Accessibility Advisory Committee

Monday, August 31, 2026
4:00 PM

Darlene Hincks Meeting Room, Main Floor, City Hall

OFFICE OF THE CITY CLERK

Public Agenda
Accessibility Advisory Committee
Monday, August 31, 2026

Approval of Public Agenda

Adoption of minutes

Minutes of the meeting held July 20, 2026

Administration Reports

ACC26-8 Annual Winter Maintenance Summary 2025/2026 Season

Recommendation
The Accessibility Advisory Committee recommends that the Executive Committee recommend at its meeting on September 16, 2026, that City Council:

1. Amend the Winter Maintenance Policy (Policy) to add snow clearing on sidewalks adjacent to select locations in the Regina Growth Plan, including Urban Corridors and the City Centre, as shown in Appendix D-Amendment 1;

2. Amend the Policy to add snow clearing on sidewalks adjacent to school zones, as outlined in Appendix D-Amendment 1;

3. Amend the Policy to remove the winter maintenance objective related to Sandboxes as outlined in Appendix D-Amendment 2;

4. Amend the Policy to revise the hours of operation at the Snow Storage Site as outlined in Appendix D-Amendment 3;

5. Amend the Policy Appendix A (Operational Policy-Level of Service) to include information outlined in Appendix D-Amendment 4;

6. Direct Administration to bring winter maintenance service level enhancements on sections of Dewdney Avenue and 11th Avenue corridors for Council consideration as part of the 2027 budget process;

7. Direct Administration to bring an increase to the Snow Storage Site User Fees in *The Clean Property Bylaw No. 9881* for Council

consideration as part of the 2027 budget process;

8. Remove item *CR25-116* from the List of Outstanding Items for City Council; and

9. Approve these recommendations at its September 23, 2026, meeting.

ACC26-9 Parking Ticket Collections Process

Recommendation
The Accessibility Advisory Committee recommends that the Executive Committee recommend at its meeting on October 21, 2026, that City Council:

1. Approve amendments to *The Regina Traffic Bylaw, 1997*, Bylaw No. 9900 (Traffic Bylaw), as described 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;

3. Direct Administration to include $250,000 and two full-time equivalent (FTE) positions for consideration in the 2027/2028 budget deliberations to initiate a program for parking immobilization and seizure for unpaid parking tickets;

4. Approve these recommendations at its meeting on October 28, 2026.

ACC26-10 Regina Housing Strategy

Recommendation
That Accessibility Advisory Committee receive and file this report.

Adjournment

AT REGINA, SASKATCHEWAN, MONDAY, JULY 20, 2026

AT A MEETING OF ACCESSIBILITY ADVISORY COMMITTEE
HELD IN PUBLIC SESSION

AT 4:00 PM

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:	Jonathan Tremblay, in the Chair Mohammed Ali Michelle Busch (Remote) Shiza Hirani (Remote) Dylan Morin Vanessa Rodriguez (Remote) Mindy Strom (Remote) Councillor Sarah Turnbull (Remote) Quinn Wilton
Regrets:	Dan Mullan Justin Rayner
Also in Attendance:	Director, Roadways & Transportation, Chris Warren Manager, Roadways Seasonal Operations, Daryl Massier Manager, Traffic Engineering, Vikas Ravada

APPROVAL OF PUBLIC AGENDA

Dylan Morin moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted.

ADOPTION OF MINUTES

Dylan Morin moved, AND IT WAS RESOLVED, that the minutes for the meeting held on June 23, 2026, be adopted, as circulated.

ADMINISTRATION REPORTS

ACC26-6 Traffic Bylaw Amendment- Accessible Parking Stall Displacement Procedures Report

Recommendation
That the Accessibility Advisory Committee receive and file this report.

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

Quinn Wilton moved that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Member Wilton
IN FAVOUR:	Members: Ali, Busch, Hirani, Morin, Rodriguez, Strom, Tremblay, Wilton

ACC26-7 Winter Maintenance Policy Update- Sidewalk Snow Clearing

Recommendation
That the Accessibility Advisory Committee receive and file this report.

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

Quinn Wilton moved that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Member Wilton
IN FAVOUR:	Members: Ali, Busch, Hirani, Morin, Rodriguez, Strom, Tremblay, Wilton

ADJOURNMENT

Quinn Wilton moved, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 4:44 pm

Chairperson Secretary

Annual Winter Maintenance Summary 2025/2026 Season

Date	August 31, 2026
To	Accessibility Advisory Committee
From	City Operations
Service Area	Roadways & Transportation
Item No.	ACC26-8

RECOMMENDATION

The Accessibility Advisory Committee recommends that the Executive Committee recommend at its meeting on September 16, 2026, that City Council:

1. Amend the Winter Maintenance Policy (Policy) to add snow clearing on sidewalks adjacent to select locations in the Regina Growth Plan, including Urban Corridors and the City Centre, as shown in Appendix D-Amendment 1;
2. Amend the Policy to add snow clearing on sidewalks adjacent to school zones, as outlined in Appendix D-Amendment 1;
3. Amend the Policy to remove the winter maintenance objective related to Sandboxes as outlined in Appendix D-Amendment 2;
4. Amend the Policy to revise the hours of operation at the Snow Storage Site as outlined in Appendix D-Amendment 3;
5. Amend the Policy Appendix A (Operational Policy-Level of Service) to include information outlined in Appendix D-Amendment 4;
6. Direct Administration to bring winter maintenance service level enhancements on sections of Dewdney Avenue and 11th Avenue corridors for Council consideration as part of the 2027 budget process;
7. Direct Administration to bring an increase to the Snow Storage Site User Fees in *The Clean Property Bylaw No. 9881* for Council consideration as part of the 2027 budget process;
8. Remove item *CR25-116* from the List of Outstanding Items for City Council; and
9. Approve these recommendations at its September 23, 2026, meeting.

ISSUE

The purpose of this report is to:

- Provide a summary of the 2025/2026 winter road maintenance season;
- Amend the Policy to align with 2026 Budget approvals;
- Provide a response to the Council resolutions approved in CR25-116 *Winter Road Maintenance Update* to report on impassable residential streets and snow clearing in residential alleys; and
- Direct Administration to bring increased service levels and fee increases as part of the 2027 budget process.

IMPACTS

Financial Impact

The 2026 Budget approved by City Council included several changes to winter maintenance service levels and funding. These changes included:

- Elimination of the Sandbox Program, resulting in a reduction of approximately $139,000 to the Winter Maintenance operating budget;
- Approval of $110,400 in additional funding to expand snow clearing on high-pedestrian sidewalks as identified through the Regina Accessibility Plan;
- Reducing resources at the Snow Storage Site, resulting in a reduction of approximately $75,000 to the Winter Maintenance operating budget and reduced staffing and hours at the site.

In addition, $288,180 has been allocated to support enhanced winter maintenance activities associated with the Dewdney Avenue and 11th Avenue corridors, including snow and ice control, sidewalk maintenance and protection of newly constructed infrastructure. Administration is proposing to continue this enhanced level of service during the 2026/2027 winter season while seeking ongoing funding through the 2027 Budget process.

The report also includes a proposed increase to Snow Storage Site user fees beginning in November 2027. The proposed fee adjustments are intended to better align revenues with current operating and capital costs and support the Winter Maintenance Policy objective of recovering a portion of snow storage site operating costs from commercial users. If approved through the 2027 budget process, revenues are expected to increase by $65,000 annually.

Legal Impact

If approved by City Council during the 2027 budget process, the increase to the snow storage site user fee would require changes to Schedule L of *The Clean Property Bylaw.*

Changes to the winter maintenance policy are required due to the elimination of the sandbox program and the reduction in snow storage site resources effective January 1, 2026, as well as the addition of sidewalk snow clearing on high-pedestrian locations identified in the Growth Plan and within school zones.

Policy Impact

The information outlined in this report is in alignment with the Winter Road Maintenance Policy. Policy objective related to the Sandbox Program, Snow Storage Site and Sidewalk Program will be updated after City Council approval.

The information outlined in this report is in alignment with *Design Regina: The Official Community Plan* Bylaw 2013-48 (OCP) and the Transportation Master Plan (TMP), specifically:
Section D3, Transportation:

- Goal 1 – Sustainable Transportation Choices:
    - Offer a range of year-round sustainable transportation choices for all, including a complete street framework.
- Goal 2 – Public Transit:
    - Elevate the role of public transit.
- Goal 3 – Integrated Transportation and Land Use Planning:
    - Integrate transportation and land-use planning to better facilitate walking, cycling, and transit trips.
- Goal 4 – Road Network Capacity:
    - Optimize road network capacity.
- Goal 5 – Active Transportation:
    - Promote active transportation for healthier communities.

Strategic Priority Impact

The information presented in this report aligns with the City’s Infrastructure priority, specifically the outcome of facilitating the efficient movement of people, goods, and services throughout the city. Winter maintenance programs and initiatives also support key growth, transit, and connectivity corridors, while advancing action items identified in the Corporate Accessibility Plan.

Labour Impact

The elimination of the Sandbox Program resulted in the reduction of 1.4 Full-Time Equivalents (FTEs), reducing salaries in the operating budget by $104,000.

The reduction of the Snow Storage Site staffing levels resulted in the reduction of 1.0 FTEs, reducing salaries in the operating budget by $75,000.

Environmental Impact

The City’s strategic priorities recognize the shared relationship between people and the land. This recognition acknowledges both the community we serve and the original rights holders of this land and reflects a collective responsibility to ensure its sustainable use and long-term viability for future generations.

Consistent winter maintenance of roads, sidewalks, and pedestrian infrastructure supports active transportation and transit use by enhancing accessibility and mobility throughout the winter season. During the 2025-26 winter season, the City’s winter maintenance fleet consumed 441,804 litres of fuel, generating approximately 1,176 tonnes of greenhouse gas (GHG) emissions. This represents a 16 per cent decrease from the previous season, primarily due to fewer significant snowfall events and reduced plowing requirements.

Looking ahead, climate change is expected to increase the frequency and complexity of winter maintenance challenges, including freezing rain events, temperature fluctuations, and freeze-thaw cycles. Additionally, the removal of community sandboxes may limit residents’ ability to address localized icy conditions, potentially increasing safety and accessibility concerns.

Indigenous Impact

Through staff learning and teaching opportunities, all winter maintenance crews were made aware of the truth and reconciliation calls to action as well as the significance of the National Day for Truth and Reconciliation.

Administration will follow the Indigenous Procurement Policy when evaluating bids for the winter maintenance equipment contracts for the 2026/2027 winter season. As per this policy, Indigenous participation carries a weight of 10 per cent under the Community Benefits and Sustainability Criteria of evaluating bids.

Inclusion, Diversity, Equity & Accessibility (IDEA)

Winter road maintenance is one of the key stakeholders for the development of the Regina Accessibility Plan to identify, remove and prevent barriers to access in City spaces, programs, and services. The Roadways Seasonal Operations Branch (RSO) worked with other City departments to help chart clear and tangible steps to improve accessibility around roads, sidewalks, and transit stops across Regina during the winter months.

Administration has initiated a phased approach to expand sidewalk snow clearing in alignment with the Regina Accessibility Plan:

- Phase 1 – Clear snow from additional sidewalks on the urban corridors and select City Centre locations identified in the Regina Growth Plan and school zones starting November 1, 2026. The 2026 funding has been approved and the remaining funding required is included in the 2027 Budget.

- Phase 2 – Pending budget approval, clear snow along all Transit routes.
- Phase 3 – Pending budget approval, expand snow clearing to create additional connections between the priority network and community destinations.

Administration engaged with the Accessibility Advisory Committee (AAC) on March 16, 2026, and July 20, 2026 to get feedback on the proposal to provide enhanced winter maintenance on additional high pedestrian sidewalks.

OTHER OPTIONS

Option One – Amend the Winter Maintenance Policy to Plow Impassable Residential Streets Following Completion of Category 1 to 3 Roads (Not recommended)

Council could amend the Winter Maintenance Policy to require systematic plowing of approximately 30 kilometres of residential roadways with recurring access concerns following completion of Category 1 to 3 roadway plowing activities.

This option would increase annual operating costs by approximately $49,728 and require additional contractor resources. While it would establish a formal service level for identified residential roadways, Administration's review found that current operational practices are already effectively addressing residential access concerns while maintaining flexibility to respond to changing conditions during winter events.

Administration does not recommend this option because it would increase costs, reduce operational flexibility, and provide limited additional benefit beyond current service levels.

Additional analysis is provided in Appendix E.

Option Two – Amend the Winter Maintenance Policy to Trigger Residential Alley Plowing at 10 cm of Snowfall Instead of five centimetres (Not recommended)

Council could amend the Winter Maintenance Policy to increase the snowfall trigger for systematic alley plowing from five centimetres to 10 centimetres.

This option would reduce alley plowing cycles and generate estimated annual savings of approximately $120,000, resulting in a modest reduction to the Alley Maintenance Special Tax Levy. However, Administration's review found that the reduced service level may increase resident complaints, reduce alley accessibility, impact waste and recycling collection, and increase reliance on reactive maintenance activities.

Administration does not recommend this option because the potential reduction in service outweighs the anticipated financial savings.

Additional analysis is provided in Appendix E.

COMMUNICATIONS & ENGAGEMENT

The 2025-26 winter maintenance season commenced with a media event on November 13, 2025, which generated significant media coverage and increased public awareness of winter maintenance operations. Additional media attention was received during the April snow events, particularly regarding the decision not to implement snow routes due to fluctuating temperatures and forecasted melting conditions.

Digital engagement remained strong throughout the season, with residents increasingly using the City’s website, Winter Maintenance Map, and social media channels to access information and monitor maintenance activities. The growing use of these self-service tools may have contributed to a decrease in winter maintenance-related complaints received through Service Regina.

Overall, winter maintenance operations were positively represented in the media and generated increased public engagement across digital platforms. Feedback from Media Relations identified opportunities to enhance on-site media access during significant winter weather events, which Administration will consider as part of future communications planning.

DISCUSSION

Winter Maintenance Annual Summary – Seasonal Overview

The 2025/2026 winter season was characterized by frequent freeze-thaw cycles, variable weather conditions and a significant late-season snowfall event in April. Despite these challenges, Administration maintained service levels and achieved 94 per cent of Winter Maintenance Policy objectives. Service requests remained below historical trends relative to snowfall volumes, resident concerns continued to decline, and accessibility improvements advanced in preparation for future service enhancements.

Financial Performance

Winter maintenance expenditures for the 2025/2026 season totaled $12.55 million, which was consistent with the five-year seasonal average of $12.51 million. Snow storage site operations generated $352,575 in revenue during the season.

The 2026 approved operating budget for winter maintenance is $12.53 million. The Q2 Forecast projects year-end expenditures of $12.79 million, reflecting anticipated winter maintenance activity in November and December, as well as planned service enhancements on the Dewdney Avenue and 11th Avenue corridors. Additional financial information is provided in Appendix A.

Operational Performance

Administration responded to three full systematic plows, 11 storm-response plow events, and a range of routine winter maintenance activities throughout the 2025-26 season. Despite challenging weather conditions, winter maintenance operations achieved 94 per cent of established policy objectives while maintaining service levels across the transportation network.

Objectives that were not fully achieved were primarily influenced by weather conditions, operational constraints, and approved service-level adjustments. Detailed operational statistics and key performance indicator (KPI) results are included in Appendix A.

Customer Service and Resident Feedback

Findings from the 2023 Winter Road Maintenance Review continue to demonstrate positive results. During the 2025-26 season, the City received 3,293 winter maintenance-related service requests, which remained significantly below historical levels when compared to seasonal snowfall volumes.

Administration resolved 67 per cent of service requests within two business days and received 77 resident compliments related to winter maintenance services. Service request volumes remained well below historical averages, indicating continued improvements in customer experience and service delivery. Further analysis of service requests and customer service metrics is provided in Appendix A.

Strategic Service Initiatives:

Enhanced Winter Maintenance on High-Pedestrian Sidewalks

As part of the 2026 Budget, City Council approved $110,400 for the first phase of expanded sidewalk snow-clearing services in support of the Regina Accessibility Plan. Beginning in November 2026, Administration will expand winter maintenance activities along select high-pedestrian corridors, including priority locations identified through the Regina Growth Plan and within school zones.

This initiative is intended to establish the foundation of a connected winter pedestrian network, enhance accessibility, support active transportation, and improve year-round mobility. Implementation will require amendments to the Winter Maintenance Policy and the allocation of additional operational resources.
Additional information regarding corridor selection, stakeholder engagement, and future implementation phases is provided in Appendix C.

Enhanced Winter Maintenance on Dewdney Avenue and 11th Avenue Corridors

Beginning in November 2026, Administration is proposing enhanced winter maintenance services along the recently reconstructed Dewdney Avenue and 11th Avenue corridors.

The estimated annual operating cost is $288,180. Ongoing funding will be requested through the 2027 Budget process. If approved funding is not sustained, the service enhancement would conclude following the 2026-27 winter season.

Additional information regarding the proposed program, stakeholder engagement, and funding approach is included in Appendix C.

Snow Storage Site User Fee Adjustment

Administration completed a review of snow storage site operating costs and determined that the current fee structure no longer reflects the cost-of-service delivery.

To improve cost recovery and support the City's user-pay model, Administration is proposing fee increases effective November 2027. The proposed adjustments are expected to generate approximately $65,000 in additional annual revenue and will be considered as part of the 2027 Budget process.

Implementation of the revised fee structure would require amendments to *The Clean Property Bylaw*. Further details regarding the review and proposed rates are outlined in Appendix C.

Council-Directed Review Items

At its September 24, 2025, meeting, City Council directed Administration to assess the implications of potential policy changes related to impassable residential streets and residential alley maintenance.

Resolution 1 – Impassable Residential Streets

Administration reviewed service request data, operational practices, and historical winter maintenance activities to determine whether a policy amendment requiring systematic plowing of impassable residential streets following completion of Category 1 to 3 systematic plows would provide a measurable service benefit.

The review concluded that existing operational practices provide sufficient flexibility to address residential access concerns based on public safety, mobility requirements, and service impacts. During the 2025-26 season, no concerns were identified relating to emergency vehicle access, and residential access issues were addressed during or immediately following winter maintenance operations.

A policy amendment could formalize service delivery on approximately 30 kilometres of residential roadways that experience recurring access concerns. However, implementation would require approximately $49,728 in additional annual operating funding, as well as increased contractor resources. The proposed change would also reduce Administration's flexibility to allocate resources in response to evolving operational conditions.

Administration believes the current approach remains the most effective and adaptable means of addressing impassable residential streets while balancing city-wide winter maintenance priorities and, therefore, does not recommend a policy amendment currently.

Additional findings and analysis are provided in Appendix E.

Resolution 2 – Residential Alley Maintenance Service Levels

Administration reviewed alley maintenance operations, service request trends, operating costs, operational impacts, and resident feedback to assess the implications of reducing the current alley maintenance service level.

The review found that systematically plowing alleys following five centimetres of snowfall provides a proactive approach to maintaining access throughout the alley network while supporting solid waste collection and resident mobility. Service request data and resident feedback indicate continued demand for the existing level of service.

Administration also examined increasing the snowfall trigger for systematic alley plowing from five centimetres to 10 centimetres. While this change could generate approximately $120,000 in annual savings to the Alley Maintenance Special Tax Levy, it would reduce the frequency of alley plowing, increase reliance on reactive maintenance, and potentially affect accessibility, customer service, and operational performance.

Administration believes the current service level provides the optimal balance between cost, operational efficiency, customer service, and reliable network access. Accordingly, Administration does not recommend a change to the current policy.

Additional findings, service request analysis, and financial implications are provided in Appendix E.

DECISION HISTORY & AUTHORITY

On September 29, 2021, City Council considered item *CR21-132 Implementation of Updated Winter Road Maintenance Policy* and adopted a resolution to approve the updated Winter Road Maintenance Policy to take effect November 1, 2021.
On September 24, 2025, City Council considered item *CR25-116 Winter Road Maintenance Update* and adopted a resolution directing Administration to report back by Q3 2026 on the following:

1. Examine the implications of a policy change to address impassable residential streets (emergency vehicles and regular-sized vehicles) after Category 3; and
2. Examine the implications that residential alleys have on ongoing snow clearing operations, including costs, time and effort and resident dissatisfaction.

On December 15, 2025, City Council considered item *CM25-19 2026-2027 Budget Deliberations* and adopted a resolution to eliminate the sandbox program and reduce shifts for the snow storage site.

Respectfully Submitted,	Respectfully Submitted,
Chris Warren, Director Roadways Transportation	Kurtis Doney, Deputy City Manager City Operations

Prepared by: Neeraj Saroj, Senior Engineer, Roadways & Transportation

ATTACHMENTS

Appendix A - Winter Maintenance Annual Update 2025-2026
Appendix B - Snow Storage Site User Fee Amendment
Appendix C - Strategic Service Initiatives
Appendix D - Winter Maintenance Policy Amendments
Appendix E - Council Directed Review Items

APPENDIX A

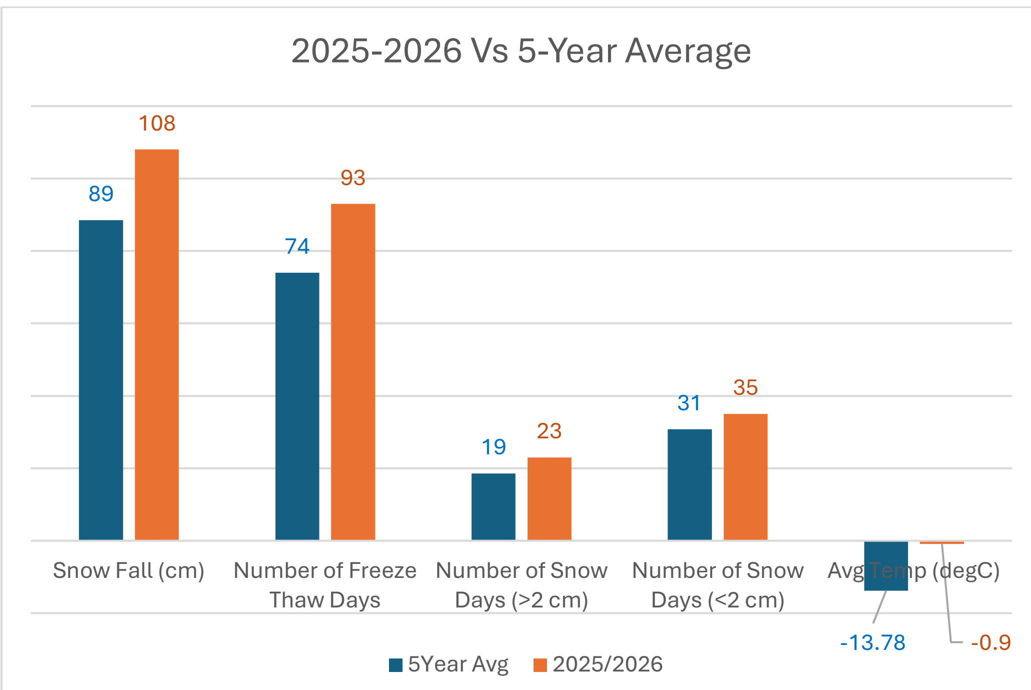
Winter Road Maintenance Annual Update – 2025/2026 Winter Season

Seasonal Conditions

The 2025/2026 winter season was characterized by frequent freeze-thaw cycles, variable weather conditions and a significant late-season snowfall event in April. Compared to the five-year average, Regina experienced slightly below-average winter conditions overall, although total seasonal snowfall was increased by a significant snowfall event in April. Frequent melting conditions reduced the number of required systematic plowing operations while increasing the need for ice-control activities throughout the season.

