



Executive Committee

**Wednesday, October 7, 2026
9:00 AM**

Henry Baker Hall, Main Floor, City Hall

**Pursuant to subsection 11.1 of The Procedure Bylaw, No. 9004,
no delegation registrations will be accepted for tabled item
*EX26-92 Fire Master Plan Update.***



OFFICE OF THE CITY CLERK

**Public Agenda
Executive Committee
Wednesday, October 7, 2026**

Approval of Public Agenda**Adoption of Minutes**

Minutes of the meeting held September 16, 2026

Tabled Reports

EX26-92 Fire Master Plan Update

Recommendation

The Executive Committee recommends that City Council receive and file this report at its September 23, 2026, meeting.

Administration Reports

EX26-96 Provincial Disaster Assistance Program Request for Designation

Recommendation

The Executive Committee recommends that City Council:

1. Approve the following resolution:

“That the City of Regina apply to the Saskatchewan Public Safety Agency to have the city designated as an eligible assistance area under the Provincial Disaster Assistance Program, as a result of a significant rainfall event on September 6 and 7, 2026 that resulted in damaged properties across the city.”

2. Approve this recommendation at its meeting on October 14, 2026.

EX26-97 2026 Buffalo Pound Water Treatment Corporation - Semi-Annual Report

Recommendation

The Executive Committee recommends that City Council receive and file this report at its October 14, 2026 meeting.



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EX26-98 2027 Budget Submission - Economic Development Regina

Recommendation

That the Executive Committee refer the 2027 Budget request as submitted by Economic Development Regina (EDR) to the December 7, 2026, City Council meeting.

EX26-99 2027 Budget Submission - Provincial Capital Commission

Recommendation

That the Executive Committee refer the 2027 Budget request as submitted by the Provincial Capital Commission (PCC) to the December 7, 2026, City Council meeting.

EX26-100 Application for Title – 2026 Liens

Recommendation

The Executive Committee recommends that City Council:

1. Authorize the Manager of Property Revenue Services to serve a six-month notice on all parcels of land included in the list of lands marked as Appendix A;
2. Authorize the Manager of Property Revenue Services to proceed with the next steps in tax enforcement upon expiry of the six-month notice period;
3. Cancel the taxes and penalties pursuant to clause 244(2)(c) of *The Cities Act*, as the taxes owing are uncollectable for the properties listed in Appendix B; and
4. Approve these recommendations at its meeting on October 14, 2026.

EX26-101 Community Non-Profit Tax Exemptions - 2027

Recommendation

The Executive Committee recommends that City Council:

1. Approve the one-year property tax exemptions listed in Appendix A, Table 1, subject to approval by the Government of Saskatchewan or separate school division (where applicable) for any required exemption or partial exemption of the education portion of the property tax levy.



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2. Authorize the Acting Chief Financial Officer & Deputy City Manager (or their delegate) to:
 - a) apply to the Government of Saskatchewan, on behalf of property owners, for exemptions of the education portion of the property taxes when the annual exempted amount is \$25,000 or greater. If the Government of Saskatchewan does not approve the requested exemption amount, the City of Regina may reduce the education tax exemption to an amount below \$25,000.
 - b) apply to the separate school division (where applicable and required) on behalf of the property owner, for exemptions from the education portion of property taxes. If the separate school division does not approve the requested exemption amount, the City of Regina will adjust the education tax exemption in accordance with the school division's decision.
3. Pursuant to clause 244(2)(a) of *The Cities Act*, abate the 2026 property taxes at 95.07 per cent for the following properties listed in Appendix A, Table 3:
 - a) the property leased by Nēwo Yōtina Friendship Centre for the full year;
 - b) the property leased by the Ranch Ehrlo Society for nine months.
4. Direct the City Solicitor to prepare the necessary bylaws to authorize both the property tax abatements in Recommendation #3 and the 2027 property tax exemptions for the properties listed in Appendix A, Table 1.
5. Approve these recommendations at its meeting on October 14, 2026.

EX26-102 Lead Service Connection Management Program – 2025 Update

Recommendation

The Executive Committee recommends that City Council:

- 1) Approve recommendations set out in Option 1 of this report, ensuring the accelerated 2036 replacement timeline remains achievable by accelerating necessary hydro-vacuum investigations for inventory



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confirmation and construction coordination;

- 2) Approve recommendations set out in Option 2 of this report, to improve affordability by introducing a maximum homeowner contribution of \$5,000 for private-side lead service connection replacements;
- 3) Direct Administration to bring forward Utility Rate impacts for recommended options through the 2027 budget process;
- 4) Direct the City Solicitor to prepare the necessary amendments to Bylaw No. 8942 to support implementation of a maximum homeowner contribution of \$5,000 for private-side lead service connection replacements;
- 5) Remove items CR25-115 (2d) and (2f) from its List of Outstanding Items; and
- 6) Approve this recommendation at its October 14, 2026 meeting.

Adjournment

AT REGINA, SASKATCHEWAN, WEDNESDAY, SEPTEMBER 16, 2026

AT A MEETING OF EXECUTIVE COMMITTEE
HELD IN PUBLIC SESSION

AT 9:00 AM

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

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

Regrets: Mayor Chad Bachynski

Also in Attendance: Acting City Clerk, Amber Ackerman
Council Officer, Tracey Hendriks
Acting City Manager, Jim Nicol
Deputy City Manager, City Operations, Kurtis Doney
City Solicitor, Shannon Williams
Deputy City Manager, City Planning & Community Services, Deborah Bryden
Deputy City Manager, Comms, Service Regina & Tourism, Jennifer Johnson
Acting Chief Financial Officer & Deputy City Manager, Jeff May
Director, Land, Real Estate & Economic Development, Chad Jedlic
Director, Planning & Development Services, Autumn Dawson
Director, Sustainable Infrastructure, Luke Grazier
Manager, Government Relations, Ryan Gray
Manager, Bylaw Enforcement, Chad Freeland
Manager, Housing, Bill Neher
Senior City Planner, Michael Sliva

(The meeting commenced in the absence of Councillors Shobna Radons, Jason Mancinelli, Sarah Turnbull.)

APPROVAL OF PUBLIC AGENDA

Councillor George Tsiklis moved, **AND IT WAS RESOLVED**, that the agenda for this meeting be approved at the call of the Chair, with the following adjustments:

- **Add: The registered List of Delegations**
- **Move: Item EX26-87 RCMP *Heritage Centre Funding Request* and related delegation to be considered after items: *EX26-88 Supplemental Report - Regina Housing Strategy* and *EX26-89 Regina Housing Strategy* and the related delegations**

(Councillor Radons arrived to the meeting.)

ADOPTION OF MINUTES

Councillor Victoria Flores moved, **AND IT WAS RESOLVED**, that the minutes for the meeting held on September 2, 2026 be adopted, as circulated.

ADMINISTRATION REPORTS

EX26-88 Supplemental Report - Regina Housing Strategy

Recommendation

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

The following addressed the Committee:

- EX26-93 Tyler Hudy, Saskatchewan Realtors Association, Regina, SK

(Councillors Jason Mancinelli, Sarah Turnbull, arrived to the meeting.)

- EX26-94 Gord Brock, Regina, SK
- Stu Niebergall, Regina Home Builders Association, Regina, SK

RECESS

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

The Committee recessed at 10:21 a.m.

The Committee reconvened at 10:34 a.m.

CHALLENGE TO THE CHAIR

During debate, Councillor Clark Bezo asked the delegation what their thoughts were on the Yards Taylor Field development, in relation to what is happening with the quasi green field.

The Chair ruled this question out of order.

Pursuant to Section 19 of *The Procedure Bylaw, Bylaw No. 9004*, Councillor Clark Bezo challenged the Chair on the ruling and the Chair directed the City Clerk to conduct a recorded vote on the ruling. The City Clerk advised that a majority vote against would support the Chair's ruling.

The Clerk called for the vote on the Challenge to the Chair's ruling.

The Challenge to the Chair's Ruling was put and declared LOST.

RESULT:	LOST [4 to 6]
MOVER:	Councillor Bezo
IN FAVOUR:	Councillors: Bezo, Burton, Rashovich and Tsiklis
AGAINST:	Councillors: Flores, Froh, Mancinelli, Radons, Turnbull, Zachidniak

- Peter Gilmer, Regina Anti-Poverty Ministry, Regina, SK

Councillor Shanon Zachidniak moved, AND IT WAS RESOLVED, that communication EX26-95 Pat Faulconbridge, North Central Community Association, Regina, SK be received and filed.

Councillor Sarah Turnbull moved that the recommendations contained in the report be concurred in.

(Councillors Shanon Zachidniak, Dan Rashovich and George Tsiklis temporarily left the meeting.)

The motion was put and declared CARRIED.

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

(Councillors Dan Rashovich and George Tsiklis returned to the meeting.)

RECESS

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

The Committee recessed at 12:15 p.m.

The Committee reconvened at 1:06 p.m.

The Chair called a 5-minute recess

The Committee recessed at 1:07 p.m. for 5 minutes

The Committee reconvened at 1:08 p.m.

EX26-89 Regina Housing Strategy

Recommendation

City Council recommends the Executive Committee recommend that City Council:

1. Approve the amended 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 September 23, 2026.

Councillor Sarah Turnbull moved that the recommendation contained in the report be concurred in, with an amendment to item #1 to read as follows:

“Approve the amended Appendix A – Regina Housing Strategy, attached to report EX26-88 Supplemental Report – Regina Housing Strategy”.

Amendment - Councillor Turnbull

Councillor Sarah Turnbull moved, in amendment, that the Executive Committee recommend that City Council direct Administration to report back to Executive Committee by Q3 of 2027 with background information to potentially amend the Strategic Actions section, subsection "Actions to Support Safety Strategies" of the Regina Housing Strategy respecting strategies for homes with known environmental issues that affect people's health such as mould, gas leaks, etc.

The amending motion was put and declared CARRIED.

RESULT:	CARRIED [5 to 4]
MOVER:	Councillor Turnbull
IN FAVOUR:	Councillors: Flores, Froh, Mancinelli, Radons, Turnbull
AGAINST:	Councillors: Bezo, Burton, Rashovich, Tsiklis
AWAY:	Councillor: Zachidniak

Amendment - Councillor Radons

Councillor Shobna Radons moved, in amendment, that City Council direct

Administration to report back with implications (advantages and disadvantages) including jurisdictional responsibility, consultation, resources and funding requirements by Q3 of 2027 considering the following:

- 1. A process regarding a regulation on the implementation of a rental registry, licensing options, and the adoption of a standardized policy to address enforcement for non-compliant landlords regarding inspection and repairs to property and possible strategies and incentives for landlords to provide safe and affordable homes; and**
- 2. To include a complaint process for renters that includes anonymity for the tenant within the process.**

RECESS

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

The Committee recessed at 2:31 p.m.

The Committee reconvened at 2:49 p.m.

Councillor George Tsiklis moved that items *EX26-90 Amendments to Floodway Regulations* and *EX26-91 Annual Winter Maintenance* be referred to the September 23, 2026 City Council meeting; and item *EX26-92 Fire Master Plan Update* be tabled to the October 7, 2026 Executive Committee meeting.

Councillor Sarah Turnbull requested that a separate vote be taken to refer item *EX26-91 Annual Winter Maintenance Summary 2025/2026 to the October 7, 2026 Executive Committee meeting*.

Separate Vote to Refer item EX26-91 to the September 23, 2026 Executive Committee meeting

The vote to refer item EX26-91 was put and declared CARRIED.

RESULT:	CARRIED [7 to 2]
MOVER:	Councillor Tsiklis
IN FAVOUR:	Councillors: Bezo, Burton, Flores, Froh, Mancinelli, Tsiklis
AGAINST:	Councillors: Radons, Turnbull
AWAY:	Councillor Zachidniak

Vote to Refer item EX26-90 to the September 23 City Council Meeting and Table item EX26-92 to the October 7 Executive Committee Meeting

The Vote to refer item EX26-90 and table item EX26-92 was put and declared CARRIED.

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

RECESS

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

The Committee recessed at 3:38 p.m.

The Committee reconvened at 3:54 p.m.

(Councillor Shanon Zachidniak returning to the meeting.)

The amending motion was put and declared LOST due to a tie vote.

RESULT:	LOST [5 to 5]
MOVER:	Councillor Radons
IN FAVOUR:	Councillors: Flores, Froh, Radons, Turnbull, Zachidniak
AGAINST:	Councillors: Bezo, Burton, Mancinelli, Rashovich, Tsiklis

Main Motion, as Amended

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

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

E26-87 RCMP Heritage Centre Funding Request

Recommendation

The Executive Committee recommends that City Council:

1. Approve a withdrawal from the General Fund Reserve of \$250,000 for the purpose of providing a grant to the RCMP Heritage Centre for renewal of its facilities;
2. Delegate authority to the City Manager to negotiate and approve the

terms and conditions of a funding agreement between the City of Regina and the RCMP Heritage Centre as described in this report;

3. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor;
4. Approve this report at its meeting on September 23, 2026.

Sam Karikas representing RCMP Heritage Centre addressed the Executive Committee.

RECESS

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

The Committee recessed at 4:14 p.m.

The Committee reconvened at 4:30 p.m.

Councillor Mark Burton moved that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

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

A RESOLUTION FOR PRIVATE SESSION

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

Councillor George Tsiklis moved, AND IT WAS RESOLVED, that the Committee recess for 5 minutes.

The Committee recessed at 4:46 p.m.

Chairperson

Secretary



Fire Master Plan Update

Date	September 16, 2026
To	Executive Committee
From	City Operations
Service Area	Fire & Protective Services
Item No.	EX26-92

RECOMMENDATION

The Executive Committee recommends that City Council receive and file this report at its September 23, 2026, meeting.

ISSUE

This report provides City Council with the 2026 annual update on implementation of the Regina Fire & Protective Services Fire Master Plan (FMP). The report summarizes progress made across the Plan's eight strategic recommendation areas, outlines future priorities and includes an annual summary of Fire Service Agreements executed under delegated authority during the reporting period, as detailed in Appendix C.

IMPACTS

Financial Impact

The FMP provides a long-term framework for identifying future service delivery, infrastructure, staffing and equipment requirements. The phased implementation approach allows RFPS, Administration and City Council to anticipate future resource needs and make informed investment decisions over time. Any financial requirements arising from implementation of the FMP continue to be considered through the City of Regina's (City) annual budget process and are subject to Council approval.

Policy Impact

The Regina Fire & Protective Services (RFPS) FMP 2021 is a Council-approved strategic framework that guides the delivery of fire protection, emergency preparedness, public education and emergency response services across Regina. This annual update supports Council's ongoing oversight of the Plan's implementation and reports on progress made toward achieving its strategic recommendations.

The FMP aligns with *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP) by supporting safe, resilient and sustainable communities through proactive fire prevention, emergency preparedness, infrastructure planning and community risk reduction. The Plan also supports the OCP Growth Plan by ensuring future fire protection infrastructure, staffing and service delivery models are aligned with anticipated development patterns and population growth. The proposed review of the FMP will further ensure the Plan remains responsive to changing community needs, evolving growth trends and future service demands.

Strategic Priority Impact

The Fire Master Plan (FMP) supports the City's 2026-2029 Strategic Priorities by providing a framework for long-term investments in fire protection infrastructure, emergency preparedness, community safety, and organizational effectiveness. The Plan also aligns with the City's mission to deliver services that support a safe, vibrant, and sustainable community and advances the Stewardship & Operations objective of providing effective and efficient service delivery.

The FMP contributes to the City's Strategic Priorities through the following initiatives:

Infrastructure

- Planning for future fire stations and facilities.
- Identifying future emergency response resource requirements.
- Supporting long-term capital and service planning to meet community needs.

Livability

- Enhancing fire prevention programs.
- Strengthening emergency preparedness initiatives.
- Advancing community risk reduction strategies that improve public safety and resilience.

Vibrancy

- Delivering public education and awareness programs.
- Building community partnerships.
- Expanding outreach initiatives that strengthen community engagement and safety.

Prosperity

- Supporting sustainable community growth.
- Ensuring reliable and effective emergency response services.
- Maintaining public safety infrastructure that supports long-term economic development and community confidence.

Labour Impact

The staffing requirements associated with the opening of Fire Station #8 have been fulfilled through the hiring of 20 firefighters between 2024 and 2026. Consistent with the FMP's district-based prevention model, a Fire Inspector/Investigator FTE position was identified as a future resource requirement and is currently included within the Department's proposed 2027 budget enhancements for Council's consideration. No impacts to collective agreements or existing Human Resources policies have been identified.

Environmental Impact

Implementation of FMP is expected to have limited direct impacts on energy consumption and greenhouse gas (GHG) emissions. The most direct impacts relate to the construction and operation of new firehalls and associated equipment.

Climate change is increasing the frequency and intensity of extreme weather events. Growing the City's fire service operations alongside the community ensures the City is able to respond to extreme weather events and minimize the impacts they cause.

Indigenous Impact

RFPS demonstrated its commitment to kâ-nâsihcikêwin (the City's Indigenous Framework) in 2026 by deepening its understanding of the sacred role of fire in Indigenous cultures. Through attendance at sweat lodge ceremonies, learning about ceremonial fires and promoting Indigenous firefighter recruitment, RFPS strengthened miyo-wîcêhtowin (good relations) and embraced wihci-atoskêwin askîhk (living together on the land, in harmony), creating opportunities for mutual learning, respect and reconciliation.

Inclusion, Diversity, Equity & Accessibility (IDEA)

Implementation of the FMP supports the City's IDEA principle by advancing initiatives that promote inclusive recruitment, workforce development, employee education and community engagement. Through alignment with the City's Accessibility Plan and 2SLGBTQIAP+ Action Plan, RFPS continues to reduce barriers to participation by strengthening outreach to underrepresented communities, reviewing recruitment practices and expanding diversity, inclusion and cultural awareness training opportunities. These efforts support the development of IDEA competency across the organization, foster a more inclusive workplace culture and contribute to building a workforce that reflects and effectively serves Regina's diverse community.

There are no legal impacts respecting this report.

OTHER OPTIONS

There are no other options with respect to this report.

COMMUNICATIONS & ENGAGEMENT

Communications and Engagement continues to support RFPS in the delivery of public-facing initiatives associated with the FMP. Communication activities focused on implementation of the new Fire Bylaw, Fire Prevention Week, emergency preparedness initiatives, public education campaigns addressing seasonal fire safety topics and ongoing community awareness related to the construction of Fire Station #8. RFPS also continued targeted outreach and recruitment initiatives designed to increase awareness of career opportunities and support a more diverse and representative workforce.

Communications efforts will continue to support the completion of Fire Station #8, implementation of key technology modernization projects, public education campaigns and future engagement activities associated with the FMP review. Public and stakeholder engagement opportunities will be incorporated into future planning initiatives to ensure RFPS remains responsive to community needs and expectations.

DISCUSSION

The Fire Master Plan (FMP), approved by Council in 2021 (CR21-150), is a 25-year roadmap guiding Regina Fire and Protective Services (RFPS) to meet community growth, emerging risks and Council priorities. The Plan supports service enhancements in emergency response, fire prevention, public education, emergency management and organizational resilience, while balancing community safety and fiscal responsibility.

Since approval, RFPS has advanced initiatives across all eight strategic recommendation areas, including Fire Station #8 planning, expanded partnerships, enhanced emergency preparedness and community resilience programs, firefighter wellness initiatives, workforce development and technology modernization.

As growth projections and development patterns evolve, Administration is planning to engage the original FMP consultants to validate future infrastructure, service demand and station deployment assumptions. A grant application has been submitted to support this work, with any funding requirements to be considered through the 2027 budget process.

Appendix A- RFPS By the Numbers 2026, provides a snapshot of operations, service demand, staffing, fleet resources and strategic initiatives. Consistent with Council direction in CR25-111, Appendix C- List of Fire Service Agreements provides an annual summary of Fire Service Agreements.

Strategic Recommendation Updates

As the FMP enters its fifth year of implementation, it continues to guide departmental priorities and growth. Progress to date reflects advancement across all strategic recommendation areas while

remaining responsive to evolving community needs, risks and growth priorities.

The proposed review of the FMP will help validate future priorities and ensure the Plan remains aligned with Regina's long-term growth and development objectives.

The following sections provide a high-level overview of progress achieved for the eight strategic recommendations during the reporting period. Additional information regarding specific initiatives, accomplishments and implementation activities can be found in Appendix B – Strategic Recommendation Details.

1. Regionalization and Partnerships

The FMP recommends exploring regional partnerships to improve service delivery, enhance collaboration and ensure cost-effective service provision. RFPS continues to strengthen partnerships with surrounding municipalities, government agencies and community organizations through fire service agreements, joint initiatives and coordinated emergency response efforts.

In 2026, RFPS renewed its fire services agreement with the RM of Sherwood, executed a new agreement with the Provincial Capital Commission, and continued discussions with the Regina Airport Authority and Saskatchewan Public Safety Agency. Partnerships with the Saskatchewan Health Authority, Saskatoon Fire Department, Regina Police Service and other stakeholders continue to support emergency response, workforce development, public safety and community resilience. All agreements are structured to maintain Regina's service levels and, where applicable, incorporate full cost recovery principles.

2. Department Communications

The FMP emphasizes the importance of enhancing RFPS communication strategies to increase public awareness, education and engagement, ensuring that residents are informed about fire prevention, safety and departmental activities.

RFPS continues to enhance public awareness through social media, community outreach and education initiatives. In 2026, the Department supported implementation of the new Fire Bylaw through targeted campaigns, delivered fire safety education on key risks, relaunched the City's notifynow emergency notification system, and continued public engagement related to Fire Station #8 construction.

3. Emergency Preparedness

The FMP emphasizes strengthening emergency preparedness and community resilience through integrated planning and coordination. In 2026, the Emergency Preparedness and Business Continuity Branch enhanced Emergency Operations Centre Governance (EOC), training and response capabilities, including support for the 2025 Saskatchewan wildfire evacuations. Ongoing

collaboration with internal and external partners has strengthened emergency planning, Emergency Social Services coordination, cyber preparedness and hazard risk assessment activities.

4. Diversity and Inclusion

The FMP calls for the development and implementation of a proactive diversity and inclusion strategy to ensure RFPS reflects the community it serves and fosters an inclusive, respectful workplace culture.

RFPS remains committed to fostering a workplace culture that is inclusive, respectful and representative of the community it serves. The Department continues to advance and modernize its Diversity and Inclusion Plan while expanding training opportunities related to disability awareness, 2SLGBTQIAP+ inclusion, Indigenous cultural awareness and trauma-informed care. Career information sessions designed to encourage women to pursue firefighting careers continue to generate strong participation and interest. Ongoing engagement with Indigenous Elders and cultural ceremonies has strengthened relationships and cultural understanding, while planned collaboration with the Saskatchewan Indian Institute of Technology will support future Indigenous recruitment pathways into the fire service.

5. Safety

The FMP emphasizes enhancing firefighters and community safety through prevention, equipment modernization and health and wellness initiatives. In 2026, RFPS implemented the new Regina Fire Bylaw, continued inspections, investigations and public education programs, supported vulnerable populations through the City's Extreme Weather Strategy, and advanced firefighter health and safety initiatives, including cancer prevention measures, specialized equipment upgrades and environmental monitoring. The Department also began replacement of all Self-Contained Breathing Apparatus (SCBA), a significant investment that will improve firefighter safety, operational readiness and compliance with industry standards. Ongoing injury reduction efforts continue to improve employee safety outcomes

6. Training, Workforce Development and Succession Planning

The FMP recommends strengthening training, workforce development and succession planning to support operational excellence and leadership continuity. In 2026, RFPS continued to invest in training and certification programs through partnerships with the Saskatchewan Public Safety Agency and Suncrest College, completed recruitment for Fire Station #8, and enhanced Primary Care Paramedic training and Medical Response Unit staffing. The Department also acquired advanced live-fire training technology and continued expanding fire prevention and investigation capacity to meet growing community needs.

7. Technology and Innovation

The FMP encourages the adoption of emerging technologies and innovative practices to enhance

service delivery, operational efficiency and community safety. In 2026, RFPS advanced implementation of Next Generation 911, including deployment of a new computer-aided dispatch system with Regina Police Service scheduled to go live in late 2026. The Department also continued participating in provincial Records Management System discussions while evaluating alternative solutions. Continuous improvement efforts remain guided by International Fire Accreditation standards, performance measurement and community risk assessments, alongside workforce modernization initiatives within the Emergency Communications Centre, including planned dispatcher staffing pilot programs.

8. Future Service Level Enhancements

The Fire Master Plan outlines a flexible 25-year, six-phase strategy to expand RFPS capacity and infrastructure in line with Regina's growth, including new fire stations, facility relocations, additional personnel and apparatus, and phased implementation based on development patterns.

RFPS continues to monitor growth, service demands and community development to guide implementation. Construction of Fire Station #8 is progressing, with opening anticipated in early 2027. The project now includes a co-located community centre to improve efficiency and address community needs identified through public engagement. The Department is also reviewing the timing and location of Fire Station #9 to align with updated growth projections and regional development patterns. Future recommendations will continue to be informed by data analysis, accreditation principles and long-term service delivery planning.

Next Steps and Focus Areas (2027–2028):

As RFPS continues implementation of the FMP, key priorities over the next two years include completing and opening Fire Station #8, reviewing and refreshing the FMP to validate growth projections, service demand modelling and future infrastructure needs, and confirming the location and timing of Fire Station #9 to support land acquisition and long-term planning.

Additional priorities include preparing for the 2027 accreditation review, implementing a new Computer-Aided Dispatch (CAD) system with Regina Police Service, advancing replacement of the Department's Records Management System, and evaluating the Emergency Communications Centre staffing pilot to support workforce modernization.

Through these initiatives, RFPS will continue to strengthen operational readiness, emergency preparedness, community resilience and sustainable growth while leveraging technology and innovation to ensure services remain aligned with community needs, Council-approved growth strategies and industry best practices. The Department will also continue monitoring rising costs related to apparatus, equipment, technology, facilities and specialized emergency response resources to support long-term financial and service planning.

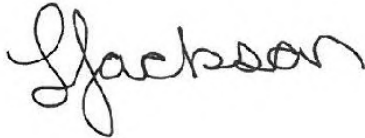
DECISION HISTORY & AUTHORITY

On October 11, 2023, City Council considered item *CR23-107 Fire Master Plan Update* and adopted a resolution directing Administration to continue to bring forward an annual report respecting this matter to City Council.

On September 10, 2025, City Council considered item *CR25-111 Fire Service Agreements* and adopted a resolution delegating authority to the City Manager to negotiate, renew and approve Fire Service Agreements. Administration committed to providing an annual summary of agreements entered under this delegated authority.

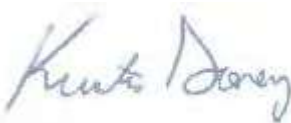
On February 25, 2026, City Council considered item *CR26-11 Official Community Plan Growth Plan Review* and adopted a resolution to approve an updated Growth Plan to guide Regina's growth to a project population of 370,000 over the next 25-years.

Respectfully Submitted,



Layne Jackson, Fire Chief
Fire & Protective Services

Respectfully Submitted,



Kurtis Doney, Deputy City Manager
City Operations

Prepared by: Dustin McCullough, Deputy Chief

ATTACHMENTS

Appendix A - RFPS By the Numbers 2026

Appendix B - Strategic Recommendation Details 2026

Appendix C - List of Fire Services Agreements 2026

RFPS

by the Numbers

Staffing

322



310
Uniformed Staff



12
Civilian staff

Facilities

9

Education & Training Center

Headquarters

7 Stations



Station #8 *First additional station built since 2001*

2024	2025	2026	2027
Land Purchase and Internal Consultation	Sod Turning	Construction	Completion and Grand Opening

Station #9

2027	2028	2029	2030	2031
Growth Plan Review and Location Confirmation	Land Purchase and Community Engagement	Architectural Design and Development	Construction	Completion and Grand Opening

Fleet

48



- 9 Pump/Rescues + 5 Spares
- 3 Quints + 1 Spare
- 3 Rescues (Technical, HazMat, Water)
- 1 Water Tanker
- 2 Boats
- 2 Wildland Units
- 1 Medical Response unit
- 1 Mobile Command Post
- 2 Command Units
- 1 Operational Support Unit
- 4 Specialty Trailers
- 13 Support Units



Third consecutive 5-year Int'l Accreditation Status

Evaluated on over 250 key performance indicators toward continuous improvement

We are 1 of 326 Accredited Agencies in the world and 1 of 8 in Canada.

Service Agreements

17



11

Existing

4

Pending

2

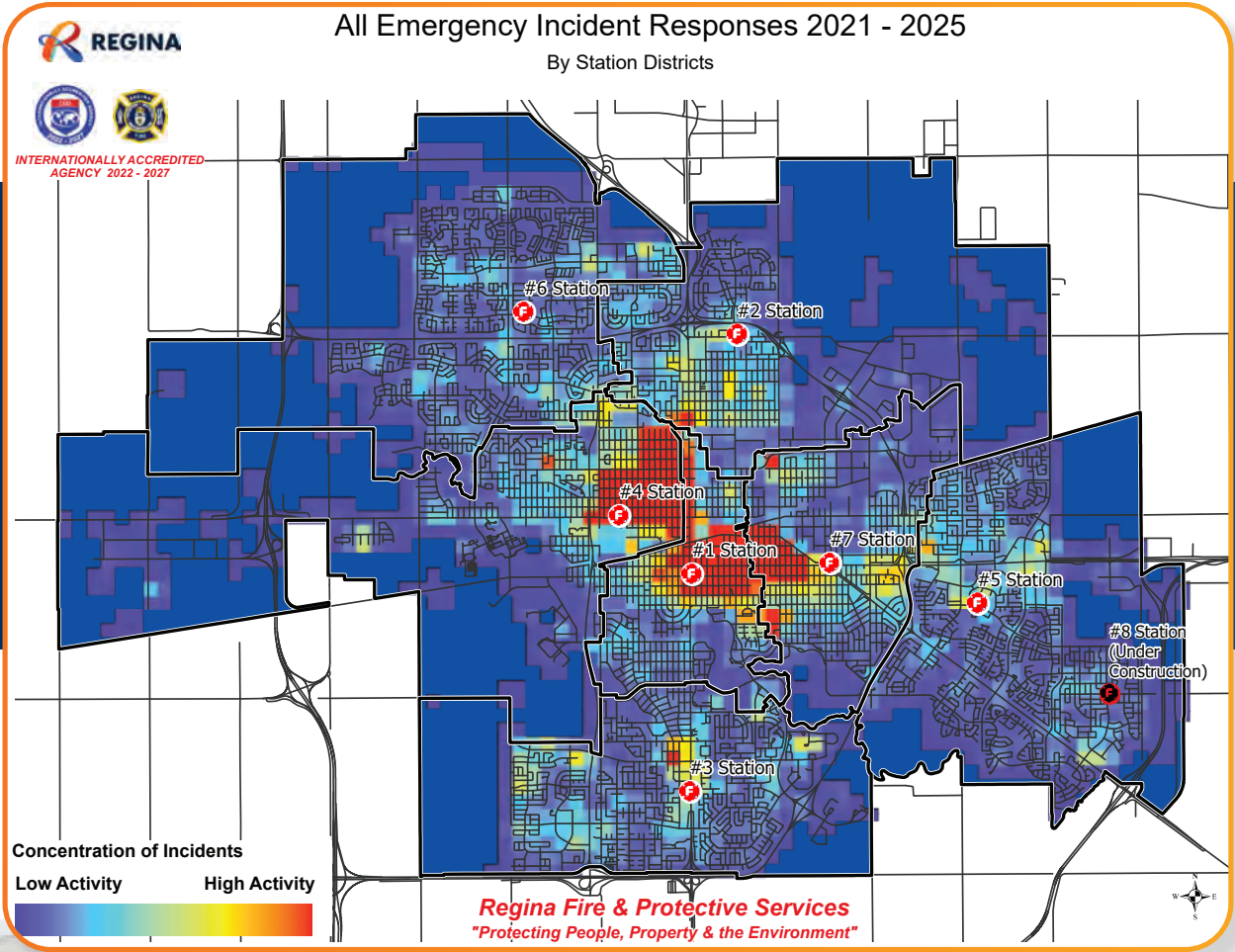
New

22
Average incidents per day in 2025

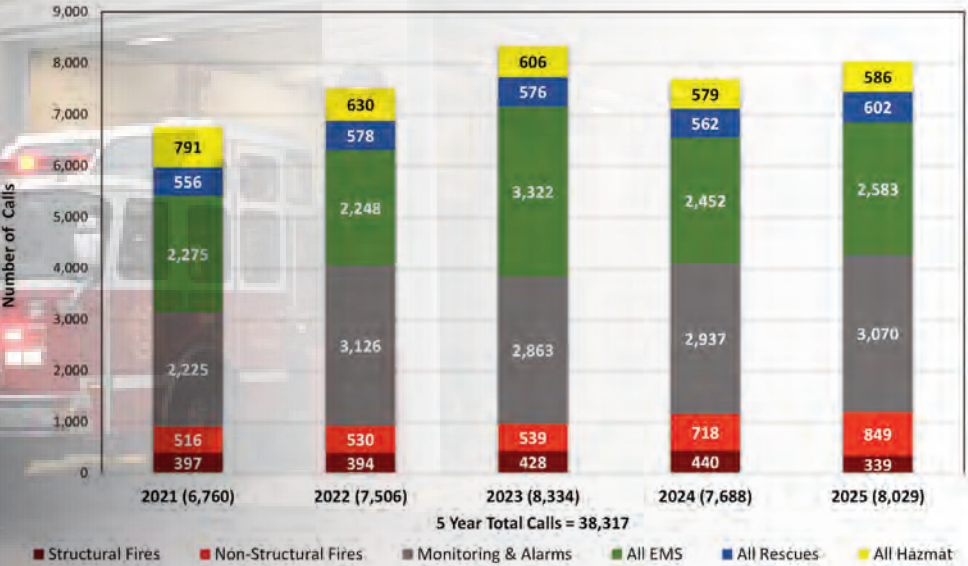
12
EOC Activations in 2025

over 80 days supporting wildfire evacuees





Incident Response 2021 - 2025



**2025 Calls
for Service**

13,465

Incident Response
(8,029 total in 2025)

See chart on the left

Proactive Services
(5,436 total in 2025)

- Public Education
- Training
- Inspections
- Investigations
- Service Requests
- Diversity & Inclusion



Appendix B Strategic Recommendations Details



Fire Master Plan Progress at a Glance

Since Council approved the Fire Master Plan in 2021, RFPS has continued to implement recommendations through a phased and financially responsible approach. Progress has been made across all eight strategic recommendation areas, including advancement of Fire Station #8, implementation of firefighter health and wellness initiatives, growth of regional partnerships, improvements to emergency preparedness capabilities, investments in technology and training and continued progress toward building a workforce that reflects the community it serves.

1. Regionalization and Partnerships

The FMP recommends that RFPS explore opportunities for regionalization and partnerships to improve service delivery, reduce costs, and enhance collaboration with surrounding municipalities, other government agencies and First Nations.

