

Executive Committee

Wednesday, October 21, 2026
9:00 AM

Henry Baker Hall, Main Floor, City Hall

Public Agenda
Executive Committee
Wednesday, October 21, 2026

Approval of Public Agenda

Adoption of Minutes

Minutes of the meeting held October 7, 2026.

Administration Reports

EX26-107 2027 Budget Submission - Regina Public Library

Recommendation
That the Executive Committee refer the 2027 mill rate requests as submitted by the Regina Public Library (RPL) to the December 7, 2026 City Council budget deliberations.

EX26-108 Housing Accelerator Fund Update

Recommendation
The Executive Committee recommends that City Council:

1. Direct the City Manager to amend the Downtown Office to Residential Conversion Policy in Appendix B – Downtown Office to Residential Conversion Policy to extend the pilot through 2027 and allow 30 per cent payment of grants when the agreement is executed, 30 per cent upon receiving the development permit, 30 per cent at substantial completion, and the final 10 per cent once all additional work required by the permit is completed (Appendix F – Downtown Office to Residential Conversion Policy Amendments);

2. Direct the City Manager to amend the Housing Incentives Policy in Appendix A – Housing Incentives Policy to:

    a. Introduce a new pilot program called Market Housing Capital Grant Incentive for the Downtown and Centre Square neighbourhoods as outlined in Appendix D – Housing Incentive Policy Amendments;
    b. Reallocate $1.5 million of Housing Accelerator Funding from the Rental Acquisition & Repair and Pre-Development Grant

Pilots to the new Market Housing Capital Grant Incentive program and add other unallocated Housing Accelerator Funding funds for a total of $3 million (Appendix D – Housing Incentive Policy Amendments); and

3. Approve this recommendation at its meeting on October 28, 2026.

EX26-109 Parking Ticket Collections Process

Recommendation
The Executive Committee recommends that City Council:

1. Approve amendments to *The Regina Traffic Bylaw, 1997*, Bylaw No. 9900 (Traffic Bylaw), as described in Appendix A of this report;

2. Direct the City Solicitor to prepare amendments to the Traffic Bylaw, as further described in Appendix A, to be brought forward to the meeting of City Council following approval of these recommendations by City Council;

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

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

EX26-110 Hawkstone Development Manager – Procurement Authority

Recommendation
The Executive Committee recommends that City Council:

1. Authorize the Chief Financial Officer & Deputy City Manager (or their designate) to negotiate, award, enter into and administer an agreement with the highest-scoring proponent resulting from the Negotiated Request for Proposal process to engage development manager services for the Hawkstone Residential Development project, including any ancillary agreements or documents required to give effect to the agreement(s) and any amendments to the agreement that remain consistent with City Council's stated directive of maximizing the financial return to the City of Regna from the Hawkstone Residential Development project;

2. Authorize the City Clerk to execute the necessary agreements following review and approval by the City Solicitor; and

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

EX26-111 2026-29 Strategic Plan Progress Update

Recommendation
The Executive Committee recommends that City Council receives and files this report.

EX26-112 Review of Standalone Surface Parking Lots

Recommendation
The Executive Committee recommends that City Council:

1. Subject to approval through the 2027/2028 Budget process, direct Administration to report to City Council by Q4 2028 following the completion of the City Centre Transportation Study and Parking Travel Demand Strategy, with an overview of the findings, a recommended delivery plan and implementation timelines for actions arising from this work;

2. Remove item *MN24-12 Nuisance and Underutilized Properties* from its List of Outstanding Items; and

3. Approve these recommendations at its October 28, 2026 meeting.

EX26-113 Mayor's Heroism Award Policy Approval

Recommendation
The Executive Committee recommends that City Council approve the Mayor's Heroism Award Policy in Appendix A of this report at its October 28, 2026 meeting.

EX26-114 Emergency Treatment Fund Final Report

Recommendation
The Executive Committee recommends that City Council receive and file this report at its meeting on October 28, 2026.

EX26-115 2026 Cultural Site Annual Report

Recommendation
The Executive Committee recommends that City Council receive and file this report at its Wednesday October 28, 2026 meeting.

EX26-116 2026 kâ-nâsihcikêwin Annual Report

Recommendation
The Executive Committee recommends that City Council receive and file this report at its Wednesday October 28, 2026, meeting.

Adjournment

AT REGINA, SASKATCHEWAN, WEDNESDAY, OCTOBER 7, 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 (Remote) Councillor George Tsiklis (Remote) Councillor Sarah Turnbull (Remote) Councillor Shanon Zachidniak
Regrets:	Mayor Chad Bachynski
Also in Attendance:	Acting City Clerk, Amber Ackerman Acting Deputy City Clerk, Martha Neovard Acting City Manager, Jennifer Johnson City Solicitor, Shannon Williams Deputy City Manager, City Operations, Kurtis Doney Deputy City Manager, City Planning & Community Services, Deborah Bryden Acting Chief Financial Officer & Deputy City Manager, Jeff May Director, Fire & Protective Services, Chief Layne Jackson Assistant Chief - Operations, Dustin McCullough Director, Assessment & Property Revenue Systems, Tanya Mills Director, Recreation & Cultural Services, Diana Burton Director, Water, Waste & Environment, Carolyn Kalim Manager, Property Revenue Services, Brenda Hutch

(The meeting commenced in the absence of Councillors Shobna Radons and Sarah Turnbull.)

APPROVAL OF PUBLIC AGENDA

Councillor Mark Burton 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: The following items to be considered after item *EX26-102 Lead Service Connection Management Program – 2025 Update*:**

    - ***EX26-96 Provincial Disaster Assistance Program Request for Designation;***
    - ***EX26-100 Application for Title - 2026 Liens; and***
    - ***EX26-92 Fire Master Plan Update***

ADOPTION OF MINUTES

Councillor Mark Burton moved, AND IT WAS RESOLVED, that the minutes for the meeting held on September 16, 2026 be adopted, as circulated.

ADMINISTRATION REPORTS

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.

Ryan Johnson, representing Buffalo Pound Water Treatment Corporation, Moose Jaw, SK, addressed the Committee.

(Councillor Sarah Turnbull joined the meeting.)

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

The motion was put and declared CARRIED.

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

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.

John Bailey, representing Economic Development, Regina, SK, addressed the 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 10:35 a.m.

The Committee reconvened at 10:58 a.m.

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

The motion was put and declared CARRIED.

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

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.

Jenna Schroeder, Ryan Whippler and Adawe Aden, representing Provincial Capital Commission, Regina, SK, addressed the Committee.

(Councillor Sarah Turnbull left the meeting.)

Councillor Victoria Flores moved that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

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

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 12:08 p.m.

The Committee reconvened at 12:55 p.m. in the absence of Councillor George Tsiklis.

Deputy Mayor David Froh declared a conflict of interest on item EX26-101 Community Non-Profit Tax Exemption - 2027 citing he has consulting contracts with several non-profit organizations pertaining to this matter and abstained from discussion and voting on the matter, and temporarily stepped down from the chair, and temporarily left the meeting.

(Acting Deputy Mayor Mark Burton assumed the Chair.)

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.

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.

(Councillor George Tsiklis returned to the meeting.)

David Schuchardt, representing Options Pregnancy Centre, Regina, SK, addressed the Committee.

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

The motion was put and declared CARRIED.

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

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 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.

(Deputy Mayor David Froh returned to the meeting and resumed the Chair.)

The following addressed the Committee:

- Patricia Elliott, Get the Lead Out Community Action Group, Regina, SK

(Councillor Sarah Turnbull returned to the meeting.)

- Beverly McDougald, Regina, SK.

Councillor Shanon Zachidniak moved, AND IT WAS RESOLVED, that the following communications be received and filed:

- **EX26-105 Philp Jeffreys, Cathedral Village Community Association, Regina, SK**
- **EX26-106 Amber Phelps Bondaroff, Regina, SK**

Councillor Victoria Flores moved that the recommendations contained in the report be concurred in.

(Councillor Sarah Turnbull left the meeting.)

The motion was put and declared CARRIED.

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

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 2:35 p.m.

The Committee reconvened at 2:55 p.m. in the absence of Councillors George Tsiklis and Jason Mancinelli.

(Councillor Shobna Radons arrived to the meeting.)

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.

Councillor Clark Bezo moved that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

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

(Councillors Jason Mancinelli and George Tsiklis returned to the 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.

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

The motion was put and declared CARRIED.

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

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.

Councillor Mark Burton moved that the Executive Committee recommend that City Council receive and file this report at its October 14, 2026, meeting.

(Councillor Sarah Turnbull returned to the meeting.)

(Councillor Sarah Turnbull left the meeting.)

Councillor George Tskilis indicated that during the vote, he made an error in his registered recorded vote. In accordance with Section 26 (6) of The Procedure Bylaw, Bylaw No. 9004, which states "… no member shall change their vote without the unanimous consent of the other members present." As a result, the Chairperson called on the City Clerk to conduct a reconsideration vote, to reconsider the vote, to correct the voting error. There were no objections from the Committee members present, and Councillor George Tskilisi's vote was changed from 'opposed' to 'in favour'. The outcome of the vote on the motion was unchanged.

The motion was put and declared CARRIED.

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

ADJOURNMENT

Councillor Jason Mancinelli moved, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 4:09 p.m.

_____ _____

Chairperson Secretary

2027 Budget Submission - Regina Public Library

Date	October 21, 2026
To	Executive Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	EX26-107

RECOMMENDATION

That the Executive Committee refer the 2027 mill rate requests as submitted by the Regina Public Library (RPL) to the December 7, 2026 City Council budget deliberations.

ISSUE

As required by legislation, the RPL provides the Executive Committee with a presentation outlining their plan of activities and mill rate request for the coming year. The purpose of this report is to present their library mill rate request for 2027 which is included as Appendix A.

The deliberation and approval of the RPL's mill rate request is undertaken at the same time that City Council considers the City of Regina's (City) 2027 Budget. As a result, once discussed at the Executive Committee, the RPL submission and mill rate request is referred to City Council's 2027 Budget meeting, scheduled for December 7, 2026.

IMPACTS

Financial Impact

For 2027, the RPL is requesting a mill rate increase of 3.99 per cent for general operations, which is an increase of $0.82 per month or $9.89 per year for the average homeowner.

The RPL is also requesting a mill rate increase of 11.00 per cent which is dedicated to raising the

funds needed to cover the projected costs of the Central Library Renewal Project (CLRP). This represents an increase of $2.27 per month or $27.24 per year for the average homeowner.

	2027 Mill Rate Increase	$ Increase for the Average Homeowner	
		Monthly	Yearly
General Operations	3.99%	$ 0.82	$ 9.89
Central Library Renewal Project	11.00%	$ 2.27	$ 27.24
Total Increase for 2027	14.99%	$ 3.09	$ 37.13

For 2028, the RPL is requesting approval in principle of an operational mill rate increase of 4.04 per cent and a CLRP mill rate increase of 11.00 per cent.

It is important to note that to raise sufficient funds for the CLRP, the RPL is planning for a dedicated mill rate increase of 11.00 per cent per year for the next nine years, 2027 to 2035.

Strategic Priority Impact

The RPL's Aspiration *"We share a common aspiration with the City of Regina: Welcome Home. Canada's most livable city – more time, connection, and opportunity. You belong."* align with the City's Strategic Priorities of Infrastructure, Vibrancy, Livability, and Prosperity.

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

The RPL 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

The Public Libraries Act, 1996, governs the operation of public libraries, including their budget, operation and funding. Section 21 of *The Public Libraries Act* requires the Library Board to consider all of the costs of operation of the public library when making its annual estimate (or budget). Section 21 also requires that the Library Board prepare its annual budget estimate and transmit the estimate to the clerk of the municipality "for the consideration of City Council". Although the statute requires disclosure to City Council of the library estimate, there is no requirement for City Council's approval of the library budget.

City Council does; however, retain control over the library mill rate, which determines the library tax levy. Section 22 requires the Library Board to apply to City Council on or before March 15 in each year for the amount of money it estimates is required to maintain the municipal library during that year and any further amount it considers expedient for permanent improvements in that year (in other words, annual operating and capital budget requirements). City Council must then "make a special levy for the purpose of raising the money stated in the estimate or any part of the money that may be approved by the City Council, to be known as the library mill rate". The library taxes levied are collected by the City on behalf of the Library Board. Those library taxes are paid to the Library Board.

DECISION HISTORY & AUTHORITY

On December 15, 2025, City Council considered item *CM25-19 2026-2027 Budget Deliberations* and adopted a resolution to approve the Regina Public Library (RPL) Board's 2025 mill rate request of 0.99326; representing an increase of 4.58 per cent for the RPL operations; and an approved dedicated mill rate increase of 5.5 per cent from July 2024 to assist with costs for the Central Library Renewal Project (CLRP), as outlined in Appendix D (of report *CM25-19*).

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 - RPL 2027-2028 Mill Rate Request

REGINA PUBLIC LIBRARY

Board of Directors

2311 12th Avenue
PO Box 2311
Regina, Saskatchewan
Canada S4P 3Z5

September 25, 2026

Mayor Chad Bachynski
Members of City Council
City of Regina
PO Box 1790
Regina, SK S4P 3C8

Dear Mayor Bachynski and City Councillors,

Under Section 22(1) of *The Public Libraries Act, 1996*, the Library Board requests that Council approve the Library 2027 mill rate request and approve, in principle, the 2028 mill rate request.

The Library Board is requesting a 2027 library mill rate increase of 3.99% for general operations and a 2027 new central library related mill rate increase of 11%.

The 3.99% library mill rate increase is approximately equivalent to a 0.36% increase in the City mill rate, which is about an 82-cent increase per month for the average homeowner. The 11% new Central Library mill rate increase is equivalent to about a 1% increase in the City's mill rate. This is about a $2.27 increase per month for the average homeowner

The Library Board is requesting approval in principle of a 2028 library mill rate increase of 11% for the Central Library Renewal project and 4.04% for general operations.

The Library Board submits this mill rate request as citizens entrusted to provide and steward public library services for our customers, and with the knowledge that it is required to operate the library system effectively and efficiently.

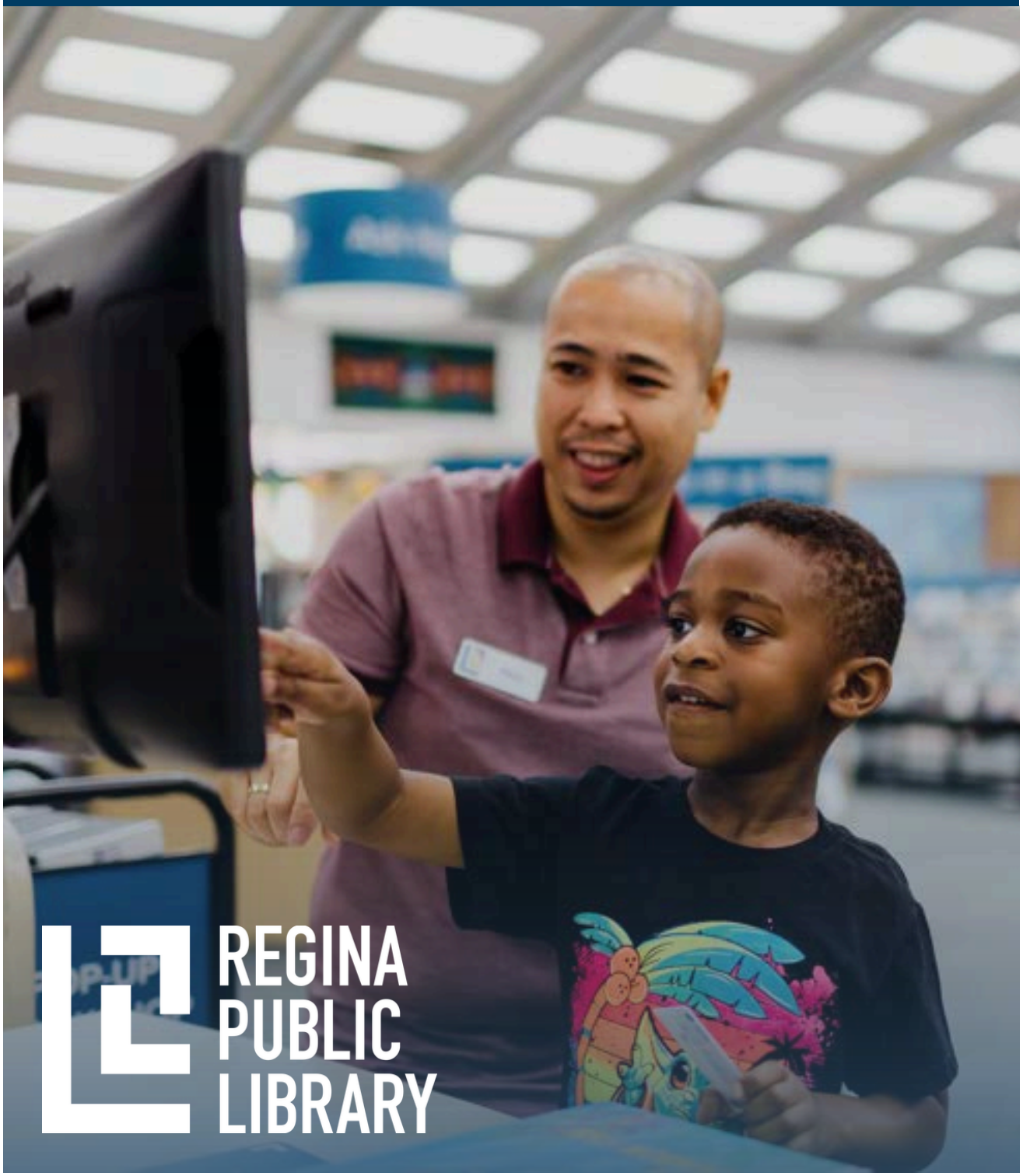
Sincerely,



Marj Gavigan, Chair
Regina Public Library Board of Directors

Encl.

2027 MILL RATE REQUEST



2027 and 2028 Mill Rate Requests

Regina Public Library is pleased to present its 2027 and 2028 mill rate request for our regular operations and for central library renewal.

Mill Rate Request for Library Operations

The increases to our library mill rate described below will support our annual operating budget in 2027 and 2028.

Year	Library mill rate increase request (over the previous year)	City mill rate increase equivalent	Increase per year for the average homeowner[1]	Increase per month for the average homeowner
2027	3.99%	0.36%	$9.89	82 cents
2028	4.04%	0.37%	$10.01	83 cents

We are requesting a 3.99% increase to the library mill rate for 2027, which is lower than the 4.33% in the 2027 mill rate request presented to City Council in 2025 as a part of the previous two-year budget process.

We estimate a 4.04% mill rate increase for 2028. This 2028 rate is provided to Council for information as RPL will return in 2027 with an updated 2028 mill rate increase for approval.

The 3.99% library mill rate increase is approximately equivalent to a 0.36% increase in the City mill rate, which is about an 82-cent increase per month for the average homeowner[1].

The mill rate increase is necessary even as the City reassesses property values, which occur every four years. There is a misconception that this increase in assessed property values results in additional revenue for RPL (and the City). However, this is not the case. RPL receives no additional revenue as a result of reassessment: legislated processes make it revenue-neutral. This is one of the main reasons mill rate increases are required, as they are the only significant method to keep up with rising costs.

[1] Calculated based on the City's average residential assessed value of $324,000.

Key Drivers of the Library Operations Mill Rate Request

Salaries and benefits

Salaries and benefits account for over $18 million of library expenses in 2027 and over $19 million in 2028. Salaries typically increase by 3-4% annually, some of which are related to collective bargaining agreements. Salaries and benefits, as with most other public sector organizations, make up a large percentage of the budget at over 60%. Salary increases alone illustrate that mill rate increases below 3-4% are not sustainable.

Some benefit costs also increased, putting further pressure on the mill rate increase.

Digital Collections

The demand for digital collections has increased significantly. Digital item circulation increased by 6% in the first half of 2026 – a significant increase over the previous year. Of most interest are the changes to audiobooks, as a majority of users move from books on CD and other physical formats to digital audiobooks.

This shift to digital materials, especially audiobooks, presents significant challenges to libraries. Libraries face restrictive licensing terms, rising prices, and market consolidation dominated by large vendors. Metered licenses often expire after one or two years, requiring ongoing repurchasing of popular titles at costs far exceeding individual customer prices.

As such, RPL has increased its digital collections budget by $100,000 in 2027 and $99,000 in 2028 to accommodate rising costs and increased demand. We are also addressing these challenges and seeking to improve customer experience by working together with other library systems in SILS to leverage our province-wide purchasing power.

Safety

RPL is adapting to a changing urban landscape and the evolving needs of community members. This is particularly evident at Central Library, and Albert Branch at mâmawêyatitân centre in the north central neighbourhood.

RPL has budgeted a cost of a new crisis worker at mâmawêyatitân centre to provide immediate support for customers in need.

Service Points Master Plan

The Service Points Master Plan (SPMP) provides a working plan for updates and potential changes to branches and service points in Regina.

While we have increased the annual transfer to the Branch Development Reserve to $1.46 million in the 2027 budget, bringing the reserve to approximately $7.5 million at the end of

2027, there will not be sufficient funds in this reserve to properly fund the SPMP at the recommended pace over the long-term without further increasing the annual transfer amounts in future years. This is even more important given the lack of debt availability.

Inflation

General inflation also puts pressure on our budget in many areas such as lease costs, IT costs, and facilities related costs.

Reductions Made in our Budget

RPL is committed to presenting a reasonable budget that is as affordable as possible for Regina taxpayers while offering the high-quality programs and services that the community has come to expect.

With that in mind, RPL rigorously reviewed budget requests from its internal work units to find potential savings.

Through this process we decreased the 2027 library mill rate request from a 4.33% increase to 3.99%. Some of the ways we achieved this are:

- Automated Materials Handling (AMH): We deferred a $90,000 expenditure to implement the system in branches.
- Fleet: We removed $30,000 that was previously allocated to lease a large delivery truck. We were able to purchase a large delivery truck with our vehicle reserve in the second half of 2026, so $30k for a rental in 2027 is no longer needed.
- Crisis worker at mâmawêyatitân centre: We have budgeted RPL paying 50% of the cost instead of 100%, saving approximately $65,000.
- As noted in the table below, RPL has typically requested low mill rate increases, much lower than the average City mill rate increases. This has resulted in additional risk in areas such as increased deferred maintenance on facilities and maintaining services. The mill rate increase in the past couple of years has reduced this risk but not eliminated it. Even with these higher library mill rate increases there still is risk in areas such as deferred maintenance and maintaining operations.
- No full-time equivalent staff increase. No net new positions. The library makes best efforts to add new positions without a budget impact, unless necessary.
- Even though we did increase the transfer to the Branch Development Reserve to maintain branch facilities, we did this reasonably as the need is still much greater than we have budgeted.

Summary of Recent Mill rate Increases for Library Operations

Year	% Increase

2016	2.70%
2017	2.90%
2018	0.00%
2019	1.80%
2020	2.30%
2021	2.90%
2022	2.46%
2023	2.50%
2024	2.27%
2025	4.58% (for regular operations)
2026	3.85% (for regular operations)

Request for Central Library Renewal

In March 2026 Regina City Council voted against debt funding for Central Library Renewal (CLR). With that in mind, in order to save up the entire funds for the project, Regina Public Library is requesting a CLR related mill rate increase of 11% for 2027 and 2028 – equivalent to about a 1% increase in the City's mill rate. This is equivalent to a $2.27 increase per month for the average homeowner (calculated based on the City's average residential assessed value of $324,000).

A mill rate increase of 11% every year is estimated to allow RPL to save enough funds for a new central library by 2035. The previous plan for an annual 5.5% mill rate increase was based on the assumption that this mill rate increase would be used to make debt payments over 30 years, not save up for the entire capital cost. However, since it is unlikely the City will take on debt for the library, the new plan assumes the library will save up the full capital cost. In order to consider affordability to taxpayers, we created a reasonable mill rate request for Central Library by extending our expectations for a new library from five years to ten.

2026 Year-to-date Overview

Metric	Jan-Jun 2026	Jan-Jun 2025	% difference
Hours of service to public	13,225	13,236	0%
Visits to our physical locations	785,073	713,032	10%
Visits to our website (sessions)	601,399	560,431	7%
Active library cards (within 3 years of use)	114,994	110,816	4%
Total items circulated (physical and digital)	1,173,250	1,172,482	0%
Average number of attendees per film screening at RPL Film Theatre at Central Library	22	17	29%
Digital Media Studio bookings at all locations	1,734	1,619	7%
Digital Media Studio bookings at Central Library	1,341	1,091	23%
Total number of programs delivered (includes special events, traditional library programs, school class visits, one-on-one sessions, and all film screenings)	3,286	3,145	4%

Our Impact

Library Customers

In 2025, RPL participated in a national study by the Canadian Urban Libraries Council (CULC) investigating the impact of Canadian urban libraries. The study found that "[RPL] exhibits a well-rounded impact profile, with demonstrated emotional, intellectual, creative, and social impact." In a section of the study on perceptions from both library users and non-users, the report notes that "libraries are highly valued institutions by both users and non-users…even among non-users, 65% agree that a public library is one of the most valuable resources a city can offer its community." The findings from this study reinforce the high customer satisfaction ratings found in the most recent RPL-issued surveys.

According to our most recent statistics, approximately half the population of Regina is an active library cardholder. With so many people using our programs and services, we know that we are making a difference in people's lives.

RPL customers benefit from programs, services, and collections daily.

"[An RPL staff member] has been leading this book club for years and done an amazing job. She welcomed me into book club and has brightened my life considerably." - Paisley, 2026

"I would like to thank you for the amazing programming of international cinema in May and June at RPL Film Theatre! I was especially thrilled that there were two films in French, the Jody [sic] Foster mystery *A Private Life* and François Ozon's *L'Etranger,* which I had been dying to see." – Jeannie, 2026

"I just wanted to reach out and thank Regina Public Library for supplying the mother and labour unit at the general hospital with books to give to families who just gave birth. We recently just had our second child and there was a bag with two books supplied by RPL and we genuinely feel this is such a great gift. Our older son is currently enjoying these two new books and I'm certain our daughter will soon too." – Kayla, 2026

Our Physical Locations

Visits to RPL locations rose 10% in the first half of 2026 compared to the first half of 2025. This far outpaces the estimated increase to the population: Statistics Canada estimated the population of Regina in 2025 grew by about 2% (an estimate of the population of the Regina in 2026 was not available as of this writing).

Central Library continues to be a community hub for the entire city; visits increased by 8% for the first half of 2026 over 2025. People from every ward in Regina visit Central Library. In fact, 22% of RPL cardholders identified Central Library as their home branch in 2025. We are happy with this growth in Central Library visits as it shows the result of our work contributing to Regina's downtown and to the city as a whole.

RPL made changes to its open hours in summer 2026 to align with community need. The changes represent a significant shift for both staff and customers, as hours hadn't been updated for many years. Rationale for the changes arose from a significant review of customer usage data over the last two years and insights from other Canadian urban public libraries. Through these changes, all RPL locations are now open seven days per week, at times when customers access them most. Updates were cost-neutral.

Our Collections

The total number of digital items circulated increased by 6%, led by audiobooks, which saw a 14% increase in circulation. We are happy to meet our customers' demand for the flexibility of digital items. However, as mentioned above in the Key Drivers section, this creates a budget challenge due to restrictive licensing terms, rising prices, and market consolidation dominated by large vendors.

While digital items are expensive, in 2025 we were able to work together with other SILS library systems to purchase shared subscription packages for some high demand

audiobooks. These special purchase plans allowed simultaneous use, eliminated wait times, and significantly reduced costs for some digital items.

While digital collections circulation continues to rise, our physical collections including books, magazines, CDs and DVDs continue to be highly valued by Regina residents, despite seeing a slight decrease in circulation over the first six months of 2025. Children's print materials, specifically, remain a cornerstone of library use, with over 350,000 circulations in the first half of 2026, roughly holding steady compared to the same period in 2025. Altogether approximately 1.2 million digital and physical items have been circulated in the first six months of 2026. Items in our *Library of Things* collection – a collection of non-traditional physical items including radon detectors, regional park passes, and Indigenous language kits – that people can borrow instead of buying saw a 6% increase in checkouts over the first six months in 2026, compared to the same time period in 2025.

Our Programming

RPL continues to offer a diverse range of programs at all RPL locations, as well as online and in the community. Our programming helps a broad range of Regina residents including job seekers, newcomers, teens, children and families, and English as an Additional Language (EAL) learners.

In the first half of 2026, there were nearly 71,000 attendees of all types of programming, which includes special events held on- or off-site, traditional library programming, school class and daycare visits, one-on-one sessions, and film screenings. Traditional library programing (i.e., facilitated group sessions that meet a specific learning or community objective, such as literacy, connection, and belonging to the community) had an 8% increase during this time period compared to last year. This means more people in the community are connecting to RPL resources beyond our collections; it also means our spaces (e.g., meeting rooms) are being activated.

This year's program highlights to date include:

- *Level Up*, our summer reading contest for kids, drew 1,356 participants to log almost 2.5 million minutes of reading in 2025. This annual program helps combat summer slide, the tendency for children to lose school skills over the holiday, and promotes enthusiasm for early literacy that can have lifelong benefits.
- *Money Mission*, an interactive activity simulating real-life scenarios, helps teenagers learn about personal finance outside the traditional classroom setting. RPL acts as a community connector, designing the framework and uniting students with volunteer experts from financial institutions, government agencies, and local businesses. To date, more than 300 students have participated in 2026, with more being planned in the Fall of this year.
- Regina Symphony Orchestra (RSO) provides free concerts at library locations throughout the year, enabling all members of the community to enjoy classical

music. From January to April 2026, there were 952 attendees at these concerts, a 51% increase over the same period in 2025. One explanation for the big increase is the inclusion of child-friendly concerts by the RSO. This provided us with opportunities to invite schools and families, resulting in concerts at full capacity.
- We partner with expert presenters, such as Reverend Elder Deb Anderson-Pratt, who noted that "the library is the first place [she] saw truth and reconciliation in action." She then took on a lead role at RPL to make the library a home for healing and cultural connection through regular smudge offerings for peoples of all cultures.

RPL regularly brings our community together by hosting special events. Special event examples in 2025 include:

- Former Chief Justice of the Supreme Court of Canada and author Beverley McLachlin attracted a sold-out crowd for her presentation on her *Journey through Life and the Law*;
- RPL partnered once again with the Queen City Marathon to bring author Alex Hutchinson to deliver an engaging talk on *Why We Are Wired to Run*.
- Our first *Locked Library*, an immersive after-hours fundraiser event, drew 179 community members to Central Library to solve puzzles in a race to the finish line, celebrating the connection inherent in in-person experiences.

Our Community and Economy

Our corporate aspiration mirrors the City of Regina's: *Welcome home. Canada's most livable city – more time, connection, and opportunity. You belong.* Regina Public Library contributes to this aspiration by lowering cost of living expenses and injecting cash back into the local economy.

For example:

- In 2025, customers saved themselves about $24.2M by borrowing physical library materials instead of purchasing them, and roughly $4.6M by borrowing digital books instead of purchasing them.[2] That is an overall total cost savings of almost $30M for our customers.
- RPL facilitated 145 one-on-one resumé and job coaching sessions in the first half of 2026. If participants were to purchase these sessions from commercial vendors, it would cost a total of around $7.3K in typical service fees. Twelve participants secured new jobs as a result of this support, generating an average income of about $47,000 to inject into the local economy.

[2] Physical library material cost savings is calculated based on the cost of the item to us at the time of purchased multiplied by the total number of physical items circulated. Digital book cost savings is calculated based on an estimate of the average cost of a digital book to individual consumers ($12.99), multiplied by the total number of digital books circulated.

- RPL plays a critical role in supporting a healthy downtown. There were more than 208K visits to Central Library during the first half of 2026. We know that library users will stay downtown to shop, dine, and seek other entertainment; supporting local business and increasing activity.
- We partner with other organizations to meet the needs of Regina's rapidly growing and diversifying community. For example:
    - Our Culture Connect program and weekly smudging ceremonies at Central Library allow participants from all backgrounds to learn about Indigenous cultural traditions from Traditional Knowledge Keepers;
    - The Cops and Readers program promotes literacy and safety awareness for grade three students by providing opportunity for Regina Police Service (RPS) personnel to engage with children from lower socio-economic areas of Regina to establish healthy and positive relationships. The program is a partnership with RPL, RPS and Regina's school divisions.
    - Through an agreement with Saskatchewan Regional Parks Association, free park passes are available for loan from the library, allowing Reginans the opportunity to enjoy the province's regional parks; and
    - Bike repair kits from Bike Regina are available at Central Library.

Our Staff and the Workplace

RPL is proud of the work that our staff does to meet the needs of our customers and of the wider community. In addition, we are committed to working with our staff to promote and improve their morale, well-being, and security.

Our staff's dedication to helping customers is reflected in the positive feedback we receive throughout the year. Examples include:

> "I was… incredibly impressed by their professionalism and customer service. [They] went above and beyond assisting me to logging in, printing and helping me in managing the important tasks that I had to get done by that day! I'm amazed by his generosity and dedication."

> "[A customer who recently started with Accessibility Services] said it's made a huge impact on her life and she has been excited to tell all of her friends and neighbours about it. She can finally read the books that people have been recommending to her, and she's loving every minute of it!"

> "Just finished receiving help from [an RPL staff person], converting a PDF to a word document. She was wonderfully helpful, very knowledgeable - and with a lovely manner. Great to see the library staff very multicultural."

We recognize that maintaining a high level of service to Reginans requires continued support for and investment in our staff. The People and Culture Unit is preparing RPL's regular employee engagement survey. The results will help us understand staff experiences and identify opportunities to strengthen employee engagement.

Our Strategic Plan

In 2025, RPL's Board of Directors finalized a new strategic plan to guide our work from 2026 to 2028. Led by RPL's Board of Directors, the new plan is guided by our aspiration, mission, 10-year vision, values, and strategic imperative. The new plan is available on our website. Our budget is developed with our Strategic Plan as a key focus.

2027 Budget

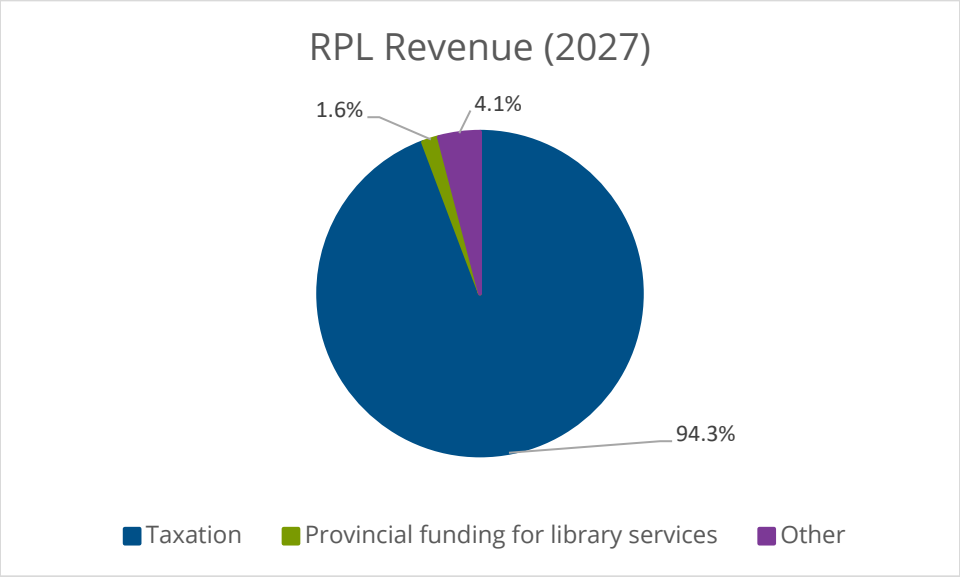
Operating Budget

As stated above, RPL is requesting a 2027 mill rate increase of 3.99% over the 2026 mill rate for regular operations, and 11% for the Central Library Renewal project. See impacts on the average homeowner on page 4 and 7.

Revenue

Sources for RPL's operating revenue include:

- property taxes, which is by far RPL's largest revenue source;
- provincial funding of library services;
- grants for the Dunlop Art Gallery and, to a lesser extent, for other services; and
- self-generated revenue from interest on investments, fundraising, and fees for items such as lost materials or photocopying.



RPL Reserves

RPL draws from its reserves to offset cash requirements for spending related to mostly large one-time items. Rather than requesting more funding (and mill rate increase as a result) in years when large purchases are planned, a steady amount is budgeted each year to transfer into the reserve with funds coming from the reserve when planned purchasing is higher, and funds going into the reserve when planned purchasing is lower. In addition to funding reserves for future expenditures, reserves for future library development will also be funded through the budget process. The budget allocates funds for items such as Central Library development, branch library development, and RPL's share

of mâmawêyatitân centre. Having funds in the branch development reserve, for example, helps reduce the risk of a larger mill rate increase or debt request when facilities need to be invested in.

Central Library Development Reserve
The balance in this reserve at the end of 2025 is $18.6M. This reserve is needed to fund a new central library and helps reduce any debt that is needed and minimizes mill rate request for this project.

Expenses

RPL has three main categories of expenses: Operating, Capital, and Contributions to Reserves for future projects. As above, annual funds are also moved to the Central Library Development Reserve to help offset future project costs.

Operating expenses
The requested increase to our 2027 mill rate primarily addresses typical increases such as:

- RPL's salary budget comprises over 60% of our operating budget. We expect typical cost increases in 2027 and 2028 primarily due to the collective bargaining agreement;
- approximately $100,000 to address increased demand for digital collections;
- additional and higher costs for new technology and safety; and
- general inflationary increases.

Capital
Capital is budgeted for approximately $2 million. $1.3M is related to library and materials, $270k for shelving, furniture and equipment, and approximately $450k for Information Technology.

Transfers to Reserves
Funding will be earmarked for future projects across the library system.

One of the largest transfers to reserves in 2027 is the allocation of property tax revenue, interest income, and donations transferred to the Central Library Development Reserve to save for a future new central library.

A second large transfer will go to the Branch Library Development reserve, which has been allocated $1.46 million to continue building funds to move forward with the Service Points and Branch Renewal plan. It is important to note that this transfer still will not be enough to meet the investment need related to branches and service points.

2028 Budget

RPL is presenting its 2028 mill rate request for approval in principle. Per above, we are requesting an increase of 4.04% over 2027 for general operations and 11% related to the new Central Library Project. We will come back in 2027 with a revised 2028 mill rate request and official approval.

Revenue in 2028 is projected to be similar to 2027, other than the typical natural increase in property tax revenue.

We expect operating expenses to have typical increases, such as inflationary increases and increases projected for salaries and benefits.

Capital will be relatively similar to 2027.

There are commitments in 2028 to fund reserves, including for Central Library Development, Branch Library Development, Information Technology, and mâmawêyatitân centre.

In Closing

RPL is pleased with its successes to date in ensuring our community is provided with outstanding library service. We look forward to the new year and the exciting projects we are preparing.

We are confident that the requested mill rate increase for 2027 and 2028 will support our operations and allow us to continue to contribute to the social vitality and economic prosperity of the people of Regina.

The Regina Public Library
City Mill Rate Request

Account Description	2027 BUD	2026 BUD	Variance	2028 BUD	2027 BUD	Variance
Revenue						
Tax Levy + Grants-in-lieu	$ 36,963,376	$ 32,821,871	$ 4,141,505	$ 42,511,598	$ 36,963,376	$ 5,548,222
Provincial Services Agreement	643,593	630,973	12,620	643,593	643,593	-
Grants Other	246,180	237,880	8,300	256,555	246,180	10,375
Other Revenue	1,355,395	1,312,725	42,670	1,372,646	1,355,395	17,251
Transfers from Reserves	47,111	14,330,385	(14,283,274)	461,706	47,111	414,595
Total Revenue	**$ 39,255,655**	**$ 49,333,834**	**(10,078,179)**	**$ 45,246,098**	**$ 39,255,655**	**$ 5,990,443**
Expenses						
Operating Expenses						
Library Services	$ 12,706,121	$ 12,386,275	$ 319,846	$ 13,299,375	$ 12,706,121	$ 593,254
Customer Experience	9,828,461	9,251,908	576,553	10,198,096	9,828,461	369,635
Service Innovation	4,075,040	3,658,698	416,342	4,200,909	4,075,040	125,869
Finance & Strategy	2,435,383	2,554,827	(119,443)	2,587,120	2,435,383	151,737
Governance	82,135	80,635	1,500	80,635	82,135	(1,500)
Total Operating Expenses	**$ 29,127,140**	**$ 27,932,342**	**$ 1,194,797**	**$ 30,366,135**	**$ 29,127,140**	**$ 1,238,995**
Capital						
Library Materials	$ 1,296,000	$ 1,321,000	(25,000)	$ 1,296,000	$ 1,296,000	-
Shelving, Furniture, and Equipment	270,000	270,000	-	270,000	270,000	-
Leasehold Improvements			-			-
Information Technology	453,552	289,400	164,152	755,000	453,552	301,448
Fleet			-	71,000		71,000
Central Library Development		14,103,000	(14,103,000)			-
Total Capital	**$ 2,019,552**	**$ 15,983,400**	**(13,963,848)**	**$ 2,392,000**	**$ 2,019,552**	**$ 372,448**
Contributions to Reserves						
Contributions to Reserves	$ 9,405,638	$ 5,420,054	$ 3,985,584	$ 13,935,322	$ 9,405,638	$ 4,529,684
Total Expenses	**$ 40,552,330**	**$ 49,335,796**	**(8,783,467)**	**$ 46,693,457**	**$ 40,552,330**	**$ 6,141,127**

Total Revenue	$ 39,255,655	$ 45,246,098
Total Expenses	40,552,330	46,693,457
Net Budget Required ($0 indicates balanced)	**$ 1,296,674**	**$ 1,447,359**
Mill Rate - This is the amount of revenue generated by 1% increase in mill rate.	**$ 325,000**	**$ 358,000**
Mill Rate Request	**3.99%**	**4.04%**

The Regina Public Library
City Mill Rate Request

Account Description	2027 BUD	2026 BUD	Variance	2028 BUD	2027 BUD	Variance
Sch. 1 - Reserve Breakdown						
Transfers from Reserves						
Transfer From Fleet Reserve			-	71,000		71,000
Transfer From Building Maintenance Reserve			-			-
Transfer From mâmawêyatitân centre Renewal Reserve			-			-
Transfer From Operating Reserve			-			-
Transfer From Shelving, Furniture, and Equipment Reserve			-			-
Transfer From Information Technology Reserve	-		-	345,000	-	345,000
Transfer From Branch Library Development Reserve			-			-
Transfer From Central Library Development Reserve	48,000	14,338,000	(14,290,000)	48,000	48,000	-
Planned Funding from Dunlop Reserve	(889)	(7,615)	6,726	(2,294)	(889)	(1,405)
Total Transfers from Reserves	**$ 47,111**	**$ 14,330,385**	**(14,283,274)**	**$ 461,706**	**$ 47,111**	**$ 414,595**
Contributions to Reserves						
Contributions To Fleet Reserve	55,000	30,000	25,000	55,000	55,000	-
Contributions To Building Maintenance Reserve	100,000	100,000	-	100,000	100,000	-
Contributions To mâmawêyatitân centre Renewal Reserve	50,000	50,000	-	50,000	50,000	-
Contributions To Operating Reserve	-	-	-	-	-	-
Contributions To Shelving, Furniture, and Equipment Reserve	-	-	-	-	-	-
Contributions To Information Technology Reserve	100,000	130,000	(30,000)	130,000	100,000	30,000
Contributions To Branch Library Development Reserve	1,460,000	1,130,000	330,000	1,915,000	1,460,000	455,000
Contributions To Central Library Development Reserve	7,640,638	3,980,054	3,660,584	11,685,322	7,640,638	4,044,684
Total Contributions to Reserves	**$ 9,405,638**	**$ 5,420,054**	**$ 3,985,584**	**$ 13,935,322**	**$ 9,405,638**	**$ 4,529,684**
Sch. 2 - Operating Expenses by Object						
Wages, Benefits and Honoraria	18,504,863	17,871,181	633,682	19,309,408	18,504,863	804,545
Administration Costs	2,204,117	2,142,986	61,131	2,403,242	2,204,117	199,125
Client Services	4,082,266	3,890,697	191,569	4,155,010	4,082,266	72,744
Building Costs	4,335,894	4,027,479	308,415	4,498,475	4,335,894	162,581
Total Operating Expenses by Object	**$ 29,127,140**	**$ 27,932,342**	**$ 1,194,797**	**$ 30,366,135**	**$ 29,127,140**	**$ 1,238,995**

Housing Accelerator Fund Update

Date	October 21, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Planning & Development Services
Item No.	EX26-108

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Direct the City Manager to amend the Downtown Office to Residential Conversion Policy in Appendix B – Downtown Office to Residential Conversion Policy to extend the pilot through 2027 and allow 30 per cent payment of grants when the agreement is executed, 30 per cent upon receiving the development permit, 30 per cent at substantial completion, and the final 10 per cent once all additional work required by the permit is completed (Appendix F – Downtown Office to Residential Conversion Policy Amendments);

2. Direct the City Manager to amend the Housing Incentives Policy in Appendix A – Housing Incentives Policy to:

    a. Introduce a new pilot program called Market Housing Capital Grant Incentive for the Downtown and Centre Square neighbourhoods as outlined in Appendix D – Housing Incentive Policy Amendments;
    b. Reallocate $1.5 million of Housing Accelerator Funding from the Rental Acquisition & Repair and Pre-Development Grant Pilots to the new Market Housing Capital Grant Incentive program and add other unallocated Housing Accelerator Funding funds for a total of $3 million (Appendix D – Housing Incentive Policy Amendments); and

3. Approve this recommendation at its meeting on October 28, 2026.

ISSUE

In 2025, City Council approved the creation of the Housing Incentive Policy's (HIP) Rental Acquisition & Repair Pilot Incentive, Pre-Development Grant Pilot Incentive, and Downtown Office to Residential Conversion Policy (OTR) Incentive as part of the City of Regina's (City) Housing Accelerator Fund (HAF) initiatives. The incentives were available through 2025 and 2026, using funding from the HAF.

As approved, the intake of new applications for these Pilots will cease at the end of 2026, with the payout of the signed agreements as per the current policy. This report recommends reallocating a portion of the funds from these Pilots to a new Market Housing Capital Grant Incentive for the Downtown and Centre Square neighbourhoods (Appendix E – Program Areas) starting November 1, 2026. This report also recommends changing the payment timing for grants committed under the OTR and align it with the new Market Housing Capital Grant Incentive conditions, which enables grant payments to be provided as the project progress.

IMPACTS

Financial Impact

The recommendations in this report do not have a financial impact with respect to the City's mill rate. The pilot programs described in this report are funded through HAF. This report proposes changing timelines (listed in Appendix D – Housing Incentive Policy Amendments) for program payouts and re-allocating existing and allocating new HAF funds to a new pilot program for 2027.

Legal Impact

The agreement used for the OTR and the Market Housing Capital Grant Incentive will need to recognize the upfront payment and include repayment clauses if the grant recipient fails to complete the project. Even with repayment requirements, any recovery of funds may necessitate legal action by the City. The effectiveness of such recovery efforts may be limited if the recipient's financial position has deteriorated.

Policy Impact

The purpose of the Rental Acquisition & Repair Pilot Incentive and Pre-Development Grant Pilot Incentive was to expand and preserve the supply of affordable housing and support people facing housing insecurity. The objectives support the broader goals in the *Community Safety & Well-being Plan*, *Everyone Deserves a Home: The 5-Year Plan to End Chronic and Episodic Homelessness in Regina,* and the *Regina Housing Strategy*.

Allocating unused funds from these Pilot programs to a new Market Housing Capital Grant Incentive focused on the Downtown and Centre Square neighbourhoods supports a key outcome of the

Regina Downtown Neighbourhood Plan. It also aligns with *Design Regina: The Official Community Plan, Bylaw No. 2013-48* (OCP), Policy 2.9: "support the City Centre in achieving and sustaining the highest employment and population densities in Regina, to align with and support its role as the city's hub of economic and cultural activity."

Strategic Priority Impact
The recommendations in this report continue to align with the Strategic Priorities of Livability and Vibrancy, in particular by ensuring new development optimizes existing infrastructure and enables the creation of safe and complete neighbourhoods with diverse housing options. The recommendations also support the City Centre as a vibrant, inclusive destination that attracts residents, visitors and investment.

Environmental Impact
Repairing and converting buildings can reduce greenhouse gas emissions and waste compared to what would be generated through demolition and new construction. Using the information gathered through the Pilot programs, the benefits of continuing with this type of incentive will be considered during the Housing Incentive Policy (HIP) re-write.

The introduction of new incentives to support residential development in the Downtown and Centre Square neighbourhoods is intended to increase housing near employment locations, encouraging transit and active transportation uses, and has the potential to reduce private automobile-related emissions.

Indigenous Impact
In the short term, the recommendations do not directly respond to needs identified by Indigenous housing providers to provide housing and improve living conditions for Indigenous peoples in Regina. Future support through the HIP will consider these needs.

There are no labour or Inclusion, Diversity, Equity & Accessibility (IDEA) impacts from the recommendations.

OTHER OPTIONS

Option 1: Approve the recommendations of this report to change to timing and payout options of existing pilot programs and introduce a new Market Housing Capital Grant Incentive – RECOMMENDED

Advantage: Changes to the existing pilot programs adjusts payout timing and options while allowing the City to continue to provide support to housing with HAF funds. Introducing a new incentive for market housing in Downtown and Centre Square neighbourhoods responds directly to stakeholder

feedback received during consultation, helping position the neighbourhoods as an attractive and competitive location for private investment.

Consideration: Allowing for payout of grant funding prior to the conditions of the funding being met carries a risk of the recipient not completing the work and the City needing to take action for repayment; however, can be mitigated through agreements. In addition, the success of the Market Housing Capital Grant Incentive in generating new housing development on underutilized lots will be impacted if broader market conditions for development in the Downtown and Centre Square remain challenging.

Option 2: Do not approve the recommendations of this report – NOT RECOMMENDED

Advantage: Resources (HAF funds and staffing) could be allocated to other priority areas within the City.

Consideration: Not proceeding with the Market Housing Capital Grant Incentive pilot would be inconsistent with stakeholder feedback that identified additional financial incentives as necessary to support and enable investment in underutilized sites in the Downtown and Centre Square neighbourhoods.

COMMUNICATIONS & ENGAGEMENT

The recommendations in this report are informed through engagement on a number of projects. Administration consulted with organizations that participated in the Rental Acquisition & Repair Pilot Incentive and Pre-Development Grant Pilot Incentive programs including Indigenous and non-Indigenous housing providers, and non-profit and private developers. Overall, there was support for the pilot programs. Feedback provided from stakeholders will be considered in future HIP work.

The recommendations for OTR adjustments were developed based on feedback from applicants, and prospective applicants during the course of administering the incentive.

The new Market Housing Capital Grant Incentive is in response to feedback received during the stakeholder consultation on the Review of Standalone Surface Parking Lots report, which is scheduled for Executive Committee on October 21, 2026, in particular the feedback that more financial support is needed to support infill housing development in the City Centre.

Administration will communicate City Council’s decision to program participants and housing industry stakeholders generally when a decision has been made.

