

Underutilized Land Improvement Strategy



Title	Underutilized Land Improvement Strategy
Version	November 2025
Link to the Official Community Plan	<p>This strategy outlines the actions the City will take to address barriers to reinvestment into vacant and underutilized lands and support growth. The strategy aims to help advance Community Priorities to:</p> <ul style="list-style-type: none"> • Achieve long-term financial viability; • Support availability of diverse housing options; • Support transportation options; and • Foster economic prosperity
Owner	Manager, City Projects, City Planning & Community Services
Next Major Review	2030

Executive Summary

To support intensification goals and several Community Priorities outlined in *Design Regina: The Official Community Plan* (OCP), the City of Regina (City) initiated a two-step process to encourage development and revitalization on underutilized sites. The first step involved the completion of the Underutilized Land Study (Study). The Study identified key barriers to investment and provided recommendations to address them. Endorsed by City Council in December 2018, the Study served as the foundation for the second step, the development of the Underutilized Land Improvement Strategy (ULIS).

The ULIS outlines an implementation plan aimed at stimulating interest and facilitating development on underutilized sites within existing neighbourhoods. The strategy emphasizes making infill development and intensification more attractive, financially viable, and recognized as a vital component of Regina's growth.

During the first five years of ULIS implementation, 12 per cent of the strategic actions were completed, and 78 per cent actions were advanced and are ongoing. Notably, 47 chronically vacant properties (those vacant for over two years) were developed.

47 Chronically Vacant Lots Redeveloped Between 2020 and 2025



Had a total building permit value of construction of \$97.2 million.



Created 361 dwelling units.



Resulted in approximately 75,400 square feet of new non-residential building floor space.

Recognizing the need for adaptability, the ULIS included a requirement for a five-year review. This review was carried out through the 2025 ULIS Five-Year Review project, which updated the strategy based on current development challenges and stakeholder input. While ULIS serves as a guiding framework for future efforts, it is not a binding policy and does not guarantee future investment. Instead, it informs Council decisions, particularly through the budget process.

The updated ULIS was developed in collaboration with stakeholders and reflects a workplan based on addressing current development barriers. Following City Council approval of the revised 2025 framework, new strategic actions will be initiated.

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Introduction

Purpose

The ULIS is based on the following OCP Community Priorities:

- Develop complete neighbourhoods.
- Support the availability of diverse housing options.
- Achieve long-term financial viability.
- Foster economic prosperity.

These priorities provide direction on where efforts are to be focused to achieve the City's Vision: "To be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity."

The purpose of the ULIS is to outline the course of action the City will take to meet broader sustainability goals in our community with the following outcomes:

- Reinvestment in vacant and underutilized sites;
- Revitalize neighbourhoods;
- Make progress towards meeting the OCP intensification target; and
- Make progress on the Community Priorities.

The ULIS provides guidance for future work, rather than being a binding policy direction. Policy and programs are likely outcomes of the implementation of specific actions within the strategy. Similarly, the ULIS is not necessarily a commitment for future investment. Direction from the ULIS will help inform decisions that are made by Council as part of the defined budget process. It is expected that actions from this strategy, as implemented, will require funds and which would be sought through the City's annual budget process. Only after Council adopts the budget will investments be approved.

The ULIS and its updates were shaped by the Strategic Action Recommendations from the Study, as well as insights from other communities, current City work plans, and stakeholder engagement during the five-year review. The updated ULIS includes all ongoing and planned City initiatives that align with fostering development on underutilized sites and advancing the intensification and revitalization goals of the OCP.

Guiding Principles

Guiding principles shape the development of the ULIS by defining the actions, their implementation approach, and the timelines for delivery. The implementation of strategic actions follows these guiding principles:

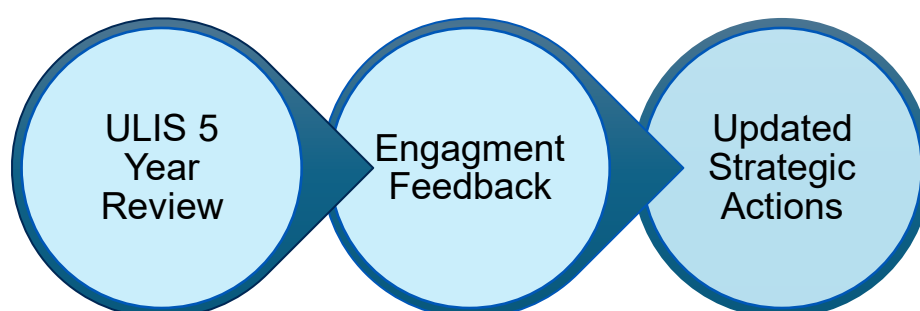
- Actively responds to feedback provided by stakeholders.
- Supports the achievement of broader OCP intensification goals.
- Focuses efforts in the near term with other initiatives that are already underway (or are planned to start soon).
- Prioritizes actions that can receive grant funding or alternative funding streams and meet multiple City objectives.
- Encourages the City to capitalize on strategic opportunities, including projects that address future capacity needs and areas with established planning frameworks.
- Uses and builds upon existing tools and processes intended to support development on underutilized sites.
- Considers the City's readiness in proceeding with projects and initiatives intended to achieve the ULIS purpose and core outcomes.

Process and Engagement

V3 Consultants of Canada supported by Praxis led stakeholder consultations as part of the 2018 Study. This feedback helped inform the development of the ULIS, which was brought forward to City Council for approval in 2019.

ULIS Five Year Review

ULIS Strategic Action 5-7 directs the City to conduct a major review of the ULIS every five years. Based on this direction, a comprehensive review of the effectiveness and relevance of all strategic actions was undertaken in 2025 to inform updates to the ULIS. This process included an internal assessment to identify and revise any strategic actions impacted by ongoing or newly initiated projects.



External stakeholders and Indigenous Rightsholders were notified of the ULIS Review and were asked to respond to a survey designed to collect feedback and assess interest in participating in the ULIS update process. Based on the responses received, a range of consultation methods were employed, including one-on-one meetings, email correspondence, phone calls, and a formal workshop. Feedback was used to create new strategic actions and to update existing strategic actions to better reflect current conditions and address development barriers.

Going forward, once the 10-year implementation timeframe for the ULIS lapses in 2030, the City will reflect on the outcomes achieved in consultation with stakeholders and Indigenous Rightsholders. This may result in a renewed ULIS for the next 10 years (2030 to 2040) or an alternative approach.

Current Conditions

The 2018 Study set a baseline of current conditions, which included:

- Development of an Underutilized Land Inventory to improve the understanding of the location of these sites and use as a base for reflection on over time.
- An improved understanding of the regulatory, approval process, development on brownfields, financial, infrastructure, social and market barriers stakeholders face to invest in developing underutilized sites.
- Recommend actions to respond to these barriers by considering current City processes, municipal best practices and the consultant's direct experience.

The Underutilized Land Inventory described above, was updated in 2025 and currently features 894 underutilized sites, as of November 2025. Underutilized sites on the inventory (see Figure 1, 2 and 3) include:

- Vacant lots - An existing property that was formally in use but where there is no building currently within the established areas of Regina.
- Chronically vacant buildings - A building located in the City Centre that was formerly used for industrial, commercial or residential purposes but has been totally vacant (no water readings) for at least two years.
- Standalone surface parking lots - A commercial surface parking lot located in the City Centre that does not contain a principal building.

Many underutilized sites are concentrated in Regina's City Centre (see Figure 2), and to a lesser extent in surrounding neighbourhoods. The City tracks chronically vacant buildings and standalone surface parking lots specifically within the City Centre to align with OCP policies 2.7 and 7.9 that prioritize intensification and the conversion of underutilized properties into market-ready development.

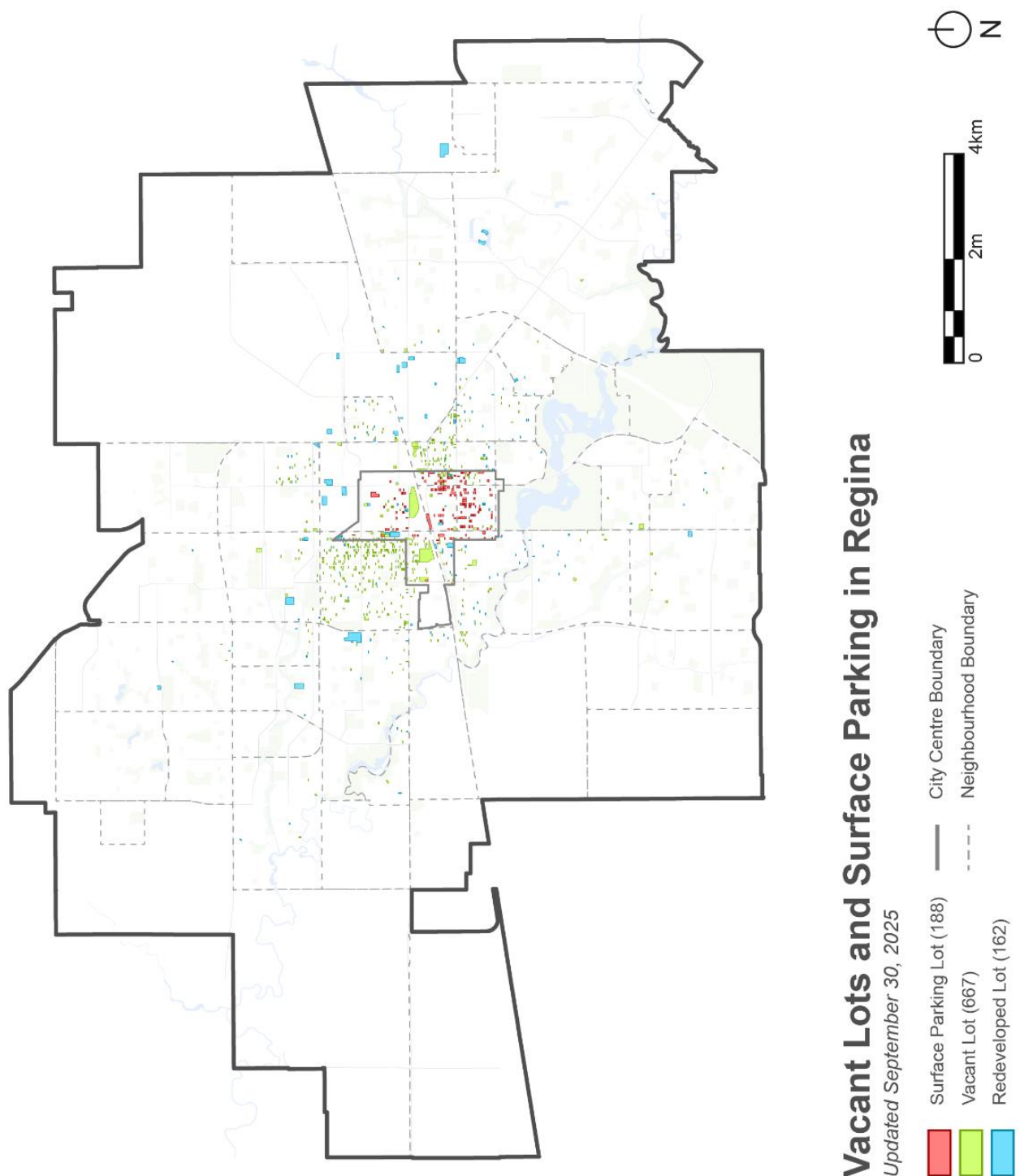


FIGURE 1: VACANT LOTS AND SURFACE PARKING IN REGINA

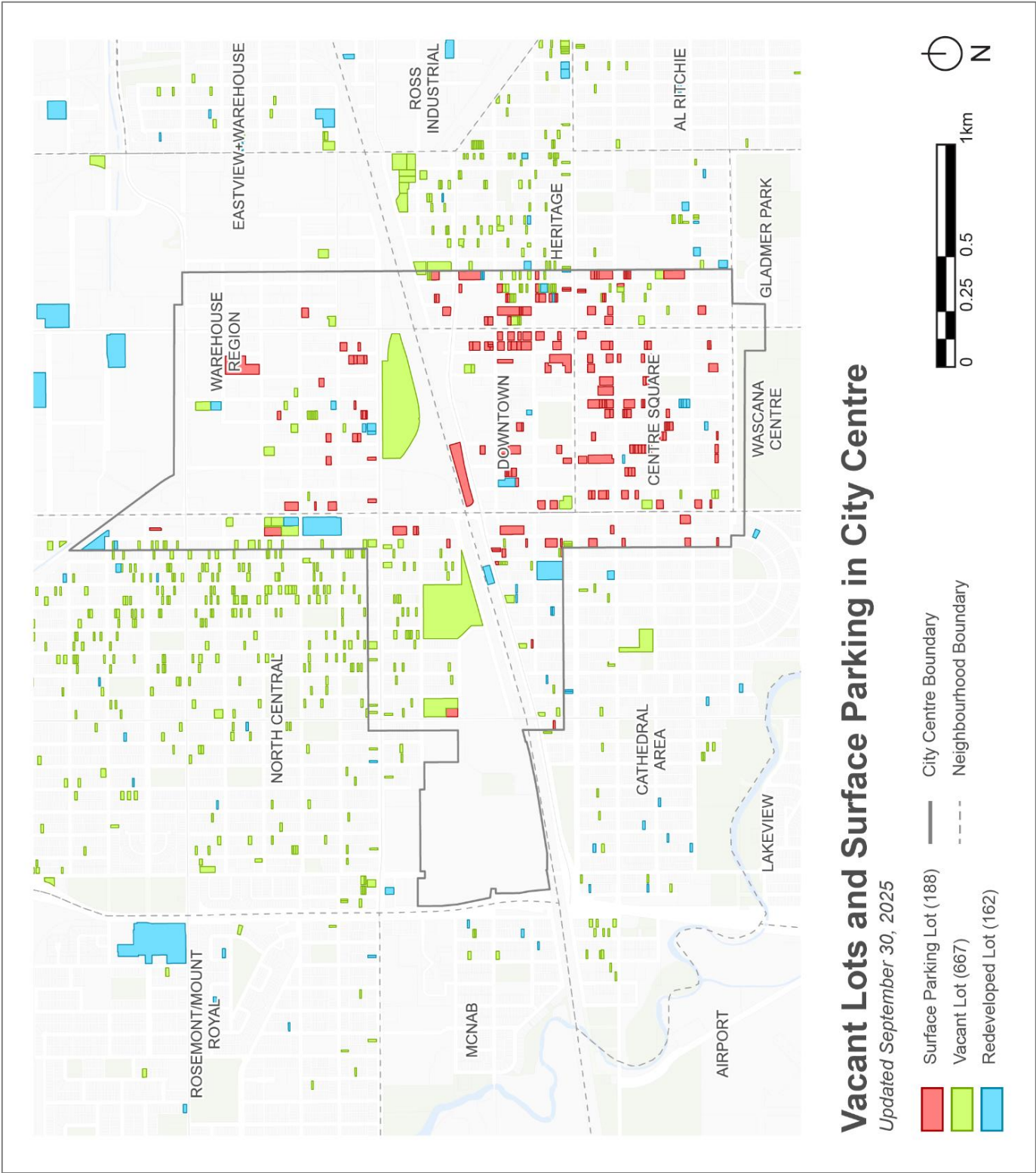


FIGURE 2: VACANT LOTS AND SURFACE PARKING IN CITY CENTRE

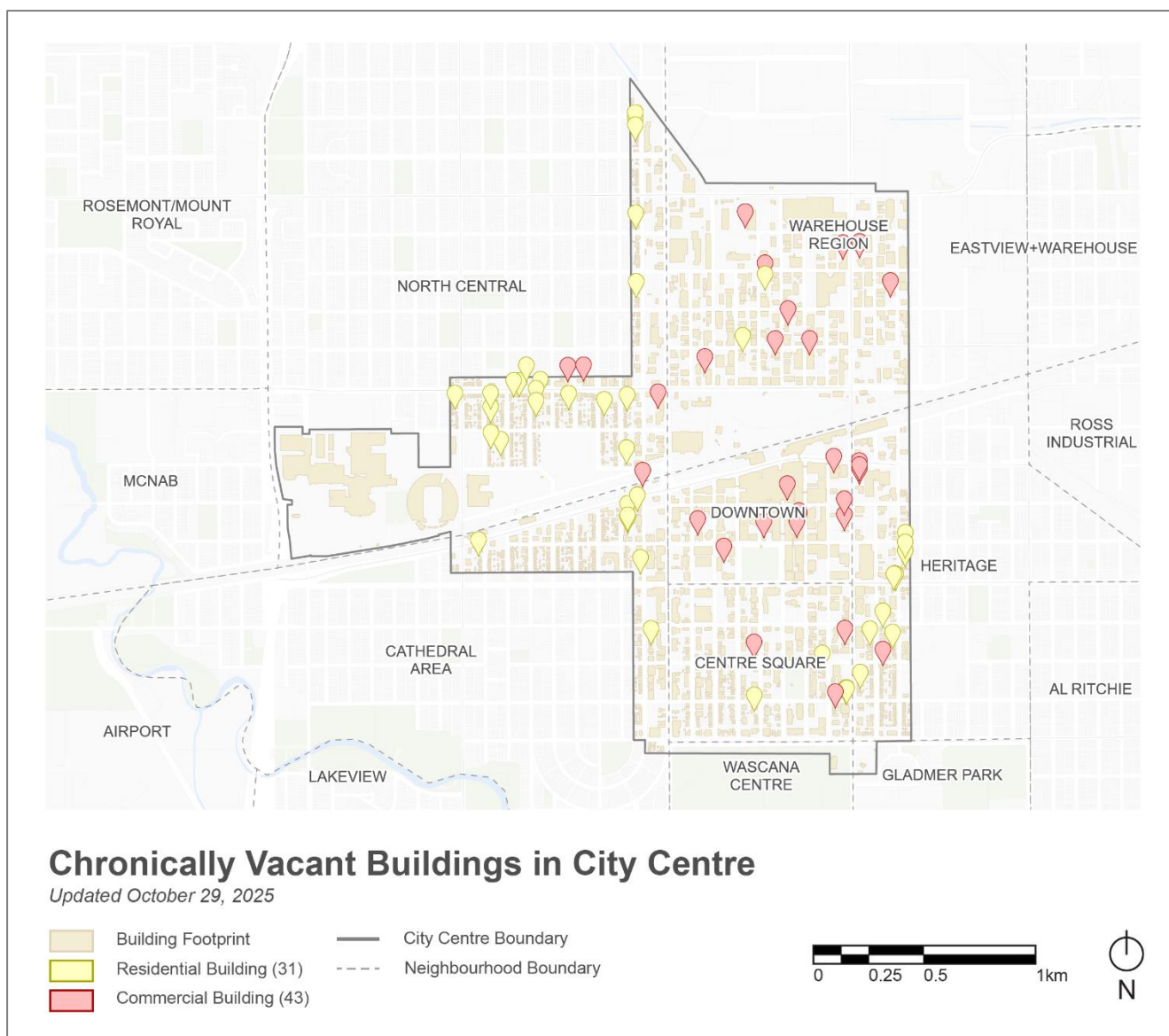


FIGURE 3: VACANT BUILDINGS IN THE CITY CENTRE

Strategy Goals

The ULIS is designed to be implemented over a 10-year period (2020 to 2030), with regular reviews to ensure it continues to align with stakeholder needs and allows for adjustments over time, as demonstrated during the 2025 review. Table 1 compares the development barriers identified by stakeholders in the development of the original ULIS, which informed the strategy's five goals, with stakeholder feedback from the 2025 ULIS Review. As a result of the implementation of strategic actions, stakeholders indicated that many of the barriers originally identified were less of a concern.

Collectively, the strategy's goals are the intended outcomes of the ULIS.

TABLE 1

Goal	Explanation	2018/2019 Stakeholder Feedback	2025 ULIS Review Stakeholder Feedback
1. RULES: Regulatory frameworks (e.g. Zoning Bylaw) support the redevelopment of underutilized lands.	<ul style="list-style-type: none"> Review and update City regulations to consider feedback received through the 2018 Underutilized Land Study and implications to the community. 	<ul style="list-style-type: none"> Development regulations are restrictive and need to be more flexible, given the unique nature of underutilized sites. Parking regulations in established neighbourhoods inhibit development opportunities. 	<ul style="list-style-type: none"> Development regulations have changed significantly since the implementation of the ULIS, making it easier to develop on underutilized sites. Target initiatives are needed to support development on contaminated sites. Consider consulting with the Federation of Canadian Municipalities on specific tax policies to stimulate development on underutilized sites.
2. PROCESS: Information for redevelopment applications is readily available, and the process is coordinated.	<ul style="list-style-type: none"> Improve processes and clarify roles and responsibilities associated with the development of underutilized sites. 	<ul style="list-style-type: none"> Lack of clarity on where to find information on development regulations and requirements. There is a perception that City departments are not aligned, as builders receive inconsistent information. The development approval process is not intuitive and is too long. 	<ul style="list-style-type: none"> The City's development application process has significantly improved. The City should consider communicating the availability of City staff resources that serve as predevelopment liaisons for developers to contract to discuss development ideas before making a formal development application. Information on site servicing conditions would be helpful to determine potential investment costs upfront. Developer profitability must be considered with the ULIS.

TABLE 1

Goal	Explanation	2018/2019 Stakeholder Feedback	2025 ULIS Review Stakeholder Feedback
3. FINANCIAL: Private investment in the redevelopment of underutilized properties is fostered through strategic public investment.	<ul style="list-style-type: none"> Consider incentives and strategic infrastructure investments to facilitate development on underutilized sites. Respond to financial concerns and associated risks of infill development raised by stakeholders. Seek to ensure the financial viability of the City is considered. Consider initiatives, such as taxable subclasses on underutilized sites, to stimulate development. 	<p>Infill development has a higher cost and level of risk than greenfield development due to these factors:</p> <ul style="list-style-type: none"> Site screening and potential remediation on underutilized sites makes infill more expensive and time consuming than greenfield development. The City's current investment strategy appears to be scattered and untargeted. Existing land uses, infrastructure constraints and a lack of community amenities can deter private investment in established neighbourhoods. 	<ul style="list-style-type: none"> Infill development still has higher costs and risks than greenfield development. City investment efforts and revitalization strategies needs to be targeted to the areas most desirable for new development and investment. Overlay zones remain a major financial challenge and add confusion to the development process. Contaminated sites and the investments required to remediate such sites are a major hurdle. Taxable subclasses on underutilized sites, such as standalone surface parking lots may add a barrier to drawing people and businesses to the City Centre.
4. PROMOTION: Collaboration with others is fostered and development opportunities within existing communities is promoted.	<ul style="list-style-type: none"> Post information online about underutilized sites to highlight and promote the value of development within existing communities. Respond to concerns about developers not having access to information about properties and brownfield remediation. 	<p>Low interest and demand for development in established neighbourhoods is a result of:</p> <ul style="list-style-type: none"> Lack of understanding of regulatory processes and the value of building in existing areas. Perceived safety concerns and limited housing demand in core areas. 	<ul style="list-style-type: none"> Provide more information on development opportunities on underutilized sites. The City and private sector need to collaborate on placemaking and streetscape improvements. Keep building on and expanding the City's infill design competition.

TABLE 1

Goal	Explanation	2018/2019 Stakeholder Feedback	2025 ULIS Review Stakeholder Feedback
5. MONITORING: Through implementation, progress is monitored and reported regularly and informs refinements to the ULIS over time to respond to evolving needs and barriers.	<ul style="list-style-type: none">• Ensure reflection is planned, progress is measured, and refinements are made over time.• Set measurable goals and ensure that efforts are achieving desired outcomes.	<ul style="list-style-type: none">• It is in the public interest to regularly review and refine plans and strategies to ensure they meet their intended outcomes• Review whether barriers to development on underutilized sites are evolving over time.	<ul style="list-style-type: none">• Stakeholders recognized the City has made progress on addressing many of the process and procedural barriers identified previously.• Stakeholders communicated further work is needed to provide information on potential development opportunities and the availability of supporting City programs, as well as creative solutions to make existing areas more attractive for investment.

Framework for Action

Following City Council approval of the updated ULIS, new strategic actions will be initiated, while those underway will continue.

Each strategic action in the next section includes timelines for implementation. Certain actions will continue to be implemented on an ongoing basis and evolve. The timing for implementation of each action is identified under the following categories:

- Immediate: Actions already underway for planned for implementation in the near-term.
- Short-Term: Actions will start within the next one to two years (2026-2027).
- Medium-Term: Actions will start in the next three to four years (2028-2029).
- Long-Term: Actions will start in the next five years (2030).
- Ongoing: Once initiated, the action is intended to continue, with no defined end date.

The updated strategic actions build on existing efforts and successes in overcoming development barriers. Adjustments were made to enhance the responsiveness of actions, ensuring they are targeted to address current challenges to investment on underutilized sites. Collectively, the actions listed in the next section provide a roadmap of the steps to achieve the goals and outcomes of the ULIS, as well as guide the City's efforts in encouraging and supporting development on underutilized sites. Figure 4 below is an example of an underutilized site.



FIGURE 4: EXAMPLE OF AN EXISTING UNDERUTILIZED SITE

Goals and Strategic Actions

The following tables summarize the updated ULIS strategic actions under five goals. Resource requirements will vary from action to action. For instance, many ongoing actions are already included in City resourcing plans, while others will require financial support that will be brought forward through the budget process or potentially sought through grant funding opportunities (e.g. Housing Accelerator Fund).

Goal 1: RULES – The regulatory frameworks support the redevelopment of underutilized lands.

#	Strategic Action	Timing
1-1	Maintain a regular review schedule of the Zoning Bylaw ensuring development is aligned with the OCP as well as considering its impact on addressing barriers identified through the Underutilized Land Study.	Long-term Ongoing
1-2	Consider using contract zoning where specific uses are restricted due to known contaminants to allow development to occur that is not affected by contaminants.	Immediate Ongoing
1-3	Through the Area Planning process or other area-specific studies, identify underutilized lands with potential for intensification and redevelopment, and determine appropriate future land uses. As appropriate, consider in tandem with other strategic actions.	Immediate Ongoing
1-4	Ensure consistency between OCP, Zoning Bylaw and Site Design Standards through regular review, and update accordingly.	Immediate Ongoing
1-5	Discuss the option with City Council to work with SUMA to lobby the Government of Saskatchewan to provide options to address environmentally liability surrounding contaminated sites. This could include updates to the Government of Saskatchewan's Impacted Sites Fund, or options on taking title on potentially contaminated lands where taxes are in arrears. This may include a provision to allow but not require a municipality to enter a land for the purpose of conducting an environmental assessment without taking title.	Long-term
1-6	Support City Council's work with SUMA and Federation of Canadian Municipalities to lobby for tax legislation changes to allow for site-specific tax measures to penalize landowners of underutilized lands who have removed the sites from the marketplace.	Long-term
1-7	Continue to address derelict properties through the City's proactive enforcement process and initiatives to encourage site redevelopment and community revitalization.	Immediate Ongoing

Goal 2: PROCESS – Information for redevelopment applications is readily available and the process to apply is coordinated.

#	Strategic Action	Timing
2-1	Continue to maintain and enhance development application software, dedicated staff resourcing through a single point of contact, and adherence to established processing timeline standards to support new development, investment, and the redevelopment of underutilized sites. Monitor the effectiveness of these measures in supporting applicants and consider additional resources or updated standards as needed to ensure application processes remain responsive to applicant needs.	Ongoing
2-2	Explore a phased approach for the Underutilized Land Inventory data to be publicly available on Regina.ca to support prospective developers in evaluating site-specific opportunities. This includes an initial focus on integrating the Underutilized Land Inventory into internal GIS viewers, followed by expansion to public facing GIS applications. Long-term efforts will aim to include verified infrastructure and servicing data to inform development proposals more comprehensively.	Immediate Ongoing
2-3	Establish a program to assess City-owned environmentally impacted sites (brownfield) and identify necessary risk management measures on brownfield sites, with the goal of informing potential investment opportunities. This program should include clear criteria for prioritizing sites based on their development potential and strategic value.	Immediate Ongoing
2-4	Implement a process to flag vacant lands in CityView (i.e. City's development and building application processing software) to help maintain the Underutilized Land Inventory.	Medium-term
2-5	Create informational resources to support the Urban Reserve process.	Medium-term

Goal 3: FINANCIAL – Private investment in the redevelopment of underutilized properties is fostered through strategic public investment.

#	Strategic Action	Timing
3-1	Continue to support and advance policy related to strategic focus areas for the development of targeted programs and infrastructure improvements that encourage the revitalization and development of underutilized lands.	Medium-term Ongoing
3-2	Continue administering development incentive programs (e.g. City Centre Incentive Program), while monitoring its effectiveness in encouraging and reducing developer investment barriers on underutilized sites. Use program outcomes, stakeholder input, lessons learned and best practices from other jurisdictions to guide potential refinements and the creation of new programs.	Ongoing
3-3	Consider investment strategies to improve attractiveness of existing neighbourhoods and/or areas specifically identified for redevelopment through Area Plans or other area-specific studies.	Short-term Ongoing
3-4	Identify and prioritize opportunities to upgrade infrastructure required to support intensification opportunities and when possible, coordinate targeted upgrades with planned maintenance or major infrastructure projects.	Short-term Ongoing
3-5	Undertake the Cost of Growth Study to understand the financial implications, including long-term municipal costs and revenues, of various development patterns, such as new greenfield neighbourhoods and intensification in established neighbourhoods.	Ongoing
3-6	Continue to advance The Yards and Taylor Field Redevelopment projects and leverage their redevelopment to facilitate further investment in the surrounding core areas to foster and catalyze new development in the core area. As the projects advance, continue seeking investment and grant opportunities from other levels of government.	Long-term Ongoing
3-7	Investigate barriers to the redevelopment of vacant buildings and options for addressing them (e.g. Pilot programs for conversions, incentives).	Long-term Ongoing
3-8	Continue to support neighbourhood clean-up campaigns.	Ongoing
3-9	Explore the effectiveness of implementing a property subclass strategy for underutilized land, such as standalone surface parking lots, vacant or derelict properties.	Ongoing
3-10	Continue the implementation and ongoing monitoring of the initiatives described in <i>MN24-3 North Central Neighbourhood Revitalization</i> and related actions.	Immediate Ongoing
3-11	In alignment with the approved Housing Accelerator Fund Action Plan, implement an Affordable Housing Lands Policy that establishes and manages a Land Bank to acquire properties and make them available for sale or lease below market value to non-profit housing providers.	Immediate

#	Strategic Action	Timing
3-12	Provide one-time start-up grants to support the establishment of Community Land Trusts focused on properties within the North Central and Heritage neighbourhoods, enabling land to be held in trust for the benefit of residents and helping to promote long-term affordability and equitable access to housing.	Immediate
3-13	Develop and implement an Infrastructure and Servicing Information Program to provide builders and developers with key data, such as pre-engineered lot specifications, for underutilized land in intensification areas, helping to reduce design timelines, lower costs, accelerate approvals, and improve infrastructure predictability to attract investment.	Immediate
3-14	Continue implementation of the Office to Residential Conversion Capital Grant Program supporting the conversion of non-residential buildings to residential dwelling units in the City Centre.	Immediate Ongoing
3-15	Develop and implement an Incremental Development Mentorship Pilot Program that provides training and support to residents interested in small-scale development and investment opportunities on dormant buildings and underutilized properties, helping to stabilize neighbourhood property values and promote area revitalization.	Immediate Ongoing

Goal 4: PROMOTION – Foster collaboration with others and promote development opportunities within existing communities.

#	Strategic Action	Timing
4-1	Continue to seek opportunities to coordinate utility upgrades with other organizations, including SaskEnergy, SaskPower, SaskTel and Access Communications.	Immediate Ongoing
4-2	Champion and promote development of underutilized lands and infill development internally and externally with staff and committees.	Immediate Ongoing
4-3	Explore opportunities for awards and/or design competitions on for projects on underutilized lands and to showcase projects and their potential and value to the community.	Medium-term Ongoing
4-4	Empower departments to work collaboratively on supporting intensification within established areas of the city.	Immediate Ongoing
4-5	Continue to develop communications to provide facts about infill development and the value of fostering development on underutilized lands. Messaging on the ULIS can be shared and referenced through communications on relevant projects.	Immediate Ongoing
4-6	Support collaboration between City Council, Administration and the development community in discussing the opportunities and challenges in redeveloping underutilized sites and determining next steps.	Ongoing
4-7	Explore partnering with education institutions for collaboration on research, projects and other community initiatives.	Short-term Ongoing
4-8	Periodically, develop and distribute informational materials (e.g. brochures) to business and development advocacy groups (e.g. Chamber of Commerce, RDBID), highlighting City initiatives, programs, completed infrastructure projects and planning and permitting resources to support investment opportunities on underutilized sites.	Immediate Ongoing

Goal 5: MONITORING¹ – Through implementation, progress is monitored, reported on regularly, and used to inform refinements to the strategy over time.

#	Strategic Action	Timing
5-1	Update GIS vacant land inventory regularly.	Ongoing
5-2	Provide Underutilized Land Improvement Strategy Annual Report to City Council that includes results on the measures and progress on targets (e.g. intensification rate, change in vacant lot inventory, etc.).	Ongoing
5-3	Reflect on strategies as they are implemented to evaluate if intended outcomes are being met; make refinements as needed.	Short-term Ongoing
5-4	Consider how implementation of other City projects indirectly impact development on underutilized sites.	Medium-term Ongoing
5-5	As part of implementation of and reflection on the strategies, consult with stakeholders to confirm where improvements have been made, identify challenges, and consider solutions.	Short-term Ongoing
5-6	Implement survey process to determine applicant satisfaction levels and where opportunities to improve lay.	Medium-term Ongoing
5-7	Conduct a major review of the Underutilized Land Improvement Strategy every 5 years.	Medium-term Ongoing

¹ The Strategic Actions in this section were not directly related to comments received by stakeholders or recommendations from the Study. However, they are recognized as being important and aligned with the Study indirectly. Implementing these actions ensures that initiatives that are advanced achieve and align with the intended outcomes of the ULIS.

Monitoring and Evaluation

The ULIS is intentionally designed to follow through on initiated actions, provide adequate time for implementation, and thoughtfully assess what additional targeted measures are needed to address challenges more effectively. This approach fosters an environment of continuous improvement and considers the resource capacity within the organization as well as the community's ability to participate and refine their own practices based on changes being made.

In alignment with Strategic Action 5-7 to conduct a major review every five years, a comprehensive review of the effectiveness and relevance of all strategic actions was undertaken in 2025 to inform updates to the ULIS. This process included an internal assessment of all strategic actions and external stakeholder engagement. The review and engagement resulted in updated strategic actions.

Measuring progress over time is important to ensure efforts are achieving the intended goals, recognizing changing conditions and supporting continuous improvement. Reviewing progress also ensures public investment (including staff resources, infrastructure renewal, and incentive programs) achieve intended outcomes. This information will be shared as part of ULIS Annual Reports.

ULIS Annual Reports will provide an update on the completion and status of strategic actions. It will also include key performance indications, such as the number of underutilized sites removed from the Underutilized Land Inventory and new dwelling units and non-residential developments in established neighbourhoods. This approach will enable the City to monitor the implementation of the ULIS and assess its effectiveness in guiding new development on underutilized sites. Tracking the completion of actions, along with monitoring the number of underutilized sites redeveloped and new units added, will help determine whether these actions are driving the intended redevelopment outcomes.

A list of strategic actions completed between 2020 and 2025 are summarized in Schedule A.

Schedule A: Completed Strategic Actions (2020 to 2025)

The below table outlines strategic actions that were completed and removed from the ULIS during the Five-Year ULIS Review.

Strategic Action	Notes	Timing
Update Zoning Bylaw to align with the Official Community Plan (OCP).	<i>The Regina Zoning Bylaw, 2019</i> , approved in December 2019 (<i>CM19-16 The Regina Zoning Bylaw, 2019 (No. 2019-19) Amendments Report</i>), resulted from a review undertaken to ensure that the City's land use regulations are consistent with the OCP, reflect contemporary development practices, market demand and changes in demographics that affect the way land is used and developed.	Complete
Explore the range of potential temporary uses on vacant lots along with the related regulatory and policy implications.	In 2021, City Council directed Administration to consult stakeholders on intensification incentives and three related discussion points, including "encouraging temporary and public usage of vacant sites" (<i>CR21-86 Intensification Incentive Discussion Paper</i>). Following stakeholder consultation, amendments to the Zoning Bylaw were approved in March 2024 (<i>CR24-6 Zoning Bylaw – Housekeeping and Administrative Amendments</i>), establishing temporary use regulations. The regulations are intended to provide opportunities to activate underutilized lands for certain temporary activities while ensuring temporary uses do not cause undesirable impacts on the surrounding area.	Complete
Explore supporting mid-rise (6 storey) developments in zoning and identify key zones where mid-rise development can occur 'as of right'.	As a result of OCP and Zoning Bylaw amendments approved as part of the City's Housing Accelerator Fund (HAF) Action Plan, mid-rise multi-unit development is allowed 'as of right' in several key zoning districts.	Complete
Focus on implementation of new Planning and Building Software (eg. CityView) and review for improvements over time that support the development process on underutilized sites.	CityView launched as an internal process in 2019. The software's online permit application portal, eBuild, was launched in 2021, allowing applicants to apply for all building and development permit applications, including sign permits. In addition, the portal allows applicants to track the status of permit applications as they are being reviewed, submit large plans and drawings and pay for permit fees online. CityView and eBuild are reviewed regularly to ensure they meet	Complete

Strategic Action	Notes	Timing
	customer needs and to explore potential improvements based on feedback.	
Review the Housing Incentive Policy (HIP) to determine options for considering the application to redevelop underutilized sites.	In January 2023, City Council approved (<i>CR23-5 Housing Incentives Policy – Amendments to Support Revitalization</i>) amendments to the HIP to support reinvestment in the City Centre and surrounding areas. The amendments increased incentive allocations in these areas and prioritized capital funding for housing development.	Complete
Consider creation of a “Redevelopment Levy” where there are multiple landowners with a collective interest in upgrading local infrastructure to enable development of their sites.	<p>Between 2019 and 2021, the City applied an Intensification Levy on new infill development to help fund infrastructure upgrades needed to support intensification. The levy was repealed in November 2021 under <i>CR21-161 Intensification Levy Referral Report</i> due to concerns that it created a barrier to intensification by adding financial pressure on builders and developers.</p> <p>Under <i>CR24-87 Development Charges Policy and Model Review</i>, City Council approved dedicated utility and mill rates to fund the Intensification Infrastructure Reserve, which supports infrastructure investments required to enable intensification opportunities. As a result, this strategic action is considered complete.</p>	Complete