



Executive Committee

**Wednesday, February 11, 2026
9:00 AM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

**Public Agenda
Executive Committee
Wednesday, February 11, 2026**

Approval of Public Agenda**Adoption of Minutes**

Minutes of the public meeting held on November 26, 2025.

Tabled Reports

EX25-114 Review of Nuisance and Derelict Properties

Recommendation

The Executive Committee recommends that City Council:

1. Direct Administration to continue addressing derelict properties through its proactive enforcement process and initiatives; and
2. Approve these recommendations at its December 3, 2025, meeting.

Administration Reports

EX26-1 Arcola East Community Association Garden Lease - Maka Park

Recommendation

The Executive Committee recommends that City Council:

1. Approve the City of Regina entering a lease agreement with Arcola East Community Association Inc. for the Lands on City of Regina owned property, located at 5500 Kennett Square as shown in Appendix A and B, also known as Maka Park, consistent with the terms and conditions stated in this report.
2. Delegate Authority to the Chief Financial Officer & Deputy City Manager or their designate to negotiate any other commercially relevant terms and conditions, as well as any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to this agreement.



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3. Authorize the City Clerk to execute the Lease Agreement upon review and approval by the City Solicitor.
4. Approve a three-year 100 per cent property tax exemption (for 2026, 2027 and 2028) for Arcola East Community Association Inc. for the property legally described as Blk/Par MR2-Plan 102463781 Ext 0, pursuant to a tax exemption agreement under the *Community Non-Profit Tax Exemption Policy*, subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.
5. Authorize the annual cap on the tax exemptions under the *Community Non-Profit Tax Exemption Policy* to be exceeded by \$142 in 2026 to accommodate this tax exemption.
6. Authorize the Chief Financial Officer & Deputy City Manager or delegate to apply for the approval of the Government of Saskatchewan on behalf of the Arcola East Community Association Inc. 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.
7. Instruct the City Solicitor to prepare the necessary Tax Exemption Agreement and Bylaw to give effect to the recommendations, to be brought forward to a future meeting of City Council.
8. Approve these recommendations at its meeting on February 25, 2026, following the required public notice.

EX26-2 AI Ritchie Community Association Lease

Recommendation

Executive Committee recommends that City Council:

1. Approve the City of Regina entering into an agreement to amend the existing lease with the AI Ritchie Community Association to include the additional 950 square foot space referenced on Appendix A at the City of Regina owned property located at 2230 Lindsay Street for no additional rent, consistent with the terms and conditions stated in this report;
2. Delegate Authority to the Chief Financial Officer & Deputy City Manager or their designate, to negotiate any other commercially



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relevant terms and conditions, as well as any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to this agreement;

3. Authorize the City Clerk to execute the Agreement upon review and approval by the City Solicitor; and
4. Approve these recommendations at its meeting on February 25, 2026, following the required public notice.

EX26-3 Rider Foundation Lease**Recommendation**

Executive Committee recommends that City Council:

1. Approve the City of Regina entering into an agreement for the lease of a portion of the property located at 1734 Elphinstone Street, commonly known as Mosaic Stadium, to Saskatchewan Roughrider Foundation Inc. consistent with the terms and conditions stated in this report.
2. Delegate authority to the Chief Financial Officer & Deputy City Manager or their designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the lease agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the lease agreement.
3. Authorize the City Clerk to execute the lease agreement upon review and approval by the City Solicitor.
4. Approve these recommendations at its meeting on February 25, 2026, following the required public notice.

EX26-4 Professional Services City Council Approval**Recommendation**

Executive Committee recommends that City Council:

1. Authorize the Director, Technology or designate to negotiate, award, enter into an Agreement for professional services over \$750,000, authorize any amendments to the Agreement that do not substantially



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change what is described in this report and to authorize any ancillary agreements or documents to give effect to the agreement to support the modernization of a corporate work & asset management system.

2. Authorize the Director, Technology or designate to negotiate, award, enter into an Agreement for professional services over \$750,000, 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 to give effect to the agreement to support the modernization and implementation of a customer relationship management (CRM) system.
3. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.

EX26-5 Boundary Alteration - 2026 Property Tax Exemptions

Recommendation

Executive Committee recommends that City Council:

1. Approve the property tax mitigation tools for the Future Long-Term Growth, Southeast Mitigation, and Agricultural Properties in New Neighbourhood Area categories as outlined in Appendix A.
2. Authorize the Chief Financial Officer & the Deputy City Manager, Financial Strategy & Sustainability or designate to apply to the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the taxes that is \$25,000 or greater as outlined in Appendix A.
3. Approve the property tax exemptions as listed in Appendix A, subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the taxes for amounts that are \$25,000 or greater. Where the Government does not approve an exemption for an amount that is \$25,000 or greater, the education portion of the tax exemption shall be reduced to under \$25,000 (\$24,999).
4. Instruct the City Solicitor to bring forward the necessary bylaw to provide for the property tax exemptions listed in Appendix A, to a subsequent meeting of City Council following approval of these recommendations.



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5. Approve these recommendations at its February 25, 2026 meeting.

EX26-6 Community & Social Impact Regina Inc. - Dissolution and 2025 Final Audited Financial Statements

Recommendation

Executive Committee recommends that City Council:

1. Approve the Community and Social Impact Regina Inc. 2025 Final Audited Financial statements as outlined in Appendix A.
2. Approve the transfer of \$881,860.25 in unexpended surplus funds from Community and Social Impact Regina to the General Fund Reserve; to be used in the 2026 fiscal year to support initiatives approved in *CR25-144 City of Regina's Role in Well-Being and Homelessness* (CR25-144).
3. Authorize a transfer from the general fund reserve of \$881,860.25 to be used in 2026 for initiatives as described and approved in CR25-144 and the 2026 Budget.
4. Approve these recommendations at its meeting on February 25, 2026.

EX26-7 Banking Service Agreement & Short-term Borrowing

Recommendation

Executive Committee recommends City Council:

1. Approve the continued appointment of the Bank of Montreal (BMO) as the City of Regina's (City) financial institution until April 30, 2037 subject to the negotiation of and entering into the extensions of the banking agreements identified in these recommendations;
2. Approve the following, subject to the necessary borrowing bylaw to be passed by City Council:
 - a. Approve new short-term borrowing by an increase of the City's line of credit from \$9 million to \$20 million and an increase of the City's corporate credit card program limit from \$1 million to \$1.5 million.
 - b. Authorize the Chief Financial Officer and Deputy City Manager (CFO), to engage and negotiate with BMO to obtain a line of credit of \$20 million and corporate credit card program limit of



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\$1.5 million plus any related interest or other costs of the debt for a term that extends until April 30, 2037.

- c. Authorize the CFO to negotiate, approve and enter into all necessary agreements to facilitate the line of credit of \$20 million and credit card limit of \$1.5 million plus any related interest or other costs of the debt resulting in this borrowing and return to City Council for final approval of the debt and terms in the borrowing bylaw.
3. Delegate authority to the CFO or designate to negotiate and approve an extension of all of the financial services provided through BMO and entities providing BMO corporate credit card services and national merchant services until April 30, 2037 under the existing banking and credit card agreements and any amendments to these agreements that are required to update banking and credit card services during this time frame including any ancillary agreements or documents required to give effect to these agreements as well as any new agreements with BMO and related entities during this term (if needed);
4. Instruct the City Solicitor to prepare a new borrowing bylaw or to amend the current *Short-Term Borrowing Bylaw*, Bylaw No. 2020-15, based on the terms and conditions negotiated by the CFO and return to City Council for approval;
5. Authorize the City Clerk to execute any necessary banking and credit card agreements after review and approval by the City Solicitor; and
6. Approve these recommendations at its meeting on February 25, 2026.

EX26-8 Investment Manager Agreement

Recommendation

Executive Committee recommends City Council:

1. Delegate authority to the Chief Financial Officer and Deputy City Manager (CFO) or designate to negotiate and approve at ten year extension (through a combination of renewal terms such as annual and/or bi-annual renewals) of the existing investment manager agreement with TD Asset Management Inc. (TDAM) that expires April 9, 2027 and any new agreement with TDAM during this term (if needed) as well as any amendments to the agreement during this time frame including any ancillary agreements or documents required to



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give effect to this agreement.

2. Authorize the City of Regina (City) Clerk to execute the necessary agreements after review and approval by the City Solicitor.
3. Approve these recommendations at its February 25, 2026 meeting.

EX26-9 Wildlife Control Authorization

Recommendation

Executive Committee recommends that City Council:

1. Authorize City employees who are assigned the duties of wildlife control to carry out specific activities as further described in this report, pursuant to *The Wildlife Act, 1998* and *The Wildlife Regulations, 1981*;
2. Instruct the City Solicitor to prepare the necessary bylaw to amend *Bylaw No. 2009-71*, being *The Appointment and Authorization of City Officials Bylaw, 2009* to give effect to the recommendation in this report and to make a housekeeping change as further described in this report.
3. Approve these recommendations at its meeting on February 18, 2026.

EX26-10 2026 Playground Upgrades

Recommendation

The Executive Committee recommends that City Council:

1. Remove item *CR25-136 (1) Prioritization of 2026 Playgrounds Funding* from its list of outstanding items; and
2. Approve this recommendation at its February 25, 2026, meeting.

EX26-11 Official Community Plan Growth Plan Review

Recommendation

The Executive Committee recommends that City Council:

1. Approve the amendments to *Design Regina: The Official Community Plan Bylaw No. 2013-48* to reflect the changes in Appendix A – Recommended Official Community Plan Policy, Definition and Map Amendments;



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2. Direct Administration to engage the RM of Sherwood No. 159 to review *Design Regina: The Official Community Plan Bylaw No. 2013-48* Map 1a: RM of Sherwood – City of Regina Growth Intentions and related policies as outlined in this report, and bring forth a report to City Council following this review with recommended updates;
3. Direct Administration to consider, on an ongoing basis, the infrastructure investments required to support growth through future City of Regina budget processes, beginning with those needed to enable development in the Medium-Term, Tier 1 New Neighbourhoods identified in Appendix A, Section 4 of this report;
4. Instruct the City Solicitor to prepare the necessary bylaw amendment to give effect to the amendments, to be brought forward to a meeting of City Council following approval of the recommendations and the required public notice; and
5. Approve these recommendations at its meeting on February 25, 2026.

Resolution for Private Session

AT REGINA, SASKATCHEWAN, WEDNESDAY, NOVEMBER 26, 2025

AT A MEETING OF EXECUTIVE COMMITTEE
HELD IN PUBLIC SESSION

AT 9:00 AM

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

Present: Councillor Victoria Flores, in the Chair
Mayor Chad Bachynski
Councillor Clark Bezo
Councillor Mark Burton
Councillor David Froh
Councillor Jason Mancinelli
Councillor Shobna Radons
Councillor Dan Rashovich
Councillor George Tsiklis
Councillor Sarah Turnbull
Councillor Shanon Zachidniak

Also in Attendance: Acting City Clerk, Amber Ackerman
Acting Deputy City Clerk, Martha Neovard
Council Officer, Jennifer Gentile
Acting City Manager, Jim Nicol
City Solicitor, Shannon Williams
Chief Financial Officer/Deputy City Manager, Daren Anderson
Deputy City Manager, City Operations, Kurtis Doney
Deputy City Manager, City Planning & Community Services, Deborah Bryden
Director, Assessment & Property Revenue Services, Tanya Mills
Director, City Centre & Community Standards, Faisal Kalim
Director, Destination Stewardship, Teale Orban
Director, Land, Real Estate & Development, Chad Jedlic
Director, Indigenous Relations & Community Development, Chelsea Low
Director, Planning & Development Services, Autumn Dawson
Director, Roadways & Transportation, Chris Warren
Manager, Bylaw Enforcement, Chad Freeland
Manager, City Projects, Luke Grazier
Senior City Planner, Heather Kindermann

APPROVAL OF PUBLIC AGENDA

Councillor George Tsiklis moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, at the call of the Chair, with the addition of the list of registered delegations.

ADOPTION OF MINUTES

Councillor Mark Burton moved, AND IT WAS RESOLVED, that the minutes for the meeting held on November 12, 2025, be adopted, as circulated.

ADMINISTRATION REPORTS

EX25-109 Events, Conventions & Tradeshow Fund Annual Report

Recommendation

The Executive Committee recommends that City Council receive and file this report at its meeting on December 3, 2025.

Councillor Mark Burton moved, AND IT WAS RESOLVED, that communication EX25-117 Sandra Jackle, Regina Hotel Association, Regina, SK, be received and filed.

Councillor David Froh moved that this report be received and filed.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Froh
IN FAVOUR:	Councillors: Bezo, Burton, Flores, Froh, Mancinelli, Radons, Rashovich, Tsiklis, Turnbull, Zachidniak, and Mayor Bachynski

EX25-110 Piapot First Nation Municipal Services and Compatibility Agreement Amendment – 1101 Angus Street

Recommendation

The Executive Committee recommends that City Council:

1. Approve an Addendum to the Municipal Servicing and Compatibility Agreement between the City of Regina and Piapot First Nation, dated January 23, 2007, attached as Appendix A – Piapot 2007 MSCA to provide for a full reduction of the fees payable by Piapot First Nation to the City of Regina for municipal services related to the proposed new development on the Urban Reserve for a five-year period, commencing upon completion of construction of the proposed new development as described in this report.
2. Direct the City Solicitor to prepare and bring forward the necessary bylaw authorizing the execution of the Addendum; and
3. Approve these recommendations at its meeting on December 3, 2025.

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

Councillor Clark Bezo moved, AND IT WAS RESOLVED, that the Committee go *in-camera* to receive confidential information respecting contracts.

The Committee went *in-camera*.

The Committee reconvened public session.

The Chairperson stated that the Committee went *in-camera* to receive confidential information respecting contracts and that no decisions were taken.

RECESS

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

The Committee recessed at 10:33 a.m.

The Committee reconvened at 10:48 a.m.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Zachidniak
IN FAVOUR:	Councillors: Bezo, Burton, Flores, Froh, Mancinelli, Radons, Rashovich, Tsiklis, Turnbull, Zachidniak, and Mayor Bachynski

EX25-115 Underutilized Land Improvement Strategy - 5 Year Review

Recommendation

The Executive Committee recommends that City Council:

1. Approve the updated Underutilized Land Improvement Strategy in Appendix A;
2. Instruct City Administration to report to City Council in Q1 2031, following the conclusion of the Underutilized Land Improvement Strategy's implementation timeframe, to evaluate the strategy's effectiveness in addressing barriers to underutilized sites and to consider the development of a renewed strategy or alternative approaches; and
3. Approve these recommendations at its meeting on December 3, 2025.

Delegation EX25-116 Paul Moroz and John Aston, representing KGS Group, Regina, SK, addressed the Committee.

Members of Administration gave a PowerPoint presentation, a copy of which is on file with the Office of the City Clerk.

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

RECESS

Pursuant to the provisions of Section 33(2.1) of City Council's *Procedure Bylaw No. 9004*, a 45 minute lunch recess was called.

The Committee recessed at 12:14 p.m.

The Committee reconvened at 1:03 p.m. in the absence of Councillors Shobna Radons and Shanon Zachidniak.

(Councillor Shobna Radons returned to the meeting.)

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bezo, Burton, Flores, Froh, Mancinelli, Radons, Rashovich, Tsiklis, Turnbull, and Mayor Bachynski
AWAY:	Councillor Zachidniak

EX25-114 Review of Nuisance and Derelict Properties

Recommendation

The Executive Committee recommends that City Council:

1. Direct Administration to continue addressing derelict properties through its proactive enforcement process and initiatives; and
2. Approve these recommendations at its December 3, 2025, meeting.

Councillor David Froh moved that the recommendations contained in the report be concurred in.

The Chair called for a 5 minute recess.

The Committee recessed at 1:41 p.m.

The Committee reconvened at 1:47 p.m.

Tabling Motion

Councillor David Froh moved, that City Council approve tabling this report to the February 11, 2026 Executive Committee meeting.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Froh
IN FAVOUR:	Councillors: Bezo, Burton, Flores, Froh, Mancinelli, Radons, Rashovich, Tsiklis, Turnbull, and Mayor Bachynski
AWAY:	Councillor Zachidniak

EX25-111 Burger King Lease

Recommendation

The Executive Committee recommends that City Council:

1. Approve the City of Regina entering into an agreement for the lease of the property located at 1806 Albert St (Lot 51-Blk/Par 312-Plan 99RA11005 Ext 0) to Sadiq Holdings Inc. consistent with the terms and conditions stated in this report;
2. Delegate authority to the Chief Financial Officer & Deputy City Manager or their designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the lease agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the lease agreement;
3. Authorize the City Clerk to execute the lease agreement upon review and approval by the City Solicitor; and
4. Approve these recommendations at its meeting on December 3, 2025, following the required public notice.

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

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bezo, Burton, Flores, Froh, Mancinelli, Radons, Rashovich, Tsiklis, Turnbull, and Mayor Bachynski
AWAY:	Councillor Zachidniak

EX25-112 Future Fence Ltd. Lease

Recommendation

The Executive committee recommends that City Council:

1. Approve the City of Regina entering into an agreement for the lease of a portion of City-owned property located at 3426 Saskatchewan Drive, to Future Fence Ltd., consistent with the terms and conditions stated in this report;
2. Delegate Authority to the Chief Financial Officer & Deputy City Manager or their designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the lease agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the lease agreement;
3. Authorize the City Clerk to execute the Lease Agreement upon review and approval of the City Solicitor; and
4. Approve these recommendations at its meeting on December 3, 2025, following the required public notice.

Mayor Chad Bachynski moved that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Mayor Bachynski
IN FAVOUR:	Councillors: Bezo, Burton, Flores, Froh, Mancinelli, Radons, Rashovich, Tsiklis, Turnbull, and Mayor Bachynski
AWAY:	Councillor Zachidniak

EX25-113 Traffic Bylaw Changes Report

Recommendation

The Executive Committee recommends that City Council:

1. Approve the amendments to *The Regina Traffic Bylaw, 1997, Bylaw No. 9900* (Traffic Bylaw), as set out in Appendix A of this report;
2. Direct the City Solicitor to prepare amendments to the Traffic Bylaw, as further described in Appendix A, to be brought forward to the meeting of City Council following approval of these recommendations by City Council; and
3. Approve these recommendations at its meeting on December 3, 2025.

Councillor Jason Mancinelli moved that the recommendations contained in the report

be concurred in.

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

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bezo, Burton, Flores, Froh, Mancinelli, Radons, Rashovich, Tsiklis, Turnbull, and Mayor Bachynski
AWAY:	Councillor Zachidniak

ADJOURNMENT

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

The Committee recessed at 2:12 p.m.

Chairperson

Secretary



Review of Nuisance and Derelict Properties

Date	November 26, 2025
To	Executive Committee
From	City Operations
Service Area	Community Standards
Item No.	EX25-114

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Direct Administration to continue addressing derelict properties through its proactive enforcement process and initiatives; and
2. Approve these recommendations at its December 3, 2025, meeting.

ISSUE

In January 2025, Council approved *MN 24-12: Nuisance and Underutilized Properties*. The information in this report addresses the following points within MN 24-12:

- a) *Report back to council in Q4 of 2025 with recommendations on the following:*
 - iii. *Creation of a property subclass for nuisance and abandoned properties and buildings.*
 - iv. *Establishment of bylaws and bylaw enforcement processes and fines for repeat nuisance property offences.*
- b) *Where Administration is already advancing policies related to underutilized land, nuisance and abandoned properties, intensification and densification policies, that this work be*

incorporated into existing work plans.

The points within MN24-12 that relate to standalone surface parking lots will be addressed through an upcoming report in Q2 of 2026.

IMPACTS

Financial Impact

The cost implications with respect to the proposed recommendations are minimal and can be absorbed through existing budget.

Strategic Priority Impact

On October 22, 2025, City Council approved the City's 2026-2029 Strategic Plan, which includes the three principles of Reconciliation, Environmental Sustainability and Inclusion, Diversity, Equity and Accessibility (IDEA). The Strategic Plan is centered around four priorities: Infrastructure, Vibrancy, Livability, and Prosperity. The recommendations in this report advance Administration's efforts to address and remove derelict properties from neighbourhoods, in alignment with Council's priority of Vibrancy. Addressing derelict residential properties also supports Council's priority of Livability as it can encourage redevelopment opportunities that offer housing options for residents.

Policy Impact

The Review of Nuisance and Derelict Properties Report (Report) recommendations are well-aligned with the objectives of the Underutilized Land Improvement Strategy (ULIS), particularly its focus on encouraging reinvestment in underutilized sites and supporting neighbourhood revitalization. Furthermore, the updated ULIS, scheduled to be presented to City Council in November 2026, includes proposed strategic action that directly connects to the recommendations outlined in this report.

Indigenous Impact

It is acknowledged that nuisance and derelict properties are often located in neighbourhoods with higher Indigenous populations. Such properties contribute to unsafe conditions, reduced housing opportunities and diminished neighbourhood pride.

Addressing nuisance and derelict properties through a proactive enforcement approach supports the City of Regina's (City's) commitment to *kâ-nâsihcikêwin* (City of Regina Indigenous Framework), as this process is aligned with the Treaty Principle: *wihci-atoskêwin askîhk*, meaning living together on the land in harmony. To honour reconciliation efforts, the City has a responsibility to care for the environment and all the people and creatures that live on the land. Not only do these efforts to encourage better use of our land for the purpose of increased housing and community revitalization for future generations, but they honour the City's commitment to the overall health and wellbeing of the neighbourhood and all residents.

Community Well-being Impact

The recommendation in this Report supports The Community Safety & Well-being (CSWB) Plan and its goal to create a healthier and more inclusive Regina. Nuisance and derelict properties often create unsafe conditions, including fire hazards, structural instability, and unwanted activity. They also perpetuate social stigma and create barriers to neighbourhood revitalization and resident well-being. By addressing such properties through a proactive approach, it provides the groundwork for redevelopment of the property for better uses within the community.

There are no legal, environmental, labour, or other impacts with respect to this report to be addressed.

OPTIONS

OPTION 1 – Continue with Proactive Enforcement Approach– Recommended

Administration's shift in approach to address nuisance and derelict properties in 2024 yielded an increase in demolitions and remediations. Administration recommends continuing with this approach while also supporting initiatives to increase housing, revitalization, and intensification within our core neighbourhoods.

OPTION 2 – Establish a property tax subclass for Nuisance and Derelict Residential Properties with an associated property tax increase for such properties – Not Recommended

Council can direct Administration to introduce a property tax subclass for nuisance and derelict properties and to apply a tax increase on such properties. This punitive tool, in addition to our current enforcement practices, would encourage property owners to act on their property.

Administration does not recommend this be implemented at this time due to:

- The need for additional assessment resources to implement and maintain the subclass. If this option is chosen, Administration will include a request for resources through the next budget.
- Administration has achieved outcomes through proactive engagement approach, without the need for a subclass.

COMMUNICATIONS & ENGAGEMENT

Administration engaged with several cities to gain a further understanding of derelict property subclass programs that may exist in Alberta, Saskatchewan, or Manitoba. Of the cities engaged, the city of Edmonton currently has an active property subclass program specific to derelict properties. Key learnings from Edmonton's program are provided in this report.

Information on the *Community Standards Bylaw*, the enforcement process, and how a resident can

report a property is provided on Regina.ca.

DISCUSSION

Overview Nuisance Properties

The *Community Standards Bylaw* defines a nuisance as a condition of property, structure, thing, or activity that adversely affects the safety, health, or welfare of people in the neighbourhood, people's use and enjoyment of their property, or the amenity of the neighbourhood. The severity of a nuisance can range from overgrown vegetation to more severe cases of buildings that are boarded up, unsafe, or in a dilapidated state of repair. For consistency, Administration typically refers to severe cases of nuisances as "derelict properties". Such properties are typically unsafe, boarded up, and may be placarded or abandoned.

Derelict properties have a negative impact on the community. They can be structurally unsafe, increase likelihood of fire damage and are prone to crime and safety issues. Properties that sit for prolonged periods of time in a derelict state ultimately reduce housing opportunities and vibrancy within a community.

Proactive Approach to Identify Nuisance and Derelict Properties

A compliance order, notice of violation, or prosecution are some of the primary ways the City enforces against nuisance and derelict properties. Historically, Administration relied on public reporting or service requests to identify properties that may require enforcement action. Appendix A provides an overview of the different steps taken by Bylaw Enforcement to identify violations under the *Community Standards Bylaw* and enforcement stakeholders.

In 2024, Administration recognized an increase in nuisance and derelict properties and shifted to a more targeted and proactive approach. This work was coordinated to complement the North Central Revitalization Initiative ongoing at the time. As part of the shift to proactively focus on nuisance and derelict properties in January 2024, Administration:

- Conducted an initial City wide scan to map derelict property locations throughout the city.
- Refocused officer activities with a proactive enforcement approach in high concentration neighbourhoods.
- Increased demolition enforcement on derelict/nuisance properties.
- Increased coordination with internal Real Estate and Assessment and Property Revenue Services teams.

By proactively identifying nuisance and derelict properties, Administration can take action earlier. Since implementing this approach in 2024, there has been an increase in demolitions. Table 1 shows the year-over-year number of demolitions completed through the enforcement process.

Table 1: Demolitions Through Enforcement Process

Year	Demolitions Completed through Enforcement	Location of Demolitions (wards above 10% of total)
2022	14	Ward 3 – 64% Ward 6 – 14% Ward 7 – 11%
2023	25	Ward 3 – 69% Ward 6 – 19%
2024	44	Ward 3 – 60% Ward 6 – 30%
2025	45 as of end of Q3	TBD.

Repeat Offences and Escalating Fines

As part of MN24-12, Council directed Administration to establish an escalating fines system for repeated offences. A recommendation to establish such a system is not included in this report as there is already an existing structure established within Schedule “B” and “C” of the *Community Standards Bylaw* for notice of violations and fines on Conviction (Appendix B). Fine amounts listed in the Bylaw are collected by voluntary payment or through prosecution. Historically, voluntary payments have been rare, and the prosecution process is lengthy and resource intensive. Due to this, Administration has prioritized working with the property owner to remedy a violation as a more effective method of addressing the issue.

Property Tax Subclass for Nuisance and Derelict Properties

As directed by MN24-12, Administration researched establishing a property tax subclass for derelict properties. Administration engaged representatives from the City of Edmonton, who has established a subclass program in 2023, to learn more about their successes and lessons learned.

The key learnings from Edmonton’s program were:

- Assessment resources would be needed to identify, assess and communicate with property owners. The creation of the subclass resulted in an influx of inquiries and appeals by property owners. As the subclass is based on the condition of the property, it required more frequent inspections to ensure properties were assessed in the correct class. Administration expects up to two additional FTEs may be required to inspect and assess properties for property tax classification processes.
- Advance notice period and clear communication with property owners could reduce the number of appeals and reduce the number of property owners placed in the class.
- There may not be any increase in property taxes if a subclass is implemented. Upon inspection of the property, assessed value is often reduced meaning the overall impact on

- property taxes is neutral.
- The tax subclass was considered effective, as it resulted in an increased number of nuisance properties being demolished in its first year.

Although Edmonton's subclass was successful in achieving increased demolition of nuisance and derelict properties, Administration does not recommend property tax subclasses be implemented at this time. This is due to the recent shift in proactive enforcement practices implemented in 2024, which have yielded an increase in demolitions without the additional recourses needed to establish a property tax subclass.

City Initiatives & Programs

The City has launched additional initiatives that have in the last two years aimed to provide support in redevelopment and neighbourhood revitalization.

Ideally, a nuisance and derelict property is remediated and brought into compliance with the Bylaw through the enforcement process. However, even when a building that is beyond repair is demolished, lots can often remain vacant for a prolonged period. Given this limitation to the use of demolitions, the City assists property owners to advance housing and revitalization goals through several initiatives. Table 2 provides an overview.

Table 2: City Initiatives to Advance Housing and Development	
Action	Details
Community Land Trust	Funded by Housing Accelerator Fund (HAF). In October 2025, Council approved start up grants for the establishment of two Community Land trusts (North Central and Heritage Neighbourhoods).
Affordable Housing Lands Policy	Funded by HAF. This is a policy / program that outlines how the city can acquire land and make it available to public for a specific type of development.
Housing Incentive Program	The City offers grants and tax exemption opportunities for residential projects through the Housing Incentive Program. Eligible projects may receive capital grants or tax exemptions for the following streams: New Affordable Housing, New Marking Housing, Secondary/Backyard Suites, Acquisition & Repair of Rental Buildings, and Pre-development work.
City Centre Incentive Program	The City offers grants and tax exemption opportunities for <i>commercial</i> projects through the City Centre Incentive Program. Eligible projects may receive grant funding through the Storefront Improvement or Tenant Fit Up streams, or up to five years in property tax exemptions for the redevelopment of a vacant commercial property.

Underutilized Land Improvement Strategy Review	The City is currently reviewing and updating the Underutilized Land Improvement Strategy (ULIS). The strategy guides future work and actions in addressing barriers to investment on underutilized land. Further details of this strategy are expected to be presented to council on November 26, 2025.
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DECISION HISTORY & AUTHORITY

On January 29, 2025, City Council considered item *MN24-12: Nuisance and Underutilized Properties*, and adopted a resolution directing administration to:

- a) *Report back to Council in Q4 of 2025 with options and recommendations on the following:*
- i. *Creation of a property subclass for standalone surface parking lots in established intensification incentive boundaries, with a focus on Warehouse, Downtown, and Centre Square should unique factors require consideration in these areas;*
 - ii. *Where surface parking lots are owned by the City of Regina, plans are considered to transition these properties into residential and commercial use;*
 - iii. *Creation of a property subclass for nuisance and abandoned properties and buildings;*
 - iv. *Establishment of bylaws and bylaw enforcement processes and fines for repeat nuisance property offences.*
- b) *Where Administration is already advancing policies related to underutilized land, nuisance and derelict properties, intensification and densification policies, that this work be incorporated into existing workplans*

Respectfully Submitted,



Faisal Kalim, Director,
Community Standards

Prepared by: Kevin Huynh, Manager, Divisional Business Support and Chad Freeland Manager, Bylaw Enforcement

Respectfully Submitted,



Kurtis Doney, Deputy City Manager,
City Operations

ATTACHMENTS

Appendix A - Bylaw Enforcement Processes

Appendix B - Repeat Payment and Fines within Community Standards Bylaw

Appendix A

Enforcement Processes for Nuisance and Abandoned Properties

Nuisance properties that are abandoned, boarded, or unsafe (also known as derelict properties) are addressed through the following steps:

1. **Identification/Investigation** – Properties are identified through a resident service request, or by the City through proactive scans. Bylaw Officers will inspect and investigate cases to determine if action is required. The initial inspection of the property can take up to a week. Further investigation can add several weeks depending on complexity.
2. **Notice of Violation and Compliance Orders Issued** – After a property is identified to be in contravention of the Bylaw, a Notice of Violation may be issued. Bylaw Officers will work with a property owner to achieve voluntary compliance with reasonable timeframes based on what is needed. An Order to Comply may also be issued, which is a requirement before the City intervenes to remedy a contravention. The Saskatchewan Health Authority may also “placard” a property, deeming it unfit for occupancy.
3. **Remediation by Property Owner** – A property owner remediates the property through repairs or demolition. A compliance check will be carried out to close the case. Generally, the City provides a 45-day compliance period for garages/sheds and a 90-day compliance period for dwelling units before action is taken. These periods may be extended depending on the circumstance.
4. **Appeal** – When required, the City will work with legal authorities to consider legal options when a property owner has filed an appeal.
5. **Demolition by City** – When the voluntary compliance process has been exhausted, the City will take over the process to remediate the property. The process to organize disconnects, contractors and complete a demolition typically takes 2 to 3 months. Related costs are applied to the property’s taxes.
6. **Assuming Property Title** – If a property owner fails to pay costs applied to a property, the City can take tax enforcement approach to assume title of a property through the provincial *Tax Enforcement Act*. This process may take 2 to 3 years to complete and requires consent from the Provincial Mediation Board.

Enforcement Stakeholders

Several key stakeholders play a role in addressing nuisance and abandoned properties in Regina:

Stakeholder	Description
Property Owner	Responsible for complying with orders and maintaining their property.
Residents	Affected by the risks posed by derelict properties and may submit concerns for investigation through Service Regina.
Saskatchewan Health Authority	Determines if a building is unfit for habitation and issues placards.
Regina Fire & Protective Services	Works with Bylaw Enforcement to identify burned properties so that enforcement cases can be created to repair or demolish as needed. In imminent risk cases, Bylaw Enforcement may assist Fire & Protective Services to immediately demolish buildings when appropriate.
Bylaw Enforcement Branch	Investigates properties, issues compliance orders, manages appeals and coordinates remediation.
Legal representation	May be involved in appeals, enforcement proceedings, and decisions on demolition.

Appendix B Schedule "B"
VOLUNTARY PAYMENT AMOUNTS
NOTICE OF VIOLATION

Bylaw section	Contravention	1 st Notice of Violation	2 nd Notice of Violation	3 rd and Subsequent Notices of Violation
7(1)	Unsecured Building	\$1,500	\$2,500	\$3,500
8(1)	Overgrown grass vegetation	\$100	\$150	\$200
9	Untidy and unsightly	\$500	\$1,000	\$1,500
11	Junked vehicle	\$200	\$300	\$600
11.1, 11.2, 11.3, 11.4, 11.5	Vehicles	\$250	\$350	\$650
12	Open excavation	\$200	\$500	\$750
13	Outdoor lighting	\$100	\$150	\$200
13.2	Fences	\$175	\$250	\$400
16 (1)(a)	Failure to comply with an order	\$1500	\$2,000	\$2,500
16(1)(d)	Deface, destroy or remove a posted order	\$100	\$150	\$200

(#2018-66, s. 5, 2018, #2019-6, s. 7, 2019, #2019-40, ss. 10 and 12, 2019, #2022-32, s. 14, 2022, #2022-35, s. 9, 2022, #2023-47, s.34, 2023)

**Appendix B Schedule “C”
FINES ON CONVICTION**

Bylaw section	Offence	Fine on 1 st Conviction	Fine on 2 nd Conviction	Fine on 3 rd Conviction	Fine on 4 th and Subsequent Convictions
7(1)	Unsecured Building	\$2,000	\$3,000	\$4,000	Established by the Court
8(1)	Overgrown grass vegetation	\$150	\$200	\$250	Established by the Court
9	Untidy and unsightly	\$500	\$1,000	\$1,500	Established by the Court
11	Junked vehicle	\$250	\$500	\$750	Established by the Court
11.1, 11.2, 11.3, 11.4, 11.5	Vehicles	\$300	\$550	\$800	Established by the Court
12	Open excavation	\$300	\$600	\$1,000	Established by the Court
13	Outdoor lighting	\$150	\$200	\$250	Established by the Court
13.2	Fences	\$225	\$300	\$500	Established by the Court
16(1)(a)	Failure to comply with an order	\$1,500	\$2,000	\$2,500	Established by the Court
16(1)(d)	Deface, destroy or remove a posted order	\$150	\$200	\$250	Established by the Court

(#2018-66, s. 5, 2018, #2019-6, s.8, 2019, #2019-40, s. 11 and 13, 2019, #2022-35, s. 10, 2022, #2023-47, s. 35, 2023)



Arcola East Community Association Garden Lease - Maka Park

Date	February 11, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Land, Real Estate & Economic Development
Item No.	EX26-1

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the City of Regina entering a lease agreement with Arcola East Community Association Inc. for the Lands on City of Regina owned property, located at 5500 Kennett Square as shown in Appendix A and B, also known as Maka Park, consistent with the terms and conditions stated in this report.
2. Delegate Authority to the Chief Financial Officer & Deputy City Manager or their designate to negotiate any other commercially relevant terms and conditions, as well as any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to this agreement.
3. Authorize the City Clerk to execute the Lease Agreement upon review and approval by the City Solicitor.
4. Approve a three-year 100 per cent property tax exemption (for 2026, 2027 and 2028) for Arcola East Community Association Inc. for the property legally described as Blk/Par MR2-Plan 102463781 Ext 0, pursuant to a tax exemption agreement under the *Community Non-Profit Tax Exemption Policy*, subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.

5. Authorize the annual cap on the tax exemptions under the *Community Non-Profit Tax Exemption Policy* to be exceeded by \$142 in 2026 to accommodate this tax exemption.
6. Authorize the Chief Financial Officer & Deputy City Manager or delegate to apply for the approval of the Government of Saskatchewan on behalf of the Arcola East Community Association Inc. 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.
7. Instruct the City Solicitor to prepare the necessary Tax Exemption Agreement and Bylaw to give effect to the recommendations, to be brought forward to a future meeting of City Council.
8. Approve these recommendations at its meeting on February 25, 2026, following the required public notice.

ISSUE

The Arcola East Community Association (AECA) has worked with The City of Regina (City) and Dream on a plan for a Community Garden to be constructed in the south portion of Maka Park at 5500 Kennett Square, as shown on Appendix A. The City proposes to lease AECA the property consistent with the terms under which other community gardens are leased by the City. Construction of the garden would take place in the spring of 2026.

When considering the lease of City-owned property, Administration may only lease or sell property that has been made publicly available and leased or sold at market value. Additionally, Administration may not authorize the lease of areas in a park without City Council (Council) approval. In this case, Council approval is required because the space is park land, is being provided without a public offering, and is proposed to be leased at less than fair market value.

IMPACTS

Financial Impact

The lease is being provided to the AECA for a nominal charge, which is consistent with the other community garden leases with other non-profit organizations. AECA would be responsible for all expenses associated with maintaining and operating the garden area.

The Lands are currently exempt from property taxes but would become taxable if leased to AECA. The Lessee shall be responsible for all property taxes, as may be assessed and imposed by the City in its capacity as taxing authority, subject to any exemptions approved by Council.

Administration recommends approving a three-year tax exemption for the Lands consistent with other community gardens. The financial impact of this recommendation in 2026 is estimated at \$1,976 in foregone municipal levies (and \$3,008 total across all taxing authorities). The estimated total cost for three years, without mill rate increases, is \$7,244. Including previously approved exemptions for 2026 under *Community Non-Profit Tax Exemption Policy (CNPTEP)*, the total share of foregone municipal revenue is approximately \$1,939,480, which exceeds the cap by \$142.

In granting the lease and licenses provided for herein, the City expressly denies any representation or warranty that Council will grant such exemption in future years. For years beyond the initial exemption, if approved, the Lessee may request an exemption from taxation pursuant to section 262 of *The Cities Act*.

Legal Impact

Subsection 101(1) of *The Cities Act* stipulates that no Council shall delegate: (k)... the sale or lease of land for less than fair market value and without a public offering and (l) the sale or lease of park land and dedicated lands.

Policy Impact

The City recognizes community gardening as a valuable recreation activity that can contribute to community development, educational opportunities, improvements in community safety, and building community.