DISCUSSION

Background
The Rental Acquisition & Repair Pilot Incentive, the Pre-Development Grant Pilot Incentive, and OTR (the Pilots) were approved by City Council as HAF initiatives in 2023 through *CR23-70 CMHC Housing Accelerator Fund* and funded through Federal HAF dollars:

- The Rental Acquisition & Repair Pilot Incentive supports non-profits to expand their portfolios and revitalize their existing properties. The total budget was $4 million with $2 million for each of 2025 and 2026.
- The Pre-Development Grant Pilot Incentive supports non-profits citywide and private developers in City Centre, North Central, and Heritage neighbourhoods to evaluate the feasibility of potential projects. The total budget was $2 million, with $1 million for each of 2025 and 2026.
- The OTR supports conversion of existing office buildings to residential use in the City Centre, to enable older buildings to gain new uses and support intensification efforts. The total budget was $4 million that could be spent as needed over 2025 and 2026.

Rental Acquisition & Repair and Pre-Development Grants
Throughout 2025 and 2026, $3.08 million in HAF dollars were committed to 20 applications for Rental Acquisition & Repair Pilot Incentive and Pre-Development Grant Pilot Incentive (62 per cent of budget). Based on uptake and feedback from participants, the pilots were successful and consideration of lessons learned will be evaluated during the HIP re-write. See Appendix C – HIP Pilots Performance for additional details.

The uncommitted funds remaining from the program are intended to be used for the new Market Housing Capital Grant Incentive.

OTR Evaluation
Administration received feedback from developers that the initial funding amounts were not sufficient to meet market conditions. City Council approved adjustments to the OTR program through *CR25-6 2025 Housing Incentives Policy Pilots & Revisions* in 2025 to better respond to market conditions. Further engagement with developers raised concerns that financing these projects in the Regina market is very challenging. While this type of project has occurred in the past, there are currently no examples in the Regina market to draw on.

With lenders hesitant to commit to this type of project with no recent market comparables, the City's grant program, which can provide upfront funding for part of the approved grant, will give lenders a sense of security and support for the project. This will round out the funding stack required to, hopefully, make this type of project viable.

It is being recommended that the OTR be amended to allow partial payment earlier in the process. No new funding request or alteration to HAF allocation is being recommended at this time.

Market Housing Capital Grant Incentive
Over the past several years, stakeholders, investors and developers have expressed that additional incentives should be provided to support market housing projects, in addition to affordable housing developments. Some noted that expanding incentives in this manner could help advance projects that have been unable to proceed due to market and financial constraints. This is particularly of interest on larger underutilized and vacant sites in the Downtown and Centre Square neighbourhoods where there are sites suitable for higher-density development.

In response to this feedback, Administration recommends that City Council approve the Market Housing Capital Grant Incentive pilot for properties within the Downtown and Centre Square neighbourhoods, as described in Appendix D – Housing Incentive Policy Amendments. This pilot will be funded through the reallocation of HAF funds remaining in the **Rental Acquisition & Repair Pilot Incentive and Pre-Development Grant Pilot Incentive programs and unallocated HAF funds.**

The findings from all of these pilot programs, funded through HAF, will inform the re-write of the HIP and whether additional funding should be considered through a future budget process to continue additional incentive programs.

Overall, the recommendations contained within this report continue to support housing needs within Regina

DECISION HISTORY & AUTHORITY

On June 7, 2023, City Council considered item *CR23-70 CMHC Housing Accelerator Fund* and adopted a resolution to approve the HAF Action Plan and authorize Administration to apply to CMHC's Housing Accelerator Fund.

On January 29, 2025, City Council considered item *CR25-6 2025 Housing Incentives Policy Pilots & Revisions* and adopted a resolution to implement the Rental Acquisition & Repair Pilot Incentive and Pre-Development Grant Pilot Incentive. On January 29, 2025, City Council considered item *CR25-6 2025 Housing Incentives Policy Pilots & Revisions* and adopted a resolution to implement the Downtown Office to Residential Conversion Policy.

On October 22, 2025, City Council considered item in *CR25-132 Housing Accelerator Fund Update* and adopted a resolution to delegate authority to the City Manager to adjust the capital grant amounts in the Downtown Office to Residential Conversion Policy to better reflect current market

conditions supported by recent stakeholder feedback.

Respectfully Submitted,



Autumn Dawson, Director
Planning & Development Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Michael Sliva, Senior City Planner

ATTACHMENTS

Appendix A - Housing Incentives Policy
Appendix B – Downtown Office to Residential Conversion Policy
Appendix C - HIP Pilots Performance
Appendix D - Housing Incentive Policy Amendments
Appendix E - Program Areas
Appendix F - Downtown Office To Residential Conversion Policy Amendments

Effective Date
April 26, 2026

Approving Authority
City Council

Policy Owner
Director, Planning & Development Services

2025-01-CM

Housing Incentives Policy

Purpose & Scope

Purpose

1 The objectives of the incentives provided under this policy are:

(a) to support below market, affordable and accessible housing options,

(b) to stimulate below market and affordable rental housing development,

(c) to encourage housing development that makes efficient use of established City infrastructure and helps build vibrant, sustainable and inclusive neighbourhoods,

(d) to better focus the City's resources where there are gaps in the private market's ability to address housing needs, namely the needs of low-income households, and

(e) to encourage diverse housing options including housing for distinct and special needs groups.

Scope

2 Providers of affordable, accessible and rental housing including non-profit organizations, private developers and property owners.

Policy Provisions

Definitions

3 The following definitions apply to this policy:

3.1 **Actual eligible costs** means the total value of eligible project costs incurred by an applicant based on complete invoices and other documentation submitted by an applicant upon project completion.

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3.2 **Affordable ownership unit** means a dwelling unit that is sold to a household whose income is at or less than the maximum income threshold (for affordable ownership units).

3.3 **Affordable rental unit** means a dwelling unit that is rented to a household whose income is at or less than the maximum income threshold and at a rate that is at or less than the maximum rental rate (for affordable rental units).

3.4 **Applicant** means a non-profit housing provider or private sector developer that is the registered owner of the lands for which they are applying for financial incentives under this policy.

3.5 **Application** means a single application for incentives under this policy for the creation of one or more dwelling units or on-site support suites, the repair or acquisition of existing dwelling units or residential buildings, or pre-development grants.

3.6 **Assessed value** means the value of a property as determined by the City Assessor in accordance with *The Cities Act* and the Saskatchewan Assessment Manual adopted by the Saskatchewan Assessment Management Agency.

3.7 **Assisted care rental unit** means a self-contained, purpose-built rental unit available to any tenant that includes common areas for dining and socialization, and services such as meals, housekeeping and personal care but excludes a group care facility or personal care home.

3.8 **Backyard suite** means a subordinate, self-contained dwelling unit within an accessory building or portion of an accessory building, in the side or rear yard, on a lot that contains a principal dwelling unit, as defined in *The Regina Zoning Bylaw No. 2019-19*.

3.9 **Branch Manager** means the manager of the branch primarily responsible for administration of this policy, or their designate.

3.10 **Builder** means an individual or incorporated entity that constructs dwelling units for which an application has been made for financial incentives under this policy but does not include the non-profit housing provider or private sector developer that owns the land on which the dwelling units are situated.

3.11 **Building** means a structure used for the shelter or accommodation of persons, animals, goods, possessions, or equipment, having a roof which is supported by columns or walls situation on private property when so used.

3.12 **Building condition assessment** means a survey of a building's systems, components and equipment to identify the general condition of building elements in order to assess the useful life of the building and its elements and prioritize future repairs. In particular, building condition assessments address safety, structural integrity, building function, and compliance with building codes. Building condition assessments are carried out by a building inspector, engineer, or other building specialist.

3.13 **Building element** means components of a building such as the foundation, walls, roof, windows, doors, finishes, mechanical systems, etc.

3.14 **Building permit** means a permit issued under *The Building Bylaw* of the City of Regina authorizing the construction of a building.

3.15 **Capital grant agreement** means an agreement entered into between the City and a registered owner to allow the City to provide capital grants to the registered owner upon completion of a project and the owner meeting all other terms of the capital grant agreement.

3.16 **City Assessor** means the City of Regina City Assessor or their designate.

3.17 **City Manager** means the City of Regina City Manager or their designate.

3.18 **Complete invoices** include, at a minimum, the name and address of the contractor or service provider who performed the work; the date of the invoice; and a description, including quantity if appropriate, and cost of the services or materials supplied.

3.19 **Condition rating** means the general condition of a building element as reported in a building condition assessment. Condition ratings vary between methodologies. The following ratings are guidelines for assessing conditions described in building condition assessments:

(a) **Good** means the building or building element shows little to no deterioration and is fully functional. Only regular maintenance needed.

(b) **Fair** means the building or building element shows moderate deterioration but still functions as intended. Maintenance or replacement is recommended in the short- to medium-term but immediate intervention is not required.

(c) **Poor** means the building or building element shows significant deterioration or is not functioning properly. Maintenance or replacement is recommended soon, possibly immediately. The building or unit may or may not be fit for occupancy until corrective action is taken.

3.20 **Condominium** means the land included in a condominium plan together with the buildings and units and the common property and common facilities belonging to them.

3.21 **Detached dwelling unit** means a dwelling unit contained in a "Building, Detached" as defined in *The Regina Zoning Bylaw No. 2019-19*. A detached dwelling unit may also contain a secondary suite subject to the regulations of *The Regina Zoning Bylaw No. 2019-19* as amended.

3.22 **Director** means the director of the department primarily responsible for administration of this policy, or their designate.

3.23 **Duplex** means a dwelling unit contained in a "Building, Stacked" with two dwelling units as defined in *The Regina Zoning Bylaw No. 2019-19* as amended.

3.24 **Dwelling unit** means a self-contained living unit of one or more rooms containing cooking facilities, sanitary facilities, living quarters and/or sleeping quarters.

3.25 **Emergency shelter space** means a space where an organization provides shelter to individuals on an emergency or temporary basis, typically within a property with a land use of Institution, Humanitarian Service, as defined in *The Regina Zoning Bylaw No. 2019-19*.

3.26 **Funding commitment** means a commitment by the City, authorized by the Director, to provide an amount of funding or maximum amount of funding for a project upon fulfilling the criteria to receive payment.

3.27 **Gross household income** means the combined total annual income of the purchaser(s) or all persons 18 years or older living in an affordable rental unit, as identified in the most recent Notice of Assessment issued by the Canada Revenue Agency and includes all income before taxes and deductions.

3.28 **Group care facility or personal care home** means a supervised dwelling unit, contained in a "Building, Detached, "Building, Row", or a "Building, Stacked" as defined in *The Regina Zoning Bylaw No. 2019-19* as amended and licensed or approved under provincial statute, for the accommodation of persons, excluding staff, referred by hospitals, courts, government agencies or recognized social services agencies or health officials. This does not include an assisted care rental unit.

3.29 **Market ownership units** means units constructed without requirements that purchasers meet maximum income thresholds. These are units offered in the open market to any buyer.

3.30 **Market rental units** means units constructed without requirements for maximum rental rates or maximum income thresholds. These are units offered in the open market to any tenant.

3.31 **Maximum income threshold (for affordable ownership units)** means the maximum gross household income to determine eligibility for affordable ownership units as determined by the City of Regina based on a percentage of median income, and with consideration of household net worth.

3.32 **Maximum income threshold (for affordable rental units)** means the maximum gross household income to determine eligibility for affordable rental units established by provincial Saskatchewan Household Income Maximums (SHIM) for each unit size by Saskatchewan Housing Corporation (SHC).

3.33 **Maximum rental rates** means the rate determined by the City calculated as 30 per cent of gross income using the provincial Saskatchewan Household Income Maximums (SHIM) for each unit size as determined by Saskatchewan Housing Corporation (SHC) and updated annually.

3.34 **Multi-dwelling unit** means a dwelling unit contained in a "Building, Row" or "Building, Stacked" with three or more dwelling units as defined in *The Regina Zoning Bylaw No. 2019-19* as amended.

3.35 **Non-profit housing provider** means a charitable or membership non-profit corporation incorporated or registered pursuant to *The Non-profit Corporations Act, 2022* or the *Canada Not-for-profit Corporations Act*.

3.36 **Occupancy permit** means an occupancy permit issued by the City for the unit or units. May include a temporary, conditional or partial occupancy permit. Where this policy references the date an occupancy permit was issued, the date the last occupancy permit issued for a project will be used as the reference.

3.37 **On-site support suite** means a dedicated, self-contained space within a project where support services are provided to assist households on the premises maintain their optimal level of health and well-being and may take a variety of forms or vary in intensity based on the clients' needs (e.g., space for residents to meet with a counsellor).

3.38 **Owner-occupied unit** means a dwelling unit where the registered owner of the property resides in the unit, and it is their primary and only residence.

3.39 **Ownership unit** means a dwelling constructed for intended sale to a purchaser as a principal place of residence including condominium units.

3.40 **Priority rating** is a measure of the threat represented by the condition of a building or building element. It is related to but distinct from condition rating as not all building elements in poor condition merit immediate attention. The following ratings are guidelines for assessing priority or work described in building condition assessments:

(a) **Emergency** means the condition of the building element is an immediate threat to the health and safety of occupant or the public. Immediate corrective action should be taken and the unit or building should not be occupied until the issue is resolved.

(b) **High** means the condition of the building element is not an immediate threat to occupants or the public but may impair the habitability of the building or unit, or be at risk of becoming a threat to health and safety in the near-term. Alternatively, the condition of the building element shortens the useful life of the building considerably.

(c) **Low** means the condition of the building element is not an immediate threat to occupants or the public, nor is there a reasonable risk of the element becoming a threat to health or safety. The element may impact quality of life for occupants but does not impair habitability. The condition of the element may reduce the useful life of the building but not considerably.

(d) **None** means the condition of the building element is not an immediate threat to occupants or the public nor is there a reasonable risk of the element becoming a threat to health or safety. The element has no negative impact on quality of

life for occupants. The condition of the element does not reduce the useful life of the building in a meaningful way.

3.41 **Private sector developer** means any developer or person that provides housing that does not fit within the definition of non-profit housing provider.

3.42 **Project** means the creation of new dwelling units or on-site support suites, or repair of existing dwelling units and residential buildings on a property or adjacent properties, or more than one non-adjacent properties subject to the approval of the Branch Manager. Projects may include multiple applications for incentives, subject to the approval of the Branch Manager.

3.43 **Property** means a discrete parcel of land as determined by the City Assessor.

3.44 **Purpose-built rental unit** means a rental unit that is designed and built for rental purposes and is not intended as an ownership unit. This includes duplex, semi-detached, townhouse and multi-dwelling units. Secondary suites and backyard suites are considered purpose-built rental units for the purpose of qualifying for incentives if they are part of a purpose-built rental property.

3.45 **Qualified person** means a registered architect or licensed architect as defined in *The Architects Act, 1996* and the bylaws of the Saskatchewan Association of Architects who is in good standing with the Saskatchewan Association of Architects, a licensed professional engineer as defined in *The Engineering and Geoscience Professions Act* who is in good standing with the Association of Professional Engineers & Geoscientists of Saskatchewan, a Professional Quantity Surveyor or Construction Estimator Certified designated by the Canadian Institute of Quantity Surveyors, or, as may be determined by the Director, a person who is otherwise knowledgeable, through education, training, or experience, about construction estimation and quantity survey in the context of the project at hand who is a member in good standing of a professional or technical association or who is working under the supervision of a person identified in this clause.

3.46 **Rental unit** means a dwelling unit for rent or lease to a tenant as a principal place of residence.

3.47 **Secondary rented unit** means an ownership unit where the registered owner rents the unit to a tenant or tenants who are not registered as owners on the property title. This includes condominiums, detached dwelling units, and secondary and backyard suites that are included in a detached dwelling unit or condominium property.

3.48 **Secondary suite** means a subordinate, self-contained dwelling unit within a building or portion of a building that contains a principal dwelling unit, as defined in *The Regina Zoning Bylaw No. 2019-19*, and where both dwelling units constitute a single real estate entity.

3.49 **Semi-detached dwelling unit** means a dwelling unit contained in a "Building, Row" with two dwelling units as defined in *The Regina Zoning Bylaw No. 2019-19*.

3.50 **Short-term accommodation** means the provision of sleeping and bathing quarters for less than 30 days, and where a daily or weekly rate is charged.

3.51 **Support service provider** means an organization that provides services to support households in maintaining occupancy of their housing unit. This may include supports for physical disabilities, mental illness, addictions, behavioural challenges, or a number of issues concurrently.

3.52 **Tax exemption agreement** means an agreement entered into between the City and a registered owner, as approved by City Council, to allow the City to provide a tax exemption on a property owned by the registered owner upon completion of a project and the owner meeting all other terms of the tax exemption agreement.

3.53 **Townhouse** means a dwelling unit contained in a "Building, Row" with three or more dwelling units as defined in *The Regina Zoning Bylaw No. 2019-19* as amended.

TRANSITION PROVISIONS

4 Tax Exemptions

4.1 Subject to section 6, applications for tax exemptions will be considered under the following terms:

(a) All applications for tax exemptions for affordable rental and affordable ownership units will be considered under the Housing Incentives Policy that was in effect at the time of conditional approval for capital grants or where conditional approval was given for tax exemptions only under section 12.5.

(b) All applications for tax exemptions for market rental and market ownership units will be considered under the Housing Incentives Policy that is in effect at the time of application.

4.2 Where a property subject to a tax exemption agreement is sold to a purchaser who would be eligible to receive an exemption under the current policy and who is willing to carry out and abide by the terms of the agreement, the Director, with consent of the registered owner, may assign the agreement to the purchaser even if not previously allowed by the policy version under which the application was first considered. No additional tax exemptions will be provided beyond the initial scope of the agreement, and the purchaser must assume all liabilities of the agreement including repayment of tax exemptions where there is non-compliance with the agreement.

4.3 Where a property is sold to a purchaser who is not eligible to receive an exemption under the current policy, or who is not willing to carry out the terms of the agreement, then the exemption will cease, and the agreement will not be assigned.

5 Capital Grants

5.1 All applications for capital grants received and conditionally approved before the effective date of this policy will be considered under the Housing Incentives Policy that was in effect at the time of conditional approval.

5.2 All applications for capital grants received and conditionally approved on or after the effective date of this policy will be considered under this policy.

5.3 Where a capital grant application was conditionally approved before December 31, 2019, and the applicant subsequently converted an affordable unit to an on-site support suite, that applicant may receive a grant payment for the converted unit provided:

(a) the grant payment does not exceed the funding amount originally committed for the unit, and

(b) the applicant provides confirmation that the on-site support suite complies with the criteria established in this policy.

5.4 Where a property subject to a capital grant agreement is sold to a purchaser who would be eligible to receive a grant under the current policy and who is willing to carry out and abide by the terms of the agreement, the Director, with consent of the registered owner, may assign the agreement to the purchaser even if not previously allowed by the policy version under which the application was first considered. No additional capital grants will be provided beyond the initial scope of the agreement, and the purchaser must assume all liabilities of the agreement including repayment of grants where there is non-compliance with the agreement.

5.5 Where a property subject to a capital grant is sold to a purchaser who would not be eligible to receive a grant under the current policy, or who is not willing to carry out the terms of the agreement, the grant agreement is not eligible to be assigned and the original owner may, at the discretion of the Director, be required to repay all or a portion of the grant money to the City in accordance with the agreement.

6 Multiple Applications for a Project

6.1 An existing tax exemption or capital grant application may be considered under a more recent version of the Housing Incentives Policy if:

(a) it is part of a project as determined by the Branch Manager,

(b) a new application has been submitted for the same project, and

(c) all or a portion of the project has not yet received final payment of capital grants and has not yet started receiving a tax exemption.

6.2 For an existing application to be considered under a new version of the Housing Incentives Policy:

(a) the registered owner must enter into an agreement with the City amending, restating, and subsuming any existing agreement under a new agreement reflecting the terms and conditions of the more recent version of the Housing Incentives Policy, and

(b) the application is not automatically eligible for increased capital grant amounts but may be reconsidered as part of the normal review process. Where capital grant amounts have decreased, the original amount will remain in place for the units in the original application.

6.3 Once an existing application has been subsumed under a more recent version of the Housing Incentives Policy, any requirements related to the date a funding commitment was made, when an agreement was executed, or other deadlines related to a fixed date will be based on the relevant date for the most recent application.

TAX EXEMPTIONS

7 Tax exemptions may be provided for housing projects that meet the policy criteria as outlined below. Tax exemptions described in this policy will be considered on a case-by-case basis. Per-unit tax exemption percentages and time periods within each program area are noted in Table 1 below and are summarized in Appendix C. They correspond to the program areas in Map 1, Appendix A.

8 The tax exemption percentages in this policy include the municipal, education and library portion of property taxes but excludes all other laneway, local improvement charges, utility charges or any other charges added to the taxes. Provisions within *The Education Property Tax Act* require provincial approval to exempt the education portion of the property taxes where the value of the educational tax is equal or greater than $25,000 in a single year. If this approval is not granted, tax exemption percentages in this policy will cover the municipal and library portions of the taxes only.

9 The portion of assessed value on which property taxes are to be exempted will be determined in the following manner (See Appendix D for an example):

9.1 In all cases, only the portion of a property used for residential purposes or on-site support suites will be eligible for tax exemptions.

9.2 For affordable and market rental units, on-site support suites in a rental project, and secondary and backyard suites the percentage of assessed value eligible for exemption will be determined based on the weighted share of affordable or market rental units, on-site support suites, and secondary or backyard suites in a project receiving tax exemptions compared to the total dwelling units or on-site support suites within a project.

9.2.1 Weighted shares for dwelling units will be adjusted based on unit size according to the base rents for bachelor, 1-bedroom, 2-bedroom and 3-bedroom units in the most recent Multi-Residential Low-Rise Model, Multi-Residential High-Rise Model and Multi-Residential Townhouse Model used by the City Assessor to determine assessed values for property tax purposes. Weights will be calculated based on the ratio of base rents for each unit relative to the 1-bedroom unit in the Multi-Residential Low-Rise Model and averaged across all models for each unit size.

9.2.2 Weighting for on-site support suites will be equal to the weighting for 1-bedroom dwelling units.

9.3 For affordable and market ownership units, and on-site support suites in an ownership project, the percentage of assessed value eligible for exemption will be determined based on the assessed value for individual dwelling units and on-site support suites.

9.4 The portion of a property's assessed value that is exempted from taxation will not be adjusted due to changes in assessed value resulting from revaluation during a revaluation year as described in *The Assessment Management Agency Act*.

Table 1 – Tax Exemption by Program Area

Unit Type	**Area 1** City Centre	**Area 2** North Central and Heritage	**Area 3** Established Areas	**Area 4** New Areas
Affordable rental unit	Five years, 100%			
Affordable ownership unit (Charitable non-profit housing providers only)	Five years, 100%			
On-site support suite	Five years, 100%			
Market rental unit	Five years, 100%		None	
Market ownership unit	Five years, 100%		None	
Secondary suite/backyard suite	Five years, 100%			None
Rental repair	Suspended for duration of Rental Acquisition & Repair Pilot Incentive			

10 Tax Exemptions – General Eligibility Requirements

10.1 Tax exemptions are available for:

10.1.1 The creation of new dwelling units and new on-site support suites through new construction or conversion of existing non-residential buildings to dwelling units;

10.1.2 Creation of new or legalization of existing secondary or backyard suites; and

10.1.3 Acquisition and/or repair of purpose-built rental units and secondary rented units owned by a non-profit housing provider.

Additional eligibility requirements are identified for specific tax exemptions, below.

10.2 Group care facilities, personal care homes, emergency shelter spaces, and units that are offered for short-term accommodation are not eligible for tax exemptions.

10.3 Assisted care rental units are eligible for tax exemptions.

10.4 Incentives are not provided where a designated heritage building has been demolished.

10.5 The City Assessor shall conclusively determine the portion of the project and individual residential units to be exempted including calculation of any percentage or proportion and the determination of any use.

10.6 To be eligible, units must comply with all applicable laws and policies.

10.7 The owner of the property must remain in good standing for local improvement charges, non-exempt portion of levies and other charges to tax accounts to remain eligible for tax exemptions received under this policy.

10.8 The City may require an applicant to provide any additional information as deemed necessary to confirm eligibility for incentives under this policy.

10.9 The tax exemption provided under this policy is only available for residential portions of a project.

10.10 Where the eligible residential portion of the project is also eligible for a tax exemption under another City policy, the applicant may only receive the tax exemption provided under one of the policies. The applicant may choose which exemption they would like applied.

10.11 Where a project includes a non-eligible residential portion or a non-residential portion that is eligible for tax exemption under another City policy, the other policy may apply to that portion of the project.

10.12 Other City programs that provide incentives must be applied for separately.

10.13 Tax exemptions provided under this policy may be eligible to stack with programs and incentives through provincial and federal governments.

10.14 Units that become non-compliant with this policy or the conditions in the tax exemption agreement or capital grant agreement may be fully taxable in the year of non-compliance or from the date the non-compliance occurred until such time as the non-compliance is remedied, as determined by the Director. The registered owner may be required to repay all or a portion of the tax exemptions received during the period where the units were not eligible for tax exemptions, or some other remedy, as may be determined by the Director.

11 Tax Exemptions – Application Requirements

11.1 The following are required for all tax exemption applications. Additional application requirements are identified for specific tax exemptions, below.

11.2 The applicant must be the registered owner of the lands being developed to be eligible for tax exemptions under this policy.

11.3 The registered owner of the land must enter into a legal agreement with the City to receive a tax exemption.

11.4 Complete tax exemption applications may be submitted during construction and must be submitted no later than October 31 of the calendar year in which an occupancy permit or letter of completion is received. The deadline to apply for dwelling units that receive an occupancy permit or letter of completion after October 31 of a given calendar year is October 31 of the following calendar year. Relaxation of these requirements is at the discretion of the Branch Manager.

11.4.1 Applications where an applicant, owner, or property has taxes, utilities, parking, or other charges owing and past due to the City may be considered but the past due amounts must be paid before entering into a tax exemption agreement. If payment is not received by the deadlines to apply indicated in section 11.4, the City may refuse the application.

11.5 Occupancy permits and applicable end-of-project documentation must be received for all dwelling units in a project and there must not be any taxes, utilities, parking or other charges owing and past due to the City before the tax exemption is applied. Occupancy permits and letters of completion must be received no later than October 31 in order to receive a tax exemption in the following year. Where occupancy permits or letters of completion are received after October 31, the property will be considered by City Council for a tax exemption beginning in the year two years after occupancy is received. Relaxation of this requirement is at the discretion of the Branch Manager.

11.5.1 Where a project spans multiple applications, all units in the project must have received occupancy permits, letters of completion, or applicable end-of-project documentation before an application for tax exemptions will be considered.

11.6 The tax exemption will begin on January 1 of the year the property was approved to begin receiving a tax exemption by City Council. The date for commencing the exemption for the property may be deferred for one year at the discretion of the Branch Manager.

12 Affordable Rental and Affordable Ownership Tax Exemptions

12.1 Subject to the conditions below and set out in Table 1, tax exemptions may be provided for the creation of new affordable rental and ownership units, and the acquisition and repair of affordable rental units by non-profit housing providers.

12.2 Affordable rental and affordable ownership units must comply with all requirements under sections 22.2 and 22.4 to 22.6 of this policy in order to be eligible for a tax exemption.

12.3 Only charitable non-profit housing providers are eligible for affordable ownership tax exemptions.

12.4 Affordable rental and ownership units must have received a funding commitment for capital grants under this policy in order to be eligible for a tax exemption.

12.5 Notwithstanding section 12.4, affordable rental units that apply and qualify for capital grants under this policy but do not receive a funding commitment due to the applicant exceeding unit maximums or capital funding being fully committed are eligible for a tax exemption. These units must comply with all requirements for affordable rental capital grant requirements in sections 22.2 and 22.4 to 22.6.

13 On-Site Support Suite Tax Exemptions

13.1 Subject to the conditions below and set out in Table 1, tax exemptions may be provided for the creation of new on-site support suites in projects containing affordable rental or affordable ownership units.

13.2 An applicant must provide evidence that it has partnered with a support service provider to use the on-site support suite.

13.3 The support service provider must have proven experience in the service provision of proposed services and be licensed under the applicable government agency. The support service provider can be an applicant or an external organization with a contractual partnership with the applicant.

13.4 The on-site support suite must be used as an on-site support suite or rental unit, only be used to support the tenants of the property, and not be used for commercial activity for 15 years from the date of the occupancy permit.

13.4.1 Where an on-site support suite is used as a rental unit within the first 10 years from the date of the occupancy permit, it must be offered as an affordable rental unit in accordance with the terms set out in this policy.

13.5 Applicants are limited to one on-site support suite where the project has 1 to 20 affordable units, two on-site support suites where the project has 21 to 40 affordable units and three on-site support suites where the project has 41 or more affordable units.

14 Market Rental Tax Exemptions

14.1 Subject to the conditions below and set out in Table 1, tax exemptions may be provided for the development of new purpose-built rental units and, if built by non-profit housing providers for use as rentals, detached dwelling units with secondary or backyard suites.

14.2 Eligible market rental units must be in a two-unit building or more. Units may be a combination of market and/or affordable rental or ownership units, subject to the requirements of other unit types.

14.3 Detached dwelling units with secondary or backyard suites constructed by private sector developers are only eligible for a tax exemption on the secondary or backyard suite. Detached dwelling units with secondary or backyard suites constructed by non-profit housing providers may receive tax exemptions on both units.

14.4 Market rental units must remain rental for 10 years and shall not be eligible for conversion to condominiums, or for uses such as but not limited to group care facilities, personal care home, emergency shelter spaces, secondary rented units or for short-term accommodation during this time.

14.5 Tax exemptions may be transferred to a new owner under the same terms and conditions as the approved exemption and subject to the new owner entering into an assignment agreement.

15 Market Ownership Tax Exemptions

15.1 Subject to the conditions below and set out in Table 1, tax exemptions may be available for the development of new market ownership units.

15.2 In Program Area 1, buildings in a project must have a minimum of four units. Units may be a combination of market and/or affordable rental or ownership units, subject to the requirements of other unit types.

15.3 In Program Area 2, there is no unit minimum. Detached dwelling units must be occupied by the owner. For buildings with multiple units, units may be a combination of market and/or affordable rental or ownership units, subject to the requirements of other unit types.

15.4 In Program Area 2, a project is only eligible for a tax exemption where the subject property is vacant or contains building(s) that:

(a) have an overall condition rating of “poor”, or equivalent, or the building’s critical structural systems (e.g., foundation, exterior walls), have a condition rating of “poor” and a priority rating of “emergency”, or equivalent, as indicated in a building condition assessment and determined by the Director, or

(b) have been deemed to be unsafe or unsuitable for habitation by Fire & Protective Services, Regina Police Services, Ministry of Health, Bylaw Enforcement or Building Standards.

15.5 In Program Area 2, buildings in a project are only eligible for a tax exemption where the registered owner has promptly responded to any building or community standard orders in the previous five (5) years to the satisfaction of the Director.

15.6 Tax exemptions may be transferred to a new owner under the same terms and conditions as the approved exemption and subject to the new owner entering into an assignment agreement. Market ownership tax exemptions are not transferrable for detached dwelling units.

16 Secondary Suite and Backyard Suite Tax Exemptions

16.1 Subject to the conditions below and set out in Table 1, tax exemptions may be provided for the development of new secondary suites and backyard suites or the legalization of existing secondary suites and backyard suites. Exemptions related to secondary and backyard suites that are part of a larger project are treated under other sections.

16.2 Secondary suites and backyard suites must be rented for the full term of the exemption and are subject to the same eligibility requirements as other rental units within the Housing Incentives Policy.

16.3 Tax exemptions may be transferred to a new owner under the same terms and conditions as the approved exemption and subject to the new owner entering into an assignment agreement.

17 Rental Repair Tax Exemptions

17.1 Rental Repair Tax Exemptions are suspended for the duration of the Rental Acquisition & Repair Pilot Incentive (see section 24).

CAPITAL GRANTS FOR NEW BUILDS

18 Capital grants may be provided for housing projects that meet the policy criteria as outlined below. Per unit amounts for capital grants available within each Program Area are noted in Table 2 and in maps in Appendix A, and are summarized in Appendix C.

Table 2 – Capital Grants by Program Area

Unit Type	**Area 1** **City Centre**	**Area 2** **North Central and Heritage**	**Area 3** **Established Areas**	**Area 4** **New Areas**
Affordable Rental Unit	$20,000 per unit (< 1 bedroom) $40,000 per unit (1-2 bedroom) $45,000 per unit (≥ 3 bedroom)		$10,000 per unit (<1 bedroom) $20,000 per unit (1-2 bedroom) $25,000 per unit (≥ 3 bedroom)	*Non-profits:* $10,000 per unit (< 1 bedroom) $20,000 per unit (1-2 bedroom) $25,000 per unit (≥ 3 bedroom) *Private developers:* $0 per unit (<1 bedroom) $10,000 per unit (1-2 bedroom) $15,000 per unit (≥ 3 bedroom)
Affordable Ownership Unit *(Charitable non-profit housing providers only)*	$15,000 per unit (≤ 2 bedroom) $20,000 per unit (≥ 3 bedroom)		$10,000 per unit (≤ 2 bedroom) $15,000 per unit (≥ 3 bedroom)	
On-Site Support Suite	$20,000 per unit			*Non-profits:* $20,000 per unit *Private developers:* $10,000 per unit
Pre-development Grants	$50,000 per project • 100% of eligible costs for non-profits • 50% of eligible costs for private developers (must target 4 units)		$50,000 per project • 100% of eligible costs for non-profits Private developers not eligible	

19 Capital Grants for New Builds – General Eligibility Requirements

19.1 The following eligibility criteria apply to all applications for capital grants for new builds. Additional eligibility requirements are identified for specific capital grants, below. See section 28 for eligibility requirements for the Rental Acquisition & Repair Pilot Incentive and section 33 for eligibility requirements for the Pre-development Grants Pilot Incentive.

19.2 Projects may be new construction or conversion of an existing non-residential building for new dwelling units and new on-site support suites, or for expansion of existing residential construction that results in new dwelling units or new on-site support suites. Repair of existing residential units may be considered under the Rental Acquisition & Repair Pilot Incentive (Sections 24-30).

19.3 Non-profit housing providers can apply for up to a combined maximum of 80 grants for new affordable rental units and new on-site support suites or 20 grants for new affordable ownership units per calendar year. Relaxation of this requirement is at the discretion of the Director.

19.4 Private sector developers can apply for up to a combined maximum of 40 grants for new affordable rental units and new on-site support suites per calendar year. Relaxation of this requirement is at the discretion of the Director.

19.5 Projects developed by the same builder can receive a maximum of 80 capital grants for new dwelling units per calendar year. Relaxation of this requirement is at the discretion of the Director.

19.6 Group care facilities, personal care homes, emergency shelter spaces, and units that are offered for short-term accommodation are not eligible for capital grants.

19.7 Capital grants are not provided where a designated heritage building has been demolished.

19.8 Capital grants may be provided in addition to or in lieu of property tax exemptions or other in-kind assistance.

19.9 Applications where an applicant, owner, or property has taxes, utilities, parking, or other charges owing and past due to the City may be considered but the past due amounts must be paid before entering into a capital grant agreement.

19.10 To be eligible, units must comply with all applicable laws and policies.

19.11 Capital grants may be used in conjunction with incentives under other City policies, or provincial or federal programs unless it is determined by the Director that the program duplicates the City's capital grant program. At the discretion of the Director, exception may be made for non-profit housing providers who can ensure long-term affordability of units.

19.12 Capital grants will be disbursed after the following conditions are met:

(a) An occupancy permit is issued;

(b) The applicant has submitted an affidavit demonstrating all units have been rented at rates at or below the maximum rental rates to tenants with incomes at or less than the maximum income threshold. This requirement may be relaxed at the discretion of the Director where a majority of units have been rented and the Applicant has a proven record of renting the units;

(c) There are no taxes, utilities, parking or other charges owing to the City; and

(d) Any other requirements specified in the capital grant agreement have been met.

19.13 Capital grants for all units in a project will be disbursed in one payment when all units have received occupancy permits. Where a project spans multiple applications, all units in the projects must have received occupancy permits before capital grants will be disbursed. Relaxation of this requirement is at the discretion of the Director.

19.14 Capital grants may be transferred to a new housing provider or developer provided the new owner is eligible under the current policy to receive a grant and the new owner enters into an assignment agreement with the City of Regina and meets all requirements of the capital grant. No additional grants will be provided beyond the initial scope of the agreement, and the purchaser must assume all liabilities of the agreement including repayment of grants where there is non-compliance with the agreement.

19.15 Where a property is transferred or sold after capital grants have been paid and prior to all requirements under this policy being met, and where the new owner does not enter into an assignment agreement with the City, the City may, at the discretion of the Director, require full or partial repayment of the capital grants by the original owner. Where a property subject to a capital grant is transferred or sold to a purchaser who would not be eligible to receive a grant under the current policy, or who is not willing to carry out the terms of the agreement, the grant agreement is not eligible to be assigned and the original owner may, at the discretion of the Director, be required to repay all or a portion of the grant money to the City in accordance with the agreement.

19.16 The Director has discretion to relax the requirement that an occupancy permit is issued before grant payments for affordable rental housing applications are disbursed once a building has been erected and is fully enclosed with roof, walls, locking doors and windows and the applicant has entered into a capital grant agreement with the City. Requests to relax this requirement will be considered on a case-by-case basis and may consider the applicant’s experience in completing projects in a timely manner.

19.17 Where a relaxation of this requirement has been approved, the City may disburse a portion of the committed grants equal to the portion of the project deemed completed by a qualified person with the remainder of the committed grants to be disbursed upon project completion. A pre-occupancy payout may be provided once for each project. Where a project spans multiple applications, each application may be considered for one pre-occupancy payout, subject to availability of supporting evidence.

20 Capital Grants for New Builds – Application Requirements

20.1 The following are required for all capital grant applications for new builds. Additional application requirements are identified for specific capital grants, below. See section 29 for application requirements for the Rental Acquisition & Repair Pilot Incentive and section 34 for application requirements for the Pre-development Grants Pilot Incentive.

20.2 The applicant must be the registered owner of or be the purchasing party in an accepted purchase agreement for the lands being developed in order to be eligible for capital grants for new builds under this policy. Third-party applicants may be considered if the registered owner has provided authorization to make the application on their behalf.

20.3 The registered owner of the property must enter into a capital grant agreement with the City in order to receive a capital grant for new builds.

20.4 Capital grants for new builds are disbursed to the registered owner. Capital grants for new builds may be disbursed to a third party if recognized in the capital grant agreement.

20.5 Applications may be made before issuance of a development permit or building permit. Applications must include:

(a) copy of the land title showing registered ownership of the property or an accepted offer to purchase,

(b) concept drawings of the building and site sufficient to confirm the project meets zoning requirements,

(c) an indication of the number and type of units to be built:

(i) by tenure type (affordable/market rental, affordable/market ownership, on-site support suite, etc.), and

(ii) by unit size (i.e., bachelor, 1-bed, 2-bed, 3-bed, on-site support suite, etc.),

(d) a project budget,

(e) a project pro forma,

(f) proof of registration as a non-profit or a business with the Information Services Corporation (ISC) of Saskatchewan,

(g) if a membership non-profit housing provider, a statutory declaration stating the corporation provides housing primarily for the benefit of the public at large with revenue from the corporation invested back into affordable housing, and

(h) a completed Design and Development Criteria Scorecard (Appendix B).

20.6 The City may require an applicant to provide any additional information as deemed necessary to confirm eligibility for incentives under this policy.

20.7 Applicants must provide the City with:

(a) a copy of the development or building permit, and

(b) a copy of the land title showing registered ownership of the property,

within six months of receiving a funding commitment. The Branch Manager has discretion to either extend the timeline for submission or withdraw the City's funding commitment.

20.8 Where an applicant does not meet the requirements of this policy within two years of an application receiving a funding commitment or, if a development permit is issued after the funding commitment is made, within two years of the project receiving a development permit, the Director has discretion to withdraw the City's funding commitments.

20.9 Applications will not be accepted after an occupancy permit has been issued. Relaxation of this requirement is at the discretion of the Director.

20.9.1 Applications may be considered if an occupancy permit is received between the date a complete application is received and next deadline to submit applications as described in sections 20.12 and 20.14.

20.10 All applications must include the Design and Development Criteria Scorecard found in Appendix B.

20.11 All applications must be complete and submitted between January 1 and July 31 to be considered for incentives that year.

20.12 Applications submitted by non-profit housing providers in all program areas and private sector developers in Program Areas 1 and 2 will be evaluated and prioritized for funding until July 31.

20.12.1 Eligible applications will be evaluated and prioritized for funding based on the Design and Development Criteria Scorecard (Appendix B).

20.12.2 Complete applications received by April 30 will be evaluated starting May 1, with up to half of the annual capital budget allocated to these applications.

20.12.3 All remaining complete applications received by July 31 will be evaluated starting August 1, with the remaining annual capital budget to be allocated. Eligible applications that did not receive funding under section 20.12.2 will be included in this evaluation.

20.13 Applications submitted by private sector developers in Program Areas 3 and 4 will be evaluated and prioritized for funding based on the Design and Development Criteria Scorecard (Appendix B) after August 1, subject to available capital funding remaining. This will take place after eligible applications described under section 20.12 have been allocated capital grants for new builds.

20.14 If funding remains after applications have been considered under sections 20.12 and 20.13, the City may accept applications on a first-come basis and award remaining funding to eligible applications that meet the minimum requirements of the Design and Development Criteria Scorecard (Appendix B).

21 Affordable Ownership Capital Grants for New Builds

21.1 Subject to the conditions below and set out in Table 2, capital grants may be provided for the creation of new affordable ownership units that are sold to households whose incomes are at or less than this policy's maximum income threshold.

21.2 There is no minimum for the number of units that must be built to receive affordable ownership capital grants.

21.3 Only non-profit housing providers with chartable non-profit incorporation status are eligible for affordable home ownership capital grants.

21.4 Eligible affordable housing ownership units are those sold to purchasers who are individuals or families whose incomes are at or below the maximum income threshold and where the capital grant is transferred to the purchaser. The purchaser cannot currently own a residential property other than the property that is subject to the grant.

21.5 Affordability will be confirmed through confirmation from a member in good standing of an accounting profession recognized pursuant to *The Accounting Profession Act* stating that purchaser of the unit has a household income at or below the maximum income threshold.

21.6 Capital grants must be passed along to an eligible purchaser of the unit as a down payment assistance grant or reduction in the sale price.

21.7 The registered owner is responsible for providing signed declarations from each purchaser receiving affordable ownership capital grants that they comply with the eligibility requirements under this policy.

22 Affordable Rental Capital Grants for New Builds

22.1 Subject to the conditions below and set out in Table 2, capital grants may be provided for the creation of new purpose-built rental units that are rented to households whose incomes are at or less than this policy's maximum income thresholds and where rents are provided at or below this policy's maximum rental rates.

22.2 Affordable rental units must be offered at rental rates that are at or below the maximum rental rate requirements to tenants whose gross household income is at or below the maximum income threshold (for affordable rental units) for 10 consecutive years or more commencing from the date an occupancy permit is issued.

22.3 Buildings in a project must be purpose-built rentals and have at least two affordable rental dwelling units. Private sector developers must have a minimum of four affordable rental units per project.

22.3.1 Detached dwelling units with secondary or backyard suites are eligible if built by a non-profit housing provider in program areas 1 and 2. Both units must be used as affordable rentals.

22.4 Maximum rental rates and maximum income thresholds will be confirmed on an annual basis through an affidavit stating that the number of dwelling units in the project as required by the capital grant agreement or tax exemption agreement are at or below the maximum rental rates and rented to households whose incomes are at or less than maximum income thresholds as established by the City of Regina and updated annually. Maximum income thresholds must be confirmed for any new tenant.

22.4.1 The number of dwelling units required to be below the maximum rental rates and at or below the maximum income thresholds must correspond to the type of the units (i.e., 1-bed, 2-bed, on-site support suite, etc.) for which capital grants were committed or tax exemptions provided. Where flexibility is desirable, relaxation of this requirement is at the discretion of the Branch Manager.

22.5 Non-profit and private sector housing providers can rent dwelling units directly to a support service provider provided that the support service provider in turn provides the dwelling unit to individuals or families that are at or below the maximum income threshold and at or below maximum rental rates.

22.6 Affordable rental units must remain rental for a minimum of 15 years after the issuance of the occupancy permit and shall not be eligible for conversion to condominiums, or for uses such as but not limited to group care facilities, personal care home, emergency shelter space, secondary rented units or for short-term accommodation during this time.

23 On Site Support Suite Capital Grants for New Builds

23.1 Subject to the conditions set out below and set out in Table 2, capital grants may be provided for the creation of new on-site support suites where a project includes affordable rental or affordable home ownership units.

23.2 An applicant must provide evidence that it has partnered with a support service provider to use the on-site support suite.

23.3 The support service provider must have proven experience in the service provision of proposed services and be licensed under the applicable government agency. The support service provider can be an applicant or an external organization with a contractual relationship with the applicant.

23.4 The on-site support suite must be used as an on-site support suite or rental unit, only be used to support the tenants of the property, and not be used for commercial activity for no less than 15 years from the date of the occupancy permit.

23.4.1 Where an on-site support suite is used as a rental unit within the first 10 years from the date of the occupancy permit, it must be offered as an affordable rental unit in accordance with the terms set out in this policy.

23.5 Applicants are limited to one on-site support suite where the project has 1 to 20 affordable units, two on-site support suites where the project has 21 to 40 affordable units and three on-site support suites where the project has 41 or more affordable units.

Rental Acquisition & Repair Pilot Incentive

24 The Rental Acquisition & Repair Pilot Incentive will be in effect for the years 2025 and 2026 or as directed by City Council.

25 The Rental Acquisition & Repair Pilot Incentive may commit up to $2 million per year for capital grants in addition to the annual capital grant commitment indicated in section 40. Funding for this incentive is subject to appropriation of funding from Canada Mortgage and Housing Corporation (see section 41.1). If any of this funding remains unallocated at the end of the calendar year, the unallocated portion will be returned to the City's account for Housing Accelerator funds.

26 Capital grants and tax exemptions are available for the acquisition, repair, and renovation of existing purpose-built and secondary rented units. Capital grants and tax exemptions for new builds or conversion of non-residential buildings to residential uses will be considered under other incentive streams.

26.1 The capital grant funding commitment will be based on the expected final number and size of units at project completion and by applying the capital grant amounts in Table 2, adjusted for unit size, to those units.

26.2 The capital grant amount paid will equal 50 per cent of actual eligible costs reported upon project completion up to the maximum funding commitment.

26.3 The applicant will provide a number of affordable rental units or on-site support suites under the terms identified in sections 22.2, 22.4 to 22.6, and 23 based on the total capital grants paid.

26.4 Each affordable rental unit or on-site support suite created under this incentive stream will be eligible for a 5-year, 100 per cent tax exemption under the terms in sections 11, 12, and 13, subject to final approval by City Council.

27 The Tenant Protections Framework (Appendix E) applies to all applications for Rental Acquisition & Repair Pilot Incentives.

28 Eligibility:

28.1 Only non-profit housing providers are eligible for Rental Acquisition & Repair Pilot Incentives.

28.2 Applications where an applicant, owner, or property has taxes, utilities, parking, or other charges owing and past due to the City may be considered but the past due amounts must be paid before entering into a capital grant agreement.

28.3 Rental Acquisition & Repair Pilot Incentives may be used in conjunction with incentives under other City policies, or provincial or federal programs unless it is determined by the Director that the program duplicates the Rental Acquisition & Repair Pilot Incentive. At the discretion of the Director, exception may be made for non-profit housing providers who can ensure long-term affordability of units.

28.4 Rental Acquisition & Repair Pilot Incentives may be provided in addition to or in lieu of property tax exemptions or other in-kind assistance.

28.5 Units must comply with all applicable laws and policies.

28.6 Buildings for which Rental Acquisition & Repair Pilot Incentives are being applied for must be a minimum of 20 years old, based on the effective year built as determined by the City Assessor. Relaxation of this requirement is at the discretion of the Director.

28.7 All building types, including detached dwelling units, are eligible for Rental Acquisition & Repair Pilot Incentives.

28.8 A minimum of $5,000 of eligible costs is required. Relaxation of this requirement is at the discretion of the Director.

28.9 The following work is eligible for Rental Acquisition & Repair Pilot Incentives:

28.9.1 Acquisition of existing buildings for use as rental;

28.9.2 Renovation of existing rental buildings to create new dwelling units or on site support suites; and

28.9.3 Major repair projects to existing rental buildings including work related to:

(a) Exterior or interior walls;
(b) Roof;
(c) Ceilings;
(d) Foundation;
(e) Decks or balconies;
(f) Electrical systems;
(g) Water and plumbing systems;
(h) Heating, ventilation, and air conditioning systems;

(i) Fire suppression systems;
(j) Elevators;
(k) Site drainage including but not limited to grading and landscaping;
(l) General health and safety issues (e.g., mold, asbestos, lead).

28.9.4 Minor repair projects to existing rental buildings including work related to:

(a) Siding;
(b) Shingles;
(c) Windows;
(d) Doors;
(e) Floor coverings;
(f) Stairs;
(g) Ramps;
(h) Lifts;
(i) Cues for alarms;
(j) Accessibility.

28.9.5 Other repair work to existing rental buildings as determined by the Director; and

28.9.6 Risk mitigation projects for existing rental buildings including work related to:

(a) Eliminating infestations; and
(b) Risk mitigation measures including but not limited to:
- Security
- Fire detection
- Leak detection
- Carbon monoxide detection

28.10 The following applicants, projects, buildings, and properties are not eligible:

(a) Private-sector developers, governments, or government agencies.

(b) Repair and renovation projects where construction has started prior to entering into a capital grant agreement. Relaxation of this requirement is at the discretion of the Director.

(c) Acquisition projects where the sale of the property has been finalized prior to entering into a capital grant agreement. Projects with conditional sale agreements in place are eligible.

(d) Acquisition projects where the property to be purchased is vacant land.

(e) Projects where one or more residential buildings on the property will be demolished.

(f) Backyard suites.

(g) Projects where tenants have been evicted for reasons other than cause or non-payment of rent, as defined in *The Residential Tenancies Act, 2006*, within the two months prior to application. Relaxation of this requirement is at the discretion of the Director.

(h) Projects where all or some of the units are used as or intended to be used as group care facilities, personal care homes, emergency shelter spaces, or units that are offered for short-term accommodation.

(i) Buildings where the building overall or most of the building elements have a condition rating of "poor", or equivalent, or the building's critical structural systems (e.g., foundation, exterior walls), have a condition rating of "poor" and a priority rating of "emergency", or equivalent, as indicated in a building condition assessment and determined by the Director. Relaxation of this requirement is at the discretion of the Director.

(j) Properties where a final capital grant payment under the Housing Incentives Policy was issued for prior work or development on the property in the 10 years prior to application.

(k) Properties that started receiving a tax exemption under the Housing Incentives Policy in the 10 years prior to the year of application.

(l) Properties owned fully or partially by a government.

28.11 Eligible costs are subject to approval by the Director and include but are not limited to:

28.11.1 Costs related to acquisition including but not limited to:

(a) Third-party appraisals;
(b) Building condition assessments;
(c) Environmental assessments;
(d) Other professional reports;
(e) Option fees;
(f) Legal fees;
(g) Final purchase price of the property up to the appraised value;
(h) Applicable taxes.