- RFPS continues to engage with the Saskatchewan Health Authority (SHA) regarding a proposed agreement intended to enhance the Department's role in the delivery of emergency medical care. The agreement would support greater alignment with industry's best practices and help ensure emergency medical response resources are used effectively and efficiently.
- After several months of unsuccessful negotiations with the RM of Sherwood, RFPS served notice of termination of the existing agreement effective January 14, 2026. With some late negotiation efforts, the parties negotiated a new 3-year agreement, effective March 20, 2026. This agreement may be extended for 3 more years upon mutual agreement.
- RFPS continued its collaboration throughout 2025 and 2026 with SHA for the Overdose Outreach Team (OOT). The OOT provides critical support to overdose victims by connecting them to the appropriate community resources. This partnership has resulted in over 900 individual connections into this program as of July 2026. In March 2026, the SHA moved the pilot to long term program status renewing its relationship with RFPS into the foreseeable future.
- Throughout 2025-2026, the Department continued negotiations with the Regina Airport Authority on the development of a fire services agreement and intend to have it finalized by the end of 2026.
- After successful negotiations, the City and the Provincial Capital Commission executed a new fire services agreement on January 19th, 2026. This agreement formalizes services and clearly defines roles and responsibilities.
- RFPS continues to work with the Saskatchewan Public Safety Agency (SPSA) to explore opportunities for formalizing the Department's participation in northern wildfire response efforts. Discussions remain ongoing regarding the potential provision of personnel and equipment in support of provincial emergency response needs.
- RFPS continues to work collaboratively with the Regina & Region Home Builders Association (RRHBA) to promote awareness of residential fire sprinklers and their role in enhancing community fire safety. This partnership includes participation in the

annual Spring Home Show, providing opportunities to engage stakeholders and residents on fire and life safety best practices.

- RFPS maintains a strong collaborative partnership with the Regina Police Service (RPS) in support of community safety and emergency response. This includes coordination on intentionally set fire investigations, support for vulnerable populations, emergency management initiatives and the implementation of shared public safety technologies, including Next Generation 911. Ongoing collaboration ensures a coordinated approach to addressing emerging community risks and public safety priorities.
- RFPS maintains an ongoing partnership with the Saskatoon Fire Department to advance common interests in training, workforce development, emergency response and technology. Through regular collaboration and information sharing, both organizations benefit from shared expertise, improved operational consistency and opportunities to leverage resources more effectively.

2. Department Communications

The FMP emphasizes the importance of enhancing RFPS communication strategies to increase public awareness, education, and engagement, ensuring that residents are informed about fire prevention, safety and departmental activities.

- RFPS continues to leverage social media platforms to support public engagement, emergency communications and fire prevention initiatives. Through regular operational updates, public education campaigns and community safety messaging, the Department maintains an active online presence that helps inform residents, promote fire and life safety practices and strengthens public awareness of RFPS programs and services.
- RFPS continues to work with Corporate Communications to enhance its engagement strategies, including evaluating opportunities to expand its social media presence to additional platforms such as Instagram and Facebook.
- RFPS supported the implementation of the new Fire Bylaw through targeted public education and awareness campaigns. In 2026, this included both social media and traditional media initiatives focused on the safe use of backyard fire pits and barbecues, with additional public education planned to increase awareness of updated fireworks regulations.
- As part of Fire Prevention Week 2025, RFPS delivered a coordinated public education and awareness campaign focused on lithium-ion battery safety. Activities included fire station open houses, community outreach events, social media engagement, and participation by civic leaders, providing residents with opportunities to learn about fire prevention, emergency preparedness and the services provided by RFPS.
- The Emergency Preparedness and Business Continuity Branch completed a relaunch of the City's notifiynow mass notification system, supported by a public awareness campaign to increase resident registration and strengthen emergency communication capabilities.

- Public engagement for Station #8 continues in 2026 with an updated “Be Heard” page available on Regina.ca for gathering feedback through the current construction phase of the project.

3. Emergency Preparedness

RFPS is encouraged to strengthen its role in emergency preparedness by integrating with city-wide systems and planning processes, supporting community resilience and readiness for a range of emergency scenarios.

- The Emergency Preparedness and Business Continuity (EPBC) Branch continues to provide strategic leadership in emergency management, business continuity, and organizational resilience to ensure the City is prepared to respond to, recover from and adapt to emergencies and disasters.
- In 2025, the Branch continued modernizing the Emergency Operations Centre (EOC) through governance, training and procedural improvements, while developing a structured training program to strengthen response capacity and readiness. The EOC was activated multiple times, including coordinating the City's response to the Saskatchewan wildfire evacuations, supporting hundreds of evacuees in collaboration with provincial agencies, community organizations, and municipal departments.
- The Branch also worked with the Technology department to enhance preparedness for cyber-related disruptions through business continuity planning aimed at maintaining critical services during technology outages or cyber incidents.
- Emergency Social Services planning and coordination continued in partnership with internal and external stakeholders to support residents affected by emergencies.
- Additional priorities included advancing a corporate Hazard, Risk and Vulnerability Assessment, developing emergency response plans for major events, and supporting emergency planning for critical infrastructure and external partners.
- Through ongoing planning, training, exercises and collaboration with municipal, provincial, Indigenous and community partners, the Branch continues to strengthen Regina's resilience, preparedness, and ability to manage increasingly complex emergency events while ensuring continuity of essential municipal services.
- In 2025, the Emergency Operations Centre was activated 12 times and remained engaged in response coordination activities for more than 90 days. Approximately 80 days were associated with the Saskatchewan wildfire evacuation response.
- As of July 30, 2026, the Emergency Operations Centre has been activated 10 times, with each activation lasting one day.

4. Diversity and Inclusion

The FMP calls for the development and implementation of a proactive diversity and inclusion strategy to ensure RFPS reflects the community it serves and fosters an inclusive, respectful workplace culture.

- The RFPS Diversity & Inclusion Committee continues to maintain and modernize the Department's Diversity & Inclusion Plan to ensure it remains aligned with organizational priorities, community demographics and industry's best practices. The Department is advancing initiatives that foster an inclusive workplace culture,

enhance recruitment and outreach efforts and support a workforce that reflects the community it serves.

- Building on earlier leadership training initiatives, RFPS expanded Disability Awareness Training and 2SLGBTQIAP+ inclusion training opportunities to all staff throughout 2025 and 2026. This ongoing learning supports the Department's commitment to fostering an inclusive workplace culture and improving awareness of the diverse communities we serve.
- In 2026, the Department Management Team participated in a “Trauma Informed Care” training session to assist staff as they interact with members of our community during moments of crisis, stress and vulnerability. Whether in emergency response, inspections, prevention or support roles, how we communicate and engage can have a lasting impact. All frontline staff will be attending upcoming sessions scheduled throughout November of 2026.
- RFPS continued to advance cultural competency initiatives in collaboration with the City of Regina Indigenous Advisory Committee. This work includes staff education on ceremonial fires and Indigenous cultural practices, supporting greater understanding, respectful engagement and culturally informed service delivery.
- Department staff continue to attend sweat ceremonies with local Elders at the city's cultural site. Ceremonies occurred in 2025 and 2026, providing staff further exposure to cultural ceremonies and Indigenous teachings while building relationships with Indigenous community leaders.
- RFPS continues to conduct and enhance career information sessions designed specifically for women from the public to engage with women working in the Department. These sessions include a practical component where multiple scenario stations are set up for the participants to experience hands-on firefighting job skills.
- Following enhancements to the program, the 2025 and 2026 sessions each attracted 28 participants, representing more than double the attendance achieved in 2024. Several women who have participated in these sessions over the past three years are now enrolled in, or preparing to enroll in, firefighter pre-employment training as they pursue careers in the fire service.
- The department is currently working with the Saskatchewan Indian Institute of Technology (SIIT) on a formal Memorandum of Understanding to support fire service career pathways for Indigenous populations.

5. Safety

The FMP highlights the need to continually enhance safety for both the community and firefighters through improved equipment, procedures and health and wellness initiatives.

- Proactive service delivery remained a key focus for RFPS in 2025. The Department completed 2,301 inspections, 787 investigations, 333 public education events and 301 Overdose Outreach Team referrals and wellness checks. These activities reflect RFPS's ongoing emphasis on prevention, compliance, public education and community-based risk-reduction strategies
- The Regina Fire Bylaw underwent a comprehensive review in 2025, including engagement with stakeholders, industry partners and the public. Council approved a

series of amendments that came into effect in May 2026, modernizing fire and life safety requirements, strengthening prevention measures and providing greater clarity around fire safety expectations. The updates support enhanced community safety, help reduce preventable fire risks and improve firefighter safety through clearer regulations and enforcement provisions.

- RFPS continues to support the City's Extreme Weather Strategy through coordinated response measures designed to protect vulnerable residents during periods of extreme heat and cold. These efforts have included the distribution of bottled water during heat events and support of the warming bus during extreme cold conditions to provide temporary refuge and assistance to those in need.
- RFPS continues to invest in facility and equipment upgrades through both planned lifecycle maintenance programs and initiatives identified through the Department's Occupational Health & Safety Committee. Recent improvements have focused on firefighter health and safety, including cancer reduction measures, specialized equipment for cleaning self-contained breathing apparatus (SCBA) and environmental monitoring initiatives such as radon testing within fire stations.
- RFPS has begun a comprehensive review and replacement process for the Department's SCBA, with implementation scheduled for early 2027. This significant capital investment will replace equipment nearing the end of its 15-year service life and support firefighter safety, operational readiness and compliance with current industry standards.
- Extensive work has been undertaken by the department to reduce workplace injuries and enhance employee safety. In 2025, the department noted the lowest number of Time Loss injuries in several years. This trend continues in 2026, with a significant reduction in overall workplace injuries to date.

6. Training/Workforce Development/Succession Planning

The Plan recommends formalizing training and workforce development strategies to support operational excellence, career progression and leadership continuity within RFPS.

- RFPS continues to maintain a robust training and certification program that supports operational readiness and professional development across all ranks. Through ongoing partnerships with the Saskatchewan Public Safety Agency (SPSA) and Suncrest College, personnel continue to receive nationally recognized certifications and evaluations aligned with industry standards.
- To support the opening of Fire Station #8 in early 2027, the Department identified the need for 20 additional firefighter positions. Four positions were filled in 2024, eight in 2025, and the remaining eight were staffed in 2026, completing the recruitment required to fully staff the new station.
- RFPS continues to support the expanded scope of practice for Primary Care Paramedics (PCPs) through an annual refresher program, ongoing training, competency maintenance and quality assurance processes. These efforts ensure personnel remain proficient in the delivery of medications and continue to provide a high level of emergency medical care to the community.
- Changes to staffing requirements for the Department's Medical Response Unit have significantly enhanced the unit's utilization and availability. By improving deployment

flexibility and reducing staffing constraints, the unit is now better positioned to respond to emergency medical incidents, support frontline operations and maximize the use of specialized medical resources within the community.

- As part of its commitment to workforce development and operational excellence, RFPS completed a review of modern live-fire training technologies in 2025 and subsequently acquired a Draeger System 64 propane training system in early 2026. The new training props enhance the Department's ability to deliver realistic, repeatable and environmentally sustainable training while improving safety for participants and instructors.
- As RFPS prepares for the opening of Fire Station #8 and continued community growth, the Department remains focused on expanding its fire prevention and investigation capacity. A proposed Fire Inspector/Investigator position will be considered by Council as part of the 2027 budget process. The position would support increasing demands for inspections, fire investigations, code compliance and plan reviews while maintaining the district-based prevention model identified in the Fire Master Plan.

7. Technology and Innovation

RFPS is encouraged to adopt and leverage emerging technologies and innovative practices to improve service delivery, operational efficiency and community safety.

- RFPS continues to participate in provincial discussions led by the Saskatchewan Public Safety Agency (SPSA) regarding the development of a shared Records Management System (RMS). In parallel, the Department is working with Saskatoon Fire to evaluate alternative RMS options to ensure RFPS remains positioned to implement a solution that supports operational effectiveness, data-driven decision-making and long-term organizational needs.
- Implementation of Next Generation 911 (NG911) dispatch technology has progressed significantly. Department upgrades involving the provincial 911 telephone network and the fire station alerting system have been completed. Implementation of the new OnCall computer-aided dispatch (CAD) system is ongoing, with much of the work being undertaken in partnership with the Regina Police Service (RPS). The new system is scheduled to go live in December 2026.
- RFPS continues to maintain its International Fire Accreditation status through ongoing compliance with Commission on Fire Accreditation International (CFAI) requirements and a commitment to continuous improvement. Work remains underway to address the recommendations identified during the 2022 accreditation assessment, with progress continuing across multiple areas of the organization in advance of the next accreditation review in 2027.
- RFPS continues to utilize accreditation principles, performance metrics and community risk assessments to guide operational planning, evaluate service levels and identify opportunities for innovation and continuous improvement.
- Throughout 2025, RFPS evaluated alternative staffing models for the Emergency Communications Centre to improve workforce flexibility and operational effectiveness. This work has led to plans for the implementation of a pilot program in

late 2026 that will utilize term dispatchers to support dispatch operations and increase the availability of firefighters for frontline emergency response duties.

8. Future Service Level Enhancements (stations)

The Fire Master Plan identifies a flexible and adaptable six-phase, 25-year strategy to expand RFPS's capacity and infrastructure in alignment with Regina's current and anticipated growth. This long-term approach includes the development of new fire stations, the relocation of existing facilities, and the addition of personnel and apparatus to ensure effective response times and comprehensive service coverage across the city, with phase implementation adjustable to match the pace of community development.

- RFPS continues to monitor growth, development trends and service demands to support long-term implementation of the Fire Master Plan. Through ongoing analysis, accreditation-based planning and participation in corporate growth initiatives, the Department works to ensure future infrastructure, staffing and service delivery decisions remain aligned with Regina's evolving needs.
- The Department remains actively engaged in the City's evolving Growth Plan to ensure Fire Master Plan priorities are aligned with future development patterns and population growth. RFPS also monitors regional growth and development trends to help identify emerging service demands and opportunities for regional collaboration. This work informs long-term infrastructure planning, station placement considerations and resource requirements needed to support Regina's growing community and surrounding region.
- The fire master plan was designed to be adaptable to support current and anticipated community growth. With the adoption of a new community growth plan the department is undertaking a review of future station locations to ensure its growth plan is efficient, cost effective and aligns with municipal and regional growth.
- **Phase 1 of the Plan** - Station #8 has been approved by Council and is being constructed to reduce risk in southeast Regina, which has experienced a large population and geographical growth over the last 25 years. The new fire station has progressed with the design work completed. Construction began in the fall of 2025 with the target opening in March 2027. RFPS, along with City Planning and Community Services, aligned concurrent projects to incorporate a new community center adjoined to fire station #8. This co-located space provides budgetary efficiencies between projects while meeting city and resident's needs identified through prior community engagement activities.
- **Phase 2 of the Plan** - Planning for the next phase of the Fire Master Plan continues as RFPS evaluates future fire station requirements in response to changing growth patterns within Regina and the surrounding region. Updates to the City's growth plan have identified the need to reassess the proposed location of Fire Station #9 to ensure future infrastructure investments align with anticipated development and service demands. To support this work, the Department intends to engage the original Fire Master Plan consultants to review and refresh the Plan, ensuring it remains aligned with current growth projections, community needs and operational requirements. Any future recommendations related to Fire Station #9 will continue to be brought forward through the City's budget and Council approval processes.



APPENDIX C– List of Fire Service Agreements

REGINA FIRE & PROTECTIVE SERVICES LIST OF FIRE SERVICES AGREEMENTS – 2026

AGENCY	TYPE OF AGREEMENT*	STATUS
EXISTING AGREEMENTS		
Balgonie	Mutual Aid Agreement	No expiration – 30 days written notice to terminate.
Craven	Mutual Aid Agreement	No expiration – 30 days written notice to terminate.
Grand Coulee	Mutual Aid Agreement	No expiration – 30 days written notice to terminate.
Major Urban Disaster (detailed below)	Mutual Aid Agreement	No expiration – 30 days written notice to terminate.
Pilot Butte	Mutual Aid Agreement	No expiration – 30 days written notice to terminate.
White City	Mutual Aid Agreement	No expiration – 30 days written notice to terminate.
Cowessess First Nation	Fire Services Agreement	No expiration – 1-year written notice to terminate.
Global Transportation Hub Authority (GHTA)	Fire Services Agreement	Expires December 31, 2029.
Lumsden, Town of	Fire Services Agreement	No expiration – 30 days written notice to terminate.
R.M. of Lumsden, No. 189	Fire Services Agreement	No expiration – 1-year written notice to terminate.
Yara Belle Plaine Inc. (formerly Saskferco)	Fire Services Agreement	No expiration – 1-year written notice to terminate.
NEW AGREEMENTS UNDER DELEGATED AUTHORITY		
Provincial Capital Commission	Fire Services Agreement	Executed on January 19, 2026. Expires December 31, 2030.
R.M. of Sherwood, No. 159	Fire Services Agreement	Executed on March 20, 2026. Expires March 19, 2029.
PENDING AGREEMENTS		
Regina Airport Authority	Fire Services Agreement	Final negotiations
Zagimē Anishinabēk First Nations (formerly Sakimay FN)	Fire Services Agreement	Expired – Negotiations underway.
R.M. of Edenwold, No. 158	Mutual Aid Agreement	Expired – Negotiations underway.
Saskatchewan Health Authority (formerly RQHR)	Mutual Aid Agreement	Expired – Negotiations underway.

* Agreement types defined below.



APPENDIX C– List of Fire Service Agreements

Fire Services Agreement

A formal contract between two or more jurisdictions (ex. Municipalities, First Nations, or corporation) that outlines the terms under which fire protection services will be provided.

These agreements typically include:

- **Scope of services** (e.g. Structural firefighting, rescue, hazardous materials response).
- **Service area boundaries**
- **Compensation or cost-sharing arrangements**
- **Response to times and performance expectations**
- **Liability and insurance provisions**

These agreements are often used when one community lacks the capacity to provide full fire protection services and contracts with a neighbouring jurisdiction to deliver them.

Mutual Aid Agreement

A formal agreement between two or more fire departments or local authorities to aid each other during emergencies that exceed the capacity of one department. Key features include:

- **Reciprocal Support:** each party agrees to assist the other when requested.
- **Pre-established protocols:** these include activation procedures, command structure, and reimbursement policies.
- **No jurisdictional barriers:** aid is provided regardless of municipal boundaries.
- **Common in rural or remote areas** where resources are limited.

These agreements are essential for large-scale incidents like wildfires, industrial fires, or mass casualty events.

Major Urban Disaster Agreement

The **Major Urban Disaster Agreement** is a mutual aid agreement between Saskatchewan cities including Regina, Saskatoon, Moose Jaw, Price Albert, Swift Current, Yorkton, North Battleford, and Weyburn – to provide emergency services such as firefighting, rescue and disaster response to one another during large-scale urban emergencies that exceed local capacity.



Provincial Disaster Assistance Program Request for Designation

Date	October 7, 2026
To	Executive Committee
From	City Operations
Service Area	Fire & Protective Services
Item No.	EX26-96

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the following resolution:

“That the City of Regina apply to the Saskatchewan Public Safety Agency to have the city designated as an eligible assistance area under the Provincial Disaster Assistance Program, as a result of a significant rainfall event on September 6 and 7, 2026 that resulted in damaged properties across the city.”

2. Approve this recommendation at its meeting on October 14, 2026.

ISSUE

On September 6 and 7, 2026, the City of Regina (City) received significant rainfall in a short period of time. Neighbourhoods across Regina experienced flooding with potential uninsurable losses. If approved by City Council, Administration will apply for designation under the Provincial Disaster Assistance Program (PDAP) to allow potential claimants to apply for funding.

Service Regina received 167 service requests related to excessive water in residents' homes, garages and yards from this storm.

IMPACTS

Financial Impact

There is no cost to the City if the resolution passes and the designation is granted by PDAP.

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

OTHER OPTIONS

Not Approve the Recommendation: If the recommendation is not approved, claimants will be unable to apply for and receive financial assistance through PDAP. This option is not recommended.

COMMUNICATIONS & ENGAGEMENT

Administration will prepare messaging for Regina.ca, City social media platforms, develop scripts for Service Regina and other communications tactics to inform and direct claimants to PDAP for application and further information.

DISCUSSION

Administration has filed the completed Request for Designation form with PDAP prior to the 30-day deadline. If Council passes the recommended resolution, once it is received by PDAP and approved, information regarding the designation will be made available to claimants and they can begin the application process.

PDAP helps private claimants (residents), small businesses, non-profit organizations and local authorities for uninsurable damage caused by natural disaster. However, it does not cover secondary residences or losses resulting from hazards that are readily insurable, regardless of whether insurance was in place.

Some examples of items that are eligible to be covered under PDAP for a private claimant include:

- **Applicable to Principal Residence and Small Businesses:**
 - o Work to minimize further damage such as temporary sandbagging or diking.
 - o Mould remediation in exceptional circumstances as per section 3.6.4.2 in the PDAP Guidelines.
 - o Cleanup of debris including labour and equipment used to the maximum allowable in accordance with the PDAP Cleanup Guidelines.
- **Applicable only to Principal Residence:**
 - o Furnace and hot water heater including an inspection, cleaning and/or repairs according to SaskPower Emergency Procedures Guidelines.

- o Essential contents as per Appendix B of the PDAP 2026 Guidelines.
- o Carpeting and underlay.
- o Building materials including drywall, wall board, insulation, vapour barrier, etc.
- o Garage and driveway.
- o Sewer, water and utility hookups.
- o Clean up of debris including labour and equipment used to the maximum allowable in accordance with the PDAP Cleanup Guidelines.
- o Work done to drain the area around the home, if required to obtain access or due to health and safety issues, may be eligible with confirmation that draining is properly permitted.
- **Applicable only to Small Businesses:**
 - o Any real property occupied for the purposes of small businesses.
 - o Uninsurable stock and supplies.

PDAP is intended to assist with recovery rather than replace private insurance or fully compensate property owners for losses. Eligible assistance may be provided to restore damaged property to its pre-disaster functionality and standard replacement value.

Eligible private claimant damage expenses may be reimbursed up to a maximum of:

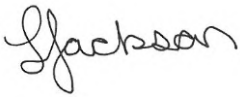
- \$500,000 for a principal residence.
- \$3 million for small businesses including agricultural operations and communal organizations:
 - o Landlords who meet the small business criteria may be eligible to receive \$425,000 per unit up to a maximum of \$3 million total for multiple properties.
- \$3 million for non-profit organizations (this maximum may be waived if the organization provides essential community services, such as a food bank, shelter, etc.).

PDAP disaster assistance claims are cost-shared with each claimant. The cost-sharing formulas on eligible private claims means that five per cent of eligible expenses are the claimant's responsibility; the remaining 95 per cent of eligible expenses are payable by PDAP.

DECISION HISTORY & AUTHORITY

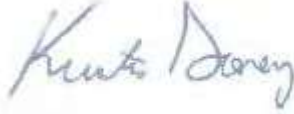
At its meeting held on July 29, 2026, City Council considered item *CR26-92 Provincial Disaster Assistance Program Request for Designation* and approved the recommendations contained in the report that the City of Regina apply to the Saskatchewan Public Safety Agency to be designated as an eligible assistance area under the Provincial Disaster Assistance Program (PDAP) as a result of heavy rainfall events which occurred on June 27 and 28, 2026, and resulted in damaged properties across the city.

Respectfully Submitted,

A handwritten signature in black ink that reads "Jackson".

Layne Jackson
Fire Chief, Fire & Protective Services

Respectfully Submitted,

A handwritten signature in black ink that reads "Kurtis Doney".

Kurtis Doney
Deputy City Manager, City Operations

Prepared by: Kim Olsen, Manager, Emergency Preparedness & Business Continuity



2026 Buffalo Pound Water Treatment Corporation - Semi-Annual Report

Date	October 7, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	EX26-97

RECOMMENDATION

The Executive Committee recommends that City Council receive and file this report at its October 14, 2026 meeting.

ISSUE

The Buffalo Pound Water Treatment Corporation (Corporation) has presented its semi-annual report attached as Buffalo Pound Water Treatment Corporation 2026 Semi-Annual Report (Appendix A).

The Corporation is a non-profit corporation, governed by an independent Board of Directors and was formed in January 2016 through the *Unanimous Membership Agreement (UMA)* by the Cities of Regina (City) and Moose Jaw, which have jointly owned the Plant since 1955.

The Corporation's objective is to provide a reliable and affordable supply of safe, high-quality drinking water to consumers in the City, the City of Moose Jaw, and the surrounding regions.

The report has been prepared based on the requirements defined in the UMA between the Corporation and the City and the City of Moose Jaw. The semi-annual report provides details on the progress made regarding improved infrastructure stewardship, capital acquisition and capital requirements.

IMPACTS

Financial Impact

The Corporation provided the required financial information in accordance with the agreement. The June 30, 2026 forecast is projecting a surplus of \$1.1 million at the end of the year. This surplus will be transferred into the Operating Reserve if it comes to fruition bringing the forecasted balance to \$3.9 million. The water, capital and electrical rates for 2027 and 2028 have been established and presented in Appendix A.

Strategic Priority Impact

This report and the work of the Corporation align with the City's Strategic Priorities of Vibrancy, Livability and Prosperity by providing residents with reliable, affordable, safe and high-quality drinking water.

Environmental Impact

The Corporation has made improvements to several areas, including filter performance, wastewater reduction, and identification of green energy to reduce Green House Gas Emissions.

There are no legal, policy, labour, Indigenous or inclusion, diversity, equity & accessibility impacts respecting this report.

OTHER OPTIONS

Pursuant to section 7.1 of the UMA, the Corporation must submit a semi-annual report to the City for review.

The City requires the 2026 Mid-Year Operating and Capital Budget Forecast and Statements for the period ending June 30.

This report is presented to City Council annually for information only. As such there are no other options respecting this report.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

The Corporation is a non-profit corporation responsible for the operation and maintenance of the Buffalo Pound Water Treatment Plant (BPWTP).

The Corporation provides the City and the City of Moose Jaw (Cities) with a reliable and affordable

supply of safe, high-quality drinking water.

Under the terms of the UMA, the Corporation is owned jointly by the City (74 per cent) and the City of Moose Jaw (26 per cent). The UMA requires the Corporation to provide the Cities with semi-annual reporting.

The semi-annual report includes, as required by the UMA:

1. The strategic plan update for the Corporation.
2. Projected major capital expenditures in excess of \$1 million.
3. Matters that require the approval of the Cities pursuant to Article 5 of the UMA.
4. Six-month financial statement for the period ending June 30 and financial projections against budget.
5. Financial and operational performance against stated goals and objectives, including key performance indicator report.
6. Capital and operational plans and budgets for the upcoming year.
7. Reporting on the performance of the Board of Directors and any updates on the required skills and experience matrix for future appointments.
8. Information that is likely to materially affect either of the Cities.

2026 Second Quarter Operating Forecast

The chart below outlines the Second Quarter Operating Forecast for the Corporation as of June 30, 2026.

2026 Operating Forecast Reported in \$'000's

	Annual Budget	Annual Forecast	Annual Variance	Per cent (%) of Budget
Total Operating Revenue	17,862	17,781	(81)	(0.5%)
Total Operating Expenditures	17,802	16,661	1,141	6.4%
Net Operating Surplus (Deficit)	60	1,120	1,060	1,767%

Revenues are projected to be fractionally under budget, due to water sales approximately 0.5 per cent lower than projected.

Operating expenditures are under budget, \$1.1 million due to savings as a result of reduced chemical, utilities and water treatment residuals management expenditures due to some treatment processes not being commissioned on time and the paused carbon tax.

Based on this year's operations, the surplus will increase the Operating Reserve by \$1.1 million. The purpose of the Operating Reserve is to provide a cushion when water sales are below forecast or to cover unbudgeted costs. The Operating Reserve is projected to be \$3.9 million at the end of 2026.

All Capital Projects are in progress or have been completed, with remaining funds placed in the Capital Reserve. Capital expenditures for 2026 are forecasted at \$28.4 million by year-end and may be lower, based on the amount of work the contractors can deliver for the Plant Renewal Project (PRP). All the Capital Projects are either in progress or have been completed with remaining funds placed in the Capital Reserve.

The Capital Reserve at year-end is estimated at \$7.2 million. The large reserve is to manage the cash flow for the PRP and complete all the projects currently in progress.

2027 & 2028 Budget

The UMA outlines that the Corporation's Board of Directors has the authority to make strategic business decisions, including approving the annual operating and capital budgets for the Corporation.

The 2027 and 2028 Budgets are based on the previous budget and adjusted for inflation. The Corporation continues to expect larger inflationary increases impacting the operating budget related to chemicals. The Corporation is going to cover the costs for fluoride in 2027 as part of the water rate as a common service to both Cities.

The 2027 and 2028 Budgets adopted by the Corporation Water Board of Directors includes:

	2027	Percentage (%) Change Year over Year	2028	Percentage (%) Change Year over Year
Water Rate (ML – Megalitre)	\$514.50/ML	5% increase	\$539.00/ML	4.8% increase
Capital Water Rate (ML – Megalitre)	\$392.70/ML	2% increase	\$400.55/ML	2% increase
Electrical Rate (KWh – Kilowatt-hour)	\$0.19845/KWh	5% increase	\$0.20837/KWh	5% increase

Capital

The Capital Budgets for 2027 and 2028 are a continuation of the implementation of the PRP. There is sufficient funding, at this time, to cover the contracted construction costs for the project. However, funds may be required to deal with disputes with the PRP contractor and so the Corporation may need to look at options in the future for additional funding.

There is one new major capital expenditure in excess of \$1 million commencing in 2027. The Corporation is planning to construct a perimeter fence to provide enhanced site security. The project will commence in 2027 at an estimated cost of \$1.5 million.

The current PRP, which included the Supervisory Control and Data Acquisition (SCADA) upgrades, is to ensure that long term viability of the BPWTP and to ensure that the Corporation will be able to meet its mandate as a going concern into the future. The PRP has been under construction since

2022 and is anticipated to be completed in early 2027 when the two-year process validation period commences.

Phase 1 of the Monofil Project commenced this year to enhance sludge management. The first phase involves the construction of an engineered residual drying bed immediately south of the sanitary lagoons.

DECISION HISTORY & AUTHORITY

At its meeting held December 21, 2015, City Council considered item *CR15-141 – Buffalo Pound Water Treatment Plant – Governance Review and Restructuring* and adopted a resolution to approve the authorization and execution of a UMA. Section 7.1 of the UMA outlines the annual and semi-annual reporting requirements for the Corporation to City Council for information.

Respectfully Submitted,



Kim Krywulak
Corporate Controller

Respectfully Submitted,



Jeff May
Acting Chief Financial Officer & Deputy City Manager

Prepared by: Waqas Waseem, Acting Manager Public Accounting and Reporting

ATTACHMENTS

Appendix A -BPWTC 2026 Semi Annual Report

TO **Cities of Regina and Moose Jaw**
FROM **Patricia Warsaba, Chair, Buffalo Pound Water Board of Directors**
DATE **August 25, 2026**
SUBJECT **2026 Semi-Annual Report**



PURPOSE:

The purpose of this report is to submit an executive summary of the Board's activities, to mid-year in 2026, to the Cities of Regina and Moose Jaw in order to satisfy the conditions prescribed in Section 7.1 of the Unanimous Membership Agreement.

BACKGROUND:

Section 7.1 of the Unanimous Membership Agreement (UMA) states as follows:

7.1 *Semi-Annual Reports.* On or before October 31st of each year, the Board of Directors shall prepare a semi-annual report which shall be submitted to each of the Cities, who shall bring the matter forward to their respective elected officials as an information item for the Regina Council and Moose Jaw Council. The semi-annual reports will include, in respect of the immediately preceding semi-annual fiscal period:

- (a) the strategic plan update for the Corporation;
- (b) projected major capital expenditures in excess of \$1 million;
- (c) any matters that require the approval of the Cities pursuant to Article 5 of this Agreement;
- (d) six month financial statements for the period ending June 30 and financial projections against budget;
- (e) financial and operational performance against stated goals and objectives, including a key performance indicator report;
- (f) capital and operational plans and budgets for the upcoming year;
- (g) reporting on performance of the Board of Directors and any updates on the required skills and experience matrix for future appointments; and
- (h) information that is likely to materially affect either of the Cities.

DISCUSSION:

In accordance with Section 7.1 of the UMA, the semi-annual report is comprised of the following matters:

1.0 2026 Budget Forecast Review

Operating Budget

Revenues are projected to be fractionally under budget. The revenues are estimated at \$17.8M by year end, which is \$81k under the budgeted revenues.

The operating expenditures are projected to be under budget. The expenditures are estimated at \$16.7M by year end which is \$1.1M under the budget. Most of the savings are a result of reduced chemical, utilities and water treatment residuals management expenditures due to some treatment processes not being commissioned on time and the paused carbon tax.

Based on this year's operations, the surplus will increase the Operating Reserve by \$1.1M. The Operating Reserve, now forecasted at \$3.9M, is a cushion for years when water sales are below forecast or unanticipated costs exceed budget.

Capital Budget

The water sales allocated to the Capital Budget are slightly under budget. The Capital Budget should generate \$21.6M in revenue due to the ICIP holdback of \$8.2M being released.

The capital expenditures for 2026 are forecasted at \$28.4M by year end.

There is the risk that expenditures may be lower based on the amount of work the contractors can deliver for the Plant Renewal Project.

All the Capital projects are either in progress or have been completed with remaining funds placed in the Capital Reserve.

The Capital Reserve at year end is estimated at \$7.2M. The large reserve is to manage the cash flow for the Plant Renewal Project and complete all the projects currently in progress.

2.0 Strategic Plan Key Performance Indicators

The Corporation utilizes both Operational and Corporate KPIs.

The Operational (Internal) KPIs are based on targets established by the Board, National Water & Wastewater Benchmarking Initiative results or regulatory requirements. These are reviewed annually with the targets being adjusted accordingly.

The KPIs are rated based on a comparison of the Plant's score versus the target to determine the threshold which is assigned to a colour coded system similar to what other organizations use for reporting purposes. These are used to make decisions internally.

The Corporate KPIs are based on the Strategic Plan Balanced Scorecard. The actual KPIs have been included in the Strategic Plan which is a public document.

All of the objectives outlined in the 2024 – 2027 Strategic Plan, that have not already been met, are forecasted to be met at year end.

3.0 2027 & 2028 Budget

The Operating Budgets for 2027 and 2028 are similar to the 2026 and 2027 budgets as the Corporation does not anticipate any new initiatives outside of the costs for the implementation of the Plant Renewal Project. The 2027 and 2028 budgets are generally based on the previous year budget with some inflationary adjustments. The Corporation is going to cover the costs for fluoride in 2027 as part of the water rate as a common service to both Cities. The Corporation is expecting larger inflationary increases to the operating budget related to chemicals. The balance of the Operating Budget did not anticipate large increases in costs.

The Capital Budgets for 2027 and 2028 are a continuation of the implementation of the Plant Renewal Project. There is sufficient funding, at this time, to cover the contracted construction costs for the project. The Capital Water Rate is to fund the P & I payments and allow for a small capital program.

The rate for power is based on the impacts of the SaskPower Renewable Subscription Service, the on-site solar generation and increased power usage from the Plant Renewal.