As part of the City's Corporate Climate Adaptation Strategy, Administration continues to assess the potential impacts of climate hazards such as freeze-thaw cycles, increased precipitation and changing temperatures on winter maintenance operations. This work will help inform future service delivery models, resource allocation and operational planning.

Graph 1: Regina Weather



Financial Performance

The annual operating budget for Winter Road Maintenance (WRM) is prepared according to a calendar year (January to December); however, the WRM season overlaps two calendar years (October to April). WRM expenditures are analyzed in two ways:

1. **Annual**: Revenue and expenses, this allows a direct comparator of the annual operating budget and highlights any significant variances in corporate reporting requirements and includes amounts from the end and the beginning of two different winter seasons.

2. **Seasonal:** Revenue and expenses for the period of October to April, which includes amounts from a single season. This allows a comparator of WRM service levels during the winter season to previous season.

The 2025/2026 winter season was delivered at a total seasonal cost of $12.55 million, which was generally in line with the five-year average seasonal expenditure of $12.51 million. Snow storage site operations generated $352,575 in revenue during the season.

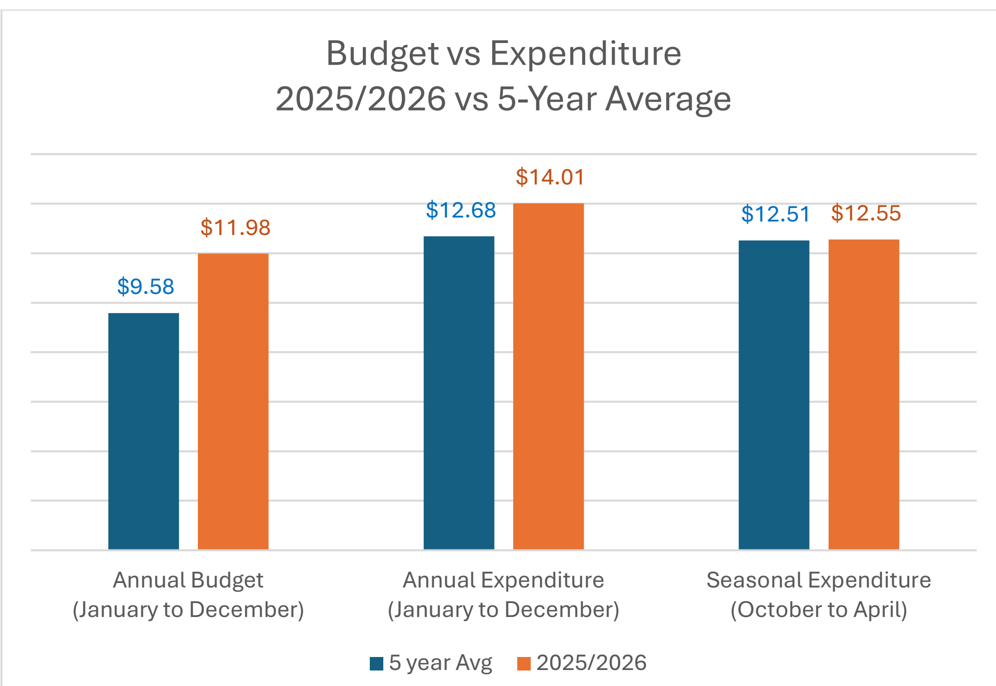
The 2026 approved annual operating budget for winter maintenance is $12.53 million. The Q2 (Mid-Year) Forecast detailed expenditure of $9.03 million and forecasted spending of $12.79 million by year-end. The forecast reflects anticipated winter maintenance activity during November and December and implementation of the service level enhancements planned for Dewdney Avenue and 11th Avenue corridors.

Snow storage site revenues are forecasted to reach approximately $380,000 by year-end, compared with year-to-date revenues of $236,545 as of Q2 2026.

The Winter Maintenance Reserve currently has a deficit balance of $1.67 million.

Graph 2 below provides a comparison of the annual (2025) and seasonal (2025/2026) budgets and expenses with the trending five-year average values. The graph highlights that while the seasonal expenditure during 2025/2026 was almost at par with the five year seasonal average, the annual expenditure during 2025 was significantly higher than the trending five-year annual expenditure averages due to increased winter maintenance activity required during the first quarter of 2025. This signifies the direct impact of weather conditions on winter maintenance related expenditures and budget utilization.

Graph 2: Budget and Expenditures



Note: Dollar amount is in millions

Operational Performance
The 2025/2026 winter season was characterized by frequent freeze-thaw cycles, high wind events and a significant late-season snowfall event in April. Despite these challenges, Administration achieved 94 per cent of Winter Maintenance Policy objectives while maintaining service levels across the transportation network.

Winter maintenance operations responded to three full systematic plows triggered by snowfall accumulation and 11 storm plow responses triggered by drifting snow and high winds. In addition, crews completed one citywide residential plow, three alley plows and three systematic sidewalk plows. Crews also applied 18,229 tonnes of sand and salt to address icy conditions and managed more than 23,000 visits to the snow storage site, where approximately 380,000 cubic metres of snow were deposited during the season. Table 1 highlights the severe weather events and corresponding City response:

Table 1: Severe Weather Events:

Date	City Response Type	Accumulation/ Weather Condition	Road Network Plow (by Road Category)					
			1	**2**	**3**	**4**	**5**	**Alleys**
October 13	Storm	Freezing rain	X					
November 2	Storm	Light Snow, Freezing rain	X					
November 7	Storm	3 cm, Snow	X					
December 9		Light Snow, Freezing rain, wind	X	X				
December 17	Storm	10-15cm forecast, Snow, High Wind (blizzard like conditions)	X	X				
December 18	Systematic (Part)	Snow, High Wind	X	X				x
December 19	Storm	3cm snow, strong winds	X					
December 20	Systematic (Full)	5cm, Snow, High Wind	X	X	X	X		X
December 27	Storm	Snow, High Wind	X	X				X
January 15	Storm	2cm snow, High Wind	X					
January 17	Residential Ice Shave (outer areas, selected locations)	Severe Wind Event Ruts due to Continuous snowfall, freeze thaw					X Ruts mitigation	
January 20	Storm	Light Snow, High Wind	X	X				
January 21	Systematic (Full)	5cm Snow, High Wind, extremely cold temperatures (-32 deg)	X	X	X	X		X
January 30	Storm	2cm snow, High winds, Freezing rain	X	X				

February 2 to 4	Residential Ice shave and plowing of Category 1,2	>2cm Snow, ruts High Wind,	X	X			X Ruts mitigation	
February 17	Storm	Snow, High wind	X	X				
February 18	Systematic (Full)	25 cm, Snow, High Wind	X	X	X	X		X
February 23 to March 10	Residential	Collective snow accumulations - 20cm					X	
March	Storm	Snow	X					X
April 17	Systematic (Part)	30cm, Fluctuating temperatures	X					

Key Performance Indicators

The Winter Maintenance Policy contains fourteen measurable service objectives that guide service delivery, resource allocation and performance monitoring. Administration achieved 94 per cent of these objectives during the 2025/2026 season. The following table outlines the 2025/2026 Policy Objectives and Key Performance Indicator (KPI) results.

Table 2: Key Performance Indicators	Measure	2025/2026 Target	Result
Objective 2 - Roads	Systematic plowing of category roads	**100%**	**98%**
	Category 1 plowed and sanded in 24 hours	100%	100%
	Category 2 plowed and sanded in 36 hours	100%	96%
	Category 3 plowed and sanded in 48 hours	100%	96%
	Category 4 plowed in 60 hours	100%	100%
	Category 5 plowed after 15 cm	100%	100%
Objective 3 - Sidewalks	Sidewalk plowing	100%	96%
	Downtown sidewalks plowed within 24 hours	100%	100%
	Sidewalks outside downtown plowed within 48 hours	100%	91%
Objective 4 - Alleys	Alley plowing within 96 hours	100%	93%
Objective 5 - Guard Rails	Snow removal at guardrails and bridge decks	100%	97%
Objective 6 - Snow Removal	Snow removal	100%	95%
	Snow ridges from Cat 1, 2 and 3 when lane widths or sight lines are impacted.	100%	83%
	Accessible Parking Meter stalls within 24 hours	100%	100%
	Snow ridges would be removed at Transit stops	100%	96%
	Snow ridges in downtown metered parking stalls within 48 hours	100%	100%

Objective 7 - Snow Storage	Snow storage facility cost recovery model	60%	49%
	Snow storage facility number of days open	100%	87%
Objective 8 - Schools	School ridge removal within 72 hours	100%	100%
Objective 9 - Drainage	Mitigate flooding concerns through catch basin opening service	100%	100%
	Mitigate flooding concerns through clearing of drainage Channels	100%	100%
Objective 10 – Bike Lanes	Bicycle lanes cleared within 36 hours	100%	99%
Objective 11 - Transit	Transit stop clearing	100%	99%
Objective 12 - Snow Ridging	Snow ridging	100%	100%
Objective 13 - Sand Boxes	Sandboxes serviced within 24 hours of snow event	100%	40%
Objective 14- Snow Routes	Snow routes declared	100%	100%

While Administration achieved 94 per cent of Winter Maintenance Policy objectives during the 2025/2026 season, a small number of targets were not fully achieved. The primary factors influencing performance included prolonged periods of high winds and variable weather conditions, operational adjustments resulting from approved service-level changes, and temporary operational constraints associated with snow storage site operations. Despite these challenges, Administration maintained service levels across the transportation network and met the majority of policy objectives.

High Winds and Operational Delays
Several objectives related to response timelines and service completion rates were slightly below targeted due to prolonged periods of high winds and drifting snow. During these events, resources were prioritized to maintain passability on priority routes, emergency response corridors and critical transportation infrastructure.

Sandbox Program
The objective related to the Sandbox Program was only achieved during November and December 2025. Following City Council's approval of the 2026 Budget, the Sandbox Program was discontinued effective January 1, 2026.

Snow Ridge Removal
Snow ridge removal is completed on an as-needed basis and prioritized based on snow accumulation, safety risks, mobility impacts, weather conditions, and available storage capacity. Because service requirements vary significantly by location and storm conditions, a fixed service timeline is not used. Exceptions include downtown areas, unloading zones, and signed accessibility locations, where snow ridges are typically removed within 48 hours. Performance is measured by addressing identified operational and safety needs rather than adherence to a prescribed timeframe.

Snow Storage Site Operations
The snow storage site experienced temporary operational disruptions during the season due to deteriorating ground conditions caused by prolonged warm weather and freeze-thaw cycles. These conditions resulted in temporary closures, reduced costs, and reduced operational

requirements at various times throughout the season. In addition, cost recovery remained below target as user fees have not kept pace with increasing operating costs.

Snow Route Enforcement

Snow routes were declared during all major winter storm events; however, enforcement was not implemented during one event due to fluctuating forecasts and expected melting conditions. Administration determined that enforcement would have limited benefit given the uncertainty surrounding snow accumulation and road conditions.

Customer Service and Resident Feedback:

In 2023, Administration completed a Winter Road Maintenance Review to identify opportunities to improve service delivery and customer experience. Several operational improvements were implemented without increasing the annual winter maintenance budget. Results from the 2025/2026 season suggest these improvements continue to deliver positive outcomes.

Historically, Service Request (SR) volumes closely track seasonal snowfall, with the City typically receiving approximately 4,292 winter maintenance SRs annually, or about 45 SRs per centimetre of snowfall based on the five-year average.

During the 2025/2026 winter season, the City received 3,293 winter maintenance service requests between November 2025 and April 2026, equating to approximately 30 SRs per centimetre of snowfall. Although the season included an atypical April snow event that added approximately 30 centimetres of snowfall, service request volumes remained below historical trends. Graph 3 highlights the comparison of snowfall amounts and SRs received from November to April.

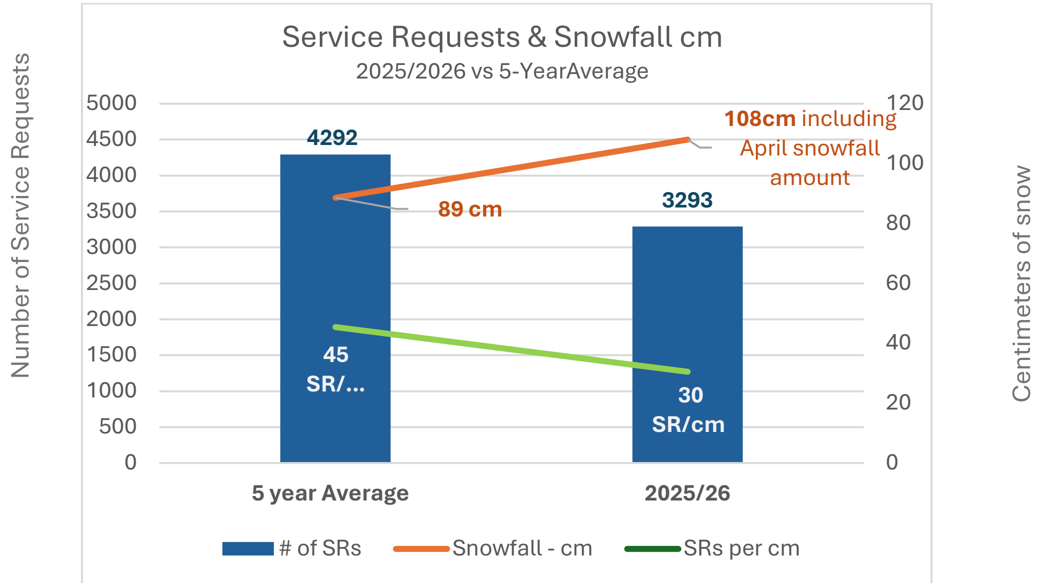
To account for the unusual April snowfall, Administration also analyzed the more typical winter period from November to March. During this period, the City received 3,252 service requests, representing approximately 39 SRs per centimetre of snowfall. This remains below the historical average of 45 SRs per centimetre and indicates continued improvement in customer experience and service delivery. Graph 4 highlights the comparison of snowfall amounts and SRs received from November to March.

Service requests declined across most winter maintenance categories during the season. This improvement is likely attributable to a combination of below-average winter conditions and the continued success of initiatives introduced following the 2023 Winter Road Maintenance Review.

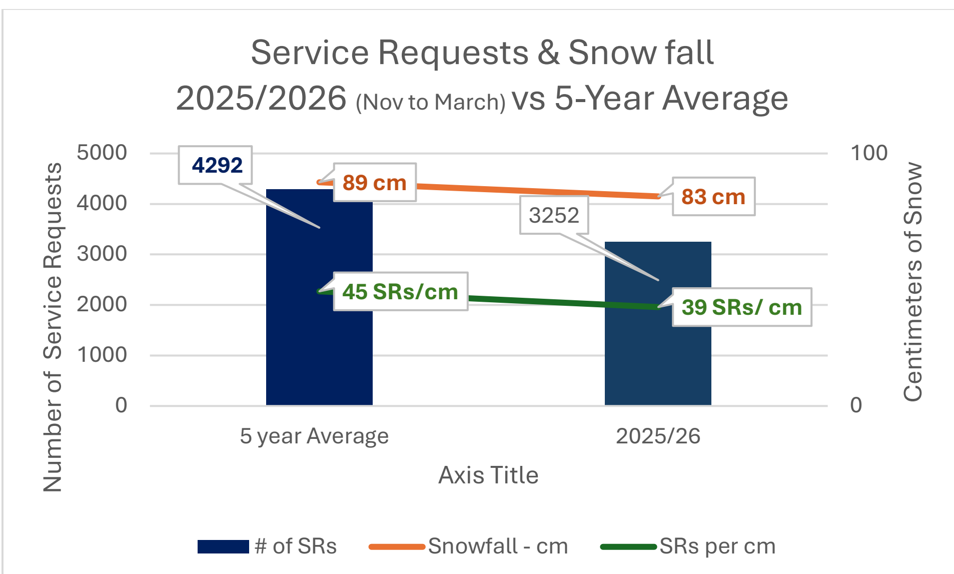
Administration resolved 67 per cent of all winter maintenance service requests within two business days and received 77 compliments from residents and businesses regarding winter maintenance services. These results reflect a positive response to winter maintenance operations despite several challenging weather events throughout the season.

To further support customer service, Administration provided pre-season training to Service Regina staff on winter maintenance programs, policy requirements and planned seasonal initiatives. Winter maintenance service scripts and customer service procedures were also updated to ensure consistent and accurate information was available to residents throughout the season.

Graph 3: Seasonal Comparison of Snowfall Amounts and SRs (considering April 2026 snowfall)



Graph 4: Seasonal Comparison of Snowfall Amounts & SRs (without April 2026 snowfall)



APPENDIX B

Snow Storage Site User Fee Amendment

Proposed Amendment

<table>
<tr><th>Bylaw Section</th><th>Existing Fee Table</th><th>Proposed Fee Table and Action</th></tr>
<tr>
<td>Schedule “L” of The Clean Property Bylaw
Snow Storage Site Fees

(#2015-54, s. 6, 2015; #2017-1, s. 3, 2017; 2017-15, s. 2)</td>
<td>
<table>
<tr><th>Truck Category</th><th>Radio Frequency Identification Device Tag Fees</th><th>Cost per load</th></tr>
<tr><td>1 Ton Pick-up or smaller truck without trailer</td><td>$10</td><td>$5</td></tr>
<tr><td>1 Ton Pick-up or smaller truck with trailer</td><td>$10</td><td>$15</td></tr>
<tr><td>Tandem axle truck or single axle truck bigger than 1 Ton (both without trailer)</td><td>$10</td><td>$25</td></tr>
<tr><td>Tandem axle truck with trailer or single axle truck bigger than 1 Ton with trailer or Semitrailer truck</td><td>$10</td><td>$35</td></tr>
</table>
</td>
<td>Delete the existing table in Schedule “L” of The Clean Property Bylaw and Replace with following proposed fee table
<table>
<tr><th>Truck Category</th><th>Radio Frequency Identification Device Tag Fees</th><th>Cost per load</th></tr>
<tr><td>1 Ton Pick-up or smaller truck without trailer</td><td>$10</td><td>$5</td></tr>
<tr><td>1 Ton Pick-up or smaller truck with trailer</td><td>$10</td><td>$17</td></tr>
<tr><td>Tandem axle truck or single axle truck bigger than 1 Ton (both without trailer)</td><td>$10</td><td>$29</td></tr>
<tr><td>Tandem axle truck with trailer or single axle truck bigger than 1 Ton with trailer or Semitrailer truck</td><td>$10</td><td>$41</td></tr>
</table>
</td>
</tr>
</table>

APPENDIX C

Strategic Service Initiatives

Enhanced Winter Maintenance on High Pedestrian Sidewalks

The City currently clears approximately 245 kilometres of sidewalks, primarily adjacent to parks, City facilities, transit stops and locations where no adjacent sidewalk clearing responsibility exists. While this network provides important pedestrian connections, gaps remain along key routes that can create accessibility barriers during winter months.

As part of the 2026 Budget approval, City Council approved $110,400 in pro-rated funding for the first phase of expanding sidewalk snow clearing in support of the Regina Accessibility Plan and to improve year-round mobility throughout the city (with the remaining funding of $166,000 included in the 2027 Budget process). Following budget approval, Administration engaged the Accessibility Advisory Committee (AAC) and internal stakeholders to identify priority corridors and establish service delivery criteria.

During engagement, the AAC identified areas surrounding health care facilities and seniors' housing as favourable locations for enhanced sidewalk maintenance. Administration considered these locations as part of the review process; however, further analysis determined that clearing sidewalks solely adjacent to individual destinations would improve accessibility only at those specific locations and would not contribute to a broader, connected pedestrian network. Administration concluded that a network-based approach would provide greater accessibility benefits by creating continuous, reliable winter walking routes that connect residents to key destinations across the city.

Administration also considered the available funding approved through the 2026 Budget. While a larger expansion could have accommodated additional priority locations, available funding was insufficient to address all eligible corridors identified through the review process. As a result, Administration was required to prioritize locations that would provide the greatest overall accessibility benefit and establish the foundation of a connected winter pedestrian network.

As a result, the first phase of expansion will focus on priority corridors that include urban corridors and select locations in the City Centre identified in the Regina Growth Plan, as well as sidewalks within school zones. This approach establishes the foundation of a connected winter pedestrian network that supports accessibility, active transportation and year-round mobility throughout Regina. Beginning in November 2026, Administration will expand winter maintenance services on these selected high-pedestrian corridors. Implementation will require amendments to the Winter Maintenance Policy and the deployment of additional operational resources through a combination of City and contracted services.

Administration envisions this initiative as a phased approach to improving winter accessibility citywide. The first phase focuses on establishing a connected network of priority pedestrian corridors. Subject to future funding approval, the second phase would expand snow clearing to sidewalks along all transit routes citywide, further strengthening network connectivity and access to transit services. Future phases could then focus on creating additional connections between the core network and community destinations such as health centres, seniors' housing complexes and other priority locations.

This enhancement is intended to address one of the most significant barriers identified through the Regina Accessibility Plan by providing more continuous and reliable pedestrian routes during winter conditions. Expected benefits include improved accessibility for residents with mobility challenges, safer and more consistent access to transit, services and employment areas, enhanced support for active transportation and improved connectivity throughout the city's pedestrian network.

Enhanced Winter Maintenance on Dewdney Avenue and 11th Avenue Corridors
Under the current Winter Maintenance Policy and Clean Property Bylaw, adjacent property owners are generally responsible for clearing sidewalks. However, the recently reconstructed Dewdney Avenue and 11th Avenue corridors were designed to improve accessibility, walkability, placemaking and economic vibrancy in the Warehouse District and Downtown. These investments introduced wider sidewalks, enhanced streetscape features and additional public infrastructure that increase winter maintenance requirements and place a greater burden on adjacent property owners.