28.11.2 Costs related to repairs, renovations, and other work including but not limited to:

(a) Materials;
(b) Labour;
(c) Building condition assessments;
(d) Environmental assessments
(e) Other professional reports;
(f) Planning and permit fees;
(g) Inspections;
(h) Landfill and hauling fees;
(i) Applicable taxes; and

28.11.3 Other costs as determined by the Director.

28.12 Ineligible costs include but are not limited to:

(a) Costs related to the purchase of vacant land;

(b) Costs related to the long-term lease of land;

(c) Costs related to the purchase, repair, or installation of appliances other than water heaters, furnaces, or other mechanical systems; and

(d) Costs related to fences, driveways, or other exterior improvements other than the eligible improvements identified in section 28.9.

28.13 Work required on building elements with a priority rating of “emergency”, or equivalent, as identified in a building condition assessment, or other immediate threats to the health and safety of occupants or the public as identified in an environmental assessment, building order, community standards order, other order, or the City, must be resolved before costs for other work can be claimed.

28.14 Each applicant is eligible for maximum capital grant payments of $500,000 per year across all applications. Relaxation of this requirement is at the discretion of the Director.

29 Application process

29.1 The applicant must be the registered owner of or be the purchasing party in an accepted purchase agreement for the lands being developed to be eligible for capital grants under this policy. Third-party applicants may be considered if the registered owner has provided authorization to make the application on their behalf.

29.2 The registered owner of the property must enter into a capital grant agreement with the City to receive Rental Acquisition & Repair capital grants.

29.3 Applications may be made before issuance of a development permit or building permit. Applications will not be accepted per section 28.10. Applications must include:

29.3.1 General:

(a) A completed Rental Acquisition & Repair application form;

(b) A copy of the land title showing registered ownership of the property or an accepted offer to purchase;

(c) A project budget;

(d) A project proforma;

(e) Proof of registration as a non-profit or a business with the Information Services Corporation (ISC) of Saskatchewan; and

(f) If a membership non-profit housing provider, a statutory declaration stating the corporation provides housing primarily for the benefit of the public at large with revenue from the corporation invested back into affordable housing.

29.3.2 For acquisition projects:

(a) A building condition assessment completed in the 12 months prior to application;

(b) A phase I environmental assessment completed in the 12 months prior to application;

(c) A third-party appraisal of the property completed in the 12 months prior to application;

(d) A description of the scope of work; and

(e) A work impact assessment.

29.3.3 For repair and renovation projects:

(a) A building condition assessment completed in the 12 months prior to application;

(b) A description of the scope of work; and

(c) A work impact assessment.

(d) If the work will result in changes to the number of units in a project, the number and type of units to be built must be indicated including by tenure type and unit size.

29.3.4 Concept drawings of the building and site sufficient to confirm the project meets zoning requirements are required where a project requires a development permit;

29.3.5 Building condition assessments, environmental assessments, and appraisals older than 12 months may be accepted at the discretion of the Director.

29.3.6 The City may require an applicant to provide any additional information as deemed necessary to confirm eligibility for incentives under this policy.

29.3.7 Applicants must provide the City with a copy of any development permits or building permits and a copy of the land title showing registered ownership of the property within six months of receiving a funding commitment. The

Branch Manager has discretion to either extend the timeline for submission or withdraw the City's funding commitment.

29.4 Completed applications received by April 30 will be evaluated for funding starting May 1. Completed applications received by July 31 will be evaluated for funding starting August 1. At the discretion of the Director, applications for projects intended to address an urgent issue related to the health and safety of occupants or the public, as identified in a building condition assessment, environmental assessment, building order, community standards order, other order, or the City, may be considered on a first-come basis. If funding remains after the August evaluation period, all eligible applications may be evaluated for funding on a first-come basis.

29.5 Funding will be allocated as follows:

(a) First, to projects intended to address an urgent issue related to the health and safety of occupants or the public, as identified in a building condition assessment, environmental assessment, building order, community standards order, other order, or the City.

(b) Second, to acquisition projects, renovation projects to create new dwelling units, and major repair projects, and minor repair projects related to accessibility for existing tenants.

(c) Third, to minor repair projects.

(d) Fourth, to risk mitigation projects.

29.5.1 The Director, in their sole discretion, may prioritize work out of this order.

29.5.2 Where the Director has authorized work under section 28.9.5, the Director determines the priority of the work.

29.5.3 Where a project contains a variety of work of differing priorities, the Director may choose to award funding to portions of the work instead of the full project.

29.6 In addition to the required documentation under section 29.3, if requested by the City, applicants must provide a Tenant Displacement Plan completed to the satisfaction of the Director within six months of receiving a funding commitment and prior to entering into a capital grant agreement. The Branch Manager has discretion to either extend the timeline for submission or withdraw the City's funding commitment.

29.7 Rental Acquisition & Repair capital grants may be transferred to a new non-profit housing provider provided the new owner is eligible under the current policy and enters into an assignment agreement with the City of Regina and meets all requirements of the capital grant. No additional grants will be provided beyond the initial scope of the agreement, and the purchaser must assume all liabilities of the agreement including repayment of grants where there is non-compliance with the agreement.

29.8 Where a property subject to a capital grant is transferred or sold to a purchaser who would not be eligible to receive a grant under the current policy, or who is not willing to carry out the terms of the agreement, the grant agreement is not eligible to be assigned and the original owner may, at the discretion of the Director, be required to repay all or a portion of the grant money to the City in accordance with the agreement.

30 Payout process:

30.1 Rental Acquisition & Repair capital grants are disbursed to the registered owner. Capital grants may be disbursed to a third party if recognized in the capital grant agreement.

30.2 Capital grants will be disbursed once the following conditions have been met:

(a) An occupancy permit or letter of completion has been issued, or the work has been verified complete by City staff;

(b) The applicant has submitted an affidavit demonstrating all affordable rental units have been rented at or below the maximum rental rates to tenants with incomes at or below the maximum income threshold. This requirement may be relaxed at the discretion of the Director where a majority of units have been rented and the Applicant has a proven record of renting the units;

(c) There are no taxes, utilities, parking, or other charges owing to the City;

(d) The applicant has submitted all invoices for the work identified in the capital grant agreement;

(e) If required by the capital grant agreement, the applicant has submitted a Final Tenant Displacement Report to the satisfaction of the Director;

(f) Copies of any documents produced related to the project sites indicated in the capital grant agreement; and

(g) Any other requirements of the capital grant agreement have been met.

30.3 Acquisition, repair, and renovation projects may be eligible for partial payment prior to occupancy under the same terms in sections 19.16 and 19.17 provided the cost for eligible work claimed are at least $5,000 and the project is a minimum of 50 per cent complete.

30.4 If the final costs for eligible work for a single application are less than $5,000, no incentives will be provided. Relaxation of this requirement is at the discretion of the Director.

30.5 Where an applicant does not meet the requirements of this policy by October 31, 2027 the Director has discretion to withdraw the City’s funding commitments.

Pre-development Grants Pilot Incentive

31 The Pre-development Grants Pilot Incentive will be in effect for the years 2025 and 2026 or until directed by City Council.

32 The Pre-development Grants Pilot Incentive may commit up to $1 million per year for capital grants in addition to the annual capital grant commitment indicated in section 41. Funding for this incentive is subject to appropriation of funding from Canada Mortgage and Housing Corporation (see section 41.1). If any of this funding remains unallocated at the end of the calendar year, the unallocated portion will be returned to the City's account for Housing Accelerator funds.

33 Capital grants are available to undertake pre-development work required to determine project feasibility and obtain a development permit or building permit.

33.1 The capital grant commitment will be $50,000 per application and the amount of the grant paid will be subject to the limits in section 33.2.

33.2 The capital grant amount paid will be determined based on actual eligible costs reported upon completion of pre-development activities, up to a maximum equal to the funding commitment.

(a) 100 per cent of actual eligible costs will be reimbursed for non-profit housing providers.

(b) 50 per cent of actual eligible costs will be reimbursed for private sector developers.

34 Eligibility

34.1 Non-profit housing providers are eligible for the Pre-development Grants Pilot Incentive in all areas of the City. Private sector developers are eligible in program areas 1 and 2. Government and government agencies are not eligible. Projects intended to produce group care facilities, personal care homes, emergency shelter spaces, or units that are offered for short-term accommodation are not eligible.

34.2 Applications where an applicant, owner, or property has taxes, utilities, parking, or other charges owing and past due to the City may be considered but the past due amounts must be paid before entering into a capital grant agreement.

34.3 Pre-development Grants Pilot Incentives may be used in conjunction with incentives under other City policies, or provincial or federal programs unless it is determined by the Director that the program duplicates the Pre-development Grants Pilot Incentive. At the discretion of the Director, exception may be made for non-profit housing providers who can ensure long-term affordability of units.

34.4 Pre-development Grants Pilot Incentives may be provided in addition to or in lieu of property tax exemptions or other in-kind assistance.

34.5 Projects must comply with all applicable laws and policies.

34.6 There is no minimum number of units required for applications from non-profit housing providers. Private sector developers must target at least four units per project.

34.7 There is no requirement for a project to proceed to construction to receive Pre-development Grants Pilot Incentives.

34.8 The following pre-development activities are eligible for incentives:

(a) Need and demand studies;
(b) Business cases;
(c) Site surveys;
(d) Environmental site assessments;
(e) Building condition assessments;
(f) Third-party appraisals;
(g) Hazardous materials reports;
(h) Geotechnical reports;
(i) Preliminary drawings;
(j) Project drawings and specifications;
(k) Energy modelling studies;
(l) Accessibility modelling studies;
(m) Engineering studies (e.g., wind, shadow, traffic);
(n) Construction cost estimates;
(o) Quantity surveyor reports;
(p) Professional appraisal;
(q) Exploration of funding sources;
(r) Preliminary financial feasibility study;
(s) Project viability study;
(t) Final viability report; and
(u) Other activities as may be approved by the Director.

34.9 Applicants are eligible for up to two applications per year. Relaxation of this requirement is at the discretion of the Director.

34.10 Applicants may not receive a funding commitment for activities related to a property more than once.

34.11 Eligible costs are subject to approval by the Director and include but are not limited to:

(a) Material and labour costs;

(b) Costs related to accessing a property in order to perform pre-development work (e.g., options to purchase the property);

(c) Applicable taxes; and

(d) Other costs as may be determined by the Director.

34.12 Costs related to activities that have already been completed at the time of application are not eligible.

35 Application process:

35.1 The applicant must enter into a capital grant agreement with the City in order to receive Pre-development capital grants.

35.2 Applications must be made prior to applying for a development permit or building permit. Subject to approval by the Director, the City may accept applications for pre-development work requested by the City as part of a permit application.

35.3 Applications will be accepted on a first-come basis.

35.4 Applications must include the following:

(a) A completed pre-development grants application form;

(b) A project summary including planned type of work, timeline, planned building type, number of units, level of affordability, clientele, anticipated community impacts, and any other notable details;

(c) A list of planned pre-development activities including any organizations engaged for work;

(d) If the applicant does not own the property, written confirmation from the owner consenting to all pre-development activities identified in the application is also required.

(e) Proof of registration as a non-profit or a business with the Information Services Corporation (ISC) of Saskatchewan; and

(f) If a membership non-profit housing provider, a statutory declaration stating the corporation provides housing primarily for the benefit of the public at large with revenue from the corporation invested back into affordable housing.

35.5 The City may request additional information necessary to determine application eligibility.

35.6 Pre-development grants are not transferrable.

36 Payout process

36.1 Pre-development capital grants are disbursed to the applicant or, if recognized in the capital grant agreement, a third party.

36.2 Capital grants will be paid when all pre-development activities identified in the capital grant agreement have been completed, and any requirements of the capital grant agreement have been met including submission of the following documentation to the City:

(a) Invoices for all work identified in the capital grant agreement;

(b) Copies of any documents produced related to the project sites indicated in the capital grant agreement.

36.3 Pre-development capital grants are not eligible for partial payment.

36.4 Where an applicant does not meet the requirements of this policy by October 31, 2027 the Director has discretion to withdraw the City's funding commitments.

Roles and Responsibilities

37 In addition to the authorities specified in this policy, the Branch Manager conclusively determines compliance with the eligibility criteria for tax exemptions and capital grants under this policy.

38 In addition to the authorities specified in this policy, the Director or their designate:

(a) approves any funding commitments and capital grant agreements entered into pursuant to this policy;

(b) authorizes payments of capital grants;

(c) enforces the capital grant and tax exemption agreements;

(d) may make amendments to this policy provided that such amendments are technical or editorial changes and do not materially affect its substance or content;

(e) may update the maximum rental rates, maximum income thresholds, and tax exemption ratios used for calculating the portion of assessed value eligible for tax exemptions (as described in Appendix D); and

(f) exercises the authorities of the Branch Manager in absence of the Branch Manager.

39 In addition to the authorities specified in this policy, the City Manager or their designate:

(a) conclusively interprets this policy and is the final authority on all aspects except those aspects for which City Council is responsible, or as otherwise determined through law;

(b) may make minor substantive amendments to this policy where specific policy provisions conflict with the objectives of the policy;

(c) makes recommendations to City Council regarding tax exemption agreements and major policy changes; and

(d) exercises the authorities of the Director in the absence of the Director.

39.1 A report shall be brought before City Council at least once per year outlining any substantive changes authorized by the City Manager. If no changes are authorized, no report needs to be brought before City Council.

39.2 An informational memo shall be sent to Executive Committee at least once per quarter outlining any substantive changes authorized by the City Manager. If no changes are authorized, no memo needs to be sent to Executive Committee. The memo may be combined with the report required by section 39.1 where the two would overlap.

40 City Council is responsible for approving amendments to this policy and determining the annual allocation for capital grants through the budget process.

41 Annual capital grants committed under this policy shall not exceed $1,500,000 annually, though a greater or lesser amount may be authorized by City Council through the budget approval process. If the full allocation is not committed in a given year, the uncommitted amounts will be returned to the Social Development Reserve at the end of the year as well as any funds that are uncommitted from previously approved applications and repayments of capital grants. Uncommitted allocations remaining in the Social Development Reserve may be committed in the current year in addition to the annual commitment through the budget process.

41.1 An additional $3 million in capital grants may be committed per year for the duration of the Rental Acquisition & Repair and Pre-development Grants Pilot Incentives. The sole funding source of the grants under these incentives is the Housing Accelerator Fund (HAF) administered by the Canada Mortgage and Housing Corporation on behalf of the Government of Canada. If this allocation is not fully committed each year, the uncommitted amounts will be returned to the City's account for Housing Accelerator funds. Notwithstanding any other provisions of this policy or any funding commitments made by the City under this policy, the City will not provide a grant or tax exemption to an applicant under the Rental Acquisition & Repair or Pre-development Grants Pilot Incentives or may reduce a grant to an applicant under those incentives if at any time, for any reason the City is not able to use or access sufficient funding under HAF to pay for that grant. The City may reduce, terminate or require repayment of any payments or tax exemptions under these incentives for any reason including but not limited to in response to any reductions of funding under HAF or departmental funding levels, if for any reason the HAF program is discontinued or terminated or the City is not eligible to receive or use the funding under the terms of HAF, the City does not receive HAF funding at all, the City does not receive sufficient HAF funding that can be used for the grants under this policy or if all or a portion of HAF funding is required to be repaid and cannot be used to fund this policy. The City will not be liable for any damages including direct, indirect, consequential, exemplary or punitive damages, regardless of the form of action, whether in contract, tort or otherwise, arising from any such reduction or termination of funding.

42 As per subsection 262(4) of *The Cities Act*, all tax exemptions under this policy must be done through a tax exemption agreement authorized by City Council through adoption of a bylaw.

43 Under the *Education Property Tax Act* and *The Education Property Tax Regulations*, the Government of Saskatchewan's approval is required to exempt the education portion of the property taxes where that portion of the taxes is equal to or greater than $25,000 in a single year. If this approval is not granted, the exemption will cover the municipal and library portions of the taxes only.

Record Retention

44 The City shall maintain documentation related to an application under this policy for the duration specified in *The Records Retention And Disposal Schedules Bylaw, 2012, No. 2012-18*.

Related Documents

45 Application, payout, and reporting materials

(a) [Year] Affordable Rental Rate and Income Maximums
(b) Affordable Ownership Income Maximums
(c) Affordable Ownership Purchaser Declaration Form
(d) Affordable Ownership Mortgage Co-Signatory Statutory Declaration
(e) Building Condition Assessment Template
(f) Design and Development Criteria Scorecard
(g) Final Tenant Displacement Report
(h) Housing Incentives Policy Application Form
(i) Membership Non-Profit Statutory Declaration
(j) Pre-Development Activities Checklist
(k) Pre-Development Grants Application Form
(l) Project Description Spreadsheet
(m) Rental Acquisition & Repair Application Form
(n) Repair Work Description Template
(o) Tenant Communication & Consent Form
(p) Tenant Displacement Plan Template
(q) Work Impact Assessment

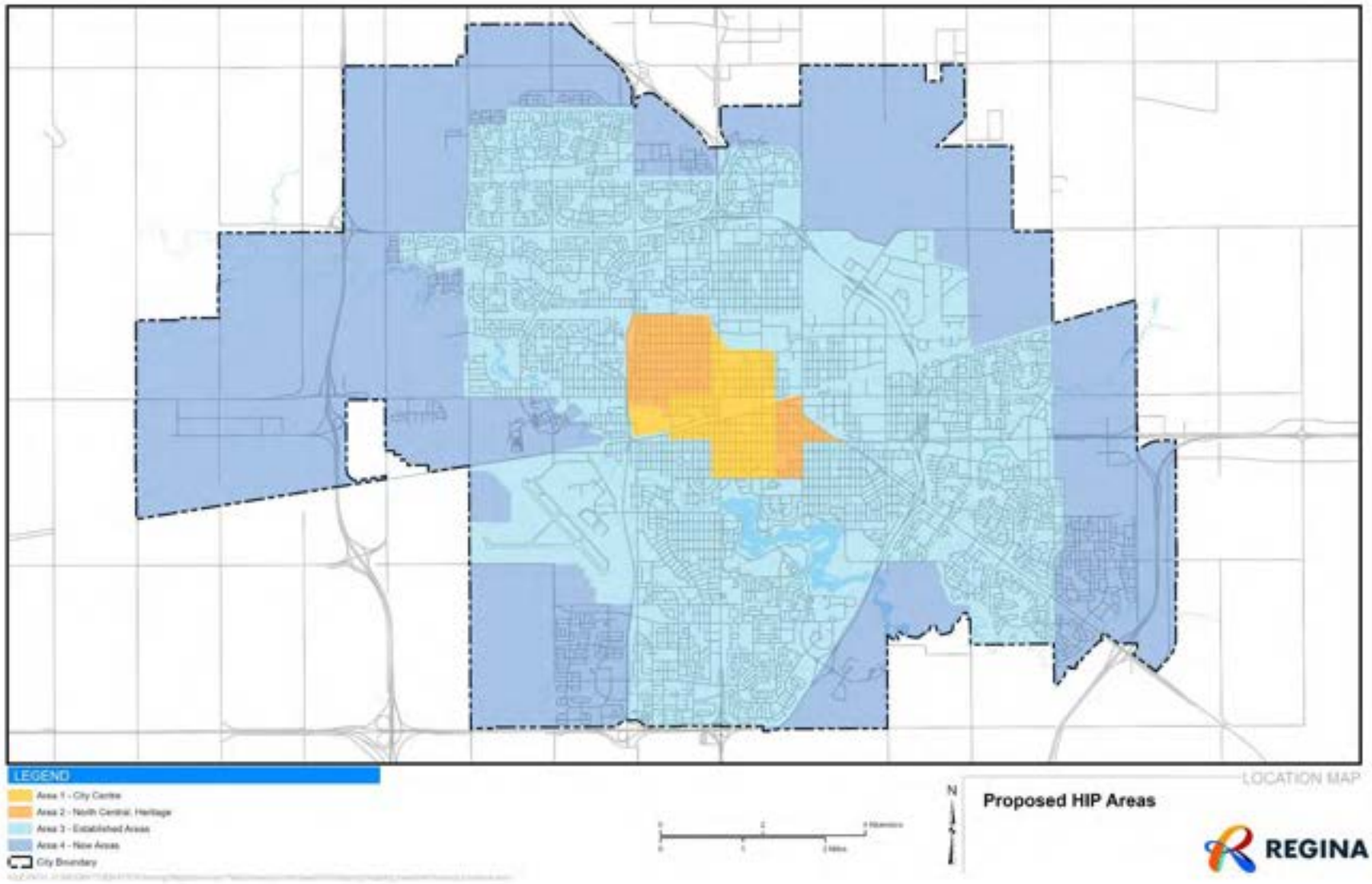
45 Standard Operating Procedures

(a) City Manager Amendments to HIP
(b) HIP Enforcement and Repayment for Affordable Rental Units
(c) HIP Tax Exemption Calculation

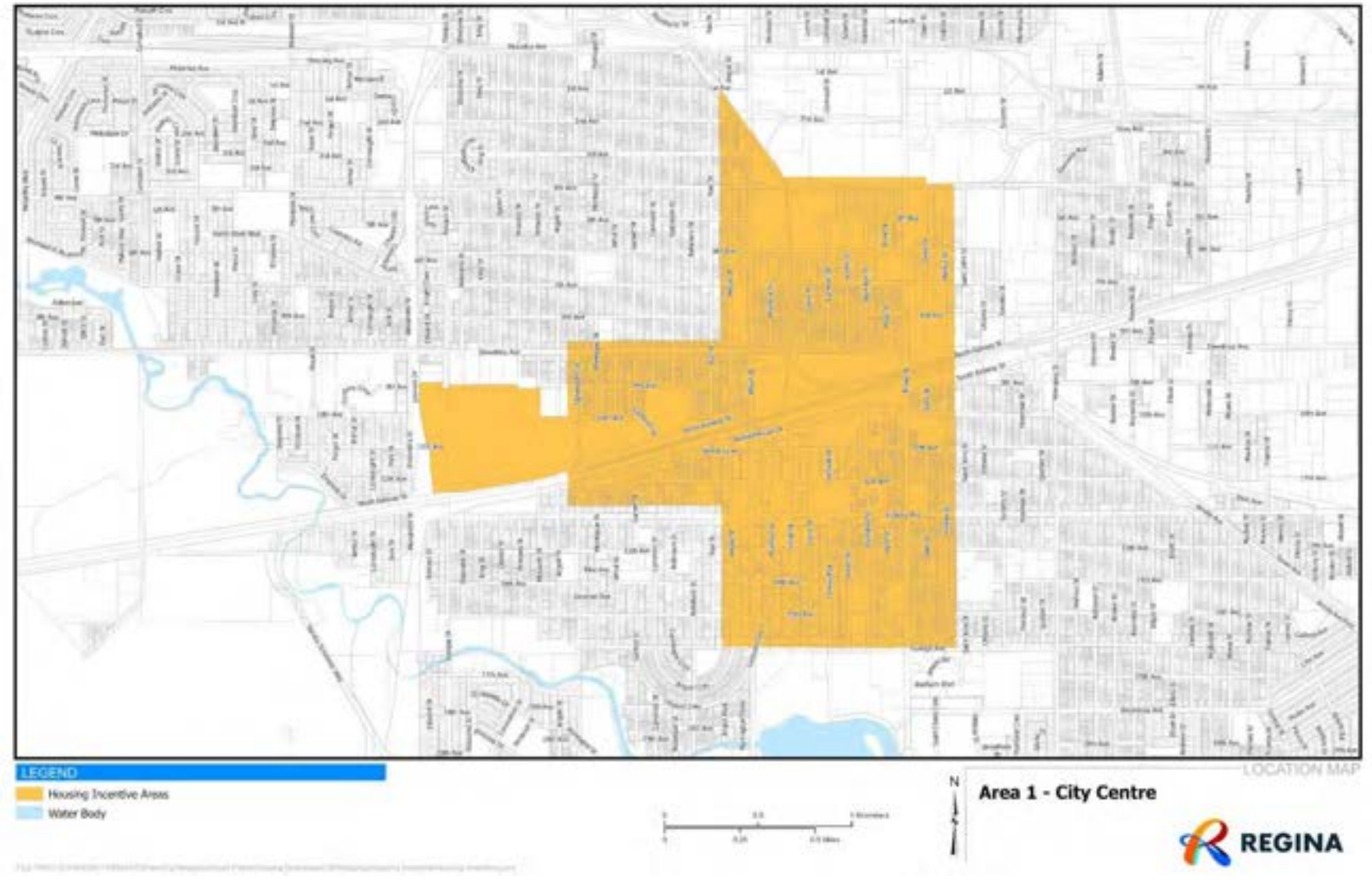
Date Approved	April 26, 2026
Date of Last Review	April 26, 2026
Date of Next Review	April 26, 2030

APPENDIX A: Program Areas for Housing Incentives Policy

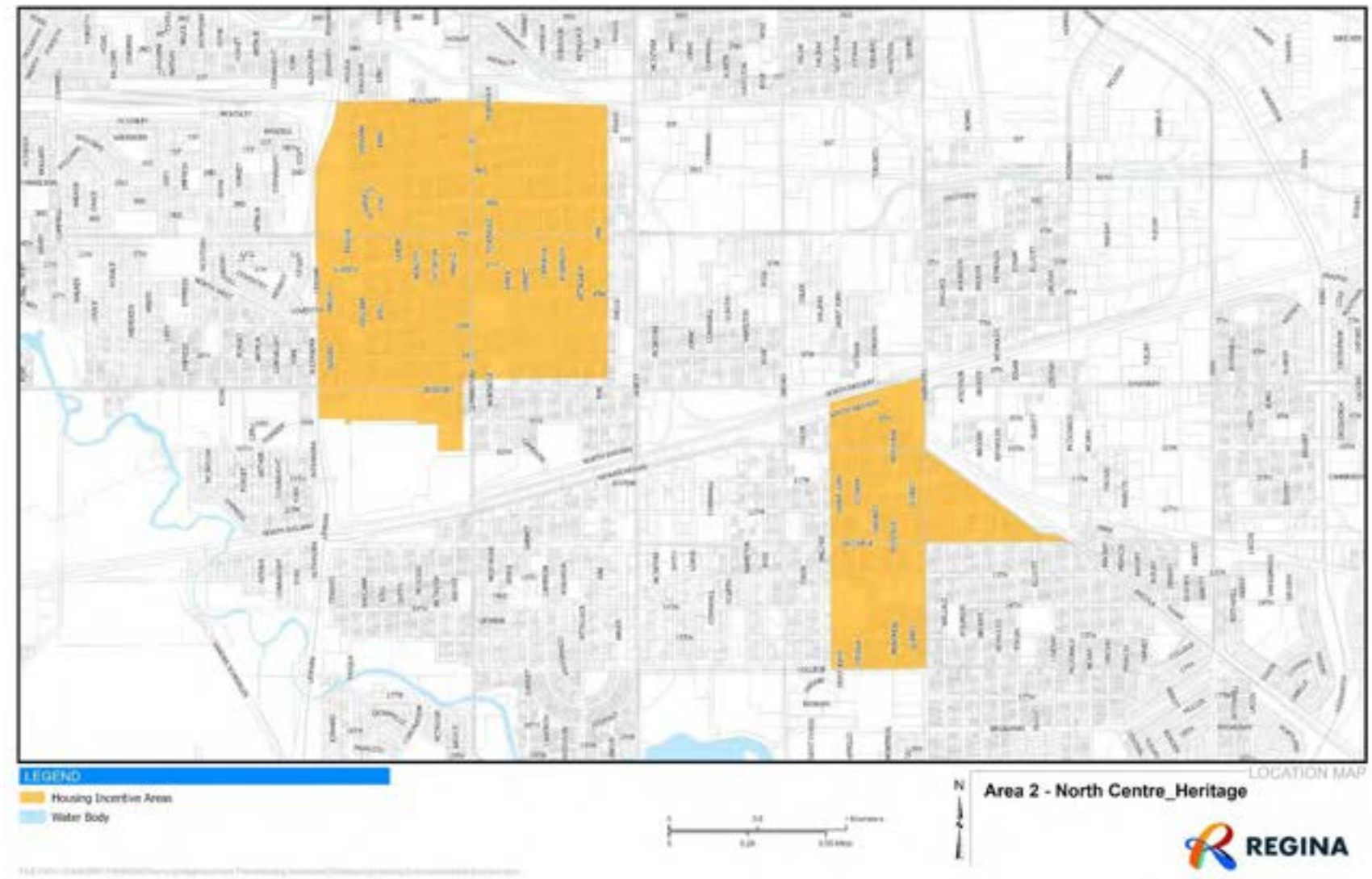
Map 1: Program Areas



Map 2: Detailed Map of Program Area 1



Map 3: Detailed Map of Program Area 2



APPENDIX B: Design and Development Criteria Scorecard

All applications to the Housing Incentive Policy must complete this Score Card and submit it with an application for capital grants. Criteria are drawn from relevant policies of *Design Regina: The Official Community Plan Bylaw No. 2013-48 (OCP)* and other City policies. For each criterion, partial credit cannot be applied unless specified within the criteria. Applicants may be asked for further information or documentation to prove that they meet the requirements set out below. While the applicant is asked to fill out and submit this form with its application, the final evaluation and determination of the points for each category shall be conclusively determined by the Branch Manager.

Development Features		Potential Points	Earned Points
Housing Needs (45 points)	50% of **affordable** units are either: 1) Modest housing (units equal to or less than 500 Square Feet) or 2) Large units for families (3 bedrooms or more). 50% of units must be either unit type to receive points.	5	
	The project is intended to serve one of the following groups: • Survivors fleeing domestic violence, particularly women and children; • Youth; • Seniors; • Indigenous people; • People with mental or physical disabilities; • People dealing with mental health and addictions issues; • Veterans; • 2SLGBTQIA+; • Racialized groups; • Recent immigrants including refugees; • People experiencing homelessness; or • Other vulnerable groups identified in the National Housing Strategy, by the Federal Housing Advocate, or similar authority. Applicants must submit proof of partnership with a support service provider or an organizational mission statement as supporting evidence.	20	
	Accessible, barrier free design principles (wheelchair accessible buildings, units and bathrooms) of 10% or more of **affordable** units.	10	
	On-site Support Suite included (e.g.: counselling, day care).	10	
Building and Urban Design Elements (13 points)	**Street level activity/pedestrian comfort/safety**: three points if <u>one</u> of the following is met: a) porches or programmed amenity space (e.g. benches, play equipment, bike racks, etc.); b) there is interface with the street such as low or no fences; c) ground floor commercial development has been included or retained in mixed-use building.	3	
	Façade design: Building design includes variation in massing, materials or colour and avoids use of blank walls that are visually prominent.	3	

	Open site design: three points will be earned if either is met: a) there is continuity of the existing street and lane grid; b) the development's front facades do not turn back on adjacent houses, street or other buildings.	3	
	Active/weather-compatible amenity space and landscaping: one point if either of the following is met: a) 15% or more amenity area for planned groups containing 20 or more units (includes amenities for children, families, seniors, etc.); b) landscape improvements in excess of minimum planting requirements in a residential zone, as specified in *The Regina Zoning Bylaw No. 2019-19*. The requirements apply even when not required by the Zoning Bylaw (e.g., for Dwelling, Unit land use).	1	
	Construction uses and skill development and training initiatives recognized by the Saskatchewan Apprenticeship and Trade Certification Commission or a Municipal, Provincial or Federal labour market development program.	3	
Parking Facilities (5 points)	Parking/vehicular access is by the rear lane. Where no rear lane exists, any front yard parking is screened by the residential buildings or landscaping.	1	
	Enclosed or covered bicycle parking in excess of 10% of units.	1	
	On-site Car Share or Bicycle Share for tenants.[1]	3	
Adaptive Re-use/Infill (7 points)	Conversion of a non-residential building to residential use or infill on a previously developed vacant or brownfield site within the Intensification Boundary.[2]	7	
Complete Neighbour-hoods[3] (21 points)	Access to public transit (within 400 m of a transit stop).[4]	5	
	Access to nearby licensed childcare (within 1000 m of licensed childcare centre).	5	
	Access to nearby employment opportunities or shopping facilities (within 1000 m of commercial district).	5	
	Access to nearby green public space (within 500 m to a public park).	2	
	Access to nearby leisure facilities (within 1000 m of a public leisure centre).	2	
	Access to nearby schools (within 500 m of an elementary, secondary or high school).	2	
Sustainable Design (9 points)	On-site renewable energy generation.	2	
	One point is earned for outdoor landscaping or irrigation systems that meet one of the following requirements: (a) an irrigation system that uses grey water (b) an irrigation system equivalent for water capture, storage and reuse; or (c) permeable pavement.	1	
	Energy Efficiency (1 point for every 5% better than National Building Code; Max 5 points).	5	
	Green roof or passive solar design.	1	
Total		100	
Minimum to Qualify for Capital Incentives		40	
City evaluation completed by:_____ Date:_____			

[1] For a car share, an agreement with Regina Care Share or equivalent is required; for a bike share program documents including a program description, membership requirements and other operational details are necessary to receive points.
[2] Redeveloped school sites are subject to the "School Site Re-Use Guidelines" (Appendix B of the OCP).
[3] Based on the travel distance of a pedestrian using existing sidewalks or public pathways.
[4] Project is eligible if the subject property is within 400m of a planned transit stop in an approved Concept Plan.

APPENDIX C: Summary of Housing Incentives by Area

Area 1 – City Centre

Unit Type	Capital Grant	Tax Exemption
Affordable Rental Units • Minimum 2 units per building • Minimum 4 units per project for private developers • Maximum Rental Rates and Income Thresholds apply	$20,000 per unit (< 1 bedroom) $40,000 per unit (1-2 bedroom) $45,000 per unit (≥ 3 bedroom)	5 years, 100%
Affordable Ownership Units *(Charitable Non-Profit Housing Providers only)*	$15,000 per unit (≤ 2 bedroom) $20,000 per unit (≥ 3 bedroom)	5 years, 100%
On-Site Support Suites	$20,000 per unit	5 years, 100%
Market Rental Units: • 2-unit building minimum	None	5 years, 100%
Market Ownership Units: • 4-unit building minimum	None	5 years, 100%
Secondary Suites	If part of an affordable rental project, as affordable rental units. Otherwise, none.	5 years, 100%
Backyard Suites	If part of an affordable rental project, as affordable rental units. Otherwise, none.	5 years, 100%
Rental Acquisition & Repair • For non-profits only	As Affordable Rental Units	As Affordable Rental Units
Pre-Development Grants • For non-profits and private developers	$50,000 per project • 100% of eligible costs for non-profits • 50% of eligible costs for private developers (must target 4 units)	None

Area 2 – North Central and Heritage

Unit Type	Capital Grant	Tax Exemption
Affordable Rental Units • Minimum 2 units per building • Minimum 4 units per project for private developers • Maximum Rental Rates and Income Thresholds apply	$20,000 per unit (< 1 bedroom) $40,000 per unit (1-2 bedroom) $45,000 per unit (≥ 3 bedroom)	5 years, 100%
Affordable Ownership Units *(Charitable Non-Profit Housing Providers only)*	$15,000 per unit (≤ 2 bedroom) $20,000 per unit (≥ 3 bedroom)	5 years, 100%
On-Site Support Suites	$20,000 per unit	5 years, 100%
Market Rental Units • 2-unit building minimum	None	5 years, 100%
Market Ownership Units • No unit minimum	None	5 years, 100%
Secondary Suites	If part of an affordable rental project, as affordable rental units. Otherwise, none.	5 years, 100%
Backyard Suites	If part of an affordable rental project, as affordable rental units. Otherwise, none.	5 years, 100%
Rental Acquisition & Repair • For non-profits only	As Affordable Rental Units	As Affordable Rental Units
Pre-Development Grants • For non-profits and private developers	$50,000 per project • 100% of eligible costs for non-profits • 50% of eligible costs for private developers (must target 4 units)	None

Area 3 – Established Areas

Unit Type	Capital Grant	Tax Exemption
Affordable Rental Units • Minimum 2 units per building • Minimum 4 units per project for private developers • Maximum Rental Rates and Income Thresholds apply	$10,000 per unit (< 1 bedroom) $20,000 per unit (1-2 bedroom) $25,000 per unit (≥ 3 bedroom)	5 years, 100%
Affordable Ownership Units *(Charitable Non-Profit Housing Providers only)*	$10,000 per unit (≤ 2 bedroom) $15,000 per unit (≥ 3 bedroom)	5 years, 100%
On-Site Support Suites	$20,000 per unit	5 years, 100%
Market Rental Units	None	None
Market Ownership Units	None	None
Secondary Suites	If part of an affordable rental project, as affordable rental units. Otherwise, none.	5 years, 100%
Backyard Suites	If part of an affordable rental project, as affordable rental units. Otherwise, none.	5 years, 100%
Rental Acquisition & Repair • For non-profits only	As Affordable Rental Units	As Affordable Rental Units
Pre-Development Grants • For non-profits only	$50,000 per project • 100% of eligible costs for non-profits	None

Area 4 – New Areas

Unit Type	Capital Grant	Tax Exemption
Affordable Rental Units • Minimum 2 units per building • Minimum 4 units per project for private developers • Maximum Rental Rates and Income Thresholds apply	*Non-profits:* $10,000 per unit (<1 bedroom) $20,000 per unit (1-2 bedroom) $25,000 per unit (≥3 bedroom) *Private developers:* $0 per unit (<1 bedroom) $10,000 per unit (1-2 bedroom) $15,000 per unit (≥3 bedroom)	5 years, 100%
Affordable Ownership Units *(Charitable Non-Profit Housing Providers only)*	$10,000 per unit (≤ 2 bedroom) $15,000 per unit (≥ 3 bedroom)	5 years, 100%
On-Site Support Suites	*Non-profits:* $20,000 per unit *Private developers:* $10,000 per unit	5 years, 100%
Market Rental Units	None	None
Market Ownership Units	None	None
Secondary Suites	If part of an affordable rental project, as affordable rental units. Otherwise, none.	If part of an affordable rental project, 5-year, 100% Otherwise, none
Backyard Suites	If part of an affordable rental project, as affordable rental units. Otherwise, none.	If part of an affordable rental project, 5-year, 100% Otherwise, none
Rental Acquisition & Repair • For non-profits only	As Affordable Rental Units	As Affordable Rental Units
Pre-Development Grants • For non-profits only	$50,000 per project • 100% of eligible costs for non-profits	None

APPENDIX D: Calculating Portion of Assessed Value Eligible for Tax Exemption

This appendix describes the procedure for determining the portion of a property's assessed value that is eligible for exemption. In all cases, the eligible portion of assessed value is determined by the City Assessor. *Note, the values presented here are for example only and may not reflect the values used when calculating a specific tax exemption.*

Step 1: Determine the base eligible assessed value

Affordable or Market Ownership Exemption: The full assessed value of each eligible dwelling unit is used when calculating the exemption amount.

Affordable or Market Rental Exemption, and Secondary and Backyard Suites: The full assessed value of the residential portions of all properties in a project, less the assessed value of any ownership units in the project, used when calculating the exemption amount, subject to Steps 2 and 3.

On-Site Support Suite:

- If the project is entirely ownership units, the full assessed value of each eligible on-site support suite is used when calculating the exemption amount.
- If the project contains any rental units, include the on-site support suite as a 1-bedroom rental unit for calculating the portion of assessed value used when calculating the exemption amount.

Rental Repair: Suspended for duration of Rental Acquisition & Repair Pilot Incentive.

Step 2 (for rental projects only): Calculate share of total rental units

The portion of a rental property's assessed value to be used when calculating the exemption amount is determined based on the number of rental units and on-site support suites eligible for exemption as a share of total rental units and on-site support suites in the project (i.e., 30 affordable units/100-unit project = 30 per cent of the assessed value of the property eligible for exemption).

Step 3 (for rental projects only): Adjust exempt portion based on unit type

The portion of assessed value eligible for exemption is then adjusted to reflect unit sizes. This is accomplished by weighting units according to their approximate contribution to the assessed value based on the assessment models in effect at the time of application.

Given that HIP funding can be provided for units in a variety of building types, the policy uses the average ratio of base rents for unit sizes across the Multi-Residential High-Rise (M-H), Multi-Residential Low-Rise (M-L), and Multi-Residential Townhouse (M-T) assessment models, relative to the 1-Bedroom base rent in the M-L model, as shown in Table D1.

Table D1: Unit Type Weighting Calculation (2025 Assessment Models)

	Rents			Ratios*			Average Ratio (Weight)
	M-H	M-L	M-T	M-H	M-L	M-T	
Bachelor	$1,133	$1,075	N/A	0.94	0.89	N/A	0.92
1-Bedroom	$1,319	$1,205	$1,154	1.09	1.00	0.96	1.02
2-Bedroom	$1,524	$1,346	$1,412	1.26	1.12	1.17	1.18
3-Bedroom**	$1,665	$1,466	$1,536	1.38	1.22	1.27	1.29
4-Bedroom	N/A	N/A	$1,802	N/A	N/A	1.50	1.50

*Ratios are calculated relative to 1-bedroom unit in M-L model
**3-Bedroom rents in M-H and M-L apply to units with 3 or more bedrooms. Not included for 4-Bedroom ratios.

Example:
A 100-unit rental property with 30 2-bed affordable rental units eligible for exemption and 70 1-bedroom market rental units not eligible for exemption.

Step 1: Determine the base eligible assessed value
The property is entirely residential use. 100 per cent of the assessed value is used as the base.

Step 2: Calculate share of total rental units
30 affordable rental out of 100 units = 30 per cent.

Step 3: Adjust exempt portion based on unit type
33.15 per cent of assessed value eligible for exemption based on adjustment (Table D2).

Table D2: Sample Exemption Calculation

	Type	Count	Unweighted Total	Weight	Weighted Count
Affordable	2-Bed	30	30	1.18	35.4
Market (no exemption)	1-Bed	70	70	1.02	71.4
		Total	100		
		Affordable Share	30%		**33.15%**

This example assumes the project contains only a single property. It is possible for a project to be spread over multiple properties in which case the share is calculated for the project as a whole and the portion (e.g., 33.15 per cent) is applied to the residential portion of each property.

Appendix E: Tenant Protections Framework

Purpose

The purpose of the Tenant Protections Framework (the Framework) is to protect tenants from eviction due to an acquisition and repair project supported by the City or, where eviction is necessary to carry out the work, ensure tenants are supported in relocating to another unit. The Framework includes guidelines for determining when work requires a unit to be vacant, communications between housing providers and tenants, relocating tenants to suitable homes, and the rents that may be charged upon relocation.

Guidelines for When Work Requires a Unit to Be Vacant

The City will only support projects where a building is vacant, where the work does not require a unit to be vacant, or a tenant protection plan is in place.

Work can require a unit to be vacant if it is reasonably expected to:

- Result in temporary loss of the tenant's access to one or more of the following:
    - Drinkable water
    - Hot water
    - Heat (in cold seasons)
    - Electricity
    - Sanitation (e.g., toilet, shower, sink, sewer line)
    - Food preparation and storage (e.g., refrigerator, stove, oven, kitchen sink)
- Impede egress in event of an emergency (considering tenants' mobility);
- Interfere with safety systems (e.g., smoke alarms, strobes, carbon monoxide detectors);
- Compromise the security of the building or unit against unwanted entry;
- Reduce ventilation in a unit below levels required in the *National Building Code*;
- Create excessive dust or vapours (taking into account the tenant's health concerns such as asthma);
- Disturb hazardous substances (e.g., asbestos, fecal matter from rodent infestations, etc.);
- Create tripping or falling hazards (considering tenant mobility);
- Create other hazards which can reasonably be expected to have a negative impact on a tenant's health and wellbeing (e.g., fumes from infestation extermination, exposed electrical systems, etc.);
- Other factors as may be determined by the Branch Manager.

Tenant Protections

General Requirements

- Before giving notice of eviction to tenants and/or beginning work, housing providers must notify tenants of:
    - The expected scope and duration of the work;
    - The housing provider's obligations and rights under *The Residential Tenancies Act, 2006*;
    - The tenant's obligations and rights under *The Residential Tenancies Act, 2006*;
    - The tenant's rights and obligations under the Tenant Protections Framework.
- Housing providers must retain records of communications and attempts to communicate with tenants and tenant contact information.
- All work must be completed within a reasonable timeframe and minimize disruption to tenants.
- Work must not cause loud and continuous noise during unreasonable hours.

- Units must be left in a clean and habitable state when work is complete.
- The City is entitled to view records to ensure compliance with Housing Incentives Policy requirements.

Where the work does not require a unit to be vacant

- The housing provider must make all reasonable efforts to preserve the tenant's right to quiet enjoyment of the unit, as outlined in *The Residential Tenancies Act, 2006*.
- Efforts must be made to keep the unit tidy and clean during the work (e.g., hanging dust sheets, running air purifiers).

Where the work requires a unit to be vacant

- The housing provider must provide assistance to the tenant in finding suitable housing (e.g., number of bedrooms; proximity to work, school, medical services; accessibility; pet friendliness; smoking friendly; etc.).
- Consideration should be given to tenants who prefer to return to the unit when work is complete.
- For tenants who are relocated to another unit owned by the housing provider, the rent must be no greater than what they are paying under their existing tenancy agreement.
- If the work requires the unit to be vacant for only a short period of time, the tenant, with their consent, may be relocated to temporary lodging (e.g., a hotel). If the temporary lodging does not have cooking facilities, the housing provider must cover reasonable costs for food.

Effective Date
January 1, 2025

Approving Authority
City Council

Policy Owner
Director, Planning & Development Services

2025-02-CM

Downtown Office to Residential Conversion Policy

Purpose & Scope

Purpose

1 The purpose of this policy is to encourage the conversion of non-residential buildings to residential dwelling units in Regina's city centre.

Scope

2 This policy applies to non-residential conversion projects in Regina's city centre exclusively as found in Appendix A.

Policy Provisions

Definitions

3 The following definitions apply to this policy:

3.1 **Application** means a single application for incentives under this policy for the creation of one or more dwelling units.

3.2 **Applicant** means a developer that is the registered owner of the lands for which they are applying for financial incentives under this policy.

3.3 **Branch Manage**r means the manager of the branch primarily responsible for administration of this policy, or their designate.

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3.4 **Building** means a structure used for the shelter or accommodation of persons, animals, goods, possessions, or equipment, having a roof which is supported by columns or walls situated on private property when so used.

3.5 **Building permit** means a permit issued under *The Building Bylaw* of the City of Regina authorizing the construction of a building.

3.6 **Character-defining elements** means the tangible or intangible features that embody the heritage values assigned to a historic building.

3.7 **City centre** means the geographic boundary described as the City Centre Program Area in Appendix A.

3.8 **City Manager** means the City of Regina City Manager or their designate.

3.9 **Class "C" estimate** means a planning level cost estimate where the level of accuracy is such that no more than a 15 per cent design allowance is required. The estimate is usually based on a schematic design and presented in elemental format.

3.10 **Comfort letter** means a written document from the applicant's financing institution that demonstrates the financing institution's support for the applicant's application and willingness to provide financial support.

3.11 **Director** means the Director of the department primarily responsible for administration of this policy, or their designate.

3.12 **Downtown** means the geographic boundary described/depicted/outlined as the City Centre Program Area in Appendix A.

3.13 **Financing commitment letter** means a formal agreement between a lender and a borrower that outlines the terms of a loan.

3.14 **Funding agreement** means an agreement entered into between the City and a registered owner to allow the City to provide capital grants to the registered owner upon completion of a project and the owner meeting all other terms of the capital grant agreement.

3.15 **Funding commitment** means a commitment by the City, authorized by the Director, to provide an amount of funding or maximum amount of funding for a project upon fulfilling the criteria to receive payment.

3.16 **Occupancy permit** means an occupancy permit issued by the City for the unit or units. This may include a temporary, conditional or partial occupancy permit. Where this policy references the date an occupancy permit was issued, the date the last occupancy permit issued for a project will be used as the reference.

3.17 **Property** means a discrete parcel of land as determined by the city assessor.

CAPITAL GRANT DETAILS

Capital Grant Offering

4 The Downtown Office to Residential Conversion Policy may commit up to $4 million per year for capital grants from the City's Housing Accelerator Fund across 2025 and 2026. If any of this funding remains unallocated at the end of 2026, the unallocated portion will be returned to the City's account for the Housing Accelerator Fund.

5 The Downtown Office to Residential Conversion Policy will be in effect for the years 2025 and 2026.

6 Capital grants are available for non-residential conversion projects at the rate of:

(a) $155.74 per square foot, based on the original gross floor area of existing floor space that will be converted into dwelling units,

(b) $77.87 per square foot, based on the original gross floor area of existing floor space that will be converted into common areas and/or amenities, and

(c) the maximum funding available per project is $2 million; relaxation of this requirement is at the discretion of the Director.

General Eligibility Requirements

7 The applicant must be the registered owner of the lands being developed to be eligible for capital grants under this policy. Third-party applicants may be considered if the registered owner has provided authorization to make the application on their behalf.

8 Applications must be complete and submitted by the submission period deadline within the application intake period. If the information submitted lacks clarity, or the City requires further information, applicants may be contacted at any time during the process to provide the required information. A deadline to provide the required information will be provided to the applicant and failure to submit the required information by the deadline may result in an application being rejected.

9 Applications with the following characteristics are not eligible for funding under this policy:

(a) projects located outside of the program area as defined in Appendix A,

(b) construction of new buildings,

(c) properties receiving incentives under other City programs are not eligible for incentives under this policy; relaxation of this requirement is at the discretion of the Director,

(d) projects already under construction prior to a complete application being submitted for consideration under this policy; relaxation of this requirement is at the discretion of the Director,

(e) projects involving alterations to the exterior of heritage properties without an approved Heritage Alteration Permit or involving changes to character-defining elements that compromise the integrity of a building, and

(f) properties for which an application is made with taxes or other charges past due to the City are not eligible for capital grants under this policy until those taxes or other charges are paid. The City may extend a one-week grace period after the application deadline to allow applicants to pay outstanding taxes or other past due charges.

Application Requirements

10 Applications may be submitted during the intake period as determined by the Director.

11 Applications must include the following information and documentation to be considered complete:

(a) a completed application form,

(b) a copy of the land title showing registered ownership of the property or an accepted offer to purchase,

(c) project description:

(i) square footage of non-residential space proposed for conversion,

(ii) anticipated number of new dwelling units being created,

(iii) description of proposed unit mix,

(iv) floor plan,

(v) additional project details where applicable, including:

A. ground level uses and activation,

B. provision of residential amenities such as enclosed or covered bicycle parking,

C. proposed exterior renovations and improvements,

D. sustainable design elements such as on-site renewable energy generation or energy efficiency (per cent achieved better than National Building Code), and

E. any changes to site plan and/or public realm,

(vi) any relevant site context, including disclosure of any known structural or environmental concerns, such as the presence of toxic substances within the building and/or contamination of the property or surrounding lands,

(vii) preliminary architectural drawings, schematic plans and renderings sufficient to confirm the project meets zoning requirements,

(viii) status of, or plans related to, servicing requirements, development and/or building permits, and

(ix) any other information that may be relevant to overall project evaluation, per sections 15 through 19 below,

(d) financial details – the application must provide information related to the project's financing plan and related timelines for fulfilment of the financing plan. The application should demonstrate the applicant has the financial capacity to undertake the proposed project, including:

(i) provision of the most recent audited financial statements of the applicant (and of its affiliates if the applicant is an ownership/management group) if audited financial statements are available at this stage, and

(ii) if externally financed, provision of a financing commitment letter if available at this stage. If a financing commitment letter is not available at this stage, provision of a comfort letter from the applicant's financing institution providing support for the applicant's application for the proposed project.