At its July 29, 2026 meeting, the Buffalo Pound Water Board of Directors adopted the 2027 and 2028 budgets, which included water, capital water and electrical rates, as follows:

2027

Water Rate	Cities of Regina and Moose Jaw	\$514.50/ML
	Sask Water	\$565.95/ML
	Provincial Park	\$1,043.28/ML
Capital Water Rate	Cities of Regina and Moose Jaw	\$392.70/ML
	Sask Water	\$431.97/ML
Electrical Rate	Cities of Regina and Moose Jaw	\$0.19845/KWh
	Sask Water	\$0.21830/KWh

2028

Water Rate	Cities of Regina and Moose Jaw	\$539.00/ML
	Sask Water	\$592.90/ML
	Provincial Park	\$1,080.49/ML
Capital Water Rate	Cities of Regina and Moose Jaw	\$400.55/ML
	Sask Water	\$440.61/ML
Electrical Rate	Cities of Regina and Moose Jaw	\$0.20837/KWh
	Sask Water	\$0.22921/KWh

The SaskWater and Provincial Park water rates for 2027 were adjusted in accordance with the terms of the new Water Access and Supply Agreements. However, should the Agreements not be approved in 2026, then they will follow the 2009 Agreement.

The 2028 Budget was established assuming that the Water Supply Agreement for both SaskWater and the Provincial Park are updated and approved by the Cities in 2026.

4.0 Major Capital Expenditures in Excess of \$1 Million

There is one new major capital expenditures in excess of \$1 million commencing in 2027 being the perimeter fence estimated at \$1.5 million to provide enhanced site security. All projects scheduled for 2027 have been previously identified and reported in previous years.

Ongoing Projects

1. The Plant Renewal Project, which includes the SCADA upgrades, is to ensure the long-term viability of the Buffalo Pound Water Treatment Plant and to ensure that the Corporation will be able to meet its mandate as a going concern into the future.

The PRP has been under construction since 2022 and the process work is anticipated to be completed in early 2027 when the 2 year process validation period commences.

2. Construction of Phase 1 of the Monofil Project

Phase 1 entails the construction of an engineered residual drying bed (Monofil Cell A) immediately south of the sanitary lagoons. This cell will provide temporary storage and further dewatering of high-moisture water treatment residuals excavated from the summer ponds each spring. The area will be fully bermed with a substantial clay liner and leachate collection system to prevent groundwater. Phases 2 and 3 will purchase land for the design and construction of the initial storage cells.

5.0 Strategic Plan

The Board approved the renewed Strategic Plan and Balanced Scorecard on September 29, 2023. The Strategic Plan 2024 – 2027 was rolled out to staff in October, 2023 and came into effect on January 1, 2024. There have been no changes to the Plan since its implementation and the Corporation continues to follow the existing Strategic Plan.

Plans are underway to refresh the Strategic Plan based on the completion of the Plant Renewal Project.

The Environmental Strategic Plan, while not required by the UMA, is a subset of the Strategic Plan and was approved by the Board in 2021 and is attached for information.

The Environmental Strategic Plan is also in the process of being refreshed.

6.0 Board Performance and Reappointments

The Board remains committed to strong governance, effective oversight, and disciplined renewal. Two (2) new members were appointed to the Board in April, following the retirement of Ben Boots and Daryl Posehn. Both Mr. Boots and Mr. Posehn served the Corporation well for the maximum term of nine (9) years. Following a robust recruitment process, including personal interviews, and in accordance with the Board Diversity Policy, Sean McEachern and Raman Mall were selected as the candidates best suited to augment the existing strength of the Board. Both were appointed for three (3) year terms expiring in 2029. The terms of Patricia Warsaba, Patricia Wilson and Jessica Theriault were each renewed for a further three (3) year term expiring in 2029.

Grant Ring will be retiring in April, 2027 due to reaching the maximum nine (9) years of service. It is anticipated that the Board will not be seeking a replacement and will be reducing the size of the Board to seven (7) members. The Board has determined that in light of the plant renewal project being in the final stage and having regard to the current composition of the Board, the functions and responsibilities of the Board can be met with the reduced size of the Board.

The current Board composition and participation on Board sub-committees is shown below:

Buffalo Pound Water Board of Directors	Position	Term of Office Expires	Sub-Committees
Patricia Warsaba	Board Chair	April, 2029	Ex-Officio on all Committees; Nominating Committee (Chair)
Pat Wilson	Member	April, 2029	Capital Projects Committee (Chair); Finance & Audit Committee
Jessica Theriault	Member	April, 2029	Capital Projects Committee; Governance & HR Committee (Chair)
Sean McEachern	Member	April, 2029	Governance & HR Committee
Raman Mall	Member	April, 2029	Capital Projects Committee
Jim Dundas	Member	April, 2028	Governance & HR Committee
Greg McIntyre	Member	April, 2028	Finance & Audit Committee
Grant Ring	Vice Chair	April, 2027	Finance & Audit Committee (Chair); Nominating Committee

The Board recognizes that its effectiveness is fundamental to long-term value creation and to maintain the confidence of the Cities of Moose Jaw and Regina. To review the Board's effectiveness and to ensure that the Board remains attentive to its own performance, the Board has recently completed the evaluation process for 2026. Each Board member completed a self-evaluation questionnaire utilizing a form provided by ICD. The questionnaire asked Board members to review how well the Board collectively performed, the Board's relationship with the CEO, performance as an individual director as well as feedback to the Chair. The Governance and HR Committee reviewed the responses and will provide its final report to the Board on the evaluation process. As has been followed each year, the Chair will be meeting with each Board member on a one-to-one basis to review the results of the evaluation and to have an open and frank discussion about the Board's effectiveness and the role of each director and the Chair to that effectiveness. In addition to the Board evaluation, the Governance and HR Committee reviewed the Board skills matrix to consider whether the directors have the collective experience, skills, judgment, and diversity of perspectives required to oversee the operations of the Corporation. The current matrix is shown below:

Skills/Experience	1 No Skills	2	3 Somewhat Skilled	4	5 Highly Competent
Executive Leadership			2	5	1
Governance				5	3
Human Resources		1	5	2	
Enterprise Risk Management and Cyber Security		1	3	4	
Finance and Audit			2	3	3
Legal		2	2	3	1
Environmental and Sustainability		1	3	3	1
Government Relations and Policy			1	5	2
Public Health and Safety; Regulatory	1	1	3	2	1
Water Utility Operations (Ops) and Engineering	2		3	3	

The Governance and HR Committee has determined that the current composition of the Board does support the strategic priorities of the Corporation. Areas such as governance, human resources, finance and audit, legal, environmental and sustainability are appropriately reflected at the Board table. The Board will continue to regularly review the matrix to identify areas of strength, anticipate future capability needs, and ensure that director development remains connected to the strategic and long-term direction of the Corporation.

Up to the end of Q2 2026, there were 4 board meetings, 3 meetings of the Finance and Audit Committee, 2 meetings of the Capital Projects Committee and 1 meeting of the Governance and HR Committee. The Board also held a full day retreat in June and will be holding an additional session in August to review and finalize the strategic plan renewal. The Board remains committed to transparent, responsible, and forward-looking governance.

7.0 Matters Requiring Approval of Cities Pursuant to Article 5 of the UMA

There were no items requiring approval by the Cities as per Article 5 of the UMA at this time.

8.0 Other Information that is Likely to Materially Affect Either of the Cities

N/A

ATTACHMENTS:

1. Q2 2026, June 30 Unaudited Financial Statements and Forecast – Operating and Capital Budget.
2. KPI Balanced Scorecard with ESG.
3. 2024-2027 Strategic Plan and Environmental Strategic Plan
4. Plant Renewal Project Report.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Warsaba', is written over a horizontal line.

Patricia Warsaba

Chair

Buffalo Pound Water Board of Directors
attach ments

BUFFALO POUND WATER TREATMENT CORPORATION

MONTHLY FORECAST SUMMARY

June 30, 2026

BUDGET TOTALS	CURRENT MONTH ACTUAL	YTD ACTUALS	PREVIOUS YTD ACTUALS
Revenue	1,613,120.69	8,571,391.05	8,151,447.58
Operating Expenses	1,470,579.49	6,681,802.18	6,367,444.47
NET SURPLUS (DEFICIT)	142,541.20	1,889,588.87	1,784,003.11

TOP 5 HIGHEST ACTUAL OPERATING EXPENSES

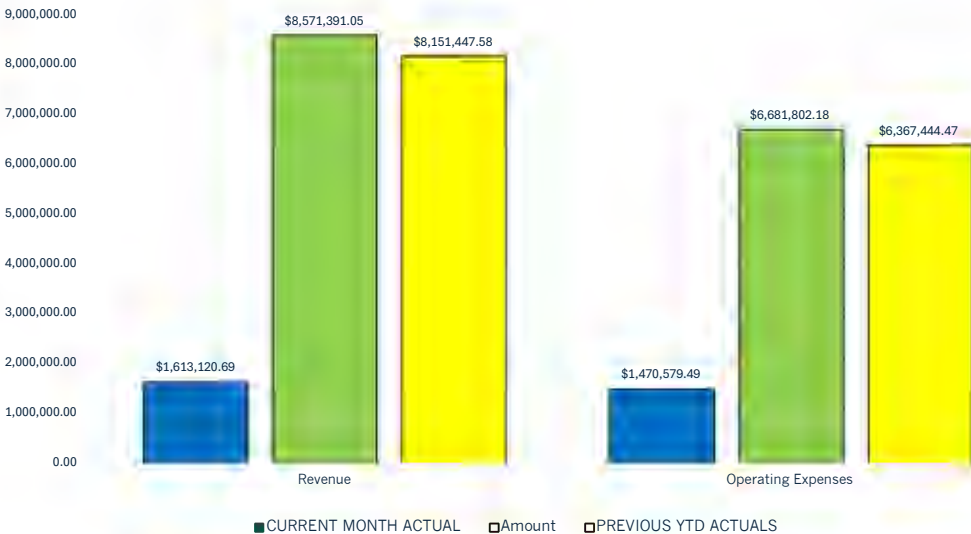
ACCOUNT NO.	EXPENSE ACCOUNT	Amount	% OF EXPENSES
61110	Regular Pay - Permanent	294,682.71	4.4%
65501	Electricity	218,044.36	3.3%
65201	PACI	247,096.47	3.7%
62120	Employee Benefits - Permanent	58,947.17	0.9%
64523	Filtration Plant Equipment	52,883.41	0.8%
TOTAL		871,654.12	13.0%



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BUDGET OVERVIEW



BUFFALO POUND WATER TREATMENT CORPORATION

MONTHLY OPERATING REVENUE

June 30, 2026

(A)(B)(C)

ACCOUNT	REVENUE	CURRENT MONTH ACTUAL	YEAR TO DATE ACTUALS	PREVIOUS YTD ACTUALS	2025 YEAR END ACTUALS	2026 APPROVED BUDGET (H)	2026 YEAR END FORECAST (I)	VARIANCE FROM BUDGET (I-H)	BUDGET LESS ACTUAL (H-E)	% BUDGET REMAINING (H-E/H)
	TOTAL REVENUE	\$1,613,120.69	\$8,571,391.05	\$8,151,447.58	\$17,306,678.44	\$17,862,500.00	\$17,781,000.00	0.00	9,291,108.95	52%

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BUFFALO POUND WATER TREATMENT CORPORATION

MONTHLY OPERATING EXPENSES

June 30, 2026

		(A)	(B)	(C)							
ACCOUNT	OPERATING EXPENSES	CURRENT MONTH ACTUAL	YTD ACTUAL	PREVIOUS YTD ACTUALS	2025 YEAR END ACTUALS	2026 APPROVED BUDGET (H)	2026 YEAR END FORECAST (I)	VARIANCE FROM BUDGET (I-H)	BUDGET LESS ACTUAL (H-E)	% BUDGET REMAINING (H-E/H)	TOP 5 AMOUNT
	TOTAL WAGE & BENEFIT EXPENSES	\$ 402,368.10	\$ 2,563,778.01	\$ 2,391,769.15	\$ 5,163,252.71	\$ 5,129,900.00	\$ 5,158,300.00	28,400.00	2,566,121.99	50.02%	
	TOTAL ADMINISTRATION EXPENSES	\$ 405,829.78	\$ 750,395.06	\$ 521,871.68	\$ 1,343,706.56	\$ 956,300.00	\$ 1,201,800.00	245,500.00	205,904.94	21.53%	
	TOTAL MAINTENANCE EXPENSES	\$ 115,203.98	\$ 780,748.59	\$ 693,982.57	\$ 2,454,661.88	\$ 3,009,400.00	\$ 2,517,300.00	(492,100.00)	2,228,651.41	74.06%	
	TOTAL CHEMICAL EXPENSES	\$ 300,972.06	\$ 1,294,112.98	\$ 1,209,578.04	\$ 3,277,034.65	\$ 4,383,200.00	\$ 4,000,000.00	(383,200.00)	3,089,087.02	70.48%	
	TOTAL LABORATORY & RESEARCH EXPENSES	\$ 21,407.93	\$ 133,942.75	\$ 229,805.63	\$ 337,689.98	\$ 383,500.00	\$ 383,500.00	0.00	249,557.25	65.07%	
	TOTAL UTILITY EXPENSES	\$ 224,797.64	\$ 1,158,824.79	\$ 1,320,437.40	\$ 2,991,494.39	\$ 3,940,000.00	\$ 3,400,000.00	(540,000.00)	2,781,175.21	70.59%	
	TOTAL EXPENDITURES	\$ 1,470,579.49	\$ 6,681,802.18	\$ 6,367,444.47	\$ 15,567,840.17	\$ 17,802,300.00	\$ 16,660,900.00	(1,141,400.00)	11,120,497.82	62.47%	

Checking

December 31, 2025 OPERATING RESERVE	2,803,271.20
June 30, 2026 Forecasted Operating Revenue at YE	17,781,000.00
June 30, 2026 Forecasted Operating Expenditure at YE	16,660,900.00
June 30, 2026 Forecasted Operating Reserve at YE	3,923,371.20
Target Balance for Operating Reserve	2,000,000.00

Est Surplus/Deficit	1,120,100.00
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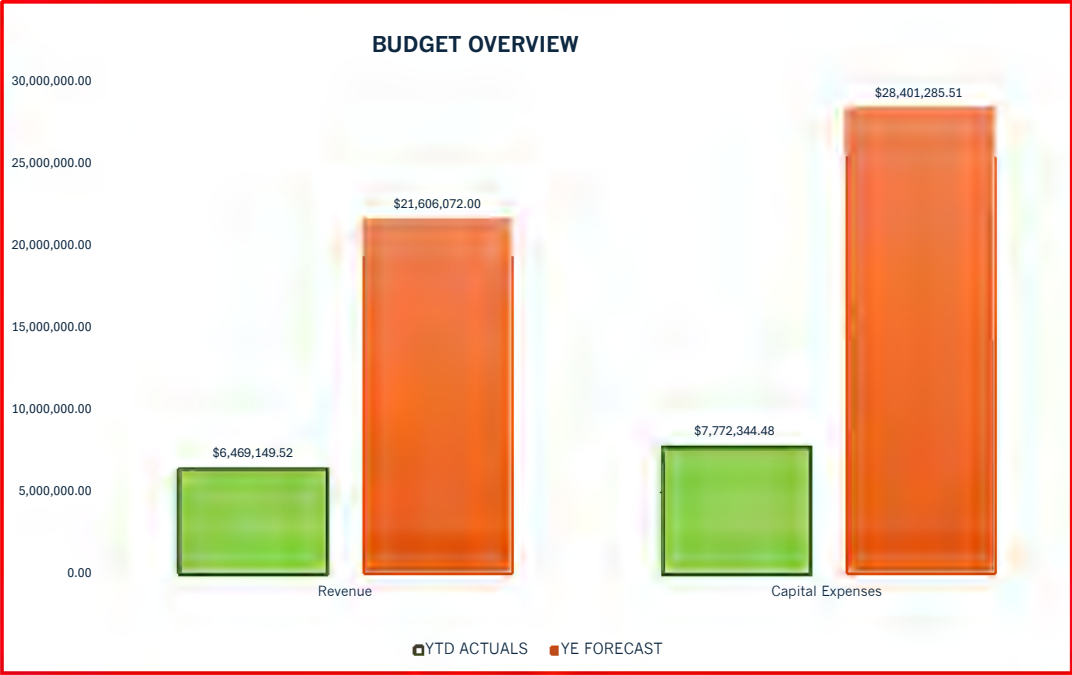
BUFFALO POUND WATER TREATMENT CORPORATION

MONTHLY FORECAST SUMMARY

June 30, 2026

BUDGET TOTALS	YTD ACTUALS	YE FORECAST		
Revenue	6,469,149.52	21,606,072.00	0.00	0.00
Capital Expenses	7,772,344.48	28,401,285.51	0.00	0.00
NET SURPLUS (DEFICIT)	-1,303,194.96	-6,795,213.51		

TOP 5 HIGHEST ACTUAL CAPITAL EXPENSES			
ACCOUNT NO.	PROJECT	AMOUNT	% OF EXPENSES
W0126	Plant Renewal Project	3,000,635.42	38.6%
W0139	SCADA Upgrades	322,788.43	4.2%
		0.00	
		0.00	
TOTAL		3,323,423.85	42.8%



BUFFALO POUND WATER TREATMENT CORPORATION

MONTHLY CAPITAL REVENUE

June 30, 2026

		(A)	(B)	(C)								
ACCOUNT	REVENUE	CURRENT MONTH ACTUAL	YTD ACTUAL	PREVIOUS YTD ACTUALS	2025 YEAR END ACTUALS	2026 APPROVED BUDGET (H)	BUDGET LESS ACTUAL (H-E)	% BUDGET REMAINING (H-E/H)	2026 YEAR END FORECAST (K)	VARIANCE FROM BUDGET (K-H)	COMMENT	
	TOTAL CAPITAL REVENUE	18,823.93	114,152.01	6,707,443.32	1,300,502.86	13,327,600.00	13,213,447.99	99%	21,606,072.00	8,278,472.00		
			0.00									

BUFFALO POUND WATER TREATMENT CORPORATION											
MONTHLY CAPITAL EXPENSES											
June 30, 2026											
To Column E- BP Capital											
To Column F- BP Capital											
ACCOUNT	PROJECT	PRIOR YEAR CARRY FORWARD	2026 FUNDING	TOTAL PROJECT BUDGET	CURRENT YEAR EXPENSES	2026 YE FORECAST	CFWD TO NEXT YEAR OR RETURN TO RESERVE	PM	2026 CARRY FORWARD	TOP 5 AMOUNT	COMMENT
W0126	Plant Renewal Project	12,503,685.08	3,028,000.00	15,531,685.08	3,000,635.42	15,473,885.51	57,799.57	Allan	Yes	3,000,635.42	In progress. Est Burn rate is \$1.25M/month.
W0130	Pumping Upgrades/LPS Substation and Generators	-2,740,178.56	0.00	-2,740,178.56	0.00	0.00	-2,740,178.56	Allan	No	0.00	Complete.
W0134	Main Plant Redundant Power	2,170,755.94	0.00	2,170,755.94	0.00	0.00	2,170,755.94	Allan	No	0.00	Complete.
W0136	LPS 138kV Transmission Main	2,091,555.84	0.00	2,091,555.84	0.00	0.00	2,091,555.84	Allan	No	0.00	Complete.
W0139	SCADA Upgrades	-42,884.01	0.00	-42,884.01	322,788.43	750,000.00	-792,884.01	Harry	Yes	322,788.43	In progress. Est completion September 2026.
W0148	QMS Framework	76,502.35	0.00	76,502.35	0.00	0.00	76,502.35	Keith	No	0.00	Completed.
W0150	Desludging 6 Lagoons	-838,757.54	0.00	-838,757.54	0.00	0.00	-838,757.54	Blair	No	0.00	Completed.
W0151	Lab Equipment	151,157.25	0.00	151,157.25	0.00	0.00	151,157.25	Blair	No	0.00	Completed.
Special W0134	UV Corrective Action (PO 18643)	-1,075,482.66	0.00	-1,075,482.66	0.00	0.00	-1,075,482.66	Allan	No	0.00	Completed.
W0147	BAC Carbon	400,950.14	0.00	400,950.14	0.00	0.00	400,950.14	Keith	No	0.00	Completed.
W0152	EV Truck	20,907.38	0.00	20,907.38	0.00	0.00	20,907.38	Ryan	No	0.00	Completed.
W0153	Monofil	0.00	1,000,000.00	1,000,000.00	0.00	1,300,000.00	-300,000.00	Blair	Yes	0.00	Tender Awarded for Phase 1
	LOAN - Interest Expenses	626,403.82	5,691,975.00	6,318,378.82	2,312,697.10	5,691,975.00	626,403.82	Ryan	No	2,312,697.10	Interest cost on the 2017 25 year - \$45M loan, 2021 20 year - \$60M loan and 2024 25 year - \$55M loan.
	LOAN - Bank Service Fees	63,293.29	1,800.00	65,093.29	603.50	1,800.00	63,293.29	Ryan	No	603.50	Banking service fee for loan.
	LOAN - Reduction of the Loan Principal	-117,674.14	5,183,625.00	5,065,950.86	2,135,620.03	5,183,625.00	-117,674.14	Ryan	No	2,135,620.03	Debt retirement on the 2017 25 year - \$45M loan, 2021 20 year - \$60M loan and 2024 25 year - \$55M loan.
TOTAL BUFFALO POUND ALLOCATED CAPITAL		13,290,234.18	14,905,400.00	28,195,634.18	7,772,344.48	28,401,285.51	-205,651.33				
		Checking	0.00								
December 31, 2025 CAPITAL RESERVE		14,035,320.96									
June 30, 2026 FORECASTED CAPITAL REVENUES		21,606,072.00									
June 30, 2026 FORECASTED CAPITAL EXPENDITURES		28,401,285.51									
June 30, 2026 FORECASTED CAPITAL RESERVE		7,240,107.45									

BALANCED SCORE CARD

Core Services

Outcome

The desired outcome of this theme is to monitor the two main purposes of the plant. All strategy map objectives contribute to the achievement of meeting the targets of water quality and water quantity. This is the ultimate measure of how the plant is fulfilling its mandate and achieving its strategy.

Objectives	Measure	Targets (High Level)					
		2023	2024	2025	2026	2027	
Water Quality Meets regulatory requirements and customer expectations 100% of the time.	% Regulatory requirements met	100	100	100	100	100	All strategy map objectives contribute to these core services as initiatives, therefore there are no additional initiatives in this section.
	% Taste and odour quality met	100	100	100	100	100	
Water Quantity To deliver water that meets customer demand 100% of the time.	% Customer demand met without compromising quality	100	100	100	100	100	

STATUS	Exceeded	Achieved	Progressing	Not Met	No Report
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Description and 2026 Update

Water Quality Objective:

a) Ensure regulatory monitoring according to Permit to Operate; Annual Report Appendix 1 (Lab)

Water Quality Objectives are being met with no issues experienced.

b) Taste and odor of water leaving the plant less than 8 TON (Threshold Odor Number) (Operations & Lab)

Taste & Odour Objectives are being met with no issues experienced.

Water Quantity Objective:

Reliability (Operations, Maintenance) including e.g. Immediate reporting of failure of critical assets (Maintenance)

Water Quantity Objectives are being met. The City of Regina had to operate their wells on 1 occasion due to temporary limitations on the Plant's capacity from construction activities.

Key Operational Project

Outcome

The desired outcome of this theme is to focus on the plant renewal commissioning and the operational readiness activities.

Objectives	Measure	Targets (High Level)					Initiatives *Accountabilities cascaded to Managers' objectives
		2023	2024	2025	2026	2027	
Commissioning Plant Renewal Project reaches completion.	Commissioning Validation period				Completed	Completed	
Operational Readiness Renewed plant processes are transformational.	Fully prepared and capable 100%		Ongoing	Ongoing	Ongoing	Ongoing Completed	Monthly scorecard provided to Chair; provided to Board bi-monthly. Rebrand of BPWTC.

STATUS	Exceeded	Achieved	Progressing	Not Met	No Report
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Description and 2026 Update

Commissioning Objective:

The commissioning and plant renewal project is targeted for completion 2026. This includes the successful completion of the Validation Phase in 2027. Old assets decommissioned.

Major components are commissioned, only deficiencies remain on process work. Once completed, system wide plant commissioning can be done. Phase 2 of the admin building should be completed by early 2027. Process validation will commence in early 2027.

Operation Readiness Objective:

Organization fully prepared and capable to execute new production processes. As it evolves, we will have different processes starting and stopping. By 2027, the processes will be stable.

Overall operations are stable, occasional issues develop from time to time and adjustments are required. All major treatment processes have been commissioned and are in operation. Operators are using revised SOPs and they are updated as things change with experience from operating the new facility. Operators are more comfortable with the new facility, they understand how to operate it with minimal difficulties or surprises and restarts are significantly faster than in 2025. Starting to do some process optimization, tuning and adjusting operations based on how the plant is performing.

2027 Objective

Explore the future opportunities, public awareness, and rebrand aspect (and how it is resourced) of BPWTC in alignment with Saskatchewan's 2030 Growth Plan and ESG reporting.

Rebranding planned for 2027 with Plant Renewal substantial completion. The project is aligned to Saskatchewan 2030 Growth Plan. Future opportunities will be looked at as the Plant Renewal Project is completed.

Operational Processes

Outcome

The desired outcome of this theme is to ensure the operational processes contribute to the achievement of water quality and water quantity through a safety culture and environmental stewardship and sustainability.

Objectives	Measure	Targets (High Level)					Initiatives *Accountabilities cascaded to Managers' objectives
		2023	2024	2025	2026	2027	
Safety Culture Growth and Continuous Improvement of the Safety Management System.	a) Loss time b) First aid c) Near miss reporting d) Property damage e) Audit	a) 0 b) 0 c) 100% d) 0 e) Bronze	a) 0 b) 0 c) 100% d) 0 e) Bronze	a) 0 b) 0 c) 100% d) 0 e) Bronze	a) 0 b) 0 c) 100% d) 0 e) Bronze	a) 0 b) 0 c) 100% d) 0 e) Silver	-Conduct external audit. -Maintain Bronze; Strive to achieve Silver by 2027. -Encourage reporting of all incidents and near misses.
Environmental Stewardship & Sustainability Environment, Social, Governance, Sustainability.	Sustainability Strategy 100% implemented. ESG 100% reported.		Completed	Completed	Completed	Completed Completed	Implement Sustainability Strategy. ESG last page of this BSC.

STATUS	Exceeded	Achieved	Progressing	Not Met	No Report
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Description and 2026 Update

Safety Culture Objective:

The Safety Culture objective involves the initiatives of an external audit, the ability to maintain the bronze level, strive to achieve the silver level, all while encouraging the reporting of all incidents and near misses. Next employee engagement survey, ask about incident and near miss reporting e.g. How safe do I feel in reporting a near miss?

There has been one no lost time first aid and two near misses reported with Corporation staff this year. Paradox, who is working on the monofil drying area, had a dangerous occurrence where a truck gravel box tipped. No injury or damage; the operator and vehicle were both back working within an hour.

Environmental Stewardship & Sustainability Objective:

The initiatives to achieve this objective are included as ESG on the last section of the Balanced Scorecard.

The attached ESG is now being used for reporting purposes.

People

Outcome

The desired outcome of this theme is to ensure all people practices are in support of the employees' ability to ultimately deliver on the plant's core services.

Objectives	Measure	Targets (High Level)					Initiatives *Accountabilities cascaded to Managers' objectives
		2023	2024	2025	2026	2027	
Retention and Development Engaged, effective, developed, and diverse workforce that fosters a high performance culture.	Engagement Score %	75% 2022			75%		Conduct employee engagement survey 2026. Update staff succession plan 2026. 100% employee development plans in place. Employees participate in training and require training e.g., ISO 17025, and operator certification. Integrate high performance practices into everything we do.
	Participation Rate%	77% 2022			80%		
	Retention 90% (+/- 10%)	90%	90%	90%	90%	90%	
	Develop Workforce Diversity Plan		Completed				
Board Governance Evaluation, Development, Succession.	Completed	Completed	Completed	Completed	Completed	Completed	Board evaluation: July – September annually. Board development: Education planning. Board succession. Annual review of bylaws, policies, governance manual, etc.

STATUS	Exceeded	Achieved	Progressing	Not Met	No Report
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Description and 2026 Update

Retention and Development Objective:

Conduct employee engagement survey and update succession plan.

The Corporation's Diversity Policy is in place and the Board's Diversity Policy was updated in 2024. The retention rate for 2026 is currently 89% (2 terminations, 1 left for new employment and 1 retirement).

Employee Engagement Survey will be done in late 2026.

Operational Excellence Culture Objective:

Continue to integrate high performance practices into training and development plans.

Completed for 2026 and integrated into standard practices.

Board Governance Objective:

Complete Board Evaluation, Development and Succession Planning annually.

The Board transitioned to a self-evaluation process in 2025. Completed for 2025 and integrated into standard practices. 2026 evaluation completed. No recruitment is required for 2027.

Financial and Risk Management

Outcome

The desired outcome of this theme is to ensure the plant meets its fiduciary commitments and management of its practices and assets.

Objectives	Measure	Targets (High Level)					Initiatives *Accountabilities cascaded to Managers' objectives
		2023	2024	2025	2026	2027	
Financial Operation Performance	Budget variance +/- 5%	Achieved	Ongoing	Ongoing	Ongoing	Ongoing	
QMS Proactive continuous improvement practices.	QMS % procedure compliance, document, training	Progressing	Progressing	Progressing	Completed		Proactive continuous improvement practices.
Asset Management Risk-based Management.	CMMS	Progressing			Completed		
	BCP	Achieved	Ongoing	Ongoing	Ongoing	Ongoing	

STATUS	Exceeded	Achieved	Progressing	Not Met	No Report
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Description and 2026 Update

Financial Operation Performance Objective:

Manage the operations appropriately.

Forecasting a \$1.2M surplus with increased water sales, large savings in chemical usage, utilities and sludge management costs. All savings will go towards the reserves.

QMS Objective:

This objective focuses on the proactive continuous improvement practices throughout the plant. As will many objectives in the Balanced Scorecard, it integrates closely with the objectives in the People Theme and the Operational Processes Theme.

In progress for 2026 completion. The person overseeing the project resigned for another employment opportunity. Hired new individual who had some cross training before he left and is now working to get up to speed; may have some delay but not likely to be significant.

Asset Management Objective:

The two initiatives to achieve this objective are: CMMS Computerized Maintenance Management System (completed but needs to be updated as renewal project evolves), and the BCP Business Continuity Plan (the risk management of keeping our business operating. Updated annually as a living document.)

In progress and no concerns for 2026 completion.

Environment | Governance | Social | Sustainability

Outcome

The desired outcome is to be a municipal utility leader in ESG reporting. ESG is operationalized throughout the objectives in the balanced scorecard.

Environmental, Social, and Governance Reporting Practices		
Goal	Target	How Target Will Be Achieved
To reporting on ESG practices.	Leader in municipal utilities.	Operationalize the ESG practices throughout the balanced scorecard.
Leader in Best Practices in Reporting	Meeting Best Practices in Reporting	Progressing to Best Practices in Reporting

Environment						
Objectives for Reporting	Targets (High Level)					Initiatives *Accountabilities cascaded to Managers' objectives
	2023	2024	2025	2026	2027	
Infrastructure projects that will benefit the environment		Leader in Best Practices Reporting	Leader in Best Practices Reporting	Leader in Best Practices Reporting		
Protecting natural capital		Meeting Best Practices in Reporting	Meeting Best Practices in Reporting	Meeting Best Practices in Reporting		
Reduce environmental impact		Meeting Best Practices in Reporting	Meeting Best Practices in Reporting	Meeting Best Practices in Reporting		
Reduce waste at the plant		Progressing to Best Practices in Reporting	Progressing to Best Practices in Reporting	Meeting Best Practices in Reporting		

Description and 2026 Update

Infrastructure projects that will benefit the environment

Plant renewal, green energy, and more. Currently 100% green power completed which includes onsite solar and plant renewal in progress.

Protecting natural capital

Every drop of water goes back to the environment.

Reduce environmental impact

Solar on site; reducing the carbon footprint and more.

Reduce waste at the plant

June 2026, commenced the recycle process which will reduce the amount of water used in the treatment process, in addition to other waste minimization initiatives.

Governance						
Objectives for Reporting	Targets (High Level)					Initiatives *Accountabilities cascaded to Managers' objectives
	2023	2024	2025	2026	2027	
Diverse workforce		Meeting Best Practices in Reporting	Meeting Best Practices in Reporting	Meeting Best Practices in Reporting		
Contributing to economic reconciliation and engagement		Progressing to Best Practices in Reporting	Progressing to Best Practices in Reporting	Meeting Best Practices in Reporting		
Social procurement		Progressing to Best Practices in Reporting	Meeting Best Practices in Reporting	Meeting Best Practices in Reporting		
Social Responsibility		Meeting Best Practices in Reporting	Meeting Best Practices in Reporting	Meeting Best Practices in Reporting		

Description and 2026 Update

Diverse Workforce

Diversity policy for recruitment, retention and development is in place.

Contributing to economic reconciliation and engagement

With the procurement policy updated to include indigenous and social factors. Management team is engaging with indigenous communities to determine if they have services that we can utilize.

Social procurement

With the procurement policy updated to include indigenous and social factors. Management team updating procurement documents to include indigenous economic reconciliation, social procurement, and environmental factors. As of March, the Corporation is participating in the City of Regina's Procurement Advisory Committee.

Social Responsibility

Our water rates are sustainable, the CBA is fair and we have a positive relationship with the IS and OOS staff.

Social						
Objectives for Reporting	Targets (High Level)					Initiatives *Accountabilities cascaded to Managers' objectives
	2023	2024	2025	2026	2027	
Conduct a PESTLE during the strategic planning process		Meeting Best Practices in Reporting	Meeting Best Practices in Reporting	Meeting Best Practices in Reporting		
Risk mitigation		Leader in Best Practices Reporting	Leader in Best Practices Reporting	Leader in Best Practices Reporting		
Employee engagement.		Meeting Best Practices in Reporting	Meeting Best Practices in Reporting	Meeting Best Practices in Reporting		
EDI policy		Meeting Best Practices in Reporting	Meeting Best Practices in Reporting	Meeting Best Practices in Reporting		
Board Annual Peer and Self Performance Review.		Leader in Best Practices Reporting	Leader in Best Practices Reporting	Leader in Best Practices Reporting		
Board – ESG is a competency		Meeting Best Practices in Reporting	Meeting Best Practices in Reporting	Leader in Best Practices Reporting		
Alignment with Saskatchewan's Growth Plan		Meeting Best Practices in Reporting	Meeting Best Practices in Reporting	Meeting Best Practices in Reporting		

Description and 2026 Update

Conduct a PESTLE during the strategic planning process

Part of the strategic planning process.

Risk mitigation.

Well established system in place and reviewed quarterly by management team; annually by the Board and audited every 3 years by external consultant.

Employee engagement

The survey is done every 3 years with a high response rate.

EDI policy

Equity provides the support for diversity and inclusion at the Board and Corporation – Policies in place and followed.

Board Annual Peer and Self Performance Review.

A well-established process which is followed by the Board.

Board – ESG is a competency

The first year of reporting started in 2024.

Alignment with Saskatchewan's Growth Plan

Plant Renewal Project was set up to align with the Saskatchewan Growth Plan to have the capacity to meet growth to 2050.

VISION

WHERE WE ARE GOING

Buffalo Pound Water is an expertly operated, independent, and trusted entity that is positioned to provide sustainable and reliable water as a critical service for generations to come.

MISSION

WHY WE EXIST

To provide for the Cities of Regina and Moose Jaw, a reliable and affordable supply of safe, high-quality drinking water which meet the needs and expectations of consumers.

VALUES

HOW WE OPERATE

Safety
Team Culture
Process-Driven
Innovation
Continuous Improvement
Operational Excellence

MANDATE

The Corporation will reliably and efficiently provide safe, high quality and affordable **drinking** water to the Cities.