To protect the City's infrastructure investment, maintain accessibility and support year-round use of these key corridors, Administration is proposing an enhanced winter maintenance program beginning in November 2026. The program will provide City-led snow clearing on sidewalks adjacent to the newly reconstructed portions of Dewdney Avenue and 11th Avenue.

A similar enhanced maintenance approach was undertaken on Dewdney Avenue during the 2025/2026 winter season and received positive feedback from businesses and stakeholders. Accordingly, Administration is proposing to continue and expand this service for the 2026/2027 winter season.

This expanded service is expected to cost $288,180 annually. As businesses require certainty regarding winter maintenance responsibilities before the start of the season, Administration is proposing to proceed with the enhanced service during the 2026/2027 winter season while seeking ongoing funding through the 2027 Budget process. Should ongoing funding not be approved, costs for the 2026/2027 season would be funded from the Winter Maintenance Reserve and the service enhancement would conclude at the end of the season. Regina Downtown Business Improvement District, Regina Warehouse Business Improvement District and other affected stakeholders have been engaged and advised of the proposed approach.

The enhanced service is expected to improve accessibility, support economic activity, reduce maintenance burdens on adjacent property owners and help protect newly constructed concrete and streetscape infrastructure from winter-related deterioration.

Snow Storage Site User Fee Adjustment
The City's snow storage site operates on a user-pay model whereby commercial snow hauling contractors contribute to the cost of operating the facility through user fees. The current fee structure was established in November 2016 and has remained unchanged despite increases in operating costs.

Administration completed a review of snow storage site expenditures and determined that the current fee structure no longer reflects the increased actual cost of providing the service. Previous analysis determined that approximately 60 per cent of all snow delivered to the site originates from commercial hauling contractors, and the Snow Storage Site financial model is based on recovering approximately 60 per cent of operating costs from contractor users.

To improve cost recovery and better align fees with current operating costs, Administration is proposing fee increases effective November 2027. The proposed rates are dependent on the size of the snow load, and would increase from $15 to $17 per load, $25 to $29 per load and $35 to $41 per load. This increase is expected to generate an additional $65,000 in revenues annually.

The proposed fee structure is expected to improve the financial sustainability of snow storage site operations while maintaining the City's user-pay approach. The proposed fee adjustments will be considered through the 2027 Budget process and will require amendments to Schedule L of *The Clean Property Bylaw*, as outlined in Appendix B.

APPENDIX D

Winter Maintenance Policy Amendments

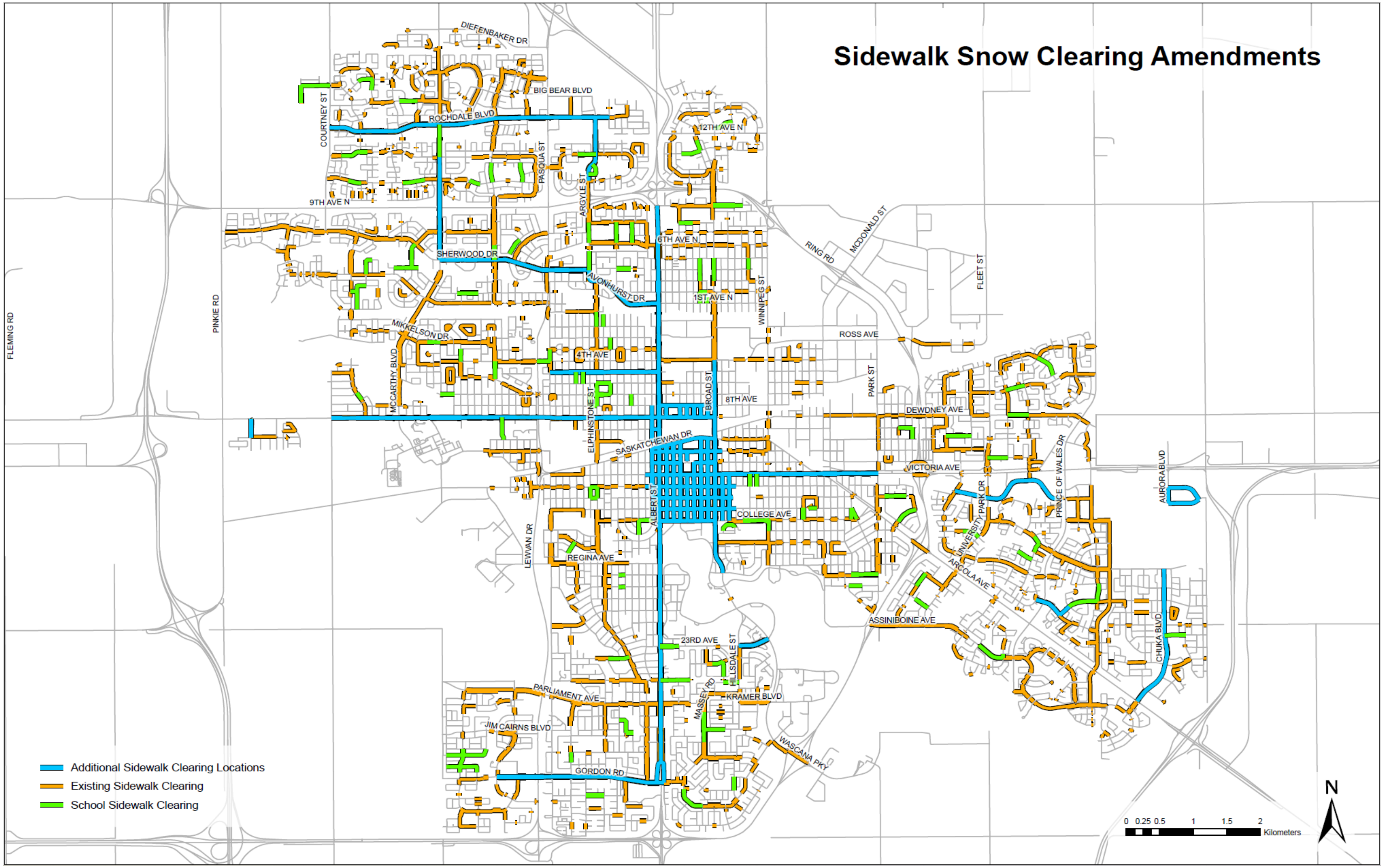
Amendment 1 – Sidewalk Accessibility Network

<table>
<tr><th>Policy Section</th><th>Existing Language</th><th>Proposed Language</th></tr>
<tr>
<td>Appendix A (of Appendix B)
Winter Maintenance Policy- Level of Service (LOS)
Objective 3 - Measures</td>
<td>The City will make all City maintained sidewalks, that are typically adjacent to City owned properties, accessible for pedestrians as per details mentioned below:

Level of Service:
Systematic Plowing for sidewalk operations will be triggered by five cm of snow accumulations during a single Snow Event
The targeted timeline to plow sidewalks is within 48 hours after the end of a Snow Event. Sidewalk locations in Schedule B-Downtown will be plowed within 24 hours
Sidewalks will be sanded after completion of plowing activity as required and as determined by the Field Supervisor</td>
<td>The City will make all City maintained sidewalks accessible for pedestrians adjacent to the following locations:
City-owned properties
City parks
No frontage locations
Transit stops
Growth Plan – urban corridors (see map)
Growth Plan – select City Centre locations (see map)
School zones (see map)
Level of Service:
Systematic Plowing for sidewalk operations will be triggered by five cm of snow accumulations during a single Snow Event
The targeted timeline to plow sidewalks is within 48 hours after the end of a Snow Event. Sidewalk locations in Schedule B-Downtown will be plowed within 24 hours
Sidewalks will be sanded after completion of plowing activity as required and as determined by the Field Supervisor</td>
</tr>
</table>

Proposed Sidewalk Locations Map

Includes Additional Sidewalk Clearing Locations in the Growth Plan (identified in blue), and Additional or new School Sidewalk Clearing Locations (identified in green)



Amendment 2 – Sandbox Program Repeal

Policy Section	Existing Language	Proposed Language
3.0 Definitions	Sandbox Program - The City provides free sand/salt mix for Regina residents to apply to icy sidewalks throughout the winter to help residents increase safety for pedestrians by applying the mix to sidewalks. This program is for individual residents and not for contractors.	Repealed.
4.2 Objective 13	Availability of free sand for residents is improved to help mitigate icy sidewalk conditions by expanding the Sandbox Program citywide.	Repealed.
Appendix A (of Appendix B) Objective 13	Objective 13 including all measures, level of service, goals, monitoring tools, reporting requirements and performance indicators related to the Sandbox Program.	Repealed in its entirety.

Amendment 3 – Snow Storage Site Operating Hours

Policy Section	Existing Language	Proposed Language
Appendix A (of Appendix B) Objective 7 - Goal	Snow storage site open 24 hours a day, seven days a week throughout the season, weather permitting.	Snow storage site operating hours will be established by Administration based on operational requirements, weather conditions, site conditions, demand and available resources.

Amendment 4 – Housekeeping

Policy Section	Existing Language	Proposed Language
Appendix A (of Appendix B)	Appendix A (of Appendix B) Winter Maintenance Policy- Level of Service (LOS) Appendix B Operational Policy	Appendix A Winter Maintenance Policy- Level of Service (LOS) Repealed.

APPENDIX E

Council Directed Review Items

Resolution 1 - Impassable Residential Streets

Current Practice
The City's Winter Maintenance Policy prioritizes maintaining access for emergency response vehicles throughout the road network. Requests from Fire, Police and EMS are responded to immediately, regardless of road classification or the stage of winter maintenance operations.

For residential streets that become impassable for regular vehicles, residents may submit a Service Request (SR) through Service Regina. Upon receipt, operations staff assess the location and deploy resources based on severity, public safety considerations and impact to mobility. In addition, dedicated grader crews proactively monitor known trouble spots, particularly in peripheral neighbourhoods and areas susceptible to drifting snow.

Review Findings
Administration reviewed service request data, operational practices and historical winter maintenance activities to assess whether a policy amendment requiring systematic plowing of impassable residential streets immediately following completion of Category 1 to 3 systematic plow would provide a measurable service benefit.

During the 2025/2026 winter season, Administration received 40 service requests related to blocked or impassable residential streets. No service requests or operational concerns were reported regarding emergency response vehicles being unable to access a location. Of the 40 service requests received, 37 per cent were resolved immediately and concurrently with the Category 1 to 3 systematic plow. The remaining 63 per cent were determined to be less critical and were resolved within 12 hours of the end of the Category 1 to 3 systematic plow. These timelines demonstrate that residential access concerns are generally addressed during and immediately after the Category 1 to 3 systematic plow without requiring a separate policy trigger or systematic plowing program.

The review found that current operational practices already provide sufficient flexibility to respond to significant residential access concerns before completion of the systematic plow when public safety, mobility or service impacts warrant intervention. As a result, many problem locations are addressed based on operational need rather than waiting for completion of the Category 1 to 3 systematic plow.

Implications of a Policy Change
A policy amendment could establish a formal requirement to systematically plow identified impassable residential streets following completion of Category 1 – 3 systematic plow. Based on previous winter seasons, approximately 30 kilometres of residential roadways with recurring access concerns could be included in this enhanced service level.

The estimated annual cost of implementing this service enhancement is approximately $49,728 and would require an increase to the contractor services budget.

While the policy change would formalize the service response, it would reduce Administration's operational flexibility to address residential concerns based on real-time conditions. Resources would be directed to predetermined locations and SR locations following completion of Category 1 to 3 systematic plow. Additional resources are required to ensure other winter maintenance activities such as school zone snow removal, downtown snow removal, bridge maintenance and other routine maintenance priorities are not delayed or deferred.

Administration Conclusion

Administration's review indicates that current operational practices are effectively addressing residential street access concerns while maintaining flexibility to respond to emerging public safety and mobility issues. No concerns were identified regarding emergency response vehicle access during the 2025/2026 winter season. In addition, service requests related to blocked or impassable residential streets declined significantly from the previous year, with all reported concerns resolved within 60 hours and more than one-third resolved within 48 hours.

While a policy amendment would provide a more formalized service level, it would increase annual operating costs and reduce Administration's ability to prioritize resources based on actual conditions experienced during a winter event. As a result, Administration believes the current operational approach remains the most effective and flexible method of addressing impassable residential streets while balancing citywide winter maintenance priorities.

OTHER OPTIONS

Option One – Amend the Winter Maintenance Policy to Plow Impassable Residential Streets Following Completion of Category 1 to 3 Roads (Not recommended)

Description

Amend the Winter Maintenance Policy to require systematic plowing of approximately 30 kilometres of residential roadways with known recurring access concerns following completion of Category 1, 2 and 3 systematic plowing operations.

Cost

This option would require an increase of approximately $49,728 annually to the Winter Maintenance contractor services budget.

Current Practice

Under the current policy, impassable residential streets are assessed and addressed based on operational need, public safety considerations and service requests received through Service Regina. Administration retains flexibility to deploy resources to identified problem locations during ongoing winter maintenance operations and does not wait until completion of Category 1 to 3 plowing activities before responding to significant access concerns.

Potential Benefits

- Establishes a formal service level for residential roads with recurring access concerns.
- Provides greater certainty to residents regarding when identified residential streets will be plowed.
- May improve mobility on approximately 30 kilometres of residential roadways known to experience recurring access issues.
- May reduce service requests and complaints related to blocked or impassable residential streets.
- Creates a clear and consistent policy framework for addressing identified residential access concerns.

Potential Impacts

- Requires additional annual operating funding and contractor resources.
- Reduces Administration's flexibility to allocate resources based on real-time operational conditions during winter events.
- May delay clearing blocked roads already taking place within the Category 1 to 3 plowing activities.
- May delay other winter maintenance activities, including the residential plow and school zone snow removal.
- May create expectations for expansion of the program to additional residential streets in the future, resulting in additional budget pressures.

Administration's Assessment

Administration does not recommend this option. The review found that current operational practices are effectively addressing residential access concerns, with no reported emergency vehicle access issues during the 2025/2026 season. One third of the Service Requests related to blocked residential streets were resolved within 48 hours and the remainder within 60 hours. While this option would formalize the service level for identified residential roadways, the anticipated benefits do not outweigh the additional costs and reduction in operational flexibility. Existing operational practices allow Administration to respond to residential access concerns as they arise while maintaining focus on citywide winter maintenance priorities.

Resolution 2 - Residential Alley Maintenance Service Levels

Current Practice

The City systematically plows the alley network following snowfall events of five centimetres or greater. Based on average winter conditions, this typically results in approximately six alley plowing cycles per season. Alley maintenance is funded through the Alley Maintenance Special Tax Levy.

Alley plowing is typically completed within 48 hours following a qualifying snowfall event. To deliver this level of service, Administration primarily utilizes contracted loader equipment for systematic alley plowing operations. This approach allows City crews and contractor graders to remain focused on other winter maintenance priorities, including Category 1 to 3 roadway plowing, City-maintained sidewalk clearing, downtown snow removal and snow storage site operations.

Priority is given to locations where snow accumulation impacts solid waste and recycling collection, emergency response access or resident mobility. In addition to systematic plowing, Administration undertakes routine maintenance activities to address drifting snow and localized access concerns as they arise.

Review Findings

Administration reviewed alley maintenance operations, service request data, costs, operational impacts and historical weather patterns to assess the implications of reducing the current level of service.

During the 2025/2026 winter season, Administration received 328 service requests related to alley maintenance. Of the 328 alley-related service requests received:

- 41 per cent related to rutting, ice buildup and grading requirements;
- 20 per cent involved snow-drifted or blocked alleys that prevented access to garages and parking areas;
- 10 per cent were related to drainage, flooding, pooling water or blocked catch basins;
- Nine per cent concerned snow ridges left by plowing operations;
- Seven per cent were service and communication-related concerns, including unresolved operational issues, delayed responses or requests for additional communication regarding the status of alley maintenance activities;
- Seven per cent were compliments or positive feedback;
- Six per cent were miscellaneous issues, including property damage concerns, snow dumping, paving requests and operational inquiries.
- Less than one per cent suggested reducing the alley maintenance service level.

The majority of alley-related concerns were reported during or immediately after the storm while plowing operations were already underway or scheduled. Requests affecting solid waste collection or emergency access were prioritized and addressed in accordance with established operational procedures.

The review found that the current practice of systematically plowing alleys following snowfall accumulations of five centimetres or greater provides a proactive approach to maintaining access throughout the alley network. The use of dedicated contractor equipment allows alley maintenance activities to occur concurrently with major roadway and sidewalk operations without significantly affecting other winter maintenance priorities.

The review also found that resident dissatisfaction with the current alley maintenance service level appears to be limited. Of the 328 alley-related service requests received during the season, over 99 per cent related to maintenance concerns, access issues or requests for service, while less than one per cent suggested reducing the level of service. This indicates that residents generally expect the current level of alley maintenance and are more likely to request timely service than reduced service.

Implications of a Policy Change
Administration examined the implications of increasing the snowfall trigger for systematic alley plowing from five centimetres to 10 centimetres.

Based on historical snowfall patterns, this change would reduce the number of citywide alley plowing cycles from approximately six to three per season. The reduction in service would result in estimated annual savings of approximately $120,000, which would be reflected in future Alley Maintenance Special Tax Levy calculations and equates to an approximate reduction of $0.05 per frontage foot, or $2.50 per property with a 50-foot lot.

While reducing the number of systematic alley plowing cycles would lower operating costs, a portion of these savings may be offset by increased routine maintenance activities required to address drifting snow and localized access concerns, particularly in newer neighbourhoods and open areas that are more susceptible to blowing snow. Based on historical experience, Administration anticipates that approximately two additional routine maintenance cycles may still be required annually.

A reduction in the current level of service may also result in:

- Increased service requests and resident complaints;
- Reduced alley accessibility following moderate snowfall events;
- Increased rutting and deterioration of travelling surfaces between maintenance cycles;
- Potential delays to solid waste collection and utility services;
- Greater reliance on reactive maintenance activities;
- Increased operational effort to monitor and respond to localized problem areas; and
- Reduced ability to proactively address alley conditions within the current 48-hour service window.

Administration Conclusion

Administration's review indicates that the current alley maintenance program provides a proactive and effective approach to maintaining access throughout the alley network while supporting solid waste collection, utility operations and resident mobility.

The current service model allows alley plowing to occur using dedicated contractor resources that do not materially affect roadway plowing, sidewalk clearing, downtown snow removal or snow storage operations. In addition, approximately 99 per cent of alley-related service requests reflected a need for maintenance, access improvements or service information rather than a desire for reduced service levels.

Although increasing the snowfall trigger from five centimetres to 10 centimetres could reduce annual operating costs by approximately $120,000, the resulting reduction in service may increase resident dissatisfaction, generate additional service requests, reduce accessibility and create operational challenges for utility and waste collection services. A portion of the anticipated savings may also be offset by increased routine maintenance activity required to respond to localized concerns.

As a result, Administration believes the current service level provides the best balance between cost, operational efficiency, customer service and reliable access throughout the alley network.

OTHER OPTIONS

Option Two – Amend the Winter Maintenance Policy to Trigger Residential Alley Plowing at 10 cm of Snowfall Instead of five cm (Not recommended)

Description

Amend the Winter Maintenance Policy to increase the snowfall trigger for systematic residential alley plowing from five centimetres to 10 centimetres. Based on historical snowfall patterns, this would reduce the number of citywide alley plowing cycles from approximately six to three per season.

Cost Savings

Estimated annual operating savings of approximately $120,000. The savings would be reflected through future Alley Maintenance Special Tax Levy calculations and equate to an approximate reduction of $0.05 per frontage foot.

Current Practice

Under the current policy, residential alleys are systematically plowed following snowfall events of five centimetres or greater and are typically cleared within 48 hours. Alley plowing is completed using dedicated contractor loader resources funded through the Alley Maintenance Program. This approach allows City crews and contractor graders to remain focused on

Category 1 to 3 roadway plowing, City-maintained sidewalk clearing, downtown snow removal and snow storage site operations.

Potential Benefits

- Reduces annual alley maintenance operating costs by approximately $120,000.
- Reduces the Alley Maintenance Special Tax Levy for adjacent property owners.
- Decreases the number of systematic alley plowing cycles from approximately six to three per season.
- Reduces contractor costs associated with systematic alley maintenance.
- Free up additional loader equipment resources for clearing blocked roads or additional snow storage site support (if necessary).

Potential Impacts

- Reduced alley accessibility following moderate snowfall events.
- Increased snow accumulation, rutting and deteriorated driving conditions between plowing cycles.
- Increased service requests and resident complaints related to alley conditions.
- Potential delays to solid waste and recycling collection and property access.
- Greater reliance on reactive maintenance to address localized concerns and drifting snow conditions.
- Increased operational effort required to monitor problem locations and respond to service requests.
- A portion of the anticipated savings may be offset by additional routine maintenance activities required during windy conditions or in neighbourhoods prone to drifting snow.

Administration's Assessment

Administration does not recommend this option. The review found that the current alley maintenance service level provides a proactive and effective approach to maintaining access throughout the alley network while supporting waste collection, utility operations and resident mobility.

During the 2025/2026 season, the majority of alley-related service requests reflected maintenance concerns, access issues or requests for plowing, while less than one per cent suggested reducing the current level of service. This indicates that residents generally expect the existing level of alley maintenance and are more likely to seek timely service than reduced service levels.

While this option would reduce operating costs and lower the Alley Maintenance Special Tax Levy, Administration believes the savings may be offset by increased reactive maintenance requirements and reduced service levels for residents. The amendment has the potential to decrease alley accessibility, increase service requests and complaints and negatively impact waste and recycling collection. As a result, Administration believes the current service level provides the best balance between cost, operational efficiency and customer service.

Parking Ticket Collections Process

Date	August 31, 2026
To	Accessibility Advisory Committee
From	City Operations
Service Area	Community Standards
Item No.	ACC26-9

RECOMMENDATION

The Accessibility Advisory Committee recommends that the Executive Committee recommend at its meeting on October 21, 2026, that City Council:

1. Approve amendments to *The Regina Traffic Bylaw, 1997*, Bylaw No. 9900 (Traffic Bylaw), as described 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;

3. Direct Administration to include $250,000 and two full-time equivalent (FTE) positions for consideration in the 2027/2028 budget deliberations to initiate a program for parking immobilization and seizure for unpaid parking tickets;

4. Approve these recommendations at its meeting on August 31, 2026.

ISSUE

This report responds to City Council's direction to identify measures to reduce outstanding parking fine revenue. It recommends amendments to the parking fine structure to encourage earlier payment and the development of a vehicle immobilization and seizure program to improve collection of unpaid parking fines.

IMPACTS

Legal Impact
Increasing parking fines requires an amendment to the Traffic Bylaw.

Strategic Priority Impact
The recommendations support the Strategic Plan's Financial Perspective of being prudent stewards of public resources and the Stewardship & Operations objective of providing cost-effective delivery. Improving the collection of unpaid parking fines helps protect municipal revenues, strengthens accountability and supports the responsible management of public resources.

Inclusion, Diversity, Equity & Accessibility (IDEA)
The recommendations in this report will increase the fine amount for illegal parking in spaces designated for persons with disabilities. Increased fine amounts are expected to deter the misuse of these spaces in the city.

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

OTHER OPTIONS

OPTION 1 – Revise Traffic Bylaw and refer resource requests to the budget process – RECOMMENDED
This option recommends revising the Traffic Bylaw to increase the gap between the discounted and standard fine amounts. It also recommends developing a vehicle immobilization and seizure program for unpaid parking tickets as outlined in the report.

OPTION 2 – Do not refer the resource request to the budget process – NOT RECOMMENDED
The current collection process relies on a collection agency collecting unpaid parking tickets. Under this option, the existing process would remain in place, and Administration would not develop an immobilization and seizure program.

OPTION 3 – Do not revise the Traffic Bylaw – NOT RECOMMENDED
This option would maintain the current parking fine structure and collection process. The primary risk is that the existing financial incentive for early payment would remain unchanged, limiting the City's ability to improve collection of outstanding parking fines.

The primary benefit of this option is that residents would not experience increased fine amounts, avoiding the negative public reaction that may arise from the proposed changes.

COMMUNICATIONS & ENGAGEMENT

For the incentive for early payment, a micro awareness campaign will be implemented and may include a news release, social media posts and website updates to ensure residents are aware of the revised fine structure and implementation timeline. For the vehicle immobilization and seizure program, an awareness campaign will be launched to educate residents primarily on why the program is being implemented and will also provide information on when it will take effect, how the immobilization and seizure process works and the steps available to resolve outstanding parking ticket balances and avoid enforcement action. The campaign may include media coverage, a news release, social media posts and the provision of clear information and instructions on Regina.ca to support public understanding and voluntary compliance.

DISCUSSION

The City of Regina has approximately $7 million in uncollected parking ticket revenue as of the end of 2025. These tickets date back to 2014, and a third-party collection agency manages the accounts. If the tickets remain unpaid, collection action by the agency would affect account holders' credit scores.

A high-level overview of the current parking ticket collections process is as follows:

- A ticket is issued and the registered owner is given the option to pay a discounted fine, which is $35 less than the standard fine amount.
- Fourteen calendar days after the ticket is issued, the standard fine is due to the City to avoid prosecution.
- If the ticket remains unpaid, the matter proceeds to court, where a fine is imposed on conviction. A person may also choose to work off the debt through community service.
- Approximately one month from the date of conviction, or alternative repayment date as may be set by the court, a late fee of $40 is added to the fine.
- One year after the infraction date, the fine is eligible for collection and is sent to a collection agency.

Approximately 80 per cent of issued tickets are currently resolved without referral to a collection agency. This report proposes solutions to address the roughly 20 per cent of tickets that are currently referred to collections.

Seizure and Immobilization Program

The City has authority to implement a seizure and immobilization program under existing legislation. Administration recommends framing this initiative as a vehicle seizure program that includes both immobilization and impoundment measures. Vehicle immobilization (i.e., booting) is anticipated to be the primary enforcement response in most cases, while impoundment would be used in circumstances where vehicle owners remain unable to pay their fines after booting. If a person is unable or unwilling to pay their outstanding fines after they have been immobilized, the City will need to develop a full process to seize the vehicle and sell it to recoup the unpaid balance on the account.

The proposed seizure and immobilization program will be enforced as follows:

- Accounts with five or more outstanding parking tickets will be sent a notice that their vehicle is eligible for seizure due to unpaid parking tickets and required to enter a repayment plan to avoid enforcement.
- If the owner does not contact the City and enter into a repayment plan, vehicles on their account would be marked eligible for seizure.
- Seizure crews will use enforcement data to locate vehicles and identify them for seizure.
- When a vehicle is located, an immobilization device will be applied to facilitate its seizure.
- The owner would be required to make a significant payment towards their outstanding balance prior to having the immobilization device removed.
- If the payment is not made, the vehicle would be impounded at the owner's expense and held until the payment is made.
- If the owner does not make a payment, the vehicle would be sold and the proceeds would be applied to the parking ticket balance, with any remaining proceeds returned to the owner.

This is a high-level description of the enforcement process, which will evolve once implemented. Administration will need to moderate the number of vehicles that are seized to ensure enough capacity especially at the outset of the program.

City Administration estimates that two FTEs would be required to undertake this work. The report recommends that a referral to the budget process include an increase of two FTEs with a corresponding annual financial impact of $250,000. This is offset by an anticipated revenue increase of $250,000. Administration further estimates the program will generate a one-time increase in collection of approximately $300,000 during implementation in 2027 due to improved voluntary compliance.

The two FTEs would develop, implement and administer the seizure program.

Increase Standard Fine Amounts

The parking fine collection rate may be improved by increasing the difference between the fine paid within 14 days (the "Discounted Fine") and the fine paid after 14 days (the "Standard Fine"). Section 90 of the Traffic Bylaw currently provides for a discounted fine that is $35 less than the corresponding standard fine amount listed in Schedule K. Administration recommends increasing the standard fine amounts by $15 while maintaining the current discounted fine amounts. As a result, the reduction available for payment within 14 days would increase from $35 to $50, providing a stronger incentive for early payment.

As fine amounts vary by offence, the proposed changes would be applied proportionately to each offence listed in Schedule K. An example of the proposed fine structure is provided in the table below.

Fine Structure	Within 14 Days (Discounted Fine)	After 14 Days (Standard Fine)	Early Payment Reduction
Current	$40.00	$75.00	$35.00
Proposed	$40.00	$90.00	$50.00

Appendix A also includes proposed amendments to Section 90 to align with the proposed changes to Schedule K. The proposed amendments would come into effect on February 1, 2027, allowing adequate time to restructure the parking database and work with enforcement partners to implement the proposed changes.

The internal Traffic Bylaw Working Group has reviewed these recommendations and approved them through their process.

Overall parking enforcement, including parking ticket administration, receives considerable feedback from the community, and these changes will likely be received negatively by the public. Administration will take a measured approach to ensure vehicle seizures are defensible, and the public is aware of the changes. However, there is a significant risk of public opposition as this process is rolled out across the city.

If the proposed recommendations are passed, strong processes and communication plans will be developed to mitigate public opposition. The goal of these process changes is to improve the overall success of the parking enforcement regime and ensure the City's parking bylaws are followed to improve traffic safety and traffic flow while upholding community standards.

DECISION HISTORY & AUTHORITY

On March 11, 2026, City Council considered item *CR26-28 Traffic Bylaw Amendments from the 2026 Budget Process* and directed Administration to prepare a report that includes options, costs and implications to implement immobilization and seizure technology for unpaid parking fines as a potential enhancement for consideration as part of the 2027 Budget deliberations.

Respectfully Submitted,

Faisal Kalim, Director
Community Standards

Respectfully Submitted,

Kurtis Doney, Deputy City Manager
City Operations

Prepared by: Faisal Kalim, Director, Community Standards

ATTACHMENTS
Appendix A - Traffic Bylaw Amendment Language

Appendix A – Traffic Bylaw Amendments

Changes to Schedule “K”

Existing

Section	Amount	Description
9(4)	$90.00	Stopped in a bus lane.
32(1)	$80.00	Failing to park at curb in the direction of traffic.
33(1)(a)	$80.00	Parked more than 0.6 metres away from the curb.
33(1)(b)	$80.00	Parked at a curb within 0.6 metres in front or behind any vehicle.
33(1)(c)	$80.00	Parked more than 0.3 metres away from a bicycle lane buffer
33(2)	$80.00	Improperly parked motorcycle.
34(1)(a)	$80.00	Improperly parked in an angle parking stall.
34(1)(b)	$80.00	Parked in angle parking stall with the leading edge of vehicle more than 0.3 metres away from curb.
34(1)(c)	$80.00	Parked a vehicle exceeding 6.0 metres where angle parking is provided.
34(2)	$80.00	Backing a vehicle into a parking stall that is less than 90 degrees.
35(1)(a)	$80.00	Parked where prohibited.
35(1)(b)	$80.00	Over parked in limited parking area
35(1)(c)	$80.00	Parked on the same side of the street on the same block where the vehicle was parked previously to the maximum time allowed.
35(2)	$90.00	Parked on an alley.
35(3)	$90.00	Parked in a school zone.
35(4)(a)	$80.00	Parked on any sidewalk.
35(4)(b)	$80.00	Parked on a boulevard or other place not accessible to a public highway by a curb crossing.
35(4)(c)	$80.00	Parked upon an area adjacent to a centre median or island.
35(4)(d)	$80.00	Parked on a shoulder or curb lane where speed limit exceeds 50 km/h.
35(4)(e)	$80.00	Parked in a traffic lane of any street.
35(5)(a)	$80.00	Parked on any public highway signed as “Temporary No Parking”.
35(5)(b)	$80.00	Parked on any public highway which has been temporarily closed.
35(5)(c)	$80.00	Parked on any street longer than 24 hours.
35(6)	$80.00	Parked on a bicycles only lane or bicycle lane buffer
36(1)(a)	$80.00	Stopped where prohibited.
36(1)(b)	$90.00	Stopped in a bus stop.
36(1)(c)	$80.00	Stopped in a traffic lane.
36(1)(d)	$80.00	Stopped in an alley within 2.0 metres of a property access.
36(1)(e)	$80.00	Stopped within 10.0 metres of a street intersection.
36(1)(f)	$120.00	Stopped within 2.0 metres of a fire hydrant.
36(1)(g)	$80.00	Stopped within 5.0 metres of a railway track.
36(1)(h)	$80.00	Stopped within 10.0 metres of a pedestrian crosswalk
36(1)(i)	$80.00	Stopped within 3.0 metres of an alley intersection.
36(1)(j)	$80.00	Stopped within 2.0 metres of a curb crossing.
36(1)(k)	$80.00	Stopped in a bicycles only lane or bicycle lane buffer
36(1)(l)	$80.00	Parked within 10 metres of a pedestrian ramp at a T intersection.
36(3)	$130.00	Stopped in a school zone where prohibited.
38(1)(a)	$75.00	Parked in a paid stall where electronic means application showed violation or time expired.
38(1)(f)	$75.00	Parked where prohibited by a traffic control device (Permit parking only).
38(1)(g)	$75.00	Parked except wholly within a paid parking stall.
42	$65.00	Enter, leave or park in an off-street parking area in contravention of direction signs posted.
43(1)	$70.00	Parked on private property in a zone marked as “no parking” or “no stopping”.
43(2)	$210.00	Parked on private property in a stall marked by signs as reserved for persons with disabilities.
43(3)	$80.00	Stopped or parked on private property without consent of owner.

44(1)	$80.00	Parked on public property other than a public highway.
45(1)	$80.00	Oversized vehicle parked longer than 2 hours.
47	$90.00	Restricted parking in Stadium area.
48(1)	$90.00	Parked in a loading zone for longer than maximum time permitted.
49(1)	$90.00	Parked or stopped in a Taxicab Parking Zone.
50(1)	$220.00	Parked in a stall or zone marked by signs as reserved for persons with disabilities.
50(2)	$80.00	Parked at a parking stall for persons with disabilities for longer than the time specified.
51	$80.00	Engine running without operator present.
52(1)	$80.00	Vehicle backed up to curb obstructing more than 3.0 metres of roadway.
53(1)	$190.00	Opening door of vehicle before safe to do so.
53(2)	$80.00	Leave door of vehicle open longer than necessary to load or unload passengers.
58(2)(a)	$75.00	Parked a vehicle with a City Parking permit in a paid stall for longer than 2 hours.
64.1	$130.00	Parking or stopping on a snow route while a declaration is in effect
64(2)	$130.00	Parked within a temporarily closed or restricted public highway.
65(1)	$180.00	Failing to obtain a temporary street use permit.
65(5), 65(5.1), 65(5.2), 65(6)	$50.00	Failing to comply with vending conditions.
67(2)	$90.00	Leave vehicle on jack or block or blocks longer than 3 hours.
69(3)(c)	$80.00	Recreational vehicle parked on a driveway 2.0 metres from any curb or sidewalk
70(1)	$80.00	Parked on street without a valid license plate.
83(1)	$65.00	Secured bicycle to any structure on public right of way other than a bicycle stand.
83(2)	$65.00	Failed to leave bicycle in an upright position.
84.1	$65.00	Parking an electric kick scooter in contravention to section 84.1 of this Bylaw.
92(1)	$50.00	No person shall place, leave or operate any temporary structure, furniture, newspaper vending unit, mobile vending unit or sidewalk vending unit, create an obstruction, encumbrance or encroachment on any part of a public highway, pedestrian mall, sidewalk, boulevard, Pat Fiacco Plaza, Frederick W. Hill Mall, or public right-of-way.

Proposed Changes

Section	Amount	Description
9(4)	$105.00	Stopped in a bus lane.
32(1)	$95.00	Failing to park at curb in the direction of traffic.
33(1)(a)	$95.00	Parked more than 0.6 metres away from the curb.
33(1)(b)	$95.00	Parked at a curb within 0.6 metres in front or behind any vehicle.
33(1)(c)	$95.00	Parked more than 0.3 metres away from a bicycle lane buffer
33(2)	$95.00	Improperly parked motorcycle.
34(1)(a)	$95.00	Improperly parked in an angle parking stall.
34(1)(b)	$95.00	Parked in angle parking stall with the leading edge of vehicle more than 0.3 metres away from curb.
34(1)(c)	$95.00	Parked a vehicle exceeding 6.0 metres where angle parking is provided.
34(2)	$95.00	Backing a vehicle into a parking stall that is less than 90 degrees.
35(1)(a)	$95.00	Parked where prohibited.
35(1)(b)	$95.00	Over parked in limited parking area
35(1)(c)	$95.00	Parked on the same side of the street on the same block where the vehicle was parked previously to the maximum time allowed.
35(2)	$105.00	Parked on an alley.
35(3)	$105.00	Parked in a school zone.
35(4)(a)	$95.00	Parked on any sidewalk.
35(4)(b)	$95.00	Parked on a boulevard or other place not accessible to a public highway by a curb crossing.
35(4)(c)	$95.00	Parked upon an area adjacent to a centre median or island.
35(4)(d)	$95.00	Parked on a shoulder or curb lane where speed limit exceeds 50 km/h.
35(4)(e)	$95.00	Parked in a traffic lane of any street.

35(5)(a)	$95.00	Parked on any public highway signed as “Temporary No Parking”.
35(5)(b)	$95.00	Parked on any public highway which has been temporarily closed.
35(5)(c)	$95.00	Parked on any street longer than 24 hours.
35(6)	$95.00	Parked on a bicycles only lane or bicycle lane buffer
36(1)(a)	$95.00	Stopped where prohibited.
36(1)(b)	$105.00	Stopped in a bus stop.
36(1)(c)	$95.00	Stopped in a traffic lane.
36(1)(d)	$95.00	Stopped in an alley within 2.0 metres of a property access.
36(1)(e)	$95.00	Stopped within 10.0 metres of a street intersection.
36(1)(f)	$135.00	Stopped within 2.0 metres of a fire hydrant.
36(1)(g)	$95.00	Stopped within 5.0 metres of a railway track.
36(1)(h)	$95.00	Stopped within 10.0 metres of a pedestrian crosswalk
36(1)(i)	$95.00	Stopped within 3.0 metres of an alley intersection.
36(1)(j)	$95.00	Stopped within 2.0 metres of a curb crossing.
36(1)(k)	$95.00	Stopped in a bicycles only lane or bicycle lane buffer
36(1)(l)	$95.00	Parked within 10 metres of a pedestrian ramp at a T intersection.
36(3)	$145.00	Stopped in a school zone where prohibited.
38(1)(a)	$90.00	Parked in a paid stall where electronic means application showed violation or time expired.
38(1)(f)	$90.00	Parked where prohibited by a traffic control device (Permit parking only).
38(1)(g)	$90.00	Parked except wholly within a paid parking stall.
42	$80.00	Enter, leave or park in an off-street parking area in contravention of direction signs posted.
43(1)	$85.00	Parked on private property in a zone marked as “no parking” or “no stopping”.
43(2)	$225.00	Parked on private property in a stall marked by signs as reserved for persons with disabilities.
43(3)	$95.00	Stopped or parked on private property without consent of owner.
44(1)	$95.00	Parked on public property other than a public highway.
45(1)	$95.00	Oversized vehicle parked longer than 2 hours.
47	$105.00	Restricted parking in Stadium area.
48(1)	$105.00	Parked in a loading zone for longer than maximum time permitted.
49(1)	$105.00	Parked or stopped in a Taxicab Parking Zone.
50(1)	$235.00	Parked in a stall or zone marked by signs as reserved for persons with disabilities.
50(2)	$95.00	Parked at a parking stall for persons with disabilities for longer than the time specified.
51	$95.00	Engine running without operator present.
52(1)	$95.00	Vehicle backed up to curb obstructing more than 3.0 metres of roadway.
53(1)	$205.00	Opening door of vehicle before safe to do so.
53(2)	$95.00	Leave door of vehicle open longer than necessary to load or unload passengers.
58(2)(a)	$90.00	Parked a vehicle with a City Parking permit in a paid stall for longer than 2 hours.
64.1	$145.00	Parking or stopping on a snow route while a declaration is in effect
64(2)	$145.00	Parked within a temporarily closed or restricted public highway.
65(1)	$195.00	Failing to obtain a temporary street use permit.
65(5), 65(5.1), 65(5.2), 65(6)	$65.00	Failing to comply with vending conditions.
67(2)	$105.00	Leave vehicle on jack or block or blocks longer than 3 hours.
69(3)(c)	$95.00	Recreational vehicle parked on a driveway 2.0 metres from any curb or sidewalk
70(1)	$95.00	Parked on street without a valid license plate.
83(1)	$80.00	Secured bicycle to any structure on public right of way other than a bicycle stand.
83(2)	$80.00	Failed to leave bicycle in an upright position.
84.1	$80.00	Parking an electric kick scooter in contravention to section 84.1 of this Bylaw.
92(1)	$65.00	No person shall place, leave or operate any temporary structure, furniture, newspaper vending unit, mobile vending unit or sidewalk vending unit, create an obstruction, encumbrance or encroachment on any part of a public highway, pedestrian mall, sidewalk, boulevard, Pat Fiacco Plaza, Frederick W. Hill Mall, or public right-of-way.

Section 90

Existing	Proposed Changes
90. (1) Where the Manager, Parking Services, receives payment for contravening any provision of this Bylaw within 14 days after issuance of the Notice of Violation, the Manager, Parking Services, may reduce the prescribed amount by $35.00. (2) Where the Manager, Parking Services, receives payment for contravening any provision of this Bylaw within 14 days after issuance of the Notice of Pending Summons, the Manager, Parking Services, may reduce the prescribed amount by $35.00, if: (a) the Notice of Violation is issued to a vehicle that is registered to a vehicle rental company; and (b) at the time the Notice of Violation was issued, the vehicle was in the possession of a customer of the vehicle rental company under a short term rental agreement.	90. (1) Where the Manager, Parking Services, receives payment for contravening any provision of this Bylaw within 14 days after issuance of the Notice of Violation, the Manager, Parking Services, may reduce the prescribed amount by $50.00. (2) Where the Manager, Parking Services, receives payment for contravening any provision of this Bylaw within 14 days after issuance of the Notice of Pending Summons, the Manager, Parking Services, may reduce the prescribed amount by $50.00, if: (a) the Notice of Violation is issued to a vehicle that is registered to a vehicle rental company; and (b) at the time the Notice of Violation was issued, the vehicle was in the possession of a customer of the vehicle rental company under a short term rental agreement.

Regina Housing Strategy

Date	August 31, 2026
To	Accessibility Advisory Committee
From	City Planning & Community Development
Service Area	Planning & Development Services
Item No.	ACC26-10

RECOMMENDATION

That Accessibility Advisory Committee receive and file this report.

ISSUE

On July 29, 2026, City Council directed Administration to consult with the Accessibility Advisory Committee on the *Regina Housing Strategy* (the Strategy) and report back to Executive Committee on September 16, 2026 with any recommended accessibility considerations.

IMPACTS

There are no financial, legal, policy, strategic priority, labour, environmental, Indigenous, or Inclusion, Diversity, Equity & Accessibility (IDEA) impacts respecting this report.

OTHER OPTIONS

There are no other options with respect to this report.

COMMUNICATIONS & ENGAGEMENT

There is no communication related to this report.

DISCUSSION

The Strategy is an engagement and data-driven plan to identify and address Regina's escalating housing pressures and aspires to a future where every resident has an affordable, safe and suitable place to call home. The Strategy formally defines the City of Regina's (City) role across the Housing Continuum. Recognizing that the City has a role in housing, the actions in the Strategy reflect what the City can do but also acknowledges that success depends on actions by the Provincial and Federal governments, community, and industry. This is reflected in many action items focused on advocacy, collaboration, and capacity building.

The Strategy was developed through extensive community and industry consultation. While the Accessibility Advisory Committee was not specifically consulted, various members of the accessibility community were, including Saskatchewan Deaf and Hard of Hearing Services.

Key recommendations include exploring requiring more accessible units, creation of development guidelines to make it easier to develop accessible housing, advocate to the Government of Saskatchewan to increase the Saskatchewan Assured Income for Disability Program (SAID) payments, and advocate to the Government of Saskatchewan to invest in specialized safety systems for people who are deaf, hard-of-hearing or who otherwise have sensory impairment.

Next steps include incorporating any feedback on accessibility issues, related to the Strategy, from the Accessibility Advisory Committee into the supplemental report that will be provided to Executive Committee on September 16, 2026.

DECISION HISTORY & AUTHORITY

At its meeting on July 29, 2026, City Council considered item *CR26-96 Regina Housing Strategy* and adopted a resolution to refer the report back to Executive Committee on September 16, 2026 with a supplemental report.

Respectfully Submitted,

Dawson

Autumn Dawson, Director
Planning & Development Services

Respectfully Submitted,

Autumn Dawson, Director
Planning & Development Services

Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Michael Sliva, Senior City Planner

ATTACHMENTS

Appendix A - Regina Housing Strategy Report
Appendix B - Regina Housing Strategy
Appendix C - Summary of Government Jurisdiction & Responsibilities
Appendix D - What We Heard
Appendix E - Glossary of Terms
Appendix F - 2013 CHS Progress
Appendix G – Actions Explored but Not Included
Appendix H – Jurisdictional Review

Regina Housing Strategy

Date	July 22, 2026
To	Executive Committee
From	City Planning & Community Services
Service Area	Planning & Development Services
Item No.	(Leave blank. Council Officer will assign a number)

RECOMMENDATION

That Executive Committee recommends that City Council:

1. Approve the attached Appendix A – Regina Housing Strategy;

2. Direct Administration to report back by Q3 2027 with an updated *Housing Incentives Policy;* and

3. Approve these recommendations at its meeting on July 29, 2026.

ISSUE

The *Regina Housing Strategy* (the Strategy) replaces the existing 2013 *Comprehensive Housing Strategy* (CHS) and responds to Regina's changing housing market. The Strategy defines the City of Regina's (City) role in housing across the Housing Continuum and defines priorities and actions for the next five years.

IMPACTS

Financial Impact
Several actions in the Strategy are expected to require new and additional funding requirements, but nothing is required at this time. Financial impacts will be outlined in future reports addressing those actions, with consideration for funding those actions to be discussed through the annual budget process. Some actions require further engagement to determine a budget.

Legal Impact
Some actions in the Strategy will require agreements, but nothing is required at this time. Recommendations to implement these actions will be made to City Council after Administration has done the preparatory work and City Council will be able to approve or deny any required authorities to negotiate and approve agreements at that time. Legal advice and support will be provided as needed regarding operational and policy matters discussed in this report.

Policy Impact
The recommendations of this report will action the items contained within *Design Regina: The Official Community Plan, Bylaw No. 2013-48* (OCP) Section D6: Housing. The goals and policies of the OCP informed the creation of the *Housing Strategy* including:

- Support for affordable housing;
- Utilizing the City's land assets to increase the supply of housing;
- Redevelopment of underutilized sites;
- Using incentives to increase the supply of existing housing;
- Support intensification to create complete neighbourhoods;
- Adopt measures to retain existing housing stock;
- Promote diversity of housing options;
- Create accessible housing; and
- Collaborate with external partners to promote housing.

The existing 2013 CHS incorporates many of these elements within its actions (Appendix E – 2013 CHS Progress). The Strategy attached as Appendix A – Regina Housing Strategy builds on these items.

Through the Strategy work, Administration will work to support the goals and actions in other strategic plans including, but not limited to, *kâ-nâsihcikêwin* (the Indigenous Framework), *Energy & Sustainability Framework, Climate Adaptation Strategy, Underutilized Land Improvement Strategy and Transit Master Plan*

Strategic Priority Impact
The leading vision statement in the *2026 – 2029 Strategic Plan* (Plan) is "Welcome home." This informed the guiding principle of the Strategy that everyone in Regina has an affordable, safe, and suitable place to call home. The City's Plan lists updating and implementing the Strategy as one of its actions.

The Plan highlights the importance of sustainability, which is interwoven into the Strategy as it enables greater density of housing development, more diverse options within a community, and housing locations that provide options for modes of transportation. The Strategy also highlights other priorities established in the Strategic Plan, including an emphasis on optimizing existing infrastructure, inclusive programs and spaces, proactive actions to promote public safety and community well-being, partnerships with community-based organizations, serving the needs of residents, building safe communities, promotion of diverse housing options and demonstrating leadership.

A guiding principle in the Plan is that service is consistent, efficient, collaborative, and provides value for money. This Strategy was developed through extensive industry and community collaboration, ensuring the Strategy reflects the needs of the community.

Environmental Impact
The recommendations in this report do not have any direct impact on energy use or greenhouse gas emissions. Any potential impacts related to future program or facility operations will be considered at the time those decisions are brought forward.

Several of the Strategy actions 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

Indigenous Impact
The Strategy was developed with reference to the *kâ-nâsihcikêwin*, the City's Indigenous Framework. Many Indigenous organizations and housing providers were engaged as part of the consultation process. Housing as a human right, particularly in relation to damage done through colonialism, influenced the development of the Strategy.

Indigenous people are disproportionately impacted by homelessness. The Strategy embeds municipal actions from *Everyone Deserves a Home: The 5-Year Plan to End Chronic and Episodic Homelessness in Regina*, such as supporting "for Indigenous, by Indigenous" housing models, to adopt them within a City-owned document.

Inclusion, Diversity, Equity & Accessibility (IDEA)
The Strategy gives specific attention to those who face complex housing challenges including low-income households, Indigenous people, those from the 2SLGBTQIAP+ communities, women and children, people with disabilities, youth, newcomers, those experiencing mental or physical health issues, and people transitioning out of prisons, hospitals, or the child welfare system. The Strategy includes action to target City support to housing projects supporting these groups including transitional and supportive housing. Additional accessible housing options is included as an action within the Strategy.

There are no labour impacts associated with this report.

OTHER OPTIONS

OPTION 1 – Approve the recommendations in this report, which includes the priorities and strategic actions contained within Appendix A – Regina Housing Strategy – RECOMMENDED

Advantage: The Strategy provides clear direction by outlining priorities and actions for advancing housing options within Regina.

Consideration: Implementation will occur over multiple years, and individual actions may require future City Council decisions, funding, policy changes, or additional resources before they can proceed.

OPTION 2 – Remove or add actions to Appendix A – Regina Housing Strategy – Not Recommended

Advantage: Allows City Council to adjust the Strategy to reflect alternative actions and desired level of municipal involvement.

Consideration: Removing actions may reduce the Strategy's effectiveness and ability to achieve its vision and objectives in a timely manner.

OPTION 3 – Refer the Strategy back to Administration for further work – Not Recommended

Advantage: Provides an opportunity to refine the Strategy to specific City Council direction.

Consideration: Delays the implementation of work and hinders the City's ability to address housing needs in a timely manner.

COMMUNICATIONS & ENGAGEMENT

Administration targeted engagement with more than 120 individuals representing 86 organizations between May and October 2025 and hosted a Housing Conference in November 2025. In December 2025, Administration met with the public at four different shopping mall sites to get feedback from the general public.

A BeHeard page was published on July 22, 2025. On May 21, 2026, the draft Strategy was released. The Strategy received 39 visitors and 74 downloads as of June 25, 2026. In total, the BeHeard page was visited 1,200 times as of June 25, 2026.

A summary of all stakeholder consultation and public engagement is contained within Appendix C – What We Heard. Appendix F – Actions Explored but Not Included identifies actions explored, based on feedback received, but ultimately not included in the Strategy.

Interested parties were identified throughout the consultation process and will receive copies of this report.

DISCUSSION

The Strategy is an engagement and data-driven plan to identify and address Regina's escalating housing pressures and aspires to a future where every resident has an affordable, safe and suitable place to call home. The Strategy formally defines the City's role across the Housing Continuum. Recognizing that the City has a role in housing, the actions in the Strategy reflect what the City can do but also acknowledges that success depends on actions by the Provincial and Federal governments, community, and industry. This is reflected in many action items focused on advocacy, collaboration, and capacity building.

The Strategy aligns housing policy with the *Regina Housing Needs Assessment*, the OCP, the *Energy and Sustainability Framework* and national and provincial housing priorities. It was created through extensive public consultation and industry engagement

Priorities & Outcomes

The Strategy is built around four priority areas, each with several objectives. All actions in the Strategy fall under one of these priorities:

Priority 1: Increase the Housing Supply

- Goal: Enable and support the construction of new homes and preservation of existing ones to increase housing supply, meet growing demand, and improve affordability.

Priority 2: Diversify the Housing Supply

- Goal: Enable and support the diversification of the housing supply to improve housing choice in existing and greenfield neighbourhoods.

Priority 3: Support People at Risk

- Goal: Enable and support a reduction in the number of people experiencing homelessness and support the needs of other people who disproportionately experience housing insecurity.

Priority 4: Build Strategic Capacity

- Goal: Increase the capacity of participants in the housing industry to understand and respond to housing challenges.

The City's Role in the Housing Continuum

The Strategy articulates the City's role in housing through the lens of the Housing Continuum. While the 2013 CHS focused primarily on affordable and market housing, the Strategy recognizes the Housing Continuum and the interconnected nature of all housing types and the ways challenges in one area can affect others. For example, constraints in market housing can place pressure on more affordable housing options, contributing to housing instability for lower-income households. Many housing issues also span multiple parts of the Housing Continuum and cannot be easily categorized within a single segment. Despite these complexities, the Housing Continuum provides a useful framework for understanding housing needs and defining the City's role in supporting a healthy housing system.

<u>Communication</u>
Administration is committed to publicly reporting, annually, on housing data, population growth, and progress on all targets and strategic actions. The Strategy includes several actions related to reporting, sharing information, and regularly updating strategic documents.

<u>Implementation</u>
Delivery of the 36 strategic actions will begin upon approval of the Strategy by City Council with the 10 strategic actions identified as “now” items to be delivered in 2027.

The Strategy and *Regina Housing Needs Assessment* will be reviewed and renewed after data is received from the 2031 Census to ensure up-to-date information is used to make data-driven decision making. Delivery of a renewed housing strategy is anticipated in 2033 after receipt of Census data.

DECISION HISTORY & AUTHORITY

At its meeting on January 29, 2025, City Council considered item *CR25-5 Regina Housing Needs Assessment* and adopted a resolution to:

1. Approve the *Regina Housing Needs Assessment*;

2. Instruct Administration to submit the *Regina Housing Needs Assessment* to Canadian Mortgage and Housing Corporation as part of the requirements of the Housing Accelerator Fund;

3. Instruct Administration to submit the *Regina Housing Needs Assessment* to the Government of Canada as part of the requirements of the Canada Community Building Fund; and

4. Instruct Administration to prepare a *Comprehensive Housing Strategy* to respond to the *Regina Housing Needs Assessment*, to be delivered to City Council for Quarter 1 2026.

Respectfully Submitted,

Respectfully Submitted,

Autumn Dawson, Director
Planning & Development Services

Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Michael Sliva, Senior City Planner

Appendix A

Regina Housing Strategy

City of Regina

2027-2032

REGINA

Land Acknowledgement

The City of Regina is on a path of reconciliation. We begin by acknowledging we are on the traditional lands of the Treaty 4 Territory, a Treaty signed with 35 First Nations across Southern Saskatchewan and parts of Alberta and Manitoba, and the original lands of the Cree, Saulteaux, Dakota, Nakota, Lakota and the homeland of the Métis.

The City of Regina owes its strength and vibrancy to these lands and the diverse Indigenous peoples whose ancestors' footsteps have marked this territory as well as those from around the world who continue to be welcomed here and call Regina home.

To recognize the land is an expression of respect and gratitude to those whose territory we reside on, and a way of honouring the Indigenous Peoples who have lived here for thousands of years. It is important that we understand our history that has brought us to reside on the land and seek to understand our place within history.

Acknowledgements

The *Regina Housing Strategy* is the result of a coordinated and collaborative effort from community members, non-profit housing providers, the development industry, and City of Regina staff. Thank you to all those who participated and contributed their valuable time, input, and perspectives to help shape the *Regina Housing Strategy*.

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External Acknowledgements

For the creation of this housing strategy, the City of Regina engaged more than 100 individuals across 86 organizations to help inform this document. In addition, more than 120 members of the public provided feedback through pop-up sessions and the BeHeard page. In total, more than 300 people contributed to this document.

A recommendation for this strategy is that engagement continue throughout its life and that revisions be recommended as needed.

A full list of participating organizations is provided below.

Alton Tangedal Architects

Argyle Park Housing Co-operative

Avana

Battjes Development

Big Block Construction

Building Studio

City of Edmonton

City of Saskatoon

City of Winnipeg

CNS Developments

Coldwell Banker

Colliers

Conexus Credit Union

Cooperative Housing Association of Saskatchewan

Co-operative Housing Federation of Canada

Crawford Homes

Creative Options Regina

Design Build

Doug Elder

Dream

FCX Developments

Forster Harvard Development

Franken Homes

Gabriel Housing Corporation

Habitat for Humanity Saskatchewan

Habitat Studio

Hamm Construction

Holz Contractors

Homes by Metro

Hoxton Homes

International Union of Bricklayers and Allied Craftworkers

Justus Smith

KD Properties

Kilo Lima

Kreate Architecture & Design

KRN-Tolentino Architecture

Mainstreet Equity Corporation

Maison Design Build

Maric Homes

Marsh Canada Limited

MayBell Developments

Ministry of Immigration and Career Training

Munro Homes

Namerind Housing Corporation

National Affordable Housing Corporation
Newo Yotina Friendship Centre
NIS Contractors
North Ridge Developments
Office of Residential Tenancies
Oxbow Architecture
Oxford House
Pacesetter Homes
Palazzo Developments
Peepeekisis Cree Nation
Phoenix Residential Society
Pro Bono Law Saskatchewan
Rainbow Housing Association
Ranch Ehrlo
Ray Gosselin Architecture
Regina & Region Home Builders Association
Regina District Industry Education Council
Regina Region Local Immigration Partnership
Regina Trades & Skills Centre
Regina Transition House
Regina Treaty/Status Indian Services
Rental Housing Saskatchewan
Richmond Enterprises
Ripplinger Homes
Robinson Residential Design
Rohit Homes
Salvation Army
Saskatchewan Apprenticeship and Trade Certification Commission
Saskatchewan Building Trades Council
Saskatchewan Housing Corporation
SGI Canada
Silver Sage Housing
Sthamann Homes
Street Culture Project
Techview Homes
Terra Developments
TMG - The Mortgage Group Regina
University of Alberta Properties Trust
Urban Pioneer Infill
West Oak Developments
Westrich Pacific
Zagime Management Authority

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Executive Summary

The *Regina Housing Strategy* (the Strategy) is an engagement and data-driven plan to address escalating housing pressures in Regina. It identifies actions the City of Regina (City) can take to work towards the desired outcome of every resident having the opportunity to find affordable, safe, and suitable housing.

The 2024 *Regina Housing Needs Assessment* (HNA) identifies that Regina will require approximately 14,000 new housing units by 2031 to meet anticipated population growth. While the pace of new housing development has improved recently, a substantial housing gap remains after rapid population growth coupled with inflationary pressures constrained construction in the years following the COVID-19 pandemic. In particular, a critical shortage of affordable and supportive housing exists.

In response to the HNA and in alignment with *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP), other City plans and policies, and Government of Saskatchewan and Government of Canada initiatives, the Strategy is grounded in four priorities with each containing a corresponding goal and desired outcomes. The approach is based on the Housing Continuum, which recognizes the interdependence of all housing types, from emergency shelters to homeownership and the need for action across the entire system.

The City plays an active and multifaceted role in housing that enables, supports and coordinates housing development across the Housing Continuum. The Strategy's actions include tools such as policy, regulatory frameworks, land management, financial incentives, partnerships and advocacy to increase housing supply, improve affordability, and address homelessness; however, the City cannot achieve success alone. To achieve the Strategy's desired outcomes, collaboration and participation is required from other levels of government, the community, and the entire housing industry.

The Strategy commits to transparent annual reporting, ongoing engagement and updates after each Census. It provides a coordinated roadmap to stabilize housing costs, expand housing options, strengthen neighbourhoods and meet the needs of current and future residents.

Introduction

The City of Regina (City) is in a housing crisis. The *Regina Housing Strategy* (the Strategy) is the City's response and plan to address the need for additional housing options for Regina residents for the next five years.

The Strategy has been developed in accordance with the City's active and multifaceted role in housing to enable, support and coordinate housing development across the Housing Continuum. Rather than acting as the primary builder or operator, the City uses tools such as policy, land, funding, partnerships, and advocacy to increase housing supply, improve affordability and address homelessness.

The housing crisis is not something the City can address alone. It requires action by partners, such as the provincial and federal governments and those in the market and non-market sectors. The Strategy defines the actions the City can take to help respond to current challenges, meet future needs, and support a more complete and resilient housing system.

The Strategy is guided by an overarching vision: **Every resident has the opportunity to find affordable, safe, and suitable housing.**

To advance this vision, the Strategy is grounded in the following four Priorities:

- **Expand the Housing Supply** by enabling and supporting construction of new homes and preservation of existing homes.
- **Diversify the Housing Supply** by enabling and supporting development of infill housing and diverse housing forms to improve housing choice.
- **Support People at Risk**, specifically people experiencing homelessness and people who disproportionately experience housing challenges such as low-income household, Indigenous people, people with disabilities and others.
- **Build Strategic Capacity** through the development of data resources, communications platforms and relationships with other housing stakeholders.

Each priority includes a more detailed goal and contains stated outcomes that can be used to help measure success and report on progress. The City will continuously monitor progress toward its housing objectives and will adapt its approach as required if the Strategy's implementation is not resulting in the desired outcomes.

This Strategy covers a five-year period starting in 2027. The HNA and the Strategy will be updated after each Canadian Census to ensure actions and decisions reflect the most current data.

The Housing Continuum

The Housing Continuum represents the full range of housing options available in a community, from emergency shelters to market homeownership. The interrelated nature of the Housing Continuum recognizes that people may access housing in different parts throughout their lives due to various circumstances; however, deficiencies in one part of the Housing Continuum can increase pressure on others and disrupt the ability for people to access housing that meets their needs. Conversely, actions or interventions that improve access to one part of the Housing Continuum may also improve access to another.

Abundant and diverse options are needed across the Housing Continuum to meet the diverse needs of households. These options must include a mix of housing tenures (e.g. rental, ownership) and a variety of building types (e.g. single-family homes, townhouses, apartments, etc.). They must also be found in locations throughout the city so households can be close to their place of work and chosen communities. Greater alternatives are needed to ensure everyone can find housing that meets their needs.

In addition to establishing the regulatory framework and facilitating development approvals, the City collaborates with all involved in the housing industry including the Provincial and Federal governments. Table 1 below outlines the City's role in each part of the Housing Continuum through the Strategy and other mechanisms.

Table 1: The City of Regina's Role in the Housing Continuum

Segment	Description	City Role
Homeless	Includes people who are unsheltered, living in places not fit or intended for human habitation (e.g. living in a vehicle) or who have temporary but unsecure shelter (e.g. couch surfing).	• Advance the priorities approved by City Council in the November 2025 report *CR25-144: City of Regina's Role in Homelessness and Well-being*, which include: o Enact the municipal responsibilities of *Everyone Deserves a Home: The Five-Year Plan to End Chronic and Episodic Homelessness in Regina* including an annual $30,000 grant to the Community Entity for a coordinator position; o Further develop the City's Encampment Response approach; and o Coordinate with community partners on homelessness initiatives.

<table>
<tr><th>Segment</th><th>Description</th><th>City Role</th></tr>
<tr><td>Extreme Weather Spaces</td><td>Spaces where people who are experiencing homelessness can temporarily shelter from extreme weather (including heat, cold, smoke, etc.) and access food, water, bathrooms, and other essential services.</td><td>• Increase funding for extreme weather spaces.
• Explore opportunities with community partners to provide extended hours for extreme weather spaces beyond winter months.
• Develop a Warming Bus Policy.</td></tr>
<tr><td>Emergency Shelters</td><td>The most immediate, short-term response to homelessness or housing crisis. They provide a safe place to stay for individuals or families who have no other options and function as entry points into transitional or supportive housing.</td><td>• The City owns The New Beginnings Enhanced Emergency Centre but is not involved in its operation.
• Support existing shelters and help facilitate the creation of new shelter spaces.</td></tr>
<tr><td>Transitional Housing</td><td>Temporary housing with supports where people may stay for one to three years until they can secure more permanent housing. This is often where people exiting emergency shelters move into.</td><td rowspan="4">• Provide targeted capital and pre-development support for creation and repair of transitional, supportive, community, and affordable housing.
• The City is not involved in the operation of transitional, supportive, community, and affordable housing.
• Provide land to eligible housing providers through the land bank.
• Support the creation of Community Land Trusts.</td></tr>
<tr><td>Supportive Housing</td><td>Permanent housing with supports (e.g. medication management, counselling, coaching, etc.). Supportive housing is key for preventing homelessness and supporting exit from homelessness.</td></tr>
<tr><td>Community Housing</td><td>Housing that is owned and operated by non-profit organizations, housing co-operatives or governments.</td></tr>
<tr><td>Affordable Housing</td><td>Housing is considered affordable if it costs no more than 30 per cent of a household's before-tax income. In practice, it includes housing rented or sold below market prices by non-profit or for-profit housing providers, co-operatives and governments; and is often subject to agreements with one or more levels of government.</td></tr>
<tr><td>Market Housing</td><td>Homes that are bought, sold or rented at prices determined by the open market — specifically through the interaction of supply and demand.</td><td>• Provide financial support for development priorities.
• Provide land to eligible housing providers through the land bank.
• Provide long term growth direction.</td></tr>
</table>

Background

In 2013, the City adopted the *Comprehensive Housing Strategy* (CHS) to guide housing policy and investment. While significant progress has been made on its implementation, there have been substantial changes in the regulatory environment, market conditions and housing needs in Regina. The section provides important context for the creation of the Strategy which replaces the CHS.

Policy & Regulatory Environment

The Strategy does not exist in isolation; it exists in a broader framework that includes Provincial and National housing strategies. At the municipal level, many of the City's recent and ongoing housing initiatives have been in response to the Federal Government's Rapid Housing Initiative and the Housing Accelerator Fund. The City's role in housing is defined through OCP policy and many other approved strategic initiatives, including but not limited to:

- 2019/20: *Underutilized Improvement Strategy* (ULIS)
- 2020: New Zoning Bylaw
- 2021: *Community Safety and Well-being Plan*
- 2022: *Regina Transit Master Plan*
- 2022: *Energy & Sustainability Framework*
- 2023/24: *Population and Employment Growth Study* and HNA
- 2023/24: *Water and Wastewater Serviceability Study*
- 2024: *Expanding Citywide Housing Options* zoning amendments
- 2024: *Land Development and Disposition Strategy*
- 2025: Wastewater front-ending policy to enable new development and housing
- 2025: *Encampment Response Strategy*
- 2026: Updated *OCP Growth Plan*

Together, these initiatives demonstrate the breadth of the City's role in housing which the Strategy reinforces and supplements.

Population & Housing Market Conditions

In 2024, the City completed a HNA to analyze current conditions and determine future housing needs based on projected population growth. The main takeaway of the HNA was: **Regina needs a lot more housing and fast**.

In order to meet anticipated population growth from 233,400 (2021 Census) to 369,600 in 2051, Regina will need to build 56,860 new housing units, including approximately 14,000 units by the year 2031. This will require 1,893 units to be built per year, a near doubling of the rate of construction of 1,020 units built per year between 2001 to 2021.

Table 2: Estimated City of Regina Population, Housing & Employment Growth 2021-2051 (Watson & Associated Economics Ltd.)

Metric	2021	2031	2041	2051	2021-2051
Population	233,400	267,800	317,400	369,600	**136,200**
Housing Units	92,140	106,080	126,970	148,990	**56,860**
Jobs	123,690	141,320	166,420	191,950	**68,620**

The HNA outlined that, in addition to more housing, Regina needs a greater mix of housing types, more affordable housing, and better supports. Since 2021, rents and home prices increased significantly while Regina experienced record population growth. Alternatives are needed to ensure everyone can find housing that meets their needs. While it is acknowledged that Regina residents place great value on single-family homes, the Strategy recognizes that this is becoming increasingly out of reach for many families financially and may no longer be meeting the increasingly diverse needs of Regina's growing population. More affordable housing forms are needed such as secondary and backyard suites, townhomes, low and mid-rise apartments, and other "missing-middle" housing types.

People at Risk

Changes to the housing market have put pressures throughout the Housing Continuum but the rise in housing costs continue to be felt most by low-income households and those at greater risk of housing insecurity. Though generally regarded as an underestimate, 10 per cent of all households experienced **Core Housing Need** in 2021. These were disproportionately represented by low-income households, Indigenous people, people with disabilities, single caregivers, and refugee-claimants. More housing is needed to support these residents and other residents who face discrimination such as the 2SLGBTQIA+ community, women and children, newcomers, people with disabilities, people with addictions or experiencing mental or physical health challenges and residents transitioning out of systems such as jail/prison, hospitals, and the child welfare system.

The uneven impact of the housing crisis is most evident in Regina's growing homelessness crisis. A Point-In-Time (PiT) count completed in 2024 by the City in partnership with Namerind Housing Corporation identified 824 individuals, a 255 per cent increase from the 2015 PiT count. Of those 824 individuals, 75 per cent identified as Indigenous. In Regina, Indigenous people have made up 75 to 80 per cent of the homeless population for the past 10 years. The most recent PiT count led by Namerind in October 2025 identified 767 people experiencing homelessness, a minor decrease that could be attributed to changes in methodology.

Housing Strategy Engagement

The creation of the Strategy involved engagement with a diverse cross section of stakeholders, housing industry participants and community members. In addition to confirming the findings of the HNA and PiT counts, the engagement process identified several other issues which, where possible, are addressed by the Strategy actions.

Working Together

Solving Regina's housing crisis is not easy. For example, the need to rapidly increase housing production represents a substantial change for Regina that will require an "all hands-on deck" approach from all levels of government, private sector developers and builders, affordable housing providers, and other partners in the housing sector.

While the challenges facing Regina are not unlike those found in cities of all sizes throughout Canada, the actions identified in this Strategy are a direct reflection of the City's housing priorities and are specifically designed to respond to local conditions and achieve desired outcomes. The Strategy's success will rely on a coordinated and committed effort by all parties involved in the delivery and operation of housing of all types across the city.

Priorities & Outcomes

To respond to the housing issues discussed in the previous Background section, the Strategy is grounded in the Housing Continuum and is organized around the following four Priorities, each with a more detailed goal and desired outcomes.

Priority 1: Expand the Housing Supply

Goal: Enable and support the construction of new homes and preservation of existing homes to increase housing supply, meet growing demand, and improve affordability.

Outcomes:

- Achieve 1,500 net new housing unit completions per year by 2031 and 2,000 net new housing unit completions per year by 2036.
- Maintain a rental vacancy rate at or above three per cent.
- Increase the supply of affordable housing to ensure at least five per cent of units in every neighbourhood are affordable.

Priority 2: Diversify the Housing Supply

Goal: Enable and support diversification of the housing supply to improve housing choice in new and existing neighbourhoods.

Outcomes:

- Achieve the OCP intensification target of 40 per cent of new residential dwelling units within the Intensification Boundary.
- The mix of housing types aligns with projected population growth and housing needs.
- Achieve the HAF Action Plan targets for multi-unit housing units of 3,010 units by end of 2027
- People with exceptional housing needs find housing that meets their needs.
- Track housing development, report publicly annually, and update housing reports upon receipt of new data.

Priority 3: Support People at Risk

Goal: Prevent homelessness and provide supports to those who are homeless or disproportionately affected by housing insecurity.

Outcomes:

- Achieve stability in the number of people experiencing homelessness and reduce the total number of people experiencing homelessness in the future with the goal of achieving Functional Zero.
- Decrease the number of Indigenous people facing homelessness.
- Increase the supply of supportive and transitional housing.
- Reduce the number of households experiencing Core Housing Need

Priority 4: Build Strategic Capacity

Goal: Increase the capacity of participants in the housing industry to understand and respond to housing challenges.

Outcomes:

- Industry participants indicate increased awareness of housing issues and new ideas.
- Industry participants indicate they have the information they need to make decisions and participate in collaborative initiatives.
- The City is effectively able to measure, forecast and understand housing issues and goals.

Strategic Actions

Organized by their relation to the City's housing priorities, this section's Strategic Actions have been developed to collectively advance the Strategy's goals and outcomes. The City will take action to enable, support, and coordinate housing delivery across the Housing Continuum using tools such as policy, land, funding, partnerships, and advocacy.

Advocacy can be supported by Administration and City Council, who can directly advocate to other orders of Government.

Each priority is supported by targeted actions that address specific gaps in the Housing Continuum and collectively advance the Strategy's objectives.

To further guide and prioritize their implementation, each action is assigned one of the following four estimated timelines:

- **Now: 2027**
- **Next: 2028 to 2029**
- **Later: 2030 to 2032**
- **Ongoing: 2027 to 2032**

Please note that the assigned timeline is subject to change as funding becomes available and as housing needs and priorities evolve. It should also be noted that some actions may not ultimately be recommended for implementation after further research and engagement with stakeholders. Lastly, new actions may be added during future Strategy reviews or in between reviews if they are found to align with the Strategy priorities, goals and outcomes. The adoption of this Strategy does not preclude the advancement of other strategic documents that are related to housing, including but not limited to kâ-nâsihcikêwin (the Indigenous Framework), the *Energy & Sustainability Framework*, Underutilized Land Improvement Strategy and the OCP Growth Plan.

Actions to Partner

Many of these actions require formal advocacy by City Council to other orders of government. Some of these actions require collaboration by administration with other administrations to ensure appropriate regulations and policy is in place for Regina residents.

No.	Action	Issue	Timeline
1	Advocate to the Government of Saskatchewan and Government of Canada to provide greater capital funding for housing-related infrastructure projects.	Municipalities and industry cannot afford to fund housing infrastructure by themselves.	Ongoing
2	Advocate to the Government of Saskatchewan to remove the Provincial Sales Tax (PST) on construction for new housing and housing-related infrastructure.	PST on construction directly impacts the final cost of housing. It was not charged prior to 2017.	Ongoing
3	Advocate for amendments, where practical, to the National Building Code of Canada that support housing production, that do not decrease accessibility or safety requirements	Modern construction practices and regulatory creep can contribute escalating housing costs. The City can advocate for responsible regulatory changes to benefit affordability.	Next
4	Advocate to the Government of Saskatchewan to invest in creating transitional and permanent supportive housing and to provide predictable multi-year funding to housing and support service operators.	Increasing the supply of transitional and supportive housing is key to reducing and preventing homelessness. Predictable, multi-year funding is needed for operational stability.	Ongoing
5	Continue working collaboratively with the Government of Saskatchewan and other partners to find appropriate solutions for encampment residents.	Recent years have seen an increase in the number of people sheltering outdoors on both public and private property around Regina. Rather than a complaints-based enforcement approach, the City is working on providing a more coordinated response aimed at supporting people to move into stable housing. Administration has worked collaboratively through the Encampment Response Strategy.	Ongoing

No.	Action	Issue	Timeline
6	Advocate to the Government of Saskatchewan to further increase the shelter benefit for Saskatchewan Income Support (SIS) and Saskatchewan Assured Income for Disability Program (SAID), advocate for direct payments to housing providers, and explore alternate methods for addressing damages.	Rental operators are hesitant to rent to people receiving SIS and SAID benefits because shelter benefits are too low to be financially viable, lack of direct payment results in rent going unpaid, and the current approach to damage guarantees is not sufficient to cover damage beyond basic repairs between tenancies. Improving these programs can restore operator confidence and reduce risk of homelessness.	Ongoing
7	Advocate to the Saskatchewan Housing Corporation (SHC) to amend tenancy regulations for Regina Housing Authority.	SHC reserves units for certain demographics (e.g. seniors, families) but the current distribution does not reflect current need. SHC policies make it difficult for tenants who have been barred from renting to return once they have stabilized.	Ongoing
8	Advocate to the Government of Saskatchewan to amend *The Residential Tenancies Act, 2006* to improve protections for tenants and reduce evictions for reasons other than cause or non-payment of rent, investigate predatory landlords and improve protections for tenants.	Current regulations create opportunities for abuse by making it easy for rental operators to evict tenants for reasons other than misconduct or non-payment. The current complaints-based system for reporting rental operator misconduct creates a disincentive for renters to exercise their rights for fear of retribution from predatory landlords. Limiting reasons for eviction and monitoring rentals proactively can create more stability for renters.	Ongoing
9	Advocate to Government of Saskatchewan to support tenants at risk of eviction, including improving access to legal counsel during eviction cases.	Eviction and homelessness can often be prevented by providing financial assistance to low-income renters who experience unexpected or mounting financial challenges (e.g. utility and rent arrears, illness of a household earner) that also limit their legal defense.	Ongoing
10	Advocate to the housing industry for subsidized “master tenant” insurance program.	Tenant insurance can help rental operators with damages caused by a tenant, but operators cannot ensure tenants have insurance except through a master tenant insurance program. The operator owns the insurance policy, but	Ongoing

No.	Action	Issue	Timeline
		tenants are required to enroll; the operator can verify tenants are enrolled. Public subsidy of such programs can be more responsive than current publicly funded repair programs.	
11	Advocate to the Government of Saskatchewan to invest in homeowner and renter education workshops.	Education can support renters (particularly newcomers, youth etc.) to have successful tenancies and transition to homeownership. There is a shortage of trainers who can teach these workshops.	Ongoing
12	Advocate to the Government of Saskatchewan to invest in specialized safety systems for people who are deaf, hard-of-hearing or who otherwise have sensory impairment.	Lack of specialized safety systems is a life safety issue. Financial support for these upgrades is often available through insurance, worker's compensation and government programs but there are gaps for people do not qualify for these supports (e.g. elderly people who cannot afford the systems but make too much money for the low-income supports).	Ongoing
13	Advocate to the Provincial and Federal governments to amend grant programs to assist seniors to retrofit their homes allowing them to stay living in their current homes and neighbourhoods.	Current programs offer some support, but they are income-tested, based on individual disability rather than an environmental disability perspective and have long time restrictions between applications.	Ongoing

Actions to Expand the Housing Supply

These actions are designed to accelerate housing production, reduce burdens to development, and ensure the supply of housing meets demand.

No.	Action	Issue	Timeline
14	Continue to improve the development review process, including potential to expedite projects that align with priorities such as affordable housing.	Despite a substantial reduction in review times, ongoing improvements to the review process are important for clarifying submission expectations and increasing certainty.	Ongoing
15	Explore improved authorization of rapid housing systems such as prefabricated technologies and pre-approved designs and report back to City Council with recommendations.	Improvements to prefabricated housing options has the potential to increase pace of housing production, especially under special circumstances where rapid deployment is required.	Now
16	Continue implementation of the Affordable Housing Lands Policy (AHLP), including a long-term plan for its operation beyond federal funding limits.	The AHLP governs the City's land bank acquisitions and dispositions. It is currently funded through the Housing Accelerator Fund but will require new resourcing if it is to be an effective long-term tool.	Now
17	Leverage major City-owned land assets to achieve strategic housing goals including but not limited to increasing housing supply and diversity and creating complete neighbourhoods.	The City's major land assets have substantial potential for residential development across the housing continuum but there is currently no policy framework directing this.	Now
18	Improve the Housing Incentives Program to align with housing priorities and emphasize project types and locations most in need of financial support.	The Housing Incentives Program requires updates to ensure it best addresses current conditions and development barriers.	Now
19	Explore if the City should take on the role of developer in areas of non-market housing in segments of the housing continuum that are underserved and report back to City Council with recommendations.	Governments are better able to absorb the risk of developing non-market housing than non-profit and for-profit companies. Governments can also ensure a long-term, stable stock of non-market housing which can stabilize market prices.	Now

No.	Action	Issue	Timeline
20	Explore property tax financing of home repairs and report back to City Council with recommendations.	Many privately-owned homes require significant repairs, but homeowners are not able to access financing through the private sector. Allowing repairs to be paid off through property taxes can make upkeep more affordable.	Later

Actions to Diversify the Housing Supply

These actions are intended to aid in the development of housing forms and supports that are more challenging to develop.

No.	Action	Issue	Timeline
21	Support development of a dedicated supply of transitional, permanent supportive, and affordable housing spaces to serve housing support services such as Coordinated Access.	Housing support services struggle to find spaces for clients. Directly requiring a portion of housing units receiving City funding can create a dedicated supply. Expanding options within the Housing Incentives Policy can enable support space.	Next
22	Consider providing financial support and potential reimbursement for 'first-in' infill developers that require servicing infrastructure upgrades.	Servicing infrastructure in existing neighbourhoods is often aging and undersized. Currently, developers are 100 per cent responsible for upgrade costs and have no potential for reimbursement if those improvements benefit further redevelopment.	Next
23	Establish community land trusts.	Land trusts are an effective tool for neighbourhood revitalization with affordable housing but require support before they are fully established. The first Trusts are envisioned in the North Central and Heritage neighbourhoods.	Now
24	Support rent-to-own housing models and other solutions for improving access to home ownership.	Barriers to homeownership are major issues in certain areas. Rent-to-own can help bridge the gap to homeownership for long-term renters and people with suitable income but poor or no credit rating (e.g. newcomers, recently divorced people). This can be achieved	Next

No.	Action	Issue	Timeline
		through the Housing Incentives Policy.	
25	Support "for Indigenous, by Indigenous" housing models.	Culturally responsive housing options are needed to support the disproportionate number of Indigenous people that experience homelessness. This can be achieved through the Housing Incentives Policy.	Now
26	Improve access to services by loosening restrictions on Resident Business Licenses while mitigating potential negative neighbourhood impact.	Existing Resident Business License regulations restrict homeowner or renter ability to supplement incomes. Expanding options for employment within neighbourhoods can enable more employment and housing options and greater resident income, thereby improving home affordability.	Next
27	Develop educational tools and resources in collaboration with industry to support incremental development with missing middle housing.	Addressing knowledge gaps and supporting best practices can improve industry's ability to build missing middle housing, which is important for low- and moderate-income households.	Now

Actions to Support People at Risk

No.	Action	Issue	Timeline
28	Explore requiring a greater percentage of new units to be accessible or accessible-ready including accessible parking requirements and report back to City Council with recommendations.	There is a significant shortage of accessible housing options and people who need accessible units often must accept unsuitable housing.	Next

Actions to Build Strategic Capacity

These actions are intended to provide information, enable the housing industry to grow, and ensure the City is prepared to handle growth.

No.	Action	Issue	Timeline
29	Renegotiate the City's five per cent share of Saskatchewan Housing Corporation (SHC) assets.	The City has agreements with SHC from the 1950s through the 1980s. The City bears a portion of operational losses every year but has no influence over how the units are used.	Now
30	Create a centralized housing webpage that provides a range of information on housing in Regina including housing statistics and progress updates.	A centralized page will make it easier for interested parties to obtain information on housing in Regina.	Now
31	Promote Building Standards Advisories on the City's website.	This information helps property owners understand what is required for common and emerging types of development such as secondary and backyard suites.	Next
32	Create development guides to spread awareness of emerging best practices and improve affordability, efficiency and accessibility.	Development guides are an efficient way to promote best practices without adding potentially burdensome regulations.	Next
33	Host the Housing Table, made up of market, non-profit and government groups, to discuss ongoing challenges in the housing market.	An ongoing platform for engagement allows the City to be responsive to emerging issues and identify issues that may not be identified through one-off engagement.	Ongoing
34	Host annual housing conference for builders, developers, service providers and non-profit builders.	Creating opportunities for people from different segments of the housing industry to connect facilitates new partnerships and knowledge sharing.	Ongoing
35	Develop capacity within City Administration to rapidly respond to emerging programs from Provincial or Federal governments.	The City will explore steps to improve development readiness by confirming housing needs, preparing City-owned sites and improving understanding of infrastructure capacity.	Now
36	Collaborate with community to support labour market and skills development for residential construction.	There is currently a shortage of skills in the housing industry. Collaboration can also support other priorities such as neighbourhood revitalization, youth employment, etc.	Next

Appendix B – Summary of Government Jurisdiction & Responsibilities

Governments are not solely responsible for providing housing, as the private sector builds the vast majority of housing units. The role of governments is to ensure that the overall housing system, including public, private, and non-profit sectors, functions so that all residents can live in security, peace, and dignity. The Government of Canada has signaled a commitment to housing policies grounded in human and Indigenous rights, and the *Regina Housing Strategy* (the Strategy) reflects this approach at the municipal level. The following is an overview of the roles taken on by different orders of government.

City of Regina

The City of Regina (City) does not directly operate housing; this responsibility rests with the Government of Saskatchewan, through the Saskatchewan Housing Corporation (SHC) and local housing authorities, supported by non-profit and for-profit housing providers. The City does not operate or regulate these entities but works collaboratively to align policy, outreach, and investments. Ensuring the Housing Incentives Program is consistent with the Province of Saskatchewan and Government of Canada housing programs is a key component of this coordination.

Policies and Bylaws

The City regulates and promotes housing primarily through *Design Regina: The Official Community Plan* (OCP)*, The Regina Zoning Bylaw No. 2019 (*Zoning Bylaw)*,* and the Strategy*.*

The OCP directs where future growth will occur, defines the form that growth will take and establishes standards for new neighbourhoods while guiding intensification within existing ones. It currently guides growth up to a population of 370,000, between 2026 and 2051.

The Zoning Bylaw defines where housing may be developed and the types of housing permitted. While Regina has, historically, had large areas of low-density single-family zoning, recent regulatory and market changes have expanded opportunities for a wider range of housing forms, sizes, and price points across the city. In 2024, City Council approved *CR24-1 Expanding Citywide Housing Options* to make extensive changes to the Zoning Bylaw, permitting fourplexes citywide, removing parking minimums, and zoning lots for more dense development along transit corridors. Further zoning changes will continue to explore how housing options can be expanded.

The Strategy directs municipal housing policy, investment priorities, and the types of housing eligible for municipal support.

Initiatives and Programs

The City has a variety of initiatives, policies, and programs that have enabled more housing to be built or helped develop affordable housing.

The Housing Incentives Policy provides tax exemptions and $1.5 million in capital grants to projects that meet its definition of affordable housing, which aligns with the Saskatchewan Household Income Maximum (SHIM) used in provincial programs. Established following the *2013 Comprehensive Housing Strategy*, the Housing Incentives Policy has been updated periodically in response to changing market conditions. Initially, it offered $2.5 million in annual capital grants. In 2021, City Council allocated $1 million of this funding on an ongoing basis to support the operation of Horse Dance Lodge operated by Regina Treaty/Status Indian Services (RT/SIS) at 120 Broad Street through report *Permanent Supportive Housing Operating Grant* (CR21-57). As a result, the annual capital grant allocation for incentives was reduced to $1.5 million.

In 2021, the City entered into an agreement with the Government of Canada, Silver Sage Housing, and RT/SIS to open Horse Dance Lodge as part of Rapid Housing Initiative 2 (RHI 2) program. In 2023, the City began another project to develop RHI 3 at 2710 5th Avenue. These projects have been unique opportunities to leverage Municipal, Provincial, and Federal funding to help Regina's most vulnerable residents.

The Energy & Sustainability Framework (ESF) was approved by City Council on March 30, 2022 through report CR22-39, and aims to transition Regina to a renewable, net-zero community by 2050. The work of the ESF informs this Strategy.

In 2023, the City entered into an agreement with the Government of Canada for the Housing Accelerator Fund (HAF) to implement changes to existing policy to enable more housing development. The Government of Canada contributed $35.1 million to implement the following initiatives. These initiatives were intended to deliver 3,010 housing units by December 13, 2026, and the City is currently on target to meet these goals. All of these initiatives have responded to the housing crisis and helped guide the new Strategy:

1. Enable high-density housing within the City Centre.
2. Enable mid and high-rise development along urban corridors and main transit routes.
3. Advance the development of missing middle housing in central neighbourhoods.
4. Support the provision of greater housing diversity in established neighbourhoods.
5. Encourage conversion of non-residential buildings to residential (e.g. office conversions).
6. Preserve and increase affordable housing in partnership with non-profit housing providers.
7. Support pre-development work for housing projects, particularly affordable housing.
8. Reduce City Council approval for housing-related Discretionary Use applications.
9. Create a process to dispose of City-owned land to develop affordable housing.
10. Align infrastructure planning in City Centre and central neighbourhoods.
11. Update the Development Charges Model to support long-term housing growth.

City Council approved the *Regina Accessibility Plan* on April 24, 2024 through report CR24-39, and aims to make Regina more inclusive and age-friendly by removing barriers for people with disabilities. The work of this plan informs the Strategy.

The City, Government of Saskatchewan, and Silver Sage Housing signed a Memorandum of Understanding in 2024 to transfer up to 10 units owned by the SHC to Silver Sage to be used as a rent-to-own program. The City committed funding from the Housing Incentives Program to support repairs to the units.

On July 25, 2025, the City approved the *Municipal Front-ending Lift Stations* policy through report CR25-76, to enable debt-financing of the new wastewater lift station in Regina's Northwest, unlocking the development of new neighbourhoods to support new growth of over 25,000 residents.

City Council approved *The Underutilized Land Improvement Strategy* (CR18-126) on December 17, 2018, and updated it on December 3, 2025 (CR25-158), to enable redevelopment of chronically vacant and underutilized lands within Regina's inner city. The work of this plan informs the Strategy.

Government of Saskatchewan

The Provinces and Territories are responsible for designing and delivering housing policies and programs within their jurisdictions to address their specific needs and priorities. Provinces and Territories need flexibility to offer housing programs and policies that address local priorities and adapt to changing demographics.

Saskatchewan Housing Corporation

The SHC is a Crown Corporation run by the Government of Saskatchewan. It owns approximately 17,000 housing units across Saskatchewan and delivers programs, such as the Rental Development Program, which contribute to the development of affordable, supportive, and transitional housing. SHC controls policy for local housing authorities, including Regina Housing Authority (RHA).

The Regina Housing Authority

The RHA is the day-to-day operator of the Provincially owned social housing units in Regina. The City and RHA have had a working relationship to varying degrees since at least 1945. In the 1960s and 1970s, the City and RHA entered into agreements for 19 projects comprising 1,668 housing units, under which the City receives/is responsible for five per cent of the profits/losses as part of its ownership share. There has not yet been a year in which the units were profitable. Beyond this, RHA has no operational relationship to the City.

Other Provincial Housing Responsibilities & Roles:

- Develops housing strategies and policies, such as "A Strong Foundation - The Housing Strategy for Saskatchewan," to ensure adequate housing for residents.
- Oversees the Office of Residential Tenancies which regulates landlord and tenant rights, responsibilities, and dispute resolution.

- Provides financial support for homeowners to make emergency repairs (e.g. if a furnace fails in winter) and for homeowners and renters to make adaptations to their residence to compensate for disabilities.
- Establishes and enforces building codes and technical standards to ensure safe, healthy housing construction.
- Provides housing solutions for seniors and individuals with disabilities.

<u>Government of Canada</u>
The Government of Canada is responsible for national housing policy, long-term funding, and upholding the human right to adequate housing through the National Housing Strategy. Key responsibilities include investing in affordable, non-market housing, reducing homelessness, regulating mortgages, and monitoring systemic issues via the Federal Housing Advocate.

Canada Mortgage and Housing Corporation
The Canada Mortgage and Housing Corporation is the Crown Corporation run by the Government of Canada that oversees the national housing policy, finances housing projects, collects data, and is the funder of major programs like HAF and the Affordable Housing Fund. It is the largest funder of affordable housing in the country and is often the single largest contributor to a single affordable housing project.

National Housing Strategy
The National Housing Strategy is a 10-year, multibillion-dollar plan designed to ensure everyone in Canada has access to safe, affordable housing, with a focus on vulnerable populations. The National Housing Strategy Act, under which the Strategy is established, commits the government to a human rights-based approach to housing.

Federal Housing Advocate
The Federal Housing Advocate monitors housing policy impacts, investigates systemic barriers, and provides recommendations to the Minister to uphold the right to housing.

Build Canada Homes
Build Canada Homes is a new agency launched September 2025 that will build affordable housing at scale. It will leverage public lands, offer flexible financial incentives, attract private capital, facilitate large portfolio projects, and support modern manufacturers to build the homes that Canadians need.

Homelessness
The Government of Canada supports community initiatives to support people experiencing homelessness through Reaching Home: Canada’s Homelessness Strategy. The government provides funding to Community Entities who fund and coordinate local service providers. The Government of Canada also supported people to transition out of homelessness through the Rapid Housing Initiative, which focused on creating supportive housing.

Appendix C – What We Heard

City of Regina Administration targeted engagement with more than 120 individuals representing 86 organizations between May and October 2025. This engagement focused on seeking feedback from the following segments of the housing industry:

- Industry associations;
- Governments including other municipalities, provincial and Indigenous governments and economic development agencies;
- Land developers;
- Housing builders and designers;
- Realtors;
- Property managers;
- Mortgage brokers;
- Financial institutions (i.e. banks, credit unions);
- Affordable and community housing providers; and
- Supportive and transitional housing providers.

Feedback was obtained through a combination of in-person and online discussions, depending on participants' preferences. Participants could also indicate if they preferred to meet in a group with other similar organizations or individually.

In November 2025 the City hosted a Housing Conference which included participants from the housing industry, the development community, the general public and partner organizations. In December 2025, Administration met with the general public at four difference shopping mall sites to get feedback from residents.

Administration also engaged internally with all areas of the organization involved with housing development and policies related to housing.

Key Findings

- Shelter benefits provided through Provincial programs are not sufficient to cover the operating costs of housing:
  - It is becoming more challenging for affordable housing providers to rent from private landlords because of the difficulty in accessing direct payment of shelter benefits for landlords and the lack of confidence landlords have in the Letters of Guarantee for damages.

- Serviced land availability is limited.

- Current regulatory and planning barriers remain a challenge:
  - There is a need to introduce neighbourhood amenities (e.g. schools, parks, pathway connections) earlier in the neighbourhood development process.
  - The Concept Plan process is onerous; it would be better to push detailed technical servicing information later to the subdivision process.
  - Design standards are becoming less affordable.

  - More information on infrastructure is needed to support infill development.
  - Neighbourhood development phasing policies and high upfront costs of neighbourhoods borne by developers were identified as issues but have been addressed through the Growth Plan Review.

- The availability of skilled trades is a significant barrier to housing development.

- Affordable, supportive and transitional housing providers, including co-operatives, face additional challenges because of how they structurally operate:
  - The most affordable homes often have issues such as mold, infestations or building code deficiencies.
  - There is a perception that there is no accountability for private landlords, some of which are predatory and coercive to tenants on social assistance.
  - Tenants can be discriminated against through landlord policies such as excessive background checks and rent references.
  - There is a desire for the City to work more collaboratively with affordable housing providers.
  - There was general agreement that the City's role should remain on information, capacity building and capital funding.
  - Broader property tax exemptions for affordable housing providers can help with maintenance.
  - Subsidized tenant insurance could be an alternative to repair funding.

- The City's zoning changes have been beneficial to development but have drawbacks:
  - Neighbourhoods lack long term vision.
  - It can be difficult to design appropriate buildings.

- The City needs to regulate neighbourhoods in a way that enables them to evolve over time. For example, by allowing corner stores and other uses within neighbourhoods and generally allowing land use to evolve with changing community expectations.

- Many issues can be better addressed through improved communication and marketing:
  - Promoting the City's relative affordability, small town feel and fast permit approvals can draw interest from prospective residents and developers.
  - Proactively sharing infrastructure investment plans can support business planning for builders.
  - Rapid regulatory change makes it hard for the development community to keep up with what is current.

Appendix D – Glossary of Terms

Accessible Housing: Housing that is suited to people with mobility or sensory challenges (e.g. wheelchair users, people who are blind), including housing which is able to be visited by them even if it is not designed for continuous habitation (e.g. barrier-free entry but not necessarily lower counters). Housing may be "accessible-ready" if it is designed in a way that makes it easy to renovate for accessibility (e.g. braces for grab-bars in washrooms); usually to support future needs of residents (e.g. as they age).

Affordable Housing: Affordable housing is formally defined as having shelter costs no more than 30 per cent of a household's before-tax income. In practice, it includes housing rented or sold below market prices by non-profit or for-profit housing providers, co-operatives and governments; and is often subject to agreements with one or more levels of government.

Affordable Housing Land Bank: A City policy that enables the acquisition, strategic hold and disposition of lands for the purposes of enabling development of housing.

Canadian Mortgage and Housing Corporation (CMHC): The Government of Canada's Crown Corporation that invests in housing, regulates the Government of Canada's Housing Policy, and acts as the liaison for Government of Canada housing programs like HAF.

CHN: See "Core Housing Need."

CHS: See "Comprehensive Housing Strategy."

CMHC: See "Canada Mortgage and Housing Corporation."

Comprehensive Housing Strategy (CHS): The City of Regina's former housing strategy, approved in 2013.

Core Housing Need (CHN): A household is in Core Housing Need if it lives in a dwelling that is unsuitable (because of overcrowding), inadequate (because of poor state of repair) and/or unaffordable (because household is paying more than 30 per cent of pre-tax income on shelter costs including rent, mortgage, utilities, insurance, property taxes, etc.) AND would spend more than 30 per cent of pre-tax income on rent for a unit in the market that is suitable and adequate. Core Housing Need captures only a portion of housing need. See Appendix B – Summary of Government Jurisdiction & Responsibilities for a comprehensive overview.

Design Regina: The Official Community Plan (OCP): The bylaw that directs where future growth will occur, defines the form that growth will take and establish standards for new neighbourhoods while guiding intensification within existing ones. It currently guides growth up to a population of 370,000, between 2026 and 2051.

Diversification: Refers to increasing the variation in types of housing. Single-family homes and apartments are historically dominant in Regina. Diversification involves increasing the share of townhomes, secondary and backyard suites, four-plexes, and other housing forms.

Greenfield: Development in new areas outside the Intensification Boundary.

HIP: See "Housing Incentives Policy."

Homelessness[1]: The state of an individual, family, or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means, and ability of acquiring it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household's financial, mental, cognitive, behavioural, or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, unhealthy, unsafe, stressful, and distressing. Homelessness includes a range of living situations including unsheltered (living on the streets or in places not intended for human habitation), emergency sheltered (staying in overnight shelters of shelters for people fleeing violence), provisionally accommodated (staying in temporary housing where tenure is not secure), and at risk of homelessness (sheltered but in precarious, unsanitary, or unsafe conditions).

HNA: See "Housing Needs Assessment."

Housing: Refers to the physical dwellings where people live and any supports necessary for them to thrive (e.g. health and addictions support, housing placement services, etc.). It includes:

- All housing forms (e.g. single-family homes, townhomes, mobile and manufactured homes, apartments, emergency shelters, extreme weather spaces, single-room occupancies, etc.);
- All tenures (e.g. ownership, rental, rent-to-own, program-based); and
- All living arrangements (e.g. singles, single-family, multiple-family, intergenerational, congregate living, room-mating, etc.).

Housing Continuum: A framework for understanding the inter-related nature of different types of housing. It does not capture all aspects of the housing system.

Housing Incentives Policy (HIP): The City's affordable housing program. It delivers tax exemptions and capital grants to affordable housing projects citywide, and standalone tax exemptions for market housing in City Centre, North Central, and Heritage neighbourhoods.

[1] Canadian Observatory on Homelessness. "Canadian Definition of Homelessness."

Housing Needs Assessment: Conducted in 2024, this document forecasts Regina's housing needs resulting from population growth between 2021 and 2051 and evaluates current needs. It includes both quantitative (i.e. statistical) and qualitative (i.e. community engagement) to identify housing issues.

Infill: Development on vacant lots or redevelopment of built-up lots within the Intensification Boundary.

Intensification: Construction of new buildings or redevelopment of existing properties within the Intensification Boundary.

Intensification Boundary: Includes all built-up areas of Regina as of 2013. It is defined in Map 1 of the OCP.

Land Bank: The land and real estate owned by the City designated as strategic land suitable for affordable, supportive or transitional housing. Excludes land used for non-residential purposes.

Land Trust: An eligible entity that has entered into an agreement with the City to hold, maintain, develop, and dispose of land for the benefit of a neighbourhood or community in Regina.

Missing Middle Housing: Includes ground-oriented housing types between single-family homes and high-rise apartments. Includes townhomes, multi-plexes, low-rise apartments, and secondary and backyard suites.

OCP: See "Design Regina: The Official Community Plan."

Official Community Plan (OCP): See "Design Regina: The Official Community Plan."

Regina Housing Authority (RHA): The day-to-day operator of SHC housing units.

RHA: See "Regina Housing Authority."

Saskatchewan Assured Income for Disability (SAID): The Government of Saskatchewan's income support program for people with disabilities.

SAID: See "Saskatchewan Assured Income for Disability."

Saskatchewan Housing Corporation (SHC): The Government of Saskatchewan Crown Corporation that regulates housing and owns the physical social housing units owned by the Government of Saskatchewan.

Saskatchewan Income Support (SIS): The Government of Saskatchewan's main income assistance program. It provides minimal financial assistance to help people meet their basic needs.

SHC: See “Saskatchewan Housing Corporation.”

SIS: See “Saskatchewan Income Support.”

Supportive Housing: Long-term housing with supports for residents (e.g. meal services, life coaching, medical support, etc.).

Transitional Housing: Short- to medium-term (e.g. one to three years) temporary housing with supports for residents (e.g. meal services, life coaching, medical support, etc.). This housing is key for people exiting homelessness and institutions (e.g. prison, hospital, child welfare) or fleeing violence.

Zoning: Refers to the eligible uses for a property as defined in the Zoning Bylaw. Zoning defines development parameters such as building height, developable area of a property, number of dwelling units, etc.

Appendix E – 2013 CHS Progress

Summary
The 2013 *Comprehensive Housing Strategy* included 86 unique actions. 44 per cent (38 actions) are complete, 28 per cent (24 actions) were partially completed, and 28 per cent (24 actions) were not completed (see Table F1).

Table F1: 2013 CHS Action Status and Consideration in 2026 Housing Strategy

Action Status	Not Reconsidered	Reconsidered	Total
Done	13	25	38
Partially Done	8	16	24
Not Done	12	12	24
Total	**33**	**53**	**86**

Staff reconsidered 54 of the previous actions as part of the new Housing Strategy. 46% (25 actions) of these were completed items that merited revisitation, either because they were ongoing actions that merited continuation (e.g. updating the Housing Strategy with new Census data), they were initially rejected and merit reconsideration (e.g. funding for private home repairs), or were implemented but the approach taken merits reconsideration (e.g. incentives for affordable rental repair). Similar considerations apply to actions that were partially done or not done.

32 of the 2013 actions were not reconsidered as part of the new Housing Strategy. In many cases, the actions were no longer considered relevant (e.g. fast-tracking permit review for affordable housing) or were satisfactorily completed and did not merit further work (e.g. expanding permissions for secondary suites).

Appendix F – Actions Explored but Not Included

There are several items that were explored while developing the Strategy but ultimately were not recommended for inclusion. These may be items that are revisited in future iterations of the Strategy, depending on circumstances.

Density Bonusing

Density bonusing grants higher density to developments (e.g. greater building height, more dwelling units) in exchange for providing a certain percentage of units as affordable units. While this model has found success in larger centres like Vancouver, it is misaligned in a Regina-context where large high-rise residential developments have minimal market support. As part of the HAF zoning changes, the City of Regina (City) has moved to a zoning model that minimizes density restrictions, rendering density bonusing irrelevant.

Inclusionary Zoning

Inclusionary zoning is a housing regulation that requires a minimum number of affordable units in multi-unit developments (typically five to 10 per cent). This model can reduce new housing construction and discourage multifamily development. As of 2026, Government of Saskatchewan planning legislation does not permit cities to implement this type of policy.

Rent Control

Rent control is a means of limiting annual rent increases. While this model can curb rent increases when vacancies are low, in the long term it can restrict new development and leave households in units that are no longer suitable to them (e.g. growing families staying in units without enough bedrooms; or older adults staying in units with too many bedrooms once their children have moved out). Implementing rent control would require a significant commitment of financial and staff resources and further research would have to be done to determine if the City would even have the requisite legal authority to proceed in this area as the Government of Saskatchewan regulates in the landlord/tenant area. For these reasons, this tool is more appropriately implemented by higher levels of government that have greater fiscal capacity.

Rental Registry

A rental registry is a means of recording and regulating all rental properties within the City, including the landlord/tenant relationship. Though not as intensive as rent control, this is also a very expensive and staff-intensive resource that has minimal upside to tenants.

Appendix G – Jurisdictional Review

Summary

Staff scanned a variety of resources in 18 municipalities across Canada to understand their roles in housing (see Table J2). Roles are understood in terms of the tools used and are divided into several categories (see Table J3 for descriptions): organizational tools, regulations/processes, capital, information/education, collaboration/coordination, advocacy, and other analysis/planning. Common themes and notable departures were identified within each theme (see Table J4 for results). Nearly all the jurisdictions scanned used all tools in some capacity, though the details reflect the unique circumstances and evolution of their housing policies. Only the most common themes are summarized in Table J1.

Tool	Most Common Themes
Organization	• Departments or municipal corporations that own and operate affordable housing, often with supports. • Active measurement of affordable housing stock, usually with development targets. • Active selection of City-owned property for affordable housing development. • Dedicated supports to help affordable housing providers navigate regulatory processes and incentive applications, sometimes including support to access federal and provincial funding. • Use of advisory groups to develop housing policy. • Use of pre-approved housing designs, often connected to the Government of Canada's Housing Catalogue.
Regulation/ Process	• Simplifying and streamlining regulatory processes. • Increasing density. • Enforcement of rental property standards, including building interiors, usually supported by rental licensing or a registry. • Limiting short-term accommodation to principal residences. • Protections for tenants during redevelopment projects.
Capital	• Use of capital grants, tax exemptions, fee waivers, land contributions, etc. for new affordable, supportive, and transitional housing development and repairs. These are often also used to support infill development. • Long-term tax exemptions for affordable housing. • Support for non-profits to build capacity.
Information/ Education	• Website usually includes information on the development process, incentives and supports, housing statistics, and strategy progress reports, though sometimes the information is scattered. • Dedicated webpages for affordable housing, usually with links to both internal and external supports. • Dedicated webpages for renters, usually with information on tenant and landlord rights and responsibilities and a directory of affordable and supportive housing and shelters, sometimes with a mechanism for renters to report issues. • Various guides and reference documents; these usually reflect the unique priorities of a City.
Collaboration/ Coordination*	• Coordinating with other levels of government and community organizations to support people experiencing homelessness.
Advocacy*	• Advocating to Government of Saskatchewan and Government of Canada governments for greater investment in affordable housing construction and repair.
Other Analysis/ Planning*	• Exploring new tools to fund infrastructure and incentivize affordable housing development. • Developing strategies to support Indigenous housing. • Improving data collection.

*More than other categories, these reflected the unique priorities of the jurisdiction. Many items fell into these categories but there were few common themes.

Details
Municipalities scanned are in Table J2. Staff reviewed several sources reflecting different types of information:

- Websites include current information that cities want to showcase for the public.
- Housing strategies and action plans are useful for understanding recent, ongoing, and future initiatives that may not be showcased (e.g. regulatory changes). Only strategies that are current and developed since 2021 were included in the review as earlier strategies do not account for challenges that have arisen since the pandemic.
- The Housing Accelerator Fund has been highly influential on cities' policy directions. These action plans are a useful benchmark for major recent changes.

Table J2: Municipalities Scanned

Municipality	Notes
Victoria, BC	Provincial capital, 53% more people in CMA than Regina CMA in 2025. "Victoria Housing Strategy" expired in 2025, not included in scan.
Vancouver, BC	Largest city in province, 960% more people in CMA than Regina CMA in 2025. "Housing Vancouver Strategy" approved in 2018 and expires in 2027; includes 3-year updates so it was included in the scan.
Kelowna, BC	Medium-sized city, 13% fewer people in CMA than Regina CMA in 2025. "Housing Action Plan" approved in 2025.
Edmonton, AB	Provincial capital, 481% more people in CMA than Regina CMA in 2025. "A Home for Everyone" plan approved in 2023, goes until 2026.
Calgary, AB	Largest city in province, 531% more people in CMA than Regina CMA in 2025. "Home is Here: The City of Calgary's Housing Strategy" approved in 2024, goes until 2030.
Lethbridge, AB	Medium-sized city, 51% fewer people in CMA than Regina CMA in 2025. "A Path Forward: Municipal Housing Strategy Update" approved in 2024, goes until 2029.
Medicine Hat, AB	Medium-sized city, 72% fewer people in CMA than Regina CMA in 2025. "Medicine Hat Housing Strategy" only approved in 2020; strategy not included in scan.
Saskatoon, SK	Largest city in province, 30% more people in CMA than Regina CMA in 2025.
Winnipeg, MB	Provincial capital, largest city in province, 227% more people in CMA than Regina CMA in 2025. "Housing Policy" is the closest thing to a housing strategy that was found; was approved in 2013 and so was not included.
Brandon, MB	Medium-sized city, 78% fewer people in CMA than Regina CMA in 2025. "Affordable Housing Strategy" only approved in 2013; strategy not included in scan.
Ottawa, ON	National capital, 484% more people in CMA than Regina CMA in 2025. Has two strategies/plans: "Housing Acceleration Plan " approved in 2025 and "10-Year Housing and Homelessness Plan" approved in 2026.
Toronto ON	Provincial capital, largest city in province, 2,341% more people in CMA than Regina CMA in 2025. "Housing TO 2020-2030 Action Plan" was included due to annual reporting and updates.
Montreal, QC	Largest city in province, 1,479% more people in CMA than Regina CMA in 2025. "Montreal Abordable Initiative: Creating Additional Affordable Housing" was not available in English.
Fredericton, NB	Provincial capital, 57% fewer people in CMA than Regina CMA in 2025. "Affordable Housing Strategy" was approved in 2022.
Moncton, NB	Largest city in province, 33% fewer people in CMA than Regina CMA in 2025. "Community Implementation Plan for Affordable Housing" approved in 2019; not included in scan.
Halifax, NS	Provincial capital, 87% more people in CMA than Regina CMA in 2025. Currently creating new strategy, expected Summer 2026.
Charlottetown, PE	Provincial capital, 67% fewer people in CMA than Regina CMA in 2025. No specific housing strategy; responses implemented through "Official Community Plan"; OCP not included in scan.
St. John's, NL	Provincial capital, 16% fewer people in CMA than Regina CMA in 2025. "Affordable Housing Strategy" approved in 2019; strategy not included in scan.

Roles are typically high-level and vague (e.g. regulate, convene, invest, advocate). It is more meaningful to discuss the types of tools used to fulfill those roles as the tools used speak more to the intent and level of involvement a city has. A city may fulfill the same role using different tools. Seven general tools are described in Table J3. Though division between categories is often blurry (e.g. conferences can both be categorized as information/education or collaboration/coordination), they are sufficient for general perspective.

Table J3: Categorization of Municipal Tools for Housing

Tool	Summary	Examples
Organization	Organizational structures, internally faced policies, and tools and services intended for use by external parties.	Municipally owned housing corporations or housing departments, housing advisory committees, homelessness support teams, policies prioritizing City-owned land for housing, housing design catalogues.
Regulation/ Process	Laws and regulations that are legally enforceable, and processes that are governed by such documents.	Zoning bylaws, building maintenance standards, reforms to fees and review processes.
Capital	Financial and material contributions to third parties.	Incentive programs, tax exemptions, fee waivers, land contributions.
Information/ Education	Tools and activities to communicate information to stakeholders. This can be to notify stakeholders of City activities or policy changes, raise awareness of services, or educate stakeholders to achieve another outcome.	Communications plans explaining the need for and benefit of affordable housing, websites, guidelines and best practices.
Collaboration/ Coordination	Activities relating to working with external parties.	Data and knowledge-sharing initiatives, policy alignment, collective planning, joint service delivery.
Advocacy	Involves requesting action by third parties where the City cannot meaningfully act.	Usually advocacy to Government of Saskatchewan and Government of Canada levels.
Other Analysis/ Planning	Research, analysis, planning, etc. that responds to an issue, but a tool has not yet been identified.	“Explore how to…”, “develop a plan to…”

A comprehensive account of the findings is not included due to the large volume of information. Table J4 highlights common themes across jurisdictions and notable departures.[1] A theme is counted as common if it appears in at least three cities in at least two provinces. The tools mentioned indicate the idea municipalities are engaging with; it may not capture the exact nature of a tool. Some tools are currently in use, but the majority reflect future, strategic intent as indicated in strategic plans. Table J4 references cities where supporting evidence was found. Absence of supporting evidence does not mean a city is not using a tool, only that information was not found within the time allotted to research.

[1] The contexts of British Columbia, Ontario, and Manitoba differ substantially from Saskatchewan:

- The Government of British Columbia is very involved in housing. Many municipal initiatives are local components of provincial initiatives. This results in significant similarities in municipal policy.
- The Government of Ontario delegates many social services to the municipal level. Municipalities tend to be more involved in housing than elsewhere in the country and bear primary responsibility for housing and homelessness services.
- Winnipeg accounts for over half of the provincial population. Municipal and provincial initiatives are deeply intertwined.

Table J4: Summary of Municipal Tools

Tool	Common Themes	Notable Departures
Organization	Has internal departments or fully or partially Municipally owned corporations operating and developing housing including transitional and supportive housing; Kelowna uses a third-party operator. (Vancouver, Kelowna, Edmonton, Calgary, Ottawa, Toronto, St. John's). Active measurement and monitoring of affordable housing stock; usually with development targets for the city overall and neighbourhoods. (Vancouver, Edmonton, Calgary, Saskatoon, Ottawa, Toronto). Involved in selecting and developing land for affordable, supportive, and transitional housing; often on city-owned land and facilities. Affordable housing usually prioritized as a use for city-owned land. Rezonings and other planning activities often performed by the city. (Victoria, Edmonton, Lethbridge, Saskatoon, Brandon, Winnipeg, Ottawa). Has internal teams providing support to people experiencing or at risk of homelessness, particularly people living in encampments. (Victoria, Vancouver, Toronto). Has internal teams to help people transition from unsheltered homelessness to transitional housing (Victoria, Ottawa, Toronto, Montreal). Engages Indigenous people to support culturally appropriate housing, including culturally appropriate amenity space (Vancouver, Edmonton, Calgary). Dedicates customer service capacity to assist affordable housing developments navigate regulatory processes and incentive applications; often through dedicated positions (Edmonton, Calgary, Lethbridge, Saskatoon, Winnipeg, Fredericton): • Edmonton specifically supports Indigenous applicants. • Edmonton and Lethbridge also support non-profit and cooperative housing providers to obtain funding from other orders of government. Uses or plans to use advisory groups that advocate for housing issues and provide policy advice to the municipality (Edmonton, Saskatoon, Ottawa, Toronto, Fredericton, St. John's).	Centralized registries/waitlists and applications for affordable, supportive, and transitional housing including both public and non-profit housing. (Ottawa, Toronto). Provides case management to prevent eviction (Toronto, Montreal). Uses rent subsidies to create a range of housing affordability. (Ottawa; this is an organizational rather than capital tool because it is an operational subsidy delivered to units operated by the City). Invests in infrastructure improvements in areas identified as priorities to increase housing options. (Lethbridge; this is an organizational rather than capital tool because the investment is directly delivered by the City). Increase densities for City-led residential development and build excess infrastructure capacity to accommodate for future density. (Lethbridge).

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	Uses temporary housing to: • Create temporary shelter spaces until transitional and permanent supportive and affordable housing become available. (Vancouver). • Create supportive housing spaces. (Kelowna, Toronto). City has or plans to have a catalogue of demonstration or pre-approved housing designs (Saskatoon, Ottawa, Toronto, Charlottetown, St. John's).	
Regulation/ Process	Is exploring regulatory and process reform to generally enable and streamline housing development; often involves removing or reducing parking minimums (Vancouver, Calgary, Lethbridge, Saskatoon, Ottawa, Fredericton). Has or is exploring expedited regulatory approval processes for affordable/social housing projects. (Vancouver, Kelowna, Edmonton, Ottawa, Moncton). Allows or is considering allowing increased density in certain areas or zones: • Victoria allows four-storey development in all residential areas. • Kelowna exploring six storeys as-of-right along transit corridors. • Edmonton has a Small Scale Residential Zone within the Anthony Henday ring road that allows up to three-storey development, eight dwellings units as of right mid-block (more on corners), and site coverage of 45 per cent. • Lethbridge is exploring allowing base residential districts to allow for single, semi, row, townhouses, and secondary suites, and to allow more than one secondary suite per parcel. • Saskatoon allows increased density in Corridor Growth Areas, permitted four units as-of-right in all areas of the city, and permitted multi-unit development in the Transit Development Area. • Ottawa is increasing maximum height around hubs and along corridors. • Toronto is exploring how to expand housing up to six units in all low-rise neighbourhoods and low-rise apartments along transportation corridors. • Fredericton plans to allow two units as of right across the city, four to six units as of right in urban cores and the city centre, and higher densities along major transit corridors and service centres.	Project Implementation Plans may be required for infill projects to ensure developers will communicate with neighbours and address concerns (Edmonton). Provides regulatory incentives to affordable and/or mixed-income housing developments (e.g. greater heights, floor-area-ratios); usually requires an agreement with the city to secure rents and tenure (Victoria, Calgary): Requires multi-unit developments to have a portion of units with three or more bedrooms (Victoria, Vancouver). Regulates alteration, conversion, demolition, and rent increases between vacancies of single-room occupancies (Vancouver). Uses an empty homes tax to address underutilized homes (Vancouver). Social service providers and housing operators funded by the city must report any incidences that may disrupt the facility/organization's operations (Ottawa). Allows retail and services to be integrated within residential areas and allows home-based businesses to have employees, operate from garages or laneway buildings, and see clients on-site (Toronto). City can identify properties and give itself first right of refusal to purchase the building if it is sold within the next 10 years. Properties must be used for community projects (e.g. libraries, sports centres, parks, social/affordable housing, or to protect the city's history (Montreal).

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	Uses or will use inclusionary zoning: • Ottawa requires a portion of developments with 80+ units or 6,000 square metres near major transit hubs to include rental units affordable to moderate-income households for 25 years. • Starting in 2027, Toronto will require five per cent of units in developments with 100+ units or 6,000 square metres near major transit hubs to include rental units affordable to moderate-income households for 25 years. • Montreal requires residential development of more than 450 square metres (about five units) to enter into an agreement to create affordable or family housing, make a financial contribution to affordable/family housing, or transfer land or buildings to be used for affordable/family housing. Requires all rental housing providers (short-term, long-term, etc.) to be licensed/registered (Victoria, Vancouver, Halifax). Sets and enforce standards of rental properties (Victoria, Vancouver, Ottawa, Toronto, Montreal, Halifax). Have or plan to develop bylaws/policies to protect tenants during redevelopment projects (Victoria, Vancouver, Kelowna, Toronto). Requires short-term accommodations to be licensed. Includes lodging/boarding houses in Calgary and Saskatoon (Victoria, Vancouver, Kelowna, Edmonton, Calgary, Lethbridge, Medicine Hat, Saskatoon, Winnipeg, Ottawa, Toronto, Montreal, Fredericton, Halifax, Charlottetown, St. John's). Limits short-term accommodation to principal residence only; sometimes with exceptions (Victoria, Vancouver, Kelowna, Saskatoon, Ottawa, Toronto, Montreal, Fredericton, Halifax, Charlottetown).	Exploring amendments to support development of neighbourhood-oriented supportive housing forms such as Residential Care Homes (Saskatoon). Exploring technology such as AI to improve the permitting process (Kelowna, Ottawa).
Capital	Support for newly built affordable housing projects: • General capital grants (Victoria, Vancouver, Edmonton, Calgary, Lethbridge, Saskatoon, Winnipeg, Brandon, Ottawa, Toronto, Fredericton, Moncton, Halifax). • Full, time-limited tax exemptions (Saskatoon, Charlottetown). • Incremental tax exemptions (Victoria, Ottawa, Winnipeg). • Sells/leases land (Vancouver, Kelowna, Edmonton, Calgary, Lethbridge, Saskatoon, Ottawa, Fredericton, Moncton, Halifax, St. John's).	Grants/loans to prevent evictions/loss of utilities (Vancouver, Toronto). Grants or real estate transfer tax waivers/reimbursements for first-time homebuyers (Montreal, Toronto; Brandon and Saskatoon also had downpayment assistance but have discontinued the programs). Rent Adjustment Following Property Tax Reduction – Tenants can apply for a rent reduction when their landlord's property taxes are

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	• Capital grants/fee waivers covering development charges/permitting/application fees for newly built affordable housing projects (Victoria, Kelowna, Ottawa, Toronto, Fredericton, Moncton, Charlottetown, St. John’s).
	• Capital grants covering the cost of off-site utility upgrades for affordable housing projects (Vancouver, Edmonton, Winnipeg).
	• Capital grants/loans covering pre-development costs for affordable housing projects (Edmonton, Calgary, Ottawa, Toronto, Moncton).
	• Dedicated capital grants and/or land contributions streams for Indigenous housing projects (Edmonton, Calgary, Toronto).
	• Deferral of land cost on city-owned properties sold for affordable ownership development (Edmonton).
	
	Support for repairing affordable housing or converting existing housing to affordable.
	• Capital grants (Vancouver, Lethbridge, Montreal, Halifax):
	    ○ Vancouver only supports single-room occupancies.
	    ○ Halifax also support acquisition.
	• Capital grants to support landlords participating in the Housing First Program with damages caused by tenants (Ottawa).
	• Capital grants, tax exemptions, fee waivers, and forgivable loans; includes pre-development costs and acquisition (Toronto).
	
	Ongoing funding support for affordable housing:
	• Tax exemptions/tax-equivalent grants for affordable rental housing for term of affordability (Edmonton, Calgary, Toronto, Halifax).
	• Rent supplements for social housing tenants (Ottawa; Ontario municipalities are responsible for social services such as this).
	
	Support for infill development:
	• Incremental tax exemptions for purpose-built rental, non-profit rental, and co-operative housing (Kelowna).
	• Grants and fee/regulatory waivers for housing development in the downtown, including office conversions (Edmonton, Brandon, Calgary, Saskatoon, Ottawa).
	• Incremental tax exemptions or capital grants for missing middle housing and accessory dwelling units (Calgary, Medicine Hat, Fredericton, St. John’s).
	• Capital grants tied to utility upgrade expenses for Accessory Dwelling Units (Halifax).
		reduced by a certain amount (Toronto; only works due to rent control).
		
		Funding to support tenant access to legal services (Toronto).
		
		Capital grants to incentivize use of modular housing and other housing construction methods (Fredericton).
		
		Additional capital grants for accessory dwelling units and tiny homes that incorporate universal design and/or install a heat pump of mini-split (St. John’s).
		
		Support for land trust development (Calgary).
		
		Grants for development of student housing in the Downtown (Edmonton, Calgary).
		
		Defer development charges until buildings receive occupancy (Ottawa, Toronto).

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	Grants to build non-profit/community capacity to raise awareness of housing issues or scale up operations (Vancouver, Calgary, Montreal, Fredericton). Funding is prioritized to projects that serve priority populations (Edmonton, Calgary, Saskatoon). Create an inventory of City-owned land for use in future housing projects (Edmonton, Calgary, Lethbridge). Buy and hold property to give to housing projects in the future (Calgary, Lethbridge, Fredericton).	
Information/ Education	City regularly reports on housing strategy progress including through reports and/or dashboards (Victoria, Vancouver, Kelowna, Edmonton, Calgary, Lethbridge, Saskatoon, Winnipeg, Brandon, Ottawa, Toronto, Fredericton, Halifax, St. John's). Has a dedicated webpage that comprehensively presents supports for affordable housing development (Edmonton, Calgary, Saskatoon, Brandon, Halifax). Uses or plans to use publicly available GIS map with zoning, infrastructure, and other information for properties in the city (Victoria, Edmonton, Lethbridge). Webpage includes links to external resources such as Provincial and Federal programs, housing advocacy associations, associations dealing with tenant and landlord rights, and other resources (Victoria, Ottawa, Toronto). Webpage includes a dedicated section for renters, usually with information on tenant rights and responsibilities, what to do about maintenance issues, supports in case of eviction, and financial assistance programs (Victoria, Victoria, Edmonton, Ottawa, Toronto, Montreal). Webpage includes resources to help people identify affordable, supportive, and transitional housing, and/or emergency shelters and extreme weather spaces (Victoria, Vancouver, Kelowna, Edmonton, Calgary, Saskatoon, Ottawa, Toronto, St. John's). Webpage has FAQs and guides to support: • Small-scale multi-unit development (Victoria).	Has a publicly available development tracker indicating progress on current and completed development applications (Victoria). Has a tool for residents to sign up for notifications regarding nearby development projects and upcoming regulatory changes, and to report concerns with nearby developments (Edmonton). Webpage has a map or list of rental properties have outstanding maintenance issues (Vancouver, Ottawa). Webpage has videos and resources promoting the City's vision of growth and why it is necessary, particularly the necessity of infill and affordable housing (Edmonton). Has a webpage showcasing the non-market housing and social service organizations the City works with to facilitate connection between these organizations and the private sector (Edmonton). Has an affordable housing newsletter that people can sign up for to receive news about affordable housing (St. John's). Communicates or plans to publicly communicate information on upcoming infrastructure upgrades (Lethbridge). Regularly share information on the needs of priority populations within internal City departments, other levels of government, and community organizations to build awareness, advocate for policy change, and inform future investments (Lethbridge). Promote modular and prefabricated housing as a rapid deployment option (Saskatoon).

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	• Integration of infill housing developments in existing neighbourhoods (Victoria). • Good conduct for developers when working in infill neighbourhoods (Edmonton). • Development of family-friendly buildings and spaces (Victoria, Vancouver). • Accessory dwelling units (Edmonton). • Point-access blocks (Edmonton). • Integrating accessible and sustainable design into affordable housing projects (Edmonton, St. John's). • Emergency shelter operational best practices (Edmonton). • International students and seniors searching for housing and supports (Edmonton). • Residents to know their rights and responsibilities under municipal bylaws (Saskatoon). • Development of cooperative housing (Saskatoon, Fredericton). • Eviction prevention (Toronto). • People who are buying and selling a home; including information on different neighbourhoods (Montreal). • Property owners making enhancements to their property (Montreal).	
Collaboration/ Coordination	Coordinate with community organizations serving people who are homeless or at risk of homelessness; often the Community Entity that administers funding under the federal Reaching Home program (Victoria, Vancouver, Kelowna, Edmonton, Calgary, Lethbridge, Saskatoon, Ottawa, Toronto). Coordinate with other orders of government, service providers (e.g. for homelessness, health, mental health, addictions, justice, policing, social services, newcomer and settlement), industry, and Indigenous organizations and governments to improve housing data, align housing policies procedures, integrate service delivery, set targets, and share knowledge; often with a focus on deeply affordable, supportive, and transitional housing (Vancouver, Kelowna, Edmonton, Calgary, Lethbridge, Saskatoon, Ottawa, Toronto, Fredericton). Collaborate with other levels of government, school boards and/or faith communities to identify sites owned by these groups that may be used for housing (Calgary, Lethbridge, Ottawa, Toronto).	Create more opportunities for engagement with housing and planning priorities, specifically initiatives to enhance engagement of under-represented groups (Vancouver). Partner with neighbourhood organizations, social agencies, and tenants to identify strategies for improving social inclusion in neighbourhoods (Edmonton). Host a landlord-tenant forum to understand challenges face and develop a program to address inadequate housing conditions (Calgary). Facilitate partnerships between developers and non-profit housing providers to create affordable homes (Calgary). Convene partners from the housing sector to develop priorities for an advocacy plan to support people in need of housing, reduce stigma around affordable housing and people experiencing homelessness, and identify opportunities for collaboration to support people with the greatest housing need (Calgary).

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		Collaborate with internal departments and external partners to implement policies and programs that reduce systemic barriers to housing for priority populations (Calgary). Work with housing providers to evaluate the feasibility of modular, manufactured, and prefabricated housing (Lethbridge). Collaborate with post-secondary institutions to understand and address student housing needs (Lethbridge, Saskatoon). Collaborate with local housing authorities to understand participation of rental subsidy programs and align social housing with priority population needs (Lethbridge). Collaborate with community partners to pilot a tiny home project (Saskatoon). Collaborate with housing providers to deliver renter education and encourage private landlords to recognize the certificate in lieu of references (Saskatoon). Work with organizations advocating against violence against women when implementing housing strategies (Toronto). Work with public and private sector building owners to drive energy efficiency towards net-zero greenhouse gas emissions and improve resilience in buildings (Toronto). Work with housing providers, builders, designers, etc. to identify opportunities for regulatory changes to reduce cost and complexity and enable new types of housing construction (Fredericton).
Advocacy	Advocate to other orders of government for greater capital investment in new and existing affordable housing, operating funding for supportive and transitional housing, and/or rent subsidies (Vancouver, Edmonton, Lethbridge, Toronto, Fredericton). Advocate to the Federal and Provincial governments to greater financial and regulatory support for affordable housing repair including retrofitting for climate resilience (Vancouver, Edmonton, Calgary, Saskatoon, Toronto).	Advocate to other orders of government to make Indigenous housing and wellbeing a priority, develop and Indigenous housing strategy, and increase investments for Indigenous-led housing (Vancouver, Toronto). Advocate for increased income assistance rates (Vancouver, Toronto). Advocate for a universally available rent supplement program (Vancouver).

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	Advocate to the Provincial and Federal governments to address regulatory barriers to affordable housing development (Edmonton, Calgary, Saskatoon, Fredericton). Advocate to the provincial government to strengthen protections for renters (Vancouver, Calgary, Fredericton).	Advocate to other orders of government for enhanced care and support for residents with complex health and mental health needs (Kelowna). Advocate for integrated healthcare and housing options (Kelowna). Advocate for provincial funding to address infrastructure deficits (Kelowna). Advocate to the Provincial government to create a single portal waitlist for all affordable housing units (Edmonton). Advocate to the Provincial government to fund non-housing construction costs for ancillary spaces that help make a house a home (Edmonton, Calgary). Advocate to the Province to exempt housing owned by non-profits from property taxes (Edmonton). Advocate to the Provincial government to dedicate a portion of the municipal reserve to support establishing land banks (Calgary). Advocate to the Provincial government to increase the number of public health inspects available to inspect properties (Calgary). Advocate to the Province to provide financial support for temporary accommodation for tenants while their rental units are being repaired (Calgary). Advocate to the Provincial government to enhance Minimum Health and Housing Standards to ensure residents are protected from substandard housing (Calgary). Advocate to the Provincial government to investigate non-contractual or legal complaints of discrimination, mistreatment, or substandard housing through the creation of a housing ombudsperson (Calgary). Advocate to the Federal government for the creation of an affordable and supportive housing acquisition fund (Saskatoon, Toronto). Advocate to the Provincial and Federal governments for a coordinated regional response to respond to the flow of refugees and asylum claimants requiring temporary shelter (Toronto).

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		Advocate to the Provincial and Federal governments to introduce reforms to child welfare, corrections, and health services to reduce the number of households being discharged into homelessness (Toronto). Advocate to the Provincial and Federal governments to provide financial support to low-income households for life-safety and accessibility improvements, repairs, and energy retrofits (Toronto). Advocate to the Provincial and Federal governments to establish a housing policy and program coordination group to ensure effective delivery of government investments and interventions (Toronto).
Other Analysis/ Planning	Explore new tools for funding housing enabling infrastructure, services, amenities, and/or affordable housing development (Vancouver, Edmonton, Calgary, Lethbridge, Saskatoon). Develop strategies and resources to address the housing needs of Indigenous people and support Indigenous-led housing projects (Vancouver, Calgary, Saskatoon). Improve data collection and develop solutions to increase public awareness of affordable housing and/or the needs of priority populations, especially among system partners. (Edmonton, Lethbridge, Saskatoon). Explore new ways to incentivize construction of new housing, and repair, major renovation, and energy and sustainability upgrades to existing housing (Vancouver, Saskatoon, Toronto). Develop a land acquisition and disposition framework to increase affordable housing supply (Edmonton, Saskatoon, Toronto).	Review regulations to reduce complexity and accelerate approvals (Vancouver). Review development fees to align with processing costs (Vancouver). Undertake advanced planning for annual extreme weather and disasters (Kelowna). Study infrastructure capacity constraints for housing and invest in solutions (Kelowna). Review feasibility of reducing infrastructure servicing costs (Edmonton). Explore shared equity as a means to support affordable ownership (Kelowna). Establish affordable housing supply targets (Edmonton, Lethbridge). Identify strategies to meet the needs of people living in substandard housing (Edmonton). Define “naturally occurring affordable housing” and monitor it (Edmonton). Explore how to increase the supply of accessible, visitable, and/or adaptable housing (Edmonton, Calgary).

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		Review policies to enable developments that focus on larger families, Indigenous people and newcomers, and deeply subsidized units (Edmonton). Explore solutions to encourage construction of climate resilient housing (Edmonton, Saskatoon). Review minimum environmental performance criteria in housing incentive programs (Edmonton). Investigate targeted supports for transitional housing (Edmonton). Review which areas of the city are receiving market investment in housing and explore opportunities to supply appropriate infrastructure, services, and amenities in these areas (Calgary). Research how to support and/or monitor housing outcomes along the continuum (Calgary, Saskatoon). Develop a plan to strengthen the capacity of housing sector partners (Calgary, Ottawa). Investigate rent control (Calgary). Explore how to support alternative housing models (e.g. cooperatives) [Calgary, Lethbridge]). Conduct land economics testing and assess the suitability of regulatory and financial tools to incentivize mixed-market development (Lethbridge). Explore how to support community land trusts (Saskatoon). Develop plans to prioritize residential development in the city centre (Saskatoon). Explore options to manage vacant and underutilized properties (Saskatoon). Explore options to off-set off-site levies for affordable housing projects (Saskatoon). Research best practices to support culturally specific supportive housing (Saskatoon).

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		Develop a new housing strategy when the current one expires (Saskatoon, Toronto). Develop strategies and programs that meet the needs of specific vulnerable groups (Toronto). Adopt a gender-based and equity lens when implementing housing strategies (Toronto). Explore how to support marginalized groups to develop their own responses to their housing challenges (Toronto).