Strategic Priority Impact

The development of a community garden aligns with the Strategic Priority of Vibrancy by contributing to the outcome of "Residents have access to year-round inclusive spaces and programs that support sport, culture, recreation and well-being".

Environmental Impact

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

Community Well-being Impact

Community gardens act as natural gathering places, breaking down barriers between different age groups, ethnicities, and socioeconomic backgrounds. This shared space fosters casual interactions, shared experiences, and the development of new friendships and support networks, which builds social capital and a stronger sense of community belonging. Food insecurity is something that has been growing within the community and community gardens help to address this issue.

There are no labour or Indigenous impacts regarding this report.

OTHER OPTIONS

Option 1 – Approve the lease and tax exemption as outlined in this report - RECOMMENDED

Option 2 – Approve the lease with a market value lease to the community association – NOT RECOMMENDED

No other Community Association in the past has been charged market value for a garden lease.

Option 3 – Approve the lease but not the tax exemption – NOT RECOMMENDED

All other community gardens have been approved through the *CNPTEP*.

Option 4 – Deny the lease – NOT RECOMMENDED

The AECA community garden will promote local food production and supports environmental sustainability.

COMMUNICATIONS & ENGAGEMENT

Public notice is required for Council to approve the lease of City-owned property without a public offering and at less than market value and for the lease of park land. Notice regarding this proposal has been advertised in accordance with *The Public Notice Bylaw 2020*.

AECA will be informed of any decision of Council.

DISCUSSION

AECA seeks to create a community garden in Maka Park as shown in Appendices A and B, to provide residents with a space to connect and grow. The community garden is proposed to promote local food production and support environmental sustainability. There are no community gardens currently available in this neighbourhood.

The term of the proposed Agreement is five years with one option to renew for an additional five years. The premises shall be developed at the cost of the AECA, in accordance with the plans approved by the City in Appendix B. The AECA will be responsible for operating costs including weed and pest control and water consumption. No other utilities are intended to be provided. It is up to the AECA to manage and administer the garden plots. No permanent structures, recreational trailers or porta-potties shall be permitted on the site. The AECA shall be required to comply with *Providing for Community Gardens – MN05-11 CR06-116* approved by Council.

Tax exemptions for Community Gardens are eligible under the *CNPTEP*. Other community gardens have received five-year exemptions. The 2026 annual *CNPTEP* report to Council was approved via *CR25-108 Community Non-Profit Tax Exemptions - 2026* on September 10, 2025. The three exemptions recommended for AECA will align the final year of exemption with the final year of exemptions granted to all other community gardens. The recommended exemption will exceed the *CNPTEP* cap by \$142.

Administration is recommending approval of both the lease and the tax exemption as outlined in this report.

DECISION HISTORY & AUTHORITY

The recommendations contained within this report require City Council approval. The tax exemption is approved through Council's passage of a bylaw.

Respectfully Submitted,



Chad Jedlic, Director
Land, Real Estate & Economic Development

Respectfully Submitted,



Daren Anderson, Chief Financial Officer
& Deputy City Manager

Prepared by: Ashley Heisler, Real Estate Officer

ATTACHMENTS

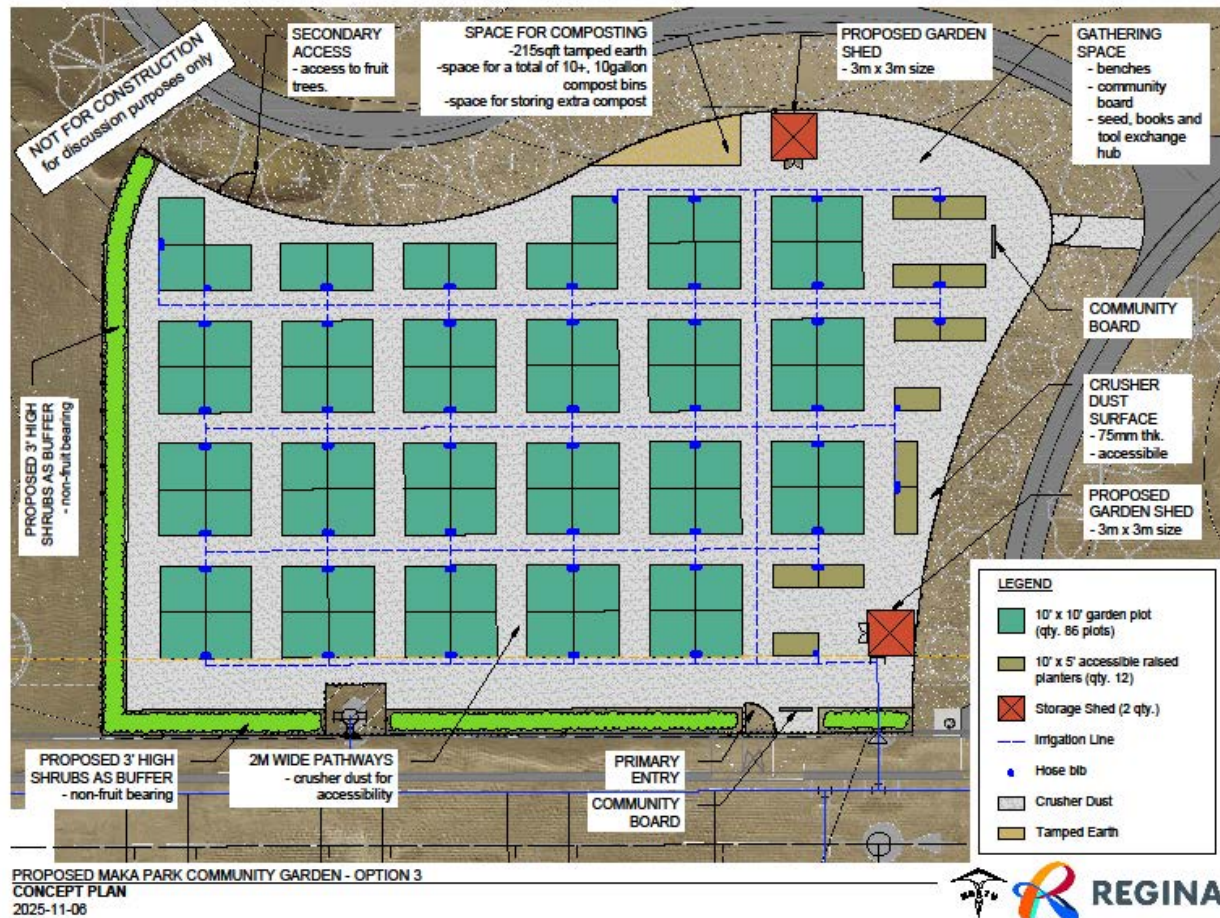
Appendix A - Lease Area
Appendix B - Site Plan

APPENDIX A
Lease Area



APPENDIX B

Site Plan





Al Ritchie Community Association Lease

Date	February 11, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Land, Real Estate & Economic Development
Item No.	EX26-2

RECOMMENDATION

Executive Committee recommends that City Council:

1. Approve the City of Regina entering into an agreement to amend the existing lease with the Al Ritchie Community Association to include the additional 950 square foot space referenced on Appendix A at the City of Regina owned property located at 2230 Lindsay Street for no additional rent, consistent with the terms and conditions stated in this report;
2. Delegate Authority to the Chief Financial Officer & Deputy City Manager or their designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to this agreement;
3. Authorize the City Clerk to execute the Agreement upon review and approval by the City Solicitor; and
4. Approve these recommendations at its meeting on February 25, 2026, following the required public notice.

ISSUE

The Al Ritchie Community Association (ARCA) currently leases 3,600 square feet of space within the Core Ritchie Neighbourhood Centre, which is owned by the City of Regina (City) and located at 2230 Lindsay Street. The area is leased through two different agreements. The first lease is for 950 square feet with an annual lease rate of \$14,200 and is shown in Appendix A. The second lease is for 2,650 square feet with an annual lease rate of \$1 and shown in Appendix B. The cost of the 950 square foot lease has historically been offset by funding ARCA receives from federal grants. The 950 square foot lease will expire on March 31, 2026 and ARCA has requested that this additional space be combined into their existing lease for \$1.

When considering the lease of City-owned property, Administration may only lease or sell property that has been made publicly available and leased or sold at market value. In this case, the space is being provided without a public offering and at less than fair market value, therefore City Council (Council) approval is required.

IMPACTS

Financial Impact

The proposed lease will combine two leases into one \$1 lease for the entire area. This will result in an annual reduction in revenue to the Land Development Reserve of \$14,200.

Legal Impact

Subsection 101(1) of *The Cities Act* stipulates that no Council shall delegate: (k)... the sale or lease of land for less than fair market value and without a public offering.

Policy Impact

The City has a long-standing commitment to community associations and recognizes their important contributions to the City. They provide valuable community services and enable community engagement. Providing a rent-free space demonstrates the City's commitment to community development priorities.

Strategic Priority Impact

The recommendations in this report align with the City's strategic priority of vibrancy, specifically by providing residents with year-round inclusive space and programs that support sport, culture, recreation and well-being.

Environmental Impact

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

There are no labour, Indigenous or community well-being impacts regarding this report.

OTHER OPTIONS

Option 1 – Approve the lease of the entire area for \$1 - RECOMMENDED

Option 2 - Charge market rate for the 950 square foot space – NOT RECOMMENDED

The current lease rate is estimated to be below market by \$3,800. Increasing the rental rate to market would negatively impact the ability of ARCA to provide services.

Option 3 - Continue the below market lease at \$14,200 – NOT RECOMMENDED

COMMUNICATIONS & ENGAGEMENT

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

ARCA will be informed of any decision of Council.

DISCUSSION

ARCA has been a tenant of the Core Ritchie Neighbourhood Centre, for over 20 years. ARCA is a catalyst for community growth, engagement and events that happen in the neighbourhoods. ARCA provides program support to residents, many with limited resources, including community gardening, programs to engage seniors, storytelling with an Indigenous and newcomer focus, and parenting classes. It also provides a safe place for children to explore their neighbourhood.

Approving the lease rate for the 950 square foot space at \$1 per year would make it consistent with lease rates charged to other community associations and would enable ARCA to meet increased demand for programs.

ARCA registrations in 2025 were 2,818, which was up from 2,027 in 2024. ARCA has advised that a reduction in rent would be used to support programs including Playful Pals, Drop-in Play, Books for Breakfast, Jungle Gym, and many other activities offered by ARCA at no cost to the community.

In 2025, ARCA received both Government of Canada and City funding for a total of \$205,052, broken down as follows:

- City of Regina Phase Funding (core operations and programming): \$66,000
- City of Regina Snow Angels Program: \$10,000
- City of Regina Winter Initiatives: \$3,750
- City of Regina Community Clean Up: \$2,000
- City of Regina Outdoor Ice Supervision: \$1,860
- Government of Canada Community Action Program for Children (CAPC): \$121,442

DECISION HISTORY & AUTHORITY

On January 27, 2021, City Council considered report *CR21-9 Community Association Leases* and approved both existing leases, one for 2650 square feet at no charge and one for 950 square feet for \$14,200.

Respectfully Submitted,



Chad Jedlic, Director
Land, Real Estate & Economic Development

Respectfully Submitted,



Daren Anderson, Chief Financial Officer
& Deputy City Manager

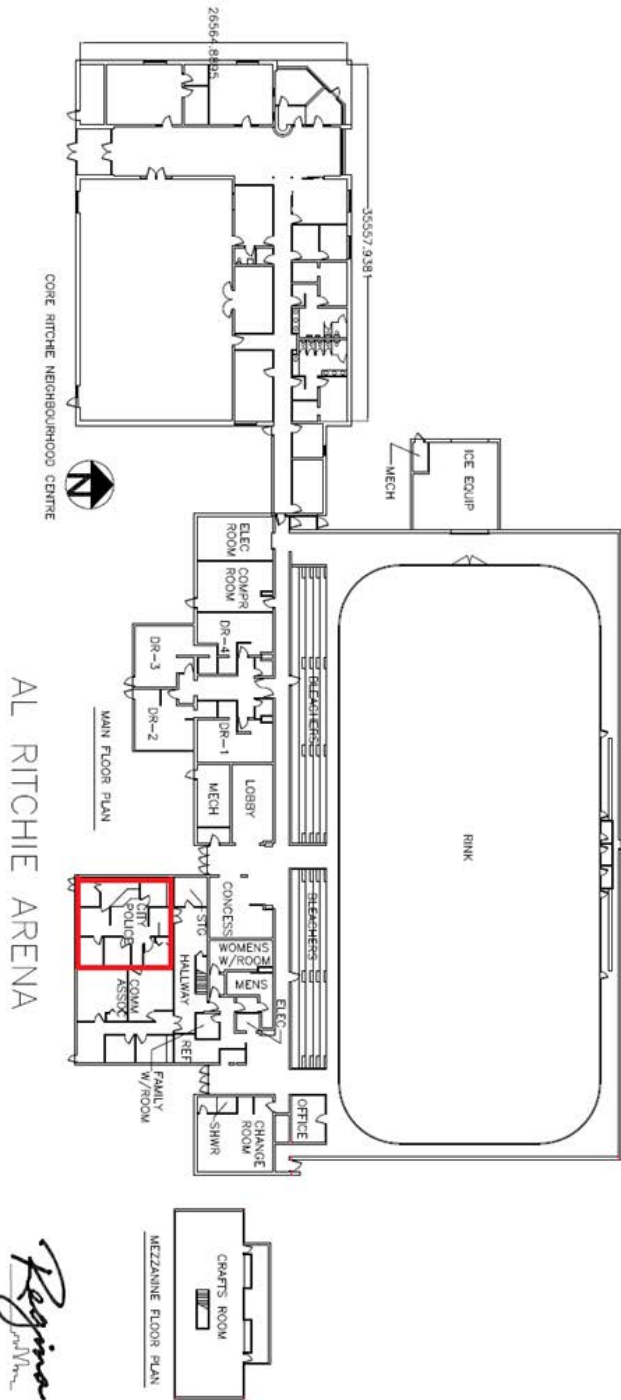
Prepared by: Ashley Heisler, Real Estate Officer

ATTACHMENTS

Appendix A - Wellness Centre

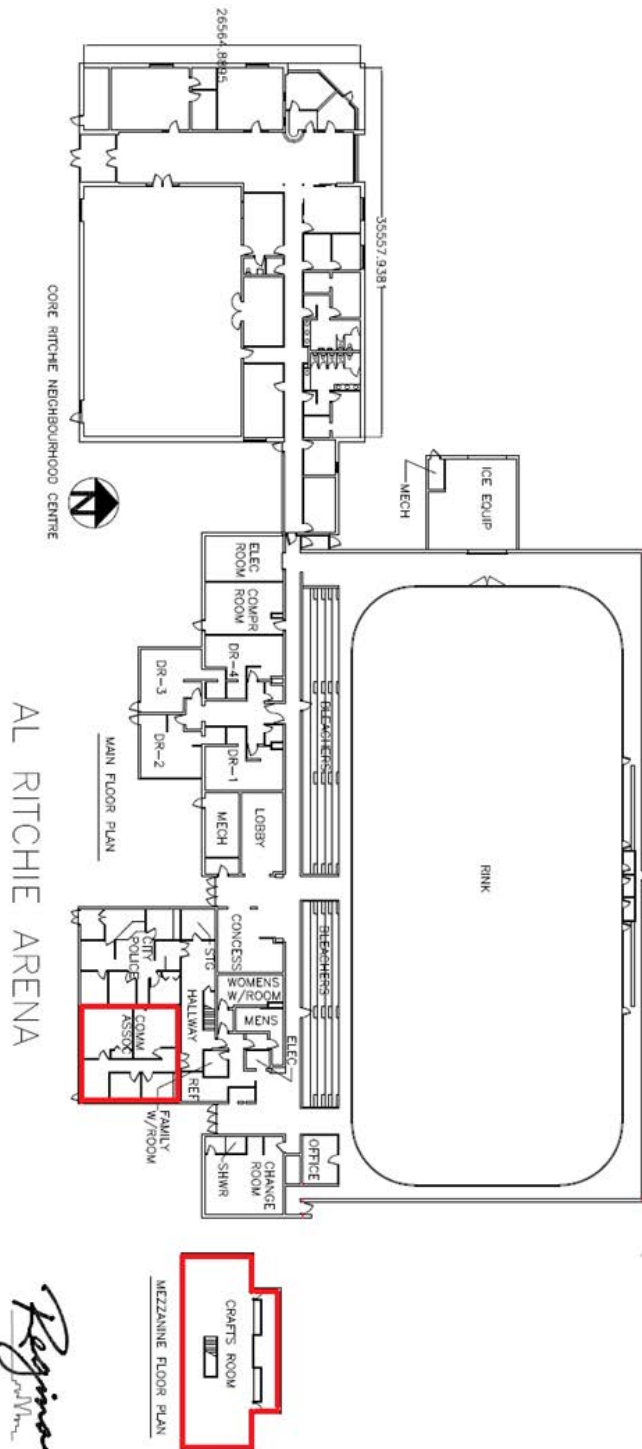
Appendix B - Current Zero Cost Lease Space

APPENDIX A Wellness Centre



APPENDIX B

Current Zero Cost Lease Space





Rider Foundation Lease

Date	February 11, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Land, Real Estate & Economic Development
Item No.	EX26-3

RECOMMENDATION

Executive Committee recommends that City Council:

1. Approve the City of Regina entering into an agreement for the lease of a portion of the property located at 1734 Elphinstone Street, commonly known as Mosaic Stadium, to Saskatchewan Roughrider Foundation Inc. consistent with the terms and conditions stated in this report.
2. Delegate authority to the Chief Financial Officer & Deputy City Manager or their designate, to negotiate any other commercially relevant terms and conditions, as well as any amendments to the lease agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the lease agreement.
3. Authorize the City Clerk to execute the lease agreement upon review and approval by the City Solicitor.
4. Approve these recommendations at its meeting on February 25, 2026, following the required public notice.

ISSUE

The Saskatchewan Roughrider Foundation Inc. (Foundation) is requesting to lease space within Mosaic Stadium offices as the area they currently sublease in the stadium is required for the 2027

Grey Cup festival.

When considering the lease of any City of Regina (City) owned property, Administration may only lease property that has been made publicly available and is being leased at market value. In this case, the property is being leased without a public offering which requires City Council (Council) approval.

IMPACTS

Financial Impact

The proposed annual lease rate is \$18,353.80 plus GST with an annual increase of three per cent. This includes all costs for the maintenance and operation of the area including all property tax. The lease revenue will be deposited into the Regina Revitalization Initiative (RRI) Stadium Reserve.

Environmental Impact

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

There are no legal, policy, strategic priority, labour, Indigenous, or community well-being impacts respecting this report.

OTHER OPTIONS

OPTION 1 – Approve a lease to the Saskatchewan Roughrider Foundation Inc – RECOMMENDED.

OPTION 2 – Deny the lease – NOT RECOMMENDED

The Foundation would need to lease space outside of Mosaic Stadium which would cause collaboration issues as they work closely with the Saskatchewan Roughriders Football Club Inc.

COMMUNICATIONS & ENGAGEMENT

Public notice is required for Council to approve the lease of City-owned property without a public offering. Notice regarding this proposal has been advertised in accordance with Bylaw No. 2020-28 *The Public Notice Policy Bylaw, 2020*.

The Foundation will be informed of any decision of Council.

DISCUSSION

The Foundation currently subleases space from the Saskatchewan Roughriders Football Club (SRFC) at Mosaic Stadium. With Regina being chosen as the host City for the 2027 Grey Cup, a portion of the space subleased by the Foundation is required by the SRFC for planning activities. The Foundation is requesting to lease 652 square feet of vacant space within the stadium to maintain their collaborative relationship with the SRFC.

The space was previously used by Regina Exhibition Association Limited (REAL) but is no longer required by REAL. The proposed lease is for an initial term of two years from April 1, 2026 to March 31, 2028. The Foundation has requested the option to extend the lease so an additional option to renew for five years on the same terms and conditions has been included. Other terms and conditions of the lease will be generally consistent with those of other tenants within the stadium, as applicable. Minor amendments to the City's agreement with REAL will also be required to acknowledge the expanded leased premises.

DECISION HISTORY & AUTHORITY

None with respect to this report.

Respectfully Submitted,



Chad Jedlic, Director
Land, Real Estate & Economic Development

Respectfully Submitted,



Daren Anderson, Chief Financial Officer
& Deputy City Manager

Prepared by: Sherri Hegyi, Business Performance Consultant



Professional Services City Council Approval

Date	February 11, 2026
To	Executive Committee
From	Communications, Service Regina & Tourism
Service Area	Communications, Service Regina & Tourism
Item No.	EX26-4

RECOMMENDATION

Executive Committee recommends that City Council:

1. Authorize the Director, Technology or designate to negotiate, award, enter into an Agreement for professional services over \$750,000, 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 to give effect to the agreement to support the modernization of a corporate work & asset management system.
2. Authorize the Director, Technology or designate to negotiate, award, enter into an Agreement for professional services over \$750,000, 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 to give effect to the agreement to support the modernization and implementation of a customer relationship management (CRM) system.
3. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.

ISSUE

The City is undertaking two major system implementations which involve the use of Professional Services via implementation partners.

Because of the complexity and scale of these projects, professional services are required for each, and each contract will exceed \$750,000. This requires City Council approval.

IMPACTS

Financial Impact

Funding for these capital projects has been included in previously approved budgets by Council. No additional funding is being requested in this report.

Indigenous Impact

The Indigenous Procurement Policy will be followed when seeking Professional Services.

There are no policy, strategic priority, labour, community well-being, legal or environmental impacts respecting this report.

OTHER OPTIONS

OPTION 1 - RECOMMENDED

Approve Professional Services in excess of \$750,000 for an implementation partner for each project. Advantages of pursuing this option would be to leverage external expertise in system implementation, increasing the success of system implementation and improving the City's return on investment (ROI). This option would also result in improved integration between these systems and other connecting systems, creating process improvements and efficiencies.

Option 2:

The City performs the implementations with Professional Services at a total cost of <\$750,000. The sole advantage would be reduced overall costs of Professional Services. Disadvantages would be that we would greatly reduce the scope of the implementation, limiting the functionality of the implementation. There is also no certainty that an implementing partner would agree to a contract with reduced scope. We would not be able to achieve the desired outcomes of the system implementations, leaving the City with solutions that are underutilized and do not meet operational/functional needs.

COMMUNICATIONS & ENGAGEMENT

There are no communication or engagement requirements related to these recommendations.

DISCUSSION

The City is embarking on two large system implementations in 2026. Each of these requires

approval from Council to exceed \$750,000 in consulting services, as specified in the Administration Bylaw.

The first project modernizes our corporate work and asset management system. The City currently uses Oracle Work & Asset Management (WAM) for managing internal work orders and internal costing/billing for work throughout the City. The City conducted a Business Value Assessment in 2025 to identify the potential benefits of upgrading this system and leveraging fuller capabilities. Based on the results of that assessment, the City plans to upgrade the application and implement broader functionality. The City targets Q2 2026 to award a contract and begin implementation. This work will span through 2026 and 2027.

The second project modernizes our Customer Relationship Management (CRM) system. This solution will improve the City's ability to interact with citizens, respond to service requests and ultimately deliver services more effectively. An implementation partner was contracted to complete a preliminary planning phase which will end in Q1 2026. Implementation commences as a subsequent phase.

Implementation partners play a pivotal role in ensuring complex software implementations deliver value quickly, efficiently, and with minimal risk. Their deep product expertise and exposure to diverse industries allow them to apply proven configurations, avoid common pitfalls, and accelerate delivery. This expertise is difficult and costly for most organizations to build internally, especially when the implementation spans multiple business units, integrations, or regulatory environments.

A partner brings structure and predictability through established methodologies that reduce uncertainty, improve estimation, and shorten time to value. They provide specialized talent—including solution architects, integration developers, security experts, and change management professionals—without requiring organizations to hire or train these skills. This access to a broad range of capabilities ensures that complex elements such as data migration, system integrations, and process redesign are executed correctly the first time.

Working with a partner also mitigates risk. Large implementations often fail due to scope creep, misaligned requirements, or technical missteps; partners leverage tools, templates, and past lessons to prevent these issues. Their direct relationships with software vendors offer additional advantages, such as early visibility into product roadmaps and priority access to support, which improves decision-making and speeds issue resolution.

Beyond technical delivery, partners support user adoption and organizational change, helping employees transition to new processes and ensuring the system is used as intended. This is critical for achieving return on investment. Both of these system implementations intend to support our front line employees with assisting customers or managing their work. Having partners in place from the

requirements gathering stage to training and implementation will be critical to these projects' success.

After go-live, partners provide ongoing support, optimization, and scalability planning so the solution can evolve with the business.

Perhaps most importantly, partners offer an objective perspective. Internal teams often replicate existing processes rather than challenge them. A partner brings external insight and encourages modern, efficient ways of working that fully leverage the capabilities of the new platform. While engaging an implementation partner is an investment, the reduced rework, faster delivery, and higher implementation success rate typically result in lower total cost and higher long-term value.

DECISION HISTORY & AUTHORITY

The recommendation contained within this report requires City Council approval.

Respectfully Submitted,



Carole Tink, Director, Technology

Respectfully Submitted,



Jennifer Johnson, Deputy City Manager,
Communications, Service Regina &
Tourism

Prepared by: Geoff Chomos, Manager, Business Solutions

ATTACHMENTS: None



Boundary Alteration - 2026 Property Tax Exemptions

Date	February 11, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Assessment & Property Revenue Services
Item No.	EX26-5

RECOMMENDATION

Executive Committee recommends that City Council:

1. Approve the property tax mitigation tools for the Future Long-Term Growth, Southeast Mitigation, and Agricultural Properties in New Neighbourhood Area categories as outlined in Appendix A.
2. Authorize the Chief Financial Officer & the Deputy City Manager, Financial Strategy & Sustainability or designate to apply to the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the taxes that is \$25,000 or greater as outlined in Appendix A.
3. Approve the property tax exemptions as listed in Appendix A, subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the taxes for amounts that are \$25,000 or greater. Where the Government does not approve an exemption for an amount that is \$25,000 or greater, the education portion of the tax exemption shall be reduced to under \$25,000 (\$24,999).
4. Instruct the City Solicitor to bring forward the necessary bylaw to provide for the property tax exemptions listed in Appendix A, to a subsequent meeting of City Council following approval of these recommendations.
5. Approve these recommendations at its February 25, 2026 meeting.

ISSUE

When the City of Regina (City) boundary alteration occurred in 2013, City Council (Council) approved tax mitigation tools for the affected properties that otherwise would have experienced significant tax increases. The tax mitigation provided the properties with a period of tax exemption before they were subject to City tax rates.

Communication to affected parties indicated that tax mitigation, whereby the taxes would remain at Rural Municipality (RM) levels, would be initially provided for five years (2014-2018), and that mitigation may be extended to 10 years (2019-2023) and then 15 years (2024-2028). Mitigation tools were designed to reflect the level of servicing the properties affected by the boundary alteration would receive. As the properties are developed, they are removed from mitigation.

Council approved tax mitigation tools for the affected properties. This report identifies 145 properties affected by the 2014 Boundary Alteration requiring Council approval for 2026 property tax exemptions.

IMPACTS

Financial Impact

The estimated financial impact of approximately \$376,969 in exempt municipal levies is reflected in the City's 2026 budget.

The education portion of the taxes is subject to *The Education Property Tax Act* which specifies that any exemption of education taxes that is \$25,000 or greater in any given year, must be approved by the Government of Saskatchewan (Government).

Policy Impact

The 2014 Boundary Alteration property tax mitigation principles and tools were designed to support the City's long-term growth needs while protecting the property owners impacted by the boundary alteration from unreasonable financial hardship.

Strategic Priority Impact

The recommendation aligns with the Financial Perspective section of the City's 2026-29 Strategic Plan, by applying tax mitigation principles to balance between protecting the City's financial viability and facilitating its long-term growth.

There are no legal, labour, environmental, Indigenous, or community well-being impacts respecting this report.

OTHER OPTIONS

Option 1 (Recommendation) - Approve the property tax mitigation listed in Appendix A

The 145 properties listed in Appendix A will receive municipal tax exemptions totaling \$376,969 in 2026. Properties listed in Appendix A will be considered for property tax mitigation for the remaining three years, ending in 2028. Property tax mitigation will be subject to Council's approval each year of the remaining two years (2027, 2028).

Option 2 - Do not approve the tax mitigation for some or all of the properties identified in this report. This would not be consistent with past Council commitments and approvals related to the 2014 Boundary Alteration. This would mark the end of all tax mitigation originating from the 2014 Boundary Alteration.

COMMUNICATIONS & ENGAGEMENT

All affected landowners will receive a communication with respect to the resolutions passed by Council regarding assessment exemptions for lands within the 2014 Boundary Alteration area. The exemptions outlined in this report will be reflected in the 2026 Property Tax Notices for the affected properties.

Copies of the report will be provided to the Ministry of Education, Regina Roman Catholic Separate School Division No. 81, and the Regina Public Library Board.

DISCUSSION

On November 6, 2013, Council approved the recommendations in *CM13-14 Reconsideration of 2013 Boundary Alteration* for the 2014 Boundary Alteration. All lands affected by the 2014 Boundary Alteration are outlined in Appendix B. Appendix B - Part A illustrates the properties impacted by tax mitigation categories that are still in effect, and Appendix B - Part B illustrates all categories, both those still in effect and expired. Currently, there are 145 properties remaining in the 2014 Boundary Alteration area that are still eligible for tax exemption.

The tax mitigation tools applied to each property category, beginning in 2014, are shown in Table 1: Approved Tax Mitigation Tools. The levels of mitigation applied to each category were designed to reflect the levels of services that the property received over the period. All properties receiving tax mitigation are subject to mill rate increases. The first two categories of properties are no longer eligible for mitigation, with the tax exemptions expiring in 2018 and 2019.

Table 1: Approved Tax Mitigation Tools

Category	Tools Approved in 2014	Tools in Effect in 2026
Commercial Corridor	<ul style="list-style-type: none"> Five-year tax mitigation, which phases in the City taxation levels on the commercial properties, at a rate of 20 per cent per year. 	<ul style="list-style-type: none"> None. Fully taxable at City mill rates in 2018.
New Neighbourhood (300K population)	<ul style="list-style-type: none"> Five-year tax mitigation, whereby the taxes would remain at RM levels. 	<ul style="list-style-type: none"> None. Fully taxable at City mill rates in 2019.
Future Long-Term Growth (500K population)	<ul style="list-style-type: none"> Five-year tax mitigation, whereby the taxes would remain at RM levels which may be extended to 10 and then 15 years. 	<ul style="list-style-type: none"> Final five-year mitigation 2024-2028. Fully taxable at City mill rates in 2029.
Southeast Mitigation	<ul style="list-style-type: none"> Initially in Future Long-Term Growth but moved to Southeast Mitigation by the Official Community Plan (OCP) amendment in 2019. 	<ul style="list-style-type: none"> Final five-year mitigation 2024-2028. Fully taxable at City mill rates in 2029.
Agricultural Properties in New Neighbourhood Area	<ul style="list-style-type: none"> Initially in New Neighbourhood. 	<ul style="list-style-type: none"> Final five-year mitigation 2024-2028. Fully taxable at City mill rates in 2029.

Properties where the tax difference between the 2013 rural taxes and the 2014 estimated municipal tax was less than \$10 did not receive tax mitigation. There are some linear properties, such as pipelines and railways, within the boundary alteration area crossing through the city that did not receive tax mitigation.

Since the approved tax mitigation tools were implemented in 2014 the following has occurred:

- In 2018, commercial properties in the Commercial Corridor category became fully taxable at City rates.
- In 2019, all properties in the original New Neighbourhood (300K population) category became taxable at City rates and Council approved the next five years (2019-2023) of mitigation for properties in the Future Long-Term Growth (500K population) mitigation area.

- In 2019, Council created a Southeast Mitigation category to give consideration to lands affected by the amendment of *Design Regina: The OCP* which took place after the design for the Regina Bypass was finalized.
- Subsequent requests from some agricultural property owners in the New Neighbourhood (300K population) resulted in extending mitigation for eight properties.
- As properties in the approved mitigation area are developed, they are removed from mitigation. For purposes of mitigation, developed means where a development permit or building permit has been issued by the City.

The levels of tax mitigation applied to the property reflect the levels of services that the property receives. Existing uses of the land will continue until the land is planned for development. Development will occur in a staged approach consistent with growth management policies in the *Official Community Plan* and development regulations in the *Zoning Bylaw* to ensure an orderly transition from primarily agricultural land to urban development. To date, development has been slower than was anticipated in 2014.

DECISION HISTORY & AUTHORITY

On November 6, 2013, Council considered report *CM13-14 Reconsideration of 2013 Boundary Alteration* and approved property tax mitigation tools and principles for a five-year period which ended in 2018, for properties affected by the 2014 Boundary Alteration.

On February 25, 2019, Council considered report *CR19-15 Boundary Alteration Property Tax Exemptions*, and approved the creation of a new mitigation category, Southeast Mitigation, and set the direction for the next five years of mitigation for properties in the new category and the Future Long-Term Growth (500K population) mitigation areas.

Between October 28, 2019, and May 27, 2020, Council considered the following four reports: *CR19-95 Dewdney West Boundary Alteration – 2019 Property Tax Exemption Request*, *CR19-118 2019 Property Tax Exemption Request – Boundary Alteration*, *CR20-18 Property Tax Exemption Request – 600 Pinkie Road*, and *CR20-48 Property Tax Exemption Request – 5000 & 5800 Armour Road*, and approved granting a property tax exemption for a total of eight Agricultural Properties in the New Neighbourhood area for exemptions for 2020-2023 and reconsideration for an additional five years.

On March 20, 2024, Council considered report *CR24-18 Boundary Alteration - 2024 Property Tax Exemptions*, and approved property tax mitigation tools for the Future Long-Term growth, Southeast Mitigation and Agricultural Properties in New Neighbourhood Area categories.

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Respectfully Submitted,



Tanya Mills, Director
Assessment & Property Revenue Services

Respectfully Submitted,



Daren Anderson, Chief Financial Officer
& Deputy City Manager

Prepared by: Raman Visvanathan, Coordinator Property Revenue Policy & Programs

ATTACHMENTS

Appendix A - List of Properties - 2026 Estimated Levy

Appendix B - Mitigation Property Maps

2026 Estimated Levy

CIVIC_ADDR	PERCENT EXEMPT	MUNICIPAL LEVY BEFORE MITIGATION (\$)	MUNICIPAL LEVY AFTER MITIGATION (\$)	MUNICIPAL LEVY MITIGATED (\$)	TOTAL LEVY BEFORE MITIGATION (\$)	TOTAL LEVY AFTER MITIGATION (\$)	TOTAL LEVY MITIGATED (\$)
PART A: Future Long-Term Growth							
1101 PRINCE OF WALES DRIVE	91.99	935	75	860	1,079	86	992
9801 9TH AVENUE N	45.06	8,188	4,499	3,690	9,450	5,192	4,258
300 N PINKIE ROAD	79.9 OAGR	14,472	2,763	11,709	18,002	3,402	14,601
	83.61 RESI						
1950 N COURTNEY STREET	86.29	1,459	200	1,259	1,684	231	1,453
1801 N PINKIE ROAD	37.06	10,863	6,837	4,026	13,302	8,372	4,930
6700 ARMOUR ROAD	70.49	3,656	1,079	2,577	4,220	1,245	2,975
4301 GARRY STREET	14.95	186	158	28	215	183	32
5800 SOMERVILLE AVENUE	20.57	100	79	21	115	91	24
4140 CARLTON STREET	14.19	186	160	26	215	184	31
4108 CARLTON STREET	14.37	186	159	27	215	184	31
4101 ELLICE STREET	83.93	281	45	236	324	52	272
6001 PARLIAMENT AVENUE	20.57	506	402	104	585	464	120
3901 DONALD STREET	15.24	1,408	1,194	215	1,625	1,378	248
3900 ELLICE STREET	15.24	1,408	1,194	215	1,625	1,378	248
4200 FORT STREET	14.37	562	481	81	649	555	93
6501 28TH AVENUE	95.75	1,879	80	1,799	2,168	92	2,076
4112 DONALD STREET	14.37	562	481	81	649	555	93
4100 FORT STREET	14.96	1,879	1,598	281	2,168	1,844	324
4040 CARLTON STREET	14.95	469	399	70	541	460	81
4028 BELMONT STREET	15.1	1,127	957	170	1,301	1,105	196
4069 ABBOTT STREET	70.96	93	27	66	107	31	76
6200 PARLIAMENT AVENUE	21.31	1,013	797	216	1,169	920	249
3920 DONALD STREET	14.95	939	799	140	1,084	922	162
3821 ELLICE STREET	15.03	1,033	877	155	1,192	1,013	179
3809 DONALD STREET	14.74	752	641	111	867	739	128
4201 BELMONT STREET	12.63	1,008	881	127	1,163	1,016	147
4044 CAMPBELL STREET	14.85	845	719	125	975	830	145
4021 BELMONT STREET	14.74	750	639	111	865	738	128
6417 PARLIAMENT AVENUE	21.32	608	478	130	701	552	150
6501 PARLIAMENT AVENUE	21.31	1,013	797	216	1,169	920	249
4020 ABBOTT STREET	14.37	562	481	81	649	555	93
6500 28TH AVENUE	94.35	1,408	80	1,329	1,625	92	1,534
6116 PARLIAMENT AVENUE	21.06	608	480	128	701	554	148
3921 FORT STREET	14.58	657	561	96	758	647	111
3900 GARRY STREET	15.1	1,127	957	170	1,301	1,105	196
5900 PARLIAMENT AVENUE	20.57	506	402	104	585	464	120
3821 FORT STREET	57.48	939	399	540	1,084	461	623
4037 ABBOTT STREET	14.37	562	481	81	649	555	93
3840 FORT STREET	14.95	562	478	84	649	552	97
3848 ELLICE STREET	14.74	752	641	111	867	739	128
7801 ARMOUR ROAD	54.79	7,126	3,222	3,905	10,117	4,574	5,543
6101 PARLIAMENT AVENUE	21.31	506	399	108	585	460	125
4020 ELLICE STREET	15.24	1,408	1,194	215	1,625	1,378	248
4021 DONALD STREET	15.24	1,408	1,194	215	1,625	1,378	248
3901 ELLICE STREET	14.74	752	641	111	867	739	128
5920 PARLIAMENT AVENUE	20.57	506	402	104	585	464	120
4101 FORT STREET	82.68	1,408	244	1,164	1,625	282	1,344
4112 CAMPBELL STREET	14.58	657	561	96	758	647	111
4100 GARRY STREET	82.68	1,408	244	1,164	1,625	282	1,344
2200 N COURTNEY STREET	23.09	7,602	5,846	1,755	11,075	8,518	2,557
3916 FORT STREET	15.03	1,033	877	155	1,192	1,013	179
11601 9TH AVENUE N	83.31	3,504	585	2,920	4,045	675	3,369
4053 BELMONT STREET	14.58	657	561	96	758	647	111
500 TOWER ROAD	47.12	1,019	539	480	1,177	622	554
3600 CAMPBELL STREET	40.28	9,074	5,419	3,655	13,416	8,012	5,404
4800 E DEWDNEY AVENUE	40.03	20,516	12,304	8,213	24,924	14,947	9,977

2026 Estimated Levy

CIVIC_ADDR	PERCENT EXEMPT	MUNICIPAL LEVY BEFORE MITIGATION (\$)	MUNICIPAL LEVY AFTER MITIGATION (\$)	MUNICIPAL LEVY MITIGATED (\$)	TOTAL LEVY BEFORE MITIGATION (\$)	TOTAL LEVY AFTER MITIGATION (\$)	TOTAL LEVY MITIGATED (\$)
PART A: Future Long-Term Growth							
9300 9TH AVENUE N	60.67	3,575	1,406	2,169	4,126	1,623	2,503
3933 ELLICE STREET	14.58	657	561	96	758	647	111
6301 PARLIAMENT AVENUE	21.31	1,013	797	216	1,169	920	249
400 PINKIE ROAD	58.33	65,336	27,225	38,110	96,600	40,253	56,347
3500 CAMPBELL STREET	48.71	10,912	5,597	5,315	14,455	7,414	7,041
4201 FORT STREET	88.54	186	21	165	215	25	190
4200 GARRY STREET	12.63	1,006	879	127	1,161	1,015	147
6201 PARLIAMENT AVENUE	21.31	1,013	797	216	1,169	920	249
4021 CARLTON STREET	15.24	1,408	1,194	215	1,625	1,378	248
4300 CAMPBELL STREET	14.95	186	158	28	215	183	32
3300 CAMPBELL STREET	67.18	4,573	1,501	3,072	5,278	1,732	3,546
8201 ARMOUR ROAD	66.37	5,485	1,844	3,640	6,330	2,129	4,201
6500 PARLIAMENT AVENUE	21.31	1,013	797	216	1,169	920	249
4200 ELLICE STREET	92.06	1,008	80	928	1,163	92	1,071
6501 26TH AVENUE	94.35	1,408	80	1,329	1,625	92	1,534
3900 ABBOTT STREET	15.24	1,408	1,194	215	1,625	1,378	248
3901 ABBOTT STREET	15.24	1,408	1,194	215	1,625	1,378	248
6400 PARLIAMENT AVENUE	21.31	1,013	797	216	1,169	920	249
3900 BELMONT STREET	15.24	1,408	1,194	215	1,625	1,378	248
6300 PARLIAMENT AVENUE	21.31	1,013	797	216	1,169	920	249
3901 BELMONT STREET	15.24	1,408	1,194	215	1,625	1,378	248
4200 CARLTON STREET	14.37	562	481	81	649	555	93
3801 CARLTON STREET	15.38	1,880	1,591	289	2,170	1,836	334
4244 CAMPBELL STREET	14.85	168	143	25	194	165	29
9000 9TH AVENUE N	41.57	5,333	3,116	2,217	6,376	3,726	2,651
3801 COURTNEY STREET	41.22	17,749	10,433	7,316	20,485	12,041	8,444
4117 ABBOTT STREET	14.74	281	240	41	324	277	48
3900 CARLTON STREET	15.24	1,408	1,194	215	1,625	1,378	248
3901 CARLTON STREET	14.95	939	799	140	1,084	922	162
4121 DONALD STREET	14.37	562	481	81	649	555	93
4036 FORT STREET	14.37	562	481	81	649	555	93
6501 29TH AVENUE	92.06	1,010	80	930	1,165	93	1,073
3800 DONALD STREET	14.96	1,876	1,595	281	2,165	1,841	324
6500 26TH AVENUE	95.77	1,880	80	1,801	2,170	92	2,078
3800 ABBOTT STREET	15.2	1,315	1,115	200	1,518	1,287	231
3800 BELMONT STREET	15.38	1,880	1,591	289	2,170	1,836	334
3801 ABBOTT STREET	15.38	1,880	1,591	289	2,170	1,836	334
3801 BELMONT STREET	21.68	4,062	3,181	881	4,687	3,671	1,016
4208 CAMPBELL STREET	14.37	562	481	81	649	555	93
4213 FORT STREET	86.25	725	100	626	837	115	722
4209 FORT STREET	88.47	93	11	82	107	12	95
4161 FORT STREET	88.56	469	54	415	541	62	479
4160 GARRY STREET	88.59	469	54	415	541	62	479
4121 ELLICE STREET	83.93	186	30	156	215	35	180
4129 ELLICE STREET	83.93	186	30	156	215	35	180
4137 ELLICE STREET	83.93	186	30	156	215	35	180
4145 ELLICE STREET	83.93	186	30	156	215	35	180
4153 ELLICE STREET	83.93	186	30	156	215	35	180
4161 ELLICE STREET	83.82	93	15	78	107	17	90
4117 ELLICE STREET	83.82	93	15	78	107	17	90
6437 PARLIAMENT AVENUE	20.17	100	80	20	115	92	23
4113 ELLICE STREET	83.81	93	15	78	107	17	90
4124 CARLTON STREET	14.32	186	160	27	215	184	31
4116 CARLTON STREET	14.32	186	160	27	215	184	31
4164 CARLTON STREET	14.82	374	319	55	432	368	64
4148 CARLTON STREET	14.19	186	160	26	215	184	31
4156 CARLTON STREET	14.19	186	160	26	215	184	31

2026 Estimated Levy

CIVIC_ADDR	PERCENT EXEMPT	MUNICIPAL LEVY BEFORE MITIGATION (\$)	MUNICIPAL LEVY AFTER MITIGATION (\$)	MUNICIPAL LEVY MITIGATED (\$)	TOTAL LEVY BEFORE MITIGATION (\$)	TOTAL LEVY AFTER MITIGATION (\$)	TOTAL LEVY MITIGATED (\$)
PART A: Future Long-Term Growth							
6433 PARLIAMENT AVENUE	21.32	101	80	22	117	92	25
4121 BELMONT STREET	15.1	374	318	56	432	367	65
4131 BELMONT STREET	15.1	186	158	28	215	183	32
4139 BELMONT STREET	15.1	186	158	28	215	183	32
4147 BELMONT STREET	15.1	186	158	28	215	183	32
4155 BELMONT STREET	15.1	186	158	28	215	183	32
4068 CARLTON STREET	14.95	186	158	28	215	183	32
4076 CARLTON STREET	14.95	93	79	14	107	91	16
6401 PARLIAMENT AVENUE	21.32	201	158	43	232	182	49
6121 PARLIAMENT AVENUE	21.31	506	399	108	585	460	125
4064 CARLTON STREET	14.95	186	158	28	215	183	32
4101 ABBOTT STREET	14.74	374	319	55	432	368	64
3870 FORT STREET	14.95	374	318	56	432	367	65
PART A: Future Long-Term Growth Totals		282,313	150,738	131,575	359,547	189,710	169,837

PART B: Southeast Mitigation Area							
4200 HIGHWAY 33 SERVICE ROAD N	82.67	12,705	2,202	10,503	15,558	2,696	12,861
6201 E PRIMROSE GREEN DRIVE	44.87	54,037	29,790	24,246	78,098	43,055	35,043
4300 HIGHWAY 33 SERVICE ROAD N	83.83	15,002	2,426	12,576	19,643	3,176	16,467
6000 E PRIMROSE GREEN DRIVE	99	9,290	93	9,197	13,735	137	13,597
2801 ANAQUOD ROAD	65.61	5,347	1,839	3,508	6,171	2,122	4,049
2331 ANAQUOD ROAD	70.38	5,067	1,501	3,566	7,521	2,228	5,293
2401 EAST BYPASS SERVICE ROAD	17.94	703	576	126	811	665	145
2400 EAST BYPASS SERVICE ROAD	17.94	539	442	97	622	511	112
4000 EAST BYPASS SERVICE ROAD	85.76	2,972	423	2,549	3,430	488	2,941
2900 EAST BYPASS SERVICE ROAD	74.75	1,662	420	1,242	1,918	484	1,433
6200 E PRIMROSE GREEN DRIVE *	74.75	199,388	50,345	149,042	294,798	107,549	187,250
PART B: Southeast Mitigation Area Totals		306,710	90,058	216,653	442,304	163,113	279,192

PART C: Agricultural Properties in New Neighbourhood							
10600 DEWDNEY AVENUE	65.18	5,174	1,802	3,372	5,972	2,079	3,892
4800 CAMPBELL STREET	89.59	1,894	197	1,696	2,185	228	1,958
13000 DEWDNEY AVENUE	56.72	10,747	4,651	6,096	12,780	5,531	7,249
7821 ARMOUR ROAD	52.55	7,206	3,419	3,787	9,698	4,602	5,096
5800 ARMOUR ROAD	63.42	6,362	2,327	4,035	7,342	2,686	4,657
5000 ARMOUR ROAD	67.8	4,929	1,587	3,342	5,689	1,832	3,857
11400 DEWDNEY AVENUE	66.26	5,365	1,810	3,555	6,192	2,089	4,103
600 PINKIE ROAD	72.01	3,968	1,111	2,858	4,580	1,282	3,298
PART C: Agricultural Properties in New Neighbourhood Totals		45,645	16,905	28,741	54,438	20,328	34,109

Total All Areas	634,668	257,700	376,969	856,289	373,151	483,138
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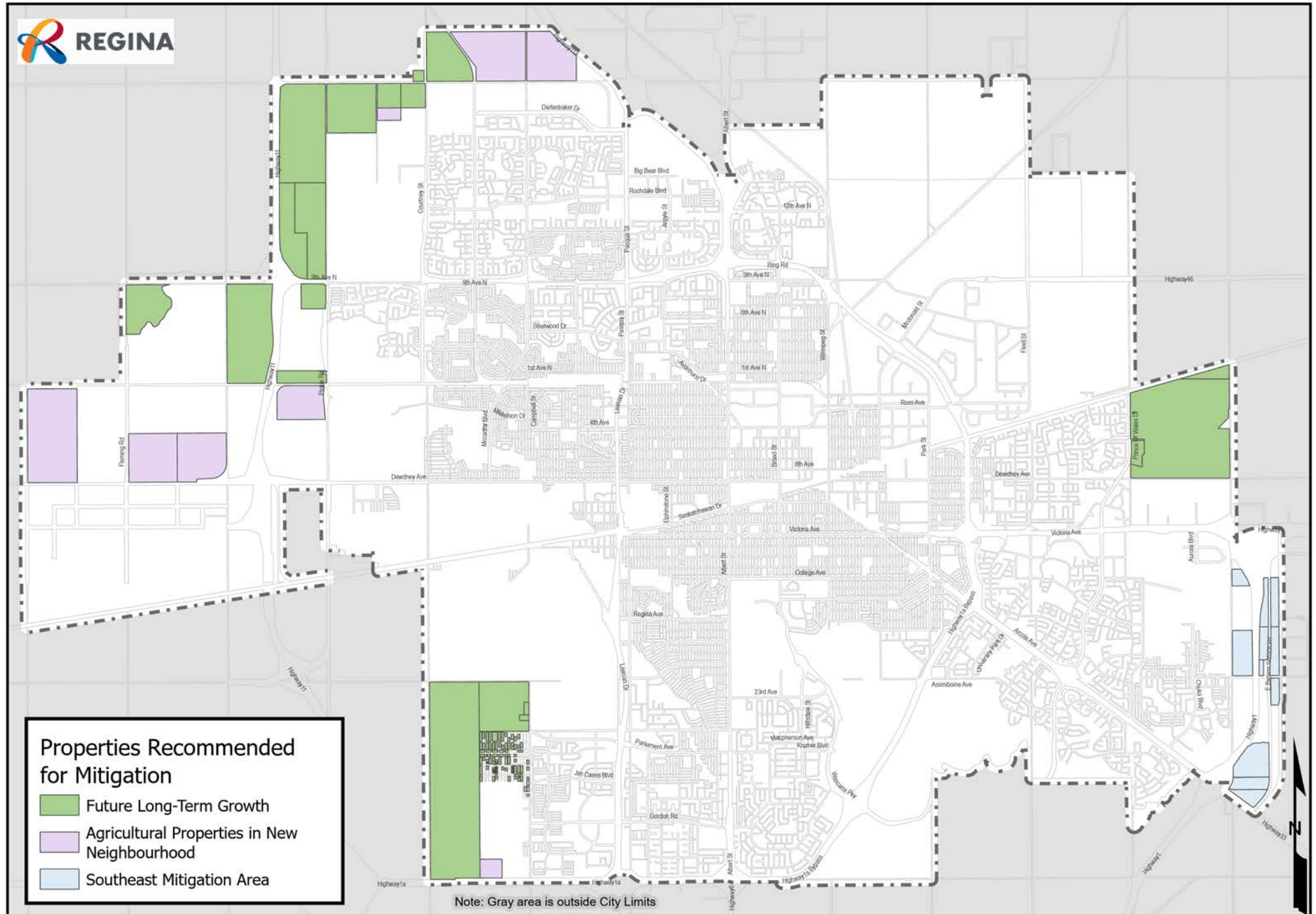
Notes:

Rates determined by:

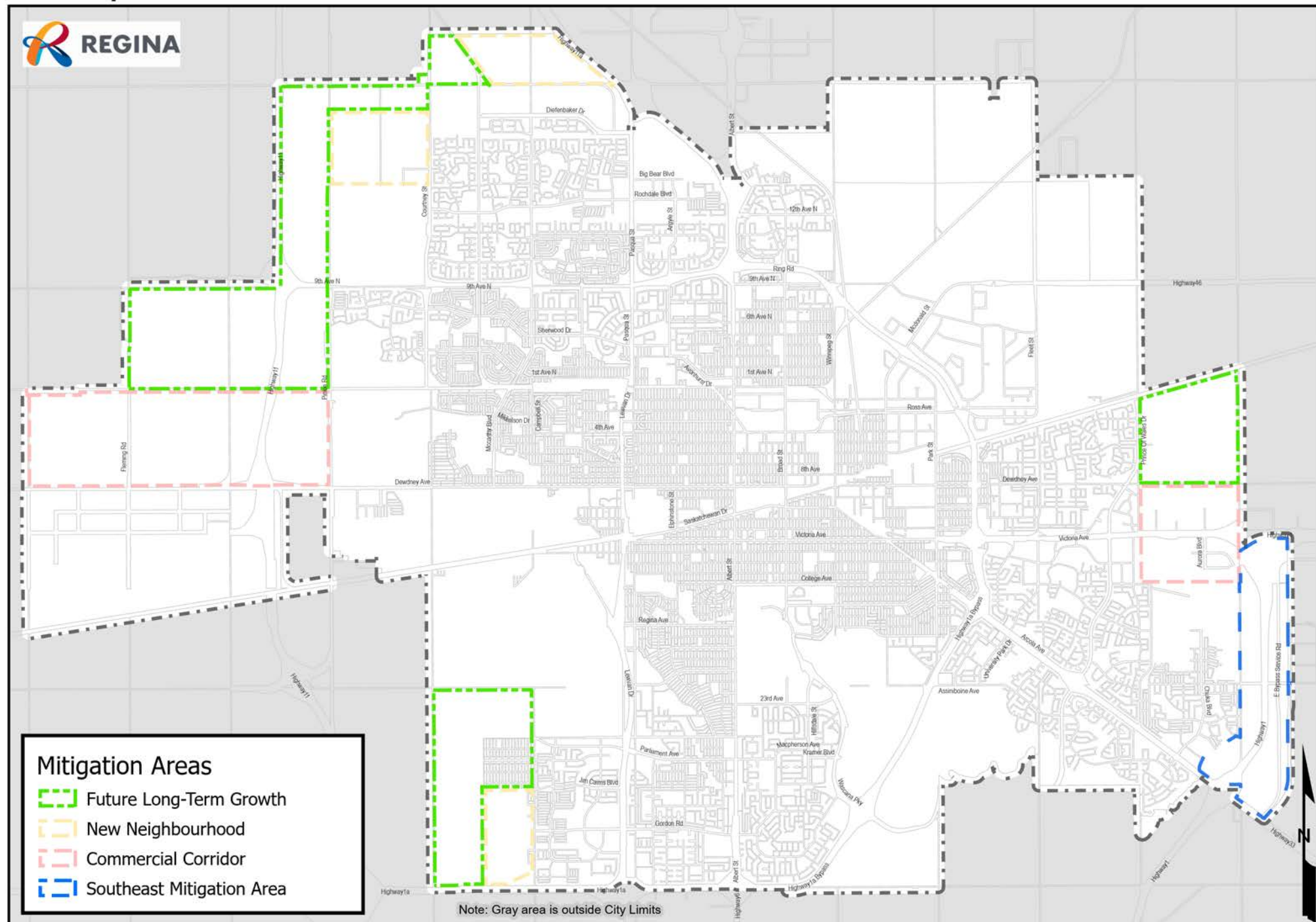
Current 2026 assessment values and 2026 mill rate and mill rate factors for Municipal & Library.

Education levies are using 2025 mill rates as the 2026 rates have not been set by the Provincial Government at this time.

*Education property taxes total \$77,741 of which \$24,999 is exempted.



Appendix B: Part B





Community & Social Impact Regina Inc. - Dissolution and 2025 Final Audited Financial Statements

Date	February 11, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	EX26-6

RECOMMENDATION

Executive Committee recommends that City Council:

1. Approve the Community and Social Impact Regina Inc. 2025 Final Audited Financial statements as outlined in Appendix A.
2. Approve the transfer of \$881,860.25 in unexpended surplus funds from Community and Social Impact Regina to the General Fund Reserve; to be used in the 2026 fiscal year to support initiatives approved in *CR25-144 City of Regina's Role in Well-Being and Homelessness* (CR25-144).
3. Authorize a transfer from the general fund reserve of \$881,860.25 to be used in 2026 for initiatives as described and approved in CR25-144 and the 2026 Budget.
4. Approve these recommendations at its meeting on February 25, 2026.

ISSUE

The municipal corporation Community and Social Impact Regina Inc. (CSIR) was dissolved on June 27, 2025 as per the direction of City Council at its meeting on February 5, 2025. The purpose of this report is to approve the audited financial statements and approve the transfer of unexpended funds to the General Fund Reserve.

IMPACTS

Financial Impact

Upon dissolution the City of Regina (City), owner of all the issued Class A voting memberships, assumed all of the assets and liabilities of CSIR in the form of a dividend.

Strategic Priority Impact

The dissolution of CSIR aligns with the priority of Operational Excellence in looking to centralize work and have Administration lead rather than an additional external municipal corporation. Additionally, consolidating the coordination and implementation of the *Community Safety and Well-being Plan (CSWP)* enables a more focused and effective approach to advancing the Community Safety & Well-being strategic priority.

Community Well-being Impact

CSIR was formed to lead the implementation of the CSWP, while Administration also was advancing some work related to the CSWP. Having the work led by and centralized in Administration allows for better alignment of work, clarity with stakeholders and being more impactful when it comes to the advancement of the Plan's six priority areas:

- Domestic Violence and Intimate Partner Violence.
- Food Insecurity.
- Substance Use.
- Racism & Discrimination.
- Safety.
- Service System.

There are no legal, policy, labour, environmental or Indigenous impacts respecting this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

In 2021, City Council approved the CSWP. At that time, Administration presented two governance structure options to support the successful implementation of the CSWP: a City-led structure and a

new external structure. City Council decided that a municipal corporation outside of the City would be best to advance the CSWP's priorities and coordinate an integrated funding model for enhanced social and collective impact.

Administration already currently works directly with the community to support the advancement of the CSWP's priority areas and has the expertise needed to further advance this work. In an effort to reduce redundancy and increase efficiency, City Council determined in February 2025 that Administration is best suited to lead this work and directed that CSIR be dissolved. At the time City Council directed dissolution, a motion was made to bring an update to City Council on the dissolution, the expenditure of CSIR's remaining funds and recommendations on how the City can advance the CSWP initiatives going forward. That update was brought forward in *CR25-144* that went before City Council on November 19, 2025. This report addresses only the final audited financial statements.

Audited Financial Statements

Highlights of the audited financial statements prepared in accordance with the Canadian Public Sector Accounting Standards for the year ended June 27, 2025 include:

- An operating deficit of \$0.829 million largely due to salaries and investment into Community projects.
- CSIR's capital structure consists of equity in the form of accumulated surplus. On June 27, 2025, in accordance with the City Council's February 5, 2025 special resolution, CSIR was dissolved and the accumulated surplus of \$0.886 million will be transferred to the City by way of a dividend, of the \$0.886 million dividend, \$0.811 million is in cash.

DECISION HISTORY & AUTHORITY

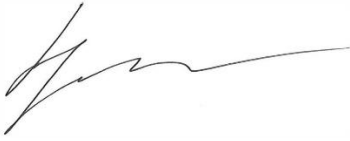
On August 17, 2022, City Council considered item *CR22-87 Community Safety & Well-Being Governance* and approved it to be incorporated as a non-profit corporation under *The Non-Profit Corporations Act, 1995* as a controlled corporation as defined in *The Cities Act*. The CSIR was officially incorporated on September 13, 2022.

On June 26, 2024, City Council considered item *CR24-89 Community & Social Impact Regina Inc. - Appointment of Directors and Bylaw Approval* and approved amendments to the *Unanimous Membership Agreement (UMA)*.

At its special meeting on February 5, 2025, City Council approved the dissolution of CSIR through report *CR25-11 – Community and Social Impact Regina Inc. (CSIR)*.

On November 19, 2025, City Council considered item *CR25-144 City of Regina's Role in Well-Being and Homelessness* and approved the permanent reallocation of \$1,655,000 from the Community and Social Impact Regina Inc. budget to the City of Regina, Community Well-being Branch through the 2026 Budget.

Respectfully Submitted,



Kim Krywulak
Corporate Controller

Respectfully Submitted,



Daren Anderson
Chief Financial Officer & Deputy City Manager

Prepared by: Juanita Pandya, Manager, Public Accounting and Reporting

ATTACHMENTS

Appendix A - Community & Social Impact Regina - 2025 Audited Financial Statements

COMMUNITY & SOCIAL IMPACT REGINA INC.

Management's Responsibility

To the Board of Community and Social Impact Regina Inc.:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed primarily of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities. The Board has the responsibility of meeting with management and external auditors to discuss the internal controls over the financial reporting process, auditing matters and financial reporting issues. The Board is also responsible for recommending the appointment of the Organization's external auditors.

MNP LLP is appointed by the Board to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

November 18, 2025

A handwritten signature in black ink, appearing to be a stylized 'H' followed by a long horizontal stroke.

Signature

To the Chairman and Members of the Board of Directors of Community and Social Impact Regina Inc.:

Opinion

We have audited the financial statements of Community and Social Impact Regina Inc. (the "Organization"), which comprise the statement of financial position as at June 27, 2025, and the statements of operations, changes in net financial assets and cash flows for the period then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at June 27, 2025, and the results of its operations net financial assets and its cash flows for the period then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Material Uncertainty Related to Going Concern

We draw attention to Note 1 in the financial statements, which indicates that the City Council passed a resolution to dissolve the Organization by June 30, 2025. Community and Social Impact Regina Inc. was legally dissolved on June 27, 2025 in accordance with the resolution from City Council.

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Independent Auditor's Report *(continued from previous page)*

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Regina, Saskatchewan

November 18, 2025

MNP LLP

Chartered Professional Accountants

Community & Social Impact Regina Inc.

STATEMENT OF FINANCIAL POSITION
(in dollars)

As at June 27, 2025

	June 27, 2025	December 31, 2024
FINANCIAL ASSETS		
Cash (Note 4)	-	805,353
Accounts receivable	-	420,938
	-	1,226,291
FINANCIAL LIABILITIES		
Accounts payable	-	39,481
NET FINANCIAL ASSETS	-	1,186,810
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 7)	-	14,449
Prepaid expense (Note 9)	-	514,242
	-	528,691
ACCUMULATED SURPLUS (Note 6)	-	1,715,501

See accompanying notes.

SIGNED ON BEHALF OF THE BOARD

e-Signed by Shanon Zachidniak
2025-11-18 15:17:37:37 MST

Board Member

e-Signed by Victoria Flores
2025-11-18 18:51:55:55 MST

Board Member

SIGNED ON BEHALF OF THE CORPORATION

Community & Social Impact Regina Inc.
STATEMENT OF OPERATIONS
(in dollars)

For the Period Ended June 27, 2025

	Budget	Actual	Actual
	2025	178 days ended June 27, 2025	12 months ended December 31, 2024
Revenue			
City of Regina Program Funds (Note 5)	-	-	1,000,000
City of Regina Funding (Note 5)	-	-	655,000
Building Safer Communities Funding	-	-	80,000
Sponsorship	-	-	2,000
	-	-	1,737,000
Expenses			
Operating expenses (Schedule 1)	-	318,568	672,663
Community engagement (Schedule 1)	-	10,958	17,247
Investing in social impact (Schedule 1)	-	500,000	923,916
	-	829,526	1,613,826
Annual (Deficit) Surplus	-	(829,526)	123,174
Accumulated Surplus, Beginning of the Year		1,715,501	1,592,327
Dividend (Note 6)		(885,975)	-
Accumulated , End of the Year		-	1,715,501

See accompanying notes.

Community & Social Impact Regina Inc.

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
(in dollars)

For the Period Ended June 27, 2025

	Actual 178 days ended June 27, 2025	Actual 12 months ended December 31, 2024
Annual (Deficit) Surplus	(829,526)	123,174
Acquisition of tangible capital assets	-	(14,449)
Decrease (increase) in prepaid expenses	514,242	286,458
(Decrease) Increase in Net Financial Assets	(315,284)	395,183
Net Financial Assets, Beginning of the Year	1,186,810	791,627
Dividend (Note 6)	(871,526)	-
Net Financial Assets, End of the Year	-	1,186,810

See accompanying notes.

Community & Social Impact Regina Inc.
STATEMENT OF CASH FLOWS
(in dollars)

For the Period Ended June 27, 2025

	178 days ended June 27, 2025	12 months ended December 31, 2024
OPERATING ACTIVITIES		
Annual (Deficit) Surplus	(829,526)	123,174
Add Back Non-Cash Items:		
Amortization of tangible capital assets	-	1,316
Changes in Non-Cash Working Capital Items:		
Decrease in accounts receivable	419,857	(417,995)
Decrease (increase) in prepaid expenses	514,242	286,458
(Decrease) increase in accounts payable	413,832	(16,744)
Cash Provided (Used) by Operating Activities	518,405	(23,791)
Tangible Capital Asset Additions	-	(15,765)
Cash Used in Capital Activities	-	(15,765)
Dividend to City of Regina (Note 6)	(1,323,758)	-
Cash Used in Financing Activities	(1,323,758)	-
Decrease in Cash	(805,353)	(39,556)
Cash, Beginning of the Year	805,353	844,909
Cash, End of the Year	-	805,353

See accompanying notes.

NOTES TO THE FINANCIAL STATEMENTS
(in dollars)

For the Period Ended June 27, 2025

1. Dissolution of the Company

The Community & Social Impact Regina Inc. (CSIR) was incorporated on September 13, 2022 as a controlled corporation pursuant to the Cities Act and The Non-Profit Corporations Act, 1995, with the City of Regina as its sole voting member. A Board of Directors (The Board) was established for CSIR; directors were appointed by City of Regina.

At a meeting of City Council on February 5, 2025, the City Council passed the special resolution of dissolution of Community and Social Impact Regina Inc. The City Council authorized the City Clerk to sign the special resolution on behalf of the City, direct Administration to support the dissolution process by continuing to provide corporate services to CSIR during the dissolution consistent with the service levels provided in previous years. Administration worked with CSIR through the dissolution process to limit impacts on the community and will provide a report to City Council in the third quarter 2025. The dissolution was completed on June 27, 2025.

2. Basis of preparation

Going concern

CSIR was formally dissolved on June 27, 2025 following City Council's authorization to dissolve the Company. As such, CSIR was no longer considered a going concern and these financial statements reflect the liquidation of the CSIR's assets and the settlement of the CSIR's obligations.

3. Significant accounting policies

The financial statements of CSIR have been prepared in accordance with Canadian public sector accounting standards as recommended by the Chartered Professional Accountants of Canada (CPA Canada). These financial statements are included in the consolidated financial statements of the City of Regina. The significant accounting policies are as follows:

Revenue Recognition

Government transfers without eligibility criteria or stipulations are recognized as revenue when the transfer is authorized. Government transfers with eligibility criteria but without stipulations are recognized as revenue when the transfer is authorized and all eligibility criteria have been met. Government transfers with or without eligibility criteria but with stipulations are recognized as revenue in the period the transfer is authorized and all eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability.

CSIR recognizes revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Tangible Capital Assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows.

Leasehold Improvements	10 years
Vehicles & Equipment	5 years
Office & Information Technology	4 years

NOTES TO THE FINANCIAL STATEMENTS
(in dollars)

For the Period Ended June 27, 2025

3. Significant accounting policies (continued)

Financial Instruments

The fair value of cash, accounts receivable, and accounts payable approximate the carrying value given their short term nature.

Credit Risk

Credit risk is the risk of financial loss to CSIR if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The organization has minimal credit risk since its accounts receivable pertain to GST rebates collectible from the federal government.

Liquidity Risk

Liquidity risk is the risk that CSIR will not be able to meet its financial obligations as they become due. As of June 27, 2025, CSIR has been dissolved and liquidated by way of a payment of a dividend to the City of Regina.

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. CSIR is not exposed to significant interest rate risk.

4. Cash

CSIR has a separate bank account that is maintained by the City of Regina. Following the June 27, 2025 dissolution, CSIR's cash balance will be transferred to the City of Regina.

5. Budget Information

The disclosed budget information was approved by the City of Regina Council in March 2024. Due to the dissolution motion made by City Council, there was no budget for the 178 day period ending June 27, 2025.

	June 27, 2025	December 31, 2024
Operational revenue - City of Regina	-	655,000
Program Funding	-	1,000,000
	-	1,655,000

NOTES TO THE FINANCIAL STATEMENTS

(in dollars)

For the Period Ended June 27, 2025

6. Capital management

CSIR's capital structure consists of equity in the form of accumulated surplus. On June 27, 2025, in accordance with the City Council's February 5, 2025 special resolution, CSIR was dissolved and the accumulated surplus of \$885,975 was transferred to the City of Regina by way of a dividend. CSIR's dividend to the City of Regina is comprised of:

		June 27, 2025
Financial Assets		
Cash	\$	1,323,758
Accounts receivable		<u>1,081</u>
		1,324,839
Financial Liabilities		
Accounts payable	\$	<u>453,313</u>
Net Financial Assets	\$	<u>871,526</u>
Non-Financial Assets		
Tangible Capital Assets	\$	<u>14,449</u>
Dividend to the City of Regina	\$	<u>885,975</u>

7. Tangible Capital Assets

	2025 Net Book Value	2024 Net Book Value
General		
Equipment	-	1,658
Office & Information Technology	-	5,080
Leasehold Improvements	-	7,711
	-	<u>14,449</u>

City Council announced its plan for the dissolution of CSIR on February 5, 2025. As of June 27, 2025, the net book value of the tangible capital assets was included in a dividend to the City of Regina following CSIR's dissolution. See note 6 for further details.

NOTES TO THE FINANCIAL STATEMENTS

(in dollars)

For the Period Ended June 27, 2025

8. Related Party Transactions

CSIR's dissolution was completed on June 27, 2025; therefore, in accordance with the City Council's February 5, 2025 special resolution, CSIR was dissolved and the accumulated surplus of \$885,975 was transferred to the City of Regina by way of a dividend.

	June 27, 2025	December 31, 2024
Accounts Receivable from City of Regina	-	413,750
Grant Revenue from City of Regina	-	1,655,000
Prepaid expense to Regina Downtown	-	500,000
Community investment expense to Regina Downtown	500,000	800,000
Dividend to the City of Regina	885,975	

9. Prepaid expense

CSIR and Regina Downtown Business Improvement District (RDBID), a separate fund within the City of Regina, signed an agreement on December 11th, 2024, whereby CSIR agreed to provide \$500,000 to support the Regina Street Team Pilot Program. The payment of \$500,000 was advanced to RDBID by CSIR at the end of 2024 and fully spent on the approved program to be recognized as expenses as of June 27, 2025.

SCHEDULE 1 - REVENUE AND EXPENSES

(in dollars)

For the Period Ended June 27, 2025

	Budget 2025	Actual 178 days ended June 27, 2025	Actual 12 months ended December 31, 2024
Revenue			
Operations	-	-	655,000
Grants	-	-	1,000,000
Building Safer Communities Funding	-	-	80,000
Sponsorship	-	-	2,000
	-	-	1,737,000
Operating expenses	-	318,568	672,663
Programs - community engagement	-	10,958	17,247
Programs - investing social impact	-	500,000	923,916
	-	829,526	1,613,826
Expenses			
Operations			
Salaries	-	259,257	523,099
Amortization	-	-	1,316
Tuition	-	-	86
Conference	-	230	5,044
Contract services	-	6,656	-
Legal services	-	9,871	3,564
Consulting	-	14,069	88,651
Telephone	-	-	4,286
Software	-	2,802	7,397
Website hosting/development	-	-	4,717
Insurance	-	-	2,797
Audit service	-	26,083	17,772
Professional fees	-	-	3,524
Board member expenses	-	345	4,463
Furniture, fixtures & office equipment	-	-	196
Stationery, office & printing	-	100	2,569
Printing & photocopying services	-	-	1,940
Postage	-	4	256
Receptions, meetings & forum	-	-	323
General supplies	-	18	465
Other expenses	-	(867)	198
	-	318,568	672,663

Community & Social Impact Regina Inc.

SCHEDULE 1 - REVENUE AND EXPENSES

(in dollars)

Community engagement

For the Period Ended June 27, 2025

Community engagement	-	10,958	17,247
	-	10,958	17,247
Investing in social impact			
Investing in social impact	-	500,000	923,916
	-	500,000	923,916

Community & Social Impact Regina Inc.

SCHEDULE 2 - TANGIBLE CAPITAL ASSETS

(in dollars)

For the Period Ended June 27, 2025

	Leasehold Improvements	Vehicles & Equipment	Office & Information Technology	Totals 2025	2024
Cost					
Balance, beginning of year	7,711	1,658	5,080	14,449	15,765
Additions during the year	-	-	-	-	-
Less:					
Dividend to City of Regina (Note 6)	7,711	1,658	5,080	14,449	-
Balance, end of year	-	-	-	-	15,765
Accumulated amortization					
Balance, beginning of year	-	-	-	-	-
Add:					
Amortization	-	-	-	-	1,316
Less:					
Accumulated amortization on disposals	-	-	-	-	-
Balance, end of year	-	-	-	-	1,316
Net Book Value	-	-	-	-	14,449



Banking Service Agreement & Short-term Borrowing

Date	February 11, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Services
Item No.	EX26-7

RECOMMENDATION

Executive Committee recommends City Council:

1. Approve the continued appointment of the Bank of Montreal (BMO) as the City of Regina's (City) financial institution until April 30, 2037 subject to the negotiation of and entering into the extensions of the banking agreements identified in these recommendations;
2. Approve the following, subject to the necessary borrowing bylaw to be passed by City Council:
 - a. Approve new short-term borrowing by an increase of the City's line of credit from \$9 million to \$20 million and an increase of the City's corporate credit card program limit from \$1 million to \$1.5 million.
 - b. Authorize the Chief Financial Officer and Deputy City Manager (CFO), to engage and negotiate with BMO to obtain a line of credit of \$20 million and corporate credit card program limit of \$1.5 million plus any related interest or other costs of the debt for a term that extends until April 30, 2037.
 - c. Authorize the CFO to negotiate, approve and enter into all necessary agreements to facilitate the line of credit of \$20 million and credit card limit of \$1.5 million plus any related interest or other costs of the debt resulting in this borrowing and return to City Council for final approval of the debt and terms in the borrowing bylaw.

3. Delegate authority to the CFO or designate to negotiate and approve an extension of all of the financial services provided through BMO and entities providing BMO corporate credit card services and national merchant services until April 30, 2037 under the existing banking and credit card agreements and any amendments to these agreements that are required to update banking and credit card services during this time frame including any ancillary agreements or documents required to give effect to these agreements as well as any new agreements with BMO and related entities during this term (if needed);
4. Instruct the City Solicitor to prepare a new borrowing bylaw or to amend the current *Short-Term Borrowing Bylaw*, Bylaw No. 2020-15, based on the terms and conditions negotiated by the CFO and return to City Council for approval;
5. Authorize the City Clerk to execute any necessary banking and credit card agreements after review and approval by the City Solicitor; and
6. Approve these recommendations at its meeting on February 25, 2026.

ISSUE

The City's agreements with BMO and entities providing BMO corporate credit card services and national merchant services, which were entered into in April 2020, expire on April 30, 2027. While these current agreements were awarded through a competitive procurement process, the City is not required to issue a request-for-proposal (RFP) for financial services. In addition, based on the satisfactory working relationship, financial considerations and operational impacts, the analysis concludes that issuing an RFP is not necessary at this time. As such, Administration is requesting to extend the current agreements for 10 years to April 30, 2037. Where possible, the extensions of the terms of the banking agreements would be done through shorter terms with renewals until 2037 and would include the ability to terminate the agreements with shorter notice periods of 30-90 days so that the City can terminate the agreements if unhappy with the services.

To ensure there is appropriate short-term borrowing in case of an emergency, Administration is recommending an \$11 million increase to the City's line of credit. To improve efficiency, Administration is recommending a \$0.50 million increase to the credit card limit.

IMPACTS

Financial Impact

The Canadian municipal banking market is highly concentrated, with only a small number of institutions capable of meeting the City's requirements. An RFP is unlikely to generate meaningful competition or materially better pricing. The cost of running and implementing a competitive process will take approximately 16 employees over six to nine months. These costs will outweigh any marginal benefit gain in potentially reduced fees or increase in interest revenue. Maintaining the

existing provider supports financial stability, continuity of service, the City's financial perspective to be financially responsible and prudent stewards of public resources, and its service promise to be efficient.

In addition to the authority to extend the existing banking agreements or enter into new agreements with BMO (if required), Administration is seeking authority for the CFO to negotiate and approve any amendments to the banking agreements during the term. This would include amendments to the fees under the agreements and additional services.

As of December 31, 2025, the City's debt limit is \$890 million, its consolidated debt compared to the debt limit totalled \$565.14 million resulting in \$324.86 million of debt room. In terms of meeting the debt limit set by the Saskatchewan Municipal Board, increasing the current short-term borrowing from \$10 million to \$20.5 million will not result in the City exceeding its established debt limit of \$890 million.

There is an additional debt limit set out in section 136 of *The Cities Act* for borrowing for the purposes of financing operating expenditures. As this line of credit and corporate credit card program can be used for financing operating, this debt limit must also be met. Pursuant to section 136, the amount to be borrowed together with any unpaid principal of other borrowings made for operating expenditures will not exceed an amount equal to the sum of (i) twice the amount that the City estimates it will raise in taxes in the year the borrowing is made and (ii) the amount that the City will receive in unconditional provincial or federal grants in the year the borrowing is made. Using this calculation, this amount is estimated at \$860 million. The City Administration confirms the operating borrowing contemplated does not exceed this limit.