How We Progress Toward the Achieving the Vision

By 2027, commissioning of renewed plant is complete, and we are focused on the future.

CORE SERVICES

WATER QUALITY

Meet regulatory requirements and customer expectations



WATER QUANTITY

Meet customer demand

KEY OPERATIONAL PROJECTS



COMMISSIONING & PLANT RENEWAL

Renewed Plant Project reaches its completion

OPERATIONAL READINESS

Renewed Plant processes are transformational

GOALS

1 QUALITY

Treated water meets or exceeds quality expectations and all government parameters.

2 QUANTITY

Environmentally-responsible, cost-efficient practices ensure a continuous, safe supply of water.

3 MONITORING

Judicious monitoring of treated water from the Plant to the cities.

4 RESEARCH

Water quality research and implementation of the best available treatment technologies.

PEOPLE

OPERATIONAL EXCELLENCE CULTURE

High performance culture to operate

RETENTION & DEVELOPMENT

Engaged, effective, developed, and diverse workforce

BOARD GOVERNANCE

Evaluation
Development
Succession

OPERATIONAL PROCESSES

SAFETY CULTURE

Growth and continuous improvement of the Safety Management Systems Growth

ENVIRONMENTAL STEWARDSHIP & SUSTAINABILITY

Environment
Social
Governance
Sustainability

FINANCIAL & RISK MANAGEMENT

FINANCIAL OPERATION PERFORMANCE



ASSET MANAGEMENT

Risk-based
Management

QMS MANAGEMENT

Proactive continuous
improvement practices

WHO WE SERVE



Strategy Map

Vision

As an essential service provider, BPW is committed to protecting the environment and public health through the provision of responsible potable water generation. We strive to exceed regulated standards, minimize our carbon footprint and stand as a leader in sustainable water treatment.

Mission

BPW will minimize our carbon footprint and treatment process waste by optimizing plant operations, and land and water use. We are committed to innovation and continual process improvement.

Mandate

The Corporation will reliably and efficiently provide safe, high quality and affordable drinking water to the Cities.

Values

Safety

We are pro-active in our approach towards avoiding ecological contamination and environmental damage.

Team Culture

Through education, documentation, and engagement, we foster understanding and commitment from all staff to be environmentally sustainable.

Accountability

We ensure proper, efficient & effective usage of resources to operate a sustainable entity with the environmental impacts considered.

Process Driven

We optimize plant processes to maximize water recycling, “right-size” lake water withdrawals, and minimize wastewater production.

Innovation

We improve our environmental footprint through innovative designs that maximize process effectiveness and utilize green technologies.

Continuous Improvement

We improve environmental performance through effective measurement and development of KPIs.

Goal

Target

Tactic

Use 100% renewable power

All electricity used in the plant, administration building, pumping stations and outbuildings come from carbon-free sources.

Utilize Solar Power and purchase SPC “Green” power to supplement demand.

Increase energy independence and decarbonize emergency backup power systems through renewable and low-carbon energy sources.

Phase 1: Invest in 2.2-megawatt solar array providing up to 10% of total electricity needs of the entire Plant. Phase 2: Double solar capacity 4.5-megawatts. Phase 3: Invest in battery storage and backup diesel generator biofuel conversion.

Seek opportunities for grants and utility provider incentives to fund expansion of on-site renewable energy production and storage.

Identify mechanical, storage and cost requirements to convert backup diesel generators to biofuel.

Develop resource conscious maintenance and operations program and procedures.

Ensure that equipment purchases are highly energy efficient, operate as efficiently as possible, and achieve expected useful life.

Purchase energy efficient equipment.

Install energy monitoring system track usage and predict equipment failure.

Maximize the service life of equipment providing replacement parts are still available.

Recycle decommissioned equipment at the end of service life.

Minimize water content of sludge/solids disposal to landfill.

Water treatment process solid waste to contain less than 50% water content before diverting to landfill.

Stockpile sludge until the solids content exceeds 50%.

Freezing of lagoon sludge in Winter and adequate drying (draining/evaporation) in Summer.

Utilize new drying technologies and processes as they become commercially available.

Be recognized as a leader in low-carbon emissions and wastewater discharge.

Plant ranked above 50% of peers according to national benchmarking targets set by nationalbenchmarking.com.

Optimize use of renewable energy.

Maximize water recycling process in design of new plant to minimize wastewater discharge.

Continual technical process improvements for water recycling controls.

Encourage public engagement and education about sustainable water management and resource conservation.

Develop public training, education, and promotion programs.

Work with municipal stakeholders to encourage promotion of the plant’s sustainable operations through civic communications and inclusion of plant performance in Annual Reports.

Collaborate with local school boards to develop a program that would be beneficial to their students.

Engage with universities on research, training, internship, and education opportunities.

Promote public education through news releases, web content and public tours of the plant.



BPWTP Renewal Project
Construction Status Report to Council

RPT-007

August 13, 2026

Buffalo Pound Water Treatment Corporation

W0130



BPWTP Renewal Project

Project No: 700749
Document Title: Construction Status Report to Council
Document No.: RPT-007
Revision: 00
Date: August 13, 2026
Client Name: Buffalo Pound Water Treatment Corporation
Client No: W0130
Project Manager: Barry Williamson
File Name: RPT-007_Construction_Status_2026-08

CH2M HILL Canada Limited
700-1 Research Rd.
Winnipeg, MB

www.jacobs.com

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Table 3.1: Design Build Construction Services Financial Summary to End of June 20264

1. Project Overview

The Buffalo Pound Water Treatment Plant (BPWTP) is managed and operated by the Buffalo Pound Water Treatment Corporation (Corporation) and supplies an average of approximately 90 million liters per day (ML/d) of treated water to over 300,000 people living in the cities of Regina and Moose Jaw, Saskatchewan. The BPWTP obtains its raw water from Buffalo Pound Lake, a shallow reservoir located in the Qu'Appelle Valley approximately 50 km northwest of the City of Regina.

Prior to the renewal project, water was drawn from Buffalo Pound Lake, chlorinated, and pumped to the BPWTP. At the BPWTP, the water was treated with cascade de-aeration, coagulation, flocculation, conventional clarification, multimedia filtration and granular activated carbon (GAC) contactors (seasonally). The filtered water then passed through ultraviolet (UV) reactors, chlorinated, and discharged into the clearwells from which it was pumped to the City of Regina via the eastbound supply line and to the City Moose Jaw via a southbound supply line.

Using the Progressive Design Build procurement approach, the Corporation is undertaking a renewal project for the Buffalo Pound Water Treatment Plant (the "Renewal Project") that will upgrade and refresh the main treatment plant and treatment processes, as well as construction of a new administration and maintenance building. The Graham-Aecon Joint Venture (the "GAJV") has been contracted to perform the work along with Stantec and Associated Engineering serving as designers to the GAJV.

The renewed plant will see the removal of pre-chlorination at the lake pump station, replacement of conventional clarification with dissolved air floatation (DAF) clarification, the addition of an ozone facility, removal of multimedia filters, and the replacement of GAC contactors with biologically activated carbon (BAC) filters. Other improvements include a bulk chemical feed facility, new and renewed residuals management systems including new summer ponds, renewed winter ponds, thickening and recycling equipment, new administration and maintenance buildings, and a new fire protection facility. The renewed plant will enable it to meet the region's forecasted potable water demands, increasing capacity from 205 megaliters per day to a total capacity of 250 megaliters per day.

2. Construction Progress Summary

Using the Progressive Design Build procurement approach, the Corporation executed a Design Build Agreement with Graham-Aecon Joint Venture (GAJV) along with Stantec and Associated Engineering serving as designers to the GAJV, for the renewal of the Buffalo Pound Water Treatment Plant (the “Renewal Project”). The Renewal Project included design, construction, start-up, commissioning, and performance validation services.

Major portions of the work have been completed to date. Remaining work to be completed in 2026 includes phase 2 construction of the new administration building, and the rectification of deficiencies. This work is scheduled to be completed by February 2027. Following the issuance of Substantial Completion, the Project will then have a two year Performance Verification period. This will allow the Corporation to test the plant’s abilities to meet the Contract performance requirements under changing seasons and various water demands.

2.1 Project Budget and Billings

The project budget and the current billings for the Construction services is presented in Table 3.1.

Table 3.1: Design Build Construction Services Financial Summary to End of June 2026

Item #	Description of Work	Cost	PST	Contract Price	Progress Value to Date	% Spent To Date
CONSTRUCTION SERVICES						
1	Mobilization Payment	\$ 5,027,557.00	\$301,653.42	\$ 5,329,210.42	\$5,329,210.42	100.0%
2	Area 000 - General Plant	\$ 35,091,873.00	\$2,105,512.38	\$ 37,197,385.38	\$37,179,083.21	100.0%
3	Area 000 - General Site	\$ 12,049,691.00	\$722,981.46	\$ 12,772,672.46	\$12,045,155.78	94.3%
4	Area 000 - Ponds	\$ 12,109,139.00	\$726,548.34	\$ 12,835,687.34	\$12,835,687.31	100.0%
5	Area 100/150 - Raw Water Pump House	\$ 330,798.00	\$19,847.88	\$ 350,645.88	\$350,645.88	100.0%
6	Area 200 - Pre-Treatment	\$ 7,964,559.00	\$477,873.54	\$ 8,442,432.54	\$8,425,652.35	99.8%
7	Area 250 - Waste Equalization Tank	\$ 1,689,726.00	\$101,383.56	\$ 1,791,109.56	\$1,791,109.56	100.0%
8	Area 300 - DAF Clarification	\$ 20,894,543.00	\$1,253,672.58	\$ 22,148,215.58	\$22,148,215.59	100.0%
9	Area 331 - Backwash Waste Clarifiers	\$ 4,481,932.00	\$268,915.92	\$ 4,750,847.92	\$4,750,847.92	100.0%
10	Area 341 - Filter Backwash System	\$ 5,045,346.00	\$302,720.76	\$ 5,348,066.76	\$4,860,208.59	90.9%
11	Area 400 - Ozone and Pumping	\$ 31,560,243.00	\$1,893,614.58	\$ 33,453,857.58	\$33,451,802.16	100.0%
12	Area 500 - BAC Filters and Filter Clearwells	\$ 23,204,782.00	\$1,392,286.92	\$ 24,597,068.92	\$24,569,923.77	99.9%
13	Area 600 - Clearwells and Distribution Pumping	\$ 2,421,353.00	\$145,281.18	\$ 2,566,634.18	\$2,264,888.03	88.2%
14	Area 680 - Distribution Pumping and Substation	\$ 239,805.00	\$14,388.30	\$ 254,193.30	\$254,193.28	100.0%
15	Area 700 - UV Disinfection	\$ 812,017.00	\$48,721.02	\$ 860,738.02	\$855,496.61	99.4%
16	Area 800 - Chemical Building	\$ 6,440,380.00	\$386,422.80	\$ 6,826,802.80	\$6,826,802.76	100.0%
17	Area 830 - Tunnel	\$ 276,870.00	\$16,612.20	\$ 293,482.20	\$293,482.20	100.0%
18	Area 900 - Administration & Maintenance Bldg.	\$ 33,027,712.00	\$1,981,662.72	\$ 35,009,374.72	\$31,627,695.99	90.3%
19	Professional Services	\$ 11,872,161.00	\$712,329.66	\$ 12,584,490.66	\$12,584,490.66	100.0%
20	Indirect Costs	\$ 38,108,668.00	\$2,286,520.08	\$ 40,395,188.08	\$40,395,188.08	100.0%
Subtotals		\$ 252,649,155	\$15,158,950.00	\$267,808,105.00	\$ 262,839,780.13	98.14%
Change Order Subtotals		\$15,923,790.27	\$954,307.77	\$16,878,098.04	\$15,968,107.30	94.61%
TOTALS		\$268,572,945.27	\$16,113,257.77	\$284,686,203.04	\$ 278,807,887.43	

2.2 Disputed Claims

There are fifteen (15) open disputes, with three of them being referred to expert determination as part of the dispute resolution process. The Corporation continues to look for amicable resolutions in addressing these disputes.



2027 Budget Submission - Economic Development Regina

Date	October 7, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	EX26-98

RECOMMENDATION

That the Executive Committee refer the 2027 Budget request as submitted by Economic Development Regina (EDR) to the December 7, 2026, City Council meeting.

ISSUE

Annually, EDR provides the Executive Committee with a presentation outlining their plan of activities, budget, and grant request for the coming year. EDR's submission is attached as the Economic Development Regina Budget Proposal FY2027 (Appendix A) to this report.

The deliberation and approval of the request is undertaken as part of City Council's consideration and approval of the overall General Operating Budget. As a result, once discussed at the Executive Committee, EDR's budget request is referred to the 2027 Budget process for future budget deliberation by City Council. The intent is to have City Council consider for approval EDR's 2027 request.

IMPACTS

Financial Impact

EDR is requesting total funding of \$1,980,000 for 2027, which is the same level of funding approved by City Council for 2026.

Strategic Priority Impact

EDR's vision, "The Greater Regina Area prospers as a vibrant and diversified economy for investors, a strong destination experience for visitors, and a place of choice with a high standard and quality of life for residents" and their core functions align with the City of Regina's (City) Strategic Priority of Prosperity. In particular, EDR plays a key partnership role in advancing the City's strategic outcome to create "sustainable economic development advancement through the execution of the 2030 Economic Growth Plan".

There are no legal, policy, labour, environmental, Indigenous or inclusion, diversity, equity & accessibility impacts respecting this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

EDR will be advised of the decision of City Council after City Council considers and approves the 2027 Budget for the City in December 2026.

DISCUSSION

EDR is the lead agency for economic development for the Greater Regina Area and is mainly funded by the City. As a service partner of the City, EDR is required to obtain funding approval from City Council on a yearly basis.

DECISION HISTORY & AUTHORITY

On December 11, 2025, City Council considered item *CM25-19 – 2026-2027 Budget Deliberations* and approved \$2,100,000 in funding for EDR for 2026.

Respectfully Submitted,



Trevor Black
Manager, Budget & Long-term Financial
Planning

Respectfully Submitted,



Jeff May
Acting Chief Financial Officer & Deputy City
Manager

Prepared by: Trevor Black, Manager, Budget & Long-term Financial Planning

ATTACHMENTS

Appendix A - 2027 Budget Submission - Economic Development Regina

Economic Development Regina

Budget Proposal

FY2027

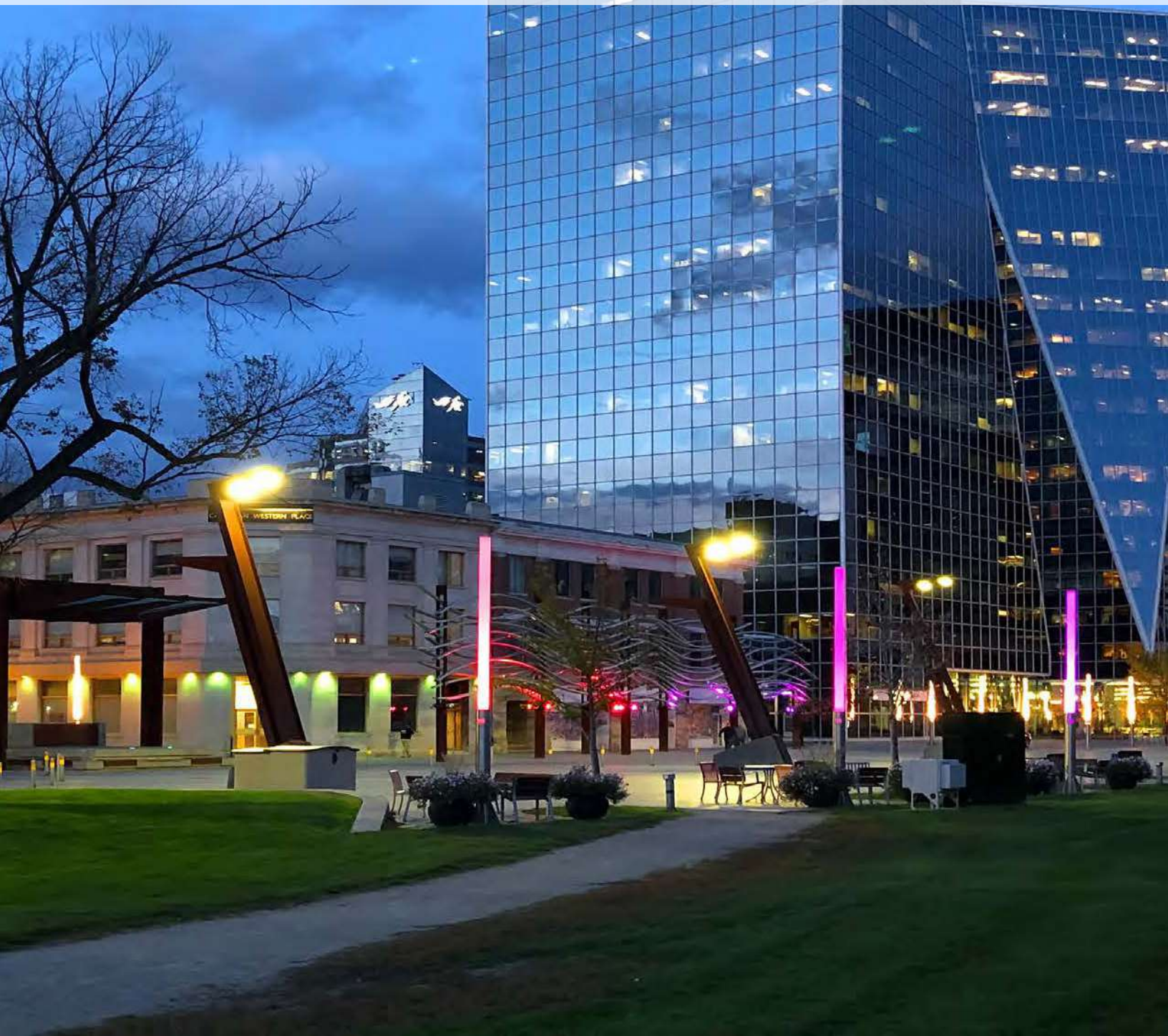


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TO Regina City Council

FROM Economic Development Regina Inc.

DATE September 18, 2026

RE 2027 Budget Submission to the City of Regina

Summary of request. Economic Development Regina (EDR) is requesting \$1,980,000 in City of Regina funding for 2027.

This is the same amount approved by city council for 2026 . This is below the \$2,100,000 EDR received in 2025. The 2027 request represents approximately **0.54% of the City's total municipal tax levy**, or roughly **\$13.70 per year for the average homeowner, about \$1.14 per month.**

EDR's activity also contributes back to the same tax base this request draws from.

Investment and business growth supported by EDR adds new assessed value to Regina's tax base, which in turn generates municipal revenue.

Over the past year, the new residents and businesses EDR helped bring to Regina added an estimated **\$45 million in new assessed value**, generating approximately **\$507,000 in additional municipal tax revenue**. This is equivalent to approximately **\$0.26 in estimated new municipal tax revenue for every dollar of City funding provided to EDR**. This calculation does not capture the full fiscal return from EDR's work. It does not yet include the tax-base impact of local business expansions supported by EDR. EDR has not historically collected the square footage and capital investment information required to translate that business growth into new assessed value.

The business growth itself is measurable. Over the past year, EDR supported **25 existing Regina businesses**, which added an estimated **\$2.6 million in new annual revenue and supported 225 jobs**. EDR is improving its data collection so that future reporting can better connect this type of business growth to its impact on the City's tax base.

EDR is introducing this fiscal analysis in direct response to Council's interest in clearer, more tangible measures of EDR's outcomes. Going forward, EDR intends to report both the broader economic outcomes of its work and, where the data allows, the resulting fiscal impact for the City.

EDR has reduced its own costs before bringing this request forward. EDR has taken steps to reduce its operating costs before bringing this request forward.

- **Software and technology:** A full review reduced these costs by **18.4%**, while increasing EDR's reporting and CRM capacity.

- **Occupancy:** EDR's projected 2027 occupancy cost is **\$220,321**. EDR is requesting **\$110,160** in City funding toward this cost, with the remainder addressed through a co-location strategy already underway.
- **Financial and operations leadership:** A portion of this work has moved to local fractional, vendor-supported model rather than fixed headcount.

EDR has also identified a direct saving for City Administration. Working with City Administration, EDR identified a redundant Conference Board of Canada economic data subscription (Signal 49). The City will discontinue its own subscription and access the data through EDR's existing subscription.

This removes **\$10,077.69 in annual cost from the City's budget**, while maintaining access to the same data and analysis used by City Administration on projects such as the City Centre strategy.

City funding supports EDR's core economic development mandate. If this went unfunded, it would not be a program that pauses. It is the underlying function that disappears. This mandate includes the following:

- Reaching out to and building relationships with companies and investors who might bring their business to Regina, meeting with them directly to make Regina's case, and helping them through the process of choosing a site
- Working with existing and prospective businesses on growth and expansion, tracking new investment opportunities, and helping existing Regina businesses stay in the city
- Bringing an economic development perspective into the City's policy work
- Providing insight and analysis on local businesses, so decisions across the community are based on good information, including strengthening business cases and funding applications with data, from initial development through to outputs, and providing data and analysis used directly by City Administration

Every dollar of City funding brings in additional investment. For every dollar the City provides, EDR brings in an estimated \$0.44 in grants, partnerships and program revenue, based on the 2027 forecast, up from \$0.31 in 2025. This growth reflects EDR's active work to diversify and grow its funding base beyond the City. This additional funding exists because EDR is structured at arm's length from the City. Non-municipal funders, provincial and federal partners, and private investment partnerships fund or partner with EDR in ways they would not with a City department, because EDR is not part of the City's own organization. EDR is also actively securing cost share funding from organizations whose activities occur outside city limits but generate economic benefit for Regina, meaning a growing share of this regional work, alongside EDR's core investor outreach and business growth mandate, is funded by partners with a direct stake in the outcome, not by the City alone.

EDR's efforts generated measurable results for the City this year. The following examples show what EDR does day to day, drawn from the mandate above: investor outreach and site

selection, business growth and retention, policy input, or data and analysis. They also show what happened as a direct result, the economic impact that followed, and why that outcome matters to Regina specifically, whether through the tax base, employment, investment attracted, or business retained. They span the range of investment EDR pursues, from large transformational projects to smaller, faster-moving ones, since both are necessary for sustained economic growth.

Cargill, a multi-year transformational investment. Projects of this scale do not fit neatly into a single year KPI structure. Cargill's canola crush plant took approximately six years from initial work to opening, and required collaboration across many partners, including the Province, federal partners, local landowners, and Cargill itself, none of whom could have delivered this investment alone. EDR's role was to help keep the project moving forward over that span. This included supporting the development of Regina's Agriculture and Food Innovation Strategy in 2020, evaluating the bioeconomy opportunity in 2022, providing local market intelligence, supporting early site selection discussions, and maintaining relationships through construction and opening. As local partnerships strengthened and the project matured, EDR's direct facilitation role decreased. That is a sign the project was succeeding and moving through the process as intended, not a gap in EDR's contribution. A project this size is never the result of one organization acting alone, and EDR is not seeking sole credit for it.

Cargill selected the Global Transportation Hub for the plant itself, based on the site's own fundamentals. The benefit to Regina is not the site decision, but the economic activity that follows. Construction created approximately 1,400 jobs during the build. On an ongoing basis, the facility supports 100 permanent jobs and approximately 95 contract positions, along with an estimated 55 new residents drawn to Regina by the project, increased demand for local suppliers, contractors, and service providers, and a strengthened regional position in value-added agriculture and the bioeconomy that supports the next investment decision.

Media Production Company A. A smaller, faster-moving investment. This opportunity came through the Saskatchewan Ministry of Trade and Export Development's International Singapore office. EDR evaluated the company's fit with Regina, helped it establish here, providing local market information, office location options, introductions to accounting and legal professionals, and support through incorporation and immigration. The company selected Regina, established operations, and EDR continues to support the company through its first year in market. They are expected to produce two films in 2026 and are building a slate for 2027, with each production expected to create approximately 50 jobs, including union positions.

- Annual operating expenditure across two productions, \$703,044
- Annual economic output across two productions, \$934,346
- Employment across two productions, 100
- Annual city revenue, \$41,480

Most investment does not arrive as a \$350 million project. It arrives as a small office that grows, and that growth still means new capital, talent, and jobs in Regina that were not here before.

HSB. A specialized growth investment. The Saskatchewan Ministry of Trade and Export Development connected HSB with EDR to establish their Canadian office in Regina. As a former resident, co-founder Udaya Silva was keen to move back to the city and re-establish roots. EDR's work included verifying whether Regina could support HSB's work, introducing the company to the specific suppliers and partners it needs, and supporting its move here. Once established, EDR connected HSB with its program for helping new companies expand. HSB is projected to grow from two jobs today to as many as 30 within three to five years, jobs at the company itself, plus jobs it supports at local suppliers, with annual city revenue projected to grow from \$29,500 today to as much as \$398,000 at that scale. Local companies bidding on projects that need a mix of specialized skills are also strengthened by having HSB in Regina.

From Udaya Silva, co-founder HSB Solutions - *"Choosing Regina was both a business decision and a personal one. The team at Economic Development Regina has been genuinely welcoming, connecting us with the right people at both the Saskatchewan and federal levels, helping us confirm the city could support the specialized aerospace engineering we do, and making our move smooth. Beyond our own growth, we want to help build a homegrown aerospace engineering skillset here, partnering with the province's academic institutions to develop the next generation of talent."*

Overall Activity and Results

Over the past 12 months:

Investment attraction

- **116** companies and investors met directly.
- **30** serious prospects followed up.
- **4** new investment opportunities identified and pursued.
- **3 investments** chose Regina.

Business growth and retention

- **25 existing Regina businesses** supported through the Upscale cohort program and direct Business Growth support.
- **\$2.6 million** in estimated new annual business revenue.
- **225 jobs** supported.

Together, this activity is estimated to have attracted **620 new residents to Regina**.

EDR's work is directly aligned with the City's own priorities. EDR's work is directly aligned with the City's 2026 to 2029 Strategic Plan.

EDR developed this alignment with City Administration rather than setting its direction separately. Of the City's four priorities, EDR's work aligns most directly with **Prosperity**, particularly through:

- Investment attraction.
- Business growth and scaling.
- Entrepreneurship.
- Sector development.

This work is supported by tools and programs already in place, including the **Regina Prosperity Matrix, monthly Economic Briefs, State of Small Business report, Upscale cohort program and Grow Regina investment partnership.**

EDR also contributes to the City's **Vibrancy** priority, although this role is more limited following the formal separation of EDR and Tourism in 2022. EDR continues to support Vibrancy through Regina 25 and the State of Economy event. Neither initiative is included in this funding request. Regina 25 will proceed through sponsorships secured by EDR, while the State of Economy event will be supported through sponsorships and ticket sales.

Inclusive Economic Development. EDR has strengthened its working relationship with the City's Director of Indigenous Relations and is integrating this collaboration into its business attraction, growth and expansion work rather than treating it as a separate function.

This request includes a **\$120,000 reallocation for a dedicated inclusive economic development staff position**, along with related engagement and development activity.

The work will be guided by the City's Indigenous Framework, *kâ-nâsihcikêwin*, including its principle of *miskâsowin*, finding one's sense of origin, self and belonging.

The specific activities and priorities will continue to be shaped through EDR's relationships with the City and Indigenous partners.

This request is made in the context of a modest projected shortfall of \$48,514 in EDR's overall 2027 financial forecast. A full budget table, including this shortfall, is presented as part of this submission.

Request. EDR respectfully requests that Council approve funding of \$1,980,000 to Economic Development Regina Inc. for the 2027 fiscal year, in accordance with this submission and the accompanying budget.

EDR welcomes the opportunity to answer any questions Council may have ahead of the formal budget submission.

Economic Development Regina FY2027 Budget

	City Funded	EDR Funded	Total Budget
Funding			
City of Regina Core Funding	\$1,980,000	-	\$1,980,000
Partner Contributions	-	\$154,248	\$154,248
Project Funding - Business Growth Program	-	\$344,418	\$344,418
Grow Regina Partnership Program	-	\$250,000	\$250,000
Other Revenue	-	\$130,000	\$130,000
Total Funding	\$1,980,000	\$878,666	\$2,858,666
Expenses			
Salaries & Benefits	\$962,619	\$412,551	\$1,375,170
Occupancy	\$110,160	\$110,160	\$220,320
General & Admin	\$75,697	\$32,441	\$108,138
Professional Fees	\$216,895	\$92,955	\$309,850
Promotion & Publicity	\$83,101	\$35,615	\$118,716
Recruitment & Education	\$29,171	\$12,502	\$41,673
Travel	\$17,669	\$7,573	\$25,242
Corporate Program Costs	\$430,438	\$200,133	\$630,571
Marketing & Communications	\$54,250	\$23,250	\$77,500
Total Expenses	\$1,980,000	\$927,180	\$2,907,180
Surplus (deficiency) of funding over expenses	-	(\$48,514)	(\$48,514)

Budget Proposal FY2027

	FY2026 Budget	FY2026 Forecast	FY2027 Budget	FY2028 Budget
Funding				
City of Regina Core Funding	\$1,980,040	\$1,980,000	\$1,980,000	\$1,980,000
Partner Contributions	\$380,000	\$300,091	\$344,418	\$354,750
Project Funding - Business Growth Program	\$166,670	\$153,704	\$154,248	\$158,875
Grow Regina Partnership Program	\$275,000	\$265,416	\$250,000	\$257,500
Other Revenue	\$13,500	\$23,346	\$130,000	\$233,900
Total Funding	\$2,815,210	\$2,722,557	\$2,858,666	\$2,985,025
Expenses				
Salaries & Benefits	\$1,615,500	\$1,287,931	\$1,375,170	\$1,416,424
Occupancy	\$220,180	\$217,042	\$220,320	\$226,931
General & Admin	\$83,620	\$76,158	\$108,138	\$111,382
Professional Fees	\$35,900	\$229,572	\$309,850	\$319,146
Promotion & Publicity	\$22,500	\$50,292	\$118,716	\$122,276
Recruitment & Education	\$23,500	\$26,019	\$41,673	\$42,924
Travel	\$11,300	\$14,692	\$25,242	\$25,999
Corporate Program Costs	\$397,870	\$394,555	\$630,571	\$649,489
Marketing & Communications	\$548,300	\$434,710	\$77,500	\$79,825
Total Expenses	\$2,958,670	\$2,730,971	\$2,907,180	\$2,994,396
Deficit of funding over expenses	(\$143,460)	(\$8,414)	(\$48,514)	(\$9,371)



ECONOMIC
DEVELOPMENT

REGINA

THE
CORNER
OFFICE

CFO

Where Innovation Meets Financial Excellence



2027 Budget Submission - Provincial Capital Commission

Date	October 7, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	EX26-99

RECOMMENDATION

That the Executive Committee refer the 2027 Budget request as submitted by the Provincial Capital Commission (PCC) to the December 7, 2026, City Council meeting.

ISSUE

Annually, PCC provides the Executive Committee with a presentation outlining their plan of activities, budget, and grant request for the coming year. PCC's submission is attached as the 2027 Budget Submission Provincial Capital Commission (Appendix A) to this report.

The deliberation and approval of the request is undertaken as part of City Council's consideration and approval of the overall General Operating Budget. As a result, once discussed at the Executive Committee, PCC's budget request is referred to the 2027 Budget process for future budget deliberation by City Council. The intent is to have City Council consider for approval PCC's 2027 request.

IMPACTS

Financial Impact

PCC is requesting total funding of \$2,719,000 for 2027, the same amount that City Council approved for 2026.

Strategic Priority Impact

PCC's vision, "PCC provides beautiful, protected and cherished places and spaces to experience nature, history, learnings and events. Designed for its prairie eco-system, it is relevant for the now and sustainable for the future ..." aligns with the City of Regina's (City) Strategic Priority of Vibrancy. In particular, PCC plays a key partnership role in advancing the City's strategic outcome whereby "residents have access to year-round inclusive spaces and programs that support culture, sport, recreation and well-being."

There are no legal, policy, labour, environmental, Indigenous or inclusion, diversity, equity & accessibility impacts respecting this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

PCC will be advised of the decision by City Council after City Council considers and approves the 2027 Budget for the City in December 2026.

DISCUSSION

Under *The Provincial Capital Commission Act* (Act), the Government of Saskatchewan established a Board of Directors representing Wascana Centre's three participating parties: the Government of Saskatchewan (Province), the City and the University of Regina (U of R). The Board contains three representatives from the province and one each from the City and the U of R. PCC provides oversight and stewardship of 2,300 acres of land within the city, including land owned by each participating party and occupied by diverse tenants.

Pursuant to the legislation, the majority of PCC's revenue is in the form of grant contributions from PCC's participating parties. Pursuant to section 8-2 of the Act, PCC's Board is required to submit a budget for review by the participating parties, attend a meeting with the participating parties to explain the proposed budget and after considering any suggestions by the participating parties, determine the budget for the year. The legislation establishes the funding split for the costs associated with servicing, maintaining and upgrading common areas on public land and the participating parties are required to pay specified percentages of the amount required. The province is required to pay 55 per cent; the City is required to pay 30 per cent and the U of R is required to pay 15 per cent.

DECISION HISTORY & AUTHORITY

On December 11, 2025, City Council considered item *CM25-19 – 2026-2027 Budget Deliberations*

and approved \$2,719,000 in funding for PCC for 2026.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'Trevor Black', with a horizontal line extending to the right.

Trevor Black
Manager, Budget & Long-term Financial
Planning

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read 'Jeff May', with a stylized, looped initial 'J'.

Jeff May
Acting Chief Financial Officer & Deputy City Manager

Prepared by: Trevor Black, Manager, Budget & Long-term Financial Planning

ATTACHMENTS

Appendix A - 2027 Budget Submission - Provincial Capital Commission



September 18, 2026

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

Dear Members of Council:

The Provincial Capital Commission (PCC) requests a total investment of \$2.719 million from the City of Regina in 2027-28 to support operations and community-use capital projects as well as maintenance of City-owned assets with Wascana Centre. This request maintains the City's contribution at its current level and represents no increase from 2026-27.

The PCC recognizes the financial pressures facing the City of Regina and its residents. In maintaining a status quo request for 2027-28, the PCC is seeking to provide budget certainty while preserving the services, public spaces and infrastructure that Regina residents rely on throughout the year. It is important that this request be understood in the context of a more significant long-term financial sustainability challenge for the PCC.

I. VALUE FOR REGINA RESIDENTS

Wascana Centre is one of Regina's defining public spaces and one of North America's largest urban parks, encompassing approximately 1,900 acres. Together with Government House, it provides residents and visitors with access to nature, recreation, history, culture, education and community gathering spaces. Wascana Centre is also home to prominent civic and provincial destinations, including the Legislative Building, the MacKenzie Art Gallery, the Royal Saskatchewan Museum, the Saskatchewan Science Centre and Leibel Field.

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

Investing in the PCC keeps Wascana Centre and Government House beautiful, safe and accessible. For the City of Regina, it is where Regina people gather, play and enjoy this beautifully landscaped park surrounded by a scenic 300-acre lake with water features, an oasis in the middle of the city. For the Province of Saskatchewan, it is where the seat of government and numerous historic buildings of significance are located. For the University, it is a campus that attracts students and provides research opportunities to innovate and to examine and sustain prairie ecology.

The PCC's work directly supports the daily experience of Regina residents and visitors through:

- maintenance of pathways, public washrooms, parking areas, picnic and recreation spaces;
- snow removal and year-round access to public areas;
- stewardship of the urban forest and horticultural displays;
- management of pests, invasive species, and wildlife;
- planning and delivery of community-use capital projects;
- support for public events, celebrations, and educational programming; and
- preservation of significant natural, cultural, and heritage assets.

These services extend beyond the maintenance of a park. They support public health and recreation, tourism, environmental stewardship, community connection and Regina's identity as Saskatchewan's capital city. PCC-managed spaces provide accessible places for people to walk, cycle, paddle, ski, gather, participate in sports and attend community events. PCC programming and events are community-focused and are generally offered free of charge or at a nominal cost.

The City of Regina also receives direct value from PCC's specialized capacity. PCC maintains City-owned assets within Wascana Centre, coordinates closely with City officials on forestry, horticulture and pest management, and operates greenhouses that provide annual plant material through a partnership arrangement.

The City of Regina's 2026-27 investment has enabled the PCC to maintain safe, accessible and welcoming public spaces while advancing priority community-use capital projects. This includes continued year-round maintenance and visitor services, renewal of pathways and public washrooms, improvements to picnic and event spaces, investment in fleet and support infrastructure, and ongoing stewardship of Wascana Centre's urban forest, horticultural displays, shoreline and natural habitats. The funding also supports educational programming, public events and more than 300 permitted outdoor events each year, helping ensure that Wascana Centre and Government House continue to serve residents as important recreation, cultural and community destinations.

The City of Regina's 2026 Growth Monitoring Report reinforces the importance of planning for sustained demand on these public spaces. Regina's population was estimated at approximately 255,395 as of July 1, 2024, and is projected to reach approximately 369,600 by 2051. Growth through new neighbourhoods and intensification near Wascana Centre will bring tens of thousands of additional residents within convenient access to Wascana Centre. For the PCC, this growth will increase use of pathways, washrooms, event spaces, recreation amenities and natural areas, adding to operating, maintenance and capital-renewal requirements. Long-term funding and asset planning are therefore necessary to ensure that Wascana Centre can continue to meet the needs of a growing capital city.

II. THE 2027-28 BUDGET REQUEST

Grant Investment \$2.719 million

For 2027-28, PCC is maintaining the City of Regina's grant request at \$2.719 million. Under the status quo budget, PCC expects total expenses of approximately \$15.171 million.

The PCC Board has approved the status quo spending plan for 2027-28. Consistent with PCC's statutory governance framework, the funding requests submitted to the partners are based on the spending plan approved by the Board.

<i>(numbers in thousands)</i>	Province*	City	University	Total
<i>2026-27 Funding</i>	\$ 7,471	\$ 2,719	\$ 800	\$ 10,990
Total 2027-28 Funding Request	\$ 7,363*	\$ 2,719	\$ 800	\$ 10,882

**\$108K Information technology budget centralization at the Ministry of SaskBuilds and Procurement; no net budget impact to the PCC.*

Partner grant requests are offset by internally generated revenue of approximately \$1.255 million. Internally generated revenues include service revenue, rental revenue, development and application fees, donations, interest revenue and miscellaneous revenue.

Although the 2027-28 budget can be balanced in the short term, it requires a transfer of approximately \$3.034 million from accumulated surplus. Of this amount, approximately \$2.607 million supports community-use capital investment and approximately \$427,000 covers a modest operating shortfall.

The PCC's accumulated surplus is therefore serving two essential but fundamentally different purposes: addressing ongoing operating pressures and renewing public-facing infrastructure. Continued reliance on a finite reserve to fund recurring operations and community-use capital projects is not a sustainable long-term model.

III. A NARROWING WINDOW FOR A LONG-TERM SOLUTION

PCC's accumulated surplus is anticipated to be depleted in 2028-29; therefore, the future financial sustainability of the PCC is at risk. After 2027-28, the PCC will not be able to continue addressing both operating pressures and community-use capital requirements in the same manner. Without a sustainable funding response, future decisions could involve deferring infrastructure renewal, reducing service levels or reconsidering the scope and timing of work that supports safe, accessible and welcoming public spaces.

Deferring necessary investment will not eliminate the underlying need. It will transfer costs and risks into future years as infrastructure ages and renewal requirements accumulate. For the City of Regina, the concern is particularly relevant because the condition, accessibility and reputation of Wascana

Centre directly affect Regina residents, City-owned assets and the broader experience of Saskatchewan's capital city.

The contribution framework for funding partners is defined in *The Provincial Capital Commission Act*. Percentages of costs for funding partners are: 55% for the Government of Saskatchewan, 30% for the City of Regina and 15% for the University of Regina. As a result of utilizing PCC's accumulated surplus, the actual share of true operating and capital costs for each of the funding partners has been less. For example, maintaining the current level of investment for each partner in 2027-28 will result in an actual share of true cost of 53% (\$7.363 million) for the Government of Saskatchewan, 20% (\$2.719 million) for the City of Regina and 6% (\$0.8 million) for the University of Regina.

The PCC is not requesting that the City of Regina or other partners address the difference between legislated and actual funding percentages through this 2027-28 submission. The comparison is provided to demonstrate why all partners need to participate in developing a coordinated and sustainable long-term funding solution for Wascana Centre and Government House.

IV. MOVING FORWARD TOGETHER

The PCC believes that the most responsible course of action is to use 2027-28 as a transition year. The status quo request provides near-term predictability, but it must be accompanied by meaningful partner discussions about a sustainable funding framework.

The PCC is committed to working collaboratively with the City of Regina, the Government of Saskatchewan and the University of Regina to:

- establish a shared understanding of the operating and capital funding required to sustain PCC-managed assets and services;
- reduce reliance on accumulated surplus for recurring operating costs;
- develop a predictable multi-year approach to community-use capital renewal;
- clarify the respective responsibilities and contributions of the funding partners; and
- provide sufficient lead time for future funding requirements to be incorporated into each partner's budget process.

This approach would allow the partners to move beyond annual short-term decisions and toward a funding model that supports responsible asset management, service continuity and long-term affordability. It would also provide City Council with greater transparency about future requirements and the consequences of alternative funding or service-level decisions.

V. REQUEST TO COUNCIL

The PCC respectfully requests that the City of Regina:

1. approve a 2027-28 contribution of \$2.719 million, maintaining the City of Regina's current funding level;
2. recognize that continued reliance on accumulated surplus is a time-limited measure rather than a sustainable funding strategy; and
3. actively and collaboratively participate in discussions with the PCC, the Government of Saskatchewan and the University of Regina to develop and implement a long-term funding solution before the PCC's accumulated surplus is depleted, including a review of the legislated partner funding framework and the contributions required to sustain Wascana Centre and Government House into the future.

The PCC Administration will reach out to City Administration in the coming weeks to schedule an initial discussion.

The City of Regina's investment supports much more than the annual operation of the PCC. It helps protect public spaces and infrastructure that contribute to Regina's quality of life, environmental health, civic identity and attractiveness as a place to live, work, visit and invest.

The PCC values its partnership with the City of Regina and appreciates City Council's continued stewardship of these important public assets. By maintaining support in 2027-28 and engaging in a forward-looking funding discussion, the City of Regina can help ensure that Wascana Centre and Government House remain safe, accessible, resilient and welcoming for current residents and future generations.

VI. SUPPLEMENTARY INFORMATION

The PCC's Board-approved 2027-28 Spending Plan is in Appendix A. Information on Board structure and governance is in Appendix B.

Sincerely,

A blue ink signature, appearing to be 'D Wilby', written in a cursive style.

Drew Wilby
Chair of the Board

A blue ink signature, appearing to be 'Jenna Schroeder', written in a cursive style.

Jenna Schroeder
Executive Director

APPENDIX A

Provincial Capital Commission	2025-26	2026-27	2026-27	2027-28
	Actual	Budget	Forecast	Preliminary Budget
	(\$000s)	(\$000s)	(\$000s)	(\$000s)
Revenue				
Grants				
Government of Saskatchewan	7,705	7,471	7,471	7,363
City of Regina – Operating Grant	2,719	2,719	2,719	2,719
University of Regina	800	800	800	800
PCC Generated Revenue	1,159	1,192	1,103	1,255
Transfer from Surplus Account- Capital Investment	1,605	2,964	2,964	3,034
Total Revenue	13,988	15,146	15,057	15,171
Expenses				
ED Office	461	562	548	570
Finance and Corporate Services	752	1,045	798	920
Accommodation	3,356	3,611	3,584	3,692
Outreach and Visitor Experience	1,685	1,753	1,715	1,763
Stewardship and Operations	745	832	756	849
Forestry	838	891	898	893
Horticulture	776	798	740	825
Maintenance	3,161	2,982	3,157	2,982
Development and Infrastructure Projects	2,132	2,607	2,538	2,607
Amortization	84	65	65	70
Total Expenses	13,988	15,146	14,799	15,171
Surplus (Deficit)	-	-	258	(0)
Accumulated Surplus, beginning of year	9,615	8,113	8,113	5,149
Adj to Beginning Accumulated Surplus	103			
Transfer to Community Use Capital Investment	1,605	2,964	2,964	3,034
Accumulated Surplus, end of year	8,113	5,149	5,407	2,115
		Operating Deficit		427
		Major Projects		2,607
		Total		3,034

APPENDIX B



Hope and Dream

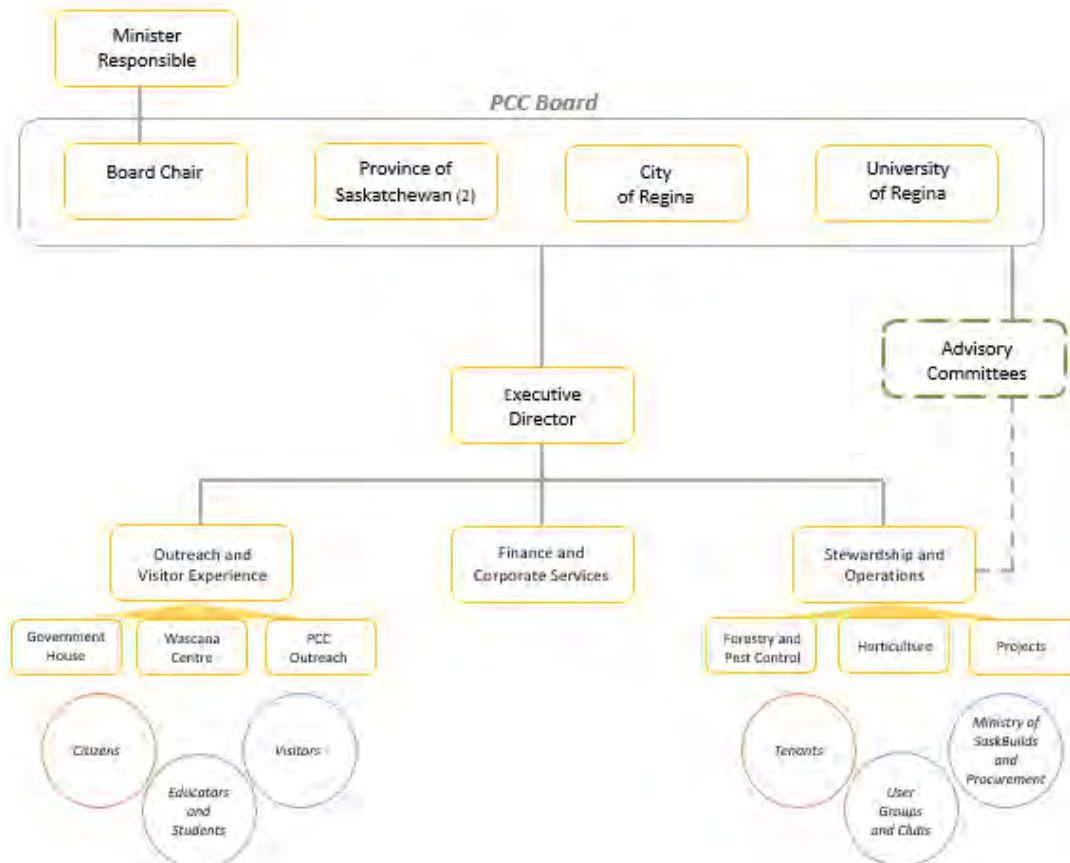
We desire a world where plants, animals and people thrive in co-existence, and where natural and built environments are in harmony and bring beauty and fulfillment to the lives of all.

Mission

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

Vision

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





Application for Title – 2026 Liens

Date	October 7, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Assessment & Property Revenue Services
Item No.	EX26-100

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Authorize the Manager of Property Revenue Services to serve a six-month notice on all parcels of land included in the list of lands marked as Appendix A;
2. Authorize the Manager of Property Revenue Services to proceed with the next steps in tax enforcement upon expiry of the six-month notice period;
3. Cancel the taxes and penalties pursuant to clause 244(2)(c) of *The Cities Act*, as the taxes owing are uncollectable for the properties listed in Appendix B; and
4. Approve these recommendations at its meeting on October 14, 2026.

ISSUE

Based on the 2026 tax liens, the properties listed in Appendix A of this report have an interest registered by the City of Regina (City) at the Land Registry and have outstanding property tax arrears.

Upon City Council (Council) resolution, Administration will continue with tax enforcement proceedings by serving six-month notices (after October 22, 2026) on properties for which tax arrears have not been paid and the interest based on the tax lien has not been discharged.

Administrative costs will be added to the tax roll pursuant to section 19(1) of *The Tax Enforcement Act*.

Administration is requesting that Council cancel the taxes owing for the properties listed in Appendix B, as the taxes are considered uncollectable pursuant to clause 244(2)(c) of *The Cities Act*.

IMPACTS

Financial Impact

The property taxes listed in Appendix B are considered uncollectable. If the recommendations in this report are approved, the result will be the write-off of \$1,711.65 in levy and \$1,528.40 in penalties, as well as service charges owing to the City, totaling \$3,240.05. The municipal cost of this cancellation is \$2,611.47.

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

OTHER OPTIONS

Tax enforcement steps are prescribed by *The Tax Enforcement Act*; therefore, other options are not presented.

COMMUNICATIONS & ENGAGEMENT

The City has an established process for communicating with property owners regarding outstanding taxes. Property owners are notified throughout the tax enforcement process and will continue to receive notice as required by the applicable legislation.

DISCUSSION

Council approval to proceed under subsection 22(1) of *The Tax Enforcement Act* is requested to serve six-month notices on the 551 properties listed in Appendix A of this report. These annual figures are consistent with the number of properties served with six-month notices over the previous five years.

The steps taken prior to proceedings for title for a typical property listed in Appendix A are as follows:

- The 2025 property tax notices were delivered, with property taxes due and payable on June 30, 2025. Taxes on properties with supplementary notices were due December 31, 2025.

- Unpaid 2025 taxes went into arrears January 1, 2026.
- The properties were advertised in the *Leader-Post* on February 7, 2026.
- Interests based on tax liens were registered on the various titles to the properties at the Land Registry beginning April 9, 2026.

In addition to the prescribed tax enforcement steps outlined above, the City took additional measures to communicate with property owners, including issuing three reminder letters prior to placing liens against the property, as well as communicating with property owners after the liens were registered.

The City will not necessarily take title to a property following the six-month notice period. During the later stages of tax enforcement, properties are reviewed individually and consent from the Provincial Mediation Board to take title is not sought where a satisfactory repayment plan is in place. The City also has the right to pursue other means of collecting outstanding arrears, as permitted under *The Cities Act*, including, but not limited to, civil action, seizure of rents and/or seizure of goods and chattels.

Administration follows the requirements of *The Tax Enforcement Act* with respect to tax arrears. Each step of the tax enforcement process requires considerable time and administrative effort. Costs are added to the tax roll as authorized by Section 19(1)(f) of *The Tax Enforcement Act*.

The next steps in the process are:

- Seeking Council approval to serve six-month notice to the property owner and other registered interests on the property title, advising of the City's intent to take title to the property if taxes are not paid, pursuant to this resolution.
- Following the required six-month waiting period, seeking consent from the Provincial Mediation Board (PMB) which is required before a final application for title.
- Once PMB consent has been issued, registering the consent on the property title and serving a final 30-day notice to the property owner.
- Transfer of title to the City.

Tax Cancellations

There are two mobile home accounts listed in Appendix B that Administration considers uncollectable.

If the recommendations in this report are approved, the result will be the cancellation of \$1,711.65 in levy and \$1,528.40 in penalty. Appendix B provides a breakdown of cancelled taxes by the taxing authority. Other taxing authorities will participate in the cancellation of their share of the levies in accordance with agreements with those taxing authorities. The cost of the penalty cancellation is

borne entirely by the City; therefore, the total cost to the City is \$2,611.47. If not cancelled, penalties will continue to accrue monthly.

The accounts listed in Appendix B relate to mobile homes that were located on leased land. The mobile homes are assessed and charged property taxes on the structure pursuant to section 177(2.1) of *The Cities Act*. Because these mobile home improvements do not have a separate legal title in the land titles system, they are not eligible for a property tax lien. Options available to collect unpaid taxes on mobile homes include seizing and selling the mobile home, seizure of rents where the mobile home is rented to a tenant, referring the debt to a collection agency, or recovering taxes through a civil suit.

The mobile homes no longer exist on the property and attempts to collect from mobile homeowners through a collections agency have not been successful.

For these reasons, Administration considers these tax debts to be uncollectable and recommends that Council cancel the pursuant to clause 244(2)(c) of *The Cities Act*.

DECISION HISTORY & AUTHORITY

The recommendations contained in this report require Council approval.

Respectfully Submitted,



Tanya Mills, Director
Assessment & Property Revenue Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Melissa Stefankiw, Coordinator, Tax & Utility Collections

ATTACHMENTS

Appendix A - Application for Title 2026

Appendix B - Application to Cancel Taxes

Appendix A - Application for Title

CIVIC_ADDRESS	LEGAL_DESCRIPTION
1318 N LAKEWOOD CRESCENT	Plan: 83R10860 Block: 11 Lot: 14
6246 EHRLE CRESCENT	Plan: 86R43043 Block: 28 Lot: 52
6511 HIRD CRESCENT	Plan: 85R26982 Block: 28 Lot: 10
6435 HIRD CRESCENT	Plan: 86R42601 Block: 28 Lot: 18
1663 N SHATTUCK BAY	Plan: 86R25312 Block: 30 Lot: 22
1322 N LAPCHUK CRESCENT	Plan: 88R39828 Block: 14 Lot: 4
7111 LANIGAN DRIVE	Plan: 81R49758 Block: 135 Lot: 10
7007 WHELAN DRIVE	Plan: 81R35902 Block: 128 Lot: 5
1151 N RADWAY STREET	Plan: 81R32200 Block: 1 Lot: 41
5910 RATNER CRESCENT	Plan: 81R32200 Block: 3 Lot: 8
1206 N GELSINGER PLACE	Plan: 88R38928 Block: 5 Lot: 2
1030 N DEWBERRY WAY	Plan: 01RA22972 Block: 102 Lot: 23
4245 ROCHDALE BOULEVARD	Plan: 101161897 Block: M
1051 N DEWBERRY WAY	Plan: 01RA22972 Block: 104 Lot: 1
154 WEEKES CRESCENT	Plan: 75R23282 Block: 29 Lot: 31
43 KOWALCHUK CRESCENT	Plan: 75R23282 Block: 36 Lot: 18
10 JORDAN BAY	Plan: 75R23282 Block: 36 Lot: 10
23 MACOUN BAY	Plan: 76R56110 Block: 15 Lot: 51
839 N HAYWORTH CRESCENT	Plan: 77R57777 Block: 107 Lot: 6
7003 BEAMISH DRIVE	Plan: 78R16753 Block: 113 Lot: 20
739 N VANIER DRIVE	Plan: 78R16753 Block: 115 Lot: 23
835 N SEYMOUR CRESCENT	Plan: 78R63734 Block: 204 Lot: 9C
35 EDENWOLD CRESCENT	Plan: 77R32633 Block: 52 Lot: 35
3 SPRINGSTEIN AVENUE	Plan: 75R30096 Block: 48 Lot: 1
185 TREMAINE AVENUE	Plan: 74R33913 Block: 47 Lot: 3
35 BOYCE STREET	Plan: 74R33913 Block: 41 Lot: 9
72 DRYBURGH CRESCENT	Plan: 74R33913 Block: 43 Lot: 18
102 COOPER CRESCENT	Plan: 71R14686 Block: 2 Lot: 30
520 DALGLIESH DRIVE	Plan: 74R23123 Block: 17 Lot: 13
88 FRENCH CRESCENT	Plan: 74R33914 Block: 35 Lot: 22
10 LAROCQUE BAY	Plan: 74R23123 Block: 20 Lot: 24
123 MAGEE CRESCENT	Plan: 74R37760 Block: 3 Lot: 2 / Plan: 74R37760 Block: 3 Lot: 1
62 BROCKELBANK CRESCENT	Plan: 73R50385 Block: 4 Lot: 15
66 BROCKELBANK CRESCENT	Plan: 73R50385 Block: 4 Lot: 16
71 TRIFUNOV CRESCENT	Plan: 75R45335 Block: 18 Lot: 49
75 NEILSON CRESCENT	Plan: 76R35323 Block: 33 Lot: 6
2748 CORBETT ROAD	Plan: 81R53638 Block: 38 Lot: 8
150 PETERSMEYER STREET	Plan: 81R53638 Block: 36 Lot: 36
130 ELMVIEW ROAD	Plan: 66R22720 Block: 5 Lot: 41
252 N HECTOR CRESCENT	Plan: 85R32231 Block: 5 Lot: 39
7103 SHERWOOD DRIVE	Plan: 80R24624 Block: 37 Lot: 9
88 SELBY CRESCENT	Plan: 73R19291 Block: 22 Lot: 25

147 NOLLET AVENUE	Plan: 74R39749 Block: 28 Lot: 7
134 MCCARTHY BOULEVARD	Plan: 73R08672 Block: 17 Lot: 6
6139 7TH AVENUE N	Plan: 73R19291 Block: 18 Lot: 1
5112 SHERWOOD DRIVE	Plan: 65R38887 Block: 4 Lot: 64
37 MACLEAN STREET	Plan: 59R10221 Block: 49 Lot: 16
31 WAKEFIELD CRESCENT	Plan: 59R10223 Block: 44 Lot: 16
255 N MCINTOSH STREET	Plan: 59R10219 Block: 46 Lot: 33
144 MCCAUL CRESCENT	Plan: 62R19207 Block: 3 Lot: 8
1016 LORIMER PLACE	Plan: 62R19207 Block: 4 Lot: 23
406 N ARGYLE STREET	Plan: 62R19207 Block: 8 Lot: 8
151 MERLIN CRESCENT	Plan: 62R19206 Block: 30 Lot: 33
428 N GARNET STREET	Plan: 62R19206 Block: 28 Lot: 29
2035 8TH AVENUE N	Plan: AT654 Block: 59 Lot: 10 / Plan: AT654 Block: 59 Lot: 9
2400 5TH AVENUE N	Plan: AT654 Block: 47 Lot: 26 / Plan: AT654 Block: 47 Lot: 25
110 N ROSE STREET	Plan: 60R17584 Block: 4 Lot: 14
258 N HAMILTON STREET	Plan: AT654 Block: 54 Lot: 39 / Plan: AT654 Block: 54 Lot: 40
1317 9TH AVENUE N	Plan: 70R35954 Block: 9 Lot: 23
1325 9TH AVENUE N	Plan: 70R35954 Block: 9 Lot: 24
167 N BROAD STREET	Plan: 69R10749 Block: 3 Lot: 2B
102 N WINNIPEG STREET	Plan: AY5450 Block: 41 Lot: 26 / Plan: AY5450 Block: 41 Lot: 27 / Plan: AY5450 Block: 41 Lot:
120 N WINNIPEG STREET	Plan: AY5450 Block: 41 Lot: 28 / Plan: AY5450 Block: 41 Lot: 29 / Plan: AY5450 Block: 41 Lot:
1130 6TH AVENUE N	Plan: AY5450 Block: 55 Lot: 23 / Plan: AY5450 Block: 55 Lot: 24
251 N TORONTO STREET	Plan: AY5450 Block: 54 Lot: 12 / Plan: AY5450 Block: 54 Lot: 11
230 HENDERSON DRIVE	Plan: 76R30424 Block: 16 Lot: E
306 FULTON DRIVE	Plan: 78R60148 Block: 4 Lot: 73
99 GREENWOOD CRESCENT	Plan: 78R50102 Block: 3 Lot: 1A / Plan: 78R50102 Block: 3 Lot: 1B
951 DOROTHY STREET	Plan: 76R00950 Block: 8 Lot: 8
90 PAYNTER CRESCENT	Plan: 76R00950 Block: 8 Lot: 19
1042 DOROTHY STREET	Plan: 76R00950 Block: 13 Lot: 1
51 TRUDELL CRESCENT	Plan: 72R42721 Block: 2 Lot: 12
6319 1ST AVENUE N	Plan: 73R02926 Block: 7 Lot: 14
414 MCCARTHY BOULEVARD	Plan: 73R02926 Block: 8 Lot: 7
3 BARBER STREET	Plan: 73R19290 Block: 14 Lot: 35
115 MCCARTHY BOULEVARD	Plan: 72R32562 Block: 14 Lot: 29
428 MCINTOSH STREET	Plan: 71R28862 Block: 18 Lot: 18
451 FORGET STREET	Plan: AR4002 Block: 27 Lot: 13 / Plan: 101177186 Block: 27 Lot: 42

355 ARTHUR STREET	Plan: 101177096 Block: 31 Lot: 27 / Plan: 101177096 Block: 31 Lot: 28
245 WASCANA STREET	Plan: AX2262 Block: 26 Lot: 12 / Plan: AX2262 Block: 26 Lot: 11
401 PASQUA STREET	Plan: AX2262 Block: 9 Lot: 1
425 PASQUA STREET	Plan: AX2262 Block: 9 Lot: 8
3212 PERRY AVENUE	Plan: 59R10220 Block: 16 Lot: 31
260 ANGUS STREET	Plan: AP5716 Block: 63 Lot: 25 / Plan: AP5716 Block: 63 Lot: 24 / Plan: AP5716 Block: 63 Lot:
270 ANGUS STREET	Plan: AP5716 Block: 63 Lot: 23 / Plan: AP5716 Block: 63 Lot: 22 / Plan: 101216326 Block: 63 Lo
211 GARNET STREET	Plan: FN4603 Block: K Lot: 5
224 GARNET STREET	Plan: AP5716 Block: 58 Lot: 31 / Plan: AP5716 Block: 58 Lot: 32
3420 AVONHURST DRIVE	Plan: 59R16609 Block: 12 Lot: 25
341 MCINTYRE STREET	Plan: BH188 Block: 18 Lot: 10 / Plan: BH188 Block: 18 Lot: 11
320 HAMILTON STREET	Plan: AU4502 Block: 22 Lot: 34 / Plan: AU4502 Block: 22 Lot: 35
210 LORNE STREET	Plan: Z140 Block: 30 Lot: 37 / Plan: Z140 Block: 30 Lot: 38
248 TORONTO STREET	Plan: AY5450 Block: 28 Lot: 28 / Plan: 101195513 Block: 28 Lot: 48
207 QUEBEC STREET	Plan: 102200869 Block: 25 Lot: 1A
112 HALIFAX STREET	Plan: AY5450 Block: 34 Lot: 37 / Plan: AY5450 Block: 34 Lot: 38
133 OSLER STREET	Plan: AY5450 Block: 34 Lot: 9 / Plan: AY5450 Block: 34 Lot: 8
175 OSLER STREET	Plan: AY5450 Block: 34 Lot: 18 / Plan: 101165813 Block: 34 Lot: 41
532 HALIFAX STREET	Plan: F4996 Block: 2 Lot: 22 / Plan: F4996 Block: 2 Lot: 23
526 HALIFAX STREET	Plan: F4996 Block: 2 Lot: 24
434 HALIFAX STREET	Plan: F4996 Block: 15 Lot: 31
402 ST JOHN STREET	Plan: F4996 Block: 14 Lot: 40
530 OTTAWA STREET	Plan: 75R49002 Block: 4 Lot: C
319 TORONTO STREET	Plan: 74R42433 Block: 22 Lot: A
354 TORONTO STREET	Plan: F4996 Block: 21 Lot: 18
327 ST JOHN STREET	Plan: AY5450 Block: 20A Lot: 40 / Plan: AY5450 Block: 20A Lot: 39
336 ST JOHN STREET	Plan: F4996 Block: 19 Lot: 24 / Plan: 101176624 Block: 19 Lot: 45
361 MCDONALD STREET	Plan: 65R29319 Block: 9 Lot: 1
6 STRAUB CRESCENT	Plan: 70R30868 Block: 55 Lot: 55
5978 MCKINLEY AVENUE	Plan: 71R22050 Block: 50 Lot: 14

969 GARRY STREET	Plan: AY3193 Block: 96 Lot: 17 / Plan: AY3193 Block: 96 Lot: 18
965 MCCARTHY BOULEVARD	Plan: 70R30868 Block: 39 Lot: 61
5500 2ND AVENUE	Plan: FN41 Block: 29 Lot: 13
769 HORACE STREET	Plan: FN41 Block: 28 Lot: 57
5332 2ND AVENUE	Plan: FN41 Block: 27 Lot: 15
638 ABERDEEN CRESCENT	Plan: FN41 Block: 28 Lot: 32
603 ABERDEEN CRESCENT	Plan: FN41 Block: 28 Lot: 15
934 QUEEN STREET	Plan: FD100 Block: 7 Lot: 6
928 QUEEN STREET	Plan: FD100 Block: 7 Lot: 5
667 KING STREET	Plan: EV427 Block: 59 Lot: F
618 WASCANA STREET	Plan: DO2502 Block: 57 Lot: 48 / Plan: DO2502 Block: 57 Lot: 47
835 PRINCESS STREET	Plan: H4669 Block: 45 Lot: 9 / Plan: 101196794 Block: 45 Lot: 41
670 MCTAVISH STREET	Plan: H4669 Block: 61 Lot: 35 / Plan: H4669 Block: 61 Lot: 34
771 MCTAVISH STREET	Plan: H4669 Block: 51 Lot: 18 / Plan: 101166432 Block: 51 Lot: 41
753 MCTAVISH STREET	Plan: H4669 Block: 51 Lot: 14 / Plan: H4669 Block: 51 Lot: 15
734 ARGYLE STREET	Plan: H4669 Block: 51 Lot: 32 / Plan: H4669 Block: 51 Lot: 31
755 ELPHINSTONE STREET	Plan: H4669 Block: 49 Lot: 13 / Plan: 101237677 Block: 49 Lot: 41
844 MONTAGUE STREET	Plan: H4669 Block: 48 Lot: 29 / Plan: H4669 Block: 48 Lot: 28
952 MONTAGUE STREET	Plan: H4669 Block: 33 Lot: 27
927 ELPHINSTONE STREET	Plan: H4669 Block: 33 Lot: 7 / Plan: H4669 Block: 33 Lot: 8
958 ARGYLE STREET	Plan: H4669 Block: 35 Lot: 26
901 MCTAVISH STREET	Plan: H4669 Block: 35 Lot: 1 / Plan: H4669 Block: 35 Lot: 2
647 GARNET STREET	Plan: H4670 Block: 3 Lot: 13 / Plan: H4670 Block: 3 Lot: 14
699 GARNET STREET	Plan: H4670 Block: 3 Lot: 27
759 ATHOL STREET	Plan: H4670 Block: 15 Lot: 15
654 ATHOL STREET	Plan: H4670 Block: 1 Lot: 39
651 MONTAGUE STREET	Plan: H4670 Block: 1 Lot: 15
675 MONTAGUE STREET	Plan: H4670 Block: 1 Lot: 21
901 MONTAGUE STREET	Plan: H4670 Block: 32 Lot: 1 / Plan: 101188829 Block: 32 Lot: 41
961 CAMERON STREET	Plan: H4670 Block: 29 Lot: 16 / Plan: H4670 Block: 29 Lot: 15
3004 4TH AVENUE	Plan: H4670 Block: 29 Lot: 22 / Plan: H4670 Block: 29 Lot: 21

844 RETALLACK STREET	Plan: H4670 Block: 21 Lot: 29 / Plan: 101220792 Block: 21 Lot: 56 / Plan: 101220792 Block: 21
865 RETALLACK STREET	Plan: H4670 Block: 22 Lot: 17
873 RAE STREET	Plan: H4670 Block: 23 Lot: 19 / Plan: H4670 Block: 23 Lot: 18
824 ANGUS STREET	Plan: H4670 Block: 23 Lot: 34
816 ANGUS STREET	Plan: H4670 Block: 23 Lot: 37 / Plan: H4670 Block: 23 Lot: 36
730 ALBERT STREET	Plan: H4670 Block: 10 / Plan: 85R66140 Block: A / Plan: 60R06804 Block: 9 Lot: B
735 RETALLACK STREET	Plan: H4670 Block: 11 Lot: 10 / Plan: 101145406 Block: 11 Lot: 44
747 RETALLACK STREET	Plan: H4670 Block: 11 Lot: 13 / Plan: H4670 Block: 11 Lot: 12
868 ELLIOTT STREET	Plan: AQ4932 Block: 34 Lot: 24 / Plan: AQ4932 Block: 34 Lot: 23
913 ELLIOTT STREET	Plan: T4085 Block: 14 Lot: 4
917 ELLIOTT STREET	Plan: T4085 Block: 14 Lot: 5
949 ELLIOTT STREET	Plan: T4085 Block: 14 Lot: 12 / Plan: T4085 Block: 14 Lot: 13
7323 6TH AVENUE	Plan: 68R06464 Block: 8 Lot: D
7236 BOWMAN AVENUE	Plan: 63R33089 Block: 4 Lot: 14
7116 BOWMAN AVENUE	Plan: 65R32502 Block: 3 Lot: 18A
6120 BRUNSKILL PLACE	Plan: 88R73864 Block: 49 Lot: 24
1114 FORT STREET	Plan: AY3193 Block: 62 Lot: 37
1100 ABERDEEN STREET	Plan: FO3017 Block: 6 Lot: 31
5309 4TH AVENUE	Plan: FO3017 Block: 13 Lot: 3
5025 8TH AVENUE	Plan: OLD218 Block: 72 Lot: 2
1452 ABERDEEN STREET	Plan: EY3461 Block: F Lot: L
1321 HORACE STREET	Plan: EY3461 Block: A Lot: 4
5026 DEWDNEY AVENUE	Plan: OLD218 Block: 72 Lot: 19 / Plan: OLD218 Block: 72 Lot: 18
4941 4TH AVENUE	Plan: FH5553 Block: 1 Lot: 1
45 COVENTRY ROAD	Plan: EX5374 Block: 12 Lot: 1
46 CHARLES CRESCENT	Plan: EX5374 Block: 4 Lot: 13
1450 ROYAL STREET	Plan: OLD218 Block: 73 Lot: 28
1422 PASQUA STREET	Plan: OLD218 Block: 80 Lot: 35
1025 PRINCESS STREET	Plan: DV4404 Block: 97 Lot: 7 / Plan: DV4404 Block: 97 Lot: 8
1177 KING STREET	Plan: DV4404 Block: 102 Lot: 20 / Plan: DV4404 Block: 102 Lot: 19
1271 WASCANA STREET	Plan: 101168805 Block: 160 Lot: 47 / Plan: 101168805 Block: 160 Lot: 48
1235 KING STREET	Plan: DV4404 Block: 159 Lot: 9 / Plan: 101168704 Block: 159 Lot: 41
1251 QUEEN STREET	Plan: DV4404 Block: 158 Lot: 13

1260 ARGYLE STREET	Plan: DV4404 Block: 156 Lot: 25
1368 MONTAGUE STREET	Plan: OLD33 Block: 167 Lot: 23
1362 MONTAGUE STREET	Plan: OLD33 Block: 167 Lot: 24 / Plan: 101144607 Block: 167 Lot: 46
1302 MONTAGUE STREET	Plan: OLD33 Block: 167 Lot: 40
1370 ARGYLE STREET	Plan: DV4404 Block: 165 Lot: 23
1419 QUEEN STREET	Plan: DV4404 Block: 220 Lot: 5
1437 QUEEN STREET	Plan: DV4404 Block: 220 Lot: 10
1414 QUEEN STREET	Plan: 101157937 Block: 221 Lot: 36
1331 KING STREET	Plan: DV4404 Block: 162 Lot: 8
1373 KING STREET	Plan: DV4404 Block: 162 Lot: 18 / Plan: DV4404 Block: 162 Lot: 19
1433 PASQUA STREET	Plan: EV520 Block: E Lot: F
3820 DEWDNEY AVENUE	Plan: DV4404 Block: 220 Lot: 21
3528 DEWDNEY AVENUE	Plan: DV4404 Block: 217 Lot: 18
3430 DEWDNEY AVENUE	Plan: OLD33 Block: 216 Lot: 18
1050 ANGUS STREET	Plan: OLD33 Block: 87 Lot: 14
1055 RAE STREET	Plan: 101198808 Block: 87 Lot: 44
1057 RAE STREET	Plan: 101198785 Block: 87 Lot: 45
1036 RAE STREET	Plan: 101199270 Block: 88 Lot: 29
1009 RETALLACK STREET	Plan: 101199056 Block: 88 Lot: 21
1033 RETALLACK STREET	Plan: 101199102 Block: 88 Lot: 39 / Plan: 101199102 Block: 88 Lot: 40
1019 ATHOL STREET	Plan: OLD33 Block: 92 Lot: 3
1126 ATHOL STREET	Plan: 101208046 Block: 108 Lot: 31
1274 GARNET STREET	Plan: 101143628 Block: 152 Lot: 26
1140 GARNET STREET	Plan: OLD33 Block: 109 Lot: 15
1136 CAMERON STREET	Plan: OLD33 Block: 110 Lot: 16
1210 ROBINSON STREET	Plan: 101162113 Block: 150 Lot: 28
1201 ROBINSON STREET	Plan: 101162191 Block: 149 Lot: 23
1220 RETALLACK STREET	Plan: OLD33 Block: 149 Lot: 18
1174 RETALLACK STREET	Plan: 101180168 Block: 112 Lot: 22 / Plan: 101180168 Block: 112 Lot: 23
1120 RETALLACK STREET	Plan: 101180281 Block: 112 Lot: 37
1152 RAE STREET	Plan: 101199898 Block: 113 Lot: 25
1140 RAE STREET	Plan: OLD33 Block: 113 Lot: 15 / Plan: OLD33 Block: 113 Lot: 16
1163 RAE STREET	Plan: 101199528 Block: 114 Lot: 41
1264 ANGUS STREET	Plan: 101205649 Block: 147 Lot: 26
1242 ANGUS STREET	Plan: 101205605 Block: 147 Lot: 28
1427 ATHOL STREET	Plan: OLD33 Block: 214 Lot: 7
1432 GARNET STREET	Plan: OLD33 Block: 214 Lot: 32
1437 CAMERON STREET	Plan: OLD33 Block: 212 Lot: 10 / Plan: 101171023 Block: 212 Lot: 41
3038 DEWDNEY AVENUE	Plan: OLD33 Block: 212 Lot: 16 / Plan: OLD33 Block: 212 Lot: 18 / Plan: OLD33 Block: 212 Lot:

1433 ROBINSON STREET	Plan: OLD33 Block: 211 Lot: 9
1431 RAE STREET	Plan: OLD33 Block: 209 Lot: 8
1340 ANGUS STREET	Plan: OLD33 Block: 174 Lot: 29 / Plan: 101206572 Block: 174 Lot: 46
1348 RAE STREET	Plan: OLD33 Block: 173 Lot: 28
1352 RETALLACK STREET	Plan: OLD33 Block: 172 Lot: 27
1320 GARNET STREET	Plan: 101144382 Block: 169 Lot: 44 / Plan: 101144371 Block: 169 Lot: 45
1835 5TH AVENUE	Plan: OLD33 Block: 123 Lot: 2 / Plan: OLD33 Block: 123 Lot: 3 / Plan: OLD33 Block: 123 Lot: 4
1428 LORNE STREET	Plan: OLD33 Block: 205 Lot: 34
1431 SCARTH STREET	Plan: OLD33 Block: 202 Lot: 10
1234 SCARTH STREET	Plan: OLD33 Block: 141 Lot: 16 / Plan: OLD33 Block: 141 Lot: 15 / Plan: 101185860 Block: 141 L
1210 LORNE STREET	Plan: OLD33 Block: 143 Lot: 17 / Plan: OLD33 Block: 143 Lot: 16 / Plan: OLD33 Block: 143 Lot:
1221 ALBERT STREET	Plan: 101155632 Block: 145 Lot: 24
1401 ST JOHN STREET	Plan: OLD33 Block: 196 Lot: 3 / Plan: OLD33 Block: 196 Lot: 2 / Plan: OLD33 Block: 196 Lot: 1
1343 WINNIPEG STREET	Plan: F1625 Block: 22 Lot: 11 / Plan: 101342135 Block: 22 Lot: 51
1451 REYNOLDS STREET	Plan: AP990 Block: 5 Lot: 1 / Plan: 101381677 Block: 5 Lot: 22
1110 WALLACE STREET	Plan: F1625 Block: 8 Lot: 38
1110 ATKINSON STREET	Plan: F1625 Block: 9 Lot: 38 / Plan: 101149051 Block: 9 Lot: 51
1259 BRODER STREET	Plan: F1625 Block: 18 Lot: 15 / Plan: 101181451 Block: 18 Lot: 42
1322 GROSVENOR STREET	Plan: 70R36480 Block: 15 Lot: 5
1412 GROSVENOR STREET	Plan: BE636 Block: 2 Lot: 35 / Plan: BE636 Block: 2 Lot: 36 / Plan: BE636 Block: 2 Lot: 37
1338 RUPERT STREET	Plan: 65R40289 Block: 12 Lot: 30
1315 RUPERT STREET	Plan: 65R40289 Block: 13 Lot: 1
1335 ROTHWELL STREET	Plan: BE636 Block: 10 Lot: 9 / Plan: BE636 Block: 10 Lot: 10
1458 ROTHWELL STREET	Plan: BE636 Block: 8 Lot: 27 / Plan: BE636 Block: 8 Lot: 26
1920 E DEWDNEY AVENUE	Plan: 71R39516 Block: 18 Lot: 15
171 CAVENDISH STREET	Plan: 69R34586 Block: 16 Lot: 8
32 COOKSLEY BAY	Plan: 72R20821 Block: 35 Lot: 7
395 CAVENDISH STREET	Plan: 72R34451 Block: 29 Lot: 5
1118 FLEET STREET	Plan: 83R17233 Block: 65 Lot: 5

2420 E DEWDNEY AVENUE	Plan: 73R25274 Block: 15 Lot: 4
3103 E 7TH AVENUE	Plan: 75R52800 Block: 22 Lot: 30
2635 E 7TH AVENUE	Plan: 75R52800 Block: 20 Lot: 1
62 PLANT CRESCENT	Plan: 75R52800 Block: 16 Lot: 16
3546 E WADDELL CRESCENT	Plan: 98RA20131 Block: 37 Lot: 12
3550 E WADDELL CRESCENT	Plan: 98RA20131 Block: 37 Lot: 13
1362 CHATWIN CRESCENT	Plan: 100298471 Block: 40 Lot: 30
3415 E JENKINS DRIVE	Plan: 86R47289 Block: 20 Lot: 8
1050 MIDDLETON CRESCENT	Plan: 86R47289 Block: 20 Lot: 15
35 EMPRESS DRIVE	Plan: 65R36248 Block: 17 Lot: 7
1932 ALEXANDRA STREET	Plan: I5211 Block: 27 Lot: 5 / Plan: 101152998 Block: 27 Lot: 12
1950 MONTAGUE STREET	Plan: 99RA05074 Block: 333 Lot: 47
1579 ELPHINSTONE STREET	Plan: OLD33 Block: 230 Lot: 26 / Plan: 101213020 Block: 230 Lot: 41
1915 ATHOL STREET	Plan: OLD33 Block: 335 Lot: 4
1918 CAMERON STREET	Plan: OLD33 Block: 336 Lot: 36
1965 ROBINSON STREET	Plan: 99RA11005 Block: 338 Lot: 48
1523 MONTAGUE STREET	Plan: OLD33 Block: 231 Lot: 40
1550 ATHOL STREET	Plan: OLD33 Block: 231 Lot: 18
1554 ATHOL STREET	Plan: OLD33 Block: 231 Lot: 19
1641 ATHOL STREET	Plan: AZ4674 Block: 257 Lot: 8
1559 GARNET STREET	Plan: OLD33 Block: 233 Lot: 31
1523 CAMERON STREET	Plan: OLD33 Block: 234 Lot: 40
1558 RETALLACK STREET	Plan: 74R17530 Block: 235 Lot: C
1607 RETALLACK STREET	Plan: OLD33 Block: 253 Lot: 3
1630 RAE STREET	Plan: OLD33 Block: 253 Lot: 43
1535 RAE STREET	Plan: OLD33 Block: 237 Lot: 37
1940 MCINTYRE STREET	Plan: 00RA12095 Block: 342 Lot: 42
2323 11TH AVENUE	Plan: 00RA12095 Block: 309 Lot: 48
1925 OSLER STREET	Plan: OLD33 Block: 349 Lot: 8 / Plan: OLD33 Block: 349 Lot: 7
1952 WINNIPEG STREET	Plan: OLD33 Block: 355 Lot: 27
1850 WINNIPEG STREET	Plan: OLD33 Block: 296 Lot: 28
1761 OTTAWA STREET	Plan: OLD33 Block: 292 Lot: 16
1756 TORONTO STREET	Plan: OLD33 Block: 292 Lot: 28
1524 MONTREAL STREET	Plan: OLD33 Block: 240 Lot: 12 / Plan: OLD33 Block: 240 Lot: 13 / Plan: OLD33 Block: 240 Lot:
1653 OTTAWA STREET	Plan: OLD33 Block: 246 Lot: 14
1525 SOUTH RAILWAY STREET	Plan: OLD33 Block: 248 Lot: 9 / Plan: OLD33 Block: 248 Lot: 8 / Plan: OLD33 Block: 248 Lot: 7
1715 SOUTH RAILWAY STREET	Plan: OLD33 Block: 250 Lot: 6 / Plan: OLD33 Block: 250 Lot: 7 / Plan: OLD33 Block: 250 Lot: 5

1625 BROAD STREET	Plan: OLD33 Block: 250 Lot: 27 / Plan: OLD33 Block: 250 Lot: 28
1921 WINNIPEG STREET	Plan: G384 Block: 11 Lot: 6
1908 WALLACE STREET	Plan: G384 Block: 11 Lot: 23
528 VICTORIA AVENUE	Plan: DV270 Block: 15 Lot: 3
526 VICTORIA AVENUE	Plan: DV270 Block: 15 Lot: 4
518 VICTORIA AVENUE	Plan: DV270 Block: 15 Lot: 6
1857 ATKINSON STREET	Plan: G384 Block: 6 Lot: 14
1620 MCARA STREET	Plan: 72R03495 Block: X
1849 MCDONALD STREET	Plan: 80R52795 Block: 74 Lot: 7
1866 MCARA STREET	Plan: 80R52795 Block: 74 Lot: 10 / Plan: 80R52795 Block: 74 Lot: 9
1815 REGENT STREET	Plan: AQ5077 Block: 59 Lot: 4 / Plan: 101150626 Block: 59 Lot: 41
1645 GROSVENOR STREET	Plan: AQ5077 Block: 25 Lot: 12 / Plan: AQ5077 Block: 25 Lot: 11
1612 OXFORD STREET	Plan: AQ5077 Block: 25 Lot: 35 / Plan: AQ5077 Block: 25 Lot: 36
1527 E DEWDNEY AVENUE	Plan: AQ5077 Block: 8 Lot: 7 / Plan: AQ5077 Block: 8 Lot: 8
127 MILFORD CRESCENT	Plan: 66R13963 Block: 6 Lot: 23
1631 FLEET STREET	Plan: 78R20570 Block: 40 Lot: 4
3011 E DEWDNEY AVENUE	Plan: 76R19493 Block: 26 Lot: 37
1534 BROWN STREET	Plan: 73R25274 Block: 10 Lot: 5
43 STICE CRESCENT	Plan: 73R25274 Block: 6 Lot: 13
83 THOMSON AVENUE	Plan: 80R24034 Block: 45 Lot: 6
39 COLEMAN CRESCENT	Plan: 76R19492 Block: 31 Lot: 10
2730 E VICTORIA AVENUE	Plan: 90R21597 Block: K
2035 ARGYLE STREET	Plan: DV4420 Block: 381 Lot: 37 / Plan: DV4420 Block: 381 Lot: 38
2316 ELPHINSTONE STREET	Plan: DV4420 Block: 456A Lot: 40
2060 RAE STREET	Plan: 98RA28311 Block: 374 Lot: 51
2068 RAE STREET	Plan: 98RA28311 Block: 374 Lot: 53
2064 GARNET STREET	Plan: 99RA05074 Block: 378 Lot: 52
2034 ATHOL STREET	Plan: 99RA05074 Block: 379 Lot: 45
2331 ROBINSON STREET	Plan: 98RA28311 Block: 452 Lot: 27
2257 BROAD STREET	Plan: 101168489 Block: 425 Lot: 39
2216 MONTREAL STREET	Plan: 101247926 Block: 421 Lot: 37
2264 WINNIPEG STREET	Plan: 101246723 Block: 419 Lot: 24
2144 OSLER STREET	Plan: 101148229 Block: 412 Lot: 31 / Plan: 101148229 Block: 412 Lot: 32
2041 HALIFAX STREET	Plan: OLD33 Block: 361 Lot: 34 / Plan: 101147666 Block: 361 Lot: 41
1322 15TH AVENUE	Plan: 101190079 Block: 422 Lot: 19 / Plan: 101190079 Block: 422 Lot: 20
2260 TORONTO STREET	Plan: 101190170 Block: 422 Lot: 33

2256 TORONTO STREET	Plan: 101190169 Block: 422 Lot: 31 / Plan: 101190169 Block: 422 Lot: 32
2242 TORONTO STREET	Plan: 101190147 Block: 422 Lot: 29
1113 VICTORIA AVENUE	Plan: OLD33 Block: 357 Lot: 7 / Plan: OLD33 Block: 357 Lot: 6
1535 VICTORIA AVENUE	Plan: OLD33 Block: 361 Lot: 2
2144 ATKINSON STREET	Plan: DV270 Block: 26 Lot: 30 / Plan: DV270 Block: 26 Lot: 29
2051 ATKINSON STREET	Plan: DV270 Block: 22 Lot: 33
2164 BRODER STREET	Plan: DV270 Block: 25 Lot: 23
2136 REYNOLDS STREET	Plan: DV270 Block: 24 Lot: 31
2116 EDGAR STREET	Plan: DV270 Block: 51 Lot: 36
2169 EDGAR STREET	Plan: DV270 Block: 50 Lot: 18
2160 LINDSAY STREET	Plan: DV270 Block: 49 Lot: 25 / Plan: 101149501 Block: 49 Lot: 46 / Plan: 101149512 Block: 49
2251 LINDSAY STREET	Plan: DV270 Block: 59 Lot: 13
2023 MACKAY STREET	Plan: DV270 Block: 34 Lot: 40
2335 MCDONALD STREET	Plan: DV270 Block: 75 Lot: 9
2260 FRANCIS STREET	Plan: DV270 Block: 62 Lot: 26 / Plan: DV270 Block: 62 Lot: 25
2151 MCARA STREET	Plan: DV270 Block: 46 Lot: 13
56 DIXON CRESCENT	Plan: 63R25686 Block: 3 Lot: 28 / Plan: 63R25686 Block: 3 Lot: 29
466 FROOM CRESCENT	Plan: 74R41769 Block: 4 Lot: H
1602 E LONGWORTHY BAY	Plan: 81R54051 Block: 20 Lot: 34
2908 WASCANA STREET	Plan: FO5381 Block: 2 Lot: 3
3739 NORMANDY AVENUE	Plan: FB5838 Block: C Lot: 1
2820 PRINCESS STREET	Plan: FK2596 Block: M Lot: 14 / Plan: FK2596 Block: M Lot: 13
2817 PRINCESS STREET	Plan: FB5838 Block: B Lot: 3
2657 ARGYLE STREET	Plan: K1416 Block: 514 Lot: 15
3039 COLLEGE AVENUE	Plan: DV678 Block: M Lot: 1
269 ANGUS CRESCENT	Plan: DV678 Block: J Lot: 33
2700 19TH AVENUE	Plan: K4654 Block: 506 Lot: 15 / Plan: K4654 Block: 506 Lot: 16
234 LEOPOLD CRESCENT	Plan: 101190899 Block: 506 Lot: 44 / Plan: 101190899 Block: 506 Lot: 45
2539 ATKINSON STREET	Plan: U2439 Block: 19 Lot: 10
2551 ATKINSON STREET	Plan: U2439 Block: 19 Lot: 13
2441 BRODER STREET	Plan: U2439 Block: 13 Lot: 34
2507 REYNOLDS STREET	Plan: U2439 Block: 21 Lot: 3 / Plan: 101197245 Block: 21 Lot: 53
2750 BRODER STREET	Plan: U2439 Block: 51 Lot: 28
303 HOLLAND AVENUE	Plan: EM6920 Block: 12 Lot: 5
2625 LINDSAY STREET	Plan: EM6920 Block: 5 Lot: 13
2606 EDGAR STREET	Plan: EM6920 Block: 1 Lot: 4

2828 HARVEY STREET	Plan: U2439 Block: 69 Lot: 25 / Plan: U2439 Block: 69 Lot: 26
407 E 18TH AVENUE	Plan: FJ5368 Block: 17 Lot: 1
2735 FLEURY STREET	Plan: FJ5368 Block: 18 Lot: 18
404 E 18TH AVENUE	Plan: FJ5368 Block: 16 Lot: 35
712 E 18TH AVENUE	Plan: FJ5368 Block: 15 Lot: 18
626 E BROADWAY AVENUE	Plan: FJ5368 Block: 8 Lot: 32
2431 MCARA STREET	Plan: U2439 Block: 7 Lot: 36 / Plan: 101141198 Block: 7 Lot: 49 / Plan: U2439 Block: 7 Lot: 37
601 E COLLEGE AVENUE	Plan: FJ5368 Block: 7 Lot: 16
3022 LACON STREET	Plan: 66R16046 Block: 1 Lot: 17
3131 PARK STREET	Plan: 66R40050 Block: 2 Lot: 27
2776 ROTHWELL STREET	Plan: AT1088 Block: 53 Lot: 22 / Plan: AT1088 Block: 53 Lot: 21
904 E BROADWAY AVENUE	Plan: AT1088 Block: 19 Lot: 23 / Plan: AT1088 Block: 19 Lot: 24 / Plan: 101159276 Block: 19 Lo
2638 EHMAN BAY	Plan: 78R64176 Block: 6 Lot: 26
2474 SWAYZE CRESCENT	Plan: 81R45533 Block: 17 Lot: 3
2114 E TRUESDALE DRIVE	Plan: 79R14986 Block: 4 Lot: 15
2515 STURBY PLACE	Plan: 79R48399 Block: 10 Lot: 9
2851 E MORE CRESCENT	Plan: 80R31514 Block: 8 Lot: 40
3214 E PARKLAND DRIVE	Plan: 82R32037 Block: 103 Lot: 16
3503 ALLEN AVENUE	Plan: FL2604 Block: 55 Lot: 25
2913 RAE STREET	Plan: P1652 Block: 566 Lot: 4
3105 RETALLACK STREET	Plan: P1652 Block: 629 Lot: 2 / Plan: P1652 Block: 629 Lot: 1
162 HOUSTON ROAD	Plan: 75R29120 Block: 22 Lot: 29
51 HOUSTON ROAD	Plan: 75R29120 Block: 25 Lot: 1
135 MICHENER DRIVE	Plan: 75R29120 Block: 20 Lot: 1
118 WINDFIELD ROAD	Plan: 75R51450 Block: 30 Lot: 2
3214 WESTMINSTER ROAD	Plan: 79R48956 Block: 1 Lot: 4
3010 REVES ROAD	Plan: 86R36770 Block: 24 Lot: 19
2943 E ENICK BAY	Plan: 86R22121 Block: 16 Lot: 22
3664 HAZEL GROVE	Plan: 92R12270 Block: 14 Lot: 18
3479 OLIVE GROVE	Plan: 87R62281 Block: 7 Lot: 13
3042 ASSINIBOINE AVENUE	Plan: FL2604 Block: 66 Lot: 11
2427 E STRATHMORE PLACE	Plan: 81R29554 Block: 5 Lot: 17
11176 WASCANA MEADOWS	Plan: 94R31157 Block: 23 Lot: 6
30 O'BRIEN BAY	Plan: 74R18493 Block: 9 Lot: 1
3400 28TH AVENUE	Plan: AR1128 Block: 928 Lot: 24 / Plan: AR1128 Block: 928 Lot: 25 / Plan: AR1128 Block: 928 Lo
4125 RAE STREET	Plan: AR1128 Block: 950 Lot: 6 / Plan: AR1128 Block: 950 Lot: 2 / Plan: AR1128 Block: 950 Lot:

4053 GARNET STREET	Plan: 61R32826 Block: 6 Lot: 11
3220 29TH AVENUE	Plan: 61R32826 Block: 3 Lot: 18
21 PROCTER PLACE	Plan: 62R11252 Block: 62 Lot: 30
87 MASSEY ROAD	Plan: 64R08868 Block: 37 Lot: 8
1520 UHRICH AVENUE	Plan: 61R06750 Block: 38 Lot: 20
25 LATTA STREET	Plan: 59R02162 Block: 24 Lot: 7
70 PEARSON PLACE	Plan: 71R36836 Block: 32 Lot: 3
3814 GORDON ROAD	Plan: 72R09234 Block: 24 Lot: 29
4540 RAE STREET	Plan: 64R43583 Block: F
54 WHEATON CRESCENT	Plan: 66R14618 Block: 14 Lot: 29
45 BOBOLINK BAY	Plan: FZ2265 Block: 10 Lot: 27
4428 ACADIA DRIVE	Plan: FZ4297 Block: 31 Lot: 21
1413 PARKER AVENUE	Plan: 63R37205 Block: 41 Lot: 11
37 CASTLE PLACE	Plan: 99RA15139 Block: 70 Lot: 7
1417 SHANNON ROAD	Plan: 64R18289 Block: 23 Lot: 11
58 RYAN ROAD	Plan: 77R02299 Block: 53 Lot: 30
34 RYAN ROAD	Plan: 77R02299 Block: 53 Lot: 24
215 LOCKWOOD ROAD	Plan: 73R37733 Block: 29 Lot: 2
6 MARSH CRESCENT	Plan: 59R04304 Block: 43 Lot: 14
108 DAFFODIL CRESCENT	Plan: 59R07979 Block: 33 Lot: 18
128 CHISHOLM ROAD	Plan: 61R26805 Block: 11 Lot: 11
836 SHANNON ROAD	Plan: 62R18876 Block: 15 Lot: 18
132 MCDOUGALL CRESCENT	Plan: 66R13962 Block: 21 Lot: 18
328 CEDAR MEADOW DRIVE	Plan: 83R51238 Unit: 90
6403 ROCHDALE BOULEVARD	Plan: 82R42988 Unit: 5
7310 DALGLIESH DRIVE	Plan: 81R14134 Unit: 27
207-20 KLEISINGER CRESCENT	Plan: 94R28913 Unit: 20
306-20 KLEISINGER CRESCENT	Plan: 94R28913 Unit: 33
204 GORE PLACE	Plan: 89R34886 Unit: 23
258 GORE PLACE	Plan: 89R34886 Unit: 70
262 GORE PLACE	Plan: 89R34886 Unit: 72
154 GORE PLACE	Plan: 80R47788 Unit: 43
407-205 N MCINTYRE STREET	Plan: 00RA04005 Unit: 19
9-365 ANGUS STREET	Plan: 00RA17107 Unit: 9
203-1867 15TH AVENUE	Plan: 89R34215 Unit: 6
3119 E TRUESDALE DRIVE	Plan: 99RA23661 Unit: 8
449-3631 ALBERT STREET	Plan: 01RA06026 Unit: 41
1701-3520 HILLSDALE STREET	Plan: 81R49473 Unit: 113
15-2338 E ASSINIBOINE AVENUE	Plan: 88R19666 Unit: 15
34-39 CENTENNIAL STREET	Plan: 87R53163 Unit: 63
22-47 CENTENNIAL STREET	Plan: 87R53163 Unit: 86
31-43 CENTENNIAL STREET	Plan: 87R53163 Unit: 107
508-4545 RAE STREET	Plan: 93R63966 Unit: 38
3042 GORDON ROAD	Plan: 71R21528 Unit: 11
4022 CASTLE ROAD	Plan: 94R28679 Unit: 39
4711 PASQUA STREET	Plan: 76R50675 Unit: 29
3903 GORDON ROAD	Plan: 74R40206 Unit: 11

244 PLAINSVIEW DRIVE	Plan: 76R13645 Unit: 18
4701 WASCANA PARKWAY	SE 5-17-19-2
309-2909 E ARENS ROAD	Plan: 101369718 Unit: 24
1146 CARRICK CRESCENT	Plan: 101552789 Block: 43 Lot: 30
1160 FORT STREET	Plan: 101863773 Block: 62 Lot: B
1166 FORT STREET	Plan: 101863773 Block: 62 Lot: A
1150 FORT STREET	Plan: 101863773 Block: 62 Lot: C
3792 E CORMORANT DRIVE	Plan: 101869498 Unit: 21
2726 WINDSOR PARK ROAD	Plan: 101867711 Block: 8 Lot: 30
1208-1914 HAMILTON STREET	Plan: 101861164 Unit: 32
59-2801 WINDSOR PARK ROAD	Plan: 101876520 Unit: 59
116-4601 CHILD AVENUE	Plan: 101899031 Unit: 16
2207 GARDINER PLACE	Plan: 101898917 Unit: 11
3870 ROBINSON STREET	Plan: 101907974 Unit: 1
4571 CUDMORE CRESCENT	Plan: 101917975 Block: 52 Lot: 1
1210 14TH AVENUE	Plan: 101923567 Unit: 16
4227 NICURITY DRIVE	Plan: 101943840 Block: 56 Lot: 7
4814 E SANDPIPER CRESCENT	Plan: 101944256 Block: B Lot: 31
4402 PRESTON CRESCENT	Plan: 101937764 Block: 59 Lot: 20
401 LORNE STREET	Plan: B13659 Block: 13 Lot: 1
7110 MAPLE VISTA DRIVE	Plan: 101953807 Block: 14 Lot: 10
6-38 SPENCE STREET	Plan: 101980098 Unit: 6
4113 E GREEN WILLOW TERRACE	Plan: 102012455 Block: 5 Lot: 11
7-15 COVENTRY ROAD	Plan: 102012691 Unit: 7
311-2150 HESELTINE ROAD	Plan: 102030949 Unit: 34
19-405 N LORNE STREET	Plan: 102028429 Unit: 17
210-3730 E EASTGATE DRIVE	Plan: 102034729 Unit: 27
4732 PADWICK AVENUE	Plan: 102027507 Block: 6 Lot: 11
4-125 FROOM CRESCENT	Plan: 102039612 Unit: 4
3813 GOLDFINCH WAY	Plan: 102046294 Block: A Lot: 29
14-2620 5TH AVENUE N	Plan: 102024559 Unit: 14
3617 GREEN MOSS LANE	Plan: 102047745 Block: 8 Lot: 5
154-5075 JAMES HILL ROAD	Plan: 102052651 Unit: 30
4619 CURTISS AVENUE	Plan: 102064340 Block: 2 Lot: 24
8710 ARCHER LANE	Plan: 102065914 Block: 22 Lot: 18
8721 KESTRAL DRIVE	Plan: 102065914 Block: 7 Lot: 35
8714 ARCHER LANE	Plan: 102065914 Block: 22 Lot: 19
5228 AERIAL CRESCENT	Plan: 102067680 Block: 31 Lot: 36
5328 AERIAL CRESCENT	Plan: 102067680 Block: 31 Lot: 11
5249 JIM CAIRNS BOULEVARD	Plan: 102067668 Block: F Lot: 4
5330 MITCHINSON WAY	Plan: 102067668 Block: H Lot: 18
4047 CHUKA DRIVE	Plan: 102074790 Block: A Lot: 33
316-1510 NEVILLE DRIVE	Plan: 102079571 Unit: 51
3692 GREEN MOSS LANE	Plan: 102073609 Block: 9 Lot: 42
3685 GREEN MOSS LANE	Plan: 102073609 Block: 8 Lot: 22
3705 GREEN MOSS LANE	Plan: 102073609 Block: 8 Lot: 27
3-1118 BROAD STREET	Plan: 102075634 Unit: 3

1162 N JURASIN STREET	Plan: 102079661 Block: A Lot: 32
314-3822 E DEWDNEY AVENUE	Plan: 102080719 Unit: 120
525 TORONTO STREET	Plan: 102086793 Block: 6 Lot: 37
4604 JAMES HILL ROAD	Plan: 102082733 Block: 35 Lot: 2
402 YORK STREET	Plan: 102129308 Block: 29 Lot: 41
4117 ALTON CRESCENT	Plan: 102097054 Block: 26 Lot: 20
206-1640 DAKOTA DRIVE	Plan: 102103681 Unit: 25
350 OSLER STREET	Plan: F4996 Block: 17 Lot: 22
5413 GORDON ROAD	Plan: 102100206 Block: 40 Lot: 14
5323 UNIVERSAL CRESCENT	Plan: 102100206 Block: 38 Lot: 39
1804 ROYAL STREET	Plan: 102110218 Block: 16 Lot: 24
4-3960 E 7TH AVENUE	Plan: 102091890 Unit: 4
4239 WAKELING STREET	Plan: 102111152 Block: 48 Lot: 4
3701 PARLIAMENT AVENUE	Plan: 102110207 Block: 11 Lot: 22
3613 PARLIAMENT AVENUE	Plan: 102110207 Block: 11 Lot: 21
6873 MAPLE VISTA DRIVE	Plan: 102121771 Block: 3 Lot: 60
109-1210 EMPRESS STREET	Plan: 102113963 Unit: 64
4800 CAMPBELL STREET	SE 3-17-20-2
4044 ABBOTT STREET	Plan: AY270 Block: 40 Lot: 17 / Plan: AY270 Block: 40 Lot: 18 / Plan: AY270 Block: 40 Lot: 19
4032 CAMPBELL STREET	Plan: AY270 Block: 33 Lot: 15 / Plan: AY270 Block: 33 Lot: 16 / Plan: AY270 Block: 33 Lot: 14
5801 PARLIAMENT AVENUE	Plan: AY270 Block: 33 Lot: 9 / Plan: AY270 Block: 33 Lot: 10 / Plan: AY270 Block: 33 Lot: 7 /
5201 E DEWDNEY AVENUE	Plan: 102078783 Block: A / Plan: 102078783 Block: B / NE 23- 17-19-2
306-1220 BLACKFOOT DRIVE	Plan: 102146914 Unit: 43
212-4002 SANDHILL CRESCENT	Plan: 102147588 Unit: 12
4501 E GREEN BROOKS WAY	Plan: 102142909 Block: 17 Lot: 53
4530 E GREEN BROOKS WAY	Plan: 102144541 Block: 29 Lot: 32
4822 E GREEN APPLE DRIVE	Plan: 102146273 Block: 32 Lot: 20
802-2300 BROAD STREET	Plan: 102159525 Unit: 108 / Plan: 102159525 Unit: 60
807-2055 ROSE STREET	Plan: 102156847 Unit: 147 / Plan: 102156847 Unit: 32
148-PRK-2055 ROSE STREET	Plan: 102156847 Unit: 148
76-5602 GORDON ROAD	Plan: 102153293 Unit: 76
4332 DELHAYE WAY	Plan: 102153822 Block: 68 Lot: 15
4188 DELHAYE WAY	Plan: 102165375 Block: 70 Lot: 2
5620 PREFONTAINE AVENUE	Plan: 102165375 Block: 71 Lot: 53
5621 CEDERHOLM AVENUE	Plan: 102165375 Block: 71 Lot: 24
5669 CEDERHOLM AVENUE	Plan: 102165375 Block: 71 Lot: 36
305-4501 CHILD AVENUE	Plan: 102165308 Unit: 21
43-4850 HARBOUR LANDING DRIVE	Plan: 102163698 Unit: 27

2726 MAKOWSKY CRESCENT	Plan: 102174735 Block: K Lot: 28
1109-5500 MITCHINSON WAY	Plan: 102176984 Unit: 7
316-3630 E HAUGHTON ROAD	Plan: 102198179 Unit: 64
3318 GREEN LILY ROAD	Plan: 102210624 Block: 44 Lot: 24
1713 WEST MARKET STREET	Plan: 102344037 Block: 2 Lot: 4C
8016 CANOLA AVENUE	Plan: 102224393 Block: 6 Lot: 47
1712 WEST MARKET STREET	Plan: 102344037 Block: 1 Lot: 4C
4441 SAGE DRIVE	Plan: 102228162 Block: P Lot: 46
4800 E PRIMROSE GREEN DRIVE	Plan: 102234495 Block: 11 Lot: 15
3233 GREEN STONE ROAD	Plan: 102252260 Block: 22 Lot: 31
2772 MACKAY STREET	Plan: U2439 Block: 58 Lot: 23
3278 VALLEY GREEN WAY	Plan: 102255599 Block: 26 Lot: 1
9-PRK-5656 MITCHINSON WAY	Plan: 102244564 Unit: 9
3752 GEE CRESCENT	Plan: 102261215 Block: 48 Lot: 32
4622 CHUKA DRIVE	Plan: 102313235 Block: R Lot: 15A
306-A-3355 GREEN POPPY STREET	Plan: 102239254 Unit: 28
2980 CHUKA BOULEVARD	Plan: 102289945 Block: E
3065 BELLEGARDE CRESCENT	Plan: 102275041 Block: 23 Lot: 28
10-A-12100 EWING AVENUE	Plan: 102279135 Unit: 10
12-A-12100 EWING AVENUE	Plan: 102279135 Unit: 12
65-A-12100 EWING AVENUE	Plan: 102279135 Unit: 25
66-A-12100 EWING AVENUE	Plan: 102279135 Unit: 26
51-A-12100 EWING AVENUE	Plan: 102279135 Unit: 37
5129 E BUCKINGHAM DRIVE	Plan: 102288168 Block: 1 Lot: 116
5559 BEACON DRIVE	Plan: 102289574 Block: 55 Lot: 15
8-B-12100 EWING AVENUE	Plan: 102279135 Unit: 78
33-B-12100 EWING AVENUE	Plan: 102279135 Unit: 116
5210 E GREEN CRESCENT	Plan: 102293951 Block: 50 Lot: 19
B-1601 ROTHWELL STREET	Plan: 102352890 Unit: 2
136-3121 GREEN BANK ROAD	Plan: 102359796 Unit: 16
4653 E MUTRIE CRESCENT	Plan: 102368718 Block: 33 Lot: 49
901 DEWDNEY AVENUE	Plan: 102269112 Block: F
6401 PARLIAMENT AVENUE	Plan: AY270 Block: 39 Lot: 9 / Plan: AY270 Block: 39 Lot: 10
6121 PARLIAMENT AVENUE	Plan: AY270 Block: 36 Lot: 1 / Plan: AY270 Block: 36 Lot: 2 / Plan: AY270 Block: 36 Lot: 4 / P

Appendix B – Application to Cancel Taxes

Civic Address

40-ROW B-1400 E 12TH AVENUE

Legal Description

Plan: AQ5077 Block: 39A/40 Lot: ; Plan: 78R22415 Block: Q Lot:

LEVY	
Municipal Levy	\$422.62
Education Levy	\$199.95
Library Levy	\$37.19
Total Levy	\$659.76
*Penalty & Service Charge	\$354.34
Total Cancellation	\$1,014.10

*Includes Projected Oct 1/26 penalty

Civic Address

28-ROW C-1400 E 12TH AVENUE

Legal Description

Plan: AQ5077 Block: 39A/40 Lot: ; Plan: 78R22415 Block: Q Lot:

LEVY	
Municipal Levy	\$660.45
Education Levy	\$332.67
Library Levy	\$58.77
Total Levy	\$1,051.89
*Penalty & Service Charge	\$1,174.06
Total Cancellation	\$2,225.95

*Includes Projected Oct 1/26 penalty



Community Non-Profit Tax Exemptions - 2027

Date	October 7, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Assessment & Property Revenue Services
Item No.	EX26-101

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the one-year property tax exemptions listed in Appendix A, Table 1, subject to approval by the Government of Saskatchewan or separate school division (where applicable) for any required exemption or partial exemption of the education portion of the property tax levy.
2. Authorize the Acting Chief Financial Officer & Deputy City Manager (or their delegate) to:
 - a) apply to the Government of Saskatchewan, on behalf of property owners, for exemptions of the education portion of the property taxes when the annual exempted amount is \$25,000 or greater. If the Government of Saskatchewan does not approve the requested exemption amount, the City of Regina may reduce the education tax exemption to an amount below \$25,000.
 - b) apply to the separate school division (where applicable and required) on behalf of the property owner, for exemptions from the education portion of property taxes. If the separate school division does not approve the requested exemption amount, the City of Regina will adjust the education tax exemption in accordance with the school division's decision.

3. Pursuant to clause 244(2)(a) of *The Cities Act*, abate the 2026 property taxes at 95.07 per cent for the following properties listed in Appendix A, Table 3:
 - a) the property leased by Nēwo Yōtina Friendship Centre for the full year;
 - b) the property leased by the Ranch Ehrlo Society for nine months.
4. Direct the City Solicitor to prepare the necessary bylaws to authorize both the property tax abatements in Recommendation #3 and the 2027 property tax exemptions for the properties listed in Appendix A, Table 1.
5. Approve these recommendations at its meeting on October 14, 2026.

ISSUE

Twenty-six applicants representing 47 property tax accounts have applied for 2027 property tax exemptions under the *Community Non-Profit Tax Exemption Policy* (CNPTEP). Administration is recommending approval of 24 applicants representing 45 properties for 2027 property tax exemptions (Appendix A – Table 1). Exemptions are not recommended for two properties (Appendix A, Table 2).

Unless specifically exempted, all property within a municipality is subject to assessment and taxation, pursuant to *The Cities Act*. Specific tax exemptions are provided in subsection 262(1) and tax abatements are provided under subsection 244(1). Council also may, by bylaw, exempt whole or part of any land or improvements from taxation. In addition, Council may enter into an agreement, on any terms and conditions it considers appropriate, to exempt a property from taxation for no more than five years.

In addition to the 2027 exemptions, two properties have requested abatement of 2026 property taxes: Ranch Ehrlo Society and Nēwo Yōtina Friendship Centre. Ranch Ehrlo Society moved to a different location than the property that was previously approved by Council, and Nēwo Yōtina Friendship Centre leased space after the 2026 CNPTEP property tax exemptions were approved.

IMPACTS

Financial Impact

The financial impact of this recommendation is an estimated \$511,214 in foregone 2027 municipal tax revenue, or \$756,723 total forgone revenue across all taxing authorities. Including exemptions previously approved under the CNPTEP, the total estimated foregone municipal revenue for 2027 is approximately \$2,150,726. This remains within the budgeted cap for the CNPTEP program and has been factored into the overall 2027 Budget.

TABLE 1 – Financial Impact by Stream*

Stream	Description	Municipal Foregone Revenue	Total Foregone Revenue
Previously Approved			
Streams 1 & 2		\$1,639,512	\$2,424,047
2027 Applicants			
Stream 1	Normally would receive a statutory exemption	\$29,289	\$43,304
Stream 3	All 2027 applicants for a one-year property tax exemption, prorated at 85.385%	\$481,925	\$713,419
2027 Applicants Total		\$511,214	\$756,723
CNPTEP 2027 Total*		\$2,150,726	\$3,180,770

* 2027 Cap is \$2,150,726.

The abatement of 2026 taxes for the properties identified in Appendix A – Table 3 is \$19,458 in 2026 municipal tax revenue, \$28,792 total revenue across all taxing authorities. This is offset by \$3,403 of unused municipal tax exemption (\$5,031 total) by Ranch Ehrlo at their previous location. The net impact is \$16,055 in 2026 municipal tax revenue (\$23,761 total).

The exemption or cancellation of the education portion of property tax levies is subject to *The Education Property Tax Act*, *The Education Property Tax Regulations* and *The Cities Act*.

Exemptions of property taxes payable to the Regina Roman Catholic Separate School Division No. 81 require approval of the Division unless an agreement is in place. The City of Regina (City) currently has an agreement with the Regina Roman Catholic Separate School Division No. 81 under which the Division agrees to applicable exemptions; therefore, separate approval is not required.

For education taxes payable to the Government of Saskatchewan, Government approval is required when the exemption, cancellation, or refund of education tax levies is \$25,000 or greater annually. Administration will apply to the Government of Saskatchewan for any Council-approved exemptions that meet this threshold.

Policy Impact

The *Community Safety and Well-Being* (CSWB) *Plan* objectives are incorporated into the CNPTEP evaluation criteria. As a result, applications are assessed in part on their contribution to community safety and well-being outcomes.

The CNPTEP Policy was last updated in October 2024 and is scheduled for review in 2028.

Strategic Priority Impact

The recommendations in this report support the Strategic Priority of Vibrancy by helping community-based organizations redirect financial resources from property taxes to the delivery of programs and services that contribute to public safety, community well-being, and a vibrant community. Additionally, in alignment kâ-nâsihcikêwin and Council's Reconciliation Strategic Principle, supporting Indigenous-led non-profit organizations through property tax exemptions contributes to miyo-wîcêhtowin by strengthening relationships between the City, Indigenous organizations, and the communities they serve. These organizations play a vital role in fostering belonging, cultural continuity, community connection, and social well-being throughout Regina.

Indigenous Impact

Through a kâ-nâsihcikêwin lens, the Community Non-Profit Tax Exemption Policy contributes to collective community well-being by supporting organizations that address social, cultural, recreational, educational and health-related needs across Regina. The program enables community organizations, including Indigenous-serving and Indigenous-led organizations, to direct more resources toward community outcomes that benefit residents and strengthen relationships across Treaty 4 Territory.

Inclusion, Diversity, Equity & Accessibility (IDEA)

The recommendations support the IDEA principle by fostering an equitable environment and removing barriers to promote inclusive participation and success for residents. Through the CNPTEP, eligible community-based organizations can receive property tax relief, allowing them to direct additional resources to programs and services that support diverse community needs.

The CNPTEP evaluation criteria incorporates considerations related to community safety, well-being, and equitable access to services. These criteria support City policies and plans that promote inclusion and accessibility by helping ensure community resources are directed to organizations that contribute to positive social outcomes.

From an Indigenous perspective, consistent with the Treaty Principle of tâpwêwin, this report recognizes that Indigenous organizations often provide essential services while navigating longstanding systemic funding and infrastructure gaps resulting from colonial policies and historic inequities. Property tax exemptions represent one mechanism to support organizations working to address those impacts within the community.

The policy includes five principles that applicants must meet. Principle #4, *Accessible to the Public*, requires applicants to demonstrate that their programs, services, and activities are available to the public and that efforts are made to reduce economic, physical, cultural, and transportation barriers to

participation. While organizations are expected to make reasonable efforts to improve accessibility, the policy does not require all facilities to be fully accessible.

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

OTHER OPTIONS

Option 1: Approve tax exemptions for Stream 1 applicants at 100 per cent and prorate Stream 3 applicants at 85.385 per cent as listed in Appendix A, Table 1. Approve the abatement of 2026 property taxes for properties identified in Appendix A, Table 3. (RECOMMENDED)

This recommendation is in alignment with section 14 of the CNPTEP which identifies that Stream 3 applicants will have their exemption prorated so that the total funding provided through the policy remains within the cap for the current year. Properties that have already been granted multi-year exemptions under the policy will not be impacted.

Option 2: Approve tax exemptions for all applicants, Stream 1 and Stream 3, at 100 per cent as listed in Appendix B, Table 1. Approve the abatement of 2026 property taxes for properties identified in Appendix B, Table 3. (NOT RECOMMENDED)

This option is not recommended as it approves tax exemptions for Stream 3 applicants at 100 per cent, exceeding the recommended cap by \$82,488. This is not in alignment with the CNPTEP.

This option also approves the abatements of 2026 taxes for the properties identified Appendix B, Table 3. The financial impact of the abatements is \$19,458 in 2026 municipal levies.

Properties that have already been granted multi-year exemptions under the policy will not be impacted.

COMMUNICATIONS & ENGAGEMENT

All affected parties have been provided with the Adjudication Committee's recommendation regarding their application and will receive a copy of this report prior to the Executive Committee and Council meetings. All affected parties will also be notified of Council's decision. Copies of this report will be provided to the Regina Public Library (RPL) Board, the Regina Roman Catholic Separate School Division No. 81 and the Government of Saskatchewan.

DISCUSSION

The purpose of the *Community Non-Profit Tax Exemption Policy* (CNPTEP) is to:

- Establish the parameters under which the City considers property tax exemption applications from organizations with financial need.
- Provide fair, consistent treatment and consideration for all applicants providing non-profit and charitable services for the benefit of Regina residents.
- Support organizations that advance Council priorities identified in the *Community Safety and Well-Being (CSWB) Plan* and *Design Regina: The Official Community Plan Bylaw No. 2013-48* where the resulting tax exemption represents a justifiable expense to Regina taxpayers.
- Define clear guidelines for granting exemptions to organizations for which the burden resulting from the tax exemption is a justifiable expense to the taxpayers of Regina

2027 Application and Adjudication Process

The 2027 application process was streamlined by having a common application form, submission deadline, and adjudication committee for organizations applying to both the Community Investment Grant Program (CIGP) and the CNPTEP. The Adjudication Committee consists of representatives from Assessment and Property Revenue Services, City Planning and Community Services, and Budget and Long-Term Financial Planning.

CNPTEP Cap

The CNPTEP includes a funding cap to balance support for eligible organizations with the cost borne by property owners. The cap is indexed annually to mill rate increases. The current cap is \$2.150 million and is included in the 2027 Budget.

CNPTEP Applicants

Twenty-six applicants representing 47 property tax accounts applied for 2027 property tax exemptions under the CNPTEP. Administration is recommending approval of 24 applicants representing 45 properties. Details are provided in Appendix A, Table 1.

Including previously approved multi-year agreements, 46 organizations representing 70 properties will receive tax exemptions in 2027.

Administration is not recommending exemptions for two applicants that do not meet the requirements of the CNPTEP:

1. **New Dance Horizons Inc.**

The organization does not meet Principle #3 – Alignment with the City's Plans and Programs. Specifically, the organization does not meet the criteria for sports, culture and heritage organizations in Section 10.3. This recommendation is consistent with the adjudication

committee's recommendation and Council's previous decisions to deny requests from this organization.

2. Options Pregnancy Resources and Lifestyle Coaching Inc.

The organization does not meet the policy criteria because it does not align with the CSWB Plan objectives as outlined in the policy. Specifically, they do not meet the criteria as a Service System under section 10.2 of the policy.

Additional information for these two applicants is provided in Appendix A, Table 2.

2026 Tax Abatements:

Two organizations have applied for abatements of their 2026 property taxes.

1. Ranch Ehrlo Society was approved for a 2026 tax exemption for its property at 2726 5th Avenue. The organization has since purchased a new property at 1304 Lorne Street, which will become the new location for its Sport Venture operations. The previously approved exemption cannot be transferred to the new property, and Council approval is required to abate the tax property taxes for the new property.
2. Nēwo Yōtina Friendship Centre has leased space at the YWCA at 1930 Rae Street which is being recommended for a 2027 property tax exemption. They occupied the space in 2026 but obtained the lease after Council considered the 2026 CNPTEP exemption in September of 2025.

Performance Highlights

The CNPTEP uses performance metrics to demonstrate how property tax exemptions support organizations in achieving outcomes that align with the City's strategic objectives.

Appendix C summarizes the reported community impact of organizations receiving CNPTEP exemptions based on information submitted from their most recent completed fiscal year (2025).

Administration continues to work with organizations to improve consistency in performance measurement and reporting.

Alignment with Community Investment Grant Program (CIGP) Funding

Because several organizations apply to both the CNPTEP and the Community Investment Grant Program (CIGP), efforts have been made to align application forms, submission deadlines, and adjudication processes. While the programs cannot be fully aligned, Administration continues to coordinate delivery to support consistent service outcomes.

A list of 2026 CIGP funding provided to 2027 CNPTEP applicants is attached as Appendix D.

DECISION HISTORY & AUTHORITY

Unless specifically exempted, all property in a municipality is subject to assessment and taxation pursuant to *The Cities Act*, with specific exemptions provided in subsection 262(1). Further, Council may, by bylaw, exempt from taxation the whole or part of any land or improvement designated in the bylaw. Council may also enter into an agreement, on any terms and conditions, to exempt property from taxation for not more than five years.

At its meeting on April 26, 2023, City Council considered item *CR23-45 Community Non-Profit Tax Exemption Policy* and adopted a resolution to revise the policy to provide multi-year exemptions to organizations with long-standing history and to give priority to those organizations who have a long-standing history of exemptions under the policy (10 years or more) by entering into multi-year agreements for 100 per cent exemptions.

At its meeting on December 13, 2023, City Council considered item *CM23-33 2024 General and Utility Operating Budget and 2024-2028 General and Utility Capital Plan* and adopted a resolution to approve a one-time increase to the CNPTEP financial cap to \$1,520,662, an increase of \$191,447, and have the cap increase every year at a rate equivalent to the previous year's mill rate increase.

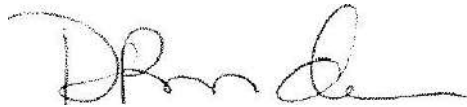
At its meeting on September 10, 2025, City Council considered item *CR25-108 Community Non-Profit Tax Exemptions - 2026* and adopted a resolution to approve an adjustment to the *Community Non-Profit Tax Exemption Policy* cap by increasing it to \$1,939,338 and have the cap increase every year at a rate equivalent to the previous year's mill rate increase.

Respectfully Submitted,



Tanya Mills, Director
Assessment & Property Revenue Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
Community Planning & Community Services

Prepared by: Raman Visvanathan, Coordinator, Policy & Programs

ATTACHMENTS

Appendix A - Recommended 2027 Exemptions
Appendix B - Option 2
Appendix C - Performance Metrics Highlights
Appendix D - CIGP Recipients and CNPTEP Applicants

Appendix A - CNPTEP Recommended 2027 Exemptions

Table 1: Recommended for 2027 Property Tax Exemption: Stream 1 (100%) and Stream 3 (85.385%)

Organization	Civic Address(es)	Per Cent of Property Eligible for Exemption	Stream	Recommended Per Cent Proration	Estimated Exempt Levy				Exemption Duration	Previous Exemption Received
					Municipal	Library	Education	Total		
All Nations Hope Network Inc.	2735 5TH AVENUE	100%	3	85.385%	\$ 4,625	\$ 410	\$ 1,830	\$ 6,866	1yr	2024 - 2026
All Nations Hope Network Inc.	400 BROAD STREET	19.65%	3	85.385%	\$ 7,113	\$ 630	\$ 2,773	\$ 10,517	1yr	2025 - 2026
All Nations Hope Network Inc.	3103 5TH AVENUE	52.03%	3	85.385%	\$ 3,391	\$ 300	\$ 1,322	\$ 5,013	1yr	2025 - 2026
Carmichael Outreach Inc.	1510 12TH AVENUE	100%	3	85.385%	\$ 4,295	\$ 381	\$ 1,674	\$ 6,350	1yr	2021 - 2026
Chip & Dale Homes Inc.	2210 25TH AVENUE	100%	3	85.385%	\$ 16,316	\$ 1,446	\$ 6,362	\$ 24,124	1yr	2024 - 2026
Creative City Centre Inc.	1819 CORNWALL STREET	100%	3	85.385%	\$ 17,309	\$ 1,534	\$ 6,749	\$ 25,592	1yr	2026 - 2026
Eagle Heart Centre Inc.	445 N BROAD STREET	100%	3	85.385%	\$ 26,636	\$ 2,360	\$ 10,385	\$ 39,382	1yr	2024 - 2026
Eagle Heart Centre Inc.	1102 ANGUS STREET	100%	3	85.385%	\$ 11,046	\$ 979	\$ 4,307	\$ 16,332	1yr	2024 - 2026
Eagle Heart Centre Inc. *	2900 5TH AVENUE	100%	3	85.385%	\$ 5,217	\$ 462	\$ 2,065	\$ 7,744	1yr	2024 - 2026
Eagle Heart Centre Inc. *	2900 5TH AVENUE	100%	3	85.385%	\$ 2,798	\$ 248	\$ 1,091	\$ 4,137	1yr	2024 - 2026
Family Services Regina Inc.	2505 11TH AVENUE	37.551%	3	85.385%	\$ 20,936	\$ 1,855	\$ 8,163	\$ 30,955	1yr	2026 - 2026
Ignite Adult Learning Foundation Corp.	900 VICTORIA AVENUE	100%	3	85.385%	\$ 6,648	\$ 589	\$ 2,592	\$ 9,830	1yr	2021 - 2026
John Howard Society Of Saskatchewan	2323 BROAD STREET	100%	3	85.385%	\$ 8,822	\$ 782	\$ 3,440	\$ 13,043	1yr	2024 - 2026
John Howard Society Of Saskatchewan - Lulu's Lodge	2078 TORONTO STREET	100%	3	85.385%	\$ 3,530	\$ 313	\$ 1,397	\$ 5,240	1yr	2022 - 2026
John Howard Society Of Saskatchewan	1801 TORONTO STREET	100%	3	85.385%	\$ 9,800	\$ 868	\$ 3,821	\$ 14,490	1yr	2026 - 2026
Mobile Crisis Services, Inc.	107 ALBERT STREET	24.62%	3	85.385%	\$ 11,040	\$ 978	\$ 4,305	\$ 16,323	1yr	2023; 2025 - 2026
Newo Yotina Friendship Centre	219 TORONTO STREET	100%	3	85.385%	\$ 6,183	\$ 548	\$ 2,447	\$ 9,178	1yr	2025 - 2026
Newo Yotina Friendship Centre	223 TORONTO STREET	100%	3	85.385%	\$ 6,183	\$ 548	\$ 2,447	\$ 9,178	1yr	2025 - 2026
Newo Yotina Friendship Centre	2817 12TH AVENUE	3.426%	3	85.385%	\$ 11,624	\$ 1,030	\$ 4,532	\$ 17,186	1yr	NEW APPLICANT
North Central Family Centre Inc.	2931 5TH AVENUE	100%	3	85.385%	\$ 9,042	\$ 801	\$ 3,526	\$ 13,369	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	85.385%	\$ 2,118	\$ 188	\$ 838	\$ 3,144	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	85.385%	\$ 2,479	\$ 220	\$ 981	\$ 3,680	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	85.385%	\$ 2,066	\$ 183	\$ 818	\$ 3,066	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	85.385%	\$ 3,087	\$ 273	\$ 1,222	\$ 4,582	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	85.385%	\$ 2,802	\$ 248	\$ 1,109	\$ 4,159	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	85.385%	\$ 1,599	\$ 142	\$ 633	\$ 2,374	1yr	NEW APPLICANT
Oxford House Saskatchewan Incorporated ***		100.00%	3	85.385%	\$ 2,735	\$ 242	\$ 1,082	\$ 4,060	1yr	NEW APPLICANT
Oxford House Saskatchewan Incorporated ***		100.00%	3	85.385%	\$ 2,047	\$ 181	\$ 810	\$ 3,039	1yr	NEW APPLICANT
Oxford House Saskatchewan Incorporated ***		100.00%	3	85.385%	\$ 1,551	\$ 137	\$ 614	\$ 2,303	1yr	NEW APPLICANT
Phoenix Residential Society Inc. **	2035 OSLER STREET	100.00%	3	85.385%	\$ 22,874	\$ 2,027	\$ 8,919	\$ 33,820	1yr	2023 - 2026
Phoenix Residential Society Inc.	1914 HALIFAX STREET	100.00%	3	85.385%	\$ 34,755	\$ 3,080	\$ 13,755	\$ 51,590	1yr	2024 - 2026
Phoenix Residential Society Inc.	2152 HAMILTON STREET	100.00%	3	85.385%	\$ 11,057	\$ 980	\$ 4,376	\$ 16,413	1yr	2024 - 2026
Ranch Ehrlo Society **	2035 OSLER STREET	100.00%	3	85.385%	\$ 22,237	\$ 1,971	\$ 8,801	\$ 33,009	1yr	2023 - 2026
Ranch Ehrlo Society	1304 LORNE STREET	75.00%	3	85.385%	\$ 7,582	\$ 672	\$ 2,956	\$ 11,210	1yr	2025 - 2026

Appendix A - CNPTEP Recommended 2027 Exemptions

Organization	Civic Address(es)	Per Cent of Property Eligible for Exemption	Stream	Recommended Per Cent Proration	Estimated Exempt Levy				Exemption Duration	Previous Exemption Received
					Municipal	Library	Education	Total		
Regina & District Food Bank Inc.	1881 BROAD STREET	100.00%	3	85.385%	\$ 21,355	\$ 1,892	\$ 8,326	\$ 31,574	1yr	2023 - 2026
Regina & District Food Bank Inc.	1720 12TH AVENUE	100.00%	3	85.385%	\$ 11,407	\$ 1,011	\$ 4,447	\$ 16,865	1yr	2023 - 2026
Regina Early Learning Centre Inc.	3079 5TH AVENUE	100.00%	3	85.385%	\$ 8,408	\$ 745	\$ 3,278	\$ 12,431	1yr	2022 - 2026
Regina Early Learning Centre Inc.	2125 ATHOL STREET	100.00%	3	85.385%	\$ 20,976	\$ 1,859	\$ 8,178	\$ 31,013	1yr	2022 - 2026
Regina Early Learning Centre Inc.	3528 13TH AVENUE	100.00%	3	85.385%	\$ 5,099	\$ 452	\$ 1,988	\$ 7,538	1yr	2024 - 2026
Rooted Connections Inc.	160 MCINTOSH STREET	100.00%	3	85.385%	\$ 30,076	\$ 2,665	\$ 11,727	\$ 44,468	1yr	2024 - 2026
Saskatchewan Filmpool Cooperative	1322 LORNE STREET	50.00%	3	85.385%	\$ 1,865	\$ 165	\$ 727	\$ 2,757	1yr	NEW APPLICANT
SCEP Centre Society (Regina)	1636 5TH AVENUE N	100.00%	3	85.385%	\$ 5,972	\$ 529	\$ 2,363	\$ 8,864	1yr	2024 - 2026
South Sask Independent Living Centre Inc.	303 ALBERT STREET	9.38%	3	85.385%	\$ 8,095	\$ 717	\$ 3,156	\$ 11,969	1yr	2021 - 2026
Souls Harbour Rescue Mission Inc. *	1610 ANGUS STREET	100.00%	3	85.385%	\$ 26,547	\$ 2,353	\$ 10,507	\$ 39,407	1yr	2026 - 2026
Souls Harbour Rescue Mission Inc. *	1610 ANGUS STREET	100.00%	3	85.385%	\$ 15,254	\$ 1,352	\$ 5,948	\$ 22,554	1yr	2026 - 2026
TFHQ Safe Shelter Incorporated - WISH Safe House ***		100.00%	3	85.385%	\$ 4,398	\$ 390	\$ 1,741	\$ 6,529	1yr	2022 - 2026
The Islamic Association Of Saskatchewan Regina Inc	641 E VICTORIA AVENUE	100.00%	1	100.000%	\$ 29,289	\$ 2,596	\$ 11,420	\$ 43,304	1yr	2020 - 2026
Thomas' Circle Of Care Inc.	2702 12TH AVENUE	100.00%	3	85.385%	\$ 10,924	\$ 968	\$ 4,259	\$ 16,152	1yr	NEW APPLICANT
Total Table 1: Recommended for 2027 property tax exemption:					Stream 1 (100%)	\$ 29,289	\$ 2,596	\$ 11,420	\$ 43,304	
					Stream 3 (85.385%)	\$ 481,925	\$ 42,707	\$ 188,788	\$ 713,419	
					Total New Exemptions (Streams 1 & 3)	\$ 511,214	\$ 45,303	\$ 200,207	\$ 756,723	
* Mixed use property										
** These properties have multiple applicants										
*** Due to the nature of the organization, the address has been removed to protect the privacy of vulnerable residents										

Table 2: NOT Recommended for Property Tax Exemption

Organization	Civic Address(es)	Per Cent of Property	Stream		Estimated Levy				Reason
					Municipal	Library	Education	Total	
New Dance Horizons Inc.	2207 HARVEY STREET	100%	3		\$ 4,004	\$ 355	\$ 1,561	\$ 5,919	Does Not Align With CNPTEP Policy
Options Pregnancy Center Resources And Lifestyle Coaching Inc.	690 PASQUA STREET	100%	3		\$ 1,413	\$ 125	\$ 551	\$ 2,089	Does Not Align With CNPTEP Policy

Table 3: Abatement of Prior Years' Levy

Organization	Civic Address(es)	Per Cent of Property Eligible for Exemption	Stream	Levy Year	Levy to be Cancelled				Abatement Period	Notes
					Municipal	Library	Education	Total		
Newo Yotina Friendship Centre	2817 12TH AVENUE	3.426%	3	Pro-rated 2026 Levies	\$ 12,942	\$ 1,147	\$ 5,046	\$ 19,135	12 months	Abatement calculated @ 95.07% consistent with 2026 approved exemptions
Ranch Ehrlo Society	1304 LORNE STREET	75%	3	Pro-rated 2026 Levies	\$ 6,516	\$ 577	\$ 2,563	\$ 9,657	9 months	Abatement calculated @ 95.07% consistent with 2026 approved exemptions
Total Abatement Requests					\$ 19,458	\$ 1,724	\$ 7,610	\$ 28,792		
Ranch Ehrlo Society	2726 5TH AVENUE (previous property)	100%	3	2026	-\$ 3,403	-\$ 302	-\$ 1,327	-\$ 5,031	9 months	Unused previously approved 2026 exemption
Total Cost					\$ 16,056	\$ 1,423	\$ 6,283	\$ 23,761		

Appendix B - Option 2: Provide full exemptions for all recommended applicants

Table 1: Recommended for 2027 Property Tax Exemption: Stream 1 (100%) and Stream 3 (100%)

Organization	Civic Address(es)	Per Cent of Property Eligible for Exemption	Stream	Recommended Per Cent Proration	Estimated Exempt Levy				Exemption Duration	Previous Exemption Received
					Municipal	Library	Education	Total		
All Nations Hope Network Inc.	2735 5TH AVENUE	100%	3	100.000%	\$ 5,417	\$ 480	\$ 2,144	\$ 8,041	1yr	2024 - 2026
All Nations Hope Network Inc.	400 BROAD STREET	19.65%	3	100.000%	\$ 8,331	\$ 738	\$ 3,248	\$ 12,317	1yr	2025 - 2026
All Nations Hope Network Inc.	3103 5TH AVENUE	52.03%	3	100.000%	\$ 3,971	\$ 352	\$ 1,548	\$ 5,871	1yr	2025 - 2026
Carmichael Outreach Inc.	1510 12TH AVENUE	100%	3	100.000%	\$ 5,030	\$ 446	\$ 1,961	\$ 7,437	1yr	2021 - 2026
Chip & Dale Homes Inc.	2210 25TH AVENUE	100%	3	100.000%	\$ 19,109	\$ 1,693	\$ 7,451	\$ 28,253	1yr	2024 - 2026
Creative City Centre Inc.	1819 CORNWALL STREET	100%	3	100.000%	\$ 20,272	\$ 1,797	\$ 7,904	\$ 29,973	1yr	2026 - 2026
Eagle Heart Centre Inc.	445 N BROAD STREET	100%	3	100.000%	\$ 31,196	\$ 2,765	\$ 12,163	\$ 46,123	1yr	2024 - 2026
Eagle Heart Centre Inc.	1102 ANGUS STREET	100%	3	100.000%	\$ 12,937	\$ 1,146	\$ 5,044	\$ 19,128	1yr	2024 - 2026
Eagle Heart Centre Inc. *	2900 5TH AVENUE	100%	3	100.000%	\$ 6,110	\$ 542	\$ 2,418	\$ 9,070	1yr	2024 - 2026
Eagle Heart Centre Inc. *	2900 5TH AVENUE	100%	3	100.000%	\$ 3,277	\$ 290	\$ 1,278	\$ 4,845	1yr	2024 - 2026
Family Services Regina Inc.	2505 11TH AVENUE	37.551%	3	100.000%	\$ 24,520	\$ 2,173	\$ 9,560	\$ 36,253	1yr	2026 - 2026
Ignite Adult Learning Foundation Corp.	900 VICTORIA AVENUE	100%	3	100.000%	\$ 7,786	\$ 690	\$ 3,036	\$ 11,512	1yr	2021 - 2026
John Howard Society Of Saskatchewan	2323 BROAD STREET	100%	3	100.000%	\$ 10,332	\$ 916	\$ 4,028	\$ 15,276	1yr	2024 - 2026
John Howard Society Of Saskatchewan - Lulu's Lodge	2078 TORONTO STREET	100%	3	100.000%	\$ 4,134	\$ 366	\$ 1,636	\$ 6,137	1yr	2022 - 2026
John Howard Society Of Saskatchewan	1801 TORONTO STREET	100%	3	100.000%	\$ 11,478	\$ 1,017	\$ 4,475	\$ 16,970	1yr	2026 - 2026
Mobile Crisis Services, Inc.	107 ALBERT STREET	24.62%	3	100.000%	\$ 12,930	\$ 1,146	\$ 5,041	\$ 19,117	1yr	2023; 2025 - 2026
Newo Yotina Friendship Centre	219 TORONTO STREET	100%	3	100.000%	\$ 7,242	\$ 642	\$ 2,866	\$ 10,749	1yr	2025 - 2026
Newo Yotina Friendship Centre	223 TORONTO STREET	100%	3	100.000%	\$ 7,242	\$ 642	\$ 2,866	\$ 10,749	1yr	2025 - 2026
Newo Yotina Friendship Centre	2817 12TH AVENUE	3.426%	3	100.000%	\$ 13,613	\$ 1,206	\$ 5,308	\$ 20,128	1yr	NEW APPLICANT
North Central Family Centre Inc.	2931 5TH AVENUE	100%	3	100.000%	\$ 10,590	\$ 939	\$ 4,129	\$ 15,658	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	100.000%	\$ 2,481	\$ 220	\$ 982	\$ 3,682	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	100.000%	\$ 2,904	\$ 257	\$ 1,149	\$ 4,310	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	100.000%	\$ 2,419	\$ 214	\$ 958	\$ 3,591	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	100.000%	\$ 3,615	\$ 320	\$ 1,431	\$ 5,366	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	100.000%	\$ 3,282	\$ 291	\$ 1,299	\$ 4,871	1yr	2022 - 2026
Oxford House Saskatchewan Incorporated ***		100.00%	3	100.000%	\$ 1,873	\$ 166	\$ 741	\$ 2,780	1yr	NEW APPLICANT
Oxford House Saskatchewan Incorporated ***		100.00%	3	100.000%	\$ 3,203	\$ 284	\$ 1,268	\$ 4,754	1yr	NEW APPLICANT
Oxford House Saskatchewan Incorporated ***		100.00%	3	100.000%	\$ 2,398	\$ 212	\$ 949	\$ 3,559	1yr	NEW APPLICANT
Oxford House Saskatchewan Incorporated ***		100.00%	3	100.000%	\$ 1,817	\$ 161	\$ 719	\$ 2,697	1yr	NEW APPLICANT
Phoenix Residential Society Inc. **	2035 OSLER STREET	100.00%	3	100.000%	\$ 26,789	\$ 2,374	\$ 10,445	\$ 39,608	1yr	2023 - 2026
Phoenix Residential Society Inc.	1914 HALIFAX STREET	100.00%	3	100.000%	\$ 40,704	\$ 3,607	\$ 16,109	\$ 60,420	1yr	2024 - 2026
Phoenix Residential Society Inc.	2152 HAMILTON STREET	100.00%	3	100.000%	\$ 12,950	\$ 1,148	\$ 5,125	\$ 19,222	1yr	2024 - 2026
Ranch Ehrlo Society **	2035 OSLER STREET	100.00%	3	100.000%	\$ 26,043	\$ 2,308	\$ 10,307	\$ 38,658	1yr	2023 - 2026
Ranch Ehrlo Society	1304 LORNE STREET	75.00%	3	100.000%	\$ 8,880	\$ 787	\$ 3,462	\$ 13,129	1yr	2025 - 2026

Appendix B - Option 2: Provide full exemptions for all recommended applicants

Organization	Civic Address(es)	Per Cent of Property Eligible for Exemption	Stream	Recommended Per Cent Proration	Estimated Exempt Levy				Exemption Duration	Previous Exemption Received
					Municipal	Library	Education	Total		
Regina & District Food Bank Inc.	1881 BROAD STREET	100.00%	3	100.000%	\$ 25,010	\$ 2,216	\$ 9,752	\$ 36,978	1yr	2023 - 2026
Regina & District Food Bank Inc.	1720 12TH AVENUE	100.00%	3	100.000%	\$ 13,359	\$ 1,184	\$ 5,209	\$ 19,752	1yr	2023 - 2026
Regina Early Learning Centre Inc.	3079 5TH AVENUE	100.00%	3	100.000%	\$ 9,847	\$ 873	\$ 3,839	\$ 14,559	1yr	2022 - 2026
Regina Early Learning Centre Inc.	2125 ATHOL STREET	100.00%	3	100.000%	\$ 24,566	\$ 2,177	\$ 9,578	\$ 36,321	1yr	2022 - 2026
Regina Early Learning Centre Inc.	3528 13TH AVENUE	100.00%	3	100.000%	\$ 5,971	\$ 529	\$ 2,328	\$ 8,829	1yr	2024 - 2026
Rooted Connections Inc.	160 MCINTOSH STREET	100.00%	3	100.000%	\$ 35,224	\$ 3,122	\$ 13,734	\$ 52,080	1yr	2024 - 2026
Saskatchewan FilmPool Cooperative	1322 LORNE STREET	50.00%	3	100.000%	\$ 2,184	\$ 194	\$ 851	\$ 3,229	1yr	NEW APPLICANT
SCEP Centre Society (Regina)	1636 5TH AVENUE N	100.00%	3	100.000%	\$ 6,994	\$ 620	\$ 2,768	\$ 10,382	1yr	2024 - 2026
South Sask Independent Living Centre Inc.	303 ALBERT STREET	9.38%	3	100.000%	\$ 9,481	\$ 840	\$ 3,697	\$ 14,018	1yr	2021 - 2026
Souls Harbour Rescue Mission Inc. *	1610 ANGUS STREET	100.00%	3	100.000%	\$ 31,091	\$ 2,755	\$ 12,305	\$ 46,152	1yr	2026 - 2026
Souls Harbour Rescue Mission Inc. *	1610 ANGUS STREET	100.00%	3	100.000%	\$ 17,865	\$ 1,583	\$ 6,966	\$ 26,414	1yr	2026 - 2026
TFHQ Safe Shelter Incorporated - WISH Safe House ***		100.00%	3	100.000%	\$ 5,151	\$ 457	\$ 2,039	\$ 7,646	1yr	2022 - 2026
The Islamic Association Of Saskatchewan Regina Inc	641 E VICTORIA AVENUE	100.00%	1	100.000%	\$ 29,289	\$ 2,596	\$ 11,420	\$ 43,304	1yr	2020 - 2026
Thomas' Circle Of Care Inc.	2702 12TH AVENUE	100.00%	3	100.000%	\$ 12,794	\$ 1,134	\$ 4,988	\$ 18,916	1yr	NEW APPLICANT
Total Table 1: Recommended for 2027 property tax exemption:					Stream 1 (100%)	\$ 29,289	\$ 2,596	\$ 11,420	\$ 43,304	
					Stream 3 (100%)	\$ 564,412	\$ 50,017	\$ 221,101	\$ 835,531	
Total New Exemptions (Streams 1 & 3)					\$	593,701	\$ 52,612	\$ 232,521	\$ 878,835	

* Mixed use property

** These properties have multiple applicants

*** Due to the nature of the organization, the address has been removed to protect the privacy of vulnerable residents

Table 2: NOT Recommended for Property Tax Exemption

Organization	Civic Address(es)	Per Cent of Property	Stream		Estimated Levy				Reason
					Municipal	Library	Education	Total	
New Dance Horizons Inc.	2207 HARVEY STREET	100%	3		\$ 4,004	\$ 355	\$ 1,561	\$ 5,919	Does Not Align With CNPTPE Policy
Options Pregnancy Center Resources And Lifestyle Coaching Inc.	690 PASQUA STREET	100%	3		\$ 1,413	\$ 125	\$ 551	\$ 2,089	Does Not Align With CNPTPE Policy

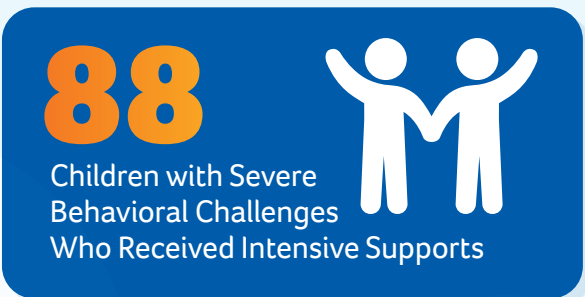
Table 3: Abatement of Prior Years' Levy

Organization	Civic Address(es)	Per Cent of Property Eligible for Exemption	Stream	Levy Year	Levy to be Cancelled				Abatement Period	Notes
					Municipal	Library	Education	Total		
Newo Yotina Friendship Centre	2817 12TH AVENUE	3.426%	3	Pro-rated 2026 Levies	\$ 12,942	\$ 1,147	\$ 5,046	\$ 19,135	12 months	Abatement calculated @ 95.07% consistent with 2026 approved exemptions
Ranch Ehrlo Society	1304 LORNE STREET	75%	3	Pro-rated 2026 Levies	\$ 6,516	\$ 577	\$ 2,563	\$ 9,657	9 months	Abatement calculated @ 95.07% consistent with 2026 approved exemptions
Total Abatement Requests					\$	19,458	\$ 1,724	\$ 7,610	\$ 28,792	
Ranch Ehrlo Society	2726 5TH AVENUE (previous property)	100%	3	2026	-\$ 3,403	-\$ 302	-\$ 1,327	-\$ 5,031	9 months	Unused previously approved 2026 exemption
Total Cost					\$	16,056	\$ 1,423	\$ 6,283	\$ 23,761	

Community Non-Profit Tax Exemption Policy

Community Impact

2025 Highlights



Appendix D - 2026 CIGP Recipients and 2027 CNPTEP Applicants

Organization	CIGP Program	Funding Issued in 2026	2027 Recommended Municipal Levy Exempt
Al Ritchie Community Association Inc.	CA Phase Funding	\$ 66,000	\$ 2,276
	Annual Activity – Social Development	\$ 30,000	
	Community Clean-Up	\$ 2,000	
	Adapted – Sport & Recreation	\$ 19,446	
All Nations Hope Network Inc.	Community Partner - Social	\$ 115,000	\$ 15,129
Arcola East Community Assoc Inc.	CA Phase Funding	\$ 1,200	\$ 2,251
	Community Operating Centre	\$ 37,739	
Carmichael Outreach Inc.	Community Partner - Social	\$ 60,000	\$ 4,295
Cathedral Village Community Association	CA Phase Funding	\$ 30,000	\$ 2,230
	Community Clean-Up	\$ 1,790	
Coronation Park Community Association	CA Phase Funding	\$ 30,000	\$ 1,416
	Community Clean-Up	\$ 2,000	
Creative City Centre Inc.	Community Partner - Culture	\$ 24,400	\$ 17,309
Dewdney East Community Association Inc.	CA Phase Funding	\$ 30,000	\$ 5,559
	Community Clean-Up	\$ 2,000	
Family Service Regina Inc.	Community Partner - Social	\$ 28,000	\$ 20,936
Ignite Adult Learning Corporation (CNPTEP app Ignite Adult	Annual Activity - Social	\$ 10,000	\$ 6,648
	New Initiative – Social	\$ 27,000	
John Howard Society of SK	Annual Activity - Social	\$ 27,720	\$ 22,152
Mackenzie Art Gallery Incorporated	Community Partner - Culture	\$ 308,000	\$ 208,593
Mobile Crisis Services Inc.	Community Partner - Social	\$ 139,000	\$ 11,040
Mounted Police Heritage Centre	Community Partner – Culture	\$ 80,000	\$ 530,581
Newo Yotina Friendship Centre Inc.	Annual Activity - Culture	\$ 17,000	\$ 23,991
North Central Family Centre	Community Partner - Social	\$ 40,000	\$ 9,042
Oxford House SK Inc.	Annual Activity - Social	\$ 18,169	\$ 20,484
Phoenix Residential Society Inc.	Annual Activity - Culture	\$ 5,670	\$ 68,686
Queen City Eastview Community Association Inc.	CA Phase Funding	\$ 66,000	\$ 1,583
	Community Operating Centre	\$ 44,250	
	Community Clean-Up	\$ 2,000	
	Sask Lotteries	\$ 28,500	
	Adapted Sport & Recreation *Playground grant	\$ 80,000	
Ranch Ehrlo Society	Annual Activity –New - Sport	\$ 10,000	\$ 29,819
Regina Education & Action on Child Hunger Inc.	Community Partner - Social	\$ 95,000	\$ 12,680
Regina & District Food Bank Inc.	Community Partner – Social	\$ 30,000	\$ 117,446
Regina Early Learning Centre Inc.	Community Partner - Social	\$ 40,000	\$ 34,482
Regina Humane Society Inc.	Annual Activity –New - Social	\$ 5,000	\$ 248,026
Saskatchewan Science Centre Inc.	Community Partner – Culture	\$ 175,000	\$ 203,153
SCEP Centre Society (Regina)	Community Partner - Social	\$ 21,000	\$ 5,972
	Sask Lotteries	\$ 22,800	
South Sask Independent Living Centre	Annual Activity - Social	\$ 19,665	\$ 8,095
South Zone Recreation Board Inc.	Zone Board	\$ 5,476	\$ 68,443
Theatre Regina Inc.	Community Partner - Culture	\$ 17,000	\$ 44,359
The Circle Project Assoc. Inc.	Community Partner - Social	\$ 30,000	\$ 21,355
	Special Event (Major)	\$ 10,000	
		\$ 1,853,825	\$ 1,768,031



Lead Service Connection Management Program – 2025 Update

Date	October 7, 2026
To	Executive Committee
From	City Operations
Service Area	Water, Waste & Environment
Item No.	EX26-102

RECOMMENDATION

The Executive Committee recommends that City Council:

- 1) Approve recommendations set out in Option 1 of this report, ensuring the accelerated 2036 replacement timeline remains achievable by accelerating necessary hydro-vacuum investigations for inventory confirmation and construction coordination;
- 2) Approve recommendations set out in Option 2 of this report, to improve affordability by introducing a maximum homeowner contribution of \$5,000 for private-side lead service connection replacements;
- 3) Direct Administration to bring forward Utility Rate impacts for recommended options through the 2027 budget process;
- 4) Direct the City Solicitor to prepare the necessary amendments to Bylaw No. 8942 to support implementation of a maximum homeowner contribution of \$5,000 for private-side lead service connection replacements;
- 5) Remove items CR25-115 (2d) and (2f) from its List of Outstanding Items; and
- 6) Approve this recommendation at its October 14, 2026 meeting.

ISSUE

The purpose of this report is to provide the 2025 annual update on the LSCMP, and report back on eight actions outlined in the resolution of City Council from September 24, 2025, including options to accelerate the lead service connection (LSC) replacements.

IMPACTS

Financial Impact

The current LSCMP is funded through the General Utility Fund. In 2021, Council approved a 15-year accelerated replacement program that runs until 2036. The program was supported by a 2 per cent utility rate increase in 2022, which is already included in the Utility Model Base Case (UMBC).

The recommended accelerated hydro-vacuum investigations are expected to cost \$2.68 million in 2027 and \$2.03 million in 2028, which can be included in the UMBC. The City is also proposing to help cover the cost of private side replacements so that residents would pay no more than \$5,000. This subsidy is estimated to cost \$440,000 per year starting in 2027 until the program is complete, which will require an increase of 0.25% in 2027.

The utility rate impact of the recommended options are summarized below and would need to be considered as part of the 2027 and 2028 budget process.

Rate Increase	2027	2028
Utility Model Base Case (UMBC) including Option 1	10.02%	11.35%
Option 2 - Private Side Maximum of \$5000	0.25%	0.0%
Total Utility Rate Increase	10.27%	11.35%

Legal Impact

The Regina Water Bylaw, Bylaw No. 8942, requires amendment to implement the recommended maximum homeowner contribution of \$5,000 for the replacement of a private-side LSC.

Policy Impact

The LSCMP is consistent with *Design Regina: The Official Community Plan (OCP)* as follows:

- The LSCMP meets industry best practices for managing lead service connections (OCP D4 Goal 1 – Safe and Efficient Infrastructure).
- Additional financial resources to replace City-owned LSCs helps make the City's LSCMP accessible to all property owners of Regina (OCP D11 Goal 5 - Social Inclusion: 13.19).
- The LSCMP requires the replacement of the private side of LSCs when City-owned LSCs are replaced, helping to improve the condition of existing housing stock (OCP D6 Goal 2 - Existing Housing Stock: 8.9).

Strategic Priority Impact

The LSCMP aligns with the City's Infrastructure strategic priority, particularly the outcome of modernizing existing infrastructure, with the capacity to support long-term growth and services to the community. It also supports the City's Vibrancy strategic priority by promoting public safety and community well-being through proactive actions and collaboration with community-based organizations.

Labour Impact

The recommendation in this report requires up to three additional staff resources in 2027 and 2028 to support the recommended acceleration of the program.

Environmental Impact

The report has limited direct impacts on energy consumption and greenhouse gas (GHG) emissions; however, infrastructure replacement work generally contributes to the release of GHG emissions through the production of new materials and through construction activities. Administration estimates each LSC replacement generates two tonnes of GHG emissions. Replacing 327 City-owned LSCs in 2025 resulted in approximately 644 tonnes of GHG emissions.

LSC replacements are coordinated with end-of-life sewer connections and planned roadway projects where possible. This coordinated approach minimizes duplication of construction activities and is associated with GHG emissions.

Indigenous Impact

The City advances reconciliation through *kâ-nâsihcikêwin*, its Indigenous Framework, by incorporating Indigenous perspectives into daily operations.

Guided by the Truth and Reconciliation Commission's Calls to Action, including Call to Action #48, the framework emphasizes protecting the environment, respecting Indigenous land and water rights, and using the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as a guide for reconciliation. Replacing LSCs supports these principles as a public health and environmental initiative:

- **Protecting Water as a Sacred Resource:** Clean water is central to Indigenous identity, culture, and ways of knowing and being. Removing LSCs reduces health and environmental risks and aligns with *kâ-nâsihcikêwin* and the Treaty Principle *wihci-atoskêwin askîhk* (living together on the land, in harmony).
- **Environmental Justice for Indigenous Communities:** Replacing lead infrastructure helps reduce environmental harm and supports more equitable public health outcomes for communities historically overexposed to unsafe drinking water.
- **Commitment to Sustainable Infrastructure:** The replacement of aging LSCs reflects a broader commitment to sustainable infrastructure and long-term environmental stewardship. This

work contributes to the health of land, air and water – elements that are deeply interconnected in Indigenous teachings.

- Reconciliation Through Action: Replacing LSCs demonstrates respect for Indigenous rights by prioritizing clean water access and environmental protection.

There are no inclusion, diversity, equity and accessibility impacts.

OTHER OPTIONS

Administration recommends Options 1 and 2. Together, these options provide the best balance between protecting public health, improving affordability for homeowners, minimizing construction impacts, and ensuring the program remains on track for completion by 2036. Accelerated hydro-vacuum investigations would confirm the remaining lead service connection inventory by 2028, reducing uncertainty and supporting efficient construction coordination. The proposed \$5,000 maximum homeowner contribution would improve affordability and encourage participation in private-side lead service connection replacements.

Option 1: Accelerate Inventory Confirmation for Eight to Ten-Year Replacement - RECOMMENDED

Accelerate hydro-vacuum investigations to confirm the remaining LSC inventory in approximately two years. Accurate data will help ensure construction can be properly coordinated and the 2036 deadline can be met or exceeded.

Completion target: 2036 or earlier.

Rate Impact: No additional changes; can be included in Utility base budget for 2027 and 2028.

Key Consideration: Option 1 provides the best balance for replacement timelines between affordability, public health, construction impacts, and completing the program on time. It would require up to three additional staff positions.

Option 2: Limit Private-side LSC Replacement Costs to \$5000 - RECOMMENDED

Introduce a new maximum \$5000 homeowner contribution to private-side LSC replacement to improve affordability.

Rate impact: 0.25% increase in 2027.

Key consideration: Private-side replacement is an important part of reducing lead exposure risk in drinking water. A maximum guaranteed cost for homeowners will improve affordability, in particular when combined with the five- and ten-year financing options. It should be noted

however, that following the expansion of the ten-year financing option in late 2025, there has been an increase in private side replacements in 2026.

Option 3: Maintain Current Accelerated Program with no Changes – Not Recommended

Continue replacing about 220 lead service connections (LSCs) each year to meet Council's 15-year accelerated program approved in 2021.

Completion target: 2036.

Rate impact: No additional utility rate increase.

Key consideration: This option has the lowest cost, but it would take longer to confirm the remaining LSC inventory and provides less financial support for property owners. This increases the risk that the program may not be completed by 2036. No additional staff would be required.

Option 4: Accelerated Seven-Year Replacement – Not Recommended

Increase the number of lead service connections (LSCs) replaced each year to complete the program by 2033. Annual replacements targets would start at 275 in 2027, 300 in 2028, with 325 annually in the remaining five years of the program.

Rate impact: Utility rates would increase by 3.35 per cent in 2028. Property taxes would also increase by up to 0.53 per cent per year through 2033.

Key consideration: This option would complete the program sooner, but it would cost more, require additional staff, create more construction disruption, and increase project delivery risks. This option requires additional mill rate funding to support related roadwork.

Option 5: Accelerated Five-Year Replacement – Not Recommended

Significantly increase the number of lead service connections (LSCs) replaced each year to complete the program by 2031. Annual replacements targets would start at 300 in 2027, 400 in 2028, with 500 annually in the remaining three years of the program. Administration does not recommend this option because the timeline may not be achievable, even with additional funding.

Completion target: 2031.

Rate impact: Utility rates would increase by 4.06 per cent in 2027 and 6.23 per cent in 2028. Property taxes would also increase by up to 1.24 per cent per year through 2031.

Key consideration: This option would complete the program the earliest, but it carries the

highest risk. Challenges include limited contractor availability, delays in obtaining equipment, more complex construction coordination, and greater impacts on roads and traffic. It would also require up to five additional staff positions. Administration believes the proposed timeline remains at risk, even with additional funding and resources.

COMMUNICATIONS & ENGAGEMENT

Administration will continue to provide information to property owners and tenants in areas with LSCs. Residents can find information about replacement progress, financing options, water testing, and filter requests at [Regina.ca/leadservice](https://regina.ca/leadservice).

Administration has updated its communications to place more focus on the health risks of lead exposure and the steps residents can take to reduce those risks, including using water filters and replacing private-side lead service connections.

Administration also works with residents through community events and local partnerships, such as the Cathedral Village Arts Festival and North Central Wellness Days. These events give residents the opportunity to speak with staff, book water testing appointments, and receive water filters.

Administration will continue working with community partners to reach more residents and will communicate any program changes to those living in areas with LSCs.

DISCUSSION

Background

The water received from the Buffalo Pound Water Treatment Plant (BPWTP) and the water in the City's watermains is free of lead, meeting the City's regulatory obligations.

Lead can leach into drinking water when water encounters lead containing materials. Lead can be found in some water service connections, which connect the City's watermains to individual buildings. It can also be found within a building's internal plumbing systems or fixtures.

The City is responsible for the City-owned portion of the water service connection from the water main to the property line. The property owner is responsible for the privately owned portion of the water service connection from the property line into the home, as well as in-house plumbing.

The Lead Service Connection Management Program

The LSCMP began in 2017 and provided water filters and free water testing for impacted residents. Since then, the City has expanded the program to include financing options for residents to replace their private-side LSCs, increased the accessibility of water filters to impacted residents, and provided ongoing information and education to ensure the awareness of the LSCMP.

In 2021, City Council approved an accelerated 15-year LSC replacement program with mandatory

private-side replacement and 2036 target completion.

The program offered deferred payment options for private-side replacements, including a five-year payment plan for all property owners and a ten-year payment plan for eligible lower-income property owners.

In 2025, Council approved changes that made both the five-year and ten-year financing options available to all property owners. Council also increased the annual filter reimbursement to \$200 per property and introduced a new reimbursement of up to \$350 for the installation of an in-line water filter system.

When the LSCMP program began, there were an estimated 3,600 City-owned LSCs. Currently, there are approximately 2,000 remaining.

The City continues to take steps to reduce lead in drinking water. In addition to replacing lead service connections, corrosion control helps reduce lead exposure by limiting the amount of lead that can enter drinking water from pipes, plumbing fixtures, and lead solder.

One corrosion control method is adding orthophosphate, a treatment commonly used by other municipalities. Orthophosphate creates a protective coating inside pipes that helps prevent lead from entering the water.

The City and the BPWTP continue to work together to determine the right orthophosphate dosage for local water conditions. With major upgrades to the water treatment plant now largely complete, additional studies are underway to understand any impacts on wastewater treatment and industrial users. If these studies are successful, orthophosphate treatment could begin in late 2027.

2025 Program Update

A summary of the program results for 2025, including reference information from previous years for comparison purposes, can be found in Appendix A.

Water Testing

The City offers two testing options for eligible residents: Random Testing Study (RTS), conducted by City staff, and In-Home Point of Use (IHPOU), where residents collect and submit samples. In 2025, the City completed 78 RTS tests, including 71 from April to October. The testing showed 47 locations had one or more samples above the Health Canada guideline of five micrograms per litre. Two residents completed IHPOU tests.

The City followed up with property owners and occupants of locations that exceeded five micrograms per litre. It was ensured that all residents received their results, that water filters certified

for lead removal were in use and that LSC replacement information was provided. The City also revised its letters to provide clearer instructions on the owner and occupant's next steps relating to reducing lead exposure from water.

The Water Security Agency requires the City conduct water sampling for lead from April to October each year. The City completed this testing in 2025.

Water Filters

The City provides free water filters for owners and occupants in areas that may have LSCs until the LSC is replaced. Filter options now include tap-mounted, in-line, and larger-volume dispensers. Residents who buy their own filter or receive bottled water delivery may also receive annual rebates of up to \$200.

In 2025, the City provided 725 filters and processed 90 rebates and one reimbursement. The City distributed filters, by way of a filter door drops to every home with a City-owned LSC that had not yet requested a filter from the LSC program. Administration will continue targeting non-participants, with an emphasis on suspected rental properties.

LSC Replacement

The City completes annual LSC replacements in a variety of circumstances, including in conjunction with major road upgrades, during redevelopment of an existing property, when requested by a property owner, where the private portion of the water service connection is not lead, or when the property owner replaces the private-side of the LSC in conjunction with the City-owned LSC, through a three-way agreement.

Due to the possibility of inaccurate historical underground records, the City conducts hydro-vacuum activities to confirm water service connection material and decrease unnecessary excavations. In 2025, 219 locations believed to be LSCs were hydro-vacuumed and 52 were found not to be lead on the City-owned side.

In 2025, the City removed 327 City-owned LSCs from inventory through replacements and hydro-vacuum investigations at a cost of \$3.75 million. Of these, 90 properties had private-side lead, and only 35 owners replaced at the same time as the City-side work as per program requirements. Following approval of the proposed maximum homeowner contribution of \$5000 for private-side replacement, Administration intends to proceed with compliance activities to ensure private-side replacement is completed, up to and including water turn-offs. Replacing the City-side only of a lead connection, when the private side connection is lead greatly increases the safety risk for residents.

Update on Council-Directed Actions

In 2025, Council directed Administration to undertake eight actions related to the LSCMP. Appendix

B provides further detailed status updates on each motion.

Administration has since enhanced resident communications, expanded community outreach, increased support for residents in areas with lead service connections, reviewed improvements to private-side replacement funding, and assessed options to accelerate program delivery. Key actions included:

- Revising program communications to better highlight lead-related health risks and actions residents can take to reduce exposure;
- Completing filter deliveries to homes that had not previously accessed the program and implementing monthly outreach to new homeowners and tenants in areas with known lead service connections;
- Holding targeted community engagement events and attending community festivals to increase awareness, provide filters, and facilitate water testing;
- Expanding outreach to landlords, childcare providers, housing agencies, and community organizations serving residents in areas with lead service connections;
- Working with the Saskatchewan Health Authority to develop information for new mothers through the Maternal Visiting Program; and
- Exploring partnerships with school boards and other organizations to expand public awareness and education opportunities.

DECISION HISTORY & AUTHORITY

On September 24, 2025, City Council considered report *CR25-115 Lead Service Connection Management Program – 2023 & 2024 Update* and adopted the following resolution:

That City Council:

1. Approve the following adjustments to the City's (City) LSCMP:
 - a) Expand access to the ten-year equalized repayment plan for private-side replacement to any homeowner with the removal of the current low-income threshold requirement.
 - b) Remove the \$240 administration fee for the five-year equalized repayment plan for private replacement, to align with the ten-year program.
 - c) Increase the maximum annual filter reimbursement amount from \$100 per year to \$200 per year per property.
 - d) Add a one-time reimbursement per property to a maximum of \$350 for the installation by a certified plumber of an under sink, in-line water filter system;
2. Direct Administration to:
 - a) Submit an LSC report to Council at minimum annually;

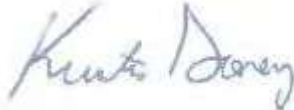
- b) Conduct a review of the financing program's future, with a view to adding cost-sharing elements and inflationary protection for future applicants;
 - c) Increase face-to-face interactions with families at risk who have not accessed filters or replacement water, potentially coordinated with helping agencies, health centers, schools, and other community supports and put a targeted focus on intervention and providing filters and education opportunities for rental properties, as the most vulnerable families are likely to be renters;
 - d) Explore and report back by Q4 2026 on involving schools and community centers on issues such as clean water;
 - e) Explore a partnership with public health and the school boards;
 - f) Prepare an updated report by Q4 2026 on adjusted inflation increases and what would be required to rapidly advance LSC replacement;
 - g) Explore how to enhance and refine communication to residents based specifically on lead-levels, ensuring that communication tools meet diverse residents where they are at;
 - h) Consult with community (e.g., landlords) on the development of a partnership program and incentive program to install at-source filtration; and
3. Instruct the City Solicitor to prepare an amendment to *The Regina Water Bylaw*, Bylaw No. 8942, to reflect the changes identified in recommendations 1(a) and (b) above, and for such an amending bylaw to be brought forward to a subsequent meeting of City Council following approval of these recommendations by City Council.

Respectfully Submitted,



Carolyn Kalim,
Director, Water, Waste & Environment

Respectfully Submitted,



Kurtis Doney,
Deputy City Manager, City Operations

Prepared by: Janet Aird, Manager, Program Development & Delivery

ATTACHMENTS

Appendix A - LSCMP Program Results & Details

Appendix B - Update on Council Motions

Appendix A - LSCMP Program Results & Details

Summary of Lead Service Connection Management Program						
Program Element	Description	2023	2024	2025	2026 (As of August 31, 2026)	Annual Target
Lead Service Connections (LSC)	City Side Replacements and Inventory Record Reductions ^A	239	248	327	209	220
	City Construction Programs	163	178	275	176	
	Hydro-Vacuum Locations (Confirmation of No LSC)	76	70	52	33	
Filter Program	Filter Program Totals	775	768	815	288	
	City Provided Filters	711	693	725	224	
	Rebate Applications	64	75	90	64	
Reimbursement	One-Time Reimbursement for Filter Installation ^F	-	-	1	15	
Water Testing	LSCMP Testing Programs ^D	131	66	80	186	-
	Random Testing Study (RTS)	124	56	78	95	100/50 ^B
	Requested In-Home Point of Use (IHPOU) ^C	17	15	7	273	-
	Completed In-Home Point of Use (IHPOU)	7	10	2	91	-
	City of Regina - WSA Lead Testing Requirements	36	38	38	TBD	-
	Non-Private Residences (Commercial Buildings)	16	18	18	TBD	10 ^B
	Distribution System (Hydrants)	20	10	10	TBD	20/10 ^B
Engagement	Annual Notification Letters					
	Notification of City-owned LSC	3923	- ^E	3223	3087	
	Notification of Possible Private side LSC	-	-	-	9679	

Abbreviations	
LSCMP	Lead Service Connection Management Program
WSA	Water Security Agency (Governing Body)
TBD	To be determined as this sampling has not been scheduled as of yet for 2026
Footnotes	
A	The total number of LSCs removed by replacements and by confirmation of non-lead material by visual inspection (hydro-vacuumed).
B	Annual Targets implemented by WSA as part of the Water Works permit in 2022. Prior to 2022, lead testing was not included in the Water Works permit. RTS requirement reduced from 100 to 50 in 2024 & Distribution System (Hydrants) reduced from 20 to 10.
C	The number of Requested IHPOU is not included in the summary total of testing.
D	Total sampling completed – Random testing study and IHPOU testing.
E	Due to a postal strike, annual notification letters for 2024 were mailed to residents in January 2025.
F	Reimbursement up to \$350 for the installation of an in-line filter by a certified plumber, approved by Council in 2025

1. Testing

The City offers eligible residents two options for water quality testing:

a. Random Testing Study:

Administration completes testing at properties where residents expressed an interest in the program, and who live within the areas of the city with known LSCs.

The testing includes 11 samples taken during several different conditions to simulate various water use scenarios. This type of testing qualifies toward the 50 locations required by the Water Security Agency (WSA) and contributes to compliance with the regulatory requirements specified in the Permit to Operate.

The City followed up with all locations where testing showed lead concentrations higher than 5 micrograms per litre to ensure the sampling results were received by the occupant of the home, a filter is being utilized and LSC replacement information was provided to the homeowner. Results letters were also revised.

b. In-Home Point of Use Testing:

The second testing program offered by the City provides eligible property owners and residents an option for lead testing where the occupant collects and submits their own tap water sample, and the City covers the cost of analysis. This testing is available as an option for residents and homeowners; however, it does not qualify toward the 50 samples required by the Water Security Agency.

The City fulfills all requests for In-Home Point of Use testing.

2. Filters

Following Council approval, starting in September 2025, the City expanded the water filter program to include the following options in addition to the Brita pitcher:

- Brita Tap Mounted Filter
- Brita 27-cup dispenser
- In-line filter system

The rebate amount was also increased from \$100 to \$200 annually for eligible residents who opt to purchase their own filter or bottled water and introduced a one-time reimbursement of up to \$350 for the installation of a filter by a certified plumber.

The City distributes filters at community events, upon request from residents, provides rebates to those who purchase their own eligible filter and through door knocking to areas with suspected City owned LSCs.

The City has completed door drops to every home with a city-owned LSC and will continue to target those who have not requested replacement filters with an emphasis on suspected rental properties.

3. Replacements:

The City plans for annual lead service connection replacements in conjunction with major road upgrades, underground infrastructure projects, during redevelopment of an existing property with a LSC, when requested by a property owner, where the private portion of the water service connection is not lead, or when the property owner replaces the private side of the LSC in conjunction with the City-owned LSC, through a three-way agreement.

Due to the possibility of inaccurate historical records, the City conducts hydro-vacuum activities to confirm water service connection material and decrease unnecessary excavations. In 2025, 219 locations, all thought to be LSCs, were hydro-vacuumed to visually confirm material. Of the 219 locations, 52 were found **not** to be lead on the City-owned side.

4. Communications

With property owners and tenants with a City-side LSC:

- Annual notification letter advising residents that they have a City-side lead line. It provides details on the requirements to replace their private line and the financing options available, as well as information about the filter program, filter installation reimbursement program and testing options. The letter also provides information about the health concerns and encourages residents to visit Canada.ca “Drinking Water: What About Lead?” or to call the Saskatchewan Health Authority (SHA) for more information.
- Advanced construction notification when the City-side LSC is going to be replaced and implications for private side replacement; and
- If the private-side is confirmed to be lead, information on financial payment options will be provided.

With residents that may have private side lead: These letters are sent to homeowners in areas where LSCs exist, but their home is not serviced by a City-side LSC. This is typically based on the age of the home. It provides details about the financing options, filter/rebate programs, filter installation reimbursement program, testing options as well as information regarding health concerns and encourages residents to reach out to the SHA. The City mailed out 9,679 such letters in April 2026 and received approximately 300 service requests and over 200 direct emails resulting in roughly 350 testing requests.

Appendix B – Update on Council Motions

Motion	Actions to Date
1. Submit a Lead Service Connection (LSC) report to Council at minimum annually;	The report is scheduled for Council meetings on October 14, 2026
2. Conduct a review of the financing program's future, with a view to adding cost-sharing elements and inflationary protection for future applicants;	Cost sharing elements have already been adopted by the City by absorbing all costs associated with mobilization, trenching/excavation when a private-side LSC is replaced in conjunction with a City-owned LSC. Current recommendation: capping the cost for replacing a private side LSC at \$5,000 to protect future applicants against inflationary pressure.
3. Increase face-to-face interactions with families at risk who have not accessed filters or replacement water, potentially coordinated with helping agencies, health centers, schools, and other community supports and put a targeted focus on intervention and providing filters and education opportunities for rental properties, as the most vulnerable	All properties with City-side lead that had not requested a filter have now received one through a door-drop campaign. City staff also engaged directly with residents where possible. A list of suspected rental properties has been generated, and additional door drops will be completed for addresses who have not requested filters since the initial campaign. Community outreach events were promoted through door-to-door invites, with free bus passes and leisure passes offered as incentives: • January 7, 2026 – Al Ritchie and Heritage Community lead engagement event, Al Ritchie Skating Rink – 30 interactions • February 7, 2026 – Cathedral Community lead engagement event, Cathedral Community Centre – 20 interactions • March 4, 2026 – North Central lead engagement event, māmawêyatitân centre – 12 interactions • March 20, 2026 – Lakeview lead engagement event, Neil Balkwill Centre – 6 interactions

Motion	Actions to Date
families are likely to be renters;	Other outreach activities: • May 15, 2026 – North Central Wellness Day, māmawêyatitân centre – 70 interactions • May 23, 2026 – Cathedral Village Arts Festival – 150 interactions The City continues to coordinate with community and housing agencies, including John Howard Society, Carmichael Outreach, Regina Open Door, Regina Housing Authority, YWCA, Souls Harbour, Ehrlo Housing and Silver Sage, to provide information about LSCs to clients. Presented to the Saskatchewan Realtors Association on October 23, 2025. Obtained the list of registered daycares within the CoR, cross-referenced it to our list of known City-side lead addresses with 4 being identified and identified ones within the lead areas that could potentially have private side lead with 27 identified. Additional letters were mailed out on August 4, 2026. City staff will follow up with locations that do not contact the city in a couple weeks' time.
4. Explore and report back by Q4 2026 on involving schools and community centers on issues such as clean water;	See item #5 regarding engagement with schools. Outreach events continue to be hosted at community centres.
5. Explore a partnership with public health and the school boards;	Both the Public School Board and Catholic School Boards were contacted about partnering with the City to help share information with parents and guardians. Both declined the opportunity at this time; however, the City will continue to pursue future opportunities for collaboration. The City is currently developing an information package for nurses to provide to new mothers living in areas where LSCs are present through the Maternal Visiting Program (MVP).
6. Prepare an updated report by Q4 2026 on	Refer to options outlined in report.

Motion	Actions to Date
adjusted inflation increases and what would be required to rapidly advance LSC replacements	
7. Explore how to enhance and refine communication to residents based specifically on lead-levels, ensuring that communication tools meet diverse residents where they are at;	Program letters were revised to emphasize potential health concerns and immediate next steps: • Annual Program Update Letter – mailed out January 2025 • Private Side Letter – mailed out April 2025 • Landlord Letter – mailed out February 2025 • Testing Results Letters - ongoing • Upcoming Construction Letter – residents with a private LSC are provided advanced notice that there is an upcoming project to replace City-owned infrastructure encouraging them to prepare to replace the private-side in conjunction Move in/out reports are now reviewed monthly, and letters are sent to new homeowners and tenants in areas with known LSCs to notify them as early as possible about the potential for lead in their water.
8. Consult with community (e.g., landlords) on the development of a partnership program and incentive program to install at-source filtration.	A letter targeting suspected rental properties was sent to landlords in February 2026 encouraging them to take advantage of the one-time reimbursement of up to \$350 for the installation of an in-line filter system. Response has been limited to date, with three requests for in-line filters.