(e) project experience, capacity, and team – the applicant must provide a description of the project team and organizational structure, that demonstrates the people and organizations involved have delivered on projects with similar scope and complexity, including a description of the applicant's or ownership/management group's proven development experience, which includes both internal and external resources, including the architect, general contractor and other primary roles required to complete the project. Proven development experience should be demonstrated through prior relevant sample projects, with specific focus on conversion projects or projects of similar scope and/or scale. Sample projects should include information on:

(i) project scope and budget,

(ii) the similarities between the sample project and the proposed conversion project;

(iii) strategies implemented to develop and manage the overall schedule of the project, and

(iv) strategies for effectively managing schedule, quality management, and coordination with regulatory bodies.

(f) project readiness to proceed – the applicant must provide information that demonstrates project planning is at a stage where the project can be executed in accordance with the project timelines, including:

(i) high-level breakdown of estimated project costs based on a Class “C” estimate (note that it is expected that further refinement and provision of updated costing will be provided throughout the project if requested by the City),

(ii) high-level project timeline, including the following milestones:

A. expected timing of eviction of tenants (where applicable),

B. expected timing of development permit and/or building permit submission,

C. planned construction schedule (including proposed start of construction and construction completion), and

D. anticipated occupancy:

- Information regarding known site constraints, which may include environmental concerns, and/or utility servicing plans or challenges,
- Information regarding the ability to comply with current building codes and regulations and any known variances required, and
- Any additional relevant supporting information, as applicable.

12 The City may require an applicant to provide any additional information as deemed necessary to confirm eligibility for incentives under this policy. A deadline to provide the required information will be provided to the applicant and failure to submit the required information by the deadline may result in an application being rejected.

Application Review Process & Evaluation

13 Applications will be evaluated in two stages:

(a) preliminary review to assess eligibility to receive incentives under this policy, and

(b) comprehensive review to determine scoring of applications based on the merits of the proposal. Overall application scoring will inform the recommendations for funding. The highest ranked project will be recommended for approval to enter into a funding agreement first. If funding remains, the next highest ranked project will be considered.

14 The evaluation criteria is summarized in the table below and further detailed in the sections below.

Item	Evaluation Criteria	Weighting (out of 10)
Preliminary Review		
1	Complete Application Submission Review	Pass/Fail
2	Financing Plan and Financial Capacity Review	Pass/Fail
Comprehensive Review		
3	Project Experience, Capacity, and Team Review	4
4	Project Readiness to Proceed Review	4
5	Project Elements	2

15 The Branch Manager, in their sole discretion, will make decisions on the eligibility of applications at the preliminary review stage. Applications will not proceed through the comprehensive application review if the application cannot satisfy all requirements at the preliminary review stage. The City may request additional information. A deadline to provide the required information will be provided to the applicant and failure to submit the required information by the deadline may result in an application being rejected.

16 Applicants will be notified in writing regarding the result of the preliminary review. Applications must pass both areas of the preliminary review to be considered eligible for the incentives under this policy and to proceed to the next stage of the review process.

17 Applications that pass the preliminary review will be eligible to proceed to the comprehensive application review. Applications will be scored based on the merits of the application as per the categories below. The highest ranked application will be recommended for approval to enter into a funding agreement.

18 Project experience, capacity, and team will be ranked based on experience and demonstrated understanding of the development process (with greater weight given to experience with conversion from office to residential), municipal regulatory processes, the Regina market and construction environment, and their overall ability to successfully deliver the proposed project, which is a critical element of the criteria under evaluation. Applicants are encouraged to provide any supporting information which would demonstrate their ability to undertake this project and deliver on schedule.

19 Project readiness to proceed will be ranked based on the demonstrated project readiness and ability to deliver the project within a reasonable timeframe. Applicants will be ranked on their ability to demonstrate a solid understanding of the proposed project and any development challenges arising from the site or building, and the ability to address such challenges and deliver the project within proposed timelines.

20 Project elements will be ranked based on the proposed project elements contained in the project description portion of the application as described in section 11 above.

Disbursement of Funds

21 Applicants must provide the City with:

(a) a copy of the development or building permit, and

(b) a copy of the land title showing registered ownership of the property,

within six months of receiving a funding commitment. The Branch Manager has discretion to either extend the timeline for submission or withdraw the City's funding commitment.

22 The registered owner of the property must enter into a funding agreement with the City to receive a capital grant.

23 Capital grants are disbursed to the registered owner. Capital grants may be disbursed to a third party if recognized in the funding agreement.

24 Capital grants will be disbursed after the following conditions are met:

(a) occupancy permits for residential dwelling units and required end of project documentation indicated in the funding agreement has been submitted to the City,

(b) there are no taxes, utilities or other charges owing to the City, and

(c) any other requirements specified in the funding agreement have been met.

25 Capital grants will be disbursed in one payment when all dwelling units have received occupancy permits.

26 Where a property is transferred or sold prior to the disbursement of a capital grant and prior to all requirements under this policy being met, the City may, at the discretion of the Director, assign the capital grant to a new owner.

27 If an issued development permit or building permit expires the City may terminate the funding agreement.

28 Projects approved for funding must be complete with all conditions met prior to October 31, 2027 to receive grant funding. If all conditions are not met by this deadline the City will not provide any grant funding and may terminate the funding agreement.

Roles and Responsibilities

29 All applications under this policy will be submitted to and reviewed by the branch primarily responsible for administering the Housing Incentives Policy.

30 In addition to the authorities specified in this policy, the Branch Manager or their designate:

(a) conclusively determines compliance with the eligibility criteria for capital grants under this policy, and

(b) makes final funding recommendations to the Director.

31 In addition to the authorities specified in this policy, the Director or their designate:

(a) approves any funding commitments and funding agreements entered into pursuant to this policy,

(b) authorizes any amendments to the funding agreement,

(c) authorizes payments of capital grants,

(d) determine start and end dates for application intake periods based on funding availability and other considerations,

(e) has discretion to withdraw the City's funding commitments if an applicant does not meet the requirements of this policy, and

(f) exercises the authorities of the Branch Manager in absence of the Branch Manager.

32 Other internal subject matter experts will be engaged as required for support throughout application review, and any other processes as required including but not limited to staff within Planning & Development Services, Land, Real Estate & Economic Development, and Financial Services.

33 In addition to the authorities specified in this policy, the City Manager or their designate:

(a) conclusively interprets this policy and is the final authority on all aspects except those aspects for which City Council is responsible, or as otherwise determined through law,

(b) may make minor amendments to this policy where specific policy provisions conflict with the purposes of the policy, and

(c) exercises the authorities of the Director in the absence of the Director.

34 City Council is responsible for approving amendments to this policy and determining the annual allocation for capital grants through the budget process.

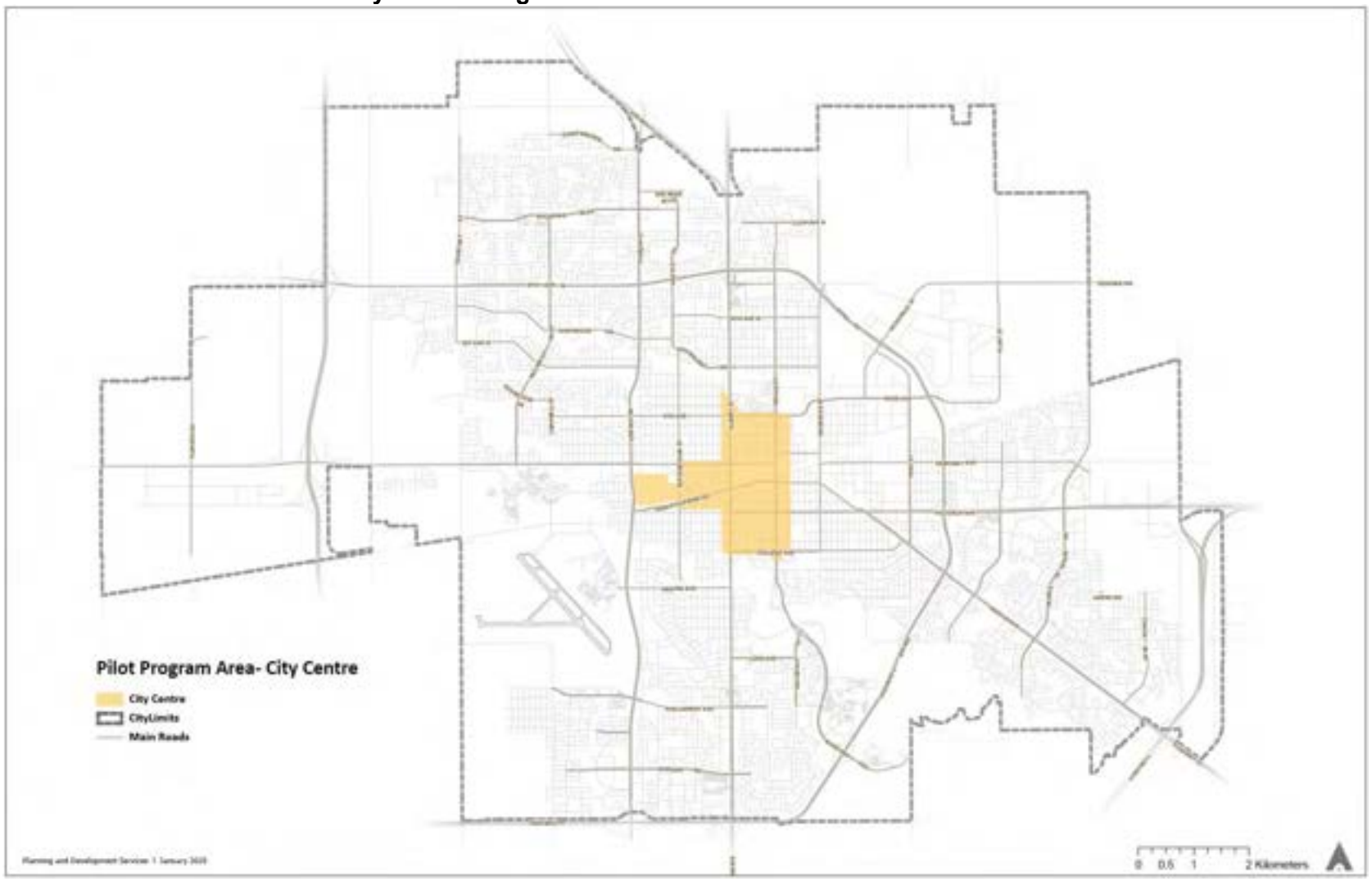
35 The sole funding source of the grants under this policy is the Housing Accelerator Fund (HAF) administered by the Canada Mortgage and Housing Corporation on behalf of the Government of Canada. Notwithstanding any other provisions of this policy or any funding commitments made by the City under this policy, the City will not provide a grant to an applicant under this policy or may reduce a grant to an applicant under this policy if at any time, for any reason the City is not able to use or access sufficient funding under HAF to pay for that grant. The City may reduce, terminate or require repayment of any payments under this policy for any reason including but not limited to in response to any reductions of funding under HAF or departmental funding levels, if for any reason the HAF program is discontinued or terminated or the City is not eligible to receive or use the funding under the terms of HAF, the City does not receive sufficient HAF funding that can be used for the grants under this policy or if all or a portion of HAF funding is required to be repaid and cannot be used to fund this policy. The City will not be liable for any damages including direct, indirect, consequential, exemplary or punitive damages, regardless of the form of action, whether in contract, tort or otherwise, arising from any such reduction or termination of funding.

Record Retention

36 The City shall maintain documentation related to an application under this policy in accordance with *The Records Retention And Disposal Schedules Bylaw, 2012, No. 2012-18.*

Date Approved	January 29, 2025
Date of Last Review	May 19, 2026
Date of Next Review	May 19, 2030

APPENDIX A: City Centre Program Area for Downtown Office to Residential Conversions



APPENDIX A: City Centre Program Area for Downtown Office to Residential Conversions



Appendix C – HIP Pilots Performance

Summary

The Rental Acquisition & Repair Pilot Incentive and the Pre-Development Grant Pilot Incentive (the Pilots) operated under the Housing Incentive Policy (HIP) in 2025 and 2026. Rental Acquisition & Repair Pilot Incentive had a budget of $2 million each year ($4 million in total) while the Pre-Development Grant Pilot Incentive had a budget of $1 million each year ($2 million in total).

While most projects are not yet complete, preliminary feedback indicates the Pilots were successful. Over the duration of the Pilots, $3.08 million was committed to 20 applications (see Table 1). All five Rental Acquisition & Repair Pilot Incentive applications focused on repair only; however, engagement with stakeholders indicates growing interest in the acquisition component of the incentive. All but one application is expected to meet the required completion date of October 31, 2027, with the outlier being a repair project for which the budget well-exceeds what would be required to receive full payout.

Table 1: Pilot Stats

	Applications			Funding Committed			Units	Complete	Funding Paid
	2025	2026	Total	2025	2026	Total			
Rental Acquisition & Repair	5	0*	5	$1,950,000	$380,000	$2,330,000	82	0	$0
Pre-Development Grant	12	3	15	$600,000	$150,000	$750,000	329-348**	6	$195,233.11
Total	17	3	20	$2,550,000	$530,000	$3,080,000	327-346***	6	$195,233.11

*One application from 2025 applied for additional funding in 2026 as there was insufficient budget to fully fund their application in 2025.
**Units supported is presented as a range as not all projects had a firm idea of the units they would develop or repair. The true impact will not be known for a year or two when the pre-development projects are completed and the results are known.
***Two projects both received pre-development grants and repair funding. This value reflects the total units supported, without duplication.

Pilot Current Financial Synopsis

Rental Acquisition & Repair Pilot Incentive:

- The original budget of $4 million for the Rental Acquisition & Repair Pilot Incentive was reduced to $3.7 million due to City Council Motion *CR26-101 Growing Young Movers Social Enterprise Facility* which reallocated $300,000 to Growing Young Movers (GYM) for the construction of a permanent facility to house the property maintenance social enterprise.
- Of the remaining $3.7 million budgeted, $2,330,000 has been committed leaving a balance of $1,370,000 of budgeted funds uncommitted.
- The recommendation of this report is to reallocate $500,000 of the uncommitted budget to the Market Housing Capital Grant Pilot Incentive.
- The reallocation would leave $870,000 available to be committed to any approved applications prior to December 31, 2026.

- Any uncommitted funds after December 31, 2026, will be reallocated to the Market Housing Capital Grant Pilot.

Pre-Development Grant Pilot Incentive:

- The original budget of $2 million for the Pre-Development Grant Pilot Incentive.
- Of the $2 million budgeted, $750,000 has been committed leaving a balance of $1,250,000 of budgeted funds uncommitted.
- Six applications have completed their work, all pre-development applications, and $195,233.11 has been paid.
- The recommendation of this report is to reallocate $1 million of the uncommitted budget to the Market Housing Capital Grant pilot.
- The reallocation would leave $250,000 available to be committed to any approved applications prior to December 31, 2026.
- Any uncommitted funds after December 31, 2026, will be reallocated to the Market Housing Capital Grant Pilot.

Stakeholder Feedback

Administration met with all 11 organizations that participated in the Pilots in order to get a sense on feedback. This information will be valuable for Administration to consider when evaluating programs as part of the HIP re-write.

- There was near consensus that the Pilots were effective tools for leveraging Federal and Provincial funding. This was mostly due to the “first-in” nature of the City funding, though Pre-Development Grants were often pivotal to improving the quality of applications.
- All participants preferred the City continue to offer the incentives and to increase the HIP budget to incorporate them. They understood City Council may not wish to increase budget, in which case there was a strong preference to operate the incentives out of the existing HIP budget.
- The Rental Acquisition & Repair Pilot Incentive helped fill gaps in funding from Canada Mortgage & Housing Corporation. In some cases, it allowed organizations to expand the scope of repairs to include important but non-critical issues.
- It was suggested that the City add a “major risk mitigation” category of repair to deal with items where there was not an imminent threat to health and safety, but where there was a reasonably foreseeable risk of failure with high impacts. For example, replacing old electrical panels or heating/cooling systems.
- For projects in the earliest stages of planning, Pre-Development Grants were pivotal in planning the projects. For both early-stage and more developed projects, the grants helped improve the quality of the project. For example, grants supporting custom designs that fit a neighbourhood better than a generic, lower-cost design. These custom designs become repeatable within a neighbourhood, creating long-term benefit beyond a specific project.
- Three changes were suggested for Pre-Development Grants:
    - Remove the four-unit minimum for private developers to be eligible. The sentiment was that any new development in City Centre, North Central, and Heritage neighbourhoods helps with revitalization, and that concerns of neighbourhood change can be addressed if issues arise.

    - Introduce a second funding tier for larger projects. $50,000 is helpful but much less for larger projects, like apartment buildings, than for smaller projects such as fourplexes. There was not consensus on what the second tier should be, but it was generally agreed starting at $100,000 and refining based on experience would be a good approach.
    - Require all documents produced to be submitted as part of the payment request. Relying on invoices alone is a good way to balance accountability and simplicity, but requiring all documents does not add undue burden.
- There were mixed opinions on expanding the boundary for private developer eligibility for Pre-Development Grant Pilot Incentives, but the greater sentiment was to keep the incentives limited to City Centre, North Central, and Heritage where investment is needed most.
- The Pilots were easy to understand and apply for, especially compared to other housing funding programs.

Organizations who used the Rental Acquisition & Repair Pilot Incentive indicated that, with the creation of Build Canada Homes and the transition of programming from Canada Mortgage & Housing Corporation, the Federal government does not offer a particular program for repair. It is uncertain if this is a temporary or permanent. In this context, City support for repair is critical as it is the only tool that organizations can use to leverage private financing. This is critical for getting homes in poor condition back in service. It was suggested that the City consider funding 100 per cent of eligible expenses instead of only 50 per cent.

Appendix D - Housing Incentive Policy Amendments

The table below is recommended amendments to the Housing Incentive Policy to establish a Market Housing Capital Grant Pilot Incentive to support the development of new market housing within the City Centre over a defined dwelling unit threshold.

Policy Change #1 – Add the red text shown below to Table 2.

18 Capital grants may be provided for housing projects that meet the policy criteria as outlined below. Per unit amounts for capital grants available within each Program Area are noted in Table 2 and in maps in Appendix A, and are summarized in Appendix C.

Table 2 – Capital Grants by Program Area

Unit Type	Area 1 City Centre	Area 2 North Central and Heritage	Area 3 Established Areas	Area 4 New Areas
Affordable Rental Unit	$20,000 per unit (< 1 bedroom) $40,000 per unit (1-2 bedroom) $45,000 per unit (≥ 3 bedroom)		$10,000 per unit (<1 bedroom) $20,000 per unit (1-2 bedroom) $25,000 per unit (≥ 3 bedroom)	*Non-profits:* $10,000 per unit (< 1 bedroom) $20,000 per unit (1-2 bedroom) $25,000 per unit (≥ 3 bedroom) *Private developers:* $0 per unit (<1 bedroom) $10,000 per unit (1-2 bedroom) $15,000 per unit (≥ 3 bedroom)
Affordable Ownership Unit *(Charitable non-profit housing providers only)*	$15,000 per unit (≤ 2 bedroom) $20,000 per unit (≥ 3 bedroom)		$10,000 per unit (≤ 2 bedroom) $15,000 per unit (≥ 3 bedroom)	
On-Site Support Suite	$20,000 per unit			*Non-profits:* $20,000 per unit *Private developers:* $10,000 per unit
Pre-development Grants	$50,000 per project • 100% of eligible costs for non-profits • 50% of eligible costs for private developers (must target 4 units)		$50,000 per project • 100% of eligible costs for non-profits Private developers are not eligible	
Multi-unit dwelling with over 20 dwelling units	$50,000 per dwelling unit			

<u>Policy Change #2</u> – Add the red text shown below to Subsection 20.1

20 Capital Grants for New Builds – Application Requirements

20.1 The following are required for all capital grant applications for new builds. Additional application requirements are identified for specific capital grants, below. See section 29 for application requirements for the Rental Acquisition & Repair Pilot Incentive, section 34 for application requirements for the Pre-development Grants Pilot Incentive and section 37 for the Market Housing Grant Pilot Incentive.

<u>Policy Change #3</u> – Insert the following section shown in red text below immediately after Section 36 Pre-Development Grants Pilot Incentive and renumber the subsequent sections of the policy as outlined in Policy Change #4:

Market Housing Capital Grant Pilot incentive

37 The Market Housing Capital Grant Pilot Incentive will be in effect from November 1, 2026, to September 30, 2027, or until all funds are exhausted.

38 The Market Housing Capital Grant Pilot Incentive may commit up to $3 million for the period noted in section 37. Funding for this incentive is subject to appropriation of funding from Canada Mortgage and Housing Corporation (see section 42.1). If any of this funding remains unallocated at the end of the period noted in section 37, the unallocated portion will be returned to the City's account for Housing Accelerator funds.

39 Application process:

39.1 The applicant must be the registered owner of or be the purchasing party in an accepted purchase agreement for the lands being developed to be eligible for Market Housing capital grants for new builds under this policy. Third-party applicants may be considered if the registered owner has provided authorization to make the application on their behalf.

39.2 The registered owner of the property must enter into a capital grant agreement with the City to receive a Market Housing capital grant for new builds.

39.3 Market Housing capital grants for new builds are disbursed to the registered owner. Market Housing capital grants for new builds may be disbursed to a third party if recognized in the capital grant agreement.

39.4 Applications may be made before issuance of a development permit or building permit. Applications must include:

(a) copy of the land title showing registered ownership of the property or an accepted offer to purchase,

(b) concept drawings of the building and site sufficient to confirm the project meets zoning requirements,

(c) an indication of the number and type of units to be built:

(i) by tenure type (affordable/market rental, affordable/market ownership, on-site support suite, etc.); and

(ii) by unit size (i.e. bachelor, one-bedroom, two-bedroom, three-bedroom, on-site support suite, etc.).

(d) a project budget,

(e) a project pro forma; and

(f) proof of registration as a non-profit or a business with the Information Services Corporation (ISC) of Saskatchewan.

39.5 The City may require an applicant to provide any additional information as deemed necessary to confirm eligibility for incentives under this policy.

39.6 Market Housing capital grants are not transferable.

Policy Change #4 – With the addition of the amendment above the following sections and their subsections will be renumbered as follows:

Previous Section Numbering	New Section Numbering
37	41
38	42
39, 39.1, 39.2	43, 43.1, 43.2
40	44
41, 41.1	45, 45.1
42	46
43	47
44	48

All references to sections and subsections of 37, 38, 39, 41, 42, 43, 44 and 45 throughout this Policy shall be updated accordingly to reflect the revised section numbering.

Policy Change #5 – Add the red text shown below to subsection 45.1 (previously 41.1)

45.1 An additional $3 million in capital grants may be committed per year for the duration of the Rental Acquisition & Repair, Pre-development Grants Pilot, and the Market Housing Capital Grant Pilot Incentives. The sole funding source of the grants under these incentives is the Housing Accelerator Fund (HAF) administered by the Canada Mortgage and Housing Corporation on behalf of the Government of Canada. If this allocation is not fully committed each year, the uncommitted amounts will be returned to the City's account for Housing Accelerator funds. Notwithstanding any other provisions of this policy or any funding commitments made by the City under this policy, the City will not provide a grant or tax exemption to an applicant under the Rental Acquisition & Repair or Pre-development Grants Pilot Incentives or may reduce a grant to an applicant under those incentives if at any time, for any reason the City is not able to use or access sufficient funding under HAF to pay for that grant. The City may reduce, terminate or require repayment of any payments or tax exemptions under these incentives for any reason including but not limited to in response to any reductions of funding under HAF or departmental funding levels, if for any reason the HAF program is discontinued or terminated or the City is not eligible to receive or use the funding under the terms of HAF, the City does not receive HAF funding at all, the City does not receive sufficient HAF funding that can be used for the grants under this policy or if all or a portion of HAF funding is required to be repaid and cannot be used to fund

this policy. The City will not be liable for any damages including direct, indirect, consequential, exemplary or punitive damages, regardless of the form of action, whether in contract, tort or otherwise, arising from any such reduction or termination of funding.

Schedule A

Market Multi-Unit Housing Capital Grant

Administration is seeking City Council approval for the reallocation of HAF Funds from the following sources:

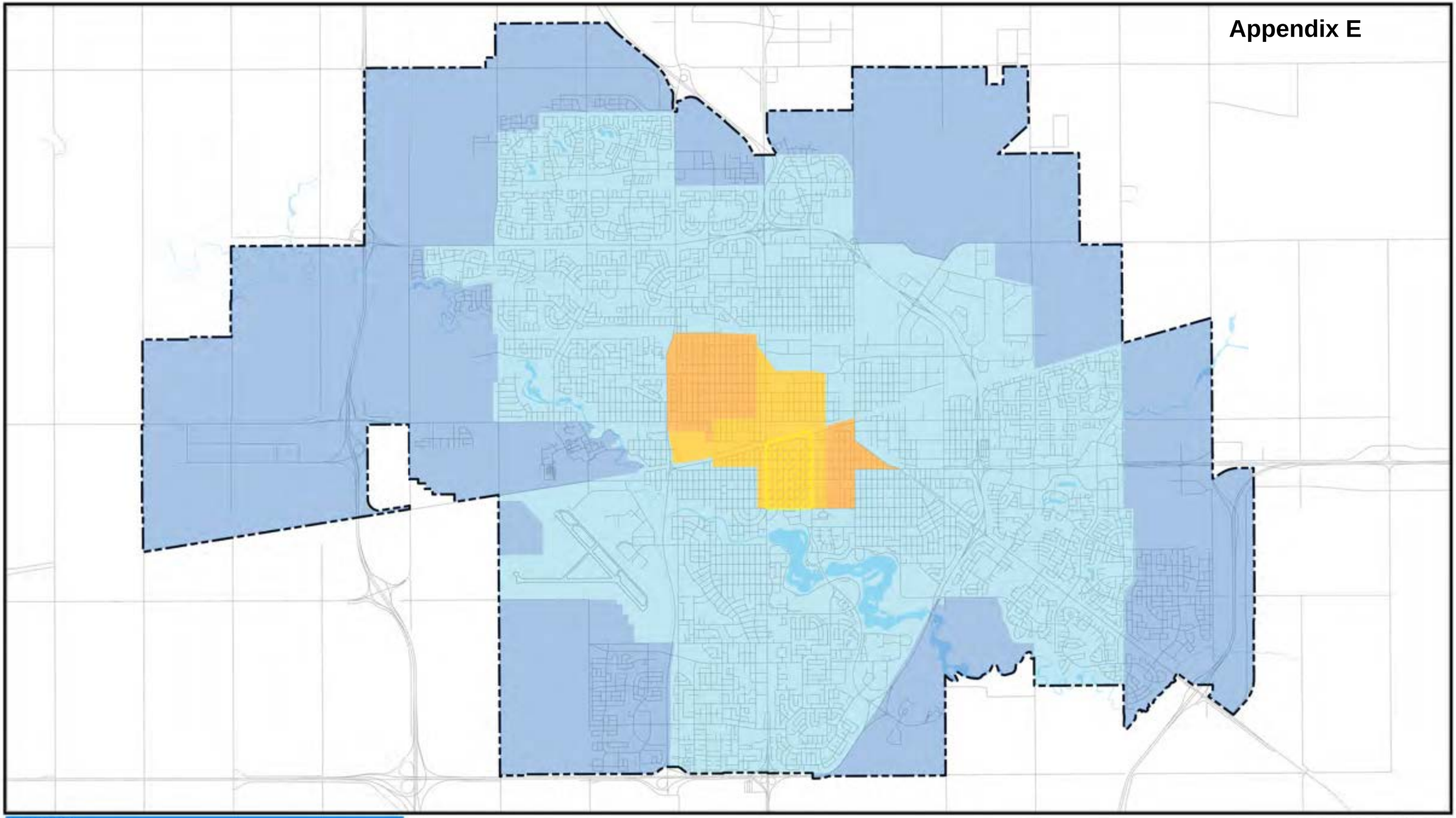
3) Repair & Acquisition Grant – $500,000
3) Pre-Development Grant – $1,000,000
3) Uncommitted Funds – $1,500,000

for a total of **$3,000,000** for the creation of a Market Housing Capital Grant program targeted at the Downtown and City Centre neighbourhoods. The grant will provide **$50,000/door** to eligible projects. Applications will be accepted beginning November 1, 2026, and the intake period will remain open until all available funding has been allocated or the application window closes on April 30, 2027, whichever occurs first.

Overview of Housing Accelerator Fun Commitments

HAF COMMITMENTS as of 09/15/2026

Description	Current Budget	Proposed Allocation	Notes
- Coopertown Lift Station Project	$ 12,000,000	$ 12,000,000	
- Land Acquisition Pilot	$ 5,500,000	$ 5,500,000	
- HIP Pilot Repair & Acquistion Grant	$ 3,700,000	$ 3,200,000	Reallocated $500K to Market Housing Grant
- Non-Residential Conversion Pilot	$ 4,000,000	$ 4,000,000	
- Rapid Housing Initiative 3	$ 3,000,000	$ 3,000,000	
- Market Housing Capital Grant	**$ -**	**$ 3,000,000**	Proposed Funding
- HIP Pilot Pre-Development Grant	$ 2,000,000	$ 1,000,000	Reallocate $1M to Market Housing Grant
- HAF Staffing & Administration	$ 1,000,000	$ 1,000,000	
- Infrastructure & Servicing Information Program	$ 600,000	$ 600,000	
- Community Land Trusts (CLT) Start-Up Grants	$ 500,000	$ 500,000	
- Social Enterprise Grant	$ 385,000	$ 385,000	
- GYM HUB Capital Grant	$ 300,000	$ 300,000	
- North Central Master Plan	$ 250,000	$ 250,000	
- Design Competition	$ 200,000	$ 200,000	
- Incremental Development Program	$ 150,000	$ 150,000	
- Wastewater Infrastructure Modeling	$ 100,000	$ 100,000	
- Housing Conferences (3 years)	$ 45,000	$ 45,000	
Total Proposed HAF Commitments	**$ 33,730,000**	**$ 35,230,000**	
Total HAF Agreement Funds	**$ 35,275,000**	**$ 35,275,000**	
Total Unbudgetted HAF Funds	**$ 1,545,000**	**$ 45,000**	



LEGEND

- Area 1a - Downtown / Centre Square Neighbourhood
- Area 1 - City Centre
- Area 2 - North Central, heritage
- Area 3 - Established Areas
- Area 4 - New Areas
- City Boundary

0 2 4 Kilometers

0 1 2 Miles

N

LOCATION MAP

Proposed HIP Areas

REGINA

FILE PATH: D:\ME\DRF\THEMATIC\Planning\Neighbourhood Plans\Housing Incentives\GIS\Mapping\Housing Incentive\Housing Incentive.aprx

LEGEND

- Area 1a: Downtown & Centre Square Neighbourhood
- Housing Incentive Areas
- Water Body

0 0.5 1 Kilometers

0 0.25 0.5 Miles

N

LOCATION MAP

Area 1 & 1a - City Centre and Downtown / Centre Square Neighbourhoods

REGINA

FILE PATH: D:\MEDIA\THEMATIC\Planning\Neighbourhood Plans\Housing Incentives\GIS\Mapping\Housing Incentive\Housing Incentive.aprx

Appendix F - Downtown Office to Residential Conversion Policy Amendments

The table below is recommended amendments to the Downtown Office to Residential Conversion Policy.

<u>Policy Change #1</u> – Changes shown in red text below to Section 4.

Capital Grant Offering

(4) The Downtown Office to Residential Conversion Policy may commit up to $4 million per year for capital grants from the City's Housing Accelerator Fund across 2025, ~~and~~ 2026, and 2027. If any of these funding remains unallocated by March 31, 2027, ~~at the end of 2026,~~ the unallocated portion will be returned to the City's account for the Housing Accelerator Fund.

<u>Policy Change #2</u> – Changes shown in red text below to Section 5.

Capital Grant Offering

(5) The Downtown Office to Residential Conversion Policy will be in effect for the years 2025, ~~and~~ 2026 and 2027.

<u>Policy Change #3</u> – Changes shown in red text shown below to Section 21

Disbursement of Funds

21 Applicants must provide the City with:
(a) ~~a copy of the development or building permit, and~~
~~(b)~~ a copy of the land title showing registered ownership of the property,

prior to signing the ~~within six months of receiving a~~ funding agreement ~~commitment~~. The Director ~~Branch Manager~~ has discretion to extend this requirement to the 2nd milestone of receiving a Development Permit. ~~either extend the timeline for submission or withdraw the City's funding commitment.~~

<u>Policy Change #4</u> – Changes shown in red text shown below to Section 24

Disbursement of Funds

24 Capital grants will be disbursed after the following conditions are met:
(a) signing of the funding agreement (for milestone #1);

(b) receiving a development permit (for milestone #2);

(c) a copy of the building permit and a written verification of substantial completion which is defined as the stage in a construction project when a building or a defined portion of it is ready and safe to be used for its intended purpose, even though minor punch-list items or cosmetic touch-ups remain. (for milestone #3);

~~(a)~~(d) occupancy permits for residential dwelling units and required end of project documentation indicated in the funding agreement has been submitted to the City (for milestone #4);

~~(b)~~(e) there are no taxes, utilities or other charges owing to the City, and

~~(c)~~(f) any other requirements specified in the funding agreement have been met.

<u>Policy Change #5</u> – Changes shown in red text shown below to Section 25

Disbursement of Funds

25 Capital grants will be disbursed in four ~~one~~ payments ~~when all dwelling units have received occupancy permits.~~ when each of the following milestones have been reached as long as all other requirements of the funding agreement have been met:

(a) 30 per cent upon all parties signing the funding agreement;

(b) 30 per cent upon receiving the development permit;

(c) 30 per cent upon substantial completion; and

(d) 10 per cent upon occupancy permit and end of project documentation.

Policy Change #6 – Changes shown in red text shown below to Section 27

28 Projects approved for funding must be complete with all conditions met prior to October 31, 2027, to receive grant funding. If it appears that all conditions will not be ~~are not~~ met by this deadline the City may in its sole discretion decide whether to submit an extension request to CMHC in advance of this deadline. If for any reason an extension is not provided, any grant funding not paid out will be withheld, payments already made may require repayment and the agreement may ~~may~~ be terminated. ~~the funding agreement.~~

Parking Ticket Collections Process

Date	October 21, 2026
To	Executive Committee
From	Executive Committee
Service Area	Community Standards
Item #	EX26-109

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve amendments to *The Regina Traffic Bylaw, 1997*, Bylaw No. 9900 (Traffic Bylaw), as described in Appendix A of this report;

2. Direct the City Solicitor to prepare amendments to the Traffic Bylaw, as further described in Appendix A, to be brought forward to the meeting of City Council following approval of these recommendations by City Council;

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

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

HISTORY

At its meeting held on August 31, 2026, the Accessibility Advisory Committee considered the attached report *ACC26-9 - 2026 Parking Ticket Collections Process* from the City Operations, Community Standards division.

The Committee adopted a resolution to concur in the recommendations contained in the report.

The recommendation contained within this report requires City Council approval.

Respectfully submitted,

ACCESSIBILITY ADVISORY COMMITTEE



ATTACHMENTS
Appendix A - Traffic Bylaw Amendment Language

Appendix A – Traffic Bylaw Amendments

Changes to Schedule "K"

Existing

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

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

Proposed Changes

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

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

Section 90

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

Hawkstone Development Manager – Procurement Authority

Date	October 21, 2026
To	Executive Committee
From	City Manager's Office
Service Area	Land, Real Estate & Economic Development
Item No.	EX26-110

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Authorize the Chief Financial Officer & Deputy City Manager (or their designate) to negotiate, award, enter into and administer an agreement with the highest-scoring proponent resulting from the Negotiated Request for Proposal process to engage development manager services for the Hawkstone Residential Development project, including any ancillary agreements or documents required to give effect to the agreement(s) and any amendments to the agreement that remain consistent with City Council's stated directive of maximizing the financial return to the City of Regna from the Hawkstone Residential Development project;

2. Authorize the City Clerk to execute the necessary agreements following review and approval by the City Solicitor; and

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

ISSUE

Administration is seeking City Council authorization to negotiate, award, and execute an agreement with the successful proponent resulting from a Negotiated Request for Proposal (NRFP) process for development manager services for the Hawkstone Residential Development project (Project).

IMPACTS

Financial Impact

The proposed NRFP will not result in an immediate financial commitment by the City of Regina (City). It will result in a revenue generating agreement with the successful development manager. Development costs required for implementing the Project will be subject to further City Council approvals through the annual budget process.

The successful development manager will be responsible for coordinating and managing the planning, infrastructure servicing, marketing and sale of Hawkstone lands on the City's behalf. The procurement is intended to maximize net financial returns to the City through the development and sale of approximately 76 acres of City-owned land within the Hawkstone neighbourhood.

Legal Impact

The Project was previously approved by City Council through *CR25-25 Land & Real Estate Annual Report.* The recommendations in this report authorize the Chief Financial Officer & Deputy City Manager (or their designate) to negotiate, award, execute and administer an agreement with the successful proponent resulting from the procurement process. Granting this authority will enable Administration to proceed with the award and execution of the agreement upon completion of the NRFP process.

Policy Impact

The recommendations support the implementation of the *Land Development and Disposition Strategy (LDDS)*, which identifies maximizing financial returns from City-owned greenfield lands as a primary objective of the City's land development program.

The recommendations also support the implementation of *Design Regina: The Official Community Plan Bylaw No. 2013-48* and the City's growth management framework. The Hawkstone lands are identified as a *Short-Term, Tier 1 New Neighbourhood*, meaning that the area has existing wastewater servicing capacity and is intended to support near-term residential growth.

Strategic Priority Impact

The recommendations support several priorities within the *Strategic-Priorities-2026-2029.* The most relatable sections are listed below:

Livability

The Project supports the strategic priority of "*Intentional planning and development that enables communities to thrive*". The Project will facilitate new residential development, support community growth, and contribute to the Strategic Plan outcome that "new residential and commercial developments enhance our city, serve the diverse needs of residents and build safe communities".

Financial Perspective
Procuring a development manager directly supports the City's financial objective to "*Realize growth through residential and commercial development while maximizing use of existing infrastructure*". Administration's objective is to maximize the financial return to the City from the development and sale of Hawkstone lands. The Project will also directly utilize existing wastewater capacity that was previously constructed to support this neighbourhood, generating additional utility revenue to support existing infrastructure.

Infrastructure
The Hawkstone lands are identified as *Tier 1 New Neighbourhood* within the City's approved growth plan. Development of the neighbourhood supports the strategic priority of ensuring existing infrastructure is utilized to its full potential.

Environmental Impact
Environmental requirements associated with the Project will be addressed through the planning, subdivision, design, servicing, and regulatory approval processes applicable to future phases of development.

Indigenous Impact
The proposed NRFP includes evaluation criteria related to Indigenous participation and community benefit. Proponents will be required to demonstrate Indigenous partnerships, ownership, employment, capacity-building initiatives and procurement opportunities that support Indigenous participation and/or ownership in the development process.

The Project recognizes that lands owned by Cowessess First Nation are adjacent to the Project area. This adjacency results in opportunities to coordinate infrastructure where it may be mutually beneficial. The Project supports the idea of shared infrastructure and related cost-sharing agreements between landowners to advance mutual development objectives.

There are no labour or Inclusion, Diversity, Equity & Accessibility (IDEA) impacts respecting this report.

OTHER OPTIONS

Option 1 – Approve the Recommendations in this Report **(RECOMMENDED)**
This option provides Administration with the authority required to complete the procurement process. It will also provide certainty for proponents and support a competitive procurement process. Approving the recommendations allows the Project to proceed without delay.

Option 2 – Do Not Approve the Recommendations (NOT RECOMMENDED)

Council may choose not to authorize Administration to negotiate and award an agreement, allowing Council to reconsider the procurement approach at a later date. This will delay advancement of the Hawkstone Development Project and projected revenues associated with land sales.

COMMUNICATIONS & ENGAGEMENT

The NRFP will be publicly posted through SaskTenders in accordance with the City's procurement policies.

DISCUSSION

The City owns approximately 76 acres (31 hectares) of land within the Hawkstone neighbourhood in northwest Regina. The lands are identified within the City's growth management framework as a *Short-Term, Tier 1 New Neighbourhood* intended to support near-term residential development. The Project's objective is to maximize the financial returns to the City through the development and sale of these lands.

City Council previously approved the Project through *CR25-25, Land & Real Estate Annual Report,* and Administration has since prepared an NRFP to engage a private-sector development manager to plan, service, market, and sell City of Regina (City)-owned lands within the Hawkstone neighbourhood. The proposed procurement aligns with Council's direction to maximize financial returns from City-owned lands.

Administration requires City Council approval for the Chief Financial Officer & Deputy City Manager (or their designate) to negotiate, award, execute, and administer an agreement with the highest-ranked proponent resulting from the procurement process. The use of external development management services is not a new approach for the City and has been utilized on previous development projects to provide specialized expertise, additional capacity and flexibility. Granting this authority will allow the procurement process to be completed and the Project to proceed without delay.

DECISION HISTORY & AUTHORITY

On March 26, 2025, City Council considered item *CR25-25 Land & Real Estate Annual Report* and adopted the following resolution:

"That City Council direct Administration to pursue real estate strategies for City land holdings as follows:

c. Hawkstone Residential – engage a third-party development manager to zone, subdivide, service, market and sell lots and parcels."

Respectfully Submitted,



Chad Jedlic, Director
Land, Real Estate & Economic Development

Respectfully Submitted,

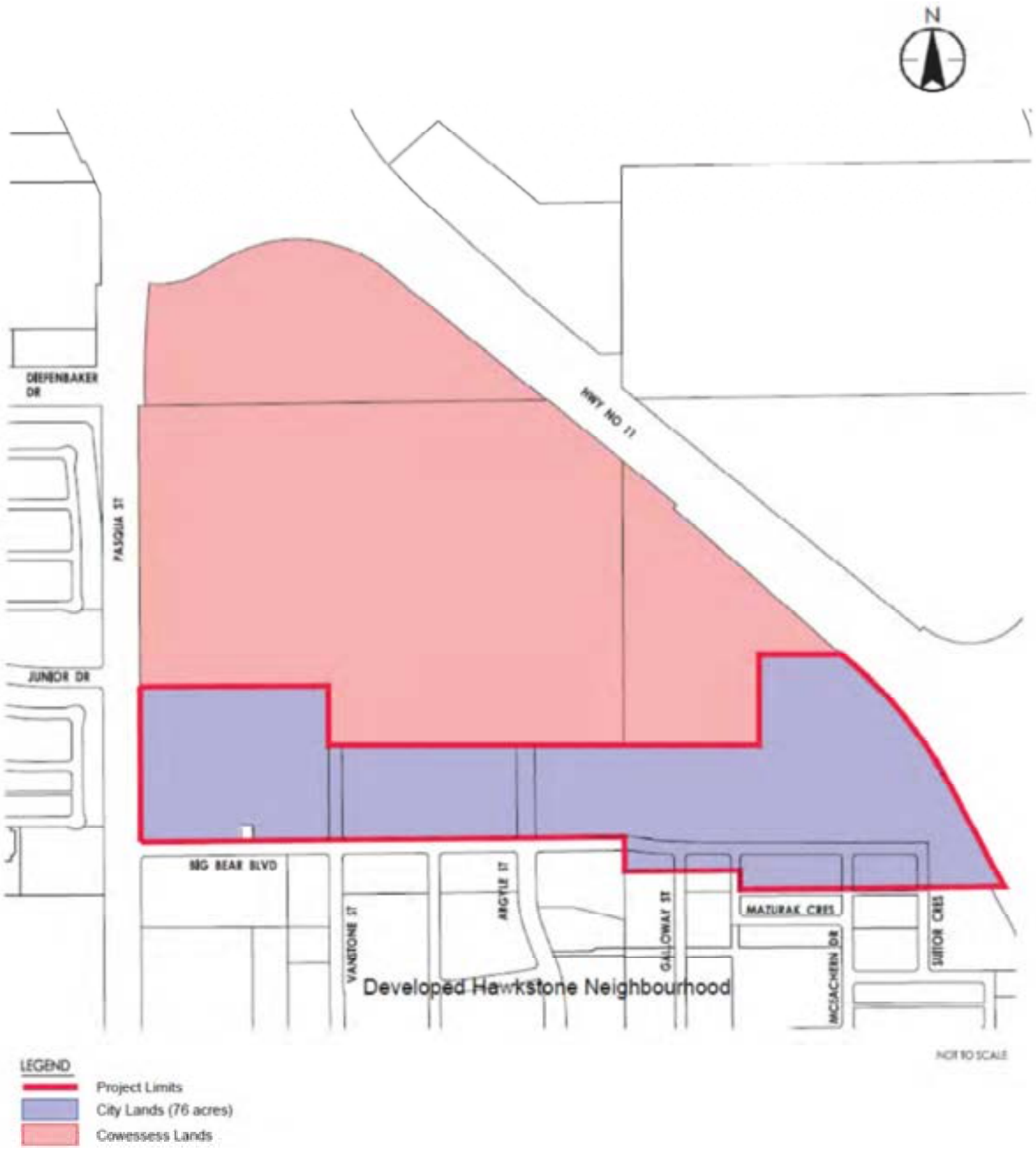


Jim Nicol, Acting City Manager

Prepared by: Dustin McCall, Land Development Manager

ATTACHMENTS
Appendix A – Hawkstone

ATTACHMENTS
Appendix A - Hawkstone


N
DIEFENBAKER DR
PASQUA ST
JUNIOR DR
HWY NO 11
BIG BEAR BLVD
VANSTONE ST
ARGYLE ST
GALLOWAY ST
MATURAK CRES
MCLACHERN DR
SUTTOR CRES
Developed Hawkstone Neighbourhood
NOT TO SCALE
LEGEND
Project Limits
City Lands (76 acres)
Cowessess Lands

2026-29 Strategic Plan Progress Update

Date	October 21, 2026
To	Executive Committee
From	City Manager's Office
Service Area	Office of the City Manager
Item No.	EX26-111

RECOMMENDATION

The Executive Committee recommends that City Council receives and files this report.

ISSUE

The City of Regina's (City) 2026-29 Strategic Plan establishes City Council's priorities and provides direction for decision-making, budgeting and service delivery over the four-year City Council term.

This report provides City Council with the first annual update on implementation of the Strategic Plan. It summarizes progress across the four Strategic Priorities and supporting Action Plans and establishes baseline performance information for the 2026-29 reporting cycle.

IMPACTS

Strategic Priority Impact

The first year of the 2026-29 Strategic Plan advanced work across all four Strategic Priorities.

- **Infrastructure** – Modernized, safe infrastructure supporting existing communities and future growth.
- **Vibrancy** – Places, spaces and programs enabling community connection, city pride and well-being.
- **Livability** – Intentional planning and development that enables communities to thrive.
- **Prosperity** – An enviable local economy drawing on the contributions of public, private and social sectors in the creation of jobs and innovation.

As Administration implements the Strategic Priorities, City Council's Strategic Imperative of "Regina's municipal property taxes are within the lowest 25 per cent among comparable Canadian cities" remains an important consideration.

The Strategic Principles of Reconciliation, Environmental Sustainability, and Inclusion, Diversity, Equity and Accessibility (IDEA) also continue to shape how initiatives are planned and delivered. Through the business planning process, Administration identified how initiatives contribute to the Strategic Priorities and these Principles. This process is intended to provide a consistent way to identify and demonstrate how the Principles are being incorporated into planning and implementation. Administration has also begun identifying budget requests that advance each of the Principles as part of the 2027 budget process. This will provide City Council with an opportunity to consider how proposed investments advance the Principles as part for its decision making.

Indigenous Impact
The Reconciliation Principle continues to be advanced through initiatives led by kâ-nâsihcikêwin, cultural recognition efforts and implementation of the Truth and Reconciliation Commission's Calls to Action. Examples include the development and activation of the Cultural Site, along with programming enhancements that support ceremonies, cultural practices and teachings. Progress is also supported through collaboration with the Indigenous Advisory Committee and by helping internal teams incorporate Indigenous worldviews into their strategies, projects, planning and decision-making processes.

Environmental Impact
The Environmental Sustainability Principle is reflected in initiatives that promote efficient infrastructure, sustainable growth and long-term community resilience. Examples include the expansion of transit infrastructure and pathway connectivity to improve mobility, accessibility and connections across the city. The advancement of infill development and underutilized land strategies support the optimization of existing infrastructure, encourage more efficient land use and promote sustainable growth through increased density within established neighbourhoods. In addition, the Extreme Weather Strategy strengthens the City's approach to climate adaptation by identifying measures to enhance community resilience, prepare for changing weather conditions and support the long-term sustainability of municipal infrastructure and services. The City is also incorporating sustainable design into its own facilities, including planning for high-performing facilities, such as the Indoor Aquatics Facility.

Inclusion Diversity, Equity and Accessibility (IDEA) Impact
The IDEA Principle continues to inform the development of accessible facilities, inclusive programs and services that respond to the diverse needs of residents. Examples include the implementation of the Accessibility Plan, improvements to sidewalk infrastructure and pedestrian accessibility, the delivery of adaptive and inclusive recreation programs, and implementation of the 2SLGBTQIAP+

Action Plan. Together, these initiatives support efforts to reduce barriers, improve access to City services and facilities, and foster a more inclusive community.

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

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

Following consideration by City Council, this annual update will be posted to Regina.ca to provide residents and stakeholders with information about progress toward the City's strategic priorities.

DISCUSSION

Strategic Plan Implementation Reporting

During the first year of the 2026-29 Strategic Plan (Plan), Administration focused on advancing priority initiatives, establishing performance baselines and refining measures to support ongoing monitoring and reporting throughout the City Council term.

Progress is reported through two complementary elements: the Balanced Scorecard and the Action Plans.

The Balanced Scorecard provides a high-level view of organizational performance and progress toward the Plan. It includes measures related to the strategic imperative, service promise, financial perspective, and stewardship and operations.

The Action Plans focus on the Strategic Priorities and connect the corresponding outcomes with the actions Administration is taking to achieve them. They also identify the plans, strategies and other guiding documents that support and direct this work.

Together, the Balanced Scorecard and Action Plans provide City Council with a view of both results and implementation.

Measurement and Reporting

As the first annual update of the 2026-29 Strategic Plan, this report focuses on establishing baseline information for the four-year planning period and identifying targets where applicable.

Performance measures and indicators rely on data collected and reported on a full calendar-year basis (January to December). As a result, reported performance results will reflect a one-year lag.

This approach allows the City to use complete, validated and accurate data when reporting performance. Future annual updates will build on these baselines, enabling City Council to monitor trends, assess progress against targets and demonstrate results over time.

Administration has also reviewed the Action Plans and associated measures as implementation has progressed. Where an action or measure has been adjusted to better reflect the work being undertaken or the intended outcome, it is identified with a footnote in Appendix B.

Balanced Scorecard

A Balanced Scorecard is a strategic management tool that tracks an organization's performance using both financial and non-financial measures to monitor progress on strategic objectives. The City's Balanced Scorecard supports transparent and accountable decision making by providing City Council with a comprehensive view of the City's performance and progress in advancing the Plan's objectives.

As this is the first year of the 2026-29 reporting cycle, baseline information has been established for many measures using the most recent available data. Targets have also been identified where applicable, with some measures requiring additional data collection or analysis before final baselines and targets can be confirmed. The Balanced Scorecard can be found in Appendix A.

Progress at a Glance

During 2026, Administration advanced work across all four strategic priorities. Key accomplishments include:

Infrastructure:

- Advanced major infrastructure projects supporting increased servicing capacity, including the completion of the Water Network Expansion and substantial progress on the Southwest Sewer Upgrade.
- Utilized external communication streams to better inform the public of City work. Constructed infrastructure in different ways, including night work, extended hours and integrated projects to lessen the impact on residents and businesses.
- Transit achieved 94 per cent coverage, with key destinations currently located within 400 metres of transit service
- Advanced strategic facility planning and major capital projects, including Fire Station 8, transit electrification and the Northeast Community Centre.

Vibrancy:

- Advanced major community infrastructure projects, including the Indoor Aquatics Facility and adjacent park, Harbour Landing Community Space, and Parkdale Park.

- Made progress towards implementing the Accessibility Plan, with approximately 70 per cent of short-term actions complete and the remainder underway.
- Strengthened community safety and well-being through proactive property remediation, implementation planning for the Community Safety & Wellbeing Plan, and expansion of supports for vulnerable residents.
- Advanced the City Centre Strategy by moving forward on foundational information gathering and identifying key initiatives and metrics to establish a baseline for future investment and service improvements.
- In 2026, the Cultural Site hosted 20 events, including 15 Sweat-Lodge Ceremonies and five cultural teaching events. Of the 15 Sweat Lodge Ceremonies, six were community-designated ceremonies. The Site saw more than 350 visitors this year.

Livability:

- Completed updates to the *Design Regina: The Official Community Plan Bylaw No. 2013-48* Growth and Phasing of New Neighbourhood Plans and policies.
- Continued work to update the Housing Strategy, Zoning Bylaw and development charge rates framework to support sustainable growth and more diverse housing options.
- Advanced redevelopment and intensification initiatives, including Taylor Field and The Yards, and continued implementation of the Underutilized Land Improvement Strategy.
- Successfully completed all required Housing Accelerator Fund initiatives, supporting increased housing supply and development opportunities.

Prosperity:

- Strengthened collaboration between the City and Economic Development Regina to clarify roles, align efforts and maximize economic development outcomes.
- Established and filled the new Regional Coordinator position to strengthen relationships and collaboration across the greater Regina region.
- Increased tourism and event activity, with 11 confirmed funded events in 2026 and support provided to 46 events in the first half of the year.
- Delivered successful destination marketing campaigns projected to generate more than 30 million impressions in the first eight months of 2026.

A fulsome update of all actions and associated measures within the Action Plans can be found in Appendix B.

Conclusion

Overall, implementation of the 2026-29 Strategic Plan is progressing across all four Strategic Priorities. The first year of implementation focused on advancing priority initiatives, establishing performance baselines and refining measures to support consistent monitoring and reporting throughout the City Council term. Administration will continue to bring updates to City Council annually.

DECISION HISTORY & AUTHORITY

On October 22, 2025, City Council considered item *MR25-5 2026 – 2029 City of Regina Strategic Report* and adopted the 2026-2029 Strategic Plan and supporting Action Plans.

Respectfully Submitted,



Mark Tran
Director, Strategy & Performance

Respectfully Submitted,



Jim Nicol
Acting, City Manager

Prepared by: Varvara Georgoulis, Results Consultant

ATTACHMENTS
Appendix A – Balanced Scorecard
Appendix B – Strategic Plan Action Plans

ATTACHMENTS
Appendix A - Balanced Scorecard
Appendix B - Action Plan

2026-29 Strategic Plan: **Balanced Scorecard**

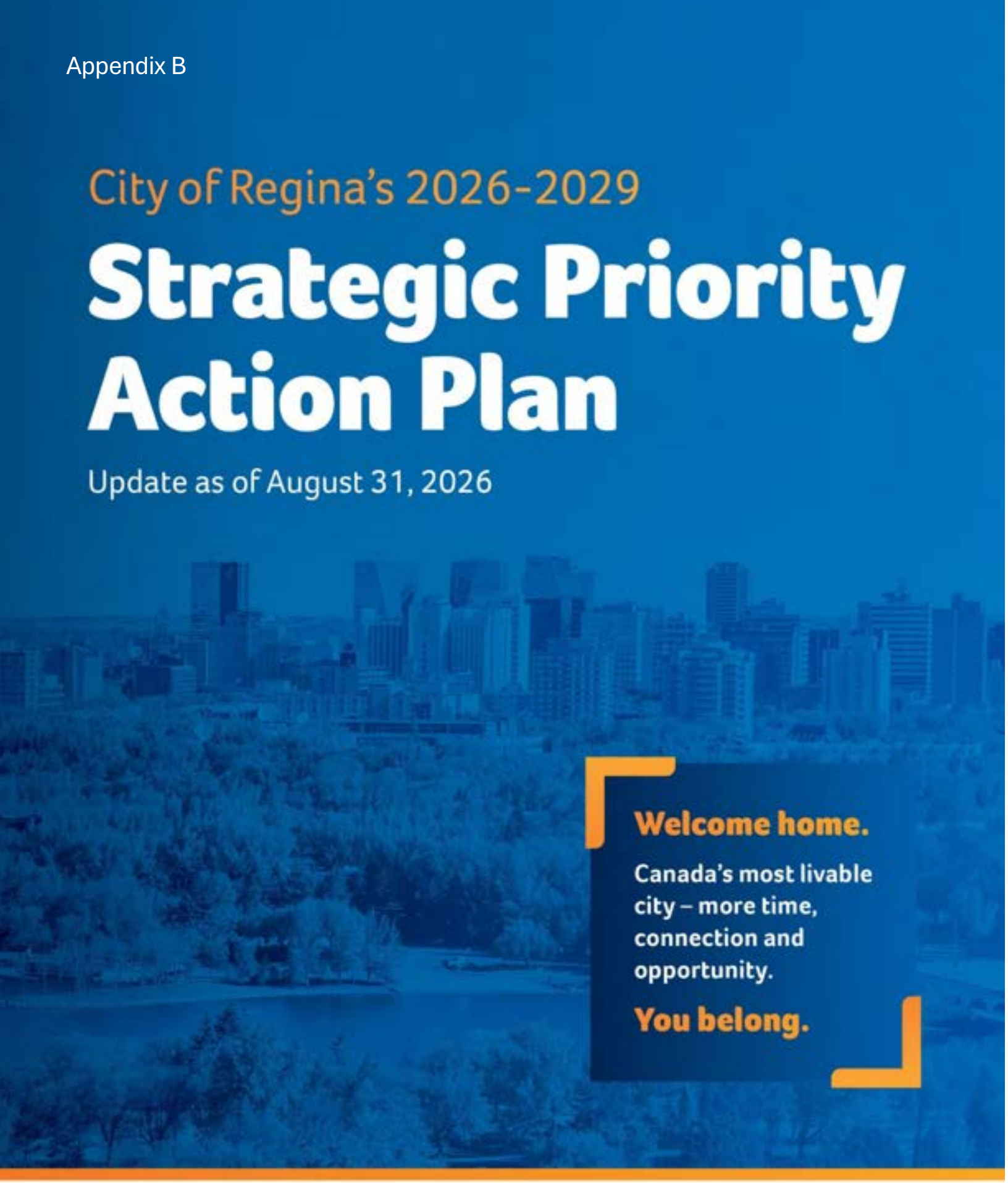
	Measure	Method	Baseline	Target	Comments
Strategic Objective Area	Tonnes per capita resident to compostable cities	Regional municipalities rated per capita and ranked on a scale from highest to lowest among comparable cities	Winter collection: Only 4 of 10 cities across 10 comparable cities	Maintain within tolerance (10% of top ranking comparable city)	Comparable cities include Vancouver, Calgary, Winnipeg, Saskatoon, and Ottawa. The **baseline** was determined using 2025 data from comparable cities.
Strategic Objective Area	Corporate GHG Emissions Reduction	Previous year emissions vs current year emissions (Percent improvement annually)	0.84%	1.1% (annually)	The **baseline** for annual percentage improvement was determined using data over a 5 year period. The **target** was calculated based on the average yearly percentage improvement required to reach 100% net zero by 2050.
Strategic Objective Area	DRA Actions Completed and/or Initiated	Percent of 25 DRA Plan actions Percent of Accessibility Plan actions	16% 10%	20% (2027) 20% (2027)	The **baseline** for both measures was established using 2025 data.
Strategic Objective Area	Cultural Competency	Number of best initiatives with Indigenous Community re: (drop) Number of Partnerships with First Nations & Metis Department Inclusion tool is implemented	TBD TBD TBD	TBD TBD TBD	The **baseline** and **target** will be determined in 2026 for these measures.
Service Promise	Citizen satisfaction score	Citizen Satisfaction Survey	61%	68% (biennial)	The **baseline** was determined using the high level survey at 1pt more than 2021. Survey questions were inconsistently administered in previous years and as a result baseline data is difficult to capture. New survey is introduced for 2027. The **target** is based on comparable city citizen satisfaction survey data from 2024.
Financial Perspective Outputs	Debt Servicing Ratio	Total Principal & Interest (Numerator) Revenue	2%	<10% (annually)	The **baseline** was determined using 2024 data.
Financial Perspective Outputs	Service Area Investment	Service areas/overhead city operating expenditures	Police: **24%** Fire: **9%** Enabling Services: **14%** Transportation: **8%** Parks, Recreation & Cultural Services: **30%** Transit: **8%** Service Delivery & Infrastructure Support: **11%** Community Building Support: **7%** Economic Growth & Development: **3%** Governance & Leadership: **3%**	Police: **23%-25%** Fire: **8%-11%** Enabling Services: **9%-15%** Transportation: **8%-11%** Parks, Recreation & Cultural Services: **27%-32%** Transit: **8%-25%** Service Delivery & Infrastructure Support: **9%-15%** Community Building Support: **4%-9%** Economic Growth & Development: **0%-5%** Governance & Leadership: **1%-3%**	The **baseline** is the City of Regina's 2025 percentage of operating budget by service. The **target** is to fall within the range of operational expenses of comparable cities, allowing to exclude from this range services by financial figures are not directly comparable due to differences in accounting practices. The targets apply as 2026 data.
Financial Perspective Outputs	Budget Compliance	Surplus or deficit	1.8% deficit	+/- 1% (annually)	
Financial Perspective Outputs	Tax Volume Growth: Residential	Residential tax revenue (or base) due to annual growth	2.35%	1% (annually)	The **baselines** for tax volume growth measures are based on 2025 data.
Financial Perspective Outputs	Tax Volume Growth: Commercial	Commercial tax revenue increase due to annual growth	0.58%	1% (annually)	
Financial Perspective Outputs	Growth Within Established Neighbourhood Areas	Dwelling units/acres within the established/developing tax areas (if flat city)	29%	40% (annually)	The **baseline** is determined using 2025 data. The **target** reflects the annual intensification target outlined in the Official Community Plan.
Stewardship & Operational Excellence	Corporate Efficiencies	City employees and/or newly realized through corporate efficiencies	2.4 million	3 million (annually)	The **baseline** and **target** represent the total dollar impact of corporate efficiencies, including staff, non-salaries, and new revenues. The baseline also based on the 2025 efficiencies realized.
Stewardship & Operational Excellence	Employee Engagement Survey	Employee Survey	64.8% engaged	3% improvement (biennially)	Employee Surveys are administered every 2 years. The **baseline** is the result of the 2024 survey.
Stewardship & Operational Excellence	Council Self-Evaluation Survey	Council Survey	TBD	TBD	The **baseline** and **target** can be determined in 2026 for these measures.

Appendix B

City of Regina's 2026-2029

Strategic Priority Action Plan

Update as of August 31, 2026



Welcome home.

Canada's most livable city – more time, connection and opportunity.

You belong.

REGINA

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1. Outcome: Modernizing existing infrastructure with the capacity to support long-term growth and services to the community.

Measure/Indicator	Baseline	Target (if applicable)
Asset condition rating	Percent of roads in fair or better condition (2025) : • 76.9% of local roads • 86.3% of collector, arterial, expressway roads	Percent of roads in fair or better condition: • 85% of local roads (Annually) • 100% of collector, arterial, expressway roads (Annually)
Serviced land ratio	Percent of serviced land (2025): • 37% all greenfield growth areas • 24% residential • 7% commercial/mixed-use • 62% industrial	NA

Initiative	Update	Status
Carryout capacity building projects	**Saskatchewan Drive Corridor:** Design is currently being finalized. Construction has been delayed due to funding and project scheduling. Moved to tentative 2028 construction.	In progress
	Arcola Avenue Corridor Projects: Assiniboine Avenue On-Ramp design is ongoing. Construction is tentatively planned for 2027, pending budget approval. Prince of Wales & Arcola Intersection Improvements are scheduled for 2027.	In progress
	Northwest Lift Station: The City received the 60% design report for the project. An RFP for construction is on track to be posted for public tender in the Q4 2026.	In progress
	Water Network Expansion: Project is substantially complete and operational December 15, 2025, six months ahead of schedule and approximately $15 million under budget. Contractor team currently addressing deficiencies and completing landscaping and site restoration.	Complete
	Southwest Sewer Upgrade: Contracts 1 and 2, from McCarthy Blvd Pumping Station to the RCMP guardhouse, are substantially complete, with site restoration underway. Contract 3, from the RCMP guardhouse to Rambler Park, has been awarded and is scheduled to begin micro-tunneling in fall 2026, with completion expected in 2027. Subsequent phases to Lewvan Drive and Regina Avenue are planned for tendering between late 2026 and early 2028, with construction anticipated through 2028 and 2029.	In progress

Initiative	Update	Status
Downtown Design Specification Standards[1]	Design standards and specifications are currently being developed to promote a consistent and coordinated design for streetscaping elements in the Downtown.	In progress
Advance asset management using modern standard best practices for infrastructure support services.[2]	Portfolio level Asset Management Plans are currently being developed for core infrastructure services. Continued advancement in data collection and analysis through modern tools about our assets will support the refinement of cost of asset stewardship. Work to define and model options for acceptable and affordable Levels of Service targets in order to align with a Long-Range Financial Plan and the five-year operating and capital budgets.	In progress
Identify and prioritize key city corridors for growth, transit, and connectivity, and conduct studies to assess needs and guide future planning	Victoria Avenue corridor plan is in progress, and a consultant has now been selected. An annual program business case to support future corridor assessments starting in 2028 has been submitted.	In progress

[1]Previously, this initiative was titled “Develop a City Centre Asset Management Plan” and was renamed to reflect correct name of the work being done.
[2]Previously, the initiative focused on establishing road paving targets for major and residential roads and securing the necessary funding. The initiative was revised to encompass our roadway, sidewalk and underground utility infrastructure to support consistent, efficient, collaborative and cost-effective decision making for our entire asset network. This a more holistic approach that directly supports all aspects of the desired strategic outcome



2. Outcome: Construction is coordinated to allow for a smoother flow of people, goods, and services across the City

Measure/Indicator	Baseline	Target
Capital construction completion rate	88% of all capital construction projects substantially completed (2025)	100% of all capital construction projects substantially completed (Annually)

Initiative	Update	Status
Update WAZE, a navigation and live traffic application that integrates with Google Maps, to ensure accurate construction updates	Technical requirements have started for the solution. Resourcing will be assigned in Q3 2026.	Not Started
Review how commute times impacted by City construction	We currently do not have sufficient data to consistently track the impacts of construction on commute times. The EMME (Equilibre Multimodal / Multimodal Equilibrium) model is now operational and provides the ability to monitor AM and PM traffic conditions. Moving forward, we will be using the model more frequently to strengthen our data set and improve monitoring of traffic impacts.	In progress



3. Outcome: Transportation networks are accessible and connected, supporting diverse travel modes and increased ridership

Measure/Indicator	Baseline	Target
Transportation modal split	PM Travel Peak Period (2025): • Auto Driver: 69% • Auto Passenger: 20% • Transit: 5% • Walk/Skateboard/Wheelchair/eScooter: 8% • Bike: 1%	Targets will be established through the TMP review and will be shared in 2027. However, because the data for this measure is aligned with the census reporting cycle, it will not be reported annually.
Accessible sidewalk network[3]	634 distress repairs completed (2025)	600 distress repairs completed (Annually)
Pedestrian Connectivity[4]	2.0km of sidewalks connected (2025)	1.5km sidewalks connected (Annually)

Initiative	Update	Status
Conduct Travel Survey	Travel Survey was recently conducted in 2025. Due to the large expense of the survey and that the data only marginally changes year-to-year, the next study is planned in alignment with the 2031 Canadian Census.	Complete
Action initiatives within Accessibility Plan (i.e. sidewalk distresses, sidewalk capital replacement, snow clearing)	A sidewalk working group was established and meets quarterly to advance the objectives of the Accessibility Plan. An additional 80 km of high-pedestrian-traffic sidewalks were identified for enhanced snow clearing. A review of the sidewalk inspection and repair prioritization process was completed, and work has begun on sidewalk distress repairs and pedestrian ramp installations.	Ongoing
Ensure 90% of all residences, workplaces, secondary and post-secondary schools, shopping centers and public facilities are within 400 meters of transit	Currently achieving 94% coverage. Business cases have been advanced for council consideration as new neighbourhoods develop.	Ongoing
Increase transit ridership by 3% annually	Ridership increased by 9% in 2025, projecting a decrease in ridership in 2026 with fare increase and lower enrollment at the University of Regina.	Ongoing

[3] Previously, this measure was title "Active/Accessible transportation built and installed". It was revised to better describe the data collected.
[4] New measure added to measure the priority outcome.



4. Outcome: City facilities are well-maintained and deferred maintenance is addressed through strategic capital planning

Measure/Indicator	Baseline	Target (if applicable)
Funding required to achieve facility condition targets [5]	$115M needed to achieve acceptable facility condition targets (2025)	$0 (Annually) No additional funding is needed as a result of facilities being maintained at the desired condition level
Facilities Asset Management Investment[6]	80% of recommended investment funded (2025)	100% of recommended investment is funded (Annually)

Initiative	Update	Status
Advance the priorities outlined in the Corporate Facilities Master Plan	Work is ongoing to implement and advance projects identified in the Corporate Facilities Master Plan (CFMP) including Fire Station 8, Indoor Aquatics Facility, Operational Yard Master Plan, Transit Electrification, Northeast Community Centre and the Salt and Sand Storage Facility. Within the CFMP, the Facilities Asset Management (FAM) program is also part of the implementation and various projects have advanced through design and construction in 2026.	In progress
Update and integrate long-term Facilities' funding needs into corporate long range financial plan annually	Administration is working with an external consultant to develop the Long-Range Financial Plan and Model. Administration is providing data into this work to ensure long term funding requirements are identified within the model.	In progress

[5] Previously, this measure was title " Facility Condition Index" and has been replaced with a new measure for consistency and improved understanding with other reporting issued.
[6] Previously, this measure was titled "Facility Deferred Maintenance Investment" and has been renamed to better align with the data collected.

Vibrancy



1. Outcome: Residents have access to year-round inclusive spaces and programs that support culture, sport, recreation and well-being

Measure/Indicator	Baseline	Target (if applicable)
Program & Facility Attendance Rates	1,208,448 attendees (2025)	1,171,945 attendees (Annually)
Program Utilization Rate	89% (2025)	85% (Annually)
Cultural Program Hours Delivered	37,038 cultural program hours delivered (2025)	42,560 program hours (Annually)
Access to Inclusive & Adaptive Programs[7]	• Attendance of City-run adaptive and inclusive programs: 18,981 (2025) • Utilization of Inclusion Support Services: 51(2025) • Number of adaptive and inclusive programs: 222 (2025)	• Attendance of City-run adaptive and inclusive programs: 8,793 (Annually) • Utilization of Inclusion Support Services: TBD • Number of adaptive and inclusive programs: 170 (Annually)
Truth & Reconciliation Calls to Action, and MMIWG Calls to Justice Addressed[8]	629 actions addressed (2025)	A target has not been established for this measure because progress toward reconciliation is ongoing, relationship-based work that cannot be meaningfully quantified through fixed targets.[9]

Initiative	Update	Status
Develop the Indoor Aquatic Facility (IAF)	Construction of the indoor aquatic facility began in fall, 2025, and has progressed throughout 2026 with excavation and foundation work. Construction will continue through until late 2029 when it is expected to open to the public.	In progress
Develop the New Harbour Landing Community Space	Construction of the new school and community room space is about 40% complete and is on track for completion for June of 2027.	In progress

[7] Previously, this measure was titled "Inclusive & Adaptive Program Attendance Rate" but has been revised to better align with the priority outcome and the data collected.
[8] Previously, this initiative was titled "Indigenous Calls to Action Addressed" but has been renamed to more accurately reflect the data collected.
[9] While some Truth and Reconciliation Commission Calls to Action, once completed, no longer require continued action, others represent ongoing commitments where baseline measures can be established. However, comparing year-over-year numbers can present an incomplete and potentially misleading picture of progress, as much of this work depends on building and maintaining relationships and is influenced by the availability of Elders, Knowledge Keepers, Ceremony People and cultural teachers

Initiative	Update	Status
Develop a Cultural Site and programming[10]	Planning began for future infrastructure enhancements to strengthen the Cultural Site's year-round use. Dedicated funding was allocated to engage an architectural team to design a facility that advances the vision of the Cultural Site as a welcoming, culturally grounded space for Indigenous ceremonies, teachings, gathering, and healing. The facility will support ceremony and a range of other cultural practices, ensuring the site can continue to meet the evolving needs of community in a respectful, accessible and sustainable way.	In progress
Develop IAF Park	An accessible outdoor gathering area with a spray pad and playground will complement the indoor aquatic facility. Design was completed in 2026. This area is being constructed as part of the indoor aquatic facility project and will be open to the public in 2029.	In progress
Revitalize Parkdale Park	Construction of phase 1 is scheduled to be complete spring 2027.	In progress
Develop Cricket Field	Design is in progress and construction scheduled for 2027.	In progress
Update the Recreation Master Plan & Culture Plan	Delayed due to procurement issues. Is not expected to begin until beginning of Q4, 2026.	Not Started
Develop Kinsmen Park South and AE Wilson Park Winter Hubs	Kinsmen Park South construction is complete, and the AE Wilson Park skate trail construction is projected to be complete the beginning of November 2026 and will open to the public in winter 2027 when warranty periods will be complete.	In progress
Advance Missing & Murdered Indigenous Women & Girls Commemoration Project	Art panels have been manufactured, and construction is in progress and is scheduled to be complete in fall 2027.	In progress
Complete Park Asset Assessment	Collection of data is complete and is awaiting transfer and verification of the data by the City's geospatial team	In progress
Implement the Accessibility Plan	37 (~ 44%) actions are complete and another 37 are in progress. Of the short-term actions (to be complete between 2024 and 2026), about 70% are complete and the others are in progress. With the budget approved for 2026, nearly all short-term actions are expected to be complete by the end of the year.	In progress

[10] The Cultural Site was previously referred to as Ceremony Site

Initiative	Update	Status
Implement the 2SLGBTQIAP+ Action Plan	The Inclusive hiring strategy RFP will go out in Q4 2026, Introductory training has been rolled out to all employees and 70 per cent have completed it as of September 2026. Level 2 training delivery is underway, 2SLGBTQIAP+ Advisory Group is active, communications to support the Plan are planned for Q3/Q4 of 2026. Service enhancements for consideration in the 2027 budget include additional grant funding for 2SLGBTQIAP+ initiatives, expanded 2SLGBTQIAP+-focused recreation programming, an IDEA Talent Specialist FTE to support inclusive hiring practices, training updates and facilitator training, a civic art collection review, and employee resource group development.	In progress
Finalize and implement the Equity, Diversity and Inclusion Framework	Framework is drafted, with a goal of finalizing it by the end of 2026.	In progress
Explore increased funding for the Community Incentive Grant Program - tied to Culture Plan	Council introduced the "Increase community grants in 2027 - tied to inflation" during the 2026 budget deliberations. This funding increase has been included in the draft 2027 budget.	In progress



2. Outcome: Public safety and community well-being is addressed through proactive actions by the City and partnerships with community-based organizations.

Measure/Indicator	Baseline	Target (If applicable)
Community safety & wellbeing grants coordinated	92 grants coordinated (2025)	NA
Upstream/preventative funding provided	$834,643 in funding provided (2025)	NA

Initiative[11]	Update	Status
Respond and implement to the nuisance, derelict and underutilized property motion	Process of property identification between Community Standards and Property Assessment Services is being developed. TAS systems changes have been implemented to accommodate property identification. Property inspections by Property Assessment Services are dependent on an Assessor Resource being added in the 2027 budget. Bylaw Enforcement continues to focus on demolitions related to nuisance and derelict properties despite the budget being reduced in 2026. As of August 20, 58 properties were remedied through demolition orders including 46, through voluntary compliance from the property owners. This is a significant increase in voluntary compliance related to nuisance and derelict properties compared to previous years.	In progress
Implement the Community Safety & Wellbeing Plan	Administration is working to define its role as the new lead or "backbone" (formerly the role of CSIR). Development of the terms of reference for the Leadership Group is underway. The implementation of the CSWB plan is embedded into the work that Community Well-being Branch carries out.	In progress
Develop Extreme Weather Policy and expand warming/cooling spaces	Administration has drafted a warming bus policy and procedure and has submitted a business case to fund the warming bus in 2027. In addition, we are working with the provincial government to expand funding for warming spaces. We are also working on extreme weather spaces procedure for City of Regina facilities.	In progress

[11]The implementation of the Inclusive Washroom Change Room Policy initiative was added in error and has been removed from the Action Plan. The policy was implemented form 2024 & 2025 and, therefore, does not apply to the 2026–29 Strategic Plan.

Initiative	Update	Status
Secure sustainable funding for Youth Model at mâmawêyatitân	Growing Young Movers accesses stable City grant funding through Community Investment Grant Program, but this funding is insufficient. We have been able to pay for Family Services Regina to continue to provide a social worker in the centre until the end of 2026. Administration anticipates that Public Safety Canada will provide up to three more years of funding for the youth programming, however, this is still to be confirmed.	In progress
Establish a Permanent Heritage Peer-led Project	Administration is executing an agreement with the Heritage Community Association to continue the pilot project which was funded through federal funding. The project will focus on providing low barrier employment and other services to support unhoused or precariously housed people in the neighborhood.	In progress
Establish an Encampment Strategy	Administration has established an internal encampment response team and has secured provincial funding to support an external community-based outreach team operated by Nēwo Yōtina Friendship Centre. The City also allocates funding to support the external team's outreach and encampment response efforts. Administration is also developing policies and procedures, training, and a decision-making, risk matrix to guide the City's response to encampments, with support from a consultant.	In progress



3. Outcome: The city centre thrives as a vibrant, inclusive and accessible destination that attracts residents, visitors, and investment

Measure/Indicator	Baseline	Target (if applicable)
Office & retail vacancy rate	• Office Vacancy: 12.5% (2025) • Retail Vacancy: 4% (2025)	NA
Residential population & unit	6,820 units based on a population of 10,983 (2025)	NA
CCIP estimated private investment leveraged	$718,368.20 estimated private investment leveraged within the City Centre (2025)	TBD
Events activated	97 Events Booked in Victoria Park, Pat Fiacco Plaza, FW Hill Mall (2025)	NA
Underutilized sites	315 total underutilized sites within City Centre (2025)	NA

Initiative	Update	Status
Develop City Centre Strategy	Information gathering to form a City Centre operational service level matrix is completed. These service levels will inform what operational services are enhanced within the City Centre to meet the Vibrancy Outcome. Further, information on initiatives advancing the standard area have been identified with business areas. Currently, the team is working with internal/external groups to gather key metrics that indicate the City Centre's current baseline for the Strategy. The full strategy is expected to be complete in early 2027 together with updates to the webpage on Regina.ca.	In progress
Develop Scarth Street	Exploring near-term improvements ahead of the larger 2031 project initiative, in alignment with SaskPower capital work. Improvements are tentatively to occur in 2027/28 depending on scope and budget.	In progress



1. Outcome: New residential and commercial developments enhance our city, serve the diverse needs of residents, and build safe communities

Measure/Indicator	Baseline	Target (if applicable)
New residential & commercial permits issued	Permits issued: • New Residential: 700 (2025) • New Commercial: 11 (2025)	NA
Number of new developments on underutilized sites	25 permits issued for new principal use (2025)	NA

Initiative	Update	Status
Update the Official Community Plan Growth and Neighbourhood Phasing Plans	Recommendations were approved by City Council in Q1 2026, and all project close-out tasks have been completed.	Complete
Conduct Development Charge Rate Reviews	Updated development charge rates and policy amendment recommendations are on track to be presented to City Council in Q1 2027.	In progress
Update and implement the Housing Strategy	Executive Committee requested some changes and additional information and will be brought back to Executive Committee in September on this year.	Complete
Update and implement the Zoning Bylaw	Amendments to Zoning Bylaw are continuing through the review stage, the intent is to bring the Bylaw forward for Council in Q1, 2027	In progress



2. Outcome: New development optimizes existing infrastructure, supporting efficient long-term sustainable growth.

Measure/Indicator	Baseline	Target
Proportion of new development that is infill	21% of new development were infill (2021-2025)	40% of new development is infill
Assessment value increase from new development within Intensification Area	14,086,400 of increased assessment value from new development within intensification area	NA
Completed initiatives within the underutilized land improvements strategy	Status of initiatives: • Complete: 8 (2025) • Ongoing: 38 (2025) • Not Started: 2 (2025)	NA
Number of approved Rezoning and Discretionary Use Applications on Existing Lots	23 total applications approved (2025)	NA

Initiative	Update	Status
Develop Taylor Field and The Yards	The Railyard Site Developer Request for Proposals closes at the end of September. The review of the proposals, contract negotiation and contract award is expected to be complete by Q2 of 2027. Taylor Field Redevelopment project is on track to award the principle engineering consultant for Q4 of 2026, as well as execute the funding agreement for Canadian Housing Infrastructure Fund (CHIF) prior to the end of this year.	In progress
Update and implement the Underutilized Land Improvement Strategy	An updated Underutilized Land Improvement Strategy (ULIS) was approved in December 2025. Reporting on the implementation of ULIS strategic actions was provided as part of the annual Growth Monitoring Report released in August 2026.	In progress



3. Outcome: Neighbourhoods offer more diverse housing options and balanced population density.

Measure/Indicator	Baseline	Target
Neighbourhoods Achieving Official Community Plan Density	60% of neighbourhoods meeting the density target (2025)	NA
Completion rate of HAF initiatives meeting Housing Unit Targets	• 100% completion rate of all 2025 initiatives • The City approved 1,470 net new units in 2025 meeting its targets and keeping the City on track to achieve the total number of units committed to CMHC by the end of 2026	A total of 3,842 additional units required between January 2024 - December 2026

Initiative	Update	Status
Update and implement the Housing Incentive Policy	Report will be brought to council in Q4, 2027.	In progress
Conduct municipal services cost analysis related to density targets	Data collection and analysis on this multi-year initiative is ongoing. The initial phase this project is on track for completion in Q1/Q2 2027.	In progress
Implement Housing Accelerator Fund (HAF) initiatives	All required initiatives have been implemented and are considered complete by CMHC.	Complete



1. Outcome: Sustainable economic development advanced through the execution of the 2030 Economic Growth Plan

Measure/Indicator	Baseline	Target
Business Tax Base - Office, Industrial, Retail	This concept is generally agreed to by EDR, but no work has commenced in data collection.	TBD
Collaborations with EDR	EDR and City Administration have been meeting to define roles and collaborate when possible.	TBD

Initiative	Update	Status
Collaborate with Province and Chamber of Comm to collect data on businesses	Preliminary discussions have occurred. Target for Q4,2026.	Not started
Ensure Economic Development Regina & City of Regina are supporting each other. -Meet regularly -Clarify roles -Share current & planned work	EDR and City Administration have been meeting through the summer to define roles and relationships to improve value of work undertaken by each organization.	In progress
Increase awareness and alignment of the 2030 Economic Growth Plan	Preliminary discussions have occurred. Target for Q4,2026.	Not started



2. Outcome: Regional collaboration capitalizing on collective strengths and realizing shared economic outcomes

Measure/Indicator	Baseline	Target
Interactions with regional neighbours and Indigenous communities by Administration	TBD	TBD
Interactions with regional neighbours and Indigenous communities by Council	TBD	TBD

Initiative	Update	Status
Establish City of Regina Regional Coordinator position	The Regional Coordinator Position was filled in Q3 of 2026. The Coordinator acts with a customer service focused role for all organizations and landowners outside city limits across the greater Regina region.	Complete
Develop Engagement Strategy with neighbours to develop regional partnership	The Regional Coordinator will continue to meet with neighbours to set up regular meetings and discuss the appropriate level of engagement going forward.	Not started



3. Outcome: Growth in Regina's visitor economy by attracting travelers, hosting events, and supporting local businesses

Measure/Indicator	Baseline	Target
Visitor Spend in Regina	$611.1M of visitor spend (2025)	3% increase or $629.4M total visitor spend (2026)

Initiative	Update	Status
Continue to bid, win & activate events	Tourism Regina continues to bid on events in a coordinated effort with its partners. There are 11 confirmed events with funding from the City's Events Conferences and Tradeshows planned in 2026. This is six times the number of events compared to the previous year. In addition, Tourism Regina has activated at 46 separate events with in-person or promotional support, so far in the first half of 2026. This is an 84% increase compared to the same timeframe in the previous year.	Ongoing
Implement Destination Marketing Plan	Tourism Regina successfully implemented its Winter and Spring/Summer paid marketing campaigns, generating a forecasted 30+ million impressions in the first eight months of the year, surpassing the total paid impressions achieved in all the previous year. Social media content was further enhanced through long and short-form storytelling featuring local voices and community stories, contributing to higher average engagement rates. This approach also delivered Tourism Regina's most successful Instagram posts to date, generating more than 429,000 impressions and reaching over 230,000 people across Regina, Canada, the United States, and Australia.	Not started



4. Outcome: Industrial lands attract key sectors and promote sustainable growth and investment

Measure/Indicator	Baseline	Target
Industrial Supply & Absorption Trends	TBD - Tracking to commence in Q4, 2026	TBD - Tracking to commence in Q4, 2026
Assessed value of lands	TBD - Tracking to commence in Q4, 2026	TBD - Tracking to commence in Q4, 2026

Initiative	Update	Status
Track supply and work with industry to monitor	Work has not started.	Not started
Continue to build relationship with GTH & RMs	The Regional Coordinator meets regularly with the RMs and the GTH to discuss items of shared interest and attends regional meetings to identify upcoming priorities and opportunities where the City and our partners can align.	In progress
Evaluate City-owned land and make available for development where able	The City continually assesses its land inventory and remains open to sales requests when approached. The City is currently working on major initiatives to service and sell land at Queen & Parliament, and to divest of the GM Plant on Winnipeg Street.	In progress

Review of Standalone Surface Parking Lots

Date	October 21, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Sustainable Infrastructure
Item No.	EX26-112

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Subject to approval through the 2027/2028 Budget process, direct Administration to report to City Council by Q4 2028 following the completion of the City Centre Transportation Study and Parking Travel Demand Strategy, with an overview of the findings, a recommended delivery plan and implementation timelines for actions arising from this work;

2. Remove item *MN24-12 Nuisance and Underutilized Properties* from its List of Outstanding Items; and

3. Approve these recommendations at its October 28, 2026 meeting.

ISSUE

This report responds to the following items from *MN24-12 Nuisance and Underutilized Properties*, approved by City Council in January 2025:

a. Report back to City Council in Q4 of 2025 with options and recommendations on the following:

i. *Creation of a property subclass for standalone surface parking lots in established intensification incentive boundaries, with a focus on Warehouse, Downtown and Centre Square should unique factors require consideration in these areas.*

ii. *Where surface parking lots are owned by the City of Regina, plans are considered to transition these properties into residential and commercial use.*

iii. *Creation of a property subclass for nuisance and abandoned properties and buildings.*

iv. *Establishment of bylaws and bylaw enforcement processes and fines for repeat nuisance property offences.*

b. *Where Administration is already advancing policies related to underutilized lands, nuisance and abandoned properties, intensification and densification policies, that this work be incorporated into existing workplans.*

Items a.iii and a.iv from MN24-12 were addressed in *CR26-35 Review of Nuisance and Derelict Properties* approved by City Council on March 25, 2026.

IMPACTS

Policy Impact

The updated *Underutilized Land Improvement Strategy* (ULIS), approved by City Council in December 2025 under *CR25-158 Underutilized Land Improvement Strategy 5-Year Review*, includes the following strategic action that responds to item b. of MN24-12: “explore the effectiveness of implementing a property subclass strategy for underutilized land, such as standalone surface parking lots, vacant or derelict properties.”

The ULIS and its strategic actions advance Policies 2.10.2 and 2.10.3 from *Design Regina: The Official Community Plan, Bylaw No. 2013-48* (OCP), directing the development of strategies to address barriers to intensification and provide incentives for redevelopment.

Strategic Priority Impact

The ULIS strategic actions, including exploration of a standalone surface parking lot (SSPL) subclass in the City Centre and enhancements to development incentives, supports several of the City of Regina’s (City) Strategic Priorities through their focus on encouraging reinvestment in underutilized sites and neighbourhood revitalization. In particular, they align with the Vibrancy priority, supporting the goal that “the City Centre thrives as a vibrant, inclusive destination attracting residents, visitors and investment.” They also advance the Prosperity priority by contributing to goals that “new development optimizes existing infrastructure, supporting efficient, long-term sustainable

growth” and that “neighbourhoods offer more diverse housing options and balanced population density.”

Environmental Impact
This report does not directly address reductions in energy use or greenhouse gas emissions; however, strategies and actions arising from the City Centre Transportation Study and Parking Travel Demand Strategy (Transportation Study and Strategy) described in Appendix A will consider actions and recommendations to increase active transportation and transit use, which is one of the “Big Moves” identified in the City’s *Energy & Sustainability Framework* (ESF).

In particular, the Transportation Study and Strategy may support ESF Action 6.1 – Expand Transit Service, Action 6.2 – Transportation Demand Management and Action 6.3 – Increase Active Transportation by evaluating transit operations, active transportation connections, parking management and measures that influence how and when people travel within the City Centre. Additionally, the regulatory tools to enhance SSPLs referenced in Appendix A, Schedule A may support sustainability goals through the exploration of City Centre-specific SSPL design standards, which will consider measures intended to reduce impervious surfaces (e.g. pavement and asphalt), increase tree planting and canopy coverage, improve on-site stormwater management, support the mitigation the urban heat island effect and encourage energy-efficient lighting installments.

It is acknowledged that the specific environmental benefits resulting from the Transportation Study and Strategy will depend on the nature and extent of the actions ultimately implemented, with the resulting impacts assessed through subsequent monitoring and evaluation.

Indigenous Impact
In alignment with the kâ-nâsihcikêwin (Indigenous Framework) Treaty Principle of miyo-wîcêhtowin (getting along well with others, fostering good relations and expanding the circle), all landowners of SSPLs in the City Centre were contacted directly to raise awareness and seek feedback on the potential implementation of an SSPL property tax subclass.

Given the large number of parties contacted and the limited transparency of many ownership entities (e.g. numbered companies), it is difficult to determine whether any of these landowners are Indigenous Rightsholders or individuals; however, in the spirit of this Treaty commitment, Indigenous Rightsholders within the City Centre will be engaged through the upcoming Transportation Study and Strategy.

Inclusion, Diversity, Equity & Accessibility (IDEA)
During engagement undertaken as part of this report, stakeholders and SSPL parking lot owners noted that conveniently located parking facilities throughout the City Centre are important for individuals with diverse accessibility needs.

Participants indicated that a reduction in parking supply as a result of the SSPL property tax subclass could create barriers for individuals with mobility or accessibility challenges, who may find it more difficult to access destinations from parking locations further away, particularly during the winter months. Should this occur, it may be contrary to the Accessibility Plan goals of “identifying, removing and preventing barriers to participation in civic life” and “strengthening access to community spaces, services and opportunities.”

The Transportation Study and Strategy outlined in this report will consider the Accessibility Plan goals noted above by reviewing existing conditions and identifying actions to improve walkability and accessibility. Accordingly, the Accessibility Advisory Committee will be engaged throughout its development.

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

OTHER OPTIONS

OPTION 1 – Direct Administration to report to City Council by Q4 2028 with an overview of the findings of the Transportation Study and Strategy, a recommended delivery plan and implementation timelines for actions arising from this work – RECOMMENDED

- Advantages:
    - Providing City Council with a recommended delivery plan for actions arising from the Transportation Study and Strategy will establish clear expectations regarding implementation timelines, resource requirements and desired outcomes, while supporting a coordinated and strategic approach to advancing transportation, parking and mobility improvements within the City Centre that considers all aspects of the transportation and parking network.
    - Not proceeding with a City Centre SSPL property tax subclass at this time and instead advancing this recommendation, directly responds to both the analysis and stakeholder feedback described in this report, which identified significant limitations and potential unintended consequences associated with the subclass.
- Considerations:
    - It is anticipated that the implementation of certain actions resulting from the Transportation Study and Strategy may require budget approvals. Where applicable, these funding requests will be brought forward individually through future budget processes.

OPTION 2 – Establish the City Centre SSPL property tax subclass described in this report and set the mill rate factor for the subclass to 4.5 times the standard commercial and industrial mill rate factor effective for 2028 – NOT RECOMMENDED

- Advantages:
    - Stakeholders generally indicated that the subclass would be unlikely to facilitate redevelopment in the short term, noting that parking operators would be more likely to absorb the additional costs and that parking lots that do cease operations would likely remain vacant due to current market conditions. However, over time and in conjunction with improved market conditions, implementing the subclass at the highest possible rate could potentially encourage property owners to discontinue the use of SSPLs and pursue redevelopment opportunities. A higher subclass rate would also likely have a greater influence on land use decisions and redevelopment activity than a lower rate.
    - Implementing the property tax subclass in 2028 would provide Administration with sufficient time to communicate the proposed tax changes to affected landowners and would allow property owners additional time to assess redevelopment opportunities and adjust their business plans accordingly.
- Considerations:
    - This work would require short-term Assessment & Property Revenue Branch resources for the implementation of the subclass. This would divert resources from standard property assessment maintenance activities in the short term.
    - Proceeding with the subclass would be inconsistent with jurisdictional best practices (Appendix B) in prairie cities and stakeholder feedback received during engagement (Appendix C). Additionally, it could be perceived as making the City Centre less attractive for existing businesses, employers and future investment, particularly if the subclass results in reduced parking availability or higher parking costs for City Centre residents, employees, customers, and visitors.

COMMUNICATIONS & ENGAGEMENT

Extensive engagement with stakeholders, SSPL landowners, business improvement districts and residents were key components of the preparation of this report and the development of the associated recommendations. Engagement was conducted between February 14 and August 30, 2026. Appendix C outlines the engagement undertaken, summarizes key feedback received and describes how that input informed the recommendations. The engagement strategy included outreach through a variety of methods, including letters, a landowner survey, email correspondence, telephone calls, one-on-one meetings, group presentations and a resident survey on Be Heard.

Specific to stakeholders, SSPL owners and organizations with business and investment interests in the City Centre, engagement was undertaken through an iterative process that included initial presentations on data, analysis and potential approaches, followed by subsequent opportunities to review, discuss and inform the development of the recommendations contained in this report. Since a SSPL property tax subclass could influence investment decisions, business operations,

redevelopment opportunities and the future form of the City Centre, Administration engaged stakeholders throughout the project rather than at a single point in time.

DISCUSSION

Background

Current State

SSPLs are properties assessed as vacant land that do not contain a building or structure and are used exclusively for parking. This differs from accessory parking, where parking is provided on the same titled parcel as a principal building or use. As outlined in Appendix D, 142 SSPLs are currently located within the City Centre, representing 19 per cent of sites within the City's Underutilized Land Inventory. The majority of these properties are either used by private businesses to provide employee or customer parking (58 per cent) or they operate as paid public parking facilities, offering daily and long-term parking options (30 per cent).

An analysis of historical aerial imagery and property records indicates that the conversion of developed properties to SSPLs occurred gradually beginning in the 1950s, as areas within the City Centre transitioned from predominantly residential neighbourhoods to larger office and commercial developments, particularly those associated with government administration and corporate functions, as illustrated by the aerial imagery in Appendix D. This pattern is consistent with trends observed in many larger Canadian cities, where SSPLs emerged to support the parking demands of businesses, employees and visitors. Approximately 66 per cent of the existing SSPLs in the City Centre have been in place since before 2001.

The Regina Zoning Bylaw No. 2019-19 generally restricts the establishment of new permanent SSPLs within the City Centre[1]. As a result, the existing inventory of SSPLs largely represents the extent of this land use currently permitted within the area, notwithstanding any temporary or unpermitted parking lots that may emerge over time. Redevelopment of existing SSPLs has been limited, with only four sites removed from the Underutilized Land Inventory since 2019. Stakeholders identified several barriers to redevelopment, as summarized in Appendix C, including site contamination, market and financial constraints and the continued need for parking to support residential tenants, customers, employees and broader business attraction and workforce retention efforts.

[1] SSPLs are a permitted land use in the Regina Exhibition Lands Direct Control District (DCD), which applies to the Real Campus lands. Temporary SSPLs are considered a discretionary use in the Light Industrial Zone, Former Diocese of Qu'Appelle Lands DCD and the Saskatchewan Drive/North Railway DCD.

Underutilized Land Study and Underutilized Land Improvement Strategy

The use of a SSPL property tax subclass as a tool to encourage redevelopment of underutilized sites, including SSPLs and vacant lots, was examined through the 2018 Underutilized Land Study, which informed the development of the ULIS. The study did not recommend implementation of this tool, noting that provincial legislation does not permit exemptions or accommodations for properties facing legitimate barriers to redevelopment, such as market conditions, site contamination or other development constraints. Similar concerns were raised by stakeholders through engagement undertaken as part of this report. Instead, the study recommended that the City advocate for legislative amendments to enable a more precise and deliberate approach to encourage redevelopment on underutilized lands.

Jurisdictional Scan

Appendix B provides a jurisdictional scan of initiatives undertaken by other Canadian municipalities to manage SSPLs, encourage their redevelopment and support broader revitalization, transportation, mobility and vibrancy objectives in core areas. The scan identified a range of approaches, including dedicated parking strategies, regulatory restrictions on SSPLs and other tools and programs aimed at improving regulatory compliance and facilitating safety, landscaping and aesthetic enhancements to existing SSPLs to improve their contribution to the public realm and streetscape.

Of the 11 jurisdictions reviewed, only Vancouver, Montréal and Gatineau currently apply a special tax to parking lots within defined areas. In these municipalities, the tax is primarily used as a revenue-generating tool to help fund major transit and mobility projects and related initiatives and programs. Saskatchewan legislation does not currently authorize this type of special tax. While Saskatchewan municipalities may use a property tax subclass to redistribute tax burden among property classes, doing so does not generate additional municipal revenue.

City Centre Standalone Surface Parking Subclass

Analysis

As outlined in Appendix E, a City Centre SSPL subclass would not increase the total amount of property tax revenue collected by the City. Rather, it would redistribute the existing property tax burden by increasing property taxes on City Centre SSPLs and correspondingly reducing taxes on all other commercial properties citywide, as illustrated in Appendix E, Figures 1 and 2. Stakeholders expressed concern that redistributing taxes in this manner could discourage business attraction and investment in the City Centre. It was also noted that such tax relief would extend to large-format retailers in suburban areas with extensive parking areas located on the same parcel as the business, where the property tax subclass would not be applied, despite these developments having parking lots that occupy a significant land footprint.

Additionally, applying a subclass to all SSPLs would present implementation challenges. A single subclass may not readily accommodate exemptions for properties affected by site-specific constraints, such as environmental contamination or smaller parcel sizes not conducive to development. As a result, all City Centre SSPLs would be subject to the subclass regardless of whether redevelopment of the site is feasible. Although the subclass definition could be made detailed enough to address these circumstances, doing so would increase complexity, effort and costs for Administration and property owners.

Appendix E, Figures 3 and 4, illustrates the potential impact of a City Centre SSPL property tax subclass on average parking rates for paved and unpaved SSPLs under three different multiplier scenarios of the commercial rate, including a multiplier of 4.5 times the maximum permissible under legislation. The scenario for a paved parking lot shows that if the full impact of the property tax subclass was equally distributed among parking stall users, estimated monthly parking rate increases could range from $18 to $122.

Engagement Feedback

Stakeholders expressed limited confidence that a City Centre SSPL property tax subclass would effectively reduce the number of existing SSPLs or encourage redevelopment. Instead, stakeholders suggested that the additional tax burden would likely be absorbed by SSPL owners, resulting in lower profit margins for parking lot operators, higher parking rates for users or a combination of both, given current market conditions, financial constraints and limited demand for new development in the City Centre. Stakeholders further noted that, as a result of these same factors, the closure of an SSPL would not necessarily lead to redevelopment and could instead result in sites being vacant as opposed to providing parking.

Many stakeholders expressed the view that additional incentives, in conjunction with the City's existing and planned City Centre initiatives and programs (Appendix F), would be more effective at stimulating redevelopment than a SSPL property tax subclass. Stakeholders also emphasized the importance of taking a broader, holistic approach to parking, transportation and mobility in the City Centre rather than focusing exclusively on SSPLs. This feedback directly informed the report's recommendations further described below.

Recommendations

City Centre Transportation Study and Parking Travel Demand Strategy

Subject to approval of $400,000 in general capital funding through the 2027/2028 Budget process, the City plans to undertake a Transportation Study and Strategy in 2027 to holistically understand circulation, transit needs, parking and travel demand management within the City Centre, as further described in Appendix A. Following completion of the initiative, the Transportation Study and Strategy findings, recommended actions and implementation plan will be presented to City Council for consideration in 2028. The strategy will serve as a guiding framework for transportation and

mobility improvements in the City Centre, while supporting and informing related City initiatives, including corridor revitalization projects, area plans and updates to the Regina Transit Master Plan and Transportation Master Plan.

Of particular note, the Transportation Study and Strategy will examine the use of regulatory tools, including zoning bylaw amendments and SSPL design standards, to encourage landscaping, sustainability, accessibility and aesthetic improvements on SSPLs in the City Centre. As detailed in Appendix A, Schedule A, this approach was informed by stakeholder feedback and by the City of Edmonton and Winnipeg's approaches to improving SSPLs. These measures may serve as a near-term strategy to enhance the attractiveness of the City Centre, while such sites remain in use and until market conditions support redevelopment and private investment. The results of the analysis, including stakeholder feedback and recommendations regarding implementation, will be presented to City Council in 2028 as part of the broader Transportation Study and Strategy.

Pilot Market Housing Grant Incentive
Over the past several years, stakeholders, investors and developers have expressed that additional grant incentives should be provided through the Housing Incentive Program (HIP) to support additional market housing projects, in addition to affordable housing developments. Some noted that expanding the program in this manner could help advance projects that have been unable to proceed due to market and financial constraints, particularly on larger underutilized and SSPL sites in the City Centre area suitable for higher-density development where redevelopment costs can be substantial.

In response to this feedback, Administration will be recommending that City Council approve updates to the HIP to establish a Market Housing Capital Grant Incentive pilot for eligible properties within the City Centre. The proposal will be included in the Housing Accelerator Fund Update report being presented to Executive Committee on October 21, 2026.

City-owned Standalone Surface Parking Lots
Per item a.ii. of MN24-12, an analysis of the current and future use of the six City-owned SSPLs within the City Centre was undertaken, including consideration of potential transitions to alternative land uses and redevelopment opportunities. An overview of the current use and future development plans for each site is provided in Appendix G.

Five of the six lots are currently used by the Regina Police Service (RPS) for employee parking. RPS has indicated that parking remains an operational requirement, as the collective agreement for in-scope employees includes provisions related to parking and there is currently a significant waitlist for parking spaces. In addition, due to the nature of police operations and the prevalence of non-standard work schedules (e.g. nights, weekends and on-call shifts), many employees have limited ability to rely on alternative modes of transportation. Furthermore, most RPS employees are

required to report to a designated workplace and are generally unable to perform their duties remotely, reinforcing the ongoing need for dedicated staff parking.

The other City-owned lot, located at 1801 Rose Street, currently operates as a public paid parking facility offering daily parking. The City's long-term intent is to dispose of the property for redevelopment, either as a standalone development site or as part of a land assembly with adjacent vacant properties to support a larger-scale development project. While the City remains open to discussions with private-sector developers and investors regarding redevelopment opportunities, no development is anticipated in the near term.

An overview of potential options and next steps for the long-term development and disposition of these lots will be included within the scope of the Transportation Study and Strategy to ensure that future plans for these sites are informed by and aligned with the broader transportation, parking and mobility goals for the City Centre.

DECISION HISTORY & AUTHORITY

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

a. Report back to Council in Q4 of 2025 with options and recommendations on the following:

i. Creation of a property subclass for standalone surface parking lots in established intensification incentive boundaries, with a focus on Warehouse, Downtown and Centre Square should unique factors require consideration in these areas;

ii. Where surface parking lots are owned by the City, plans are considered to transition these properties into residential and commercial use;

iii. Creation of a property subclass for nuisance and abandoned properties and buildings;

iv. Establishment of bylaws and bylaw enforcement processes and fines for repeat nuisance property offences.

b. Where Administration is already advancing policies related to underutilized land, nuisance and derelict properties, intensification and densification policies, that this work be incorporated into existing workplans.

On December 3, 2025, City Council considered item *CR25-158 Underutilized Land Improvement Strategy* and adopted a resolution to approve the updated ULIS.

On March 25, 2026, to address MN24-12, City Council considered item *CR26-35 Review of Nuisance and Derelict Properties* and adopted a resolution to approve a Nuisance and Derelict Property Tax Subclass for 2028.

Respectfully Submitted,



Luke Grazier, Acting Director
Sustainable Infrastructure

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Heather Kindermann, Senior City Planner

ATTACHMENTS

Appendix A - Transportation Study and Strategy Overview
Appendix B - Jurisdictional Scan
Appendix C - What We Learned Report
Appendix D - City Centre Standalone Surface Parking Current State
Appendix E - Tax Subclass Analysis
Appendix F - City Centre Overview
Appendix G - City-owned Standalone Parking Lots Analysis

Appendix A – Transportation Study and Strategy Overview

The City Centre Transportation Study and Parking Travel Demand Strategy (Transportation Study and Strategy) will assess the existing transportation networks within the area, identify current and emerging gaps and develop a comprehensive strategy with actions for immediate, short-, medium- and long-term implementation.

Recommendations will improve the functionality, accessibility and overall performance of these networks across all travel modes, including active transportation, transit and vehicle travel, while considering the diverse needs of pedestrians, cyclists, motorists, transit riders and businesses requiring efficient goods movement and delivery access.

The Transportation Study and Strategy will cover several components of the network, such as those outlined below, to provide a holistic understanding of current conditions and opportunities to address gaps and make improvements.



Circulation: Current and future travel patterns, network connectivity and the movement of people and goods across all transportation modes.

Transit Operations: The reliability, speed, efficiency, attractiveness and performance of public transit services.

Parking: Vehicle storage and access to parking facilities, including parking supply, demand, utilization and accessibility.

Travel Demand Management (TDM): Travel behaviours and patterns, including measures that influence how, when and why people travel to improve overall transportation system efficiency.

A comprehensive understanding of the transportation network helps ensure actions, policies and strategies are not developed in isolation but rather are mindful, balancing impacts on the broader network, recognizing key linkages and relationships amongst each, such as:

Supply vs Demand	Circulation, transit and parking influence system supply, while TDM impacts travel demand.
Independent Trade-offs	Street space and policy decisions must balance circulation data, transit needs, demand management goals and priorities amongst competing interests.
Mutual Reinforcement	Strategies for each component of the network depend on the others because effective outcomes require coordination to ensure efficiencies and to avoid unintended consequences.
Shared Objectives	All strategies generally aim to reduce congestion, improve accessibility, support investment attraction and enhance livability in alignment with vibrancy and revitalization policy priorities.
Integrated System Approach	Success depends on aligning infrastructure, operations, travel behaviour and land use into a coordinated mobility system.
Public and Stakeholder Overlap	Effective outcomes and implementation depend on comprehensive engagement on strategies and actions for all components of the network concurrently.

The Transportation Study and Strategy is planned to be undertaken through a two-step approach:





1. **Study/Analysis**
   - The study component will address existing data gaps and provide a comprehensive assessment of transportation and parking conditions in the City Centre, including updated information on parking utilization, supply and demand for SSPLs, parkades, on-street parking and other parking facilities.
   - This also involves an analysis of circulation on roadways, transit routes and active transportation routes to determine potential improvements.

2. **Strategy**
   - Building on this analysis, the strategy component will identify and prioritize actions to address gaps and improve the transportation and parking networks. Actions will align with the City of Regina's (City) Strategic Priorities and other guiding documents, including *Design Regina: The Official Community Plan Bylaw No. 2013-48 (OCP)*, the Accessibility Plan, Underutilized Land Improvement Strategy and the Regina Transit and Transportation Master Plans.
   - The resulting integrated mobility strategy will consider all elements of the City Centre transportation network in a coordinated manner, ensuring decisions related to transit, parking, active transportation and roadway infrastructure are not made in isolation.

The following pages provide an overview of each component of the City Centre's transportation network that will be included in the Transportation Study and Strategy, along with background information, scope details and high-level deliverables.

Circulation

Description/Background:	Scope:	High-Level Deliverables
- Recent engagement on City Centre projects and initiatives has highlighted that residents and businesses have varying perspectives on how people access and move throughout the area. - It is recognized that a balanced approach is needed to meet the needs of all street users in the area.	- Analysis will focus on how people and traffic move through the City Centre using all transportation modes, identifying challenges and solutions improves safety, access and efficiency while supporting revitalization, vibrancy and economic development. - The analysis will cover traffic flow for all transportation modes, network bottlenecks, intersection performance, safety concerns and modal conflict.	- A report outlining existing conditions and an analysis of issues and opportunities. - Recommended actions and strategies to address issues and opportunities, along with an analysis of alternative options.

Transit Operations

Description/Background:	Scope:	High-Level Deliverables
- An evaluation of the current City Centre transit system is required to explore ways to use existing resources more effectively to improve travel times, reliability, ridership and passenger experience.	- Evaluating the existing transit system to identify areas for improvement and enhancement informed by jurisdictional best practices and emerging industry innovations. - Analysis will be undertaken on routing, transit stop spacing, service frequency, bus prioritization methods (e.g. dedicated lanes, signal prioritization) and integration with other transportation modes.	- A report outlining existing conditions and an analysis of transit services and resources. - Recommended actions and strategies to address issues and opportunities, along with an analysis of alternative options. - A monitoring and transition framework to guide the implementation of actions and strategies.



Parking

Description/Background:	Scope:	High-Level Deliverables
- There is often a mismatch between perceived and actual parking availability. - Parking supply can feel limited to users because the most convenient and visible parking spaces are often full. This perception is often amplified during peak times, further reinforcing the sense of shortage. - Conversely, parking facilities adjacent to major destinations may experience lower utilization and remain underused.	- Gathering enhanced parking supply and utilization data for both on- and off-street parking facilities. - Reviewing pricing and time limit restrictions for on-street parking spaces. - Collectively evaluating and considering the parking needs of residents, businesses, employers, visitors and commuters.	- A comprehensive inventory of all types of parking facilities and a utilization analysis covering occupancy rates, demand, turnover and user needs. - Identification of parking issues, such as accessibility, shortages, overuse, congestion and land use conflicts. - Recommended strategies and actions to address issues, reduce congestion and support vibrancy, such as pricing changes, zoning regulations, business licensing, shared parking, ride-sharing technology and other industry innovations and best practices.



Travel Demand Management

Description/Background:	Scope:	High-Level Deliverables
- TDM strategies take an integrated approach to addressing challenges related to access, mobility and behaviour, rather than simply widening roads or making changes to parking supply. - TDM seeks to balance economic prosperity with access needs and overcome fragmented management of the parking and transportation systems by making more efficient use of space.	- Exploring tools to manage travel behaviour to reduce congestion, improve efficiency and create more sustainable and accessible transportation systems. - An evaluation of methods to shift transportation modes, travel demand trends and supporting incentives and policies.	- A summary of recommended and alternative policy and regulatory actions, along with an implementation plan. - A review of potential infrastructure changes or shifts to improve traffic flow on existing streets. - A community engagement and outreach plan on potential TDM shifts.

Schedule A: Regulatory Tools to Enhance SSPLs

The Transportation Study and Strategy will include a detailed analysis of the regulatory tool conceptually outlined below. Its specific design and implementation are expected to evolve through an iterative process informed by the findings of the Transportation Study and Strategy, as well as ongoing engagement and collaboration with stakeholders, property owners, businesses and other interested parties.

Phase 1: Design Standards

The Regina Zoning Bylaw No. 2019-19 (Zoning Bylaw) currently requires new SSPLs to meet established landscaping, screening, buffering, fencing, loading and accessible parking requirements. The Stormwater and Transportation Design Standards also provide detailed guidance respecting drainage, paving, site boundaries, signage and parking lot delineation. Currently, these standards generally apply uniformly across the city. As such, stakeholders have identified an opportunity to develop design standards that are specific to the City Centre and responsive to its unique context, character and urban design objectives.

The development of City Centre-specific parking lot standards will be explored during this phase in direct collaboration with stakeholders. This work will include consideration of innovative regulations and design measures intended to improve the function, appearance and environmental performance of parking lots while enhancing the public realm. Potential measures may include enhanced accessibility requirements, green parking lot standards that reduce impervious surface coverage, increased tree planting and canopy targets, on-site stormwater management features and design elements that help mitigate the urban heat island effect. Opportunities to encourage energy-efficient lighting and other sustainable site design practices will also be explored.

Phase 2: Zoning Bylaw Regulations

Since the Zoning Bylaw generally prohibits SSPLs within the City Centre, many existing sites operating as SSPLs are considered legal non-conforming uses. As a result, they may continue operating but are limited in their ability to make substantive changes to the site or operation. This can create barriers to investments that would improve the visual appearance, functionality or overall quality of these sites, including enhancements that may be contemplated through the City Centre parking lot design standards discussed in the previous phase. To address this challenge, this phase of work will explore amendments to the Zoning Bylaw that would allow existing SSPL operators to undertake improvements that align with potential City Centre parking lot design standards.

In addition, this phase will explore options related to the Zoning Bylaw's prohibition on new SSPLs within the City Centre. This could allow owners of vacant or underutilized sites to establish temporary or permanent SSPLs, provided they meet prescribed design and development standards. In some circumstances, this approach may serve as an interim strategy to improve the appearance and functionality of vacant or neglected properties while contributing more positively to the surrounding streetscape and public realm.

In practice, this approach could establish a baseline inventory of permitted SSPLs within the City Centre based on the City's Underutilized Land Inventory. Once this baseline is established, any new SSPL that commences operation without the required approvals would be considered non-compliant with the Zoning Bylaw. Property owners would then be required either to obtain the necessary permits and undertake any required site improvements to achieve compliance with applicable design standards or be subject to enforcement measures under the Zoning Bylaw.

Phase 3: Report to City Council

A report and recommendations regarding this policy tool will be brought forward to City Council alongside the Transportation Study and Strategy. If endorsed by City Council, Administration would proceed with the preparation of any necessary amendments to the Zoning Bylaw and related regulatory policies. Following adoption, the new regulations would come into effect and be supported by a targeted communication and engagement strategy to ensure property owners are aware of the new requirements and opportunities available under the updated framework.

Phase 4: Revitalize and Redevelop

While the long-term objective remains the redevelopment of SSPLs into vibrant, active land uses that contribute to the economic vitality and overall attractiveness of the City Centre, it is acknowledged that many stakeholders indicated that current market conditions are not conducive to significant redevelopment investment. Stakeholders noted that major intensification projects continue to face financial risks and economic challenges that may limit private-sector interest in redevelopment at this time.

In the interim, enhancing the appearance of SSPLs and other underutilized sites may provide a practical means of achieving tangible improvements to the streetscape and pedestrian experience in the heart of the city. These enhancements can serve as a transitional step, while market conditions evolve to better support private sector investment and redevelopment opportunities.

The marketability of the City Centre will continue to be monitored as conditions change and as several current and future initiatives aimed at revitalization, beautification and economic development are implemented. These initiatives include ongoing corridor improvement projects, redevelopment of The Yards and Taylor Field sites and development incentive programs. Monitoring the impacts of these initiatives will help inform future decisions regarding the continuation, refinement or potential phase-out of policies and regulations related to SSPLs.

To help illustrate this vision, Schedule B demonstrates how an existing SSPL could evolve over time, from its current condition to a site enhanced through City Centre-specific design standards and ultimately to a fully redeveloped mixed-use development that contributes more meaningfully to the urban fabric and public realm.

Schedule B: SSPL Redevelopment Example

Current SSPL: An existing City Centre SSPL located at 2015 Smith Street. Based on available aerial imagery, this site has been used as a SSPL since at least 2001.



Enhanced SSPL: A rendering demonstrating how an existing SSPL could evolve through incremental site enhancements enabled by regulatory changes and design standards.



Redeveloped SSPL: A rendering showing the site's transformation from an enhanced SSPL to a fully redeveloped mixed-use development, representing the long-term vision for the property.



Appendix B – Jurisdictional Scan

To inform consideration of a City Centre standalone surface parking lot (SSPL) property tax subclass, the City of Regina (City) researched parking approaches in the core areas of other Canadian cities, with a particular focus on SSPLs. The findings are summarized below. This research was conducted through a review of publicly available information and, in some cases, interviews with municipal staff.

Canadian municipalities employ a range of tools to regulate and influence parking lot development and operations, including policy, regulatory, financial and strategic measures. The table below provides a high-level comparison of the approaches used by the jurisdictions reviewed, while the remainder of this document provides a more detailed description of each city's approach.

It is important to note that the applicability of these tools varies across jurisdictions due to differences in provincial legislation and municipal authorities. As such, some approaches identified in this review may not be permissible or practical within Saskatchewan's legislative framework.

Approach	Metro Vancouver	Montreal	Winnipeg	Ottawa	Toronto	Calgary	Saskatoon	Lethbridge	Edmonton	Halifax	Gatineau
Parking Authority/Agency – regulating on- and off-street parking	✓	✓	✓								
Policy Tool – restricting or prohibiting new SSPLs			✓			✓	✓	✓	✓	✓	
Tax Tool – tax rates and levies specific to SSPLs	✓	✓		✓	[1]						✓
Licensing Tool – a revenue-neutral business licensing program for SSPLs			[2]						✓		
Strategies/Plans – policies to address parking in core areas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

[1] Analysis and recommendations on parking tax levies have been presented to Toronto City Council; however, implementation has been deferred.
[2] While not yet approved, Winnipeg is in the process of exploring a potential business licensing program for SSPLs within defined areas.

Jurisdiction	Description
Metro Vancouver	**Parking Authority** - Established in 1999, TransLink serves as the regional transportation authority for Metro Vancouver, responsible for planning, funding and managing the region's transportation network. **Tax Tool** - A parking sales tax is applied in Metro Vancouver under the *South Coast British Columbia Transportation Authority Act*. - The tax applies to revenues generated from the sale of parking rights, whether charged on an hourly, monthly, annual or other basis. - Under this approach, taxable parking includes any parking site, space, or area where motor vehicles may be parked in exchange for payment or other considerations. - Exemptions include residential parking stalls, parking for inoperable vehicles and parking provided by vehicle rental companies. - Revenue generated through the tax is dedicated to funding public transit services and transportation infrastructure improvements throughout the region. - The tax applies to surface parking lots and parking structures within a defined service area and is calculated based on either the taxable parking area or number of taxable parking spaces. - The tax functions as a transportation demand management and revenue tool by capturing a portion of the value associated with parking supply and directing the proceeds toward transit and regional transportation investments. **Strategy/Plan** - The *Transportation Demand Management Action Plan* guides Vancouver's efforts to increase the use of active transportation and transit through targeted programs, incentives and supporting infrastructure. - The plan includes initiatives to reduce automobile dependence, including parking policy reviews and requirements for certain new developments in defined areas to implement Transportation Demand Management measures. - These measures include secure bicycle parking spaces, electric vehicle infrastructure and dedicated car-share spaces to reduce vehicle trips, parking demand, greenhouse gas emissions and traffic congestion.
Montreal	**Parking Authority** - The Agence de mobilité durable manages on- and off-street parking spaces and leads initiatives and programs to enhance mobility, accessibility and the equitable sharing of space for all residents. **Tax Tool** - Since 2010, Montreal has levied a special tax on non-residential indoor and outdoor parking spaces in designated districts, including the downtown core, to encourage active transportation and support urban intensification. - Higher tax rates apply to surface parking lots, while parking facilities smaller than 5,000 square metres outside the designated central area are exempt. - The tax is calculated by applying a location-specific rate to the taxable area of the parking facility. **Strategy/Plan** - The *Agence de mobilité durable Montreal Organizational Strategic Plan* built around values of innovation, agility, social responsibility, client focus, cooperation, passion and fun. - The plan includes several actions designed to reduce off-street parking spaces, such as encouraging the development of shared off-street parking spaces to better optimize land use.

Jurisdiction	Description
Winnipeg	**Parking Authority** - Established in 2005, the Winnipeg Parking Authority manages city-owned on- and off-street parking and related facilities and services. **Policy Tool** - Under Winnipeg's Zoning Bylaw, new non-accessory surface parking lots are permitted only as a conditional use in three Downtown sectors and are prohibited in one. Other forms of parking may be permitted in these areas. **License Tool** - Winnipeg is currently exploring a revenue-neutral SSPL licensing program within the downtown to address landscaping and safety issues, encourage redevelopment and ensure SSPLs are safe, high-quality, visually appealing and functional. - This work is currently underway, and a report will be brought to City Council for consideration once completed. **Strategy/Plan** - *The Winnipeg Parking & Mobility Strategy* guides the management of curbside space across the city based on principles of access, sustainability and service excellence. - The *Complete Communities Direction Strategy* includes the following policy aimed at encouraging investment in vacant and underutilized properties: "Facilitate the redevelopment of vacant or underutilized properties, such as standalone surface parking lots, to support residential and mixed-use developments, when servicing allows, to achieve a sustainable, inclusive and vibrant downtown." - Similarly, the strategy includes actions to reduce existing SSPLs and restrict the creation of new SSPLs within downtown areas, particularly along pedestrian-oriented streets and in areas with significant pedestrian activity.
Ottawa	**Tax Tool** - Ottawa historically maintained a separate parking lot and vacant property tax class under Ontario's optional tax class framework. - The class was established to recognize the distinct characteristics of SSPLs and vacant commercial lands and typically resulted in a tax rate that was approximately 30 to 35 per cent lower than that applied to developed commercial and industrial properties. - In 2025, Ottawa discontinued this property tax class as part of a broader review of municipal tax policy. - This change reflects a growing municipal interest in encouraging the intensification and redevelopment of SSPLs and vacant land in alignment with broader municipal priorities and goals. **Strategy/Plan** - Linked to Ottawa's Transportation Master Plan, the *Municipal Parking Management Strategy* establishes objectives and policies to provide public parking that is affordable, secure, accessible and attractive while supporting broader transportation goals. - The strategy also promotes sustainable and alternative modes of transportation, including walking, cycling, public transit and vehicle sharing. - The strategy notes that for Ottawa's parking management program to be successful, it must effectively coordinate several road network functions holistically, such as on- and off-street parking, tour buses and parking enforcement. - Since 2013, the City of Ottawa has completed multiple local area parking studies, which assess parking supply and demand within defined neighbourhoods or business districts. - These localized and context-specific studies help determine whether adjustments to parking availability, parking restrictions, pricing or enforcement practices are required and support the City's transportation demand management objectives and broader corporate goals and priorities.

Jurisdiction	Description
Toronto	**Tax Tool** - Unlike Ottawa, Toronto continues to maintain Ontario's optional parking lot and vacant land property tax class, which includes SSPLs. Historically, properties within this class have benefited from tax rates that are lower than those applied to fully developed commercial and industrial properties. - Recently, Toronto has explored implementing a separate commercial parking tax levy as both a transportation demand management and revenue-generation tool. The proposed levy would apply city-wide to commercial off-street parking facilities, including SSPLs and parking structures, and would be calculated based on the area dedicated to parking. - The proposed levy was expected to generate significant annual revenue and was justified, in part, as a mechanism to support public transit and broader transportation objectives. However, implementation was deferred pending the development of a comprehensive parking inventory and additional assessment information from Ontario's Municipal Property Assessment Corporation. **Strategy/Plan** - The *Toronto City-Wide Strategic Parking Framework* provides a comprehensive approach to managing parking across the city. The framework guides strategic and operational decision-making to ensure an appropriate supply of parking while supporting broader municipal objectives related to transportation, land use, economic development and sustainability. - Specific to off-street parking facilities, including SSPLs, the framework identifies opportunities to assess areas with surplus parking supply and explore the redevelopment of underutilized parking lands for more productive uses, including housing and mixed-use development. - The framework also encourages collaboration with off-street parking providers to support emerging mobility and sustainability initiatives, including electric vehicle charging infrastructure and vehicle-sharing programs, helping advance Toronto's climate and transportation goals.
Calgary	**Policy Tool** - The Calgary Zoning Bylaw prohibits new temporary and permanent SSPLs in defined downtown areas that are not part of an associated land use (e.g. apartment building or office tower) as part of efforts to discourage single-occupant vehicle commuting and reduce traffic congestion. - Additionally, the Zoning Bylaw restricts parking associated with new office uses within a defined downtown area to a maximum of one stall per 140 m^2 of gross floor area. **Strategy/Plan** - The *Calgary Parking Policies* framework, originally approved in 2011 and updated in 2024, provides a comprehensive, city-wide framework for parking policy and management. The framework is intended to address evolving transportation, land use and mobility needs while supporting broader municipal policy objectives. - The framework includes area-specific downtown parking strategies intended to support a vibrant, economically competitive and accessible downtown. These strategies include policies for on-street parking that accommodate short-term visits by customers and visitors, long-term parking for residents and employees and bicycle parking facilities. - The downtown parking strategies recognize and leverage three complementary policy levers: o *Road Capacity/auto access into downtown;* o *Amount and location of parking downtown; and* o *Provisions of attractive infrastructure and service to promote the use of alternative modes of travel, such as transit, cycling and walking into the downtown.*

Jurisdiction	Description
Saskatoon	**Policy Tool** - In 2025, Saskatoon approved several amendments to the Saskatoon Zoning Bylaw to implement the vision and policy direction of the *City Centre & District Plan*. - The amendments included restrictions on new permanent and temporary SSPLs in designated areas, as well as new landscaping and screening requirements for SSPLs regulated as either a permitted or discretionary use. Similar design standards were also introduced for accessory parking facilities located on the same parcel as an established principal use or building. - The city council report accompanying the amendments noted that, while existing parking lots may continue as legal non-conforming uses and are not subject to the new standards retroactively, any future modifications, expansions or redevelopment of these sites will be required to comply with the updated bylaw requirements, supporting the City's long-term urban design and land-use objectives. **Strategy/Plan** - The *City Centre & District Plan* establishes a vision and set of guiding directions for the area's public realm, streetscapes, plazas and land use. It also outlines broader strategies to enhance connectivity, mobility, safety and cultural and heritage preservation. The plan includes actions and recommendations to prohibit new SSPLs in strategic pedestrian-oriented locations and to amend SSPL regulations to encourage redevelopment. - To support implementation of the *City Centre & District Plan*, new policies were added to the Saskatoon Official Community Plan in 2025 directing the municipality to: o *Reduce areas of surface parking in the Downtown by supporting new structured parking, new development on surface parking lots, and a higher share of Downtown trips by alternate modes of transportation;* o *Determine strategic pedestrian focused locations where surface parking is not appropriate; and* o *Ensure that where new permanent surface parking is proposed, it is developed in a manner that integrates into the streetscape and is suitably screened so that it is not a focal point. This will include high-quality edges incorporating landscaping, public space and amenity areas that contribute positively to the public realm. There should be enhanced standards for surface parking located on a large corner lot or prominent site.* - Saskatoon also continues to advance its Comprehensive *Downtown Parking Strategy*, introduced in 2016 to guide parking-related decisions and actions as the city grows toward a population of 500,000.
Lethbridge	**Policy Tool** - To protect the downtown area from unnecessary or premature demolition and to discourage the proliferation of incompatible interim uses, such as SSPLs, the Lethbridge Zoning Bylaw requires the approval of a development permit for the future land use of the site prior to the issuance of a demolition permit for the current structure on the site. - Under this approach, a demolition permit will only be issued where: o The building is in a ruinous, dilapidated or unsafe condition that poses a threat to public health or safety; or o The applicant has obtained approval for a new development on the site. **Strategy/Plan** - The *Heart of our City Master Plan* provides a long-range framework to guide public improvements and private development to create a vibrant and economically thriving downtown. The implementation plan includes an action to maintain current levels of public parking in the downtown area to protect lands for future redevelopment opportunities.

Jurisdiction	Description
Edmonton	**Policy Tool** - The Edmonton Zoning Bylaw generally restricts the development of new permanent SSPLs within defined policy areas in and around the downtown and Centre City, reflecting the City's objective of encouraging redevelopment and more intensive land use. - In 2023, the City reported that approximately 275 SSPLs operated within the downtown and surrounding central neighbourhoods, with only about 11 per cent holding valid development permits. As a result, nearly 89 per cent were operating without the required approvals. - To address this issue, Edmonton introduced the Centre City Temporary Parking Program in December 2024, providing a pathway for owners of unpermitted SSPLs to obtain development permits and improve the appearance, safety and functionality of their sites. - Following the introduction of the Centre City Temporary Parking Program, the City issued warning letters and violation notices to affected parking lot owners between March and June 2025. Additional correspondence was sent in January and February 2026 reminding owners of program requirements, development permit deadlines, and the consequences of non-compliance, including fines, stop orders, and other enforcement measures. - Property owners who obtained development permits through the program have until December 31, 2027, to complete required site improvements. Eligible upgrades include enhancements to landscaping, drainage, lighting, pedestrian pathways, and parking surfaces. Temporary development permits issued under the program remain valid for seven years for gravel lots and ten years for paved lots, recognizing their interim role pending future redevelopment. Owners are also required to obtain a business license to operate SSPLs. **License Tool** - All commercially operated SSPLs generally require both a valid business license and a development permit. - The Edmonton Business License Bylaw requires payment of an initial license fee for a one- or two-year license term, in addition to renewal fees at defined renewal intervals. For SSPLs, annual license fees generally may range from approximately $100 to $700, depending on the nature of the business activity and the associated land use. **Strategy/Plan** - The *Curbside Management Strategy* outlines a framework and a series of actions to make curb space and parking more equitable and beneficial for all residents. This includes strategies to support active transportation through the provision of “end-of-trip” amenities, such as bicycle storage facilities, personal lockers and washrooms. - The *Downtown Public Spaces Plan*, which provides a 20-year vision for downtown Edmonton, includes a policy to encourage the activation of underutilized and vacant lands through the development of publicly accessible parks and open spaces. - Similarly, the *Downtown Vibrancy Strategy* includes an action to encourage short-term activities and interim uses on underutilized sites, such as SSPLs, to foster vibrancy while areas evolve and are redeveloped with permanent land uses.
Halifax	**Policy Tool** - The Halifax Zoning Bylaw prohibits new commercial SSPLs and parking garages within a defined downtown area. **Strategy/Plan** - The *Halifax Regional Municipality Regional Parking Strategy Functional Plan* provides a 25-year action plan to ensure that parking throughout the region is planned, supplied and managed in a manner that balances multiple interests and competing needs. - Halifax also undertakes biennial parking supply and demand studies to assess evolving conditions, monitor the outcomes of parking policy changes and evaluate the impacts of growth and development on parking supply and demand.

Jurisdiction	Description
Gatineau	**Tax Tool** - In 2024, Gatineau approved the phased implementation of a parking lot tax intended to encourage intensification, optimize land use and advance environmental and accessibility objectives. - The tax was initially applied to commercial parking lots and those associated with office buildings before being expanded in 2025 to all non-residential parking spaces. - The levy is calculated based on the gross surface area of parking spaces, both indoor and outdoor, with rates varying by location. Assessments are based on property plans and generally include parking areas intended for employees and visitors, while operational areas associated with storage, shipping, loading or other commercial activities are excluded. - The parking lot tax is intended to diversify municipal revenue sources while encouraging more efficient use of land. Key objectives include reducing reliance on private vehicle travel, supporting public transit use, lowering greenhouse gas emissions, reducing heat-island effects associated with large asphalt and concrete surfaces, increasing green space opportunities and encouraging the redevelopment of underutilized sites.



Appendix C – What We Learned Report: Engagement Summary



In January 2025, City Council approved *MN24-12 Nuisance and Underutilized Properties*, which directed Administration to develop options and recommendations for a City Centre standalone surface parking lot (SSPL) property tax subclass.

This initiative was intended to determine whether a subclass could encourage the transition of SSPLs to higher-value land uses.

Engagement Objective
The City of Regina (City) engaged members of the public, SSPL owners, businesses, community associations (CAs), economic development organizations, the Regina Downtown Business Improvement District (RDBID) and the Regina Warehouse Business Improvement District (RWBID) to better understand the role of SSPLs in the City Centre and gather feedback on a potential SSPL property tax subclass.

Participants were asked whether the proposed tax measure would encourage redevelopment or create unintended consequences, and whether alternative approaches would be more effective.

Timing and Outreach
Engagement was conducted between February and August 2026. To raise awareness of the initiative, the City launched a project page on Be Heard in March 2026. The webpage provided background information, maps, frequently asked questions, a dedicated email address for inquiries and access to two online surveys, one for residents and one for SSPL landowners.

In addition, letters were distributed to more than 125 SSPL owners and affected CAs. The correspondence outlined the purpose of the initiative, provided links to the project webpage and informed recipients of opportunities to participate in the engagement process, including one-on-one meetings, small group discussions and online surveys.

Engagement Summary
In conjunction with the outreach efforts described above, a range of engagement activities were conducted to inform, consult and collaborate with residents and stakeholders on this initiative. The following subsections summarize these activities and the key themes identified through engagement.

Feedback received was used to inform Administration's recommendations regarding a potential City Centre SSPL property tax subclass. To support meaningful participation, all participants were provided with background information on the initiative and its objectives.



City Centre stakeholder and business group workshops

Project Be Heard page for feedback and questions

Letters to SSPL owners and CAs, offering follow-up meetings

Resident survey and SSPL landowner survey

Workshops with the RDBID and RWBID

City Centre Stakeholder and Business Group, RDBID, RWBID
Initial workshops were held to provide an overview of the initiative, including an analysis of the subclass and its potential implementation and function.

- City Centre Stakeholder and Business Group: April 2, 2026 (nine attendees).
- RDBID: April 21, 2026 (five attendees).
- RWBID: April 28, 2026 (14 attendees).

Key Feedback:
Many SSPLs support businesses located on separate sites and are not operated solely as independent public parking operations. SSPLs often play an important supporting role for retail, office and residential rental uses.
Taxation alone is unlikely to address the underlying imbalance between parking supply and demand. Broader measures that address parking demand, accessibility and transportation options should be prioritized.
Business owners frequently reported concerns that existing parking supply is insufficient to meet the needs of tenants, employees, customers and visitors. Parking remains a critical component of business viability and visitor access in the Downtown and Warehouse District.
The subclass could conflict with other City Centre initiatives, such as the Office Incentive Policy, and may encourage new investment and development to locate in suburban areas where the subclass would not apply. Parking in these areas is typically provided on the same parcel as the principal development.
There was broad agreement that incentives are generally more effective than financial penalties in encouraging redevelopment and investment.
Alternative approaches suggested included reducing barriers to City Centre parking, increasing competition among parking providers and encouraging visual and aesthetic improvements to existing parking lots to enhance the public realm and support investment attraction.
Under current market conditions in Regina, an SSPL property tax subclass is unlikely to encourage redevelopment. Instead, the additional tax burden would be more likely to be passed on to users through higher parking fees. Even if a parking operation were to cease, the site would be more likely to remain vacant than be redeveloped, given current levels of development and investment activity in the City Centre.
A key limitation of the proposed subclass is its inability to distinguish between SSPLs facing significant redevelopment constraints such as contamination, irregular site configurations or parcel sizes that are insufficient to support viable redevelopment.
The subclass would redistribute the commercial property tax burden by increasing taxes on SSPLs while reducing taxes for commercial properties elsewhere in the city. This could place City Centre businesses at a competitive disadvantage relative to suburban businesses and discourage investment in the City Centre.
Measures intended to reduce parking availability could disproportionately affect individuals with accessibility or mobility challenges who rely on convenient parking close to their destination. Concerns were also raised regarding access to medical offices and other services where patients and visitors with mobility challenges may depend on nearby parking.
Concerns were raised that the proposed subclass could result in unintended consequences, including increased pressure on an already constrained parking system, higher costs for businesses and users, challenges with workforce attraction and retention and negative impacts on properties with redevelopment constraints.
Existing safety and pedestrian visibility concerns related to parking operations in the Warehouse District were identified and should be considered alongside future parking and redevelopment initiatives.
The RWBID supports policies that advance long-term redevelopment and vibrancy. However, a phased, data-informed approach that includes interim measures and strategic reinvestment was identified as important to achieving the City's objectives while minimizing unintended impacts on businesses, employees, residents and visitors.

Building on feedback received through the initial workshops and other engagement activities, a series of follow-up sessions were held with stakeholders to obtain further input regarding the subclass and potential alternative measures that could more effectively encourage redevelopment and investment on SSPL sites and throughout the City Centre.

- City Centre Stakeholder and Business Group – Meeting Option 1: June 25, 2026 (five attendees).
- City Centre Stakeholder and Business Group – Meeting Option 2: July 16, 2026 (six attendees).
- RDBID: July 27, 2026 (six attendees).
- RWBID: August 24, 2026 (12 attendees).

Key Feedback:
There was support for taking a holistic approach to parking, travel demand, mobility, and accessibility within the City Centre. Policy decisions, including a potential City Centre SSPL property tax subclass, should not be considered in isolation and should account for broader impacts on the transportation network and overall accessibility.
There is a common misconception that SSPL owners generate significant profits from parking operations and are choosing not to redevelop their properties. In many cases, SSPLs are used to support nearby buildings by providing parking for tenants, customers and employees. While redevelopment may offer greater long-term financial returns, current market conditions do not make redevelopment financially viable. It was noted that in larger urban centres, such as Vancouver, higher land values and stronger market conditions make redevelopment more economically attractive than maintaining surface parking lots.
Incentives for multi-unit market housing in the City Centre were identified as a potentially effective tool for encouraging redevelopment. Such incentives could help improve the financial viability of projects that are currently on hold due to market challenges and support additional investment in the City Centre. It was noted that similar incentives have been successful in generating activity and development within the core areas of other cities, such as Edmonton and Calgary.
The RDBID was supportive the City undertaking a City Centre Transportation Study and Parking Travel Demand Strategy. It was noted that the following should be considered within the scope of work: • The impacts of transit service changes on parking demand should be considered, specifically as enhanced service may reduce long-term dependence on surface parking lots. • A review of on-street parking allocation and optimization is needed to support accessibility, customer parking and business operations. • Parking utilization trends should be assessed through a comparison of historical and current datasets. • A block-by-block, context-sensitive review of curbside management should be undertaken. • Curb cuts, loading activity and street operations should be reviewed to identify opportunities for improved efficiency and safety. • Bus loading and drop-off requirements should be reviewed, including those associated with major destinations and events such as Globe Theatre performances. • The need for dedicated paratransit drop-off and pick-up areas should be evaluated, particularly near key destinations such as the Cornwall Centre. • Snow clearing and winter accessibility should be incorporated into the analysis. • Operational feasibility and implementation considerations should be evaluated alongside any recommendations. • Consider opportunities to encourage redevelopment and activation of underutilized sites through more flexible interim and temporary use regulations. Temporary activations, such as seasonal vendors, kiosks, pop-up businesses and other short-term uses, can help increase vibrancy, attract visitors and support the revitalization of Downtown sites awaiting redevelopment.

Key Feedback:
RDBID also identified safety, visibility and the overall user experience as important considerations for both the proposed study and future transportation, mobility and parking initiatives. Specific considerations noted included: • Framing aesthetic concerns as factors that influence perceptions of safety. • Improving visibility, lighting and pedestrian comfort within parking facilities and throughout the Downtown. • Incorporating findings from RDBID employee and stakeholder surveys. • Considering observations from RDBID's Downtown night walks, which identified several areas with limited lighting and visibility, including portions of Victoria Park. • Evaluating enhanced lighting standards and design considerations for surface parking lots and other publicly accessible parking facilities.
While the proposed multi-unit market housing incentive stream is promising, the City should also consider future changes to the City Centre Incentive Program to provide additional grant funding for new commercial and mixed-use development on underutilized sites.
Similar to the RDBID, the RWBID supported the development of a City Centre Transportation Study and Parking Travel Demand Strategy. They noted that the initiative should include an assessment of various options for bringing SSPLs into compliance, enabling site upgrades and improvements. It was discussed that this may entail amendments to the Zoning Bylaw.

Online Surveys
Residents and SSPL owners were invited to participate in online surveys hosted on the project's Be Heard page.

- The resident survey, conducted between March 1 and April 18, was designed to better understand public perceptions of parking in the City Centre, including parking usage patterns and views on its availability, accessibility and importance.

- The SSPL owner survey, conducted between March 16 and April 30, gathered information on the use of SSPL sites, perspectives on a potential City Centre SSPL property tax subclass and whether owners had considered redeveloping their properties. Respondents were also asked to identify the factors influencing decisions related to redevelopment and the continued operation of SSPLs.



Key Feedback – Resident Survey (68 responses):
The majority of respondents (82 per cent) indicated that they travel to the City Centre alone by automobile. Proximity to destination was identified as the most important factor influencing parking decisions, followed by parking availability and cost.
Nearly half of respondents (45 per cent) reported using parking facilities in the City Centre daily. Parking use was concentrated on weekdays, with 86 per cent of respondents indicating they typically park in the City Centre from Monday to Friday. Work-related trips were the most common purpose for parking, cited by 57 per cent of respondents.
SSPLs were among the most frequently used parking facilities, with 39 per cent of respondents indicating they use SSPLs when parking within the City Centre. This was comparable to on-street parking (31 per cent), while structured parking accounted for 19 per cent of responses.
When asked how their travel behaviour would change if parking became more available or less expensive, 57 per cent of respondents indicated their behaviour would not change, while 37 per cent indicated they would travel to the City Centre more frequently. Conversely, if parking became less available or more expensive, 47 per cent of respondents indicated they would visit the City Centre less often. A further 42 per cent indicated their travel behaviour would remain unchanged, noting that driving and parking are necessary for their trips to the City Centre.

Key Feedback – SSPL Owner Survey (12 responses):
The majority of respondents (83 per cent) indicated they had not considered redeveloping their parking lot. The most cited reasons were the high cost of development, current market constraints and the need to maintain parking for employees, tenants, customers and visitors.
Additional incentives and enhanced beautification efforts are needed to make the City Centre more attractive for redevelopment and investment. Most respondents indicated that an SSPL property tax subclass would be unlikely to encourage redevelopment, with some suggesting it could discourage investment.
There is currently insufficient demand to support new development in the City Centre. Many respondents indicated that restricting parking through taxation or regulation is not desirable and suggested that the City instead focus on facilitating aesthetic and functional improvements to existing parking facilities.
Three-quarters of respondents who identified as SSPL owners indicated that they manage parking operations directly, while the remaining respondents indicated that operations are managed by a third-party operator.



Smaller Group Meetings, Phone Calls and Email Correspondence with SSPL Owners and Interested Parties
Additional stakeholder feedback was gathered through small group meetings, telephone discussions and email correspondence.

Key Feedback (6 Touchpoints):
Parking demand in the City Centre remains strong. Parking availability was identified as an important factor in attracting and retaining tenants, supporting businesses and addressing commercial vacancies in the City Centre. Existing parking-related barriers already affect access for customers, employees, and visitors. It was suggested that further reductions in parking supply could negatively affect investment attraction and business viability.
One Crown corporation indicated that its existing SSPLs are operating at full capacity and currently maintain a waitlist of approximately 400 individuals. It was also noted that parking utilization may not always be visually apparent, as many stalls are assigned to employees with hybrid work arrangements. As a result, while a parking area may appear to have vacant stalls on a given day, those spaces are often reserved and therefore unavailable for general use.
Some SSPL sites are not currently viable candidates for redevelopment due to market conditions, site constraints or other development challenges. Surface parking is often viewed as an interim land use while landowners assemble parcels for larger redevelopment projects or wait for market conditions to improve.
Market conditions, rather than policy measures, were identified as the primary driver of surface parking lot redevelopment. The experience of larger urban centres was cited as an example, where redevelopment became more prevalent as market conditions strengthened and development activity increased. Significant increases in construction costs were also identified as a key challenge affecting redevelopment feasibility.
Some landowners indicated that revenue generated from SSPL operations helps offset carrying costs while properties are held for future redevelopment. As a result, it was suggested that additional taxation could discourage land assembly efforts and delay future redevelopment opportunities.
Several parties noted that revenue from SSPL operations does not always offset property taxes and operating costs. As a result, SSPLs generally do not generate excessive profits, which may be contrary to public perception.
Strong support was expressed for additional redevelopment incentives, particularly for multi-unit residential and infill development projects that face higher costs than greenfield developments. It was also suggested that the City's current restrictions on new SSPLs should be reviewed and revised, given the need for additional parking and the financial relief SSPL revenue can generate while a developer is assembling land for a redevelopment project.



Four Key Engagement Takeaways

<u>Takeaway 1:</u> Stakeholders generally do not believe a SSPL tax subclass would achieve its intended redevelopment objective under current market conditions.

- Many felt that redevelopment is constrained primarily by market conditions, construction costs, land economics and development feasibility, rather than by the current tax treatment of parking lots.
- Several suggested that lots would be more likely to remain vacant than redevelop if parking operations became less viable.

<u>Takeaway 2:</u> SSPLs often serve a broader function than public-paid parking operations operated solely for revenue generation.

- Stakeholders repeatedly noted that many SSPLs support nearby offices, retail businesses, residential buildings, employees and tenants. This challenges the perception that all parking lots are independent profit-generating land uses being intentionally withheld from redevelopment.
- Rather, stakeholders identified market, financial and other constraints as the main reasons redevelopment has not occurred.

<u>Takeaway 3:</u> There is significant concern from business owners, parking lot owners and the BIDs that a City Centre SSPL tax subclass may have unintended economic impacts.

- Concerns include reduced competitiveness, lower visitation, increased parking costs, pressure on City Centre businesses and the potential diversion of investment to other areas.
- There was a strong sentiment that additional incentives are needed to stimulate redevelopment, as opposed to punitive measures like a subclass.

<u>Takeaway 4:</u> A more comprehensive understanding of parking, transportation and mobility in the City Centre is needed before making major policy decisions, such as the implementation of a subclass.

- Stakeholders frequently called for a holistic approach that considers transportation, mobility, parking demand, accessibility and broader City Centre revitalization together.
- There was interest in City policies and initiatives that encourage visual improvements to SSPLs, contributing to a more attractive, investment-friendly, vibrant and pedestrian-oriented City Centre.



Appendix D – City Centre Standalone Surface Parking Current State

This appendix summarizes the current state of standalone surface parking lots (SSPLs) in Regina's City Centre, including their locations, utilization, ownership and characteristics. The appendix also includes relevant background and contextual information related to parking supply, parking demand and redevelopment within the City Centre.

Understanding Parking Types

MN24-12 Nuisance and Underutilized Properties directed the exploration of a property tax subclass for SSPLs, which are defined as properties assessed as vacant land that do not contain a principal building or structure and are used solely for parking. SSPLs generally fall into one of the following categories:

Private Business SSPLs: Lots designated for the employees or customers of a specific business, organization or property.

Public Paid SSPLs: Lots operated as revenue-generating properties that are available to the general public on an hourly, daily, monthly or yearly basis.

Residential Tenant SSPLs: Parking lots reserved for the tenants of an adjacent or nearby residential property, such as an apartment building, townhouse development or similar multi-unit housing.

These differ from the other types of parking facilities shown below, which were not included in the scope of work directed under MN24-12.



Accessory Parking Lot (located on same titled parcel as a principal building)



On-Street Parking Stalls



Structured Parking Facilities (e.g. garage, parkade and underground parking)

Historical Context

Analysis of historical imagery, including Figures 1 to 4 and property records indicate that the conversion of developed properties to SSPLs occurred incrementally beginning in the 1950s. As the City Centre evolved from primarily residential neighbourhoods into a major employment, government and commercial hub, demand for parking increased and many properties were repurposed to support vehicle storage. This trend mirrors that of many Canadian downtowns during the latter half of the twentieth century, where parking lots emerged as a common response to growing automobile ownership and travel demand. As illustrated below, the built form of the City Centre and Downtown has changed considerably over time. Larger and taller buildings have replaced many single-detached homes, while SSPLs have become a more prominent component of the urban landscape. Approximately 66 per cent of the SSPLs currently located within the City Centre have been in place since before 2001.

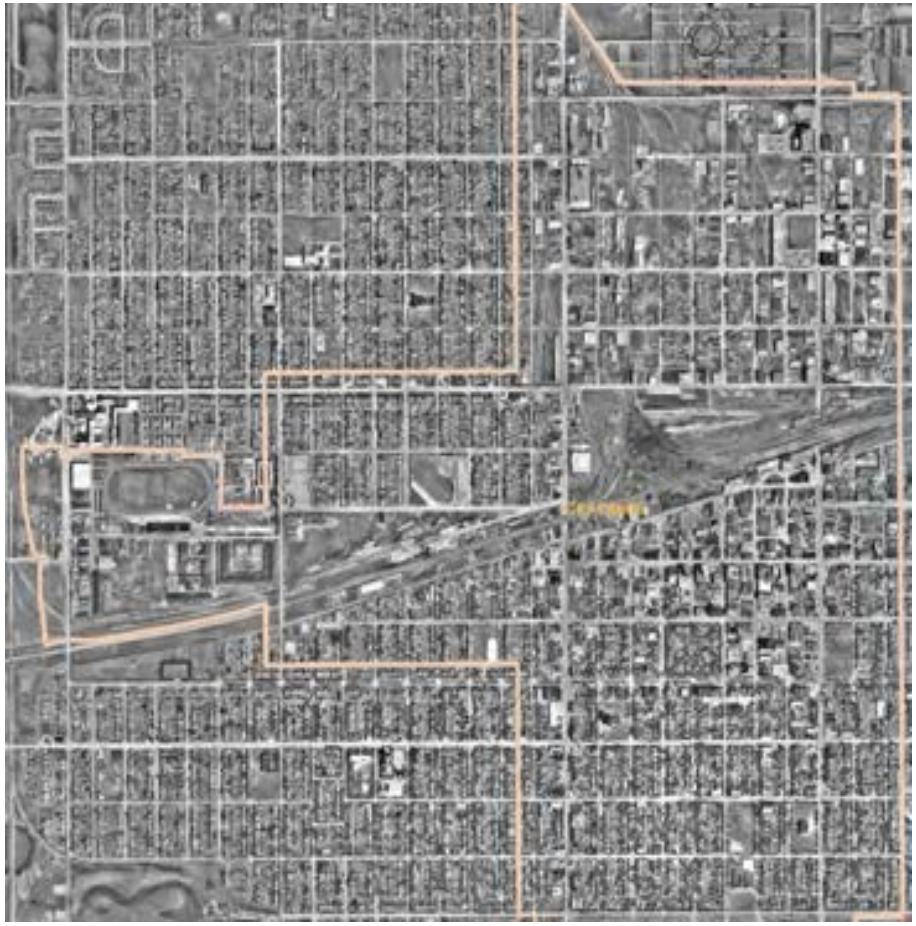


Figure 1: City Centre Close-up, 1951



Figure 2: City Centre Close-up, 2024



Figure 3: Downtown Close-up, 1951



Figure 4: Downtown Close-up, 2024

City Centre Standalone Surface Parking Lots

As shown in Figure 5, there are approximately 142 SSPLs within the City Centre, representing a total of 177 individually titled legal lots. Although some SSPLs appear and operate as a single site, they may be comprised of multiple legal parcels. For instance, the SSPL highlighted in Figure 5 functions as a single parking area but consists of four separately titled lots. To support consistent analysis and reporting, SSPLs are treated as a single parking lot entity irrespective of the number of legal parcels from which they are assembled.

SSPLs occupy approximately 17 hectares, or 4 per cent of the 432 hectares of land within the City Centre and have a wide range of sizes.



Smallest SSPL: 0.02 hectares (200 m²), approximately the size of a townhouse parcel.



Largest SSPL: 1 hectare (10,000 m²), approximately the size of a football field.



Average SSPL: 0.09 hectares (900 m²), about the size of the City Hall building footprint and courtyard.

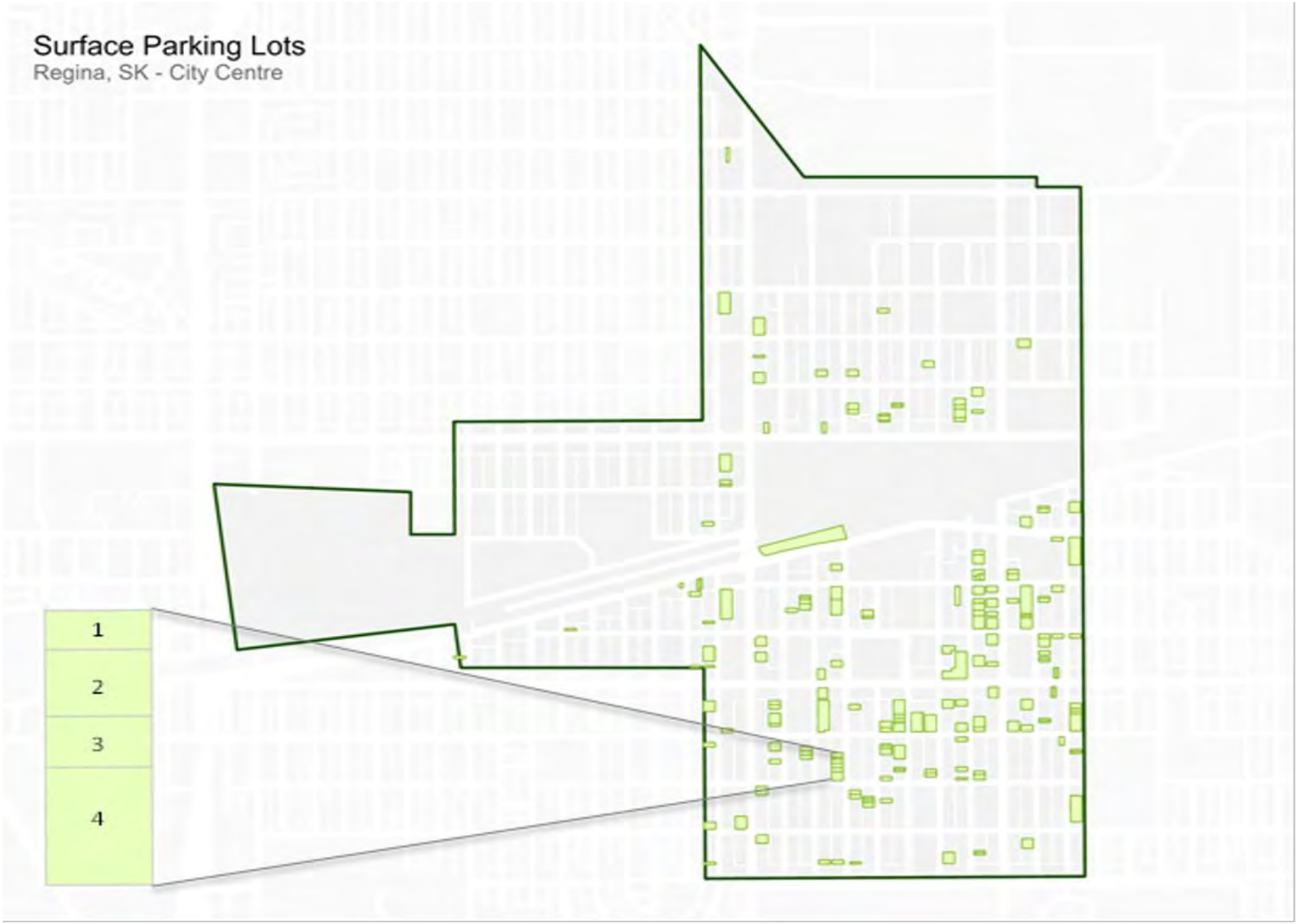


Figure 5: Map of City Centre SSPLs

Nbhd.	SSPL Count	Approx. Stall Count	Total Area of SSPLs	Area of Nbhd. in City Centre	% of Nbhd. Area Occupied by SSPLs
Cathedral	15	487	1.27 ha	41.00 ha	3%
Centre Square	49	2,084	5.13 ha	58.46 ha	9%
Downtown	28	1,783	4.73 ha	50.39 ha	9%
Heritage	28	1,105	3.43 ha	38.36 ha	9%
North Central	6	250	0.73 ha	115.00 ha	0.6%
Warehouse	16	489	1.65 ha	128.22 ha	1.3%
Total City Centre	**142**	**6,198**	**16.94 ha**	**431.43 ha**	**3.9%**

Figure 6: City Centre SSPL characteristics by neighbourhood

Figure 6 illustrates the distribution of SSPLs within the portions of neighbourhoods that comprise the City Centre. As shown, Centre Square, followed by Downtown and Heritage, have the highest number of SSPLs, the greatest number of SSPL stalls and the largest share of land occupied by SSPLs relative to the total portion of the neighbourhood within the City Centre. Overall, SSPLs occupy approximately four per cent of the total land area within the City Centre.

Figure 7 maps the distribution of standalone surface parking lots (SSPLs) within the portions of neighbourhoods that comprise the City Centre.

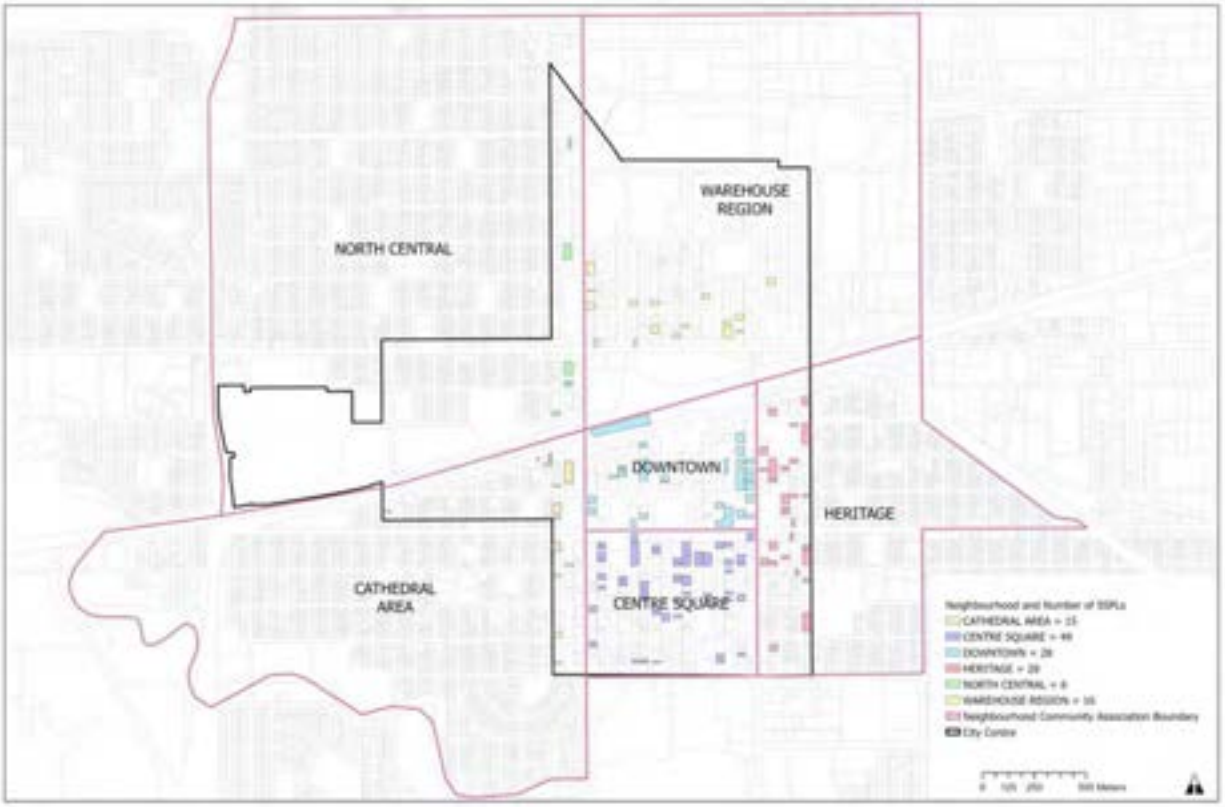




Figure 7: Distribution of City Centre SSPLs by neighbourhood

While public paid parking lots are often the form of SSPL most associated with City Centre parking, they represent only a portion of the area's total supply. SSPLs serve a range of functions, including parking for employees, customers, residential tenants and commercial building occupants. Figure 8 illustrates the distribution of the 142 SSPLs by parking type. Private business parking lots comprise the largest share of City Centre SSPLs at 58 per cent, which may be reflective of the role these lots play in supporting business activity, operational and employee needs.

SSPL Type	Description	SSPL Count	% of Total Parking Lots	Approx. Stalls	% of Total Parking Stalls
Private Business	Lots designated for the employees or customers of a specific business, organization or property.	84	58%	2,776	45%
Public Paid	Lots operated as revenue-generating properties that are available to the general public.	43	30%	2,772	45%
Residential Tenant	Parking lots reserved for the tenants of an adjacent or nearby residential property.	11	8%	394	6%
City-owned	Parking lots owned by the City of Regina (City), with all but one being used for the Regina Police Service.	4	4%	256	4%

Figure 8: Breakdown of City Centre SSPLs by type

Figure 9 provides a neighbourhood-level breakdown of City Centre SSPLs by type. As shown, Downtown and Centre Square have the greatest concentrations of private business and public paid SSPLs.

	Private Business SSPLs	Stalls	Public Paid SSPLs	Stalls	Residential Tenant SSPLs	Stalls	City-owned SSPLs	Stalls
Cathedral	13	323	1	150	1	14		
Centre Square	27	1,048	14	758	8	278		
Downtown	11	339	16	1,420			1	24
Heritage	14	465	10	382	1	26	3	232
North Central	6	250						
Warehouse	13	351	2	62	1	76		
Total	**84**	**2,776**	**43**	**2,772**	**11**	**394**	**4**	**256**

Figure 9: Breakdown of City Centre SSPLs by type and neighbourhood

A key component of understanding SSPL parking supply and demand dynamics is utilization. However, recent utilization data for the City Centre is limited, representing a significant information gap. The most recent comprehensive assessment of parking utilization was undertaken in 2014 through MMM Group's Current Parking Program Assessment and Downtown Vicinity Parking State. Focusing exclusively on the Downtown, the study found that SSPLs had average occupancy rates of 87 per cent in the morning, 81 per cent at midday and 72 per cent in the afternoon. Recognizing the age of the available utilization data, City Administration conducted occupancy counts at SSPLs in the Downtown area during mid-morning periods, Monday through Friday throughout the month of May. The locations of these sample sites are shown in Figure 10, while Figure 11 summarizes the observed utilization rates.



Figure 10: SSPL locations and Lot IDs included in the May 2026 survey

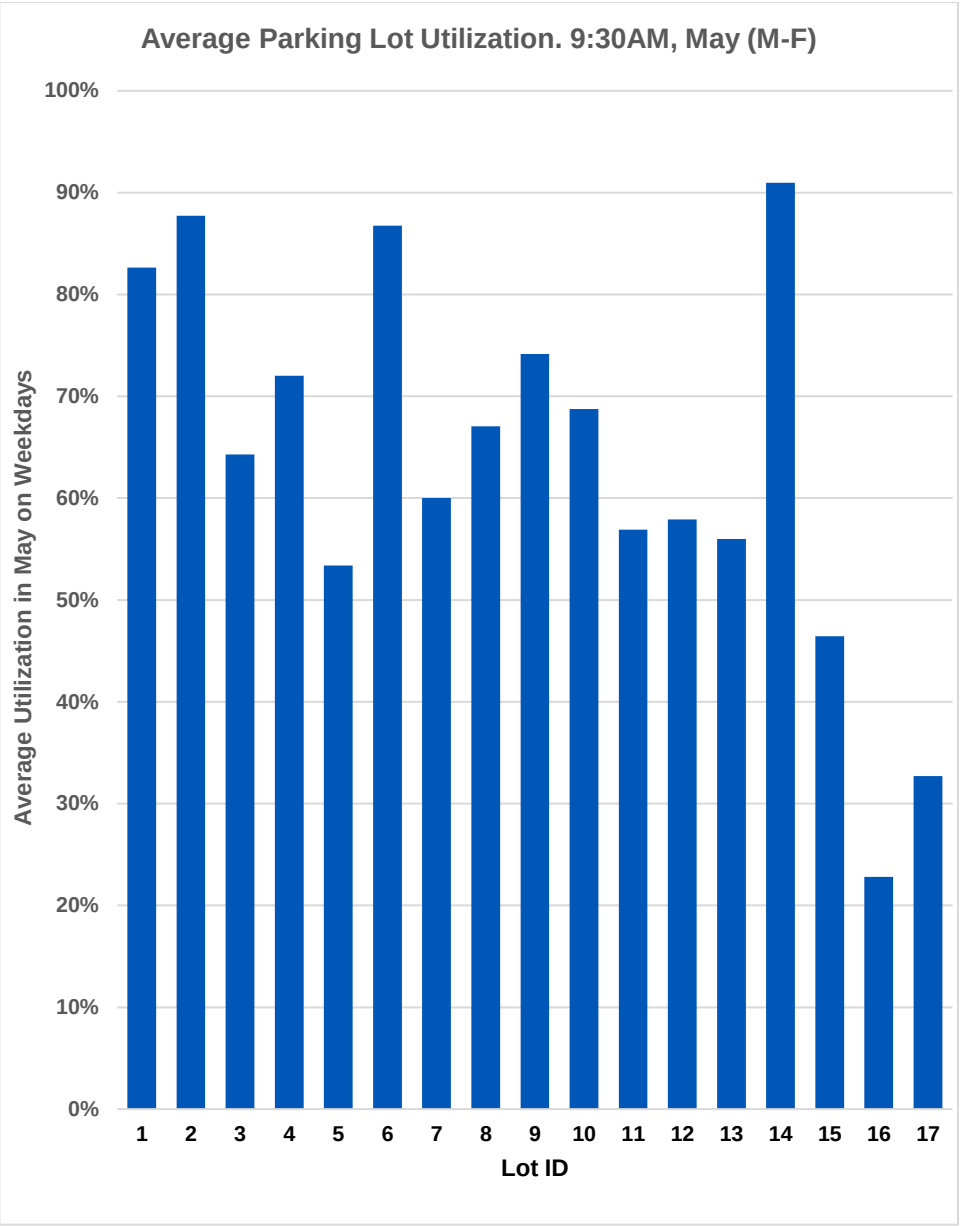


Figure 11: SSPL utilization by Lot ID, May 2026

As shown in Figure 11, utilization ranged from approximately 20 per cent to 90 per cent and was likely influenced by a variety of factors, including lot amenities such as paved versus gravel surfacing, the availability of electrical plug-ins, proximity to employment centres and other destinations and parking rates. Post-pandemic hybrid work arrangements may also influence parking demand and utilization patterns. For example, although Lot ID 8 recorded an average utilization rate of 56 per cent during the study period, no monthly stalls were available for lease and prospective users could only join a waiting list. A similar situation exists for Lot ID 6, which recorded an average utilization rate of 87 per cent while also maintaining a waiting list for monthly parking stalls. These findings suggest that occupancy levels alone may not fully reflect market demand for parking.

The findings from this survey should be interpreted as a point-in-time snapshot of utilization at selected SSPLs. To support evidence-based decision-making, there would be value in undertaking a comprehensive City Centre parking study that evaluates utilization across all parking types, including surface parking lots, accessory parking, parkades and on-street parking. Such a study would provide a more complete picture of parking demand and supply conditions and help inform future parking, taxation and redevelopment policy decisions.



Redevelopment of City Centre SSPLs has been limited in recent years, with only four identified instances over the past 15 years, as shown in Figure 12. Although these examples demonstrate the potential for parking lots to transition to more intensive land uses, stakeholders have identified several factors that may constrain redevelopment activity, including market conditions, project financing, construction costs and broader economic uncertainties. As a result, the presence of an SSPL does not necessarily indicate that a site is readily developable or currently marketable for redevelopment.

Location and Use	Imagery of Former SSPL	New or Planned Development
2100 15th Avenue: A new Ronald McDonald House is currently being constructed on four lots in the Centre Square Neighbourhood that had previously been used as SSPLs since 2012.		
2055 Rose Street: The 64-unit Gardens on Rose condominium development was completed in 2014 on a site that had previously operated as a SSPL. Based on available aerial imagery, the parking lot had existed since at least 2001 prior to its redevelopment.		
1720 12th Avenue: A City-owned former SSPL that had been in existence since the early 2000s was recently redeveloped into a functional community amenity.		
1840 Lorne Street: The City recently approved a discretionary use development permit for a 48-unit residential development, facilitating the redevelopment of a site that had operated as a SSPL since at least the mid-2010s. The building permit application process for the project is currently ongoing.		

Figure 12: Examples of City Centre SSPL redevelopment over the past 15 years

Appendix E – Tax Subclass Analysis

Currently, standalone surface parking lots (SSPLs) are assessed primarily on the value of the land, as they typically do not contain buildings or other significant assessable improvements. As a result, these properties often contribute a smaller share of commercial property taxes than developed commercial sites with similar land area.

A City Centre SSPL tax subclass would not increase the total amount of property tax collected by the City of Regina (City). Rather, it would redistribute the commercial tax burden by increasing the proportion of taxes paid by SSPLs and reducing the proportion paid by certain developed commercial properties, such as office buildings and retail stores.

Figure 1 illustrates how a SSPL property tax subclass would shift the commercial property tax burden between SSPLs and other commercial properties. Three scenarios are presented in which the subclass tax rate is set at 1.5, 3 and 4.5 times the standard commercial tax rate. As the subclass multiplier increases, a greater share of the commercial tax levy is borne by SSPLs, allowing the tax rate applied to other commercial properties to decrease correspondingly while maintaining the same overall municipal tax revenue.

Property Tax Subclass Background

- **Section 254 of *The Cities Act* grants cities the authority to establish property tax subclasses and apply different tax rates to specific property types. Subclasses can influence the distribution of property taxes among land uses in support of policy objectives such as economic development or tax equity.**
- **The City of Regina currently has two property tax subclasses in effect: one for condominiums and one for golf courses. A third subclass for nuisance and derelict properties has been approved and is scheduled to come into force in 2028, as directed by *CR26-35 Review of Nuisance and Derelict Properties*.**
- **The golf course subclass was established by City Council in 2001 to provide tax relief to privately operated golf courses that compete directly with municipally owned golf courses, which are exempt from property taxation. Under this subclass, the mill rate factor for golf courses is set at 65 per cent of the commercial property mill rate factor, resulting in a tax rate that is comparable to that applied to vacant land.**

	Increase/Decrease Resulting from SSPL Subclass at 1.5x the Commercial Rate	Increase/Decrease Resulting from SSPL Subclass at 3x the Commercial Rate	Increase/Decrease Resulting from SSPL Subclass at 4.5x the Commercial Rate
City Centre SSPLs	49.08%	192.85%	331.15%
Developed Commercial: citywide	-0.61%	-2.38%	-4.09%

Figure 1: Commercial property tax changes under different City Centre SSPL tax subclass scenarios

Figure 2 further illustrates the impact of the subclass on municipal taxes for a range of other commercial properties under four scenarios:

1. Current municipal tax (baseline)
2. City Centre SSPL subclass at 1.5 times the commercial rate
3. City Centre SSPL subclass at 3 times the commercial rate
4. City Centre SSPL subclass at 4.5 times the commercial rate

	Municipal Taxes: Scenario 1	Municipal Taxes: Scenario 2	Municipal Taxes: Scenario 3	Municipal Taxes: Scenario 4
Standalone Retail	$12,912	$12,833	$12,604	$12,384
Strip Mall	$61,718	$61,341	$60,246	$59,194
Restaurant	$25,570	$25,414	$24,960	$24,524
Hotel	$214,030	$212,722	$208,928	$205,278
Office Tower	$564,190	$560,741	$550,740	$541,119
Shopping Centre	$1,227,750	$1,220,244	$1,198,480	$1,177,545

Figure 2: Municipal tax redistribution for sample commercial properties under different City Centre SSPL tax subclass scenarios

The City Centre SSPL tax subclass would likely increase operating costs for parking lot owners and operators. Owners may choose to absorb these costs or recover them through higher parking rates charged to residential tenants, employees, commercial tenants and other users. If parking rates increase, some users may accept the additional cost, reduce their use of paid parking, shift to alternative transportation modes or seek on-street paid or unpaid parking.

Figures 3 and 4 illustrate the potential impact of various SSPL tax subclass scenarios on monthly parking rates for sample paved and unpaved public-paid SSPLs located in the City Centre. The analysis assumes that parking operators fully recover the additional municipal tax burden through increased monthly parking rates. These examples illustrate the potential scale of impacts under a high-end scenario and should not be interpreted as forecasts of actual parking rate changes. Actual outcomes will depend on market conditions, parking demand, operator decisions and user responses.

Based on the assumptions used in the analysis, Figure 3 indicates that monthly parking rates for a paved and electrified surface parking lot could increase by approximately $18 to $122 per stall, depending on the subclass tax rate. Figure 4 shows that monthly parking rates for a gravel and electrified surface parking lot could increase by approximately $8 to $57 per stall. However, without implementing the subclass and monitoring actual market and behavioural responses over time, it is difficult to determine whether increases of this magnitude would cause operators to reduce or cease parking operations or prompt users to seek alternative parking or transportation options.



Property Characteristics

Metric	Value
Address:	1960 Rose Street
Lot Size:	53,860 ft²
Assessed Value:	$5,229,700
Estimated Stalls:	164
Average Monthly Parking Rate:	$325
Monthly Revenue[1]:	$53,300
Annual Revenue:	$639,600

Property Tax Scenarios

Scenario	Annual Municipal Tax	Increase from Current
2026 Municipal Tax:	$72,624	-
SSPL Subclass (1.5x Commercial Rate):	$108,271	$35,647
SSPL Subclass (3x Commercial Rate):	$212,680	$140,056
SSPL Subclass (4.5x Commercial Rate):	$313,430	$240,806

Equivalent Monthly Parking Rate Required to Offset Tax Increase

Scenario	Current Rate	Required Rate (rounded)	Monthly Rate Increase Per Stall (rounded)
2026 Municipal Tax:	$325	$325	-
SSPL Subclass (1.5x Commercial Rate):	$325	$343	$18
SSPL Subclass (3x Commercial Rate):	$325	$396	$71
SSPL Subclass (4.5x Commercial Rate):	$325	$447	$122

Figure 3: Impact of SSPL tax subclass scenarios on monthly rates for a paved, electrified SSPL



1960 Rose Street

[1] Revenue estimates in Figures 3 and 4 assume all parking stalls are occupied and paying the average monthly rate.

Property Characteristics

Metric	Value
Address:	2142 McIntyre Street
Lot Size:	6,246 ft²
Assessed Value:	$384,000
Estimated Stalls:	26
Average Monthly Parking Rate:	$150
Monthly Revenue:	$3,900
Annual Revenue:	$46,800

Property Tax Scenarios

Scenario	Annual Municipal Tax	Increase from Current
2026 Municipal Tax:	$5,333	-
SSPL Subclass (1.5x Commercial Rate):	$7,950	$2,617
SSPL Subclass (3x Commercial Rate):	$15,616	$10,283
SSPL Subclass (4.5x Commercial Rate):	$23,014	$17,681

Equivalent Monthly Parking Rate Required to Offset Tax Increase

Scenario	Current Rate	Required Rate (rounded)	Monthly Rate Increase Per Stall (rounded)
2026 Municipal Tax:	$150	$150	-
SSPL Subclass (1.5x Commercial Rate):	$150	$158	$8
SSPL Subclass (3x Commercial Rate):	$150	$183	$33
SSPL Subclass (4.5x Commercial Rate):	$150	$207	$57



2142 McIntyre Street

Figure 4: Impact of SSPL tax subclass scenarios on monthly rates for a gravel, electrified SSPL

Appendix F
City Centre Overview



REGINA

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City Centre Overview

Regina's City Centre is a central hub of business, entertainment, recreation and culture connecting Downtown, Warehouse District and the REAL District, with residential neighbourhoods like Centre Square and parts of Heritage, Cathedral and North Central.

The area features restaurants and retail stores, office and business spaces, professional services and residential neighbourhoods.



The City Centre by the Numbers:

- Contributes ~25% of the City's commercial tax levy
- 1,500+ Hotel Rooms
- 10,900+ Residents
- Over 2,100 Businesses

Destination and Event Venues Include:

- Mosaic Stadium
- Brandt Centre
- REAL District
- Globe Theatre
- Saskatchewan Sports Hall of Fame
- Casino Regina and Show Lounge
- Regina Public Library
- Fieldhouse & Lawson Aquatics Centre



Public Open Spaces Include:

- Queen Elizabeth II Courtyard (City Hall)
- Pat Fiacco Plaza
- Victoria Park
- F.W. Hill Mall (Scarth Street)
- Central Park
- Confederation Park

Advancing the City Centre

Advancing the City Centre is a key outcome of the City's 2026-29 Strategic Plan. Attracting community events, private development and investments into the City Centre helps achieve this outcome.



How does everyone benefit?

Creating a vibrant hub of businesses and culture where people want to work, live and visit within the City Centre ultimately benefits everyone.

By providing sustained investments and prioritization, the value of City Centre increases over time. Increasing the value of City Centre not only attracts more investment and activation, it can also increase assessed value, generating property tax revenue needed to support services city wide.

Alternatively, a declining City Centre will increase pressure for other areas of the city to contribute more towards city wide services through increased property taxes.

Property taxes go towards providing city-wide services that benefit everyone in the community.

The City's work to advance the City Centre falls into 5 key areas:

- Direction Setting Documents
- Revitalization Investments
- Reviewing Service Levels
- Incentives & Grants
- Partnerships

Direction Setting Documents

Activation, development and policies impacting the City Centre are governed by strategic direction setting documents. Updates to key plans, policies and strategy documents are underway to guide the City Centre to ensure plans are consistent and aligned with one another.

Current Strategic Guiding Documents

- Official Community Plan
- kâ-nâsihtikawin (2025)
- Transportation Master Plan (2017)
- Transit Master Plan (2022)
- Vision Zero Framework (2024)
- Winter City Strategy (2021)
- Community Safety & Well Being Plan (2021)
- Accessibility Plan (2025)
- Underutilized Land Improvement Strategy (2025)
- Parks Master Plan (2024)
- Energy & Sustainability Framework (2022)
- Recreation Master Plan (2019)
- Encampment Response Plan (2026)
- Cultural Plan (2016)



In Development or Under Review

- Downtown Action Plan (2026)
- Downtown Design Standards (2026)
- Office Policy Review (2026)
- Warehouse District Zoning Review (2026)
- Centre Square Planning Study (2026)
- Extreme Weather Policy (2026)
- Transportation Master Plan (2027)
    - Complete Streets Guidelines
- Standalone Surface Parking Lot Subclass (2026)
- City Centre Transportation Study & Strategy (Future)

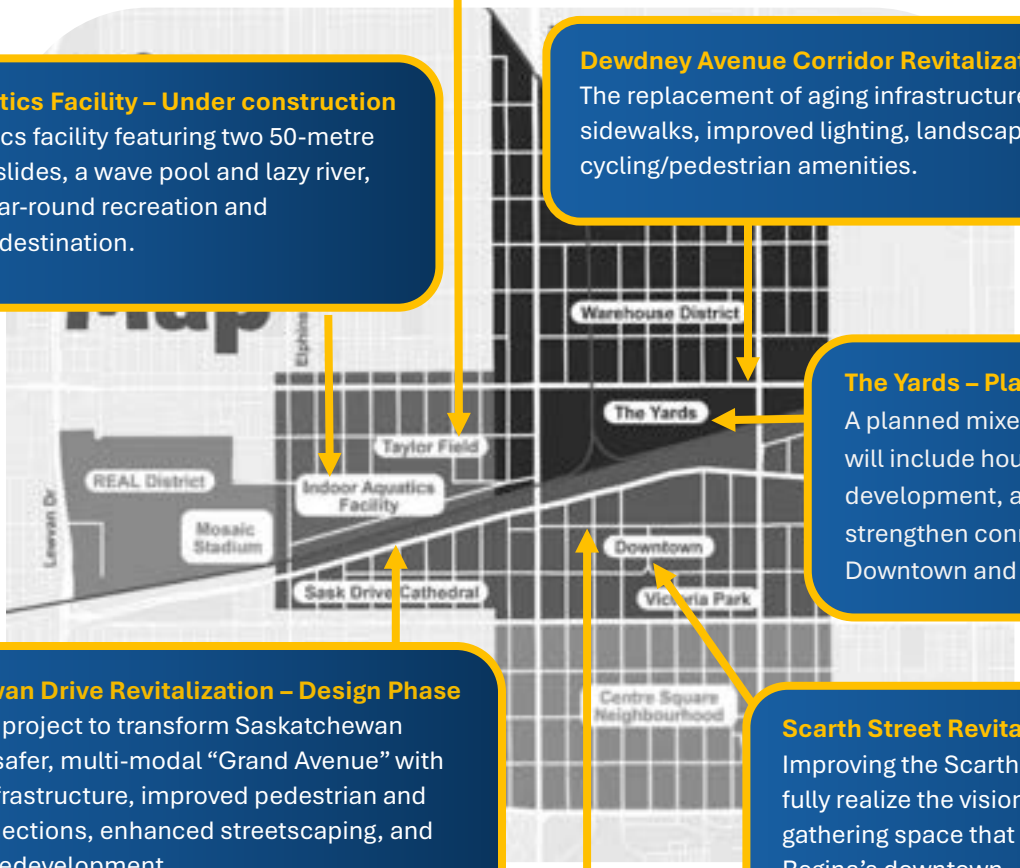
Revitalization Investments

The City is making strategic capital investments to renew infrastructure, create recreational spaces, improve connectivity, and attract new residents, businesses, and visitors to the City Centre. These projects are transforming key corridors and underutilized lands into destinations that support the revitalization of the City Centre.

Taylor Field Redevelopment – Planning Phase
The redevelopment of the former Taylor Field site into a neighbourhood with supporting infrastructure, green space, and housing.

Indoor Aquatics Facility – Under construction
A new aquatics facility featuring two 50-metre pools, waterslides, a wave pool and lazy river, creating a year-round recreation and competition destination.

Dewdney Avenue Corridor Revitalization – Completed 2026
The replacement of aging infrastructure with new wider sidewalks, improved lighting, landscaping, public spaces, and cycling/pedestrian amenities.



The Yards – Planning Phase
A planned mixed-use neighbourhood that will include housing, parks, commercial development, and public spaces to strengthen connections between Downtown and the Warehouse District.

Saskatchewan Drive Revitalization – Design Phase
A multi-year project to transform Saskatchewan Drive into a safer, multi-modal "Grand Avenue" with upgraded infrastructure, improved pedestrian and cycling connections, enhanced streetscaping, and support for redevelopment.

Scarth Street Revitalization – Design Phase
Improving the Scarth Street pedestrian mall to fully realize the vision as a vibrant public gathering space that supports businesses of Regina's downtown.

11th Avenue Revitalization Project – Under Construction
A revitalization project that upgrades roads, sidewalks, streetscape, lighting, transit shelters, and underground infrastructure to create a vibrant and accessible

Reviewing Service Levels

The City is reviewing and improving key services to make the City Centre cleaner, safer, more attractive and welcoming. Services such as snow clearing, waste cleanup, permit processing and beautifying public spaces with tree and flower planting are underway



Enhanced Services in City Centre

- Snow Clearing
- Garbage Receptacle Servicing
- Victoria Park Maintenance
- Queen Elizabeth II Courtyard Maintenance
- Transit Service
- Transit Shelter Maintenance
- Horticulture and Forestry Care
- Event Coordination & Support
- Destination Marketing

Under Review or Proposed

- Sidewalk Winter Maintenance
- Sidewalk Litter Pickup and Cleaning
- Sidewalk Sweeping
- Streetscape Maintenance
- Outdoor Patio Permit Guidelines
- Mobile Vending Permit Processes
- Special Events Process Guide
- Construction Information Coordination



Incentives and Grants

The City offers several incentive programs to support private-sector investment and make City Centre more attractive for businesses, residents and visitors.

Housing Incentive Program
Provides capital grants and tax exemptions to support pre development work and new affordable market housing developments in the City.

Office to Residential Conversion Program
Provides capital grants to convert comercial or office spaces into housing.

City Centre Incentive Program
Provides grants and tax exemptions for storefront improvements and tenant fit-ups to support commercial businesses in the City Centre.

Heritage Incentive Program
Provides grants and tax exemptions to support conservation of designated heritage properties including many in the City Centre.

Community Investment Grant Program
Provides funding to over 180 community-based non-profit organizations for capital projects as well as cultural or recreation programs, many of which are active in the City Centre.





Partnerships

A thriving City Centre depends on strong partnerships to activate public spaces, attract investment, support businesses and enhance community safety and wellbeing.

Partnerships & Stakeholders

- Residents, Businesses & Property Owners
- Non Profit Organizations
- Community Partners for Safety & Wellbeing
- Regina Police Service
- Regina Downtown Business Improvement District
- Warehouse Business Improvement District
- Regina & District Chamber of Commerce
- Economic Development Regina
- Regina Public Library
- Downtown Community Assocation
- REAL District
- Brandt Sports and Entertainment Group

Building City Centre Relationships

In recent years, the City has established a City Centre team to continuously look for partnership and collaboration opportunities with organizations, residents and businesses.

Building strong relationships with our partners and stakeholders help inform how the City can continue to improve and provide services, policies, and major revitalization in a collaborative way to achieve a successful outcome.



City Centre Strategy Roadmap

The City is creating a strategy to outline how oversight is provided to strengthening City Centre. The strategy will provide a consolidated action list to be undertaken over the next five years, including new initiatives undertaken by the City Centre team to build partnerships, joint initiatives, and leveraging resources from a collaborative approach to maximize the community impact to all residents - no matter what area in the City they reside in.

2026

- Transition of City Centre oversight portfolio
- Identify operational service levels
- Identify existing and new initiatives and actions over next 5 years
- Stakeholder outreach and support
- Development of City Centre Overview
- Draft City Centre Strategy

2027-29

- Launch of strategy & website update
- City Centre Oversight Group (internal)
- City Centre Stakeholder & Vibrancy Working Group (external)
- Progress tracking of City-led initiatives
- Build and implement partnership projects and pilots
- Facilitating process improvement and collaboration
- Annual progress reporting of actions, services, measures and metrics

2030

- Review of City Centre Strategy
- Consultation with internal/external groups
- Alignment with new Council Priorities.



Appendix G – City of Regina Owned City Centre Standalone Surface Parking Lots Analysis

The City of Regina (City) owns six standalone surface parking lots (SSPLs) within the City Centre, five of which are used by the Regina Police Service (RPS). The next page provides a summary of each lot, including its current use and any future plans or considerations for redevelopment or transition to another land use.

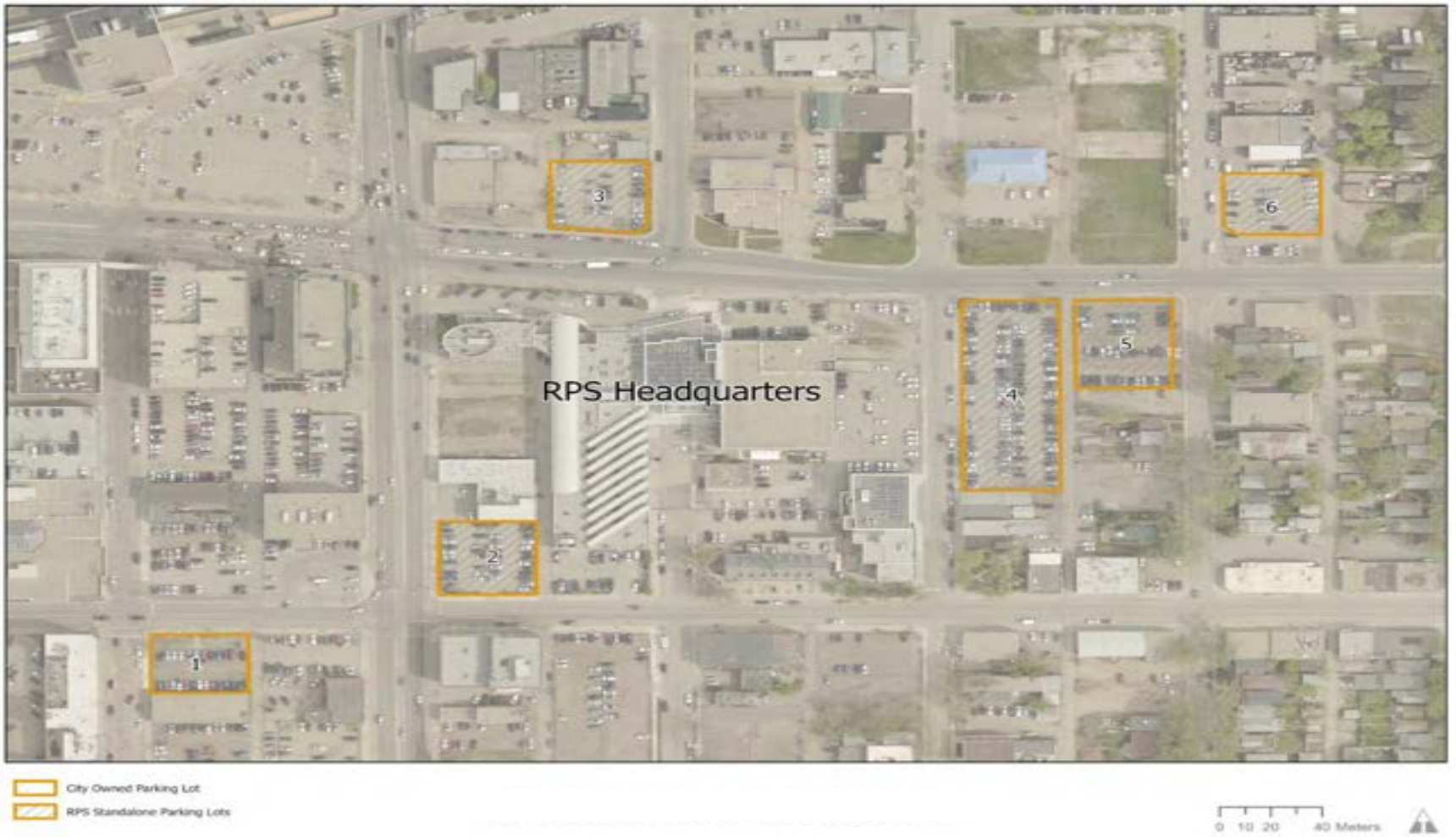


Figure 1: City-owned SSPLs

	Address	Size	Est. Stalls	Usage
	1801 Rose Street	1,162 m^2	25	- Of the six City-owned SSPLs within the City Centre, this is the only lot not currently used by the RPS. - The site was formerly occupied by a medical office building that was demolished in the early 2000s. Following demolition, the property came under City ownership and was subsequently developed and permitted for use as a parking lot. - The City continues to operate the site as a public parking facility and generates approximately $60,000 in annual revenue. - The City ultimately intends to dispose of the property for redevelopment, either as a standalone development site or as part of a larger land assembly project. Until a suitable opportunity arises, the site will continue to operate as a revenue-generating public parking facility.
	1773 Broad Street	2,898 m^2	46	- The RPS Headquarters is located in the Heritage Neighbourhood along Saskatchewan Drive. As shown in Figure 1, parking lots two through six are SSPLs that support RPS operations by providing parking for members and staff. - In total, the RPS utilizes nine parking lots in the area, although not all are considered SSPLs. Collectively, these lots provide approximately 474 parking stalls and remain at capacity, with a waitlist currently in place. - Due to the nature of policing services, most RPS employees are required to work on-site. The operational requirements associated with in-person service delivery, 24-hour operations and shift-based scheduling also limit opportunities for remote and hybrid work arrangements, as well as the use of active transportation, transit and carpooling by staff.
	1644 Osler Street	1,359 m^2	37	

	Address	Size	Est. Stalls	Usage
	1711 Halifax Street	3,771 m^2	134	- A Parking Planning and Parking Analysis Study was undertaken to assess the current and future parking requirements of RPS. Based on projected staffing growth, shift scheduling requirements and a parking ratio of 0.56 stalls per employee, the study concluded that an additional 318 parking stalls will be required by 2037 to accommodate future operational needs. - At present, there are no plans to change the use of the existing parking lots. Given the projected increase in parking demand, continued use of these lands for parking purposes is anticipated. A structured parking facility is the only foreseeable option that could reduce or eliminate the need to use some of these lands for surface parking while supporting ongoing RPS operations.
	1505 Saskatchewan Drive	1,740 m^2	48	
	1685 St. John Street	1,199 m^2	34	

Mayor’s Heroism Award Policy Approval

Date	October 21, 2026
To	Executive Committee
From	City Manager's Office
Service Area	Office of the City Manager
Item No.	EX26-113

RECOMMENDATION

The Executive Committee recommends that City Council approve the Mayor’s Heroism Award Policy in Appendix A of this report at its October 28, 2026 meeting.

ISSUE

To consider a policy for the Mayor’s Heroism Award.

IMPACTS

Financial Impact
The recommended option has no significant costs as the awards are non-monetary. Any event-related costs will be absorbed through the Office of the Mayor’s existing budget.

Strategic Priority Impact
The recommended option aligns with the Vibrancy Strategic Priority. The purpose of the award is to celebrate and honour residents who make significant contributions to Regina. This helps foster community connection, city pride, and well-being.

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

OTHER OPTIONS

Option 1 (Recommended) – Approve the recommendation listed in this report.
This option will allow Administration to proceed with implementation of the Mayor's Heroism Award, including development of the nomination process and public communications.

Option 2 (Not recommended) – Do not approve the recommendation in this report.
If the Mayor's Heroism Award Policy is not approved, Administration will not proceed with implementation of the Mayor's Heroism Award.

COMMUNICATIONS & ENGAGEMENT

There has been no communication or engagement with respect to this report.

DISCUSSION

On June 24, 2026 City Council considered MN26-11 – Establishment of a Mayor's Heroism Award and directed Administration to develop a Mayor's Heroism Award Policy that will provide a framework for recognizing individuals or groups whose outstanding acts of heroism have made a significant contribution to Regina and its residents.

The recommended policy can be found in Appendix A – Mayor's Heroism Award Policy. The proposed policy defines acts of heroism as actions or conduct that demonstrate a significant act of bravery in an extraordinary circumstance or make an exceptional and enduring impact on the community through outstanding dedication, integrity and selflessness. The definition recognizes that acts of heroism may take different forms while establishing a high standard for recognition.

Nominations may be submitted throughout the year, and eligible nominations will be reviewed annually by a seven-member Selection Committee consisting of the Mayor, one member of Council and five members of Administration. Posthumous nominations may be submitted within one year of the nominee's death. City employees may also be considered where the acts for which they are nominated significantly exceed their expected job duties.

The proposed policy establishes eligibility requirements and selection considerations while preserving the Selection Committee's ability to exercise judgment in determining whether a nominee warrants recognition. Selection considerations include the significance and impact of the nominee's contribution, the degree of bravery, selflessness, integrity or dedication demonstrated, and whether the nominee's actions were exceptional in nature and significantly exceeded ordinary expectations. To be selected as a recipient, a two-thirds majority vote of the Selection Committee is required.

The policy is intended to maintain a high standard for recognition. Meeting the eligibility requirements does not guarantee an award, and the Selection Committee is not required to select a recipient in each annual review cycle. More than one recipient may be selected where warranted.

The policy also includes provisions to support the integrity of the selection process, including conflict of interest requirements for Selection Committee members and authority for Administration to conduct reasonable due diligence to verify information and confirm nominee eligibility.

Recipients will be recognized through a special presentation prior to a regular meeting of City Council and will receive a non-monetary award and public recognition through the City's website and social media accounts.

Approval of the proposed policy will enable Administration to proceed with implementation of the Mayor's Heroism Award, including development of the nomination process and public communications.

DECISION HISTORY & AUTHORITY

On June 24, 2026, City Council considered item *MN26-11 Establishment of a Mayor's Heroism Award* and adopted a resolution directing administration to develop a policy for the establishment of a Mayor's Heroism Award, to be brought back to City Council for consideration at its Octobern14, 2026 meeting, that includes the following:

a) Eligibility criteria and definitions of "heroic" or "extraordinary" actions;

b) A nomination and selection process;

c) Governance and frequency of the awards; and

d) Any associated costs, resource implications, and recommended funding sources.

Respectfully Submitted,

Jim Nicol
Interim City Manager

Respectfully Submitted,

Ryan Gray
Manager, Government Relations

Prepared by: Chrisy Dezotell, Senior Policy & Grants Consultant

ATTACHMENTS
Appendix A – Mayor's Heroism Award Policy

ATTACHMENTS
Appendix A - Mayors Heroism Award Policy

Appendix A

Effective Date
October 29, 2026

Approving Authority
City Council

Policy Owner
Manager, Government Relations

#TBD

Mayor's Heroism Award

Purpose & Scope

Purpose

1 The purpose of this policy is to provide a framework to recognize individuals or groups whose outstanding acts of heroism have made a significant contribution to Regina and its residents.

Scope

2 This policy applies to all nominations submitted under the Mayor's Heroism Award.

Policy Provisions

Definitions

3 The following definitions apply to this policy:

3.1 Acts of heroism mean actions or conduct that:

(a) demonstrates a significant act of bravery in an extraordinary circumstance, or

(b) makes an exceptional and enduring impact on the community through outstanding dedication, integrity, and selflessness.

3.2 Administration means the employees of the City of Regina.

3.3 City means the municipal corporation of the City of Regina.

3.4 City employee means any individual employed by the City of Regina or Regina Police Service including permanent, temporary, seasonal, casual, full-time and part-time employees.

3.5 Community means the people, neighbourhoods, organizations, First Nations/Urban Reserves, and institutions that make up the city of Regina.

3.6 Council means the elected officials of the City of Regina.

3.7 Nominee means the individual or group of individuals nominated for an award under this policy.

3.8 Recipient means an individual or group of individuals that has received, or has been selected to receive, an award under this policy.

Eligibility

4 Nominees may be an individual or a group and may include both residents and non-residents.

5 Nominees must have made significant contributions to Regina and its residents through acts of heroism, as defined in this policy.

6 Posthumous nominations are accepted within one year of the date of death.

7 Previous recipients and elected officials of municipal, provincial and federal governments are not eligible for nominations.

8 At the discretion of the Selection Committee, City employees may be considered eligible for acts of heroism that significantly exceed their expected job duties.

9 A group remains eligible for an award even if one or more of its members are previous award recipients or elected officials who are not individually eligible. An ineligible member will not receive the award but may be acknowledged with an honourable mention in related publications.

Nominations

10 Nominations may be made by an individual from the community, member of Council, Mayor, or City employee. Self-nominations will not be accepted.

11 Nominations may be submitted throughout the year by completing and submitting the nomination form.

12 The Selection Committee will review eligible nominations annually. Administration will establish and publicize a submission deadline for each annual review cycle.

Selection Committee Structure

13 The Selection Committee shall consist of seven voting members including the Mayor, one member of Council who is appointed by Council, and five members of Administration.

14 The Administration members that serve on the Selection Committee will consist of representatives from each of the following areas, with appointments to be approved by the city manager:

(a) Office of the City Solicitor,

(b) Office of the City Clerk,

(c) Office of the City Manager,

(d) Regina Police Service, and

(e) Regina Fire & Protective Services.

Selection Process

15 In considering nominations, the Selection Committee shall consider:

(a) the significance and impact of the nominee's contribution to Regina and its residents,

(b) the degree of bravery, selflessness, integrity, or dedication demonstrated, and

(c) whether the nominee's actions were exceptional in nature and significantly exceeded ordinary expectations.

16 Recipients will be determined by a two-thirds majority vote of the Selection Committee members eligible to vote on the nomination. The decision of the Selection Committee is considered final.

17 The Selection Committee is not required to select a recipient in each annual review cycle and may select more than one recipient in an annual review cycle.

18 Meeting eligibility requirements do not guarantee recognition.

19 Selection Committee members must disclose any actual, potential, or perceived conflict of interest related to a nominee and shall not participate in the evaluation or voting of that nomination.

20 Administration may conduct reasonable due diligence to verify information provided through the nomination, confirm eligibility, and obtain any additional information necessary to support the Selection Committee’s review of nominations.

Recognition

21 Recipients will be recognized through a special presentation ceremony held prior to a regular meeting of City Council.

22 Recipients will receive a non-monetary award, such as a framed and matted certificate and award pin, and will be recognized on the City’s website and social media accounts.

Roles and Responsibilities

23 The Government Relations branch shall:

(a) coordinate and organize the nomination process and Selection Committee meetings,

(b) coordinate and organize the recognition ceremony and non-monetary award with support from the Office of the City Clerk, and

(c) conduct reasonable due diligence in accordance with section 20.

24 The Office of the City Clerk shall assist the Government Relations branch with the recognition ceremony.

25 The city manager shall approve the members of Administration to sit on the Selection Committee.

26 The Office of the Mayor shall provide the budget necessary to complete the policy items outlined in sections 21 and 22 of this policy.

27 City Council shall:

(a) appoint a member of Council and the Mayor to sit on the Selection Committee, and

(b) approve this policy and review it every four years.

Date Approved	
Date of Last Review	October 15, 2026
Date of Next Review	October 15, 2030

Emergency Treatment Fund Final Report

Date	October 21, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Recreation & Cultural Services
Item No.	EX26-114

RECOMMENDATION

The Executive Committee recommends that City Council receive and file this report at its meeting on October 28, 2026.

ISSUE

In March 2025, City Council (Council) approved entering into a contribution agreement with the Government of Canada to receive the Emergency Treatment Fund (ETF), an initiative for municipalities and Indigenous communities to help provide rapid responses to emergent, critical needs related to the substance use and overdose crisis.

This report provides Council an update on the progress and outcomes resulting from the funding.

IMPACTS

There are no financial, legal, policy, strategic priority, labour, environmental, indigenous, or inclusion, diversity, equity & accessibility impacts respecting the recommendations in this report.

OTHER OPTIONS

There are no other options with respect to this report.

COMMUNICATIONS & ENGAGEMENT

There are no communications or engagement activities respecting this report.

DISCUSSION

Background

In 2024, the Government of Canada announced funding to support municipalities in addressing substance use through the Emergency Treatment Fund. In preparing its submission, Administration sought advice on what to prioritize from organizations that serve people who are experiencing substance use disorder. This advice was used to inform the proposal for funding.

The City's proposal to Health Canada, titled *Peer-Led, Enhanced Street Outreach Projec*t, was selected as one of only 60 chosen from over 300 applications from across Canada. Responding to the needs identified by organizations, the project focused on two priorities:

Priority 1: Transportation

Administration has frequently heard from non-profit organizations that capital funding for vehicles is almost non-existent, and that transportation is one of the biggest barriers to accessing services and providing service delivery. Administration has also heard from organizations, especially those supporting our most vulnerable community members, that municipal transit may not always be the most appropriate mode of transportation for vulnerable community members. A private ride with support workers offers a more private space where community members can receive emotional and mental support. This priority was addressed through Phase 1 funding which allowed organizations to purchase vehicles to remove barriers to residents seeking access to services. This is further discussed within the evaluation report in Appendix A.

Priority 2: Peer-led Outreach

The proposal also included a funding request for peer-led outreach workers to supplement transportation services as non-profits also note that staff capacity is limited and employees with lived experience are a valuable addition to service delivery. This priority was addressed through Phase 2 funding which allowed organizations to hire community members with lived experience of problematic substance use to work as peer outreach workers. Phase 2 not only expanded outreach programs but also provided meaningful employment to community members in recovery. Organizations reported that peer outreach workers were integral in building relationships with community members in need of support. This is also further discussed within Appendix A.

Granting process

To allocate funds to appropriate community organizations, a grant program was initiated. The funding period for the program was from 2024 to 2026 and was delivered in two stages. Phase 1 funding was a grant offered to non-profit organizations to purchase vehicles for the purpose of

providing support to community members experiencing problematic substance use. Phase 2 funding was only available to organizations funded in Phase 1 and provided funding for peer-led outreach workers. Funding for program supplies to support transportation and outreach was offered with both phases.

The City ultimately received a total of $933,800, due to a top up in Phase 2 which allowed funded organizations to purchase an additional vehicle if their original application requested two but was only funded for one. The ETF funded programs have now concluded all activities.

Table 1: How the ETF was distributed

Organization	**2024-25 Funding** (Phase 1)	**2025-26 Funding** (Phase 2)	**2025-26 Additional Funding**	**Total Funding per Org**
All Nations Hope Network	$55,660.00	$46,541.75	$5,000.00	$107,201.75
Carmichael Outreach	$55,676.85	$37,970.00	$5,000.00	$98,646.85
Nēwo-Yōtina Friendship Centre	$50,344.00	$39,259.75	$59,000.00	$148,603.75
Regina Downtown Business Improvement District	$93,504.66	$56,800.00	$5,000.00	$155,304.66
Regina Treaty Status/Indian Services	$55,689.00	$0	$59,000.00	$114,689.00
Street Culture Kidz Inc.	$37,290.45	$0	$5,000.00	$42,290.45
Street Workers' Advocacy Project Regina	$53,398.09	$20,753.00	$59,000.00	$133,151.09
YWCA	$45,356.95	$29,555.50	$59,000.00	$132,912.45
Total Funding	$446,920.00	$230,880.00	$256,000.00	$933,800.00

Summary of Outcomes
The ETF resulted in the purchase of 14 vehicles, the hiring of 25 peer outreach workers, and highlighted the impact of low-barrier employment initiatives.

The flexibility that was offered to the recipient organizations allowed them to run programs and make use of vehicles in ways that best fit within their existing programming. For example, one organization ran a 24-hour program that focused primarily on meeting transportation needs in the community through a peer outreach-supported transportation program during the winter.

Most organizations used vehicles to offset the capacity issues with current transportation programs. Some organizations hired drivers during Phase 1 through other sources of funding, while others used peer-led outreach workers as drivers in Phase 2. Other organizations already had drivers and were able to offer more trips with the addition of the vehicle. All organizations reported transporting community members to and from service organizations throughout the term of the of programming. As of April 2026, all eight organizations indicated they planned to continue operating their vehicles.

Two organizations provided permanent positions to peer-led staff, and one organization extended the employment of their peer-led staff by five additional weeks. One peer-led staff transitioned from temporary employment with a funded organization to a permanent position with a different employer. Most organizations expressed interest in pursuing funding to continue their peer employment programs.

A summary of the evaluation of the programming delivered with the ETF is provided in Appendix A.

DECISION HISTORY & AUTHORITY

On March 5, 2025, City Council considered item *CR25-17 Emergency Treatment Fund Funding Agreement* and adopted a resolution which delegated authority to the City Manager or designate to negotiate and approve a Contribution Agreement between the City and the Government of Canada, Health Canada to receive $667,800 in grant funding from the ETF.

Respectfully Submitted,

Diana Burton, Director
Recreation & Cultural Services

Respectfully Submitted,

Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Dave Slater, Manager, Community Well-Being

ATTACHMENTS

Appendix A Evaluation Report

Appendix A: Evaluation Report on Emergency Treatment Fund

Introduction

The Emergency Treatment Fund (ETF) was delivered in two phases in response to feedback from community organizations highlighting gaps in transportation access and employment barriers for community members recovering from substance use. In Phase 1, funded community-based non-profit organizations purchased vehicles to provide outreach and transportation services to people accessing services to address substance use disorder.

Phase 2 supported the hiring of peer outreach workers with lived experience of substance use disorder to deliver services in connection with the vehicles purchased in Phase 1. Additional funding in the second year of our federal agreement resulted in four additional vehicles being purchased for a total of 14 new vehicles and 25 peer outreach workers employed through the program.

The evaluation identified increased transportation capacity, expanded outreach opportunities, and employment opportunities for people in recovery as direct outcomes of the ETF.

Data collection process

Administration gathered information on the program through three methods:

1. Funded organizations were provided with a report template and a transport log that could be used to gather the information needed to complete the report template for the program.
2. Funded organizations were encouraged to collect testimonials from community members that they assisted with transportation or employed as peer outreach workers.
3. Administration met with funded organizations to have a debrief meeting about how the ETF was delivered and hear about the successes and challenges in a conversation. Following the conversation, Administration organized the feedback and highlighted re-occurring themes.

Table 1: Summary of indicators provided by funded organizations in reports.

Indicator	Federal Target	Achieved
Vehicles purchased using ETF funding.	8	14
Transports carried out between April 2025 and March 2026.	3,000	4,708
Unique community members transported (2 of 8 organizations funded for Phase 1 did not report a value).	1,360	2,222
Hours of direct outreach services offered through the program.	1,000	7,877
Number of times supplies were distributed during outreach or transportation.	No target	5,295
Number of community members employed in low-barrier employment.	6	25

Top transportation destinations reported by organizations:

- Medical appointments/hospital/detox centre.
- Emergency shelters or homes/housing.

Supportive programs such as counselling, land-based activities, and Indigenous cultural programs.

Priority 1: Transportation Capacity Increased in Phase 1
The EFT increased transportation capacity in Regina. All organizations mentioned their capacity to provide transportation increased as a result of the ETF.

Organizations appreciated the opportunity to add a new vehicle to an older fleet – citing that capital expenses are often not allowed under grant programs. Organizations were also able to expand the area within which they offered outreach. Some organizations offered consistent transportation to services or events for community members who are recovering from substance use.

Organizations also consistently mentioned that having the vehicles helped them to keep community members connected to services, such as medical care, shelter services, food support, land-based activities, and cultural events.

In addition, several organizations mentioned that therapy can often take place in a vehicle. With peer supports available and nowhere else to go, community members often chose to make disclosures or engage in meaningful conversations during a ride. For organizations having a private vehicle to transport community members offered an opportunity for connection that is lost if relying on public transportation or taxi services.

Prioroty 2: Outreach Capacity Increased & Peer Employment Impact in Phase 2
The EFT increased peer outreach capacity temporarily. The program allowed a broad definition of peer outreach, which enabled the six funded organizations to implement peer outreach in different ways. Key observations reported by organizations include:

- Four out of six organizations spoke to how their program specifically sought out community members who had experienced substance use disorder and homelessness to work as peer-led outreach workers. This paid work opportunity was found to be incredibly valuable for the community members with lived experience. In many cases the peer-led outreach work acted as a launching point for other work in the community, following the wrap up of Phase 2 funding.
- Two out of six organizations reported that peer-led outreach workers were seen as role models. Community members accessing programs who saw the new peer outreach workers were inspired to seek employment, showing that the lived experience employment model not only assists the community members employed to change their circumstances but also inspires others.
- Three out of six organizations spoke to how peer-led outreach workers strengthened trust with community members experiencing problematic substance use and homelessness. The organizations provided feedback that employing peer outreach workers with lived experience led to greater rapport with community members which led to greater willingness to access services. One program even found that

meaningful and lasting relationships formed between peer outreach workers and community members accessing services.

- Multiple organizations reported that the demand for peer employment offered in Phase 2 exceeded expectations which helped us to surpass the targets described in Table 1.
- Multiple organizations pointed out that their programs would end after just a few months of operations as no additional federal funding is being offered at this time. Administration is interested in seeking out additional funding options for peer support work in the future, though it is not clear where these funds may come from.

Table 2. Stories from organizations on behalf of low barrier employment/peer outreach workers.

"With support from the program, [a community member] stepped into a peer role where her lived experience became her greatest strength. Over time, she built confidence, developed professional skills, and became a trusted support for residents. She assisted others in navigating systems such as housing, detox, and healthcare, while also providing emotional encouragement rooted in shared understanding. Her journey reflects the dual impact of ETF funding: strengthening community services while empowering individuals with lived experience to re-enter the workforce. Today, she is not only employed but is a source of hope and inspiration demonstrating to others that recovery and meaningful employment are possible."
"One resident, initially hesitant to engage with services, began opening up after connecting with [a peer support worker]. Through consistent encouragement and accompaniment to appointments, the individual began attending recovery meetings and accessing mental health supports. What started as informal conversations evolved into meaningful engagement with services that had previously felt overwhelming."

Table 3. Suggestions to improve future low barrier employment programming

Suggestion	Justification
Future funding for low barrier employment programs should be paired with housing programs through either an internal program at recipient agencies or a partnership.	We saw across the programs that ran low barrier employment that the organizations who drew participants from an internal supportive housing program were able to support these individuals toward more gainful employment, which may also contribute to further housing stability. Community members who have been stabilized in a supportive housing program may be at an ideal stage to explore gainful employment.
Provide funding over a longer period, such as a year.	Programs expressed that it was difficult to operate the low barrier employment programs within a five-month window. Due to the short timeline this Federal funding was available within, a short window to pilot the program was necessary, but all programs still saw success as described in this report.
Provide funding for employment programs with less restrictions on what kinds of employment qualify.	Due to the Federal program requirements, low barrier employment had to be within the area of community outreach in support of those experiencing challenges with substance use. If further low barrier employment programs are explored, the type of eligible employment should be broadened to

	include other types of work such as food service, customer service, construction, or administrative work.

Table 4. Limitations on this Evaluation

Limitation	Justification
The indicators were reported to the City, not observed directly.	Because the indicators in Table 1 were not observed directly Administration has no way of verifying how accurate the numbers are. Administration attempted to mitigate this by providing reporting templates and requirements up front, as well as a transport log that could be used if the recipients didn't have their own system to track transports.
This is an internal evaluation and all analyses were completed within Administration.	Analysis of the feedback from organizations was carried out by 3 different members of Administration to ensure a consistent understanding of the feedback.
No causative data collection or analysis was carried out.	We cannot definitively link the program to the outcome of improved access to substance use support programs for community members. It is difficult to complete this type of causative analysis outside a controlled research setting. It can confidently be interpreted that the ETF delivered the conditions which could facilitate better access to programs through transportation and peer outreach capacity.

2026 Cultural Site Annual Report

Date	October 21, 2026
To	Executive Committee
From	City Manager's Office
Service Area	Office of the City Manager
Item No.	EX26-115

RECOMMENDATION

The Executive Committee recommends that City Council receive and file this report at its Wednesday October 28, 2026 meeting.

ISSUE

This report provides an annual update on Cultural Site (Site) activities, participation, partnerships and outcomes in 2026 and to highlight the continued growth of the site as a space for Indigenous cultural expression, learning, ceremony and community wellbeing.

IMPACTS

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

OTHER OPTIONS

There are no other options with respect to this report.

COMMUNICATIONS & ENGAGEMENT

Community and organizational partnerships played an important role in Site programming during 2026. External organizations participating in or supporting activities included the YWCA, Casino Regina, First Nations University of Canada, 4 Directions Saskatchewan Health Authority, Mental Health & Addictions, 4 Directions, Mother Teresa School and Regina Police Service.

City departmental collaboration included Parks & Open Spaces Services, City Clerks, Regina Fire & Protective Services, People & Organizational Culture, Communications, Waste, Water & Environment, Facilities & Fleet and Finance. Operational support has also been provided through Murray Golf Course, Tor Hill Golf Course and Thomas Sand & Gravel.

Engagement associated with future Cultural Site development is also underway. Indigenous Advisory Committee (IAC) engagement began in May 2026, internal City departmental engagement began in October 2026 and is ongoing. Public engagement is anticipated from November 2026 through February 2027.

DISCUSSION

The Site directly supports the City of Regina's (City) commitment to reconciliation and advances the vision of *kâ-nâsihcikêwin* by creating a permanent space for Indigenous cultural expression, learning, gathering, ceremony and community connection. The Site contributes to increased Indigenous visibility within the civic landscape and supports stronger relationships between Indigenous and non-Indigenous peoples through education, cultural sharing and community engagement.

The development of the Site aligns with several Truth and Reconciliation Commission Calls to Action (TRC), particularly Call to Action 79, which calls for Indigenous histories, heritage values, memory practices and commemoration to be integrated into public heritage and cultural spaces; and Calls to Action 80-83, which emphasize public commemoration, education and cultural initiatives that advance reconciliation.

Through future programming, interpretation, cultural events and educational opportunities, the Site will also support the intent of Call to Action 57, which encourages increased understanding of Indigenous histories, cultures, Treaty relationships and reconciliation within public institutions and communities.

Overall, the Site (and subsequent development) represents a tangible action toward reconciliation by creating an inclusive and culturally significant civic space that honours Indigenous peoples, histories and contributions while fostering understanding, respect and shared community wellbeing.

Background

In response to the Parks Master Plan's (PMP) call for an Indigenous ceremony space, City Council approved the dedication of land for an Indigenous Ceremony Site, now referred to as the Cultural Site (Site), as the space is used for so much more than just ceremony. The Site aligns with *kâ-nâsihcikêwin* and supports actions in the City's PMP, Cultural Plan and Official Community Plan by supporting inclusive, culturally significant public spaces that strengthen community connection and celebrate Indigenous cultures and histories. Additionally, the Site advances City Council's Strategic

Principle of Reconciliation while also contributing to the Strategic Priorities of Vibrancy and Livability through the creation of a unique cultural destination that enhances Regina's public realm and sense of place.

Since opening in 2024, the Site has hosted Indigenous Sweat Lodge ceremonies throughout the spring, summer, and fall seasons. In 2025, programming expanded to provide more opportunities for community members to participate, learn about Indigenous cultures, and engage with traditional teachings. The Site also welcomed increased involvement from community organizations and residents, strengthening cultural understanding, connection and community engagement.

The future vision of the Site is to create a permanent, year-round Indigenous cultural and ceremonial hub that supports ceremony, teachings, wellness, reconciliation and community learning while remaining accessible and welcoming to Indigenous Peoples and all residents of Regina and the surrounding region.

Bookings, Programming & Participation

The use of the Site grew in 2026 through increased external bookings and expanded programming, including Sweat Lodge ceremonies, Tipi and Lodge teachings, land-based learning opportunities and a cultural language day camp. These activities have further established the Site as a hub for cultural education, knowledge sharing, community connection and wellbeing.

In 2026, the Site hosted 20 events, including 15 Sweat Lodge ceremonies and 5 cultural teaching events. Of the 15 Sweat Lodge ceremonies, 6 were designated for community members, 5 for community organizations and 4 for City employees. The addition of dedicated staffing in April 2026 supported this expansion of programming, increased bookings and growth in participation.

The Site supported bookings from 5 external organizations in 2026 and received additional inquiries from organizations, schools and community groups. As awareness of the Site continues to grow, additional organizations and schools are expected to explore future bookings. To support the long-term sustainability of the Site, Administration is working on a cost-recovery model for external bookings, with fees helping to offset a portion of operating and programming costs. The Site has already completed one paid booking for a week-long cultural event, demonstrating the potential to generate revenue while continuing to expand program offerings, access and use of the Site.

The Site experienced significant growth in overall programming and participation in 2026. The number of events increased from 14 in 2025 to 20 in 2026, representing a 43 per cent increase. This growth reflects the evolution of the Site beyond Sweat Lodge ceremonies to include a broader range of cultural teachings, land-based learning opportunities and community programming. It also demonstrates growing community interest, engagement and participation in Indigenous cultural experiences and learning.

Grounded in Indigenous values and worldviews, the Site embraces the principle that everyone has a place in the community and that no one should be left behind. By creating culturally safe, accessible and welcoming experiences, the site encourages a stronger sense of belonging, advances social inclusion and contributes to the success and well-being of all residents and visitors. Efforts to reduce barriers to participation included the integration of an accessible washroom, the piloting of bus transportation to and from the Site and the use of informational posters in local community centres to increase awareness of Site programming and opportunities to participate.

In 2026, City departments worked collaboratively to support the long-term sustainability of cultural and ceremonial activities by identifying opportunities for planting and maintaining trees, responsibly sourcing and replenishing ceremonial wood and returning natural resources to the land. These efforts were further strengthened through partnerships with community organizations, which helped redirect and repurpose suitable natural materials, including rocks, for use at the Site.

Attendance at Site events increased from 194 participants in 2025 to 352 participants in 2026, an increase of 81 per cent. Participant feedback indicates that the Site is supporting cultural revitalization, increasing understanding of Indigenous ways of knowing and fostering connections to land, culture and community. Survey results (included in Appendix A) also demonstrate strong interest in continued participation and suggest that the Site is addressing a growing community need for accessible Indigenous cultural programming and ceremonial space. More details are provided in Appendix A. Note, the data presented here is preliminary as there are final activities planned for late October.

Looking ahead, Administration will continue to expand programming, strengthen partnerships and advance long-term planning for the Site. Through ongoing engagement with Indigenous communities, the IAC and the public, future development will focus on enhancing the Site's capacity to support ceremony, cultural teachings, land-based learning and community gatherings. As awareness and participation continue to grow, the Site is expected to evolve into a year-round destination (highlighting the need for a permanent facility to support future growth and expanded programming requirements) that strengthens cultural continuity, fosters reconciliation and serves as a lasting community asset for Regina and the surrounding region.

DECISION HISTORY & AUTHORITY

On May 8, 2024, City Councill considered *CR24-46 Indigenous Ceremonial Site Designation* and adopted a resolution to:

1. Designate the lands formerly known as the Kings Park Campground (see Appendix A) as an Indigenous Ceremonial Site, in perpetuity;

2. Approve the 2024 Ceremony Plan described in Appendix C for hosting Ceremony on the designated lands; and

3. Authorize the Deputy City Manager of City Planning & Community Services to apply for any permits or authorizations required in the Rural Municipality of Edenwold to carry out the use and development of the Ceremonial Site and to approve execution of any agreements or documents required to give effect to the permit or authorization sought.

Respectfully Submitted,

Chelsea Steenbock
Director, Indigenous Relations

Respectfully Submitted,

Jim Nicol
Interim City Manager

Prepared by: Kennedy Glover, Cultural Advisor

ATTACHMENTS
Appendix A: 2026 Cultural Site Activity Overview

ATTACHMENTS
Appendix A - 2026 Cultural Site Activity Overview

Appendix A

Cultural Site Activity Overview

Approach to Measuring Reconciliation Progress

Fixed targets have not been established regarding Reconciliation, as this work is ongoing, relationship-based and meaningfully captured through quantitative measures alone. While some Truth and Reconciliation Commission Calls to Action that are completed no longer require continued action, and others represent ongoing commitments where only baseline measures can be established. As a result, comparing year-over-year numbers can present an incomplete and potentially misleading picture of progress, as much of this work depends on building and maintaining relationships and is influenced by the availability of Elders, Knowledge Keepers, ceremony people and cultural teachers.

Regarding this report, Administration has taken a broader approach to demonstrating progress. The report highlights and identifies activities and outcomes throughout 2026, compares them with the previous year, and provides appropriate and relevant context.

2026 Cultural Site Activations

In 2026, the Cultural Site hosted 15 Sweat-Lodge Ceremonies, including:

- 6 for community members
- 4 for City staff
- 5 Community organizations

The Cultural Site also hosted five additional external activations, including:

- 2 Land-based learning day camps for school aged youth
- 2 Sweat Lodge Structure & Tipi Teaching sessions for City of Regina employees
- 1 weeklong language learning day camp for families and youth.

Participation

A total of 352 people participated in Cultural Site programing between May and September 2026, representing an 81% increase (158 participants) over the 2025 total of 194. *Note: The data presented is preliminary as there are final activities planned for late October.*

Feedback Collection

In 2026, Administration gathered feedback from Cultural Site participants through two surveys:

1. **Long survey**: Distributed via email to City of Regina (City) employees and attendees from other organizations who held events at the Site. The long survey gathers demographics and information on the participants' experiences at the Site.
2. **Short survey**: Distributed via email to community members participating in activities at the Site, with a focus on gathering demographic information.

Short Survey Findings

To minimize intrusive personal questioning, Administration did not ask participants to identify whether they are Indigenous. Instead, participants were asked about their reasons for attending the Cultural Site. Administration plans to pilot the collection of Indigenous

identity information in 2027 to better understand who is accessing the Site and its programming.

Of the 87 community members who responded to the short survey:

- 54 per cent indicated they participated to practice or reconnect with their Indigenous cultural beliefs, demonstrating that the majority of community members are there to practice or reclaim their culture.
- Word of mouth was the most common way community members heard about the cultural site.
- Nearly all respondents are arriving by car, either driving themselves or with someone else.
- One participant used the bus service from mâmawêyatitân to the Cultural Site that Administration offered later in the season. It is anticipated that with a consistent scheduling and advertising the service could support greater ridership to the Cultural Site for future events.

Age	Number of community members
17 or younger	3
18-22	4
23-35	27
36-50	38
51-64	12
65+	3

Gender	Number of community members
Men	22
Women	65
Other	0

Note: that the demographics only represent community members who completed the community survey (30% of attendees).

Long Survey Findings

Administration collects feedback from staff and booking partners to evaluate experiences at the Cultural Site and identify opportunities for continued improvement. The survey considers cultural learning, ceremony preparedness, how attendees travel to the Site, connection to the land and future programming interests. The feedback will inform decisions related to Cultural Site programming, operations, infrastructure, communications and future partnerships.

Of the 24 respondents to the long survey:

- 95% increased their knowledge of Indigenous ways of knowing by attending programming at the Cultural Site.
- 90% are very interested in participating in more programming at the Cultural site.
- 90% felt connected to nature and grounded in their spiritual, mental, physical and emotional selves while visiting the Cultural Site.

Participants highlighted their experience at the Cultural Site:

"It's amazing that the City of Regina provides an opportunity for Indigenous people, like myself, to reconnect with culture that was not taught to me, having grown up in the city and off reserve."

"It was so much more than I was expecting or even wanted. Thank you so much to City of Regina for making this possible and to those who attended, led and were part of the ceremony."

"I can see that if the Site continues to be used and developed that it could become very meaningful for the communities in and around Regina to connect with and celebrate Indigenous culture."

"The future of the Site will offer a lot of healing to many people, act as a place of reconciliation between newcomers (settlers) and Indigenous People of the area, and that the City of Regina will be a much better place overall because of it."

"Seeing intergenerational teaching at the Cultural Site was very meaningful."

"It's a sacred space to connect land, identity and community. It's a way to reclaim identity, practice traditional healing and honour the ancestors before us."

Conclusion

The 2026 findings demonstrate continued growth in the use and impact of the Cultural Site as a space for Indigenous cultural practice, learning and community connection. Participation increased by 81 per cent in comparison to 2025, with expanded programing and partnerships contributing to increased use of the Site.

Participant feedback also demonstrates the Site's impact on cultural revitalization, understanding of Indigenous ways of knowing and connection to land, culture and community.

Strong interest in additional programming further indicates an ongoing demand for accessible Indigenous cultural programming and ceremonial space.

2026 kâ-nâsihcikêwin Annual Report

Date	October 21, 2026
To	Executive Committee
From	City Manager's Office
Service Area	Office of the City Manager
Item No.	EX26-116

RECOMMENDATION

The Executive Committee recommends that City Council receive and file this report at its Wednesday October 28, 2026, meeting.

ISSUE

This report provides an update on the City of Regina's (City) *kâ-nâsihcikêwin* (the City's Indigenous Framework) rollout and the work completed by Administration during the first two years of implementation.

IMPACTS

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

OTHER OPTIONS

There are no other options with respect to this report.

COMMUNICATIONS & ENGAGEMENT

Since December 2024, 25 Introduction to *kâ-nâsihcikêwin* information sessions have been delivered to more than 450 City employees. These sessions focus on teaching and sharing the Treaty

Principles and seven commitments that govern the inclusion of Indigenous worldview into all municipal operations.

The *kâ-nâsihcikêwin* project team hosts annual public engagement sessions to report back on progress made under *kâ-nâsihcikêwin*. These sessions promote transparency, accountability and provide opportunities for community feedback while ensuring community members and Indigenous voices continue to guide and inform the City's reconciliation efforts.

DISCUSSION

In April 2025, City Council and the Executive Leadership Team approved an Indigenous Framework to be developed as an overarching document that will guide and inform every aspect of municipal work, from day-to-day operations to ongoing engagement with First Nations, Métis, and Inuit people, by centering Indigenous worldviews as guiding principles that will last as long as the sun shines, the grass grows, and the rivers flow. Following extensive community engagement conducted in partnership with Kihew Consulting, City Council approved *kâ-nâsihcikêwin* (the City's first Indigenous strategy), establishing a community-informed guide to advance reconciliation across the organization. See more information in the Kihew Final Report (Appendix B).

The City's 2026-29 Strategic Plan directly aligns with *kâ-nâsihcikêwin* through its Reconciliation Strategic Principle, which focuses on honouring Treaty 4 Territory and fostering truth, equity and well-being with Indigenous Peoples. Additionally, *kâ-nâsihcikêwin* is informed and validated by the First Nations, Métis and Inuit people in Treaty 4 Territory and Métis homeland. The Treaty Principles and Commitments, outlined in *kâ-nâsihcikêwin*, are in alignment with the Truth and Reconciliation Commission's Calls to Action, the Calls to Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Report of the Royal Commission on Aboriginal Peoples, ensuring that the City's efforts are rooted in these foundational documents.

An Indigenous worldview emphasizes the interconnectedness of all living things and the reciprocal nature of relationships between people, nature and the spirit world. This perspective fosters a deep respect for nature and the belief that humans are caretakers of all forms of life. Guided by the following five Treaty Principles and Seven Commitments, *kâ-nâsihcikêwin* ensures our work aligns within an Indigenous worldview.

- *miyo-wîcêhtowin* (Good Relations)
- *tâpwêwin* (Cultural Competency)
- *mîskâsowin* (Recognition & Visibility; Governance)
- *wihci-atoskêwin askîhk* (Land Reconciliation; Health & Wellbeing)
- *pimâcihowin* (Economic Reconciliation)

2025 and 2026 highlights include:

- **Urban Forest Management Plan:** The City incorporated Indigenous TEK and perspectives directly into the plan, addressing almost all of the Treaty Principles.
- **Continued Programming of the Cultural Site:** The vision of the Cultural Site is to provide a dedicated space for Indigenous cultural practices, ceremonies, teachings and land-based learning that strengthens cultural continuity, supports community wellbeing and advances reconciliation through meaningful engagement and relationship building, addressing all of the Treaty Principles. More information can be found in Appendix C.
- **Renaming Spaces and Places:** Administration has been working on updating the Civic Naming Committee / Policy to include Indigenous worldview and reflect the overall diversity of the City, addressing the mîskâsowin Treaty Principle.
- **Renaming of meeting rooms in City Hall:** Renaming the meeting rooms in City Hall to reflect the six language speaking groups in Treaty 4 Territory addresses the mîskâsowin Treaty Principle.
- **Creation of a smudging space and smudge-safe meeting rooms within City Hall:** Creating a place in City Hall for employees to perform Ceremony addresses both the mîskâsowin and wihci-atoskêwin askîhk Treaty Principles, The work is expected to be completed in December 2026.
- **Mitacs Indigenous Pathways Program:** Supported seven (7) opportunities for Indigenous university students to intern at the City advances both miyo-wîcêhtowin and pimâcihowin Treaty Principles.
- **Intro to *kâ-nâsihcikêwin* information sessions for employees:** Ensuring City employees have access to training and development opportunities to help them incorporate *kâ-nâsihcikêwin* in their work addresses the tâpwêwin Treaty Principle.

These initiatives demonstrate meaningful progress in implementing *kâ-nâsihcikêwin* across the organization. By embedding Indigenous worldviews into policies, programs, spaces and relationships, the City continues to advance reconciliation and strengthen its commitment to the Treaty Principles and Seven Commitments adopted by City Council.

DECISION HISTORY & AUTHORITY

On Wednesday April 9, 2025, City Council considered item *CR24-115* and adopted the following resolution:

1. Approve *kâ-nâsihtikawin* (Appendix A) as outlined in this report. *kâ-nâsihtikawin* is an overarching document that will guide and inform every aspect of municipal work, from day-to-day operations to ongoing engagement with First Nations, Métis, and Inuit people, by centering Indigenous worldviews as guiding principles that will last as long as the sun shines, the grass grows, and the rivers flow; and

2. Direct Administration to report back to the Executive Committee with annual progress reports, commencing 2025.

Respectfully Submitted,

Chelsea Steenbock
Director, Indigenous Relations

Respectfully Submitted,

Jim Nicol
Interim City Manager

Prepared by: Bev Cardinal, Indigenous Engagement Coordinator, Indigenous Relations

ATTACHMENTS

Appendix A: *kâ-nâsihcikêwin*
Appendix B: Kihew Final Report
Appendix C: 2026 Cultural Teachings Report

ATTACHMENTS
Appendix A - kâ-nâsihcikêwin
Appendix B - Kihew Final Report
Appendix C - 2026 Cultural Teachings Report

Appendix A

Kâ-nâsihcikêwin

City of Regina
September 2024
Updated September 2025

Thank Yous & Acknowledgements

We extend our gratitude to everyone who has contributed to this vital document:

- Elders, Knowledge Keepers and Old Ones who shared their wisdom, cultural teachings, ceremony and guidance.
- First Nations Chiefs, Métis Leadership and community-based organizations, who advocated for the needs and aspirations of Indigenous peoples.
- Kihew Consulting Team, who led the engagements with the community and helped build genuine relationships and foster open dialogues.
- City of Regina Council, who demonstrated commitment to reconciliation.
- Community members, who shared their insights and lived experiences to ensure this work is representative of diverse perspectives.
- Youth and future generations, who inspire us to build a more equitable society kâ-nâsihcikêwin is dedicated to you.

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Naming Story

On Monday August 26, 2024, a deeply respectful and humble Pipe Ceremony was held in Henry Baker Hall at City Hall. This ceremony was to name an Indigenous Framework that will guide the City of Regina (City) in its ongoing commitment to intertwining policy, procedures, and administration with Indigenous worldviews. Chelsea Steenbock, our project lead, humbly provided offerings for the pipe, reflecting the deep respect and intention behind this Framework. Chelsea shared with the gathered Elders, Métis Old Ones, city officials and community members that this Framework is envisioned as a path that will align the City's operations with the teachings and perspectives that have guided Indigenous communities for generations.

During the ceremony, Elder Larry Oakes, from Nekaneet First Nation, lifted the men's pipe, smoking it in unity with various Elders and Métis Old Ones from across Treaty 4 Territory and the homeland of the Métis. The woman's pipe was simultaneously lifted by Elder Diane Kaiswatum, from Piapot First Nation, symbolizing a harmonious balance and the inclusion of all voices in this sacred act. As the smoke rose from both pipes, the offerings were prayed over by Indigenous people from across Treaty 4 and homeland of the Métis homeland, invoking the ancestors' guidance.

Amid this sacred moment, Larry Oakes led the gathering in a song, a heartfelt token to the grandfathers, asking them to provide a name for the Framework. The air was filled with the resonance of voices and the deep spiritual connection to the land and its history. Upon the completion of the prayers and the song, a name was revealed in the Cree language: **kâ-nâsihtikawin (kah-nah-see-tik-a-win) – which means "to go out and attain"**—representing the purpose of seeking and incorporating ceremony and guidance. Kâ-nâsihtikawin will be translated into the six languages represented in Treaty 4 Territory and homeland of the Métis Nation: Cree, Saulteaux, Dakota, Nakota, Lakota, and Michif.

A second name - this one for the committee tasked with carrying out these sacred duties – was revealed as **kâ-nâcitahkik (kah-nah-see-tah-kik) – meaning "the people that will be going to attain these ceremonies and utilizing them for guidance."** This name represents the members of the Steering Committee, the Project Team, and the Indigenous Relations (IR) department who continuously seek, respect and integrate Indigenous ceremonies and teachings into all City work.

This process ensures that the kâ-nâsihtikawin is rooted in Indigenous understanding and resonates with the diverse linguistic and cultural groups within Treaty 4 Territory and Métis homeland. By embracing this inclusive approach, kâ-nâsihtikawin will serve as a representative living guide for future generations, honoring the rich tapestry of languages and traditions.

- (Cree) kâ-nâsihcikêwin
- (Lakota) ako iyawo icipus A oo wo
- (Dakota) héciya iyá ná akú hwo
- (Nakoda) žéciya dáguȟ wo’ǰyuwaza a’ú bo
- (Michif) kanawtayw pi kapayshiwayw
- (Saulteaux) wī-anta-kihkinahamākosit
- Committee name - kâ-nâcitahkik

kâ-nâsihtikawin sets an intention for the future. It does not seek to list the evils of the past, nor to measure the injustices of the present: others have described the impact of colonization and its lasting legacy of trauma and pain.

Rather, kâ-nâsihtikawin establishes guiding principles that will shape the future of Regina and put us on the path to fairness, equity and reciprocity. Where generations of Indigenous people lived in harmony with the land, in the span of two short centuries, settlers exploited its natural resources and repressed its inhabitants – to an extent that is felt to this day. The City, in recognition of this lasting impact and in the spirit of reconciliation, commits to kâ-nâsihtikawin to bring balance within Treaty 4 Territory and in the homeland of Métis Nation.

Kâ-nâsihtikawin will guide and inform every aspect of municipal work, from day-to-day operations to ongoing engagement with First Nations, Métis and Inuit people, by centering Indigenous worldviews as guiding principles that will last as long as the sun shines, the grass grows, and the rivers flow.

Note on Updated Language

On Monday September 22, 2025, at a meeting of the City's Indigenous Advisory Committee (IAC), the Elders brought concerns about the spelling and pronunciation of some of the Cree words and meanings being used by the Indigenous Framework project team.

Cree is traditionally an oral language with several dialects and, like other languages, has several forms. People in Treaty 4 speak Plains Cree. A few of the words used by the project team were High Cree. Most local fluent speakers, and those on the IAC, use Low Cree. On the advice of the IAC, we have updated the Cree words used to Low Cree to ensure that they can be understood more easily by local speakers.

The project team worked with retired Cree teacher Dorreen Oakes from Neekaneet First Nation to confirm the correct vocabulary, spelling and definitions for the treaty principles in the Indigenous Framework.

The name of the Indigenous Framework has been corrected to kâ-nâsihcikêwin which means to go out and attain.

The treaty principle related to working together on the land, in harmony has been updated to wihci-atoskêwin askîhk which means we are all working together on the land.

We are continuing our work in gathering the names of the treaty principles in each of the traditional languages of Treaty 4.

The language has been updated in the remainder of this document to reflect the changes noted above.

Part 1: Let's Make the Circle Bigger

When fur traders and explorers first ventured north and west, looking for beaver pelts to meet the insatiable European demand for fashionable hats, they relied on First Nations, Métis and Inuit people to

survive. From shelter and hunting to medicine and traditions, the original inhabitants of this land shared their way of living and their knowledge to help the newcomers survive in an unfamiliar and treacherous landscape.

Today, the relationship between non-Indigenous and Indigenous people is neither equal nor reciprocal. In Saskatchewan, policies of assimilation, subjugation and systematic impoverishment reap grim results; Indigenous people disproportionately endure economic, educational and social disparity.

By centering its processes and policies in First Nations, Métis and Inuit ways of knowing and being, the City is laying the groundwork for a renewed relationship with all communities within Treaty 4 Territory and in the homeland of Métis Nation. This is not a "do over." No policy, no matter how well-intentioned, can erase the past. Settlers in this region never established a fair and reciprocal relationship with Indigenous people. kâ-nâsihcikêwin seeks to right that wrong – to honour the true meaning of the Treaties and embed Treaty Principles in municipal operations.

Part 2: The Path to kâ-nâsihcikêwin

The journey to kâ-nâsihcikêwin officially began in October 2023, when City Council approved the development of an Indigenous Framework that would inform all municipal work and carve a space for Indigenous worldviews in municipal decision-making.

In 2021, one in ten Regina residents identified as Indigenous, but that statistic is likely just the tip of the iceberg; many people of Indigenous heritage choose not to self-identify in the national census or are perhaps not aware of their roots.

The unique ideology and views of a significant portion of the Regina community, which is currently marginalized and underrepresented, should be reflected in the City's work. On this front, the City has not been idle. In recent years, numerous projects have sought to promote reconciliation, but the approach has been primarily project-specific and fragmented. By adopting kâ-nâsihcikêwin, the City embraces an overarching philosophy that will consistently embed Indigenous worldviews in its work and ensure that the City's progress toward indigenization is strategic and that the Regina community is working together toward a shared goal.

Kâ-nâsihcikêwin outlines guiding Treaty Principles and associated Seven Commitments for the City. As the City implements action items related to the Commitments, progress will be made in the City's relationship with Indigenous peoples, making sure kâ-nâsihcikêwin is in effect for time immemorial.

Kâ-nâsihcikêwin has been informed and validated by First Nations, Métis and Inuit peoples of Treaty 4 and Métis Nation through robust engagement. Elders, youth, chiefs, non-Indigenous and Indigenous residents provided feedback, expressed concerns and shared lived experiences. Indigenous voices, stories and knowledge are the core of the writing of this document and in setting the commitments that the City intends to address.

During the engagement sessions, we heard the message "nothing for us or about us, without us" loud and clear. The strong Indigenous voices that guided and walked alongside the City on this path will always be heard. The City will continue to engage, consult and build relationships with the people who informed and validated kâ-nâsihcikêwin for time immemorial.

Part 3: The Way Forward

The impact of kâ-nâsihcikêwin will not be immediate.

Much as the harm to First Nations, Métis and Inuit people deepened over time, so the healing process requires sustained commitment. Reconciliation is a long-term endeavour spanning generations. We are placing gifts for the future; we may not see the results of our work today, but those coming after us will benefit from our efforts. This approach reflects Indigenous ways of knowing and being, which focus on stewardship of the land to preserve it for future generations.

The City's vision is that of a future in which Indigenous culture and people are equally represented, included, celebrated and supported. To realize this vision, the City must infuse Indigenous ways of knowing and being into its decision-making, policies and procedures by adopting principles of equity and inclusivity. Many of those principles have been identified in the foundational work the Truth and Reconciliation Commission's *Calls to Action (TRCCTA)*, the Calls to Justice from the *National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)*, and the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) and the *Report of the Royal Commission on Aboriginal Peoples*.

The need to align with these foundational documents was reinforced during engagement. Feedback focused on key principles such as respecting Indigenous self-determination, protecting and representing cultural heritage, promoting socio-economic equity and addressing the safety and rights of Indigenous women and girls.

All City work moving forward will be guided by five Treaty Principles: miyo-wîcêhtowin, tâpwêwin, miskâsowin, wihci-atoskêwin askîhk and pimâcihowin. Guided by these principles, the City of Regina has identified seven commitments: good relations, cultural competency, recognition and visibility, governance, land reconciliation, health and wellbeing and economic reconciliation.

Treaty Principles

The core of kâ-nâsihcikêwin is a series of Treaty Principles that will guide our decision-making going forward. They are expressed in Nêhiyawêwin (Cree) to describe First Nations concepts but find parallel expression in the languages of Anishinabēmowin (Saulteaux), Denesuline (Dené), and Nakoda (Assinaboine), Dakota (Sioux), Lakota (Sioux) and Michif (Métis).

miyo-wîcêhtowin (MEE-yoh WEE-chay-toh-win)
The principle of getting along well with others; good relations.

tâpwêwin (TAH-pway-win)
Speaking the truth or speaking with precision and accuracy.

miskâsowin (MEE-skah-soh-win)
Finding one's sense of origin and belonging; finding "one's self" or finding "one's centre."

wihci-atoskêwin askîhk (WEE-chey-AH-toe-skay-win AHS-keek)
Living or working together on the land, in harmony.

pimâcihowin (Pee-MAH-chee-ho-win)
Making a living.

The Seven Commitments

Guided by the Treaty Principles, the City commits to the following:

Good Relations

Committing to good relations is at the root of engaging with Indigenous peoples. Relationships with Indigenous people are not transactional, they are relational and achieved through "beginning in a good way." Trust, respect, reciprocity and long-term commitment are the relationship's foundation. There is an emphasis on mutual support, rather than immediate gains or superficial interactions. Moving at the "speed of trust" is essential. Ensuring good relations is reflective of the philosophy of miyo-wîcêhtowin.

Cultural Competency

Regina is built on the ancestral lands of Indigenous people and the City must elevate their voices, honour their heritage and share the histories of what happened here. For this to happen, there must be awareness and acceptance of Canada's true history, acknowledgement of the harm that has been inflicted and action to change behaviour. Indigenous People must be understood and see themselves reflected in the community through art, culture and presence at events and celebrations. All employees and elected officials must have a high level of cultural competency to ensure the City can meet all commitments. From a change management perspective, this is the "why" through creating awareness, desire and the knowledge required for change. Attaining strong cultural competencies is embodied in tâpwêwin.

Recognition & Visibility

Culture and art hold profound significance for Indigenous people as they are not just expressions of creativity but also embody traditions, identity and spiritual beliefs passed down through generations. Creating a welcoming and respectful environment in Regina is crucial for fostering a sense of belonging among all community members, particularly First Nations, Métis and Inuit people. This includes integrating Indigenous worldview into City decision-making, policy and operations. As an employer, the City understands and creates a culturally safe work environment that reflects and respects Indigenous culture, practices and kinship values.

As a service provider, the City's commitment to addressing recognition and visibility will demonstrate its acknowledgement and respect for Indigenous peoples' deep connections to their lands and histories and promote cultural revitalization. It will support rectification of historical injustices of colonial destruction and appropriation. Indigenous People are proud of their cultures, languages and leaders. They are original to this land. This must be expressed in how spaces are named, through recognition and visibility. Achievement of this outcome aligns with the principle of miskâsowin.

Governance

Indigenous People's desire for a commitment to good governance is conveyed by the message, "Nothing for us, about us, without us." In this respect, inclusivity is key. This is a commitment to active representation including youth, in decision making through leadership and employment, which will be manifested in policy and program initiation, prioritization and design through to implementation. Good governance and representation adhere to miskâsowin.

Land Reconciliation

For First Nations, Métis and Inuit people, land is central to identity. Land heals, nourishes and reminds everyone of the expansive nature beyond physical vessels. It is rooted in cyclical thought through its

seasons of death, rest, rebirth and growth. The land is where Indigenous people gather, build community and relationships, celebrate and practice culture. Land, ceremony, language and culture were stripped from the First Nations, Métis and Inuit people. To live together in harmony, the City must make space for Indigenous people to reclaim their identity.

Reconciliation is rooted in the land. It underpins self-determination by ensuring access to territories and resources, and influence over what land development looks like. It impacts urban reserve development and reimagines neighbourhoods. This commitment addresses historic land dispossession, while ensuring an Indigenous worldview informs land and water preservation and sustainability. This commitment is derived from the spirit of wihci-atoskêwin askîhk.

Health & Wellbeing
Health and wellbeing ensure a vibrant and prosperous community. Achieving this outcome strengthens the social fabric of Regina. This commitment results in adequate and accessible housing, gathering and ceremonial spaces. It will also provide for culturally appropriate initiatives in emergency management, recreation, safety, food security and transportation. Committing to health and wellbeing is representative of wihci-atoskêwin askîhk.

Economic Reconciliation
Indigenous People have historically been systemically excluded from pathways to economic prosperity. A commitment to economic reconciliation means equitably redressing this harm and empowering individuals with skills, knowledge, opportunities and other resources to succeed.

Indigenous perspectives on wealth prioritize community wellbeing, stewardship of lands and equitable distribution over individual accumulation. Programs for business support, access to capital and workforce development must be designed to reflect our values of community, stewardship and reciprocity. The City will support the rebuilding of Indigenous economies through job creation, business partnerships and resource sharing. Economic reconciliation paves the way for a more equitable and prosperous future. It represents a commitment to rectifying historical injustices, promoting inclusive economic growth and honoring Indigenous paradigms surrounding wealth. A commitment to economic reconciliation aligns with pimâcihowin.

Part 4: How to Use kâ-nâsihcikêwin

All City personnel and elected officials must understand the Treaty Principles and Indigenous worldview to apply them to their day-to-day work. In all projects and initiatives, Indigenous needs, worldviews and voices must be respectfully and adequately considered.

The City must attain a high level of cultural competency to focus on open and ongoing communication that fosters transparency, trust and collaboration at every level of the organization. Good relationships require mutual respect, understanding and a shared commitment to reciprocity. All City personnel and elected officials must better understand Indigenous worldviews.

The seven commitments must be applied to all City work. In doing so, each department will derive measurable action items that make space for Indigenous worldview. kâ-nâcitahkik (kâ-nâsihcikêwin steering Committee) will champion the kâ-nâsihcikêwin. Departments will work with the Project Team, kâ-nâcitahkik, and the IR department to identify department-specific action items that can be achieved annually. Doing so creates accountability through identifying, prioritizing, measuring and reporting on the ongoing practical deliverables and initiatives. IR will be responsible for providing an annual report that measures progress and implementation.

The kâ-nâsihcikêwin Action Plan is a detailed list of action items initially derived from engagement with Treaty 4 Chiefs, Métis Nation – Saskatchewan Region III Leadership, Indigenous and non-Indigenous businesses and organizations and residents of Regina, including Elders and youth. The action items will adapt based on community needs and the City's evolving relationships with Indigenous Peoples. The Steering Committee and the Project Team will work together to identify and prioritize the Action Plan items to ensure Indigenous worldview is at the centre of all City work.

For generations, Indigenous Elders, Knowledge Keepers and Old Ones have spoken of renewing a perpetual path of friendship, parity and peace. Walking this path together will enrich our present experience and help future generations thrive. The City accepts the responsibility to establish and maintain stronger relationships with the descendants of the original inhabitants of this land. kâ-nâsihcikêwin does not intend to supplant western beliefs and practices with Indigenous ones, but to weave together our respective ways of knowing and being.

Glossary

Action Items: Objectives identified through the Kihew report and engagement sessions that the City to move forward down the path of reconciliation.

Action Plan: The official detailed list of action items initially derived from engagement with Treaty 4 Chiefs, Métis Nation – Saskatchewan Region III Leadership, Indigenous and non-indigenous businesses and organizations and residents of Regina, including Elders and youth. The action items will adapt over time based on community needs and evolving relationships with Indigenous Peoples.

Ceremony: Is a deeply ingrained practice within Indigenous cultures. It marks essential beginnings and transitions, signifying respect for traditions and setting a positive tone for collaboration.

Circle: A symbol and practice in Indigenous cultures representing unity, equality and continuity. In a circle, everyone is equal and it fosters open communication, collective decision-making and shared responsibility.

Elder: A respected member of an Indigenous community, recognized for their wisdom, knowledge and experience. Elders play a key role in preserving and teaching cultural traditions, guiding younger generations and offering spiritual and community leadership.

First Nations: Indigenous peoples in Canada who are neither Inuit nor Métis. They are recognized as the first peoples on this land, with unique languages, histories and governance structures.

Indigenous: A collective term referring to First Nations, Métis and Inuit Peoples in Canada, who are the original inhabitants of the land and have distinct cultural practices, languages and histories.

Indigenous worldview: An Indigenous worldview is a holistic perspective that emphasizes the interconnectedness of all living things, including humans, animals, plants and the environment. It focuses on the reciprocal nature of relationships between people, nature and the spirit world. It considers the whole person and their connection to the land and community. There is a deep respect for nature and the belief that humans are caretakers of all forms of life; not superior to them but part of a larger circle of life.

kâ-nâcitahkik (kâ-nâsihcikêwin Steering Committee): A committee of senior City leadership including Deputy City Managers, Directors and the kâ-nâsihcikêwin Project Team that champions the direction and implementation of kâ-nâsihcikêwin.

kâ-nâsihcikêwin: The name given to the Indigenous Framework that means “to go out and attain” representing the purpose of seeking and incorporating ceremony and guidance into all City work. Kâ-nâsihcikêwin is designed to integrate Indigenous worldviews into municipal decision-making and operations. This initiative is not just crucial, but it's also a shared responsibility. It's about establishing fairness, reciprocity and reconciliation; we all need to be informed and involved in this process.

kâ-nâsihcikêwin Project Team: A group of experts coming together to guide the development of kâ-nâsihcikêwin.

Knowledge Keeper: An individual within an Indigenous community entrusted with preserving and passing on traditional knowledge, stories, ceremonies and teachings. Knowledge Keepers ensure the continuity of cultural practices and wisdom across generations.

The IR Department: Responsible for fostering relationships with Indigenous communities and ensuring the integration of Indigenous perspectives into city policies and practices.

Indigenization: Incorporates Indigenous worldviews, knowledge and practices into various aspects of society, including government policies, educational curricula and organizational cultures.

Inuit: Indigenous peoples living primarily in the arctic regions of Canada, recognized for their unique culture, language (Inuktitut) and traditional knowledge of the northern environment.

Métis: A distinct Indigenous people in Canada with mixed First Nations and European ancestry, the Métis are recognized for their unique culture, language (Michif) and historical contributions.

MMIWG: A national inquiry in Canada that investigated the systemic causes of all forms of violence against Indigenous women and girls. Its final report includes 231 Calls for Justice, which are legal imperatives that require transformative legal and social changes to end violence against Indigenous women, girls and 2SLGBTQQIAP+ people.

miyo-wîcêhtowin: Is a Cree term meaning getting along well with others and having good relations. It emphasizes the importance of expanding the circle to include diverse perspectives.

miskâsowin: Is a Cree term meaning finding one's sense of origin and belonging. It emphasizes creating a welcoming environment that reflects diverse identities and cultures.

Nation-to-City Relationships: Relationships between Indigenous Nations and the City are foundational to integrating Indigenous perspectives into city operations and fostering mutual understanding.

Old One(s): Métis people with revered status, frequently sought for guidance, wisdom and spiritual leadership.

pimâcihowin: Is a Cree term meaning making a living, highlighting the importance of economic reconciliation and community well-being through equitable distribution and stewardship.

Reconciliation: Is the process of establishing and maintaining respectful relationships between Indigenous and non-Indigenous peoples, acknowledging past harms and working towards a more equitable future.

Settlers: Non-indigenous people who have come to live in Canada, historically referring to those who established colonies and towns, often displacing Indigenous populations and impacting their cultures and lands.

tâpwêwin: Is a Cree term that means speaking the truth or speaking with precision and accuracy. It emphasizes the importance of honesty and clarity in the journey of reconciliation.

Treaty 4 Territory: A geographical area in the Canadian prairies encompassing 36 First Nations across southern Saskatchewan and southern Manitoba, including Cree, Saulteaux, Dakota, Nakota, Lakota and Métis peoples. This territory is defined by Treaty 4, signed in 1874, representing the agreements between these Nations and the Crown. The territory also includes four independent nations that played a critical role in the treaty process.

Truth and Reconciliation Commission (TRC): A commission established in Canada to document the history and impacts of the residential school system on Indigenous peoples and to guide a process of reconciliation. Its final report includes 94 Calls to Action to address the legacy of residential schools and advance reconciliation.

UNDRIP: An international instrument adopted by the United Nations that outlines the rights of Indigenous peoples worldwide, including their rights to self-determination, culture, identity, language, employment, health, education and other fundamental freedoms.

Worldview: A set of values and beliefs that determine how individuals understand and live their lives, encompassing cultural, spiritual and philosophical perspectives.

wihci-atoskêwin askîhk: Is a Cree term meaning living together on the land in harmony. It focuses on the connection to land, culture and identity and the need for space to practice ceremonies and preserve heritage.

Related Documents and Recommended Resources

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kihew



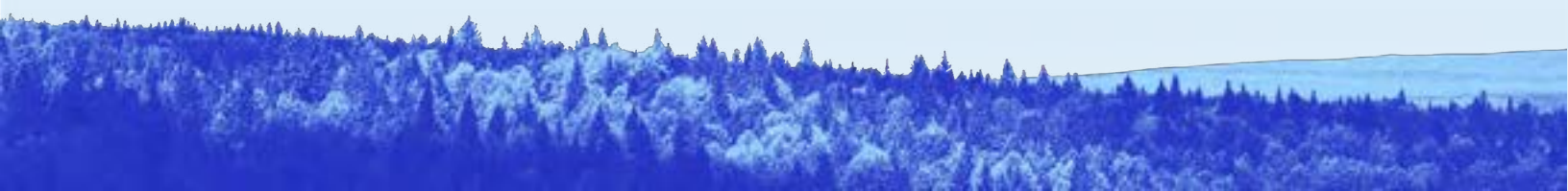
City of Regina

Indigenous Engagement Framework

RECOMMENDATIONS REPORT

Kihew Consulting & Research Inc.
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Submitted to: Chelsea Low, Indigenous Relations, