital means. However, the library shares the common obligation to ensure safety for all customers, staff, and the community.

Addressing these challenges has required a multi-faceted approach. While traditional security services are needed, RPL's customers have a diversity of needs that require additional supports. Earlier in the year, RPL and RDBID were in discussion about the possibility of including Community Support workers as a customer support at Central Library, but a new service model and other pressures in the program meant that this option was not feasible.

The 2024 budget for safety and security presented last year has increased by over \$340,000, which would be the equivalent of a 1.3% mill rate increase. We have worked to mitigate this increase: many of the actions we have taken to address safety and security concerns, listed below, have been accomplished through refocusing our budget. However, there remains a need for a mill rate increase slightly beyond what was requested last year.

Since fully reopening after the pandemic, we have been gradually and steadily building on the actions needed to enhance the safety and security of RPL while keeping RPL buildings

welcoming, especially at Central Library. A serious incident at Central Library in 2023 has further shown the necessity to enhance safety and security. The following are actions we have taken and will continue to take in 2024 as part of our multi-faceted approach:

- Engaging with external stakeholders (e.g. the City of Regina, the Rainbow Youth Centre, the Nēwo-Yōtina Friendship Centre, and more) downtown to help revitalize and activate downtown spaces.
- Engaging with inclusive and customer-centric third-party organizations who have expertise in safety, security, and crisis intervention to assist in service areas that fall outside the mandate and scope of library services.
- Addressing challenging customer behaviour proactively with empathy- and community-engaged strategies.
- Working with Crisis Intervention Workers from Family Service Regina to address challenging behaviours before they escalate, using a trauma-informed approach, including connecting customers to other community services.
- Employing a security services firm that embodies a customer service approach, which means building rapport and having positive interactions with customers.
- Training staff in the administration of nasal Narcan.
- Making adaptations to physical spaces, both indoors and outdoors, to support safety (e.g. improved sightlines and visitor traffic flow).
- Employing a new Safe and Welcoming Specialist, who coordinates third party services, provides training for staff, directs customer support, and develops and reviews customer safety procedures.
- Improving our security incident tracking so that we have data to support changes to our safety, security, and welcoming procedures.

We will continue to adapt to challenges in 2024 and beyond. We will continue to foster relationships, and build new ones, with third party organizations and customers.

Accessibility

In 2023, RPL continued the work begun in previous years of developing a customer-responsive accessibility strategy and framework. RPL will have completed an accessibility strategy report by the end of 2023, based on consultations with customers and an internal audit of our Outreach unit, and will implement this strategy in 2024.

The 2024 Mill Rate Request

2024 mill rate request

RPL is requesting a 2.27% mill rate increase for 2024. This amount is equivalent to a 0.2% increase in the City's mill rate. RPL's request amounts to an increase of \$4.66 per year, or \$0.38 per month, to the average homeowner with a house valued at \$315,000.

Revenue

93% of RPL's revenue, not including transfers out of reserves, comes from taxation as legislatively, we cannot charge for most of the programs and services we offer. Only 2% of our funding for general library services comes from the province. Other revenue comes in the form of grants for the Dunlop Art Gallery and to a lesser extent for other services. Self-generated revenue is from interest on investments, donations, and fees for such things as lost materials or photocopying.

Transfers from RPL's reserves are also included in revenue, although they are technically not revenue. Instead, these funds are being allocated from reserves to fund specific projects or services. In 2024, RPL is transferring \$4.1 million out of its Central Library Development Reserve to fund the move to a new Central Library temporary location. A further \$741,000 is being transferred from the Operating Reserve to further fund RPL's Automated Materials Handling project.

Expenses

RPL has three main categories of expenses: Operating, Capital, and Contributions to Reserves for future projects.

RPL's Operating Expenses are budgeted to increase by \$1.3 million over 2023. There are three main reasons for this increase:

1. Salary and Benefits –staff will receive a 2.75% economic increase on January 1, 2024. Salaries and benefits make up 64% of RPL's operating expenses.
2. Safety and Security costs, mostly at Central Library – outlined previously.
3. Central Library temporary relocation – the operating portion of these costs include project management and moving costs (although this is offset by the drawdown from the Central Library Development Reserve).

The increase to RPL's capital budget is driven by the Central Library temporary relocation. Tenant improvements to a leased space in addition to the furniture and shelving required for the new space make up the biggest changes to the capital budget when compared to 2023. As noted, these capital purchases are being funded by the Central Library Development Reserve.

The contributions to reserves are similar to 2023, with one exception of an increase to funding of the Central Library Development Reserve. RPL's reserves policy notes that all interest income flows through to this reserve. Interest revenue has been budgeted higher than in 2023 due to higher interest rates.

In Closing

Regina Public Library aspires to contribute to the social vitality and economic prosperity of the people of Regina.

We are pleased with the results we've had this year to date as use of our services, collections, spaces, and technologies grows.

We continue to implement actions from our Strategic Plan to serve our community and our customers, and we look forward to executing important key actions in 2024, including the temporary relocation of Central Library.



**The Regina Public Library
City Mill Rate Request**

Account Description	2024 COR2024	2024 OBUD	Variance
Revenue			
Tax Levy + Grants-in-lieu	\$ 27,105,372	\$ 26,938,237	\$ 167,135
Provincial Services Agreement	630,973	612,593	18,380
Grants Other	265,450	235,000	30,450
Other Revenue	1,248,312	866,312	382,000
Transfers from Reserves	4,992,104	834,795	4,157,309
Total Revenue	\$ 34,242,211	\$ 29,486,937	\$ 4,755,274
Expenses			
Operating Expenses			
Library Services	\$ 11,640,271	\$ 11,335,496	\$ 304,776
Customer Experience	7,988,075	7,578,485	409,590
Service Innovation	3,868,341	3,831,971	36,369
Finance & Strategy	2,210,524	2,096,984	113,540
Governance	96,000	96,000	-
Total Operating Expenses	\$ 25,803,211	\$ 24,938,937	\$ 864,274
Capital			
Library Materials	\$ 1,477,000	\$ 1,558,000	(81,000)
Shelving, Furniture, and Equipment	906,000	270,000	636,000
Leasehold Improvements	2,949,000		2,949,000
Information Technology	1,093,000	1,093,000	-
Fleet	45,000	45,000	-
Branch Library Development	-	-	-
Total Capital	\$ 6,470,000	\$ 2,966,000	\$ 3,504,000
Contributions to Reserves			
Contributions to Reserves	\$ 1,969,000	\$ 1,582,000	\$ 387,000
Total Expenses	\$ 34,242,211	\$ 29,486,937	\$ 4,755,274
Total Revenue	\$ 34,242,211		
Total Expenses	34,242,211		
Net Budget Required (\$0 indicates balanced)	\$ 0		
Mill Rate - This is the amount of revenue generated by 1% increase in mill rate.	\$ 264,000		
Mill Rate Request	2.27%		

Account Description	2024	2024	Variance
	COR2024	OBUD	

Sch. 1 - Reserve Breakdown

Transfers from Reserves

Transfer FROM Fleet Reserve	45,000	45,000	-
Transfer From Branch Library Development Reserve			-
Transfer From Building Maintenance Reserve			-
Transfer From māmawēyatitān centre Renewal Reserve			-
Transfer From Operating Reserve	741,000	741,000	-
Transfer From Shelving, Furniture, and Equipment Reserve			-
Transfer From Information Technology Reserve	-	-	-
Transfer From Central Library Development Reserve	4,147,000		4,147,000
Planned Funding from Dunlop Reserve	59,104	48,795	10,309
Total Transfers from Reserves	\$ 4,992,104	\$ 834,796	\$ 4,167,309

Contributions to Reserves

Contributions TO Fleet Reserve	30,000	30,000	-
Contributions To Branch Library Development Reserve	1,000,000	1,000,000	-
Contributions To Building Maintenance Reserve	100,000	100,000	-
Contributions To māmawēyatitān centre Renewal Reserve	50,000	50,000	-
Contributions To Operating Reserve	-	-	-
Contributions To Shelving, Furniture, and Equipment Reserve	-	-	-
Contributions To Information Technology Reserve	-	-	-
Contributions To Central Library Development Reserve	789,000	402,000	387,000
Total Contributions to Reserves	\$ 1,969,000	\$ 1,582,000	\$ 387,000

Sch. 2 - Operating Expenses by Object

Wages, Benefits and Honoraria	16,448,199	16,417,668	30,531
Administration Costs	2,000,513	1,631,429	369,084
Client Services	3,561,656	3,365,922	195,734
Building Costs	3,813,243	3,523,918	289,325
Total Operating Expenses by Object	\$ 25,823,611	\$ 24,938,937	\$ 884,674

September 28, 2023

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

RE: ECONOMIC DEVELOPMENT REGINA INC. (EDR) 2024 COMMUNITY INVESTMENT FUNDING

Dear Members of Council,

2023 was truly a transformative year for EDR. Last year at this time, we shared an ambitious plan for our organization and our city. We are proud to share our plan is on track. With the current year nearly behind us, we look forward to maintaining our progress and evolution in 2024 to meet the needs of the City of Regina, its residents, and businesses.

In our first full year following the realignment of Tourism Regina in the city, and our subsequent restructuring, EDR hit the ground running with renewed energy, vigor, and focus. In particular, we're proud of the partnerships we've built and grown to advance key priorities for the City of Regina, its citizens. In 2023, EDR has:

- Built new and strengthened existing **partnerships** that advance key EDR and City priorities – including the Regina Hotel Association, The Regina Chamber of Commerce, REAL, Regina Downtown BID, Regina's Warehouse District, Regina Airport Authority, and the Government of Saskatchewan
- Launched the Growth Board – Regina's first formal partnership between EDR, FHQ Developments, the City of Regina, and the University of Regina specifically to identify and accelerate opportunities between research, investment, and growth
- Launched EDR's **Economics Data & Analytics** unit to better inform and empower data-based decision-making for stakeholders and our shareholders
 - **New and upcoming data projects** include a State of Labour analysis, Comparative Analysis on the Investment Landscape, Biomass Cluster research, and impact assessments for Folkfest, RCMP Heritage Centre, and the Pickleball National Championships
- Grown EDR's capacity to proactively pursue and develop **investment attraction (IA)** prospects targeted in the key sectors, including:
 - Creating a new **lead generation and qualification pipeline** which now includes 17 companies (8 domestic and 9 international)
 - Pursuing **key opportunities** and strategic projects including the Biomass Cluster (>\$1B), Ag Dome (<\$5M), Containerized Agriculture (<\$2M)
 - Alongside the Ministry of Trade and Export Development, Cultivator by Conexus, and multiple private sector organizations, participated in **investment attraction missions** to San Francisco and the UK in support of the Ag & Food Innovation Strategy and the City's Economic Growth Plan

- Continued to tell Regina's story by growing the **Place Brand** and applying it to our publicly facing activities, including:
 - Executed a successful **inside Regina campaign** consisting of outdoor and digital advertising in support of Canada's Farm Show, garnering more than 350,000 impressions on billboards, 2.8 million impressions online, generating a 579% increase in web traffic to HomegrownRegina.com
 - Executed two successful media partnerships with the **Globe and Mail** and **Industry West** to support investment attraction and talent attraction activities outside our city limit – reached a total combined readership of over 1.5 million in key out-of-province markets, generating a 541% increase in web traffic to GrowYourWorldRegina.com
 - Partnered with the Regina Hotel Association and the Regina & District Chamber of Commerce to utilize the Place Brand in a new combined business event attraction strategy
- Alongside the Ministry of Immigration and Career Training and employers, participated in a provincial **talent attraction** mission to Warsaw, Poland, focusing on high-demand and hard-to-recruit occupations
- Took continued action and commitment to driving meaningful action on TRC Call to Action #92 (**Economic Reconciliation**) in Regina and the region through fourteen separate actions and programs in the EDR business plan, including:
 - Featuring local Indigenous success and expertise in EDR's campaign in the Globe and Mail and Industry West campaigns (April 2023)
 - Ensuring executive-level Indigenous participation in the Growth Board
 - Commissioning local Indigenous art for EDR promotional and gift items

All told, in 2023, EDR supported new and ongoing projects worth more than \$6 billion while executing a more focused, visible, and collaborative presence in and for the community. We are proud of that work and the support of our partners along the way.

In 2024, EDR will not only continue these activities, partnerships, and momentum but also:

- Deliver new **investment landscape research** supporting a cluster approach to biomass-to-energy opportunity
- Enhance **theHiveYQR**, Regina's only entrepreneurship program built and delivered for underrepresented small business owners, including Indigenous and women entrepreneurs
- Support labour market growth in the GRA by delivering a third **Homegrown Success: State of Labour** complete with a State of Labour report, including recommendations (with tailored metrics)
- Launch and promote a renewed **Investment Partnership Program**
- Undertake a strategic review of EDR's role in best serving **startups and young entrepreneurs** through Audacity or other means
- Support existing business through EDR's **Data and Analytics** unit by delivering reports on critical topics including investment, Indigenous economics, and others, delivering selected Economic Impact Assessments and studies for partners, developing and publishing key economic data for the GRA, and sharing in-house data and analysis with key partners
- Launch a **talent attraction strategy**, driven by market research and data, to support local business growth and fill an acute need for skilled workers
- Enhance and focus EDR's **digital presence** to potential investors, skilled workers, partners, and citizens

To realize the opportunities and benefit from the change already underway at EDR, we are requesting an investment of \$1.995M for 2024. This request keeps with our original two-year request made in 2022. Even though the core funding in 2023 was less than requested under the two-year plan, EDR was able to achieve its objectives by accessing strategic reserves. We will not have that same ability in 2024.

This investment is critical to the core operation of EDR and its support of the City's strategic priorities, but it is not the only revenue EDR will realize. **In 2024, EDR will launch a new private investment program alongside pursuing new and expanded government funding opportunities. This third-party revenue is used to fund the execution of EDR activities the Core Funding in this request does not and cannot.**

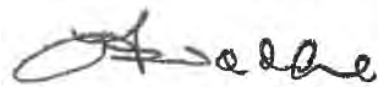
EDR's success, like Regina's own, depends on collaboration, investment, and strategic alignment. We are proud to have delivered strong progress against our new objectives and aims but fully understand there is much more work to be done. EDR will always look to improve, inform, and support the goals of our shareholders, our community, and our residents.

Thank you for your support in our work and in our new direction.

With appreciation,



Chris Lane
President & CEO



Tina Svedahl
Chair – EDR Board of Directors

ECONOMIC DEVELOPMENT REGINA INC.
2024 Budget

	2024 Budget	2024 Revised Budget	variance
Revenue			
Core Revenue			
City of Regina Core Funding	1,995,000	1,995,000	-
Other Revenue			
Partner Contributions	270,000	270,000	-
Agtech Accelerator Funding	257,125	197,125	(60,000)
Investment Partnership Program	325,000	200,000	(125,000)
Rent Revenue	-	36,000	36,000
Other Revenue	10,000	10,000	-
Subtotal Other Revenue	862,125	713,125	(149,000)
Total Revenue	2,857,125	2,708,125	(149,000)
Expenses			
Administration			
Salaries and Benefits	1,480,000	1,402,380	(77,620)
Occupancy	205,120	205,120	-
General Administration	47,380	53,500	6,120
Professional Fees	30,000	32,500	2,500
Staff Development	30,000	30,000	-
Board of Directors	7,500	7,500	-
Travel	10,000	10,000	-
Depreciation	30,000	30,000	-
Subtotal	1,840,000	1,771,000	(69,000)
Enterprise			
Ag & Food	60,000	60,000	-
Agtech Accelerator	257,125	197,125	(60,000)
Investment Attraction	150,000	150,000	-
Entrepreneurship	-	100,000	100,000
HiveYQR	25,000	25,000	-
Growing Regina (Corporate Business Development)	20,000	20,000	-
Strategic & Competitive Intelligence	100,000	60,000	(40,000)
Subtotal	612,125	612,125	-
Brand & Communications			
Place Branding	200,000	200,000	-
Audacity	100,000	-	(100,000)
Corporate Communications	55,000	55,000	-
Stakeholder Engagement	50,000	70,000	20,000
Subtotal	405,000	325,000	(80,000)
Total Expenses	2,857,125	2,708,125	(149,000)
Net Operating Income (Loss)	-	-	-
Transfer from Restricted Surplus	-	-	-
Net Income (Loss)	-	-	-



October 30, 2023

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

Dear Members of Council:

The Provincial Capital Commission (PCC) requests a total investment of \$2.719 million to support operations and for the maintenance of City-owned assets with Wascana Centre, Regina’s – and one of North America’s – largest urban parks at 1,900 acres. This investment represents no change from 2023-24.

I. VALUE PROPOSITION

Wascana Centre and Government House are two national-level sites managed by the PCC. Wascana Centre is home to key attractions like the Legislative Building (seat of government), the Mackenzie Art Gallery, the Royal Saskatchewan Museum, the Saskatchewan Science Centre and Leibel Field. It hosts hundreds of events annually ranging from charity runs, cultural celebrations and athletic events at both local and national levels. It attracts thousands of visitors annually and serves the people of Regina and surrounding region. Government House also hosts thousands of visitors a year, representing the city with pride-generating celebratory events.

The PCC is a public asset governed by the Board of Directors (Board) comprised of representatives of the Government of Saskatchewan, the City of Regina, and the University of Regina. The PCC’s mission is to enhance pride and quality of life for the general public, tenants and landowners, users and future generations. The PCC is responsible for the preservation and stewardship of the land, heritage and culture; enhancement and maintenance of assets and service delivery; facilitation of visitor experiences; and regulation of use.

Investing in the PCC keeps Wascana Centre and Government House beautiful and safe. For the City of Regina, it is where Regina people gather, play and enjoy this beautifully landscaped park surrounded by a scenic 120-hectare lake with water features, an oasis in the middle of the city. For the Province of Saskatchewan, it is where the seat of government and numerous historic buildings of significance are located. For the University, it is a campus that attracts students and provides research opportunities to innovate and to examine and sustain prairie ecology.

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II. THE PROPOSAL

Grant Investment \$2.719 million

The PCC requests *status quo* funding from each of its partners to support operations. For the 2024-25 fiscal year, the PCC is requesting a grant investment of \$2.719 million from the City of Regina for operational support and for the maintenance of City-owned assets within Wascana Centre. This represents no change from the previous year. The following table summarizes the PCC’s funding requests for each partner.

<i>(numbers in thousands)</i>	Province*	City	University	Total
<i>2023-24 Funding</i>	\$ 7,274	\$ 2,719	\$ 800	\$ 10,793
<i>2024-25 Funding Increase (accommodation)</i>	15	-	-	-
Total 2024-25 Funding Request	\$ 7,289	\$ 2,719	\$ 800	\$ 10,808

The PCC also plans to transfer \$1.165 million from its surplus account to fund Community Use Capital projects in 2024-25.

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

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

Horticulture and Forestry include a production nursery and greenhouses used to grow trees, plants and flowers. Horticulture plans, grows, plants and maintains the floral beds throughout Wascana Centre and Government House. The Wascana Centre Greenhouses provide annuals each year as a partnership contract with the City.

Pest Control manages evasive and non-evasive insects, rodents and noxious weeds and creates integrated pest management plans. A tree vaccination project is underway at PCC sites to inoculate them from disease. This information is being shared nationally for research as well as with the City Officials. The PCC is working with the City, sharing best practices and aligning standards concerning horticulture, pest control and forestry.

Stewardship and Operations – The PCC works closely with its partners and proponents on a consistent development process from conception to completion of any project. This division has made large

improvements to clarify development application processes and records management. The engineering and architectural advisory committees to the Board are supported by this division.

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

The Ecological Branch sits within this division and is making great efforts in work to protect the Marsh Lands legacy, Bird Sanctuary infrastructure and programming and working with the partners on management of wildlife and invasive species throughout the city.

Visitor Services and Outreach – This area oversees Capital City celebrations, public outreach and marketing, event coordination, conservation of historic exhibits and collections and educational programming at all PCC sites. Event management, facility booking and compliance are essential to ensure that Wascana Centre and Government House assets are maintained, protecting against deterioration or destruction. All PCC-run programming and events are community focused and offered free of charge or at a nominal cost.

Administration – The Executive Office and Finance and Corporate Services handle the human resources, safety, risk management, legal counsel, finance, public relations, government relations, Board support, committee advisory services and strategic planning for the PCC. These divisions are responsible to successfully implement the Board-approved operational direction of the organization and be accountable for the Board-approved financial plan.

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

III. STRATEGIC VISION AND KEY ACCOMPLISHMENTS

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

Recent accomplishments include:

- Wayfinding and promotional signage investments
- Investments in lighting upgrades
- Investments in pathway accessibility initiatives
- Investments in wildlife and invasive species management (targeted grazing)

- Shoreline management and restoration
- Prairie habitat restoration and conservation
- Picnic sites rejuvenation initiative

Future opportunities include:

- Maintenance of event spaces (Willow Island, Lady Slipper Courtyard, and Queen Elizabeth II Gardens and Lawns)
- Maintenance of landscape features (shoreline mitigation and restoration, Pine Island rehabilitation, targeted grazing, urban forestry management, aeration renewal)
- Maintenance of park amenities (picnic site upgrades)
- Pathway and washroom renewal plan (new pathways, renewal and improvements of washrooms)
- Equipment and facility maintenance (fleet replacement, thermal weed control, greenhouse assessment)

Moving forward, the PCC will continue focusing on developing long-term capital project strategies that are tied to a multi-year budget. The PCC plans to invest in long-term planning strategies which will be informed by the new Master Plan. From a strategic perspective, Wascana Centre has changed considerably over the past 100 years. The park has transformed from grassland to an urban park that serves multiple uses and users. The revised Master Plan will outline strategic priorities for the next 10 years while setting Wascana Centre's direction for the next 100 years.

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

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

IV. SUPPLEMENTARY INFORMATION

The PCC's Board-approved 2024-25 Spending Plan is in Appendix A. The 2025-26 Preliminary budget is included for planning purposes only. Information on Board structure and governance is in Appendix B.

Sincerely,



Laurier Donais
Chair of the Board



Jenna Schroeder
Executive Director

APPENDIX A

Provincial Capital Commission	2022-23	2022-23	2023-24	2024-25	2025-26
	Actual	Budget	Budget	Budget	Preliminary Budget
	(\$000s)	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Revenue					
Grants					
Government of Saskatchewan	7,304	7,304	7,274	7,289	7,304
City of Regina – Operating Grant	2,719	2,719	2,719	2,719	2,719
University of Regina	800	800	800	800	800
PCC Generated Revenue	1,386	941	1,097	1,195	1,112
Transfer from Surplus Account- Capital Investment		750	750	1,165	1,225
Total Revenue	12,209	12,514	12,640	13,168	13,160
Expenses					
ED Office	460	413	458	468	482
Finance and Corporate Services	651	857	882	920	937
Accommodation	3,053	3,277	3,120	3,235	3,401
Outreach and Visitor Experience	1,433	1,413	1,476	1,500	1,539
Stewardship and Operations	582	617	675	691	727
Forestry	649	713	728	733	746
Horticulture	673	586	609	627	649
Maintenance	3,017	2,722	2,722	2,722	2,722
Development and Infrastructure Projects	1,483	1,735	1,850	2,185	1,900
Amortization	164	180	120	87	57
Total Expenses	12,164	12,514	12,640	13,168	13,160
Surplus (Deficit)	45	0	(0)	(0)	0
Accumulated Surplus, beginning of year	10,708	10,708	10,753	10,003	8,838
Transfer to Community Use Capital Investment		(750)	(750)	(1,165)	(1,225)
Accumulated Surplus, end of year	10,753	9,958	10,003	8,838	7,613

APPENDIX B



Hope and Dream

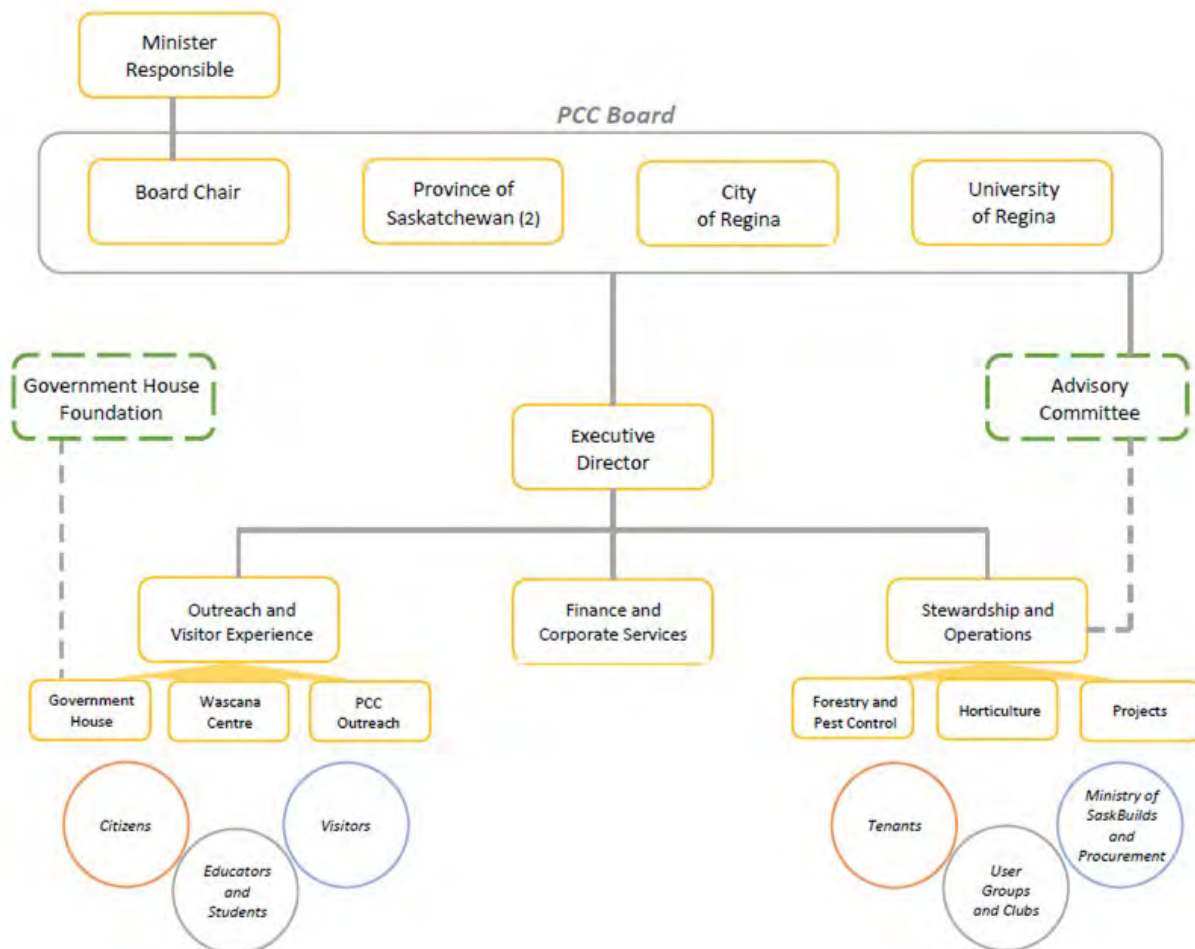
We desire a world where plants, animals and people thrive in co-existence, and where natural and built environments are in harmony and bring beauty and fulfilment to the lives of all.

Mission

The Provincial Capital Commission (PCC) enhances pride and quality of life for the general public, tenants and landowners, users and future generations. PCC is a public asset governed by a board of directors comprised of representatives of the Government of Saskatchewan, the City of Regina and the University of Regina. The PCC is responsible for the preservation and stewardship of the land, heritage and culture; enhancement and maintenance of assets and service delivery; facilitation of visitor experiences; and regulation of use.

Vision

PCC is a beautiful, protected and cherished place and space to experience nature, history, learnings and events. Designed for its prairie eco-system, it is relevant for the now and sustainable for the future. We are proud of and celebrate the PCC as an important part of our provincial identity.



Appendix M
Community Non-Profit Tax Exemption 2024 Stream 3 Applicants

Each year, the City considers requests for property tax exemptions from non-profit organizations. The Community Non-Profit Tax Exemption Policy (CNPTEP) has been approved to guide these decisions and ensure a fair, consistent, and transparent process. Recognizing the cost of tax exemptions is borne by all property owners in the City, the policy contains a financial cap to balance the financial need of the organizations with the larger cost to property owners. The 2024 funding cap for the CNPTEP for 2024 is currently \$1.32 million. The 2024 proposed budget includes a recommended increase to the cap to \$1.52 million.

The CNPTEP was updated in April of 2023 to include eligibility for organizations who support one or more of the six priorities of the Community Safety and Wellbeing Plan. The revision also provided direction on how funding will be distributed if the amount of requested funding exceeds the Cap. The policy revision included a recommendation to increase the cap to create space for organizations that would now qualify under the revised Community Safety & Well Being criteria.

The policy now provides exemption funding in three streams. The streams are:

Stream	Allocated Funding	Criteria	Exemption Duration	Exemption Percentage
Stream 1 – Normally would receive a statutory exemption	Not limited, up to the maximum Cap amount	Applicants meeting one or more of the requirements outlined in criteria 10.1 of the policy	Up to 5 years	100% of eligible portion of property
Stream 2 – Long-Standing Recipients	Not limited, up to the maximum Cap amount	Applicants who are not in Stream 1 that support one or more priorities identified in criteria 10.2 or 10.3 of the policy, and whose properties have a history of ten or more years of property tax exemptions	Up to 4 years	100% of eligible portion of property
Stream 3 - Remaining Organizations	Remainder under the cap after Streams 1 and 2 are assigned	Applicants who are not in Streams 1 or 2 that support one or more priorities identified in criteria 10.2 or 10.3 of the policy	One Year	If the required funding exceeds the cap, proration of the remaining cap funding is applied amongst the organizations in this stream

Council will consider the requests for 2024 property tax exemptions under the CNPTEP on December 6, 2023. At that time, Council may approve exemptions in Streams 1 and 2 (\$1,154,006 in funding). As the funding to support Stream 3 exceeds the cap by \$191,447, a recommended increase to the funding cap from \$1.32 to \$1.52 million has been deferred to the 2024 budget. The increase of \$191,447 is included in the recommended 2024 budget. Alternatively, should Council vote to prorate exemptions in Stream 3 to 47.79% at the meeting on December 6th, no further increase to funding will be required.

Appendix M-1: Community Non-Profit Tax Exemption 2024 Stream 3 Applicants shows the Stream 3 Exemptions require Council approval if the cap increase is approved as part of the 2024 proposed budget.

Appendix M-2: Community Non-Profit Tax Exemption 2024 Stream 3 Applicants shows the Stream 3 Exemptions require Council approval if the cap increase is not approved.

Appendix M-1 Community Non-Profit Tax Exemption 2024 Stream 3 Applicants

Appendix M-1 Community Non-Profit Tax Exemption 2024 Stream 3 Applicants										
Organization	Civic Address(es)	Property Owner	Recommended Percent for Exemption	Estimated Exempt Levy				Alignment with the City's Plans and Programs	Exemption Duration	Previous Exemption received
				Municipal	Library	Education	Total			
Stream 3 - All remaining (CSWB or Culture & Sport) 100% Exempt										
All Nations Hope Network Inc.	2735 5TH AVENUE		47.0%	7,978	704	3,927	12,610	10.2 (CSWB)	1	New Applicant
All Nations Hope Network Inc.	2735 5TH AVENUE		53.0%	13,121	1,157	7,110	21,388	10.2 (CSWB)	1	New Applicant
Carmichael Outreach Inc.	1510 12TH AVENUE		100%	5,704	503	3,091	9,298	10.2 (CSWB)	1	2021 - 2023
Catholic Family Services Society	160 MCINTOSH STREET	Isla Ventures Inc.	100%	20,947	1,848	11,351	34,146	10.2 (CSWB)	1	New Applicant
Chip & Dale Housing Inc. ***	2210 25TH AVENUE	Sisters Building Ltd.	54.28%	7,631	673	3,756	12,060	10.2 (CSWB)	1	New Applicant
Eagle Heart Centre Inc.	445 N BROAD STREET		100%	22,901	2,020	12,410	37,331	10.2 (CSWB)	1	New Applicant
Eagle Heart Centre Inc.	1102 ANGUS STREET		100%	7,181	633	3,892	11,706	10.2 (CSWB)	1	New Applicant
Eagle Heart Centre Inc.	2900 5TH AVENUE		33.0%	4,990	440	2,704	8,135	10.2 (CSWB)	1	New Applicant
Eagle Heart Centre Inc.	2900 5TH AVENUE		67.0%	6,948	613	3,420	10,980	10.2 (CSWB)	1	New Applicant
Ignite Adult Learning Foundation Corporation	900 VICTORIA AVENUE		100%	7,363	650	3,990	12,003	10.2 (CSWB)	1	2021 - 2023
John Howard Society Of Saskatchewan	2323 BROAD STREET		100%	7,817	690	4,236	12,743	10.2 (CSWB)	1	New Applicant
John Howard Society Of Saskatchewan	2078 TORONTO STREET		100%	4,100	362	2,018	6,480	10.2 (CSWB)	1	2022 - 2023

Organization	Civic Address(es)	Property Owner	Recommended Percent for Exemption	Estimated Exempt Levy				Alignment with the City's Plans and Programs	Exemption Duration *	Previous Exemption received
				Municipal	Library	Education	Total			
North Central Family Centre Inc.	2931 5TH AVENUE		100%	6,183	545	3,350	10,079	10.2 (CSWB)	1	2022 - 2023
Oxford House Saskatchewan Incorporated			100%	2,042	180	1,005	3,228	10.2 (CSWB)	1	2022 - 2023
Oxford House Saskatchewan Incorporated			100%	2,363	208	1,163	3,734	10.2 (CSWB)	1	2022 - 2023
Oxford House Saskatchewan Incorporated			100%	1,952	172	961	3,084	10.2 (CSWB)	1	2022 - 2023
Oxford House Saskatchewan Incorporated			100%	2,940	259	1,447	4,647	10.2 (CSWB)	1	2022 - 2023
Oxford House Saskatchewan Incorporated			100%	2,567	226	1,264	4,057	10.2 (CSWB)	1	2022 - 2023
Phoenix Residential Society ***	2035 OSLER STREET	Ranch Ehrlo Society	42.0%	27,625	2,437	14,970	45,033	10.2 (CSWB)	1	2023 - 2023
Phoenix Residential Society	1914 HALIFAX STREET	Halifax Holdings West Inc.	100%	32,533	2,870	16,015	51,418	10.2 (CSWB)	1	New Applicant
Phoenix Residential Society	2152 HAMILTON STREET	Ackerman & Co Investments Ltd	100%	11,878	1,048	5,847	18,773	10.2 (CSWB)	1	New Applicant
Ranch Ehrlo Society ***	2035 OSLER STREET		58.0%	26,159	2,308	12,877	41,344	10.2 (CSWB)	1	2023 - 2023
Regina & District Food Bank Inc.	1881 BROAD STREET		100%	13,237	1,168	7,173	21,578	10.2 (CSWB)	1	2023 - 2023
Regina & District Food Bank Inc.	1720 12TH AVENUE	City Of Regina	100%	8,752	772	4,743	14,267	10.2 (CSWB)	1	2023 - 2023
Regina Early Learning Centre Inc.	3528 13TH AVENUE		100%	4,476	395	2,426	7,297	10.2 (CSWB)	1	New Applicant

Organization	Civic Address(es)	Property Owner	Recommended Percent for Exemption	Estimated Exempt Levy				Alignment with the City's Plans and Programs	Exemption Duration *	Previous Exemption received
				Municipal	Library	Education	Total			
Regina Early Learning Centre Inc.	3079 5TH AVENUE		100%	4,093	361	2,218	6,672	10.2 (CSWB)	1	2022 - 2023
Regina Early Learning Centre Inc.	2125 ATHOL STREET		100%	18,638	1,644	10,100	30,382	10.2 (CSWB)	1	2022 - 2023
Regina Humane Society Inc.	4900 PARLIAMENT AVENUE		100%	36,614	3,230	19,841	59,685	10.2 (CSWB)	1	2021 - 2023
Scep Centre Society (Regina)	1636 5TH AVENUE N		100%	4,485	396	2,208	7,089	10.2 (CSWB)	1	New Applicant
Scep Centre Society (Regina)	1652 5TH AVENUE N		100%	208	18	102	329	10.2 (CSWB)	1	New Applicant
South Saskatchewan Independent Living Centre Inc. ***	303 ALBERT STREET	Melcor Reit Gp Inc.	9.380%	9,210	812	4,991	15,014	10.2 (CSWB)	1	2021 - 2023
TFHQ Safe Shelter Incorporated. - Wish Safe House			100%	5,251	463	2,585	8,299	10.2 (CSWB)	1	2022 - 2023
The Circle Project Assoc. Inc.	3433 5TH AVENUE		100%	13,069	1,153	7,082	21,304	10.2 (CSWB)	1	2022 - 2023
The Globe Theatre Society	1 1801 SCARTH STREET		100%	15,698	1,385	8,507	25,590	10.3 (Cultural)	1	2022 - 2023
Total Stream 3	\$366,656 \$32,342 \$192,781 \$591,779									

*** This organization occupies only a portion of the property.

Appendix M-2 Community Non-Profit Tax Exemption 2024 Stream 3 Applicants Prorated

Organization	Civic Address(es)	Property Owner	Recommended Percent for Exemption	Estimated Exempt Levy				Alignment with the City's Plans and Programs	Exemption Duration	Previous Exemption received
				Municipal	Library	Education	Total			
Stream 3 - Pro-rated at 47.79% Exempt										
All Nations Hope Network Inc.	2735 5TH AVENUE		22.459%	3,813	336	1,877	6,026	10.2 (CSWB)	1	New Applicant
All Nations Hope Network Inc.	2735 5TH AVENUE		25.326%	6,270	553	3,398	10,220	10.2 (CSWB)	1	New Applicant
Carmichael Outreach Inc.	1510 12TH AVENUE		47.79%	2,726	240	1,477	4,443	10.2 (CSWB)	1	2021 - 2023
Catholic Family Servcies Society	160 MCINTOSH STREET	Isla Ventures Inc.	47.79%	10,010	883	5,424	16,317	10.2 (CSWB)	1	New Applicant
Chip & Dale Housing Inc. ***	2210 25TH AVENUE	Sisters Building Ltd.	25.94%	3,646	322	1,795	5,763	10.2 (CSWB)	1	New Applicant
Eagle Heart Centre Inc.	445 N BROAD STREET		47.79%	10,943	965	5,930	17,839	10.2 (CSWB)	1	New Applicant
Eagle Heart Centre Inc.	1102 ANGUS STREET		47.79%	3,432	303	1,860	5,594	10.2 (CSWB)	1	New Applicant
Eagle Heart Centre Inc.	2900 5TH AVENUE		15.769%	2,385	210	1,292	3,887	10.2 (CSWB)	1	New Applicant
Eagle Heart Centre Inc.	2900 5TH AVENUE		32.016%	3,320	293	1,634	5,247	10.2 (CSWB)	1	New Applicant
Ignite Adult Learning Foundation Corporation	900 VICTORIA AVENUE		47.79%	3,519	310	1,907	5,736	10.2 (CSWB)	1	2021 - 2023
John Howard Society Of Saskatchewan	2323 BROAD STREET		47.79%	3,736	329	2,024	6,089	10.2 (CSWB)	1	New Applicant
John Howard Society Of Saskatchewan	2078 TORONTO STREET		47.79%	1,959	173	964	3,097	10.2 (CSWB)	1	2022 - 2023
North Central Family Centre Inc.	2931 5TH AVENUE		47.79%	2,955	261	1,601	4,816	10.2 (CSWB)	1	2022 - 2023

Organization	Civic Address(es)	Property Owner	Recommended Percent for Exemption	Estimated Exempt Levy				Alignment with the City's Plans and Programs	Exemption Duration	Previous Exemption received
				Municipal	Library	Education	Total			
Oxford House Saskatchewan Incorporated			47.79%	976	86	480	1,542	10.2 (CSWB)	1	2022 - 2023
Oxford House Saskatchewan Incorporated			47.79%	1,129	100	556	1,784	10.2 (CSWB)	1	2022 - 2023
Oxford House Saskatchewan Incorporated			47.79%	933	82	459	1,474	10.2 (CSWB)	1	2022 - 2023
Oxford House Saskatchewan Incorporated			47.79%	1,405	124	692	2,221	10.2 (CSWB)	1	2022 - 2023
Oxford House Saskatchewan Incorporated			47.79%	1,227	108	604	1,939	10.2 (CSWB)	1	2022 - 2023
Phoenix Residential Society ***	2035 OSLER STREET	Ranch Ehrlo Society	20.070%	13,201	1,164	7,154	21,519	10.2 (CSWB)	1	2023 - 2023
Phoenix Residential Society	1914 HALIFAX STREET	Halifax Holdings West Inc.	47.79%	15,546	1,371	7,653	24,570	10.2 (CSWB)	1	New Applicant
Phoenix Residential Society	2152 HAMILTON STREET	Ackerman & Co Investments Ltd	47.79%	5,676	501	2,794	8,971	10.2 (CSWB)	1	New Applicant
Ranch Ehrlo Society ***	2035 OSLER STREET		27.716%	12,500	1,103	6,153	19,756	10.2 (CSWB)	1	2023 - 2023
Regina & District Food Bank Inc.	1881 BROAD STREET		47.79%	6,325	558	3,428	10,311	10.2 (CSWB)	1	2023 - 2023
Regina & District Food Bank Inc.	1720 12TH AVENUE	City Of Regina	47.79%	4,182	369	2,266	6,818	10.2 (CSWB)	1	2023 - 2023
Regina Early Learning Centre Inc.	3528 13TH AVENUE		47.79%	2,139	189	1,159	3,487	10.2 (CSWB)	1	New Applicant
Regina Early Learning Centre Inc.	3079 5TH AVENUE		47.79%	1,956	173	1,060	3,188	10.2 (CSWB)	1	2022 - 2023
Regina Early Learning Centre Inc.	2125 ATHOL STREET		47.79%	8,906	786	4,826	14,518	10.2 (CSWB)	1	2022 - 2023
Regina Humane Society Inc.	4900 PARLIAMENT AVENUE		47.79%	17,496	1,543	9,481	28,521	10.2 (CSWB)	1	2021 - 2023

Organization	Civic Address(es)	Property Owner	Recommended Percent for Exemption	Estimated Exempt Levy				Alignment with the City's Plans and Programs	Exemption Duration	Previous Exemption received
				Municipal	Library	Education	Total			
Scep Centre Society (Regina)	1636 5TH AVENUE N		47.79%	2,143	189	1,055	3,387	10.2 (CSWB)	1	New Applicant
Scep Centre Society (Regina)	1652 5TH AVENUE N		47.79%	99	9	49	157	10.2 (CSWB)	1	New Applicant
South Saskatchewan Independent Living Centre Inc. ***	303 ALBERT STREET	Melcor Reit Gp Inc.	4.482%	4,401	388	2,385	7,175	10.2 (CSWB)	1	2021 - 2023
TFHQ Safe Shelter Incorporated - Wish Safe House			47.79%	2,509	221	1,235	3,966	10.2 (CSWB)	1	2022 - 2023
The Circle Project Assoc. Inc.	3433 5TH AVENUE		47.79%	6,245	551	3,384	10,180	10.2 (CSWB)	1	2022 - 2023
The Globe Theatre Society	1 1801 SCARTH STREET		47.79%	7,501	662	4,065	12,228	10.3 (Cultural)	1	2022 - 2023
Total Stream 3 - Pro-rated at 47.79% Exempt				\$175,209	\$15,455	\$92,122	\$282,786			