Legal Impact

Clause 50(h) of Schedule D to *The Regina Administration Bylaw*, being Bylaw No. 2003-69, allows for non-standard procurement for categories that are identified in the trade treaties but not otherwise articulated in section 50 of Schedule D. Clauses 11(g) and (h) of Article 504 of the *Canada Free Trade Agreement* states that government procurement does not apply to procurement or acquisition of fiscal agency or depository services; nor to procurement of financial services respecting the management of government financial assets and liabilities (i.e. treasury operations), including ancillary advisory and information services, whether or not delivered by a financial institution.

As such, the CFO can approve a non-standard procurement of over \$75,000 allowing the City to extend or enter into a new contract with BMO without following the usual competitive procurement processes requiring the issuing of an RFP. However, City Council approval is required if these agreements go beyond 10 years, if the amount of the contract exceeds \$750,000 for consulting and professional services or the contracts involve borrowing. As the current agreement and the proposed extension in the recommendations go beyond 10 years, the amount exceeds \$750,000

and short-term borrowing is contemplated, City Council's approval is being requested through this report.

Strategic Priority Impact

Extending the current banking agreements for 10 years represents financially responsible and prudent stewardship of resources as required by the Sustain Financial Perspective of the City's 2026-29 Strategic Plan, as it allows for uninterrupted banking services, avoids unnecessary operational risk, and ensures efficient use of staff resources.

There are no policy, labour, environmental, Indigenous, or community well-being impacts respecting this report.

OTHER OPTIONS

Recommendation 1 – Banking Service Agreements

- A. Approve the continued appointment of the Bank of Montreal (BMO) as the City of Regina's financial institution until April 30, 2037 subject to the negotiation of and entering into the extensions of the banking agreements identified in these recommendations.
(RECOMMENDED)**

Pros:

- Remaining with the current bank is efficient and provides high stability, low operational risk, strong value for money, and alignment with financial perspective and service promise, particularly since the incumbent is performing well and current fees are competitive.
-
- Avoids over approximately 10,000 hours of City staff over six to nine months to implement a complete transition of operations to a new bank.

Cons:

- Choosing not to run an RFP may create perception risks and potentially limit negotiating leverage.
- B. Delegate authority to the CFO or designate to use an Advance Contract Award Notice to advise of the intention to award BMO unless other financial institutions respond that they can provide the services for a significant benefit (total of less fees and increases in interest revenue on bank balances) than the current agreement, for a 10-year term. If there are financial institutions that respond, an RFP would be conducted but if there are no financial institutions that respond then BMO would be extended until April 30, 2037 subject to the negotiation of and entering into the extensions of the banking agreements identified in these recommendations.**

Pros:

- Ensures the implementation costs are fully covered by fee savings or interest earned on bank accounts realized in the next agreement.
- Issuing an RFP may offer benefits in transparency and possible competitive rates.

Cons:

- Issuing an RFP introduces significant operational risks, resource demands, and potential disruption to a stable operating environment.
- It will require over 10,000 hours of City staff to implement over six to nine months for a complete transition of operations to a new bank.

Recommendation 2 – Short-term Borrowing

A. Approve new short-term borrowing by an increase of the City’s line of credit from \$9 million to \$20 million and an increase of the City’s corporate credit card program limit from \$1 million to \$1.5 million. (RECOMMENDED)

Pros:

- Increasing the line of credit and credit card limit will improve cashflow flexibility and provide a financial buffer for emergencies or unexpected capital needs without immediately resorting to long-term borrowing. For example, the line of credit of \$20 million will cover approximately two payroll cycles in the case of a cyber event.
- It will allow for more efficient operations while avoiding the need for multiple credit card payments during the month.

Cons:

- Removes \$11.5 million of debt room available for future capital projects.

B. Do not approve the increase in the line of credit and credit card limit.

Pros:

- The \$11.5 million debt room will be available for future capital projects.

Cons:

- Keeping the limits unchanged may result in the full debt capacity being used for projects, leaving no debt room for emergencies.
- It can also limit the ability to respond quickly to emergencies or unexpected operational needs.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

Banking Service Agreements

The City has utilized BMO for the past seven years and remains satisfied with the quality of its services and associated fees. The following is a general list of the services covered under the current banking agreements with BMO, entities providing BMO credit card services, and merchant services.

1. Treasury Services

- a. Accounting Information Solutions
 - i. Online Banking for Business
 - ii. Cheque Image Service
 - iii. Currency IVR (Interactive Voice Response)
- b. Receivable Solutions
 - i. Electronic Funds Transfer Services
 - ii. Financial Electronic Data Interchange (EDI) Service – Receivable
 - iii. FirstBank Deposit Service
 - iv. Bill Payment Service
 - v. BMO DepositEdge Service
- c. Payment Solutions
 - i. Digital Cheque Service (Positive Pay)
 - ii. Electronic Funds Transfer (EFT) Services – EFT Credit
 - iii. Wire Payment Service
 - iv. Financial Electronic Data Interchange (EDI) Service – Account Payable

2. Credit Card

3. Line of Credit (LOC)

4. Merchant Services

- a. In Person Terminals
- b. Online eCommerce
- c. Pre-Authorized Debt (PAD)

The purpose of the following discussion is to further evaluate whether the City should initiate an RFP for banking services. The City's current bank provides competitive fees, strong performance, reliable compliance, and a good understanding of the City's comprehensive banking needs. Transitioning to a new bank would introduce significant administrative burden and operational disruptions with no evidence that an RFP would generate meaningful improvements in pricing, service quality or increases in interest rates for bank balances.

1. Alignment With Policy and Legislation - Maintaining the current banking arrangements remains fully compliant with internal procurement rules. City procurement policies and relevant legislation allow exceptions to the competitive processes. There is no legislative requirement for municipalities to competitively tender banking services. Clause 50(h) of Schedule D to *The Regina Administration Bylaw*, being Bylaw No. 2003-69, allows for non-standard procurement for categories that are identified in the trade treaties but not otherwise articulated in section 50 of Schedule D. Clauses 11(g) and (h) of Article 504 of the *Canada Free Trade Agreement* states that government procurement does not apply to procurement or acquisition of fiscal agency or depository services; nor to procurement of financial services respecting the management of government financial assets and liabilities (i.e. treasury operations), including ancillary advisory and information services, whether or not delivered by a financial institution. As such, the CFO can approve a non-standard procurement over \$75,000 allowing the City to enter into a new contract with BMO without following the usual competitive procurement processes requiring the issuing of RFP. City Council approval is required if these agreements go beyond 10 years, if the amount of the contract exceeds \$750,000 for consulting and professional services or if borrowing is contemplated.
2. Market Structure & Limited Competition - The Canadian municipal banking market is highly concentrated, with only a small number of institutions capable of meeting City requirements.
3. Cost Benefit Inefficiency - Banking RFPs require significant staff time, and transition planning and execution estimated at over 10,000 hours. Even if a new provider offered savings or increased interest rate on the bank account it could be negligible relative to the administrative burden of switching banks which takes approximately 16 people over six to nine months in a variety of areas to complete.
4. Operational Disruption & Transition Risk - Banking is deeply embedded in payroll, accounting systems, accounts payable, revenue collection, online banking, merchant services (point of sale systems), and automated integrations. Switching providers would require reconfiguring systems, retraining staff, updating vendor and customer payment information, and re-establishing security protocols. Transition periods introduce risk of payment delays, reconciliation errors, and service interruptions. Rebuilding these integrations is costly, time-consuming, and introduces risk. Maintaining the current provider avoids system redevelopment and testing cycles.
5. Cybersecurity & Fraud-Prevention Stability - Existing banking arrangements include established fraud controls, secure file-transfer protocols, and multi-factor authentication systems. Transitioning to a new bank requires rebuilding all security integrations, increasing exposure to

cyber-risk during the changeover. Maintaining the current provider preserves a stable, tested security environment.

6. Service Quality & Performance Reliability - The current provider is meeting service expectations, so an RFP offers no operational advantage. Public-sector banking requires high reliability, rapid issue resolution, and specialized support all of which are already in place. Changing providers could degrade service quality especially during the transition period.
7. Urgency or Timing Requirements - There is no urgent operational, financial, or regulatory trigger requiring an immediate RFP. Conversely, an RFP at this time would compete with several Treasury initiatives, including debt management, reserve strategy improvements, capital governance improvements and cash-flow forecasting enhancements. Given current timing and workload, deferring an RFP is the most responsible and efficient option.

Short-term Borrowing

A recommended line of credit of \$20 million, along with a credit card limit of \$1.5 million, will provide the City with sufficient financial flexibility to respond effectively to emergencies and maintain smooth day-to-day operations. For instance, in the event of a cyber incident that disrupts the City's ability to collect taxes, a \$20 million line of credit would fund approximately two payroll cycles. It would also offer the capacity to address urgent costs arising from physical emergencies that require immediate action and payment.

To achieve this level of readiness, the City's current \$9 million line of credit would need to be increased by \$11 million, and the existing \$1 million credit card limit would need an additional \$0.5 million.

Debt Room Available

The \$11.5 million increase in the line of credit and credit card limit reduces the debt room available for future capital projects to \$39.63 million in 2030. Table 1 below shows the debt room available after updated for the following direction from City Council in *CM25-19 2026-2027 Budget Deliberations*:

- excludes capital projects currently identified as requiring future debt but not yet approved for funding by City Council through a budget approval process;
- includes future capital projects with project plans and funding sources that have received City Council approval that require debt;
- includes approved capital projects requiring debt that have not yet been funded;
- includes an analysis of the debt room available within the current debt limit over the next five years, given expected timelines of approved capital projects; and

- includes the debt room available for the Central Library Renewal Project.

Table 1: Estimated Debt Room Available

	Dec 31	Dec 31	Dec 31	Dec 31	Dec 31	Dec 31
	2025	2026	2027	2028	2029	2030
City of Regina Debt	\$431.51	424.17	416.47	408.40	399.96	391.11
City of Reging Line of Credit and Credit Card	10.00	10.00	10.00	10.00	10.00	10.00
REAL Debt Limit	21.00	21.00	21.00	21.00	21.00	21.00
Buffalo Pound Debt	\$102.63	98.80	94.82	90.69	86.40	81.95
Total Consolidated Debt	565.14	553.97	542.29	530.09	517.36	504.07
Increase to Line of Credit and Credit Card	\$0.00	\$11.50	\$11.50	\$11.50	\$11.50	\$11.50
Total Consolidated Debt	\$565.14	\$565.47	\$553.79	\$541.59	\$528.86	\$515.57
New Debt for Approved Project						
Indoor Aquatic Facility		\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Indoor Aquatic Facility			\$41.00	\$41.00	\$41.00	\$41.00
Geothermal Heating Facility				\$13.80	\$13.80	\$13.80
NW Regional Lift Station			\$60.00	\$60.00	\$60.00	\$60.00
Waste Water Treatment Plant				\$120.00	\$120.00	\$120.00
Total New Debt	\$0.00	\$100.00	\$101.00	\$133.80	\$0.00	\$0.00
Debt compared to Debt Limit	\$565.14	\$665.47	\$754.79	\$876.39	\$863.66	\$850.37
Debt Limit	\$890.00	\$890.00	\$890.00	\$890.00	\$890.00	\$890.00
Debt Room Available	\$324.86	\$224.53	\$135.21	\$13.61	\$26.34	\$39.63
Note 1 - These figures could be subject to change due to finalization of costs and inflationary adjustments.						

*Regina Exhibition Association Limited (REAL)

DECISION HISTORY & AUTHORITY

On January 29, 2020, City Council considered report *CR20-7 Authorization to Negotiate and Award Banking Services & Purchase Card Program RFP* adopted the following resolutions:

1. Delegate the authority to the Executive Director, Financial Strategy & Sustainability, to designate and appoint the City's financial institution based on the results of the negotiated Request for Proposals (RFP) process outlined in this report;
2. Delegate the authority to the Executive Director, Financial Strategy & Sustainability to negotiate, approve, award and enter into all professional banking and related contracts with the highest ranked proponent selected through the negotiated RFP process for a five-year term. The contracts include, but are not limited to, an agreement for business banking, treasury services master agreement, purchasing card program agreement and additional

auxiliary banking service agreements and schedules;

3. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor; and
4. Instruct the City Solicitor to prepare the necessary borrowing bylaw for the overdraft provision in any agreement for business banking (i.e. short term debt) to be brought forward at a later date for approval once the City's financial institution is appointed.

On September 25, 2024, City Council Considered report *CR24-109 Bank of Montreal Bank Extension* and adopted the following resolutions:

1. Approve the continued appointment of the Bank of Montreal (BMO) as the City of Regina's (City) financial institution for a further two-year period subject to the negotiation of and entering into the extensions of the agreements identified in recommendation two of this report;
2. Delegate authority to the Deputy City Manager, Financial Strategy & Sustainability to negotiate, approve and enter extensions to May 1, 2027 for the following agreements: a) The Master Banking Agreement with BMO, the National Merchant Agreement with Moneris and the Corporate Card Agreement with BMO US for a two-year period; and b) Such additional auxiliary banking service agreements relating to the Business Banking and Auxiliary Services Agreement as identified in this report;
3. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor; and
4. Instruct the City Solicitor to prepare the necessary borrowing bylaw for the line of credit and overdraft provision and corporate credit card program based on the information outlined in this report.

Respectfully Submitted,



Charlene Callander
Director, Treasury

Respectfully Submitted,



Daren Anderson
Chief Financial Officer and Deputy City Manager

Prepared by: Charlene Callander, Director, Treasury



Investment Manager Agreement

Date	February 11, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Services
Item No.	EX26-8

RECOMMENDATION

Executive Committee recommends City Council:

1. Delegate authority to the Chief Financial Officer and Deputy City Manager (CFO) or designate to negotiate and approve at ten year extension (through a combination of renewal terms such as annual and/or bi-annual renewals) of the existing investment manager agreement with TD Asset Management Inc. (TDAM) that expires April 9, 2027 and any new agreement with TDAM during this term (if needed) as well as any amendments to the agreement during this time frame including any ancillary agreements or documents required to give effect to this agreement.
2. Authorize the City of Regina (City) Clerk to execute the necessary agreements after review and approval by the City Solicitor.
3. Approve these recommendations at its February 25, 2026 meeting.

ISSUE

The City's agreement with its investment manager, TDAM, which was entered into in April 2022 expires on April 9, 2027. While this current agreement was awarded through a competitive procurement process, the City is not required to issue a request-for-proposal (RFP) for financial services. In addition, Administration remains satisfied with the quality of TDAM services and fees, and based on the good working relationship, financial considerations and operational impacts, the

analysis concludes that issuing an RFP is not necessary at this time. As such, Administration is requesting to extend the current agreement for 10 years to April 9, 2037, with terms such as annual and/or bi-annual renewal terms.

The Investment Committee recommended approval of the 10-year extension at its January 19, 2026 meeting.

IMPACTS

Financial Impact

The Canadian institutional investment market for municipal portfolios is small and highly standardized, limiting the likelihood of securing better value through competition. Current arrangements with TDAM fully align with procurement policy, applicable legislation, and best practices for public-sector investment governance. Maintaining the existing provider supports financial stability, continuity of service, the City's financial perspective to be financially responsible and prudent stewards of public resources, and its service promise to be efficient.

In addition to the authority to extend the existing investment manager agreement or enter into a new agreement with TDAM (if required), Administration is seeking authority for the CFO to negotiate and approve any amendments to the investment manager agreement during its term. This would include amendments to the fees under the agreement.

Legal Impact

Clause 50(h) of Schedule D to *The Regina Administration Bylaw*, being Bylaw No. 2003-69, allows for non-standard procurement for categories that are identified in the trade treaties but not otherwise articulated in section 50 of Schedule D. Clauses 11(g) and (h) of Article 504 of the *Canada Free Trade Agreement* states that government procurement does not apply to procurement or acquisition of fiscal agency or depository services; nor to procurement of financial services respecting the management of government financial assets and liabilities (i.e. treasury operations), including ancillary advisory and information services, whether or not delivered by a financial institution.

As such the CFO can approve a non-standard procurement over \$75,000 allowing the City to extend or enter into a new contract with TDAM without following the usual competitive procurement processes requiring the issuing of RFP. However, City Council approval is required if these agreements go beyond 10 years or if the amount of the contract exceeds \$750,000 for consulting and professional services. As the current agreement and the proposed extension in the recommendations go beyond 10 years and the amount exceeds \$750,000, City Council approval is being requested through this report.

The extension of the term of the investment manager agreement would be done through a series of

annual renewals (until 2037) at the City's option to ensure that the City could terminate the agreement if the City was unhappy with the service. In addition, the current agreement allows for termination for any reason upon 30 days' notice so that also provides an ability to terminate if the City is unhappy with the service. Despite this, there are some investments that cannot be liquidated quickly so even if the City wanted to move to a different provider during the extended term, there would be an 18 to 24 months transition for some investments.

Strategic Priority Impact

Extending the current investment manager agreement for 10 years with TDAM aligns to the Financial Perspective of Sustain in the City's 2026-29 Strategic Plan as it represents a financially responsible and prudent stewardship of resources. This allows for an uninterrupted investment strategy, avoids unnecessary financial risk and ensures efficient use of staff resources.

There are no policy, labour, environmental, Indigenous, or community well-being impacts respecting this report.

OTHER OPTIONS

1. **Delegate authority to the CFO or designate to negotiate and approve an extension of the existing investment manager agreement with TDAM to April 9, 2037 and any new agreement with TDAM during this term (if needed) as well as any amendments to the agreement during this time frame including any ancillary agreements or documents required to give effect to this agreement. (RECOMMENDED)**

Pros: Remaining with the current investment manager provides high stability, low operational risk, strong value for money, and alignment with financial perspective and service promise, particularly since the incumbent is performing well and current fees are competitive.

Cons: Choosing not to run an RFP may create perception risks and potentially limit negotiating leverage.

2. Delegate authority to the CFO or designate to use an Advance Contract Award Notice to advise of the intention to award TDAM unless other financial institutions respond that they can provide the services for significantly less fees than the current agreement, for a 10-year term. If there are financial institutions that respond, an RFP would be conducted but if there are no financial institutions that respond then TDAM would be extended until April 9, 2037 subject to the negotiation of and entering into the extensions of the banking agreements identified in these recommendations

Pros: Issuing an RFP may offer benefits in transparency and possible competitive rates.

Cons: Issuing an RFP introduces significant operational risks, resource demands, and potential disruption to a stable investment environment. It is also expected to be 18 to 24 months for a complete transition of assets.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

The City has utilized TDAM for the past five years and remains satisfied with the quality of its services and associated fees. The purpose of the following discussion is to further evaluate whether the City should initiate an RFP for investment management services. The City's current investment manager provides competitive fees, strong performance, reliable compliance, and a good understanding of the City's liquidity needs and *Investment Policy*. Transitioning to a new investment manager would introduce market timing risk, administrative burden and operational disruptions with no evidence that an RFP would generate meaningful improvements in pricing or service quality.

1. Alignment With Policy and Legislation

City procurement policies and relevant legislation allow exceptions to the competitive processes. There is no legislative requirement for municipalities to competitively tender investment management services. Clause 50(h) of Schedule D to *The Regina Administration Bylaw*, being Bylaw No. 2003-69, allows for non-standard procurement for categories that are identified in the trade treaties but not otherwise articulated in section 50 of Schedule D. Clauses 11(g) and (h) of Article 504 of the *Canada Free Trade Agreement* states that government procurement does not apply to procurement or acquisition of fiscal agency or depository services; nor to procurement of financial services respecting the management of government financial assets and liabilities (i.e. treasury operations), including ancillary advisory and information services, whether or not delivered by a financial institution.

As such, the CFO can approve a non-standard procurement over \$75,000 allowing the City to enter into a new contract with TDAM without following the usual competitive procurement processes requiring the issuing of RFP. City Council's approval is required if these agreements go beyond 10 years or if the amount of the contract exceeds \$750,000 for consulting and professional services.

Investment management services fall within a specialized category where providers must meet strict regulatory and professional requirements, and where service quality is often more important than marginal fee differences.

Maintaining the current investment manager remains fully compliant with internal procurement rules, the City's *Investment Policy*, and external regulatory expectations.

2. Financial Impact and Value for Money

Institutional investment management fees are generally standardized across the Canadian market and are largely driven by portfolio size and asset mix. The City's current fee schedule is competitive. Transitioning to a new investment manager would require transaction costs, portfolio turnover, and administrative effort, with minimal likelihood of achieving meaningful fee reductions.

3. Risk Management

Changing investment managers introduces several risks:

- market timing risk during sale and repurchase of securities;
- transition risk including potential temporary loss of yield;
- operational risk from changing custodial instructions and remapping reporting processes; and
- compliance risk as a new manager adapts to the City's *Investment Policy* and liquidity needs.

Maintaining the current provider avoids these risks and preserves continuity in the management of the City's investments.

4. Transparency and Accountability

The decision not to proceed with an RFP aligns with the City's *Procurement Policy*. Transparency is maintained through:

- regular reporting to the Investment Committee;
- annual public financial disclosures through the *Annual Investment Report*; and
- external audit oversight.

5. Expertise and Capacity Considerations

Investment management requires professional accreditation, regulatory compliance, market knowledge, and experience with municipal investment constraints. The City's current provider has:

- a proven track record managing municipal funds;
- extensive familiarity with the City's risk tolerance, liquidity requirements, and policy constraints; and
- service continuity that reduces staff workload.

Transitioning to a new manager would require significant internal capacity to develop, issue and review the RFP, onboard new investment manager and reporting systems, verify compliance of the new management portfolio to the City's investment policies.

6. Alignment With Strategic Priorities

Maintaining the current manager supports Council's strategic priorities through its Financial Perspective, by:

- long-term financial sustainability;
- ensuring the City maintains the best possible predictability of investment income;
- stable risk management practices; and
- ongoing treasury modernization initiatives.

Launching an RFP would divert Treasury staff time from strategic projects such as debt management, reserve strategy improvements, capital governance improvements and cash-flow forecasting enhancements.

7. Operational Practicality

Transitioning investment management services is a complex undertaking that is expected to take 18 to 24 months and involve:

- rebalancing or liquidating portions of the portfolio;
- issuing new custodial and settlement instructions;
- rebuilding reporting templates and performance tracking; and
- aligning a new manager with the *Investment Policy* and liquidity schedule.

This transition would place a substantial burden on Treasury staff and introduce operational risk. Maintaining the current provider is the most practical and least disruptive option.

8. Market Conditions and Supplier Availability

The Canadian institutional investment market is relatively concentrated, with a small number of firms specializing in public-sector fixed-income and money-market mandates. Competitive differentiation is limited, especially for conservative municipal portfolios governed by strict policy constraints. Given the restricted supplier pool and the similarity of available products, an RFP is unlikely to produce material improvements in pricing, performance, or service.

9. Past Performance and Evidence-Based Evaluation

The City's current investment manager has demonstrated:

- consistent performance relative to benchmarks;
- strong compliance with the City's *Investment Policy*;
- timely and accurate reporting; and
- support for Treasury staff through market analysis and policy recommendations.

There are no service concerns, compliance issues, or performance deficiencies that would necessitate a competitive process.

10. Stakeholder Impacts

Transitioning managers could result in:

- temporary loss of investment income;
- increased volatility;
- administrative delays in reporting; and
- reduced clarity for City Council and the public during the transition period.

Maintaining the current arrangement avoids these disruptions and supports stakeholder confidence.

11. Urgency or Timing Requirements

There is no urgent operational, financial, or regulatory trigger requiring an immediate RFP.

Conversely, an RFP at this time would compete with several initiatives, including debt management, reserve strategy improvements, capital governance improvements and cash-flow forecasting enhancements. Given current timing and workload, deferring an RFP is the most responsible and efficient option.

DECISION HISTORY & AUTHORITY

The current agreement with TDAM was awarded through a competitive procurement process, as that was the first time the City began investing through an investment manager. The City entered into an agreement with TDAM in April 2022 and it expires on April 9, 2027.

Respectfully Submitted,



Charlene Callander
Director, Treasury

Respectfully Submitted,



Daren Anderson
Chief Financial Officer and Deputy City Manager

Prepared by: Charlene Callander, Director, Treasury



Wildlife Control Authorization

Date	February 11, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Parks & Open Space Services
Item No.	EX26-9

RECOMMENDATION

Executive Committee recommends that City Council:

1. Authorize City employees who are assigned the duties of wildlife control to carry out specific activities as further described in this report, pursuant to *The Wildlife Act, 1998* and *The Wildlife Regulations, 1981*;
2. Instruct the City Solicitor to prepare the necessary bylaw to amend *Bylaw No. 2009-71*, being *The Appointment and Authorization of City Officials Bylaw, 2009* to give effect to the recommendation in this report and to make a housekeeping change as further described in this report.
3. Approve these recommendations at its meeting on February 18, 2026.

ISSUE

The Government of Saskatchewan (Province) recently identified that the City of Regina (City) is required to pass a bylaw to authorize certain municipal officials to apply for a license and carry out the otherwise prohibited activities for wildlife control as required by *The Wildlife Regulations, 1981*. The proposed Bylaw amendment ensures the City's ongoing ability to respond to nuisance or hazardous wildlife situations and satisfy the Province's requirement.

IMPACTS

Legal Impact

Passage of a bylaw is required to comply with *The Wildlife Act, 1998* and *The Wildlife Regulations, 1981*, which prohibits hunting within 500 metres of a building, stockade, or corral unless authorized by a municipal bylaw.

Although the City has historically applied for and obtained a wildlife control license each year, the Province has now identified that the City must have its own authorizing bylaw to enable staff to carry out the conditions of that license.

This Bylaw ensures the City meets the regulatory requirements and maintains lawful authority for designated staff to undertake wildlife control activities.

Strategic Priority Impact

The recommendation supports the 2026-29 Strategic Priority of Vibrancy, which focuses on public safety and ensuring community well-being. The proposed amendment supports this priority by enabling timely and appropriate response to nuisance or dangerous wildlife situations, reducing risks to residents.

Environmental Impact

The Bylaw enables regulated wildlife control activities, which can help:

- Protect local ecosystems by controlling problematic or invasive wildlife.
- Minimize ecological harm by ensuring that wildlife management activities are conducted only by trained and authorized personnel.

No significant negative environmental impacts are anticipated, as all activities must comply with provincial licensing requirements and ethical wildlife management practices.

Indigenous Impact

While this Bylaw is administrative and compliance-focused, it can support broader reconciliation goals by:

- Ensuring wildlife management practices are respectful of ecological systems, which aligns with Indigenous environmental stewardship values.
- Supporting transparent, regulated processes that can facilitate future engagement or collaboration with Indigenous communities if wildlife management intersects with traditional knowledge or land use.

Community Well-being Impact

The recommendation positively contributes to community well-being by:

- Enhancing public safety through effective management of nuisance or hazardous wildlife.

- Maintaining equitable and consistent service delivery, benefiting all residents across Regina.
- Supporting accessibility and inclusion, as regulated wildlife control helps ensure parks, pathways, and outdoor spaces remain safe and usable for everyone.

There are no financial, policy or labour impacts.

OTHER OPTIONS

Option 1: Pass the Bylaw amendment – RECOMMENDED

Advantages:

- Ensures the City is legally compliant with *The Wildlife Regulations, 1981*, which requires a municipal bylaw to authorize licensed wildlife control activities within 500 metres of buildings, stockades, or corrals.
- Allows the City to continue obtaining and acting under the provincial wildlife control license.
- Maintains public safety by ensuring trained, designated staff have the authority needed to address wildlife risks in parks, neighbourhoods, and public spaces.
- Provides clarity and transparency regarding delegated authority under both provincial and municipal frameworks.
- No new financial or staffing impacts; activities are carried out by existing employees who already perform this work as part of their regular duties.

Disadvantages / Risks:

- No disadvantages identified

Option 2: Do not pass the Bylaw amendment – NOT RECOMMENDED

Advantages:

- There are no advantages to not passing the Bylaw amendment. Limited wildlife control would still be required, it would be restricted and ineffective. .

Disadvantages / Risks:

- The City would have restricted and ineffective ability to control wildlife activities, potentially resulting in public safety risks for residents, visitors, pets, and property, as well as damage to our ecosystem.
- Increased likelihood of wildlife related incidents in parks, open spaces, transportation corridors, and neighbourhoods.
- The City may face reputational risk for not providing a basic public safety function typically performed by municipalities.
- Emergency services (e.g., police, fire, protective services) may experience increased call

volumes if City staff are unable to respond.

- May conflict with community expectations related to park safety, environmental stewardship, urban wildlife management, and accessibility of public spaces.

COMMUNICATIONS & ENGAGEMENT

Not required for this administrative compliance bylaw. This is an administrative authority bylaw to align with provincial requirements and does not introduce new or expanded practices beyond those already carried out under the provincial license.

DISCUSSION

The City has previously obtained a provincial wildlife control license to address situations that pose risks to public safety, property, or ecological balance. The Province recently identified that, under *The Wildlife Regulations, 1981*, the City must have a municipal bylaw authorizing designated officials to hunt within 500 metres of buildings, a condition directly linked to the license. Without this amendment, the City's ability to respond to hazardous wildlife situations is constrained.

The purpose of the Bylaw amendment is to authorize:

- (a) specific municipal officials to apply for a license authorizing wildlife control;
- (b) hunt animals as specified in *The Wildlife Regulations, 1981* within 500 metres of a building, stockade or corral without the consent of the owner; and
- (c) to apply to the director to hunt animals requiring provincial approval as specified by *The Wildlife Regulations, 1981*.

Activities remain subject to safety protocols, record-keeping, and reporting. Firearms or other methods are used only by trained, authorized personnel under applicable laws. Operational demand is typically driven by seasonal wildlife behavior (e.g., denning, nesting, drought), public complaints and incident reports (e.g., aggressive animals, property damage) or need to protect public spaces, parks, and infrastructure.

The authority described in this report will be added to *The Appointment and Authorization of City Official Bylaw, 2009* which contains various appointments required to be made by provincial statute. Along with this amendment, Administration is also recommending an additional housekeeping change to the Bylaw to remove an outdated appointment of pest control officers by repealing Section 5 of the Bylaw.

DECISION HISTORY & AUTHORITY

The recommendation in this report requires City Council approval per *The Cities Act*.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to be 'RE' followed by a long horizontal stroke.

Russell Eirich, Director
Parks & Open Space Services

Respectfully Submitted,

A handwritten signature in blue ink, appearing to be 'DB' followed by a long horizontal stroke.

Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Russell Eirich, Director, Parks & Open Space Services



2026 Playground Upgrades

Date	February 11, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Recreation & Cultural Services
Item No.	EX26-10

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Remove item *CR25-136 (1) Prioritization of 2026 Playgrounds Funding* from its list of outstanding items; and
2. Approve this recommendation at its February 25, 2026, meeting.

ISSUE

In response to the Council motion when considering item *CR25-136 Prioritization of 2026 Playgrounds Funding*, Administration is reporting on the planned 2026 improvements to playgrounds in City of Regina (City) owned parks.

IMPACTS

There are no financial, legal, policy, strategic priority, labour, environmental, Indigenous or community well-being impacts respecting this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

Prior to moving forward with construction, the affected community associations and public will be notified.

DISCUSSION

In 2025, the City collected condition assessment and accessibility data on all City-owned playgrounds. Preliminary results show that none of the existing playgrounds currently meet the Destination Accessible Playground requirements within the City's Accessible Playground Design Standard (the Standard).

Further analysis is required on the data collected. A Playground Asset Management Plan will come forward in Q4 of 2026 with more detailed analysis of how the City will approach upgrading playgrounds moving forward.

While the Playground Asset Management Plan is being developed, the approved 2026 Playground Renewal and Refurbishment budget of \$460,000 will be utilized for the refurbishment of the Rick Hansen Optimist Playground and gathering space. If funding allows, then upgrades to the gathering space amenities at the Glencairn Park Playground (Jumpstart) will also be completed. These improvements will bring both playgrounds up to the Destination Accessible Playground requirements in the Standard.

The Rick Hansen Optimist Playground is a popular spot for events, field trips and daily use by residents year-round. The playground requires several upgrades, due to its age, heavy use and its popularity. The upgrades required include replacing the existing poured-in-place surfacing, as recommended by surfacing experts. As well, nine out of 24 of its existing play components are either not fully functioning or degraded beyond repair. Further to these repairs, fencing and an additional six accessible play elements are needed to bring the playground to the current Standard for a Destination Accessible Playground.

The Jumpstart playground requires considerably fewer upgrades to meet the Standard. They consist of additional fencing and accessible site furnishings for the gathering area adjacent to the playground (the playground itself does not require improvements).

The improvements as described in this report and the completion of the Kinsmen Park South will result in three Destination Accessible Playgrounds in strategic locations throughout Regina by the end of 2026.

DECISION HISTORY & AUTHORITY

On November 5, 2025, City Council considered item *CR25-136 Prioritization of 2026 Playgrounds Funding* and directed Administration to report back on what playgrounds would be updated as a result of the approved 2026 Playground Upgrade and Refurbishment budget. Authority was also delegated to the Deputy City Manager, City Planning & Community Services to establish a new Community Investment Grant Program stream for community-led accessible playground upgrades and to approve donation agreements for playgrounds and gathering spaces exceeding \$100,000.

On November 5, 2025, City Council considered a matter from the City Clerk arising from the March 26, 2025, meeting minutes. Due to an administrative typographical error pertaining to the resolution that was captured in relation to item *MN25-5 Playground Accessibility*, that the meeting minutes be corrected to read as follows:

That the following wording from Point 1 be removed and placed under a new Point 4:

“Direct Administration to report back to the Executive Committee in Q4 2026, prior to the 2027/2028 budget deliberations on the following:”; and

That the new Point 4 read as follows:

4. Direct Administration to report back to the Executive Committee in Q4 2026, prior to the 2027/2028 budget deliberations on the following:

- a. Current pathways or playgrounds constructed with Engineered Wood Fiber be tested to meet ASTM1951 levels with a Rotational Penetrometer, with a subsequent recommendation to outline maintenance or replacement solutions to keep surfaces maintained to an ASTM1951 level.
- b. Investigation of a central indoor location for the creation of an indoor all year-round destination playground, minimum 300m2 in size. Include City of Regina properties, REAL properties and possible private partnerships. Include within recreational master plan.
- c. Develop a strategic playground plan to develop access to a destination playground for all residents within a maximum travel time of 25 mins on a transit route or 8 mins by car. Prioritize locations with adjacencies to schools, child-care centers, community centers, group homes, senior centers and health centers. Include possible partnerships, timelines and cost options to achieve full community coverage. Include strategic playground plan within the recreational master plan, with a minimum recommendation of renewing a playground annually.
- d. Investigate options to create or utilize an existing grant program for community groups who are upgrading or creating new playgrounds to meet the Regina Accessible Playground Standard. Include stakeholder engagement to understand effective financial incentives and groups.

- e. Present proposed new playground design to accessibility committee for review prior to final decisions and purchase.

On March 26, 2025, City Council considered item *MN25-5 Playground Accessibility* and adopted a resolution that Administration:

1. Report back to the Executive Committee in Q4 2026, prior to the 2027/2028 budget deliberations [*various items re: Accessible Playground Design Standard and long-term playground replacement and upgrade planning*];
2. Work with the Accessibility Advisory Committee to prioritize the planned playground upgrades for 2026 and report back to Executive Committee in Q4 2025, prior to the 2026/2027 budget deliberations; and
3. Include an option for consideration as part of the 2026 proposed budget to allocate \$1 million toward a refurbishment fund for playgrounds (City owned playgrounds, Parent Associations and Community Associations) related to design, construction and related equipment.

Respectfully Submitted,



Diana Burton, Director
Recreation & Cultural Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Janine Daradich, Manager, Planning & Partnerships



Official Community Plan Growth Plan Review

Date	February 11, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	City Planning & Community Services
Item No.	EX26-11

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the amendments to *Design Regina: The Official Community Plan Bylaw No. 2013-48* to reflect the changes in Appendix A – Recommended Official Community Plan Policy, Definition and Map Amendments;
2. Direct Administration to engage the RM of Sherwood No. 159 to review *Design Regina: The Official Community Plan Bylaw No. 2013-48* Map 1a: RM of Sherwood – City of Regina Growth Intentions and related policies as outlined in this report, and bring forth a report to City Council following this review with recommended updates;
3. Direct Administration to consider, on an ongoing basis, the infrastructure investments required to support growth through future City of Regina budget processes, beginning with those needed to enable development in the Medium-Term, Tier 1 New Neighbourhoods identified in Appendix A, Section 4 of this report;
4. Instruct the City Solicitor to prepare the necessary bylaw amendment to give effect to the amendments, to be brought forward to a meeting of City Council following approval of the recommendations and the required public notice; and
5. Approve these recommendations at its meeting on February 25, 2026.

ISSUE

Design Regina: The Official Community Plan, Bylaw No. 2013-48 (OCP), provides the policy framework to guide long-term growth and development of the city, including the coordination of municipal services. To ensure the OCP remains aligned with the city's evolving needs, it is periodically reviewed and updated. This report presents the findings and recommendations from the most recent review, focusing on updates to the OCP Growth Plan, the Phasing of New Neighbourhoods Plan (Phasing Plan), and related supporting policies.

IMPACTS

Legal Impact

The recommended OCP policy, definition, and map amendments (Appendix A) require City Council approval through an amending bylaw, in accordance with the public notice requirements set out in the *Public Notice Bylaw*. Pursuant to *The Planning and Development Act, 2007*, the amending bylaw also requires ministerial approval from the Government of Saskatchewan.

Policy Impact

The Growth Plan Review was conducted in accordance with OCP Policy 14.15, which recommends a review be conducted every five years. The recommended amendments outlined in Appendix A align with the following Community Priorities¹:

- Develop complete neighbourhoods.
- Support the availability of diverse housing options.
- Promote conservation, stewardship and environmental sustainability.
- Achieve long-term financial viability.
- Foster economic prosperity.

Strategic Priority Impact

The recommended updates to the Growth and Phasing Plans outlined in Appendix A, designate sufficient land to accommodate the housing needs of anticipated population growth over the next 25 years, balancing the development of new neighbourhoods with intensification in established areas. This approach supports the Livability Strategic Priority, specifically the strategy “new residential and commercial developments enhance our city, serve the diverse needs of residents and build safe communities.” Similarly, the recommended Growth Plan designates lands across the city to accommodate future industrial and employment-generating developments that provide job opportunities for a growing population. This supports the Prosperity Strategic Priority, aligning with

¹ The OCP Community Priorities were developed through community-wide consultation during the preparation of the OCP. They are intended to provide direction for the development of goals, objectives, and policies within the plan.

the strategy “industrial lands attract key sectors and promote sustainable growth and investment.”

Recommended Policy 2.9 in Appendix A, Section 1 (Change #9), aligns with the Vibrancy Strategic Priority by advancing the strategy that “the City Centre thrives as a vibrant, inclusive destination that attracts residents, visitors and investment.” This policy embeds that direction into the OCP, reinforcing the City Centre as Regina’s primary hub of economic and cultural activity and affirming its role as a focal point for community vibrancy and investment.

The recommended approach to phasing new neighbourhoods, as outlined in Appendix A, Section 1 (Change #19) and Section 2 (Change #3), is consistent with the Infrastructure Strategic Priority, particularly the strategy of modernizing existing infrastructure with the capacity to support long-term growth and community services. This consistency is reinforced by the approach’s focus on prioritizing infrastructure investments that not only enable greenfield development, but also support intensification and address level-of-service challenges for existing properties.

Environmental Impact

Several of the recommended OCP updates promote intensification and renewal, which can generate environmental benefits such as reducing vehicle travel distances, supporting the remediation of contaminated sites, encouraging active transportation and transit use and enabling more efficient use of land and infrastructure.

Intensification is key to reaching Regina’s energy and emissions reduction goal by 2050. Actions 8.5 and 8.6 from the Energy & Sustainability Framework (ESF) direct 65 per cent of population and commercial growth to established areas. These actions were considered when reviewing the OCP intensification target. However, as outlined in Appendix A, Section 1 (Change #6), increasing the intensification target to align with the ESF is not recommended. Engagement and analysis suggest that, while intensification remains an important community priority, increasing the intensification target to 65 per cent at this time may not be appropriate given the additional infrastructure and service investments required in certain established areas to achieve it, as well as current market conditions.

In recognition of the inherent community and environmental benefits of a higher intensification target, proposed Policy 2.3A described in Appendix A, Section 1 (Change #7) establishes a five-year review cycle to reassess the target. This will allow for a better understanding of the infrastructure and community service improvements needed to sustain higher levels of intensification in established neighbourhoods, through upcoming reviews of the City’s infrastructure master plans and related initiatives.

Indigenous Impact

Engagement with Indigenous Rightsholders was undertaken through respectful, collaborative dialogue in alignment with *kâ-nâsihcikêwin* (Indigenous Framework), specifically by the Treaty Principles of *miyo-wîcêhtowin* (“getting along well with others, good relations, expanding the circle”) and *pimâcihowin* (“making a living”). These principles informed an engagement approach centered on inclusivity, meaningful relationship-building and providing opportunities to discuss economic development aspirations.

Appendix A includes several recommended OCP updates that reflect the City’s commitment to reconciliation by embedding Indigenous voices in the OCP. For instance, the proposed “Inclusion of Indigenous Rightsholders” goal and policies (Section 1, Change #14) require the consideration of Indigenous development aspirations in shaping Regina’s future growth, consistent with the Good Relations, Land Reconciliation, and Economic Development commitments outlined in *kâ-nâsihcikêwin*. In alignment with this goal, the recommended Growth Plan (Appendix A, Section #3) identifies potential development opportunities on lands stewarded by Indigenous Rightsholders, increasing Indigenous visibility in the OCP and affirming them as key partners in the city’s long-term growth and development.

There are no financial, labour or community well-being impacts associated with this report.

OTHER OPTIONS

OPTION 1 – Approve recommended OCP updates detailed in Appendix A – Recommended

- **Advantages:** Enables immediate planning, scoping, and implementation of the updated OCP policies and plans, advancing Community and Strategic Priorities and establishing clearer timelines and processes for neighbourhood development. This provides greater certainty to the community and stakeholders regarding the City’s long-term growth framework and neighbourhood phasing approach.
- **Considerations:** To support the recommended Growth and Phasing Plans, the City will need to begin planning for the scoping and delivery of infrastructure investments required to accommodate intensification and enable the development of the new neighbourhoods identified in the plans.

OPTION 2 – Do not approve the recommended OCP updates and direct Administration to explore and conduct additional engagement on alternative approaches – NOT RECOMMENDED

- **Advantages:** Provides additional time to explore alternative approaches to the OCP policy updates under review and to undertake further engagement.
- **Considerations:** The current Growth Plan (Appendix B) and Phasing Plan (Appendix C) would remain in effect until a subsequent report is brought forward for City Council’s consideration. Significant engagement has already occurred throughout the development of the recommended OCP updates, including an in-depth review and assessment of alternative

options. Further engagement is unlikely to generate new or substantively different feedback. Deferring approval may also introduce uncertainty for stakeholders preparing near-term development applications.

COMMUNICATIONS & ENGAGEMENT

Engagement with residents, Indigenous Rightsholders, community groups, land developers and other stakeholders was a central focus of the Growth Plan Review. Over the course of 2025, extensive engagement was carried out using a range of methods tailored to the needs of each participant group to share information, collaborate on proposed recommendations and understand perspectives on the long-term growth and development of the city. Engagement touchpoints included presentations, a series of workshops, a public survey, and several one-on-one and small-group discussions. These activities, along with the key themes from each engagement touchpoint, are summarized in Appendix D. The findings, results, and feedback gathered through this process played a critical role in shaping the recommendations in this report, ensuring they are responsive to the community's needs and priorities.

DISCUSSION

Background

Following two years of extensive public and community consultation, the OCP was introduced in 2013 to manage Regina's growth to a population of 300,000. The OCP includes a growth management strategy, enabling the City to set goals, objectives and policies for managing land uses, new development, municipal utilities and services. This includes the Growth Plan², Phasing Plan³ and supporting OCP policies.

Growth Plan Review

To ensure the OCP remains current and relevant, policy directs that the plan be reviewed every five years, with the last review completed in 2020. While that review was broad in scope, the review advanced through this report is focused on updating the Growth and Phasing Plans and associated policies, as the city is on track to reach the current Growth Plan's 300,000 population horizon sooner than previously anticipated. This focus is emphasized by conditions that have evolved since the introduction of these plans in 2013, including housing supply and affordability challenges,

² The Growth Plan serves as a key policy tool for guiding future development, identifying areas for new neighbourhoods, industrial employment areas and opportunities for intensification and redevelopment within established areas of the city.

³ The Phasing Plan sequences the development of the new neighbourhoods identified in the Growth Plan into three phases. This phasing is guided by a policy requiring that 75 per cent of the land designated for new neighbourhoods within a given phase must be developed before neighbourhoods in the next phase can proceed.

demographic trends, and rising infrastructure costs. Collectively, these factors underscore the need for the strategic planning and prioritization of investments required to enable and sustain growth, particularly given the City's fiscal capacity to fund such projects.

Considering the factors noted above, the City completed a Population, Housing, and Employment Forecast and Urban Land Needs Study (Growth Study) in 2024 projecting Regina would reach a population of 370,000 by 2051. The Growth Study forecast approximately 68,000 new jobs and 57,000 housing units would be required by 2051 to support this population growth.

Outcomes and Inputs

The Growth Plan Review explored several potential OCP updates to proactively facilitate and prepare for growth of the city to a population of 370,000. Importantly, the review embedded long-term infrastructure and servicing needs into policies guiding growth over the next 25 years.

The Growth Plan Review took into consideration several key inputs, such as the evolving conditions mentioned above, the Growth Study and the recent Water and Wastewater Serviceability Study (Serviceability Study). The Serviceability Study was instrumental in informing recommended updates to two core components of the OCP growth management strategy: the Growth Plan and the Phasing Plan. The following sections provide an overview of key recommended updates to each. The full scope of OCP policies, definitions, and plans reviewed, along with the detailed recommended updates, is provided in Appendix A.

Growth Plan Updates

The Growth Study included an analysis to determine the amount of greenfield land required to be designated as new neighbourhoods to support anticipated population growth over the next 25 years. This analysis indicated that the current Growth Plan has a shortfall of lands identified for new neighbourhoods to meet forecasted housing demands. To address this, the recommended Growth Plan designates additional greenfield lands⁴ as new neighbourhoods to ensure enough land is identified to support the city's long-term housing needs.

The remainder of the recommended Growth Plan updates described in Appendix A are intended to support intensification and community renewal, address identified house-keeping issues and reflect land use conditions that have evolved since the plan was first introduced in 2013.

Phasing Plan

Development industry stakeholders have indicated that the current Phasing Plan and associated policies for sequencing new neighbourhood development have been problematic, particularly the

⁴ These lands are described in Appendix A, Section 3 (Change #3 and #6) and depicted on the proposed Growth Plan (page 19).

requirement that 75 per cent of lands within a given phase be developed before the next phase can proceed. This requirement may create barriers to advancing new neighbourhoods, as developers wishing to move forward are constrained by the pace of development on lands they do not own. Additionally, stakeholders expressed a need for infrastructure capacity considerations to be integrated into the Phasing Plan and associated policies to provide greater clarity on development timelines for new neighbourhoods.

In response to these concerns, the City undertook consultations and collaborative discussions with stakeholders to assess potential OCP updates that would reduce this barrier. As a result of this work, recommended updates to neighbourhood phasing policies and the Phasing Plan were developed, as described in Appendix A, Section 1 (Change #19) and Section 4, respectively. These updates sequence the development of new neighbourhoods based on available infrastructure, specifically wastewater capacity, which the Serviceability Study identified as the primary servicing constraint for new neighbourhoods. Conceptually, this approach allows new neighbourhoods to proceed where it can be demonstrated that sufficient wastewater capacity exists and that all related development requirements stipulated in the OCP are satisfied.

As shown in Appendix E, the recommended approach organized new neighbourhoods into three phases. Within these phases, further categorization into development tiers provides additional clarity on the anticipated timing for when neighbourhoods without current wastewater capacity may advance, following the completion of the required infrastructure investments identified in the Serviceability Study. The prioritization of required investments to service areas without capacity is based on the “financially sustainable infrastructure approach” defined in Appendix A, Section 2 (Change #3). This method prioritizes infrastructure investments that deliver broader benefits to the city beyond supporting greenfield growth alone, including investments that enable intensification opportunities and address level-of-service challenges for existing properties.

Next Steps

The following initiatives are planned to follow the Growth Plan Review. This work will ensure that City plans, projects, and policies are updated to reflect the recommended OCP amendments described in this report and will support long-term growth in alignment with the OCP and City Strategic Priorities.

Embedding an Indigenous Worldview into the OCP

As noted in the Indigenous Impacts section of this report, several updates to growth and development related OCP policies are being recommended to integrate an Indigenous Worldview into the plan. While these amendments form an important foundation, it is acknowledged that further work will be required to embed an Indigenous Worldview across other sections of the OCP that were not within the scope of the Growth Plan Review. Building on this foundation, this work will be advanced through future OCP updates, undertaken collaboratively with Indigenous Rights holders

and Indigenous community members, in alignment with kâ-nâsihcikêwin and the Truth and Reconciliation Commission of Canada's Calls to Action.

OCP Map 1a: RM of Sherwood – City of Regina Growth Intentions Update

OCP Section D1: Regional Context, Goal 3 – Joint Planning Area includes policies that guide complementary growth between the City and the RM of Sherwood No. 159 (RM) on undeveloped lands adjacent to the city's boundary. These policies direct both municipalities to engage in collaborative planning to avoid land use conflicts and to support each municipality's long-term growth objectives. Map 1a (Appendix F) illustrates each municipality's growth intentions and serves as a tool to manage development in a coordinated and mutually respectful manner.

With the exception of minor updates reflecting boundary changes, Map 1a has not undergone a comprehensive review since 2013. During engagement with the RM, it was discussed that a collaborative review of Map 1a is a logical next step to ensure it remains an effective tool for guiding regional growth. Based on this, it is recommended that a joint review of Map 1a and its associated policies begin immediately following the Growth Plan Review. This may result in each municipality bringing forward complementary updates to each respective Council for consideration. Land annexation is not included in this review, as the Growth Study indicates that, under current assumptions and conditions, the existing city boundary contains sufficient land to accommodate long-term growth.

Master Plan Review

As illustrated in Appendix G, the OCP provides high-level direction for managing growth and change across the city. It also provides guidance for other City initiatives, policies, and plans to ensure they align with and implement the OCP's vision, Community Priorities, goals, and objectives.

Following the approval of the recommended Growth and Phasing Plans, which are designed to support growth to a population of 370,000 over the next 25 years, complementary updates to the City's infrastructure master plans⁵ are planned over the next five years. These updates will ensure the master plans align with the new 370,000-population horizon, replacing the previous 300,000-population horizon currently embedded within them.

Supporting the Next 10-Years of Housing Supply in New Neighbourhoods

Current housing supply conditions were a key consideration in the Growth Plan Review, reinforcing the importance of proactive infrastructure planning to enable new neighbourhoods and support the

⁵ Infrastructure master plans are long-term planning documents of up to 25 years that describe citywide outcomes for an infrastructure or service group in alignment with the OCP. Typically, these plans provide details on infrastructure improvements required to support growth and the renewal of assets to maintain or improve level of service to residents.

creation of additional housing stock. The ongoing construction of the Northwest Regional Wastewater Lift Station (NRWLS), anticipated to be completed near the end of 2028, will provide capacity for several new neighbourhoods in northwest Regina. As a result, new housing stock is expected to become available in emerging communities across the west and north quadrants of the city.

During engagement, many participants highlighted the need for additional new housing options on the east side of the city, particularly as the remaining lot inventory in both The Towns and Eastbrook is anticipated to be fully absorbed over the next one to two years. In response, a feasibility study on the wastewater solution required to support the remaining southeast greenfield lands identified in the Southeast Neighbourhood Plan will be submitted for consideration as part of the 2027 Budget. This investment will also provide wastewater capacity to support intensification opportunities.

Overall, this feasibility study is expected to provide greater certainty to both the City and development industry stakeholders regarding the construction timeline for the required solution. This clarity will help developers better understand when they may begin the neighbourhood development process for the greenfield lands in the southeast. From a housing supply standpoint, this is especially significant, given that regulatory approvals, detailed planning, and servicing for a new neighbourhood typically require several years to complete before homes may be constructed.

Looking more broadly, to provide additional certainty for development industry stakeholders, this report includes a recommendation that future City budget processes consider the investments required to support the Growth and Phasing Plans and enable new neighbourhoods. While such investments have historically been considered through City budget deliberations, this recommendation is intended to enhance transparency and provide greater clarity for stakeholders and the public.

DECISION HISTORY & AUTHORITY

On December 16, 2013, City Council considered item *CR13-112 Proposed Official Community Plan (OCP)* and adopted the following resolution:

1. That a new official community plan, known as “Design Regina” and attached as Appendix A to this report be adopted pursuant to Part IV of *The Planning and Development Act, 2007*.
2. That the Administration be directed to return to Council with a phasing and financing plan for the Growth Plan by December 2013.
3. That the Administration be directed to return to Council with recommendations on the Office Policies in Q1 of 2014.

On January 29, 2020, City Council considered item *CR20-2 Priorities and Planning Committee: Official Community Plan Five-Year Review* and adopted the following resolution:

1. That Part A – Citywide Plan of *Design Regina: The Official Community Plan Bylaw No. 2013-48* be amended as set out in Appendices A and B to this report.
2. That the City Solicitor be directed to prepare the necessary bylaw to amend *Design Regina: The Official Community Plan Bylaw No. 2013-48* to reflect the changes set out in Appendices A and B to this report.
3. With the amendment that places of worship and recreation facilities be added to the land uses and the grandfathering provision be removed.

On June 25, 2025, City Council considered item *CR25-76 Municipal Front-ending Lift Stations* and approved the design, engineering and construction of the Northwest Regional Wastewater Lift Station.

Respectfully Submitted,



Luke Grazier, Acting Director
Sustainable Infrastructure

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Luke Grazier, A/Director, Sustainable Infrastructure

ATTACHMENTS

Appendix A - Recommended OCP Policy, Definition and Map Amendments
Appendix B - Current Growth Plan
Appendix C - Current Phasing of New Neighbourhoods Plan
Appendix D - What we Heard Report - Growth Plan Review
Appendix E - Proposed Phasing Plan Neighbourhood Breakdown
Appendix F - RM of Sherwood - City of Regina Growth Intentions Map
Appendix G - Hierarchy of Plans

Appendix A – Recommended Official Community Plan Policy, Definition and Map Amendments

Below are recommended policy, definition and map amendments to *Design Regina: The Official Community Plan* (OCP) resulting from the OCP Growth Plan Review.

Section 1: Proposed OCP Policy Changes

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
1	Section A: Introduction to Design Regina (page 3)	<p>Introduction to Design Regina</p> <p>The City of Regina's OCP, entitled Design Regina, will manage the city's growth to 300,000 people and set the stage for its longer-term development. To be sustainable, a municipality must be forward-thinking, responsibly planning for the long-term. For Regina, this means looking ahead by protecting land for growth to a population of 500,000. It also means planning for an appropriate balance of employment and residential growth to ensure that overall growth can be paid for over the long-term to foster municipal financial sustainability.</p>	<p>Introduction to Design Regina</p> <p>The City of Regina's OCP, entitled Design Regina, was approved by City Council in 2013 to guide growth to a population of 300,000 and establish a foundation for long-term growth.</p> <p>In 2026, City Council approved a major review of the OCP Growth Plan, resulting in updates to the plan and related policies to reflect evolving conditions and growth patterns since its original adoption. This review extended the Growth Plan's planning horizon to a 25-year timeframe, from 2026 to 2051, accommodating growth to a population of 370,000. The review provided an important opportunity to advance land reconciliation by recognizing and supporting potential economic development opportunities for Indigenous Rightsholders. Overall, the updates continue to emphasize the importance of protecting land for long-term growth, prioritizing infrastructure and community investments, maintaining community well-being and ensuring the OCP remains responsive to current and future needs.</p>	The proposed changes extend the OCP's planning horizon from 300,000 to 370,000, aligning with the population, housing, and employment projections outlined in the 2024 Population, Housing, and Employment Forecast and Urban Land Needs Study (Growth Study) to ensure the OCP remains responsive to anticipated growth.
2	Section A: Introduction to Design Regina (page 4)	<p>First Steps Within a Broader Plan</p> <p>Design Regina directs growth and change in the city for a population of up to 300,000 people. This initial growth is rooted in a greater context that anticipates the city's population growth up to 500,000 people. Growth of the city from 300,000 to 500,000 will create new opportunities and challenges, so it is vital that the City's policies and decisions be forward-looking and plan for the long-term.</p>	<p>First Steps Within a Broader Plan</p> <p>Design Regina is the City's long-term plan to guide Regina's growth over a 25-year timeframe, from 2026 to 2051, toward a population of 370,000. It forms part of a broader vision that looks ahead to a long-term population of 500,000. As the city expands, new opportunities and challenges will emerge, making it essential for the City to make thoughtful, forward-looking decisions today that will continue to serve all residents well into the future.</p>	Same rationale as Section 1, Change #1.

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
3	Section B: Financial Policies, Goal 3 – Financial Planning, Policy 1.8	<p>1.8 Consider the following prioritization in developing capital investment plans:</p> <p>1.8.1 Supporting INTENSIFICATION AREAS¹;</p> <p>1.8.2 Completing BUILT OR APPROVED NEIGHBOURHOODS; and</p> <p>1.8.3 Developing NEW NEIGHBOURHOODS;</p>	<p>1.8 Consider the following prioritization in developing capital investment plans:</p> <p>1.8.1 Supporting <i>intensification</i> with emphasis on the CITY CENTRE, URBAN CORRIDORS and CENTRES, PRIMARY and SECONDARY INTENSIFICATION AREAS; and</p> <p>1.8.2 Developing NEW NEIGHBOURHOODS and EMPLOYMENT AREAS.</p>	The revised policy reflects a more strategic and targeted approach to capital investment planning by prioritizing infrastructure and community investments in key locations where upgrades are needed to support growth and development.
4	Section B: Financial Policies, Goal 4 – Revenue Sources, Policy 1.16	<p>1.16 Ensure that growth pays for growth by:</p> <p>1.16.1 Ensuring Servicing Agreement Fees charges are based on <i>full capital cost</i>;</p> <p>1.16.2 Regularly reviewing the rate and rate structure for Servicing Agreement Fees;</p> <p>1.16.3 Reviewing the areas to which Service Agreement Fees apply, including the possibility of fees varying with location, density and use as necessary, except where specific and deliberate subsidies are approved to support public benefits;</p> <p>1.16.4 Aligning the City’s development fees, property taxes and other charges with the policies and intent of this Plan; and</p>	<p>1.16 Ensure that growth is supported by financially sustainable capital infrastructure by recovering the City’s cost of servicing development, as authorized through provincial legislation, through a mix of funding sources, while balancing cost recovery, competitiveness, affordability and transparency by:</p> <p>1.16.1 Ensuring the <i>full capital cost</i> of servicing NEW NEIGHBOURHOODS and EMPLOYMENT AREAS, after accounting for contributions from the City and other levels of government, shall be proportionately borne by developers as part of the land development process, including:</p> <p>1.16.1.1 As determined by the City, on-site servicing costs which directly</p>	<p>The proposed revision aims to strengthen, clarify and entrench flexibility in policy intended to capture and share the cost of servicing new development. This includes distinguishing between on-site and off-site servicing costs, providing a more precise understanding of the funding of growth-related costs.</p> <p>It is proposed that Policy 1.16.5 be removed from <i>Section B – Financial Policies</i>, as its content may be misaligned with the intent and scope of Section B. It is recommended that the policy be relocated to <i>Section C – Growth Plan</i>. The revised policy is presented in Section 1, Change #11.</p>

¹ OCP map features associated with policies are shown in CAPITAL LETTERS and defined in Appendix C: Definitions. Terms in italics indicate key terminology, also defined in Appendix C.

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
		1.16.5 Achieving a balance of employment and residential lands.	<div>benefit the subject property; and</div> <div>1.16.1.2 Off-site servicing costs which indirectly benefit the subject property and are included in development charge rates;</div> <div>1.16.2 Regularly reviewing development charge rates to ensure they reflect and acknowledge the timing of offsite servicing costs, while also accounting for the impacts of growth not directly tied to new development;</div> <div>1.16.3 Regularly exploring updates to the Development Charges Policy, such the potential for rates to vary by location and land use; and</div> <div>1.16.4 Aligning development charge rates, property taxes and other fees with the policies and intent of this Plan.</div>	
5	Section C: Growth Plan, Goal 1 – Long-Term Growth, Policy 2.2	2.2 Direct future growth as either <i>intensification</i> on or <i>expansion</i> into lands designated to accommodate a population of approximately 300,000 in accordance with Map 1 – Growth Plan.	2.2 Direct future growth as either <i>intensification</i> on or <i>expansion</i> into lands designated to accommodate a population of approximately 370,000, over a 25-year growth horizon, from 2026 to 2051, in accordance with Map 1 – Growth Plan.	Same rationale as Section 1, Change #1.

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
6	Section C: Growth Plan, Goal 1 – Long-Term Growth, Policy 2.3	<p>2.3 Direct at least 30% of new population to existing urban areas as the City’s <i>intensification</i> target:</p> <p>2.3.1 Review the <i>intensification</i> target every five years.</p> <p>2.3.2 Monitor <i>intensification</i> based on Map 1c – Intensification Boundary and Areas.</p>	<p>2.3 Set a City <i>intensification</i> target of at least 40% of new housing units (equivalent to 30% of new population) to be located in existing areas within the Intensification Boundary shown in Map 1 – Growth Plan.</p> <p>2.3.1 Plan for infrastructure and community investments needed to support the <i>intensification</i> target.</p>	<p>The change shifts the basis of the intensification target from new population to new housing units. This adjustment reflects a more stable and measurable indicator of growth, as housing units are less affected by fluctuations in household sizes and other demographic factors.</p> <p>Engagement and analysis suggest that while intensification continues to be important for community growth, vibrancy and financial considerations, increasing the intensification target now may not be appropriate, given the additional investments required to accommodate new development in established neighbourhoods and current market conditions. However, proposed Policy 2.3A below signals an intent to consider a higher target in future OCP reviews.</p> <p>The word “direct” has been removed from the policy because a municipality cannot practically direct growth to specific areas. However, it can set and support a target through policies and initiatives.</p> <p>To provide a more comprehensive overview of the City’s long-term growth framework, it is proposed that Map 1c be repealed and its features, including the “Intensification Boundary”, be integrated into Map 1. This is reflected on proposed Map 1 – Growth Plan (Section 3).</p> <p>Proposed Policy 2.3.1 emphasizes the need to plan for investments in existing neighbourhoods that support the intensification target, such as road network, transit, utility, park and community service infrastructure improvements.</p>

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
7	Section C: Growth Plan, Goal 1 – Long-Term Growth, Policy 2.3A and 2.3B	Not applicable (New)	<p>2.3A Review increases to the <i>intensification</i> target and options to expand the Intensification Boundary² shown in Map 1 – Growth Plan every five years through community engagement, while considering the following:</p> <p>2.3A.1 Current and projected demographic, economic and environmental conditions;</p> <p>2.3A.2 Development activity trends, including the rate, typology and location of new housing starts;</p> <p>2.3A.3 The capacity of infrastructure and community services in existing areas to support additional growth;</p> <p>2.3A.4 Market dynamics, affordability and consumer preferences; and</p> <p>2.3A.5 The financial benefits of intensification supported by a cost analysis on different types of growth.</p> <p>2.3B Monitor <i>intensification</i> based on Map 1 – Growth Plan.</p>	<p>The new policy establishes a five-year review cycle to reassess the intensification target in consideration of evolving community conditions and priorities, ensuring the target remains actionable, relevant and effective.</p> <p>The Growth Plan Review explored the merits of expanding the current “Intensification Boundary”. Based on this analysis, it is recommended that the current boundary be maintained to avoid diluting efforts to support and measure intensification in more mature neighbourhoods that have ample opportunities for intensification on underutilized lands (e.g. Heritage).</p> <p>The proposed policy direction to review the “Intensification Boundary” every five years allows the City to assess whether newer neighbourhoods (e.g. Harbour Landing) have reached full build-out and matured sufficiently for inclusion within the boundary.</p>
8	Section C: Growth Plan, Goal 3 – Intensification, Policy 2.8.1	Not applicable (NEW)	<p>2.8.1 Monitor infrastructure and services in established areas and incorporate revitalization strategies into City investment plans to address gaps, support complete neighbourhoods, enable <i>intensification</i>, and enhance residents’ quality of life.</p>	<p>The proposed policy underscores a commitment to support intensification in a manner that is sustainable and responsive to neighbourhood conditions by investing in existing neighbourhoods to both address current challenges while also facilitating redevelopment opportunities.</p>

² The “Intensification Boundary” reflects Regina’s built-up area as of 2013, when the OCP was adopted. As a result, it excludes newer neighbourhoods that were still under development and not fully built at that time, such as Harbour Landing and Fairways West.

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
9	Section C: Growth Plan, Goal 3 – Intensification, Policy 2.9	2.9 Direct at least 10,000 new residents to the CITY CENTRE, which will accommodate the city's highest population and employment densities.	2.9 Support the CITY CENTRE in achieving and sustaining the highest employment and population densities in Regina, to align with and support its role as the city's hub of economic and cultural activity.	As stated in the rationale for Section 1, Change #6, tracking population involves nuances that fall outside the City's direct control, which makes it challenging to monitor progress effectively. However, the proposed change reaffirms the intent for the City Centre to have the highest concentration of employment and population density in Regina.
10	Section C: Growth Plan, Goal 4 – New Neighbourhoods and Employment Areas, Policy 2.11A	2.11A City Council may, at its discretion, waive any or all of the requirements of Policy 2.11 ³ where it can be demonstrated through a secondary plan or concept plan that achieving the density target and <i>complete neighbourhoods'</i> policies would be challenging due to unique circumstances (i.e. smaller scale development areas that lack connection to transit and other local services or amenities).	2.11A City Council may waive any or all requirements of Policy 2.11 if a secondary or concept plan demonstrates that meeting the density and <i>complete neighbourhoods</i> policies is impractical due to unique circumstances (e.g. small-scale areas lacking access to transit and local services or amenities); however, the proposal must still align with applicable Community Priorities and other goals of this Plan.	The proposed revision provides clearer guidance on when City Council may consider waiving the requirements of Policy 2.11, while reaffirming that any such decisions must align with the core principles of the OCP.
11	Section C: Growth Plan, Goal 4 – New Neighbourhoods and Employment Areas, Policy 2.12A	Not applicable (NEW)	2.12A Ensure a balanced and flexible supply of employment and residential lands to support a growing population by designating enough NEW AND EXISTING APPROVED EMPLOYMENT AREAS on Map 1 – Growth Plan to generate sufficient job opportunities to meet the demands of anticipated population growth and support long-term economic sustainability.	The update is intended to convey the importance of identifying sufficient lands in the Growth Plan for new industrial and employment-generating uses to ensure job availability for new residents. Overall, the policy aims to affirm the linkage between industrial and residential growth.
12	Section C: Growth Plan, Goal 4 – New Neighbourhoods and Employment Areas, Policy 2.13	2.13 Amend Map 1 – Growth Plan and related policies if necessary to correspond to the final alignment of the provincial highway bypass to comprehensively plan development in the southeast.	Delete Policy 2.13.	The action directed by this policy has been completed. No further action is needed, and the policy is no longer required.

³ Policy 2.11 requires that new neighbourhoods be designed and planned as complete communities, with a minimum gross population density of 50 persons per hectare.

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
13	Multiple	Policies 2.14, 2.15, 14.20D.3, Map 1 – Growth Plan, Map 1b – Phasing of New Neighbourhoods and Appendix C: Definitions provide direction on Special Study Areas ⁴ (SSAs).	Remove policies 2.14, 2.15, 14.20D.3, the SSA definition from Appendix C: Definitions and the SSA designations on Map 1 – Growth Plan and Map 1b – Phasing of New Neighbourhoods.	The 2024 Water & Wastewater Serviceability Study assessed the infrastructure needed to support growth and reduced the uncertainty that previously justified SSA designations. As a result, the Harbour Landing West and North greenfield growth areas are proposed to be reclassified from SSAs to “New Neighbourhood” and “New Employment Area” on Map 1 and Map 1b ⁵ .
14	Section C: Growth Plan, Goal 5 – Inclusion of Indigenous Rightsholders	Not applicable (NEW)	<p><u>Goal 5 – Inclusion of Indigenous Rightsholders</u> Ensure the development aspirations of Indigenous Rightsholders are meaningfully considered in shaping Regina’s future growth, consistent with the economic development and land reconciliation commitments in kâ-nâsihcikêwin, the City’s Indigenous Framework.</p> <p>2.13 Designate large-scale lands within or adjacent to the periphery of the city stewarded by Indigenous Rightsholders on Map 1 – Growth Plan as INDIGENOUS RIGHTSHOLDER LANDS; and</p> <p>2.14 Ensure the planning of NEW NEIGHBOURHOODS and NEW EMPLOYMENT AREAS adjacent to INDIGENOUS RIGHTSHOLDER LANDS or <i>urban reserves</i> considers the development aspirations of Indigenous Rightsholders, while fostering open and trust-based ongoing dialogue.</p>	The proposed goal and policies reflect the City’s commitment to reconciliation by ensuring that Indigenous voices and development aspirations are embedded in the OCP. This approach affirms the role of Indigenous Rightsholders as key partners in shaping Regina’s growth and further supports inclusive and collaborative planning.

⁴ Special Study Areas were originally included in the OCP to identify greenfield lands requiring further analysis to determine appropriate land uses and servicing feasibility before assigning them a “New Neighbourhood” or “New Employment Area” designation on Map 1 – Growth Plan and Map 1b – Phasing of New Neighbourhoods.

⁵ Refer to proposed Map 1 – Growth Plan and Map 1b – Phasing of New Neighbourhoods in Sections 3 and 4 of this document, respectively.

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
15	Section D1: Regional Context, Goal 3 – Joint Planning Area, Policy 3.17.6 (NEW)	Not applicable (NEW)	3.17.6 The RM and City agree that the requirements of 3.17.1 and 3.17.2 may be waived for unique circumstances or for a singular development that provides broader economic benefits.	<p>Policies 3.17.1 and 3.17.2 require a secondary or concept plan be prepared for the Collaborative Planning Area⁶ outlined in Map 1a – RM of Sherwood – City of Regina Growth Intentions. This policy requirement was envisioned as a mechanism for both municipalities to foster inter-municipal collaboration on large scale development proposals in the area, such as a major mixed-use, commercial or residential subdivision.</p> <p>The proposed policy grants authority to waive the requirements of these policies to allow for singular development proposals not part of a major multi-lot subdivision, such as an employment generating development, that would not typically require a secondary or concept plan in either municipality.</p>
16	Section D6: Housing (page 45)	Introductory Paragraph As Regina grows to accommodate 300,000 residents, significant changes will be required in the city's housing stock to ensure every person in Regina has the opportunity to live in a home that is attainable, well-maintained, suitable, and located in an inclusive community that allows its residents to meet their daily and lifetime needs.	Introductory Paragraph As Regina grows to accommodate 370,000 residents over the next 25 years, significant changes will be required in the city's housing stock to ensure every person in Regina has the opportunity to live in a home that is attainable, well-maintained, suitable, and located in an inclusive community that allows its residents to meet their daily and lifetime needs.	Same rationale as Section 1, Change #1.
17	Section D9: Health and Safety, Goal 2 – Health and Environmental Impacts, Policy 11.7	11.7 Employ appropriate setback standards to ensure compatible development adjacent to the following: railway, pipeline, and other utility corridors, energy-generation facilities and other features, where required.	11.7 Employ appropriate setback standards, including those defined in provincial legislation, to ensure compatible development adjacent to the following: railway, pipeline, and other utility corridors, energy-generation facilities and other features, where required.	The proposed change clarifies that any applicable provincially mandated development setback requirements apply within the city, such as the requirement from <i>The Subdivision Regulations, 2014</i> for residential development to be setback 457 metres from a sewage treatment plant or sewage lagoon.

⁶ The Collaborative Planning Area is depicted on proposed Map 1 – Growth Plan (Section 3 of this document) near the southeast boundary of the city. As outlined in the OCP, this area represents unique challenges and opportunities that would best be met with innovative approaches that could serve as a model for future inter-municipal collaboration. The intent of the land use planning collaboration in this area is to achieve the highest and best use of land over the long-term that mutually benefits both municipalities and the region.

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
18	Section D10: Economic Development, Goal 2 – Economic Growth, Policies 12.6.3 and 12.6.5	<p>12.6 Collaborate with community economic development stakeholders across the region to leverage shared economic advantages and tourism opportunities, including but not limited to:</p> <p>12.6.3 Collaborating with surrounding First Nations, Métis and Inuit communities to promote share prosperity;</p> <p>12.6.5 Support urban reserves that are in keeping with overall land use and growth policies.</p>	<p>12.6 Collaborate with community economic development stakeholders and Indigenous Rightsholders across the region to leverage shared economic advantages and tourism opportunities, including but not limited to:</p> <p>12.6.3 Collaborating on land use and infrastructure planning initiatives involving INDIGENOUS RIGHTSHOLDER LANDS and <i>urban reserves</i> to support well-being, economic development, jobs and affordable housing for Indigenous peoples;</p> <p>12.6.5 Where land has been selected for an <i>urban reserve</i>, support the development of municipal servicing and land use compatibility agreements in alignment with overall land use and growth policies.</p>	The proposed updates are intended to support inclusive and equitable development by facilitating land reconciliation, supporting economic development opportunities and improving health and well-being for Indigenous peoples in alignment with the commitments outlined in <i>kâ-nâsihcikêwin</i> .
19	Section E: Realizing the Plan, Goal 5 – Phasing and Financing of Growth, Policy 14.20D, 14.20E	<p>14.20D As identified on Map 1b - Phasing of New Neighbourhoods, Phase 1 (i.e. the combination of Phase 1a, Phase 1b, and Phase 1c) shall be developed first, followed by Phase 2, which is followed by Phase 3.</p> <p>14.20D.1 A succeeding phase may be approved for development when 75% of the preceding phase, as determined by the City, has been developed;</p> <p>14.20D.2 Notwithstanding Policy 14.20D.1, a succeeding phase may be developed when 75%</p>	<p>14.20D Sequence the development and investment of growth-enabling infrastructure required to advance NEW NEIGHBOURHOODS based on the <i>financially sustainable infrastructure approach</i>, with the following prioritization depicted on Map 1b – Phasing of New Neighbourhoods:</p> <p>1. SHORT-TERM</p> <p>a. Tier 1: Areas with existing wastewater capacity.</p> <p>b. Tier 2: Areas that will have wastewater capacity following the completion of the Northwest Regional Wastewater Lift Station</p>	<p>Engagement feedback indicated a desire to shift the City's current approach to phasing new neighbourhoods to be based on infrastructure capacity and readiness. This would allow new neighbourhoods to move forward as long as there is wastewater capacity, without the restrictions embedded in the current policy. Based on this feedback and infrastructure analysis, it is recommended that the City update its approach to phasing new neighbourhoods by aligning it with available wastewater servicing capacity, as this is currently a major barrier to the development of several new neighbourhoods.</p> <p>Under this approach:</p>

#	OCP Reference	Existing Policy	Proposed Policy Change	Rationale for Change
		<p>of the preceding phase has been subdivided, recognizing that areas within a given phase may be removed from the calculation at the City's discretion;</p> <p>14.20E Notwithstanding Policy 14.20 and Policy 14.20D.3, the City may, at its discretion, waive the phasing requirements of Policy 14.20 and Policy 14.20D.3 of this Plan where it is demonstrated that the proposed development:</p> <p>14.20E.1 Provides a demonstrable service or benefit, which is not already being sufficiently provided by an existing development/use;</p> <p>14.20E.2 Relates to one of the following land use categories: public/civic; Institutional (i.e. research, education, medical) recreation (i.e. sports, athletics);</p> <p>14.20E.3 Is limited to one principal use;</p> <p>14.20E.4 Is contiguous to a fully developed and service area or an area that is in the process of being developed; and</p> <p>14.20E.5 Is compatible with existing adjacent development or planned future development.</p>	<p>and the trunkline to the Rosewood Neighbourhood.</p> <p>c. Tier 3: Areas that will have wastewater capacity after completion of the Northwest Regional Wastewater Lift Station and the trunkline to the Rosewood Neighbourhood, but will still require further trunkline extensions to service new development.</p> <p>2. MEDIUM TERM</p> <p>a. Tier 1: Areas requiring infrastructure upgrades to provide wastewater capacity for new development, while also supporting intensification opportunities and addressing level-of-service challenges for existing properties.</p> <p>b. Tier 2: Areas requiring larger-scale infrastructure upgrades to provide wastewater capacity for new development, while also supporting intensification opportunities and addressing level-of-service challenges for existing properties.</p> <p>3. LONG-TERM</p> <p>14.20E Policy 14.20D shall not be used to limit the development of NEW NEIGHBOURHOODS if it can be demonstrated to the satisfaction of the City that there are no planning constraints and growth-enabling infrastructure investments are in place to support development.</p>	<ul style="list-style-type: none"> - A "Short-Term" designation is applied to areas with existing wastewater capacity or that will have capacity following the completion of the Northwest Regional Wastewater Lift Station. - New neighbourhoods currently without capacity are assigned a "Medium-Term" or "Long-Term" designation based on the prioritization of required investments in alignment with the proposed "financially sustainable infrastructure approach" defined in Section 2, Change #3. <p>In general, "Medium-Term" new neighbourhoods require wastewater investments that provide broader citywide benefits, such as enabling greenfield growth, supporting intensification, and addressing servicing challenges in existing areas, while "Long-Term" new neighbourhoods require major investments that primarily benefit greenfield growth.</p> <p>To provide further clarity, the "Short-Term" and "Medium-Term" designations are further segmented into tiers based on wastewater capacity availability, as well as the expected timing and scale of investments required to support development.</p>

#	OCP Reference	Existing Policy		Proposed Policy Change		Rationale for Change
20	Section E: Realizing the Plan, Goal 5 – Phasing and Financing of Growth, Policy 14.20F	Not applicable (NEW)		14.20F	Plan and invest strategically to enable diverse and affordable housing supply in NEW NEIGHBOURHOODS across multiple areas of the city, as practical given servicing availability and the City’s fiscal capacity to deliver growth-enabling infrastructure investments.	Informed by stakeholder feedback, the proposed policy recognizes the community’s desire for housing options in multiple new and developing neighbourhoods. By supporting development across a range of locations, the City aims to facilitate consumer choice, respond to market demand, and promote balanced growth, affordability, and equitable access to amenities.
21	Section E: Realizing the Plan, Goal 6 – Relationship Between the Plans, Policy 14.29.1	14.29	Ensure that secondary plans and concept plans address the following, unless waived by the City: 14.29.1 Overall conformity with this Plan and any applicable secondary plan ⁷ or other applicable instrument (e.g. Transportation Master Plan);	14.29	Ensure that secondary plans and concept plans address the following, unless waived by the City: 14.29.1 Overall conformity with this Plan, any applicable secondary plan, infrastructure master plan and other relevant planning instruments or servicing studies that inform infrastructure master plans;	The revised policy provides clearer direction on the requirement for these plans to align with infrastructure master plans and servicing studies. This clarification is particularly important for guiding the preparation of these plans for “New Employment Areas,” which, under OCP policy, are considered by City Council on a case-by-case basis and are not subject to phasing policies like “New Neighbourhoods”.

⁷ “Secondary Plans” and “Concept Plans” are used by the City of Regina to guide the development of “New Neighbourhoods” and “New Employment Areas”. They provide direction for land-use (zoning) and the provision of community service (e.g. parks, schools), utility and transportation infrastructure servicing. These plans must be approved by City Council before a developer can submit rezoning or subdivision applications.

Section 2: Proposed Changes to OCP Appendix C: Definitions

#	Existing Definition	Proposed Change	Rationale for Change
1	BUILT OR APPROVED NEIGHBOURHOODS: Comprise lands that are predominantly built or approved residential areas that will be subject to additional change through limited intensification in accordance with this Plan.	<p><u>Definition Change:</u> built neighbourhoods: Established residential areas that are predominantly developed. These neighbourhoods may experience additional change through intensification, in accordance with this Plan.</p> <p><u>Complementary Changes to Other Sections of the OCP:</u> Change the term “BUILT or APPROVED NEIGHBOURHOODS” to “<i>built neighbourhoods</i>” in the following OCP policies:</p> <ul style="list-style-type: none"> • Section C, Goal 3, Policy 2.8 • Section D5, Goal 1, Policy 7.1 and Policy 7.2 • Appendix A Guidelines for Complete Neighbourhoods 	<p>Within the context of the OCP, the word ‘approved’ typically refers to newer greenfield neighbourhoods that are either actively developing or have not yet begun development. These areas may not accurately reflect the nature of intensification, which generally occurs in long-established or already built-up neighbourhoods. Removing the word ‘approved’ ensures policies more accurately target areas where intensification is most relevant.</p> <p>The proposed definition is no longer capitalized, as the term is recommended for removal as a map feature on Map 1 – Growth Plan. See Section 3, Change #10 for further details.</p>
2	INTENSIFICATION AREA: A specific area in proximity to transit where the creation of new development is accommodated within new buildings on undeveloped land or existing or new buildings on previously developed land through standard practices of building conversions, infill within vacant or underutilized lots and redevelopment of existing built areas.	<p><u>Definition Change:</u> Remove the definition for “INTENSIFICATION AREA”.</p> <p><u>Complementary Changes to Other Sections of the OCP:</u></p> <ul style="list-style-type: none"> • Section C, Goal 3, Policy 2.7 – remove the words “and adjacent INTENSIFICATION AREAS”. • Section D5, Goal 1, Policy 7.1 and Policy 7.2 – replace the term “INTENSIFICATION AREAS” with “PRIMARY INTENSIFICATION AREAS and SECONDARY INTENSIFICATION AREAS”. • Appendix A Guidelines for Complete Neighbourhoods – replace the term “INTENSIFICATION AREAS” with “PRIMARY INTENSIFICATION AREAS and SECONDARY INTENSIFICATION AREAS”. 	<p>The term “Intensification Area” was originally intended to broadly identify locations suitable for gradual intensification near primary transit routes and select urban corridors. With the introduction of the more specific designations “Primary Intensification Areas” and “Secondary Intensification Areas” in the OCP, the broader term is no longer required.</p>

#	Existing Definition	Proposed Change	Rationale for Change
3	Not applicable (NEW)	financially sustainable infrastructure approach: A strategic method for prioritizing growth-enabling infrastructure investments, particularly water and wastewater services, needed to support NEW NEIGHBOURHOODS, as outlined in City servicing strategies and infrastructure master plans. Under this approach, greater priority is given to investments that deliver benefits beyond NEW NEIGHBOURHOODS alone, such as projects that also support intensification and improve infrastructure level-of-service challenges for existing properties.	This term is referenced in the recommended revised policies for phasing new neighbourhoods described in Section 1, Change #19. Specifically, the definition provides context on the proposed approach to prioritizing growth-enabling infrastructure investments required for new neighbourhoods.
4	Not applicable (NEW)	INDIGENOUS RIGHTSHOLDER LANDS: Larger-scale lands near the city periphery held by an Indigenous group or community with inherent rights recognized under Section 35 of <i>The Constitution Act, 1982</i> , which affirms and protects the existing Indigenous and treaty rights of Indigenous peoples in Canada.	This term provides context to the “Indigenous Rightsholder Lands” map feature on proposed Map 1 – Growth Plan (Section 3).
5	Not applicable (NEW)	LONG-TERM: NEW NEIGHBOURHOODS identified on Map 1b – Phasing of New Neighbourhoods as LONG-TERM growth areas, as further described under Section E, Goal 5, Policy 14.20D. These are areas where infrastructure is not currently in place to support greenfield development and will require future City investments to enable development based on City infrastructure studies, plans and analysis.	This term is proposed to be added because it appears as a map feature on proposed Map 1b – Phasing of New Neighbourhoods (Section 4).
6	Not applicable (NEW)	MEDIUM-TERM: NEW NEIGHBOURHOODS identified on Map 1b – Phasing of New Neighbourhoods as MEDIUM-TERM growth areas, as further described under Section E, Goal 5, Policy 14.20D. These are areas where additional infrastructure investment is required to service greenfield development and may also support intensification opportunities and address level-of-service challenges for existing properties based on City infrastructure studies, plans and analysis.	Same rationale as Section 2, Change #5.

#	Existing Definition	Proposed Change	Rationale for Change
7	<p>PRIMARY INTENSIFICATION AREA: A geographical area, conceptually identified in Map 1c - Intensification Boundary and Areas, where residential or mixed-use buildings up to 20 metres (six-storey) in height may be permitted as-of-right. A parcel may be designated a primary intensification area if it is:</p> <ul style="list-style-type: none">generally located within 200 metres of walking distance from the nearest stop along a main transit route, as identified in the Regina Transit Master Plan;zoned or deemed suitable for residential or mixed-use zoning; andpart of a blockface that predominantly consists of parcels deemed suitable for primary intensification area designation or abuts a parcel designated as a primary intensification area.	<p>PRIMARY INTENSIFICATION AREA: A geographical area, conceptually identified on Map 1 – Growth Plan where residential or mixed-use buildings up to 20 metres (six-storeys) in height may be permitted.</p>	<p>When the “Primary and Secondary Intensification Areas” were added to the OCP in 2024, they were defined solely through OCP Appendix C: Definitions and Map 1c – Intensification Boundary and Areas. In 2025, OCP amendments incorporated these definitions directly into OCP policies. As a result, the original definitions became redundant. To improve clarity and reduce duplication, the definitions have now been simplified, as readers can refer to the relevant policies for further detail.</p>
8	<p>SECONDARY INTENSIFICATION AREA: A geographical area, conceptually identified in Map 1c - Intensification Boundary and Areas, where residential or mixed-use buildings up to 15 metres (four-storey) in height may be permitted as-of-right. A parcel may be designated a secondary intensification area if it is:</p> <ul style="list-style-type: none">generally located within 800 metres of walking distance from the nearest transit hub, as identified in the Regina Transit Master Plan;zoned or deemed suitable for residential or mixed-use zoning; andpart of a blockface that predominantly consists of parcels deemed suitable for secondary intensification area designation or abuts a parcel designated as a primary or secondary intensification area.	<p>SECONDARY INTENSIFICATION AREA: A geographical area, conceptually identified on Map 1 – Growth Plan where residential or mixed-use buildings up to 15 metres (four-storeys) in height may be permitted.</p>	<p>Same rationale as Section 2, Change #7.</p>

#	Existing Definition	Proposed Change	Rationale for Change
9	Not applicable (NEW)	SHORT-TERM: NEW NEIGHBOURHOODS identified on Map 1b – Phasing of New Neighbourhoods as SHORT-TERM growth areas, as further described under Section E, Goal 5, Policy 14.20D. These are areas where infrastructure to support greenfield development already exists or is planned in the near-term based on City infrastructure studies, plans and analysis.	Same rationale as Section 2, Change #5.
10	URBAN CORRIDOR: The lands along an established or new major road, urban arterial or transit corridor that have the potential to provide a focus for higher density or midrise, mixed-use development that facilitate active transportation modes. Urban corridors link NEW NEIGHBOURHOODS with the City Centre and with each other.	URBAN CORRIDOR: Lands located along established roads, new major roads or transit corridors that have the potential for higher density or mixed-use development that are supportive of active transportation modes.	This minor amendment to the definition reflects that not all urban corridors directly connect to the City Centre or “New Neighbourhoods.” The change ensures the term more accurately describes the function and potential of these corridors without implying fixed locations.
11	Not applicable (NEW)	urban reserve: Designated Indigenous reserve land that is located within or adjacent to a municipality, often created as a result of a specific claim and Treaty Land Entitlement settlements.	This term provides context to the “Urban Reserve” designations on proposed Map 1 – Growth Plan Map (Section 3).

Section 3: Proposed Map 1 – Growth Plan

The [current Growth Plan](#) is based on a population horizon of 300,000, established in 2013 when the OCP was first approved. The proposed changes to Map 1 – Growth Plan, detailed below and depicted on the updated version of the plan on page 19, reflect a shift to a 25-year planning horizon from 2026 to 2051. This aligns with recent population, housing, and employment forecasts and accommodates growth to a future population of approximately 370,000. Collectively, these updates ensure the Growth Plan remains a clear, actionable tool for guiding long-range development, infrastructure investment and land use planning.

#	Existing Depiction on Map 1	Proposed Change to Map 1	Rationale for Change
1	Map 1 is currently based on the city population growing from 235,000 to 300,000, which is reflected under the map title, along with a breakdown of where this growth will occur.	Remove the reference to a population of 300,000 and the figures breaking down this population growth.	The changes reflect an extended OCP planning horizon of a population of 370,000 in alignment with the growth projections outlined in the 2024 Growth Study.
2	NE 25-17-21-W2 is designated “Wastewater Treatment Plant Area”.	Change designation of NE 25-17-21-W2 to “Future Long-Term Growth (500K)”.	It’s been confirmed that the “Wastewater Treatment Plant Area” designation is not required on this parcel.
3	The following areas are currently designated as “Future Long-Term Growth (~500K)” lands: <ul style="list-style-type: none">• Tower Crossing Phase 2 – Residential: located in the northeast adjacent to the Tower Crossing industrial development area.• Foxtail Grove: located in the northeast adjacent the existing Parkridge, Creekside and Eastgate neighbourhoods.	Change the designation of these areas to “New Neighbourhoods”.	Designating these areas as “New Neighbourhoods” ensures the Growth Plan identifies sufficient land to accommodate forecasted population growth and housing needs through to 2051, as outlined in the 2024 Growth Study. The selection of these specific lands was informed by the City’s Water & Wastewater Serviceability Study, which provided clarity on the infrastructure investments required to support development. This evidence-based approach strengthens the rationale for their inclusion and aligns with long-term servicing and growth objectives.
4	The following areas are identified on Map 1b – Phasing of “New Neighbourhoods”, however, are not currently designated as “New Neighbourhoods” on Map 1: Riverside, Somerset, and the Growth Area North of Maple Ridge.	Designate these areas as “New Neighbourhoods”.	This change is intended to provide alignment and consistency between Map 1 and Map 1b.
5	The following areas are designated as either “Future Long-Term Growth (~500K)” or “New Employment Areas ⁸ ”: Fleet Street Business Park, Chuka Creek Business Park and Tower Crossing Phase 1.	Designate these areas as “Existing Approved Employment Areas”.	Since these areas have already received secondary plan approvals from City Council, designating them as “Existing Approved Employment Area” better reflects their regulatory status, development readiness, and alignment with the OCP definition of that term.

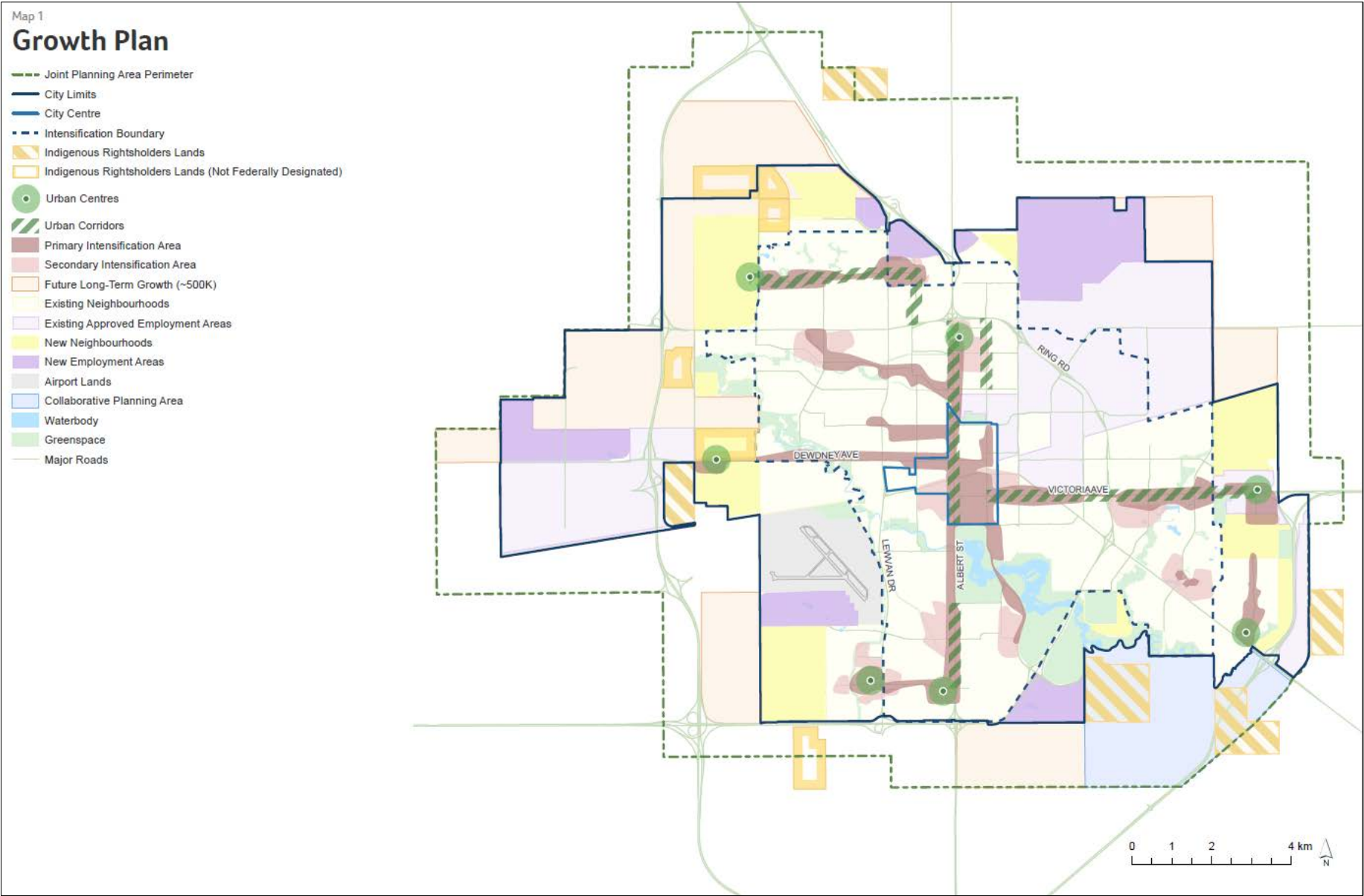
⁸ New Employment Areas are defined as: “Lands that will accommodate a full range of employment-generating uses primarily industrial or industrial-commercial in nature.” While, Existing Approved Employment Areas are defined as “Comprise commercial or industrial lands that are either built or approved to accommodate a full range of employment-related land uses.”

#	Existing Depiction on Map 1	Proposed Change to Map 1	Rationale for Change
6	The entirety of Harbour Landing West (HLW) and a portion of Harbour Landing North (HLN) are designated as “Special Study Areas”.	<ul style="list-style-type: none"> Designate the portion of HLW bounded by Parliament Avenue, the City Boundary, Highway #1A and Campbell Street as a “New Neighbourhood”. Designate the lands bounded by Parliament Avenue, Campbell Street, the Regina International Airport and the City Boundary (comprising of a portion of HLW and the entirety of HLN) as a “New Employment Area”. 	These updates align each area’s land use designation with the framework established in the Regina International Airport Area Land Use Planning Collaboration Study. In addition, designating a portion of HLW as a “New Neighbourhood” is recommended to ensure the Growth Plan identifies sufficient land to accommodate forecasted housing growth over the next 25 years, consistent with the rationale outlined under Section 3, Change #3.
7	Lands in the northwest, adjacent to the proposed Skywood Neighbourhood, and lands in the northeast near the Co-op Refinery are designated as “Existing Approved Employment Areas”.	Change the designation of these areas to “New Employment Areas”.	These lands lack approved secondary plans and do not have existing established industrial development. Reclassifying them as “New Employment Areas” more accurately reflects their current development status and aligns with the OCP’s definition of the term “New Employment Area”.
8	The City Centre boundary currently includes lands south of College Avenue that fall under the jurisdiction of the Wascana Centre.	Remove any lands within the City Centre that are under the jurisdiction of the Wascana Centre by extending the southmost portion of the City Centre boundary to align with the centerline of College Avenue.	This change will ensure the City Centre boundary only includes land under the City’s jurisdiction.
9	Not applicable (NEW)	Add designations for “Indigenous Rightsholders Lands” to reflect existing and anticipated Indigenous development opportunities, including both federally designated lands and those without formal designations.	Same rationale as Section 1, Change #14.
10	Map 1 currently includes legend entries and corresponding depictions for “Intensification Areas” and “Built or Approved Neighbourhoods”.	<p>Remove the legend entry and map depiction for “Intensification Areas” and “Built or Approved Neighbourhoods”. Integrate the legend entries and map features from the current Map 1c – Intensification Boundary and Areas into Map 1, with the “Intensification Boundary” being adjusted to exclude property owned by the Regina Airport Authority (RAA).</p> <p>Repeal Map 1c – Intensification Boundary and Areas.</p>	<p>In alignment with the proposed OCP policy change detailed in Section 1, Change #6, this update integrates Map 1c, which includes the “Intensification Boundary” into Map 1 to reduce complexity and eliminate overlapping terminology. As a result, Map 1c is considered redundant and is recommended for repeal.</p> <p>The revised Map 1 realigns the “Intensification Boundary” to follow Lewvan Drive, directly east of the RAA lands boundary since the RAA lands are intended to support the long-term operation of the airport.</p>

#	Existing Depiction on Map 1	Proposed Change to Map 1	Rationale for Change
11	Map 1 currently shows the “Main Transit Corridor” identified in Map 5 – Transportation.	Remove the existing legend entry and map depiction for “Main Transit Corridor”.	Since the “Main Transit Corridor” is already shown on Map 5, including it as a feature on Map 1 may not be necessary and could create visual clutter, especially given the proposed additional map features described above.
12	Map 1 currently identifies areas for “Future Long-Term Growth (~500K)”.	Adjust the boundaries and extent of areas designated as “Future Long-Term-Growth (~500K)” to align with the City’s long-term growth areas shown on Map 1a – RM of Sherwood - City of Regina Growth Intentions.	These changes are intended to address discrepancies between the current Map 1 and Map 1a.
13	Map 1 identifies an “Urban Centre ⁹ ” near the University of Regina main campus.	Remove the “Urban Centre” adjacent to the University of Regina main campus.	This “Urban Centre” is located on lands under the jurisdiction and planning authority of the Wascana Centre, specifically within Area: 8 The University Precinct in the Wascana Centre Master Plan. As a result, it is recommended that the “Urban Centre” designation be removed.
14	Not applicable (NEW)	Add an “Urban Centre” near the intersection of Chuka Drive and Arcola Avenue.	Mixed-use and commercial areas within The Greens Neighbourhood, near the intersection of Chuka Boulevard and Arcola Avenue, were undeveloped when the OCP was approved in 2013. With the neighbourhood now nearly built out, it has been determined that the characteristics and built form of lands near this intersection align with the OCP’s definition of an “Urban Centre.”
15	The “Airport Areas” map feature reflects the fenceline of the Regina International Airport.	Update the “Airport Areas” map feature to include all property owned by the RAA.	This change will ensure the “Airport Areas” map feature contains all lands owned by the RAA, which extend beyond the airport’s fenceline.

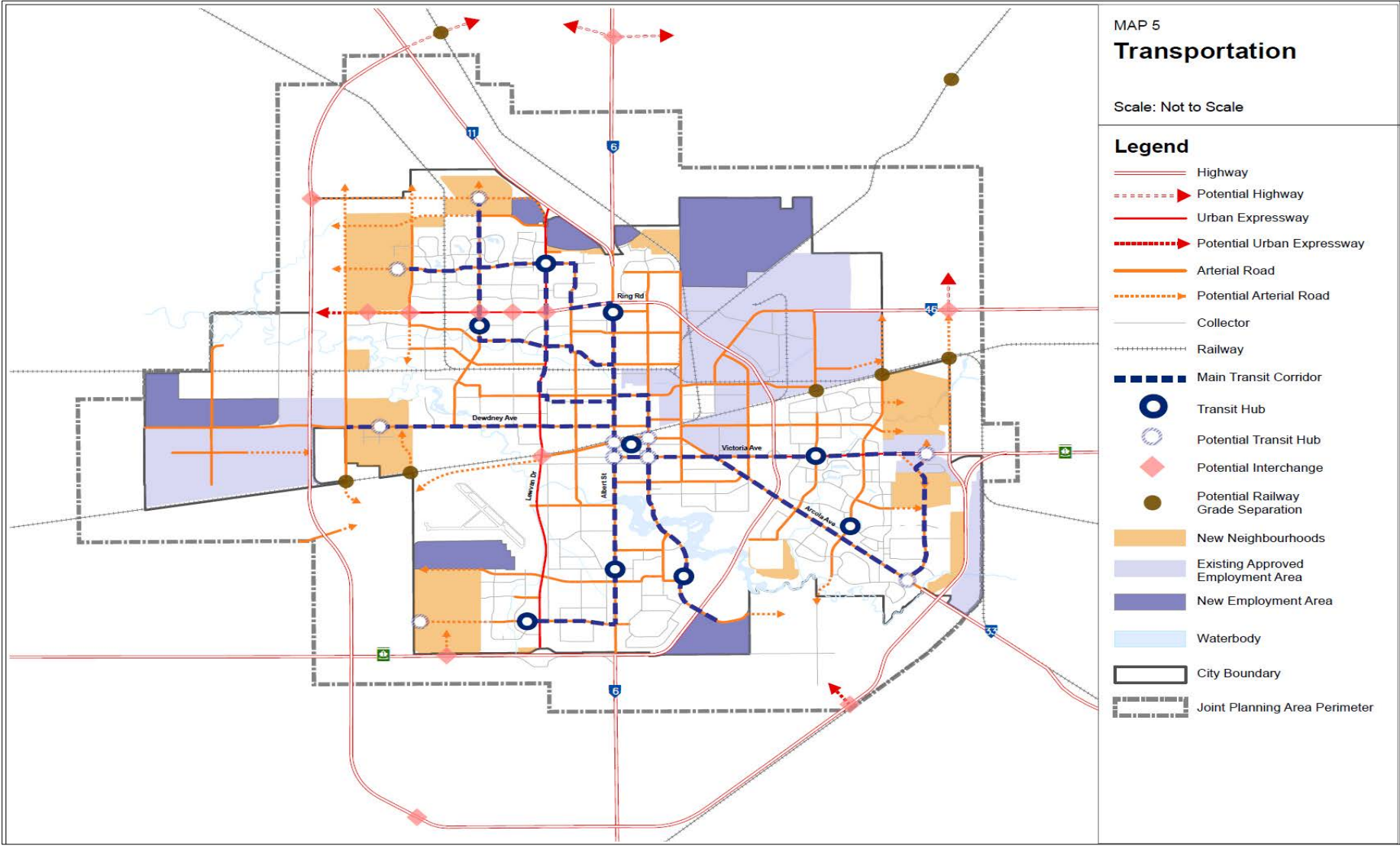
⁹ Urban Centres are defined as “Major focal points for the City, larger in scale than neighbourhood hubs, located surrounding or around established or new intersections of an urban corridor with major and arterial roads and/or major transit hub, and may contain but are not limited to high density, mixed-use/commercial hubs, transit-orientated development, preferably adjacent to or near a transit hub.”

Proposed Map 1 – Growth Plan



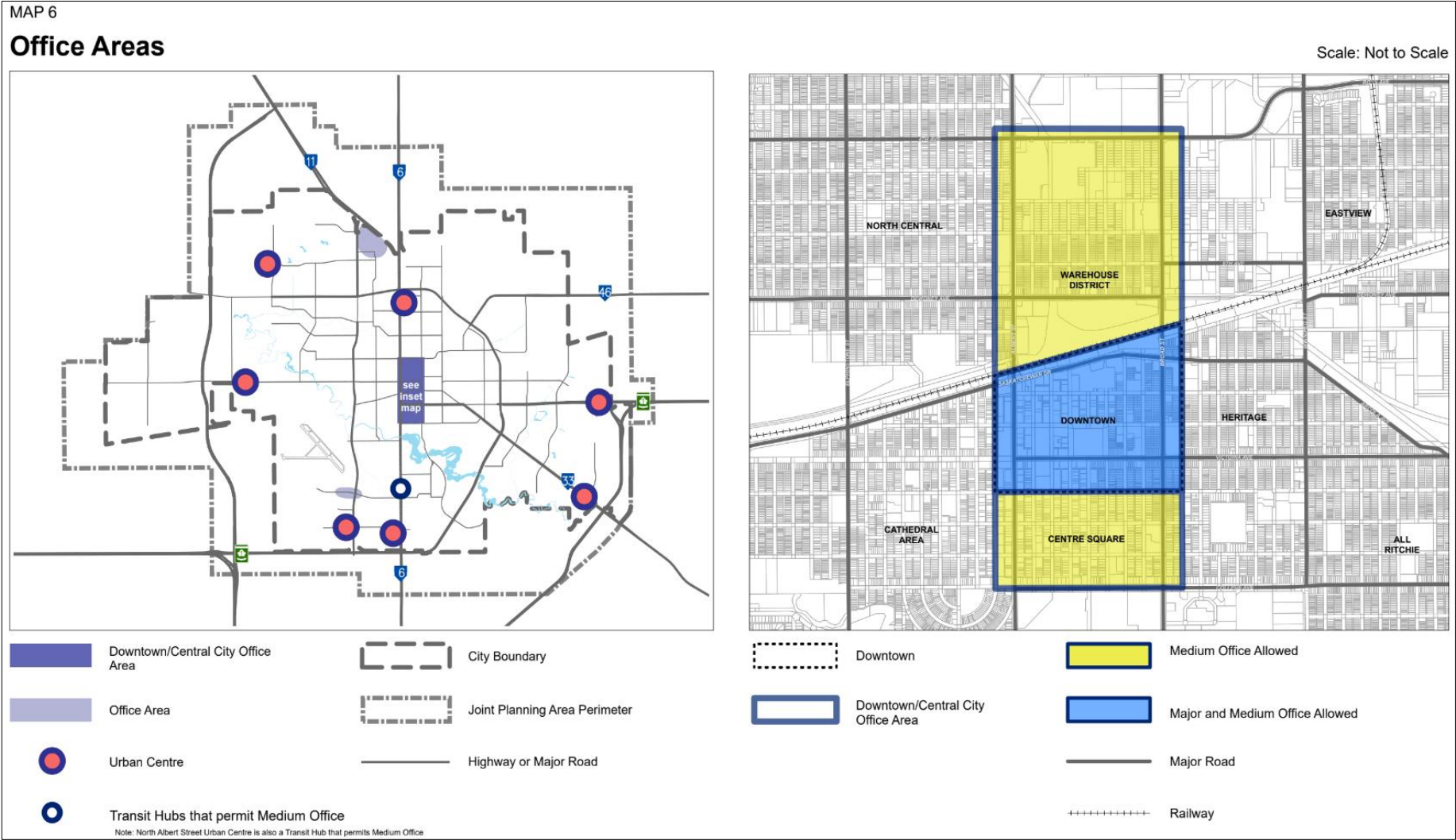
Proposed Changes to Map 5 – Transportation to Align with Updates to Map 1 – Growth Plan

Map 5 illustrates key elements of the transportation network. It references the “New Neighbourhoods,” New Employment Areas”, and “Existing Approved Employment Area” designations from Map 1. To ensure consistency with the updated designations on proposed Map 1, it is recommended that Map 5 be revised as shown below.



Proposed Changes to Map 6 – Office Areas to Align with Updates to Map 1 – Growth Plan

Map 6 identifies “Office Areas” to support the implementation of policies under OCP Goal 5 – Office. The map shows the “Urban Centres” and “City Centre” map features from Map 1 – Growth Plan. Based on the proposed changes¹⁰ to these features on Map 1, it is recommended that Map 6 be updated with version illustrated below.



¹⁰ See Section 3, Change #13 and #14 for further details.

Section 4: Proposed Map 1b – Phasing of New Neighbourhoods

The proposed changes to [Map 1b – Phasing of New Neighbourhoods](#), shown on the next page, align with the proposed OCP policy changes detailed in Section 1, Change #19. The revised map and associated policies sequence the “New Neighbourhoods” identified on proposed Map 1 – Growth Plan (Section 3) and include the remaining portions of the developing Hawkstone, Kensington Greens, and Harbour Landing neighbourhoods, which were approved under the previous OCP, *The Regina Development Plan, Bylaw No. 7877*.

Proposed Map 1b and its associated policies sequence the development of new neighbourhoods based on available wastewater servicing capacity and the “financially sustainable infrastructure approach¹¹” to prioritizing growth-enabling infrastructure investments required for the development of new neighbourhoods currently lacking capacity. Key benefits of this approach include:



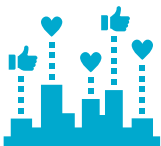
Improved Cost Efficiency: Infrastructure investments are targeted to areas with development interest and readiness, optimizing the use of public funds. It ensures investments provide the maximum benefit to new greenfield growth, intensification and in some cases, to address current servicing challenges to existing properties.



Greater Certainty and Reduced Risk: Targeted capital infrastructure investment may help developers plan confidently, reducing risk and improving cost expectations and development timelines.



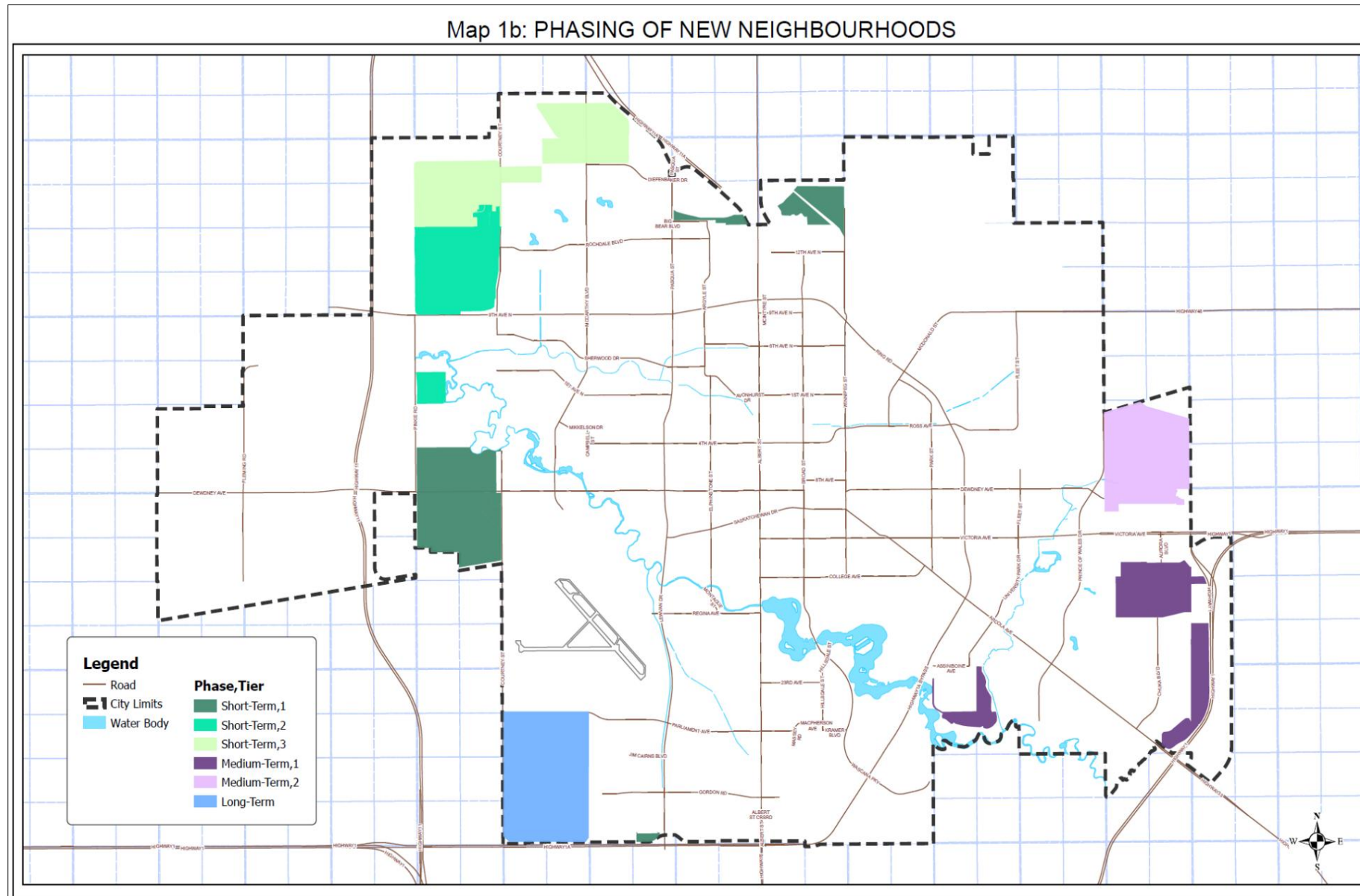
Better Growth Management: Supports orderly and sustainable development by aligning infrastructure delivery with long-term planning goals. This helps to mitigate potential City service gaps and avoid inefficient operational costs associated with simultaneously servicing multiple developing neighbourhoods in different areas of the city.



Shared Benefits: Prioritizes citywide infrastructure projects that benefit both new and existing neighbourhoods, promoting equity and maximizing return on investments.

¹¹ See Section 2, Change #3 for a definition of this term.

Proposed Map 1b – Phasing of New Neighbourhoods



Appendix B – Current Growth Plan

Map 1

GROWTH PLAN

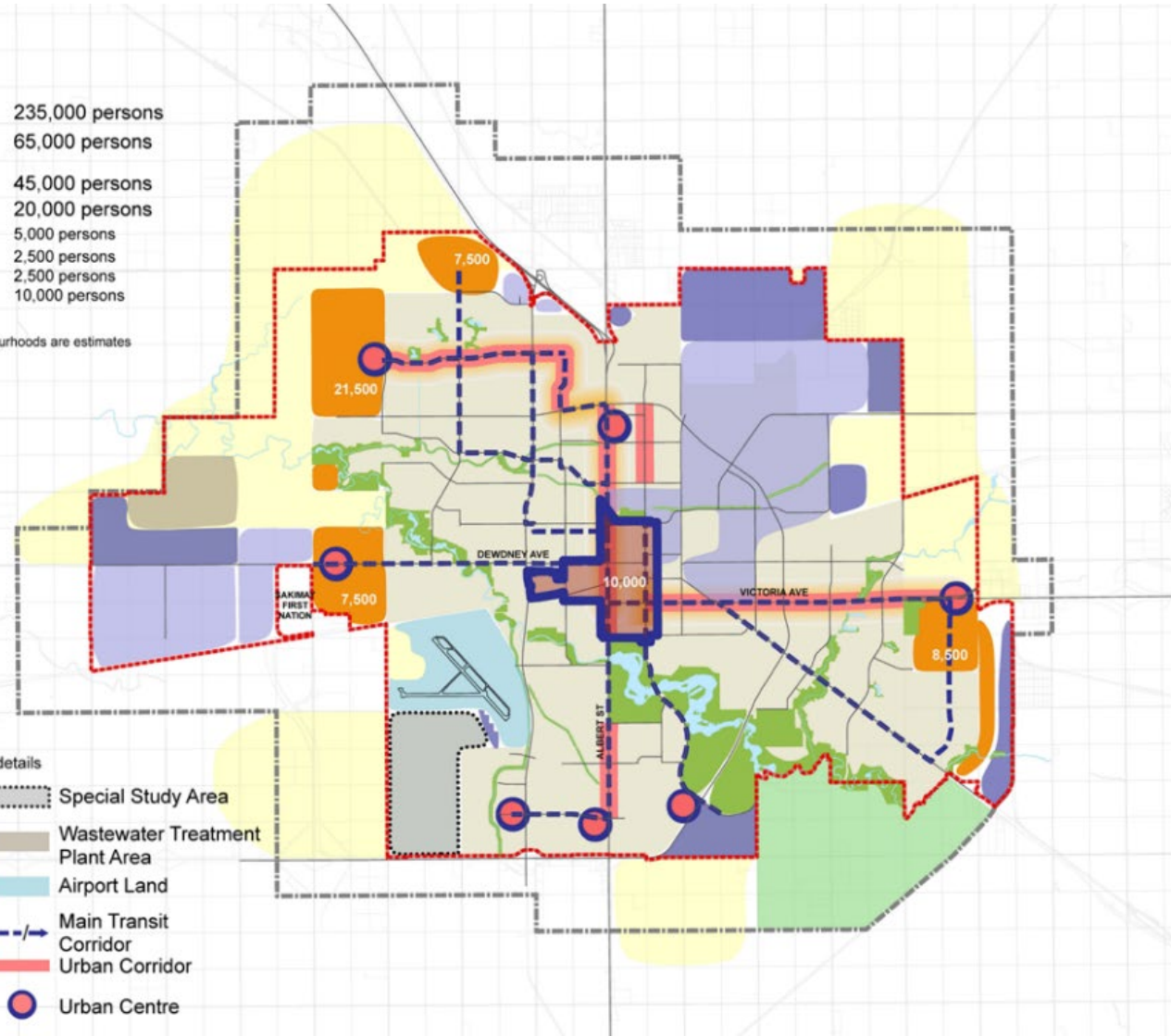
**WITHIN BUILT OR APPROVED
NEIGHBOURHOODS:** 235,000 persons
TO REACH 300,000: 65,000 persons

New Neighbourhoods: 45,000 persons
Intensification: 20,000 persons
City Centre - Downtown: 5,000 persons
City Centre - RRI: 2,500 persons
City Centre - Elsewhere: 2,500 persons
Other Parts of the City: 10,000 persons

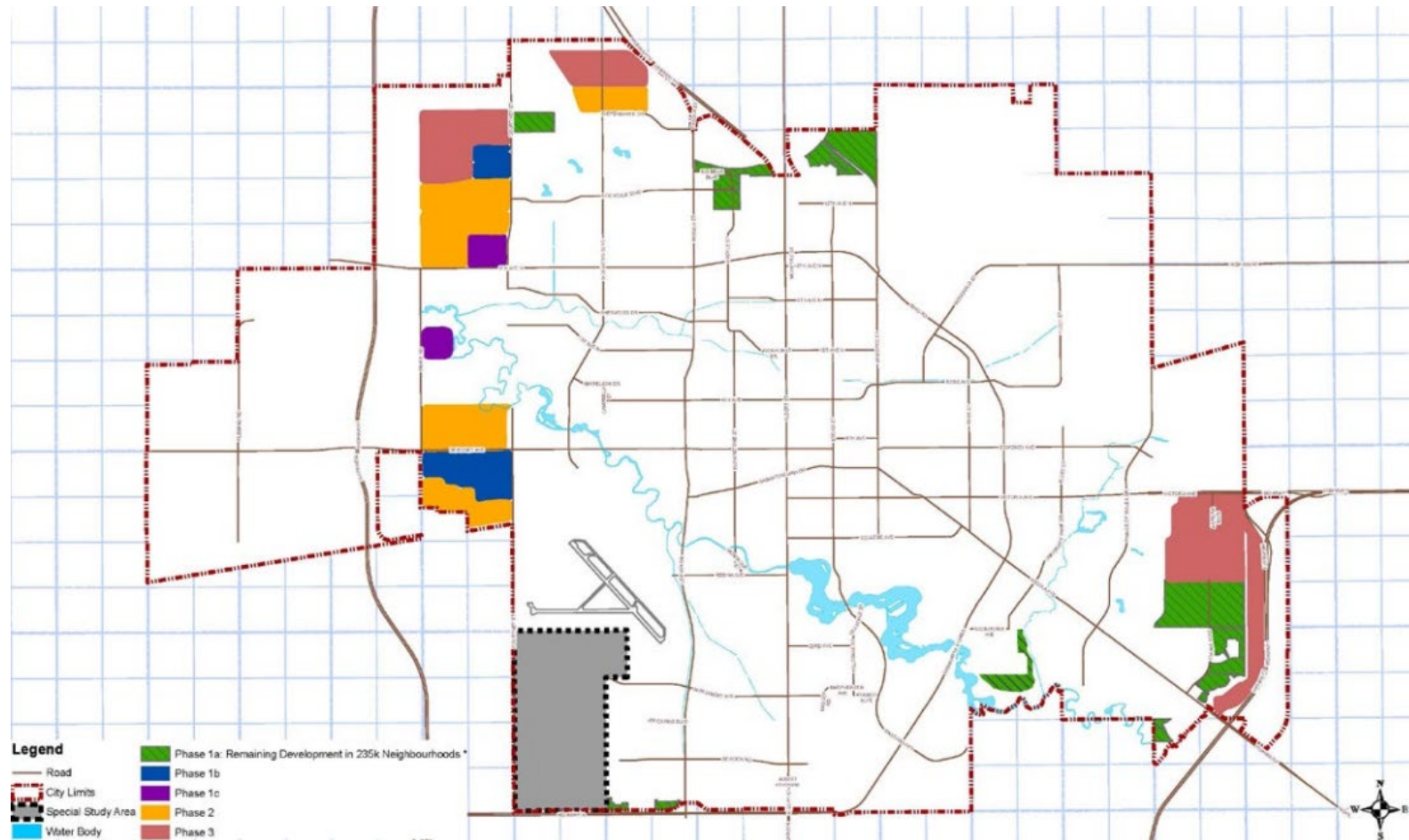
Note: Populations indicated for new neighbourhoods are estimates

LEGEND

- Joint Planning Area Perimeter
- City Boundary
- Major Road
- Built or Approved Neighbourhoods
- New Neighbourhoods (300k)
- Intensification Area (300k)*Refer to Map 1c for details
- Future Long-Term Growth (~500k)
- City Centre
- Existing Approved Employment Area
- New Employment Area
- Collaborative Planning Area
- Special Study Area
- Wastewater Treatment Plant Area
- Airport Land
- Main Transit Corridor
- Urban Corridor
- Urban Centre



Appendix C – Current Phasing of New Neighbourhoods Plan



Appendix D – What We Heard Report: Growth Plan Review



February 2026

Engagement Objective







Design Regina: The Official Community Plan (OCP) was introduced in 2013 to manage Regina's growth to a population of 300,000 and set the stage for long-term growth, development and change.

The OCP includes a growth management strategy, enabling the City to set development goals, objectives and policies for managing land use, new development and services. This includes the [Growth Plan](#) and [Phasing of New Neighbourhoods Plan](#) (Phasing Plan).

The Growth Plan Review includes updates to both plans, along with complementary policies to guide Regina's growth over the next 25 years (2026 to 2051), ensuring the OCP remains responsive to community conditions and priorities.

Residents, Indigenous Rightsholders, community groups, business, developers and other stakeholders were engaged on the Growth Plan Review to help inform recommended changes and updates to the OCP. As summarized on the next page, its acknowledged each of these groups may have different interests and perspectives on Regina's growth.



		Example	Their potential interest in the Growth Plan Review
Developers		<ul style="list-style-type: none"> • A developer of new neighbourhoods. • A developer who redevelops or renews existing lots in a city's core area for new residential, commercial or cultural developments. 	<ul style="list-style-type: none"> • The Growth Plan includes policies that sequence the order in which new neighbourhoods may proceed and identifies target areas where the City is focusing efforts on encouraging and supporting redevelopment opportunities. • These policies are intended to provide certainty to developers when considering future development and investment decisions.
Builders		<ul style="list-style-type: none"> • Homebuilding company. • Commercial construction company. 	<ul style="list-style-type: none"> • The Growth Plan identifies lands intended to accommodate projected population, housing and employment growth. • Having plans to accommodate such growth may support continued and future activity for residential and commercial builders, including jobs for residents employed in each sector.
Industrial Business and Employers		<ul style="list-style-type: none"> • Agricultural-processing business. • A steel manufacturing company. 	<ul style="list-style-type: none"> • The Growth Plan identifies existing and new "employment areas" intended to accommodate a range of employment-generating land uses primarily industrial or commercial-industrial nature. • Including these areas in the Growth Plan may assure businesses that the City has designated lands to support a current business wanting to expand their operation or a future business looking to locate in Regina.
Commercial Businesses and Employers		<ul style="list-style-type: none"> • Restaurant and smaller-scale retail businesses in the Downtown area. • Larger-scale wholesale retailer stores. 	<ul style="list-style-type: none"> • Targeting areas to encourage the redevelopment of lots and buildings may increase activity for existing businesses in established areas, as redevelopments may add more population and vibrancy to the area. • Having lands designated to accommodate new neighbourhoods, including lots for retailers, may help attract businesses and stores, many which only choose to locate in cities of a certain population threshold.
Other levels of government and external partners		<ul style="list-style-type: none"> • Government of Saskatchewan ministries (or 'branches') responsible for new schools and health care facilities or providing power and energy services. 	<ul style="list-style-type: none"> • The Growth Plan may help partners from other levels of government with their own long-term planning for new facilities and services.
Current and future residents		<ul style="list-style-type: none"> • Aging residents planning to downsize their homes in preparation for the next stages of their lives. • Newcomers and residents looking to enter the job and housing markets. • Children and teenagers. 	<ul style="list-style-type: none"> • Planning to accommodate projected growth may help facilitate some the broader benefits inherent with the healthy growth of a community: <ul style="list-style-type: none"> • Added employment opportunities from new or expanded industries, which can attract new amenities and commercial businesses. • Increased economic activity in the city and region. • New cultural and social opportunities. • Sustaining and potentially expanding City services such recreational facilities, transit and roadways. • New tax revenue for the City to help share the costs of City projects, services and operations with existing residents and businesses. • Contributes to a healthy housing supply, helping to moderate housing prices, potentially making homeownership and rental more attainable for residents.

Getting the Word Out

The following summary outlines how outreach efforts were tailored to reach as many people as possible.



A broad range of groups were notified about the Growth Plan Review and engagement opportunities through targeted communications:

- **Letters** sent to over 30 Indigenous Rightsholders.
- **Emails** sent to more than 200 stakeholders, including community service organizations, members of the development industry, other levels of government, municipalities adjacent to Regina, advocacy groups and building industry representatives.



In April 2025, a **dedicated webpage** was launched on Regina.ca, offering an overview of the Growth Plan Review. It featured:

- Informational **videos**.
- Direct **links** to key background studies.
- A suite of **engagement materials**.
- A **dedicated email address** for project inquiries and a link to subscribe to newsletter updates.

As of January 2026, the webpage had **1,125 visits** and the videos were viewed over **144 times**.



Administration participated in two media opportunities:

- The **Saskatchewan Real Estate Podcast** in September 2025.
- **Access Now Radio's Toast n Coffee** in November 2025.



In October 2025, a **Be Heard project page** was launched to provide additional information. The page featured news releases, background materials and a Q&A section where residents could submit questions. The Be Heard page also hosted a resident survey.

Engagement Summary

In tandem with the communications outlined in the previous section, a series of engagement touchpoints were strategically designed and implemented to inform, consult and collaborate with interested and affected parties on the Growth Plan Review.

The following subsections provide an overview of engagement touchpoints and a summary of key themes that emerged. In addition to these touchpoints, more than 42 small group sessions and one-on-one meetings were held between June 2024 and February 2026, involving 98 stakeholders and nine Indigenous Rightsholder representatives.

Engagement Phase 1: Informing and Gathering Initial Feedback



Objective

To introduce and provide an overview of the Growth Plan Review project answer questions and gather initial feedback to inform the development of draft proposed recommendations.



Statistics

A total of five touchpoints were held, attended by a total of 129 participants.

Phase 1 Engagement Touchpoints – Summary:

Touchpoint:	Description:	Date:	Participation:
Overview Presentation – Development Community	In-person presentation to representatives from the development industry and Indigenous Rightsholders.	1/23/2025	31 invited, 21 attended
Overview Presentation – RM of Sherwood No. 159	In-person presentation to RM Administration.	4/23/2025	2 invited, 2 attended
Overview and Intensification Target Workshop	Virtual workshop with stakeholders and Indigenous Rightsholders.	5/29/2025	200 invited, 72 attended
Overview Presentation – Development Industry Group	In-person presentation to the Development Industry Group	6/17/2025	30 invited, 18 attended
Intensification Target Technical Workshops – Development Industry Stakeholders	In-person workshops (July 7 & 25) with development industry stakeholders.	7/7/2025 7/25/2025	37 invited, 16 attended

Phase 1 Engagement Touchpoints – Key Themes:

- Market, infrastructure and regulatory barriers were identified as key challenges to achieving the current intensification target. As a result, it may be difficult for the City to achieve a higher target. A realistic and market-based intensification target is preferred.
- The City's intensification goals need to be supported by investments in infrastructure, services and amenities in established neighbourhoods to accommodate both current challenges and future growth. The City focus on policies that enhance livability and attract investment in established neighbourhoods.
- The OCP's current approach to the phasing of new neighbourhoods is considered too restrictive and may no longer be needed. A simplified approach based on servicing capacity is preferred.
- There is a need for clarity around wastewater servicing for Kensington Greens, Hawkstone, Skywood and Somerset.
- Engagement for this project should be tailored to the diverse audiences being engaged.

Engagement Phase 2: Reviewing and Collaborating on Draft Proposed OCP Updates



Objective

Based on the feedback received during Phase 1, a package of draft proposed OCP updates was created. This package served as a starting point for further targeted engagement with several distinct participant groups to help refine the proposed OCP updates. This phase of engagement was undertaken through a series of smaller workshops tailored to the participating groups. Following this round of engagement, the package was refined based on feedback. This revised package was distributed to workshop participants to provide additional comments.



Statistics

A total of seven touchpoints were held, attended by a total of 57 participants.

Participants:

Indigenous Rightsholders	Engaged in accordance with kâ-nâsihcikêwin (City of Regina Indigenous Framework), specifically miyo-wîcêhtowin: the Treaty Principle of “getting along well with others, good relations and expanding the circle.”
Community Service Organizations	Community associations and similar civic/community groups.
Government-Related Representatives	School boards, Crown corporations, adjacent municipalities and provincial ministries.
Building Industry & Professional Services	Builders, real estate industry representatives and architects.
Development Industry Representatives	Residential, commercial and industrial land developers and consulting engineers.

Phase 2 Engagement Touchpoints – Summary:

Touchpoint:	Description:	Date:	Participation:
Workshop – Development Industry Stakeholders Workshop	In-person workshop to present key draft OCP updates and seek feedback.	11/6/2025	44 invited, 23 attended
Workshop – Community Service Groups	In-person workshop to present key draft OCP updates and seek feedback.	11/13/2025	55 invited, 8 attended
Workshop – Government-Related Representatives	Virtual workshop to present key draft OCP updates and seek feedback.	11/18/2025	47 invited, 18 attended
Workshop – Building Industry and Professional Services	In-person workshop to present key draft OCP updates and seek feedback.	11/20/2025	67 invited, 2 attended
Workshop – Indigenous Rightsholders	In-person and virtual workshops to present key OCP draft updates and seek feedback.	11/19/2025 11/26/2025	64 invited, 4 attended
Presentation – Provincial Capital Commission (PCC)	In-person presentation to present draft updates and seek feedback.	11/21/2025	1 invited, 1 attended
Presentation – Global Transportation Hub (GTH)	In-person presentation to present draft updates and seek feedback.	12/2/2025	1 invited, 1 attended

Phase 2 Engagement Touchpoints – Key Themes:

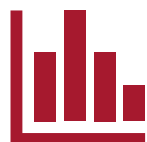
- Review the land use framework from the Regina International Airport Area Land Use Planning Collaboration Study to ensure the OCP aligns with recommendations.
- Identify specific infrastructure investment required for growth on the Phasing Plan.
- Designate Hawkstone and Kensington Greens as “Short-Term New Neighbourhoods” on the Phasing Plan as growth-enabling infrastructure is already in place.
- Prioritize specific areas for intensification instead of applying it across all established neighbourhoods.
- Support for removing the target of 10,000 new residents in the City Centre from OCP Policy 2.9.
- Support for changes to OCP Policy 2.3 regarding the City’s intensification target.
- The Growth Plan reflects a broad and ambitious vision. Interest was expressed on how Indigenous Rights holders and Nations fit within the plan.

Engagement Phase 3: Resident Survey



Objective

In October 2025, Be Heard project page was launched to share information about the Growth Plan Review. The page included news releases, background material, and a Q&A section where residents could submit questions. The Be Heard page hosted a resident survey from November 19 to December 10. Insights from the survey helped shape the final proposed OCP changes and will also be useful to inform future City initiatives related to growth, housing, community-building, and development. Survey results are outlined in Schedule A of this document.



Statistics

To promote the survey, emails were sent to **786 contacts** on the OCP subscriber list. The survey was promoted through social media with five posts on City of Regina Facebook, Instagram and LinkedIn pages. Collectively, social media resulted in approximately 104,800 impressions and 10,600 interactions. **524 surveys** were completed by residents.

Engagement Phase 4: Review of Draft Proposed OCP Changes



Objective

The draft package of proposed OCP updates reviewed with workshop participants during Engagement Phase 2 was revised based on feedback. In December 2025, the revised package was shared with workshop attendees, seeking additional input. That feedback helped shape the final proposed OCP updates outlined in Appendix A of the Growth Plan Review Council report.



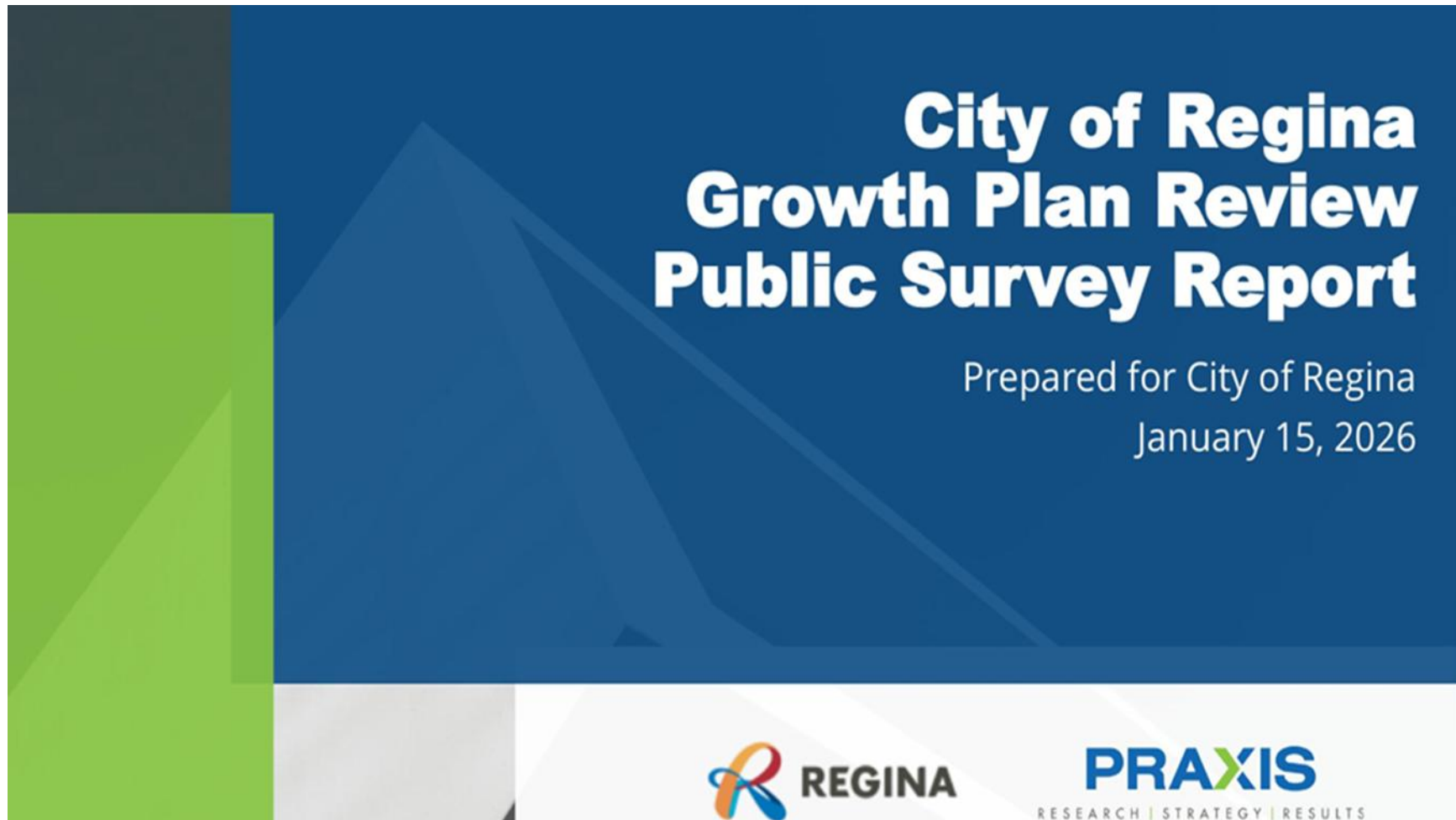
Statistics

11 parties submitted correspondence with questions and comments on the revised package.

Engagement Phase 4: Key Themes:

- The City should retain the current OCP intensification target.
- Clarity is needed on how “Medium-Term New Neighbourhoods” can be advanced for development.
- The OCP should include a policy stating “Medium- and Long-Term New Neighbourhoods” in the Phasing Plan may advance if infrastructure investments to support development are in place earlier than anticipated.
- The northwest and west seem to be positioned as primary areas for new neighbourhoods and housing, which does not fully align with current market preferences across the city and could limit flexibility in growth.
- Proposed updates to the OCP’s introductory section should reference the importance of maintaining community well-being and diversity.
- OCP Policy 1.8 should include the consideration of new employment areas in developing capital investment plans.

Schedule A – Be Heard Resident Survey Results



Methodology



In September 2025, Praxis Consulting assisted City of Regina with the development of an online survey. The survey development phase was informed by a review of previous focus group findings, the City of Regina Draft Growth Plan Review Report, and discussions with City staff and Stantec Consulting Ltd. The initial survey was intended to establish an understanding of the following:

- neighbourhood satisfaction, including most valued features and most desired improvements;
- current and preferred home types, including reasons for choice of home type;
- public awareness of the Regina Growth Plan; and
- public perceptions and opinions regarding intensification methods and boundaries.

Praxis programmed and hosted the survey using Qualtrics. The City of Regina posted the survey link on the BeHeard Regina website and promoted it through social media channels.

Data collection began on November 19, 2025. The survey closed on December 10, 2025, and at the time of close, the survey had yielded 524 completed responses plus another 107 partially completed responses. Filtering for key factors including residence in Regina and survey completion resulted in a base sample size of 470. Data was then weighted to correspond to Regina's population in gender, age group, and area of residence.

The following draft report summarizes the main findings from the survey.

Slide 2

Survey Results

The background of the slide features a complex geometric design. It includes a large dark blue area on the left, a lighter blue triangle pointing towards the center, and a prominent green rectangle on the right. Grey and white geometric shapes are also present at the bottom and top right. A thin white vertical line is positioned to the right of the 'Survey Results' text.



Neighbourhood

Distribution and Weighting

All Survey Respondents



- Southwest (Eg: Harbour Landing, Albert Park)
- Southeast (Eg: Greens on Gardiner, Arcola East, Windsor Park)
- Northwest (Eg: Walsh Acres, Lakeridge, Normanview West)
- Northeast (Eg: Uplands, Parkridge, Glencairn)
- In or near City Centre (Eg: Downtown, Cathedral area)

City of Regina Population



The distribution of survey respondents across the City's five neighbourhoods was largely aligned with the actual distribution of Regina's population, with one exception: disproportionately strong representation from respondents self-identifying as residing "in or near City Centre."

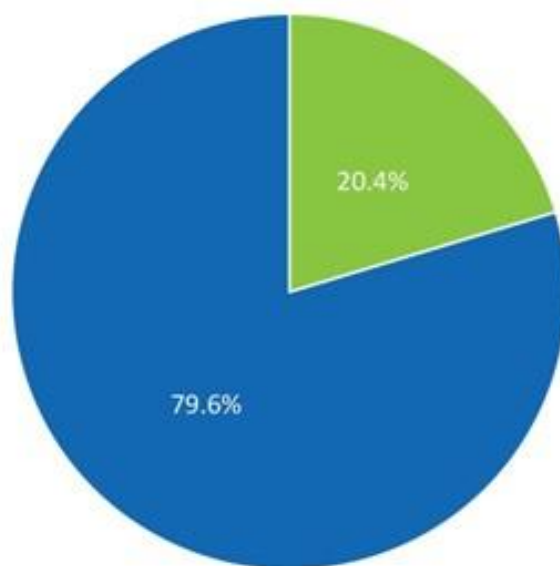
Results were accordingly weighted to align with the actual distribution of the City of Regina's population across five key geographic areas in the City. Weighting was also conducted to align results with the City's population in terms of age and gender.

This report summarizes those weighted results.

Slide 5

Neighbourhood Age

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RESEARCH | STRATEGY | RESULTS

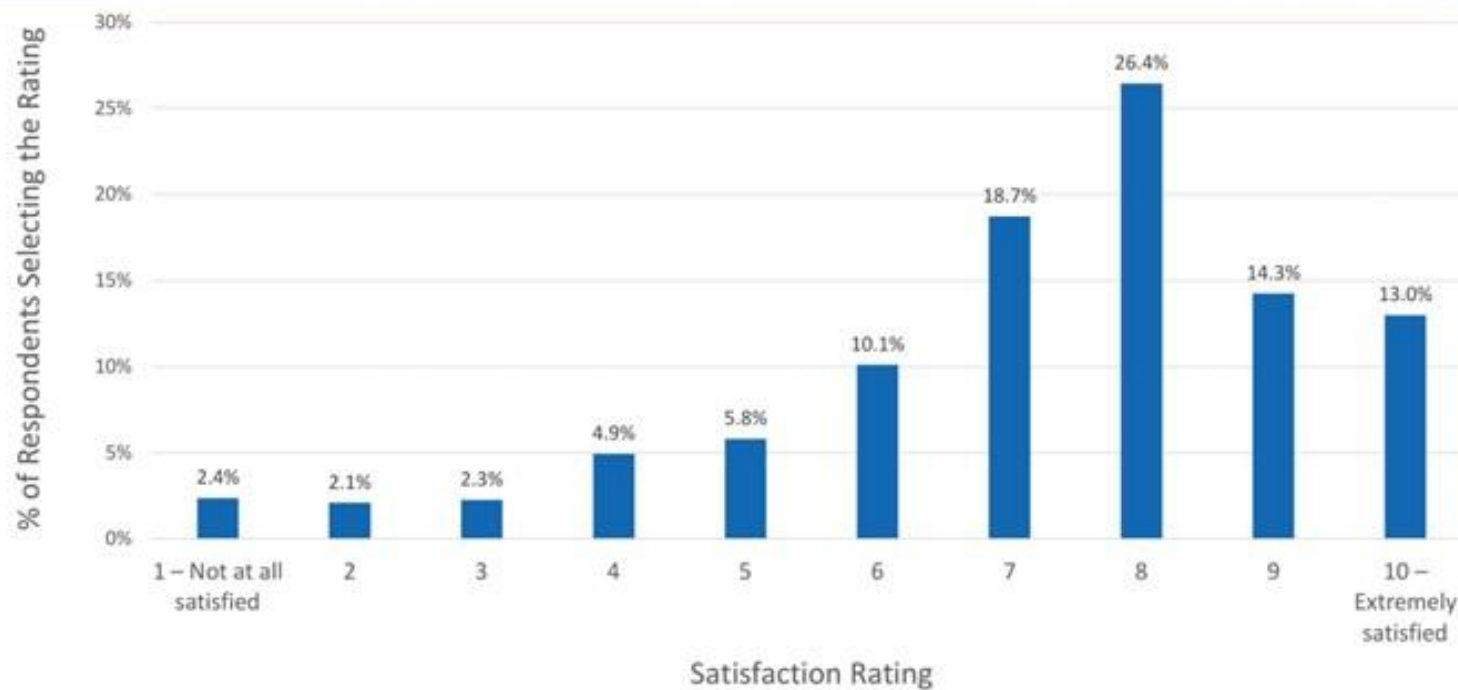


- New: Currently being developed (Eg: Greens on Gardiner, Westerra)
- Established: Already built (Eg. Hillsdale, Heritage, Cathedral)

Slide 6

Overall Neighbourhood Satisfaction

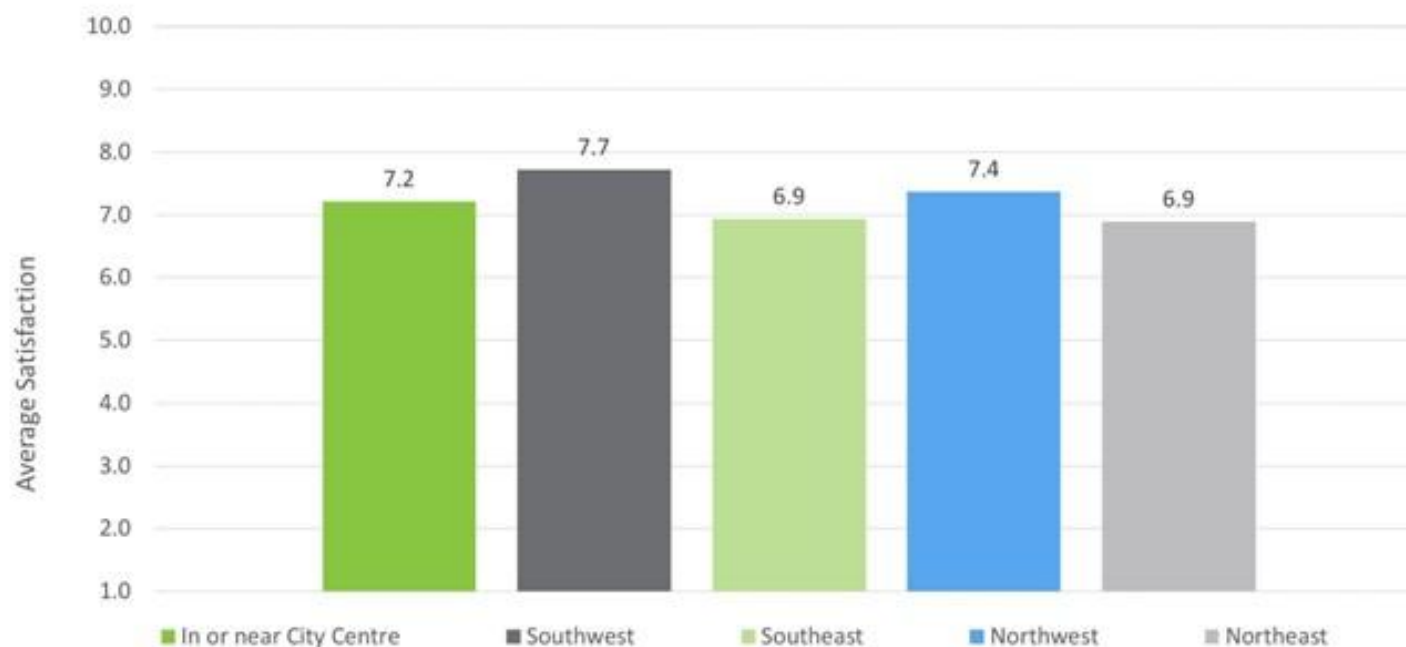
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Slide 7

Satisfaction by Neighbourhood

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1 = Not at all satisfied; 10 = Extremely satisfied

Slide 8

Most Valued Features



Participants were given a list of neighbourhood features and asked to choose the three features they valued most, then rank those three from most to least valued.

The diagram to the left offers a visual depiction of the results. A high placement on the line indicates that the feature was highly valued by respondents. The distance between items on the line visually conveys the degree of distance between rankings.

As the diagram demonstrates, “parks and green spaces” were a clear winner, ranking high among respondents from all neighbourhoods. Shopping and retail, neighbourhood walkability, and roads and sidewalks followed, in that order.

Note that parks, shopping, and walkability were consistently the top three features in all neighbourhoods except the Southeast, where roads and sidewalks ranked third and displaced neighbourhood walkability from the top three.

Slide 9

Most Desired Improvements



Participants were given a list of neighbourhood features and asked to choose the three features they most wanted to see improved, then rank them in order, with their first choice being the item most in need of improvement.

The diagram to the left offers a visual depiction of the results. The higher the item ranked (in this case, the more in need of improvement respondents considered it to be), the closer its placement will be to the top. The distance between items on the line visually conveys the degree of distance between rankings.

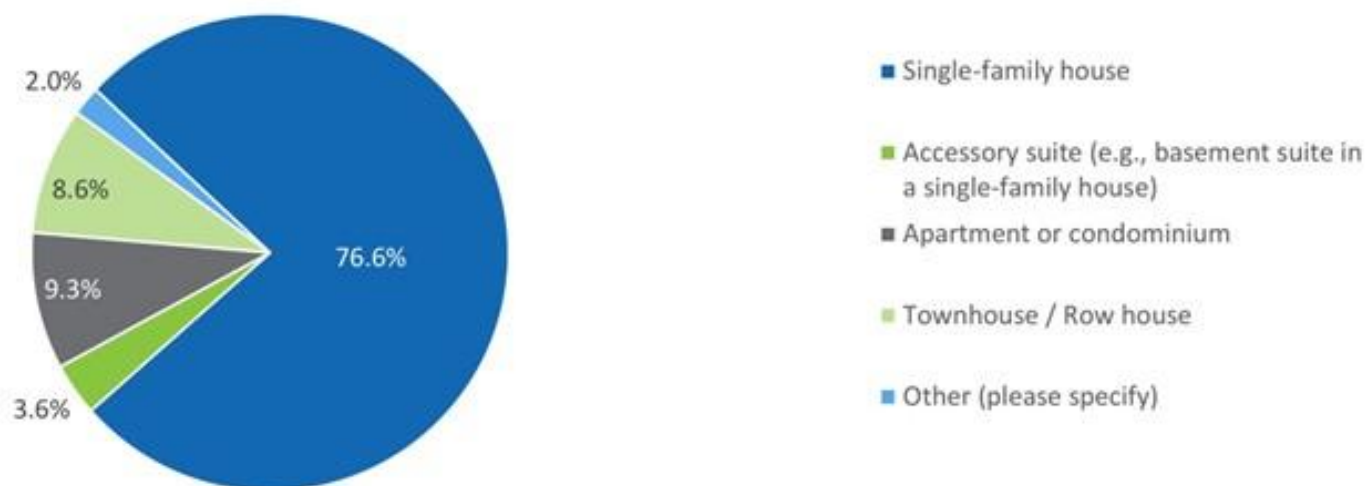
Roads and sidewalks are a clear winner, indicating a strong public desire for improvement of those features. The significant gap between roads/sidewalks and the second-ranked item, parks and green spaces, reinforces that clear message. In third place, recreation facilities are followed very closely by active transportation infrastructure.



Home Types

Current Home Types

Which of the following best describes your home?

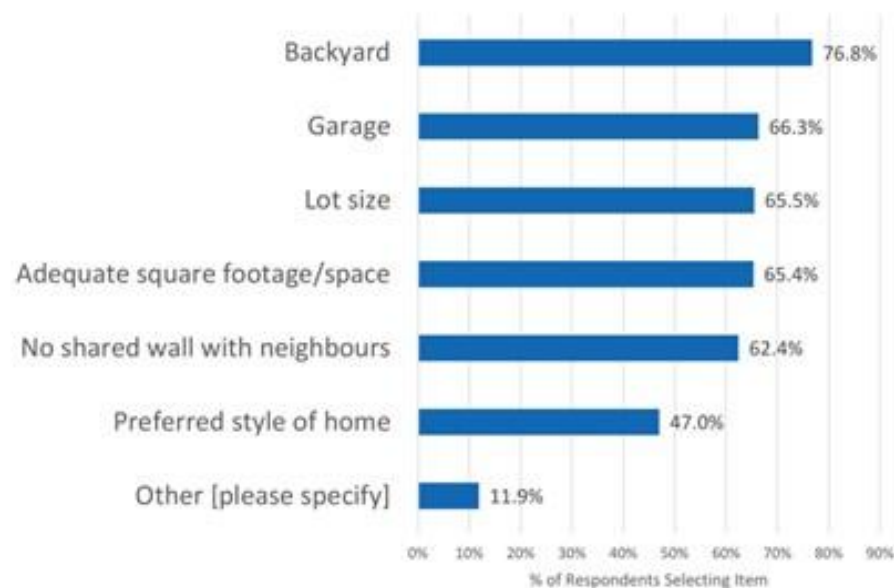


Slide 12

Reasons for Choosing Single-Family Home

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Individuals living in a single family home were asked to indicate what factors are “very important” to their choice of that home type. Their responses were as follows:



Details provided in the text field for the “Other” response included the following:

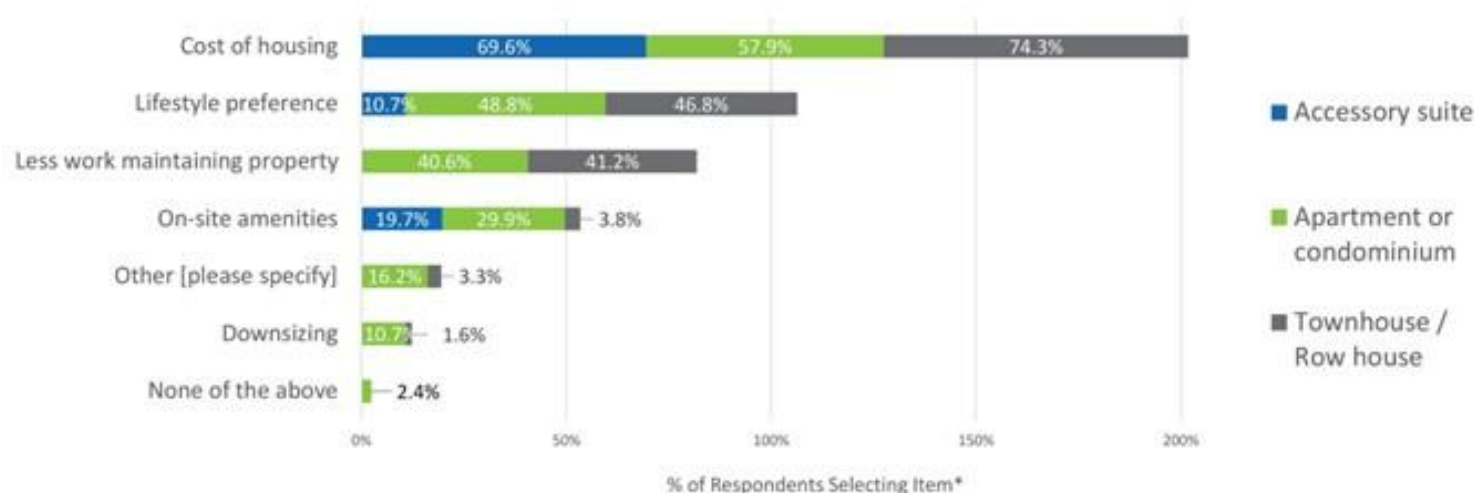
- Good neighbours
- Beautiful neighbourhood
- Low density/space/privacy
- Quiet neighbourhood
- Lack of rental units nearby
- Aesthetics/architectural control
- Garden
- Affordable (no condo fees, relatively low taxes)

Slide 13

Reasons for Choosing Multi-Unit Home

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Individuals living in apartments/condos, townhouses/row houses, and accessory suites were also asked to indicate what factors are “very important” to their choice of that home type. Their responses were as follows:



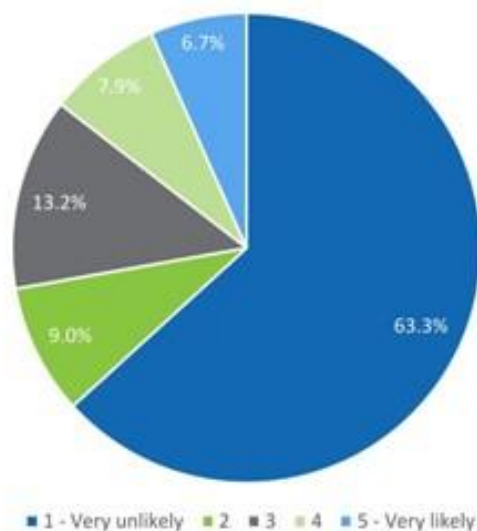
* NB: As this table represents the combined responses from three respondent categories (Accessory Suite, Apartment or Condominium, and Townhouse/Row house), the maximum possible quantity of responses that could be represented along the bottom axis is 300%.

Slide 14

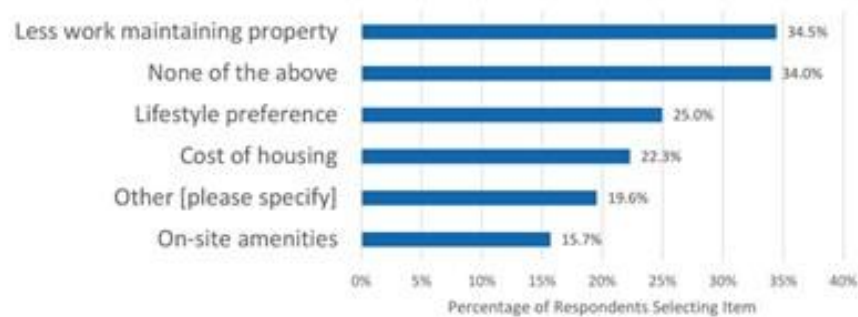
Willingness to Move to a Multi-Unit Home

Residents of single-family and “Other” home types were asked the following questions:

How likely are you to consider moving into an apartment, condo, or townhouse in the future?



Which of the following factors would make you more likely to choose an apartment, condo, or townhouse in the future? [Choose all that apply]

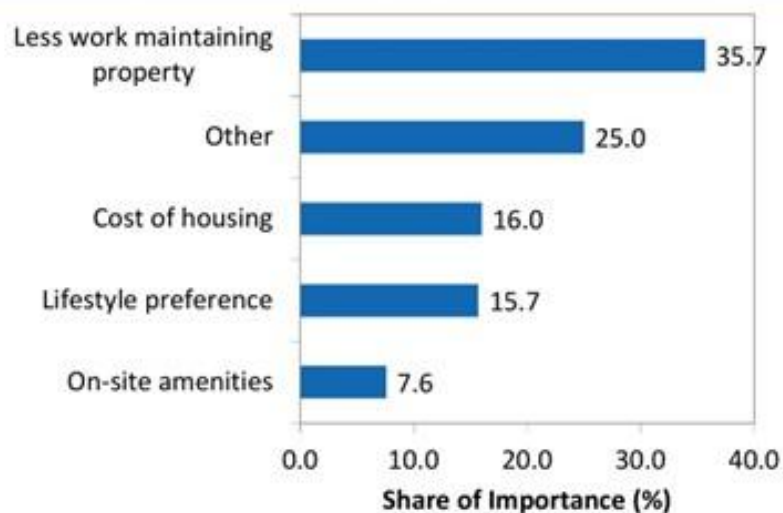


Motivations identified in the open-ended “Other” response field included: aging, health, and accessibility; maintenance burden; downsizing considerations; affordability; location, walkability, and proximity to services; and safety and neighbourhood quality.

Slide 15

Drivers of Likelihood to Move into Multi-Unit Dwelling

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Drivers analysis identifies factors that impact a specific outcome.

This drivers analysis assesses the relationship between the two questions addressed on the previous slide, i.e.:

- Which of the following factors would make you more likely to choose an apartment, condo, or townhouse in the future?
- How likely are you to consider moving into an apartment, condo, or townhouse in the future?

A **high** "Share of Importance" means that a respondent's selection of the factor on the left is a strong indicator of increased likelihood to move into a multi-unit dwelling.

The results show that **respondents who value a reduced property maintenance workload are more likely to move into a multi-unit dwelling** than those motivated only by cost of housing, lifestyle preference, or on-site amenities. Reduced maintenance workload is more than **twice as impactful as the other specified factors** in motivating individuals to move to a multi-unit dwelling.

Slide 16

Factor Correspondence with Type of Multi-Unit Home

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This correspondence analysis demonstrates the relationship between responses to two survey questions:

- **Q8 (Green):** Which of the following best describes your home?
- **Q12 (Blue):** Which of the following factors were very important in your choice to live in an apartment, condo, or townhouse?

In the correspondence map, the degree of correspondence between two factors is illustrated visually by their proximity on the map. The nearer a blue and green factor are located to one another, the greater the correspondence between them. The further they are from one another, the less correspondence there is between them.



Correspondence Analysis Total Inertia = 0.134 (First two dimensions explain 100.0% of total inertia)

For example, the correspondence map shows that individuals who live in accessory suites are more likely to indicate that their choice was influenced by the cost of housing than by the need to downsize.

As a second example, the need to downsize is more likely to influence those who move into an apartment or condominium than those who move into either an accessory suite or a townhouse.

Slide 17

Note on Single-Family Home Preference



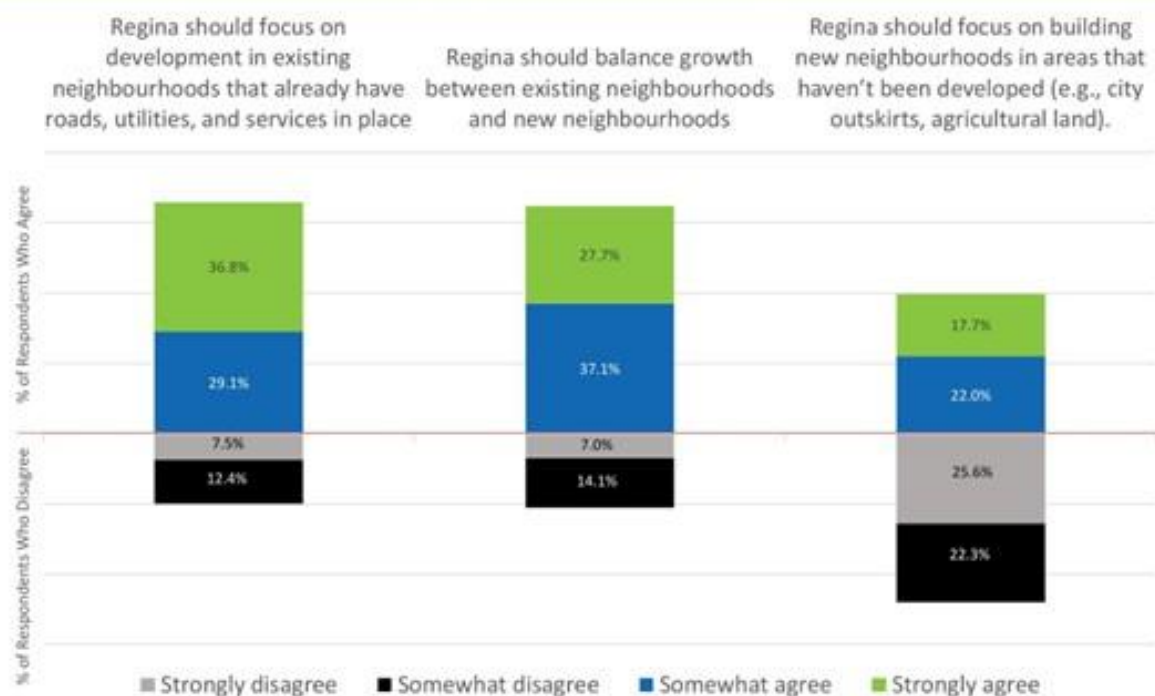
- Respondents showed a very strong preference for single-family homes, both in their current home choice and in the opinions expressed about home types and the possibility of a future move.
- More than 75% of respondents currently live in a single-family home, and over 60% stated that they were very unlikely to move into a multi-unit dwelling in the future.
- Many respondents used the open-ended “Other” field to explicitly state they would never choose to move into a condo, apartment, or townhouse.
- Respondents flagged various concerns about multi-unit housing including construction quality, financial implications of renting, and the challenges of living in close proximity to neighbours.
- Several respondents also expressed negative perceptions regarding the impact of multi-unit dwellings on neighbourhoods.
- The factor most likely to influence individuals to choose a multi-unit dwelling is the reduced effort involved in property maintenance.



Views on Growth

Views on Growth

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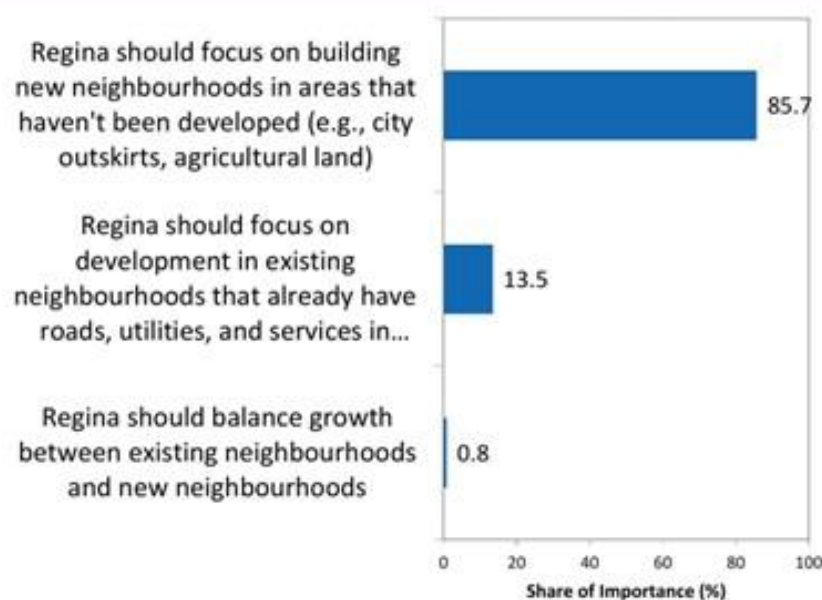
Responses **above** the red line indicate **agreement** with the relevant statement. Responses **below** the red line indicate **disagreement**. Where numbers do not add up to 100%, the remainder of respondents indicated "Neither agree nor disagree."

As the chart demonstrates, respondents were significantly more likely to **agree** with the statements that Regina should focus development on existing neighbourhoods and that Regina should focus on balanced growth. Respondents were significantly more likely to **disagree** with the statement that Regina should focus on building new neighbourhoods in areas that haven't been developed.

Slide 20

Growth Views as Drivers of Satisfaction

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Drivers analysis identifies factors that impact a specific outcome.

This drivers analysis assesses the relationship between the following questions:

- **Q16:** *How much do you agree or disagree with each of the following?*
- **Q5:** *Overall, how satisfied are you with the neighbourhood you currently live in?*

A **high** "Share of Importance" means that a respondent's **agreement** with the statement to the left is a strong indicator that they will also report **satisfaction** with their current neighbourhood.

The results suggest that respondents who support development of new neighbourhoods in undeveloped areas are very likely to be satisfied with their current neighbourhood. A preference for development in existing neighbourhoods is a slight driver of satisfaction, but much less significant. A preference for balanced growth, on the other hand, is not a significant driver of satisfaction – i.e., it is not a useful indicator.

Slide 21

Growth Views and Location

This correspondence analysis demonstrates the relationship between responses to two survey questions:

- **Q2 (Green):** *To the best of your ability, please indicate where you currently live in Regina*
- **Q16 (Blue):** *How much do you agree or disagree with each of the following?*

In the correspondence map, the degree of correspondence between two factors is illustrated visually by their proximity on the map. The nearer a blue and green factor are located to one another, the greater the correspondence between them. The further they are from one another, the less correspondence there is between them.



Key takeaways:

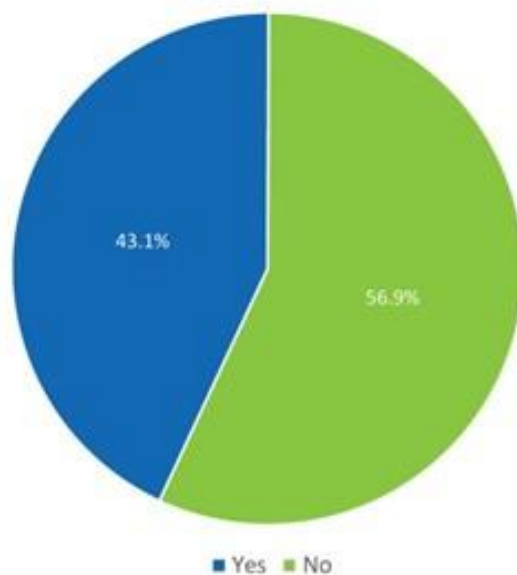
- Balanced growth is most likely to be favoured by respondents in the Southeast, and least likely to be favoured by those in the Northeast.
- Respondents living in or near City Centre have a notable preference for development in existing neighbourhoods.



Growth Plan Awareness

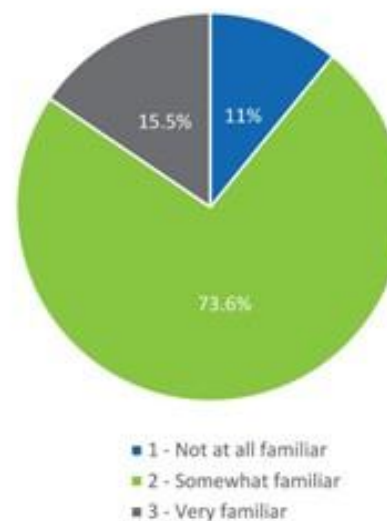
Growth Plan Awareness

Before receiving this survey, had you heard of the Regina Growth Plan?



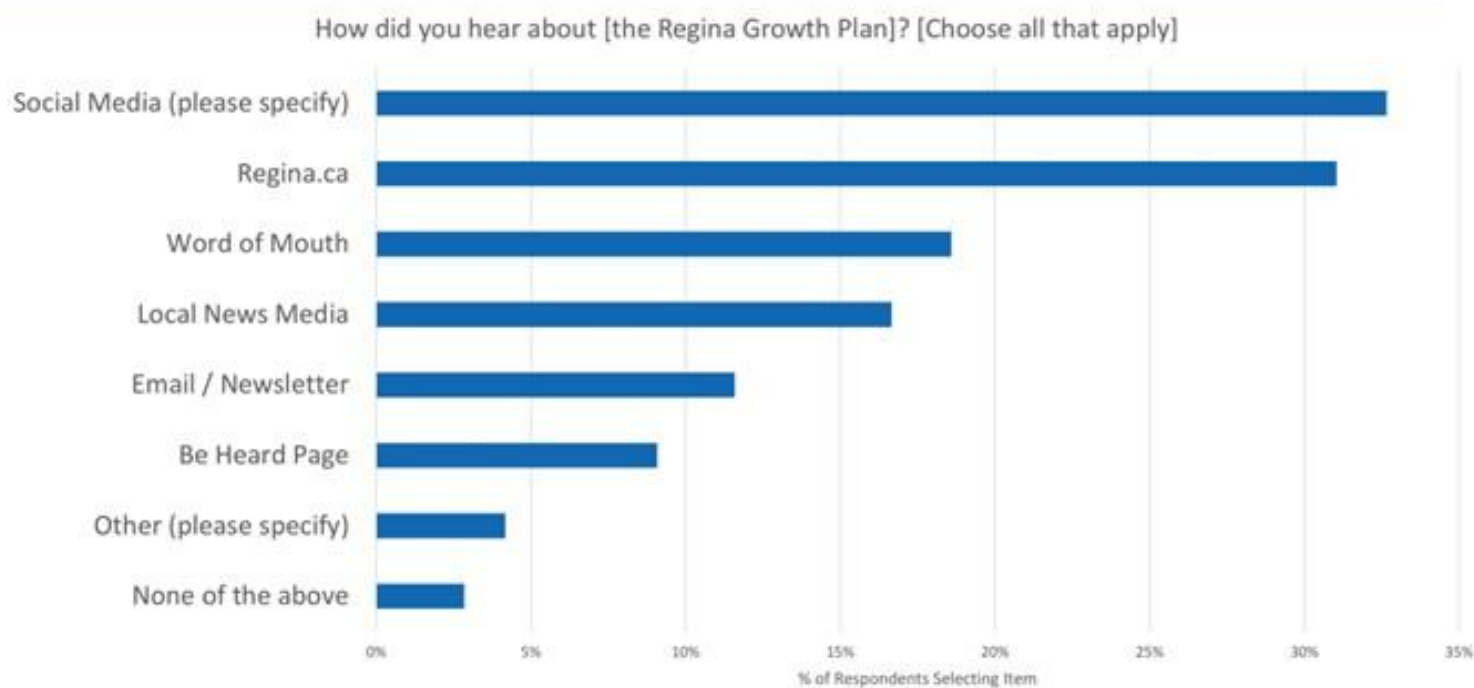
(If yes:)

How familiar are you with Regina's Growth Plan?



Slide 24

Communication Channels

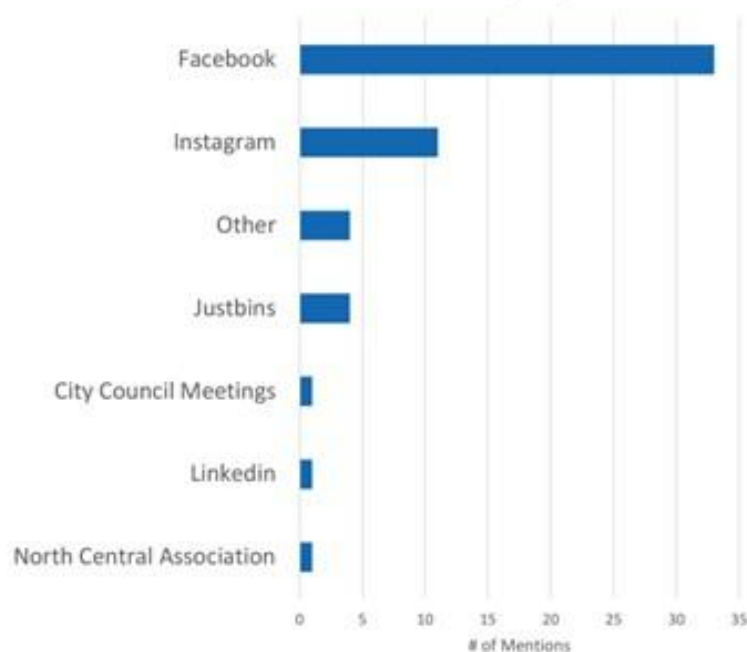


Slide 25

Growth Plan Awareness

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Social Media Channels Identified by Respondents



Note: The City of Regina posted communications about the Growth Plan on Facebook, Instagram, and LinkedIn. Other social media channels by respondents may indicate that members of the public shared information regarding the Growth Plan across a variety of channels.

Additional sources identified in the open-ended "Other" response field included: friend, Google, community association's community consultant, work, radio, news, City Council meetings on Youtube, and workshops.

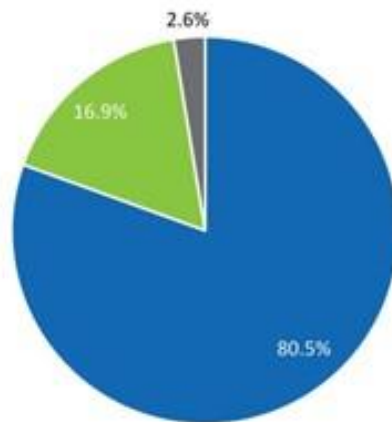
Slide 26



Respondent Demographics

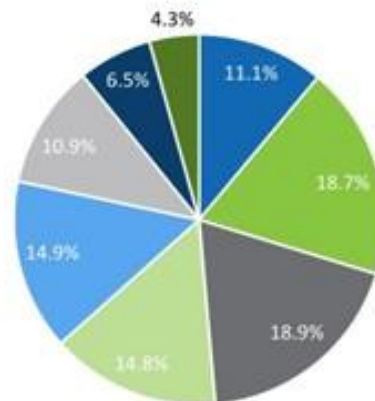
Respondent Demographics

Current Living Situation



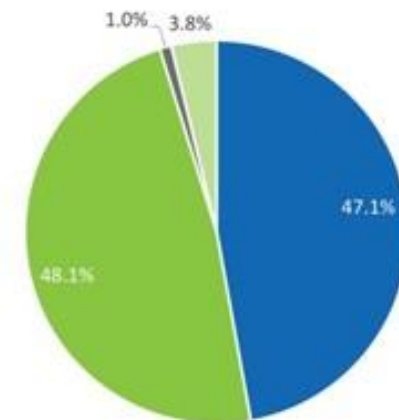
- Own
- Rent
- Other (please specify)

Age Group



- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75+
- Prefer not to answer

Gender Identity

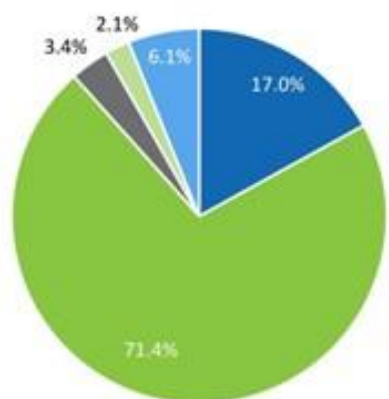


- Male
- Female
- Gender diverse
- Prefer not to answer

Slide 28

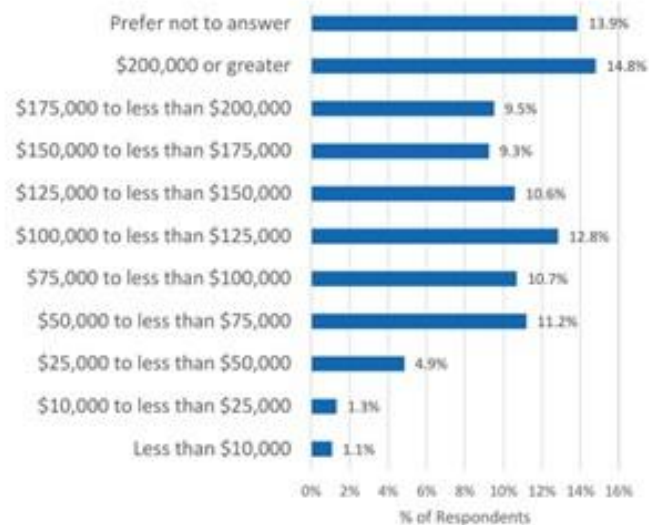
Household

Marital Status



- Single
- Married or living with a significant other
- Divorced or separated
- Widowed
- Prefer not to answer

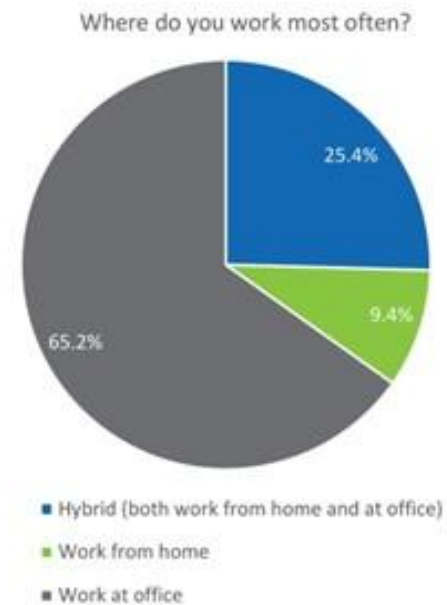
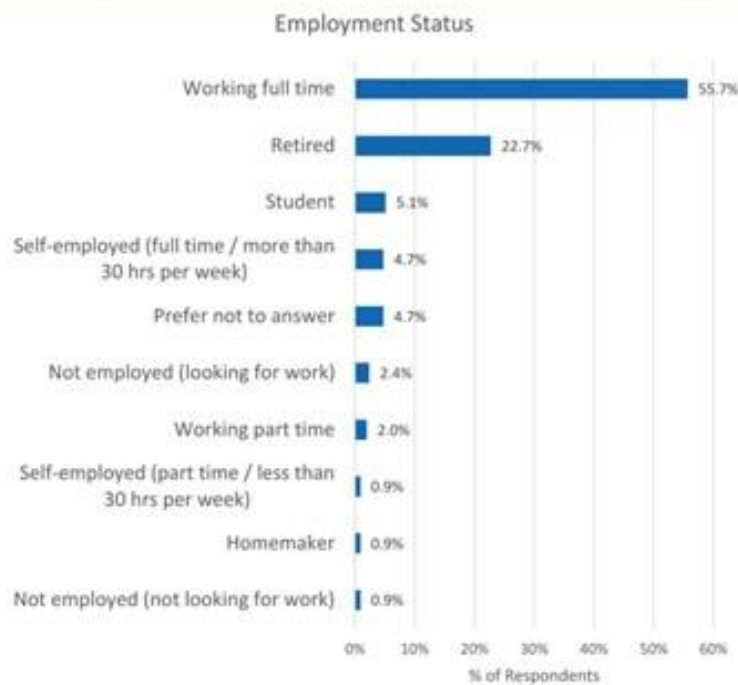
Household Income



Slide 29

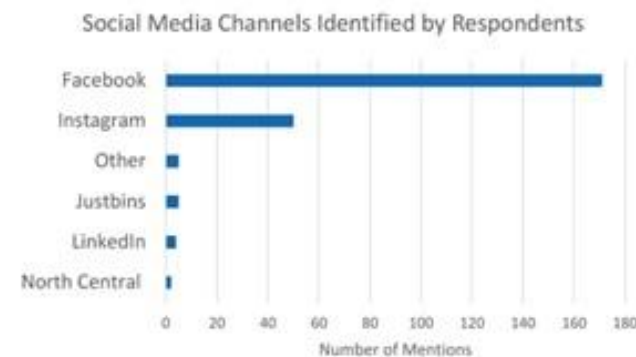
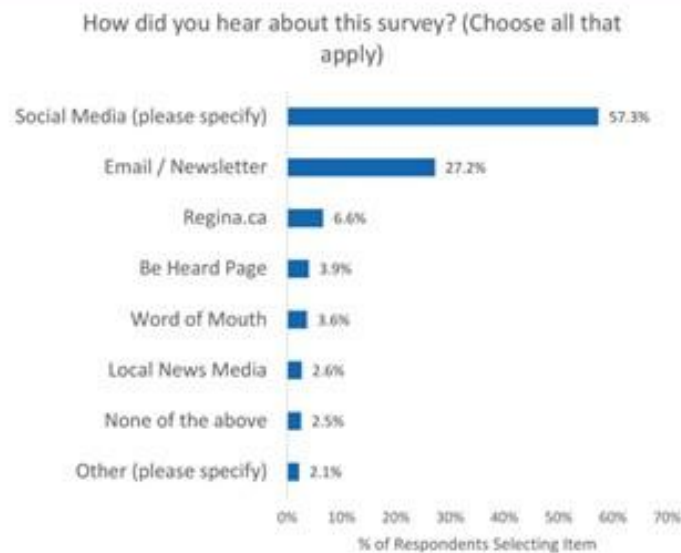
Employment Status and Workplace

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Slide 30

Survey Communication



The City of Regina posted communications about the survey on Facebook, Instagram, and LinkedIn. Respondents identified a number of other social media channels in the open-ended response field, possibly indicating that members of the public shared the survey across a variety of channels.

Slide 31

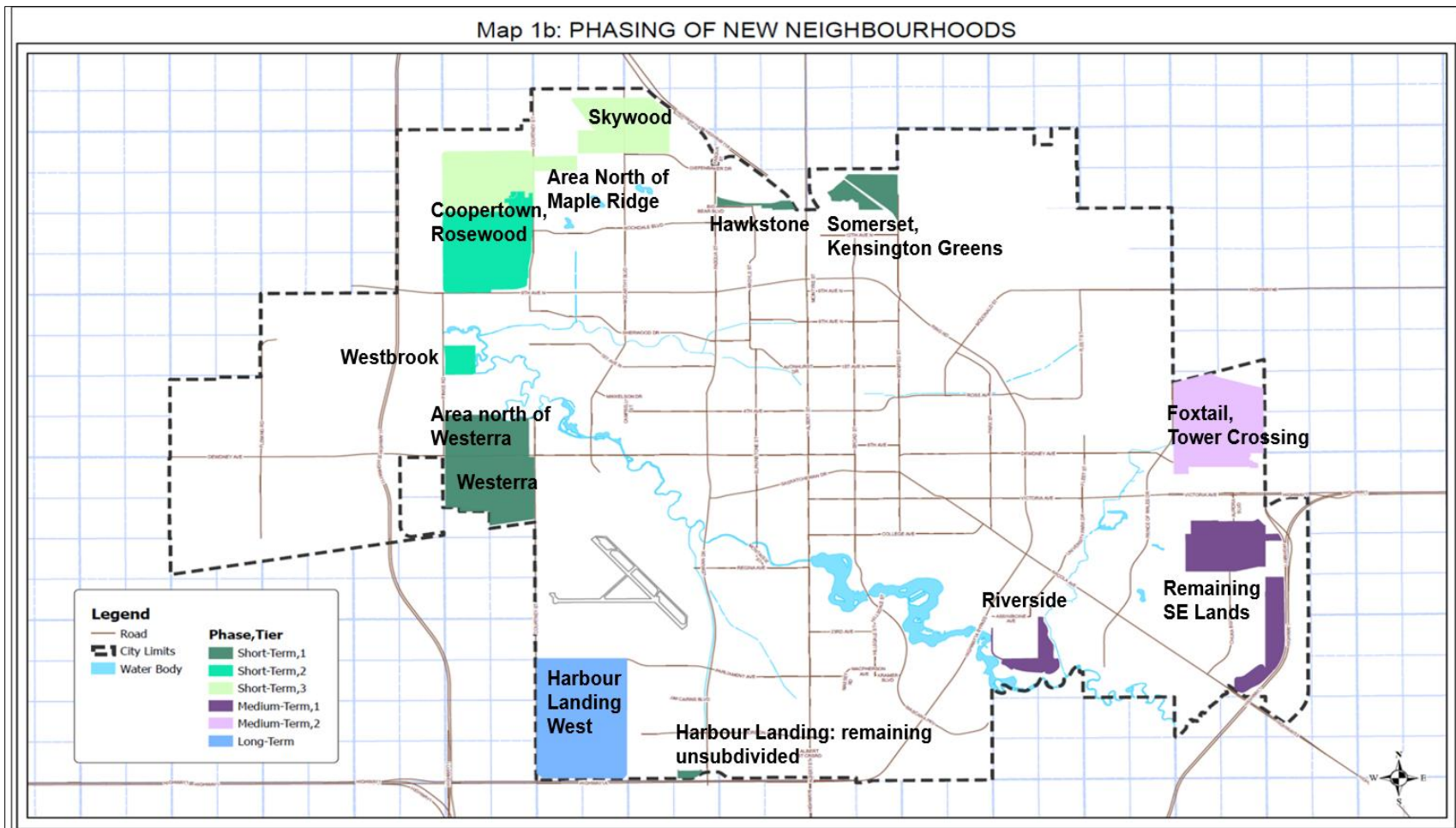
Appendix E – Proposed Phasing Plan Neighbourhood Breakdown

Below is a summary of new neighbourhoods in the proposed Phasing of New Neighbourhoods Plan shown on the next page.

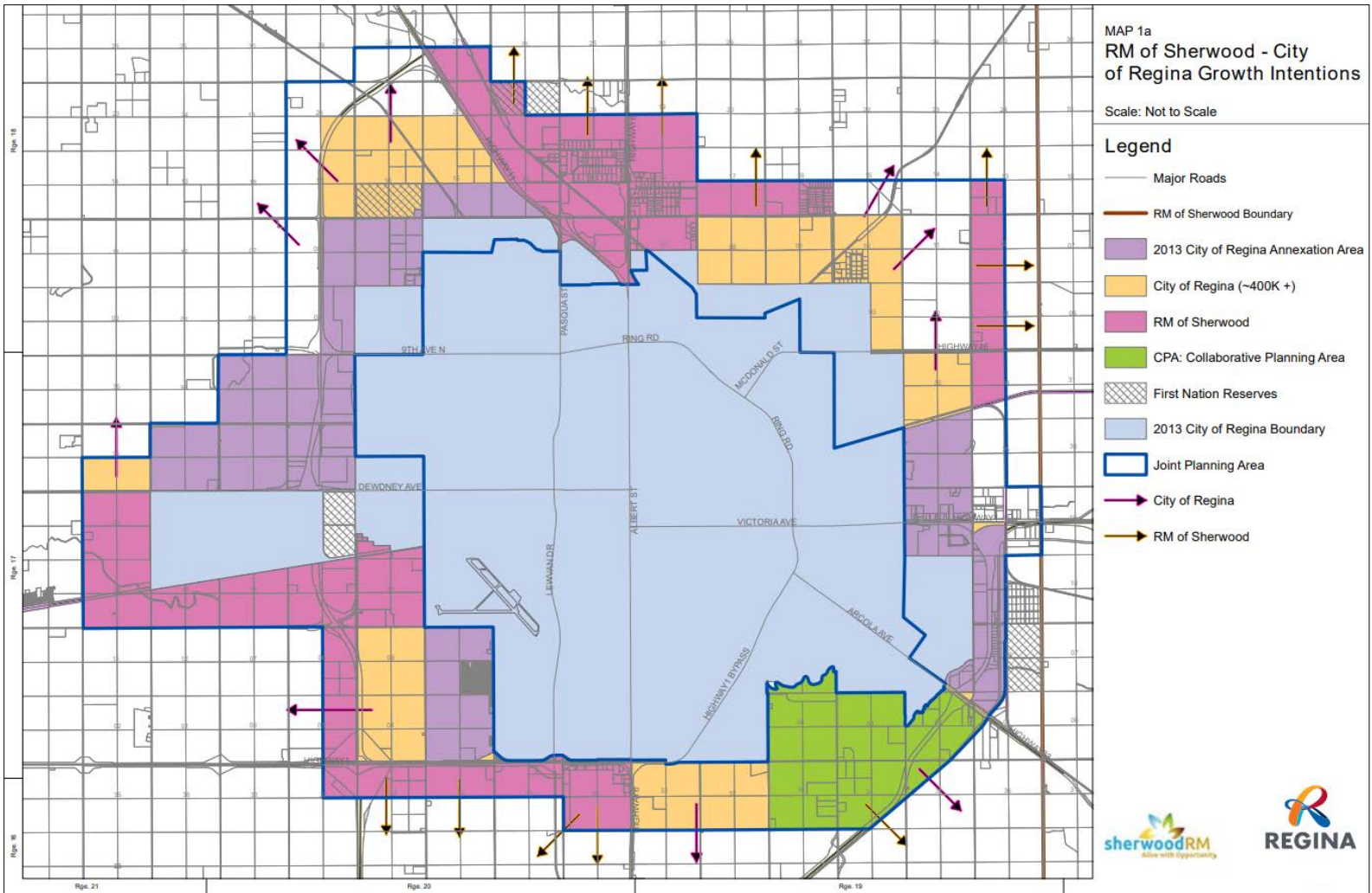
Neighbourhood Phase:	Phase Tier:	Description:	Neighbourhood:
Short-Term		Areas where infrastructure to support growth already exists or is planned in the short-term based on City infrastructure studies, plans and analysis.	
	Tier 1	Areas with existing wastewater capacity.	<ul style="list-style-type: none"> • Westerra • Growth Area North of Westerra • Hawkstone • Somerset • Kensington Greens • Harbour Landing: remaining unsubdivided
	Tier 2	Areas that will have wastewater capacity following the anticipated 2028 completion of the Northwest Regional Wastewater Lift Station (NRWLS) and the trunkline to the Rosewood Neighbourhood.	<ul style="list-style-type: none"> • Rosewood (unsubdivided)¹ • Westbrook • Coopertown: portion south of Rosewood
	Tier 3	Areas that will have wastewater capacity after completion of the NRWLS and the trunkline to the Rosewood Neighbourhood but will still require further trunkline extensions to service new development.	<ul style="list-style-type: none"> • Skywood • Growth Area North of Maple Ridge • Coopertown: portion north of Rosewood
Medium-Term		Areas where additional infrastructure investment is required to service greenfield development, as well as support intensification opportunities and address level-of-service challenges for existing properties.	
	Tier 1	Areas requiring infrastructure upgrades to provide wastewater capacity for new development.	<ul style="list-style-type: none"> • Remaining Southeast Neighbourhood Plan lands • Riverside
	Tier 2	Areas requiring larger-scale infrastructure upgrades to provide wastewater capacity for new development; however, at a greater scope and cost compared to Medium-Term, Tier 1.	<ul style="list-style-type: none"> • Foxtail • Tower Crossing: Residential
Long-Term	N/A	Areas where infrastructure is not currently in place to service greenfield development.	<ul style="list-style-type: none"> • Harbour Landing West

¹ Wastewater from the Rosewood Neighbourhood is currently routed to the Maple Ridge Lift Station (MRLS). This is a temporary arrangement, as the MRLS is planned to be decommissioned in the future, with flows ultimately redirected to the NRWLS.

Map 1b: PHASING OF NEW NEIGHBOURHOODS



Appendix F – RM of Sherwood – City of Regina Growth Intentions Map



Appendix G - Hierarchy of Plans



- Long term plans of up to 25 years that describe citywide outcomes for a service or group of services.
- Some plans are more interconnected than others (e.g. Transportation and Transit Master Plans).
- Plans are all responsive, changes in any plans could inform changes in other plans. Review process will address these changes and implications.
- Plans identify a number of goals and actions that are intended to guide and inform decisions related to the outcomes in our plans.
- Not all projects/initiatives will respond to the goals/priorities in all plans, but each plan needs to be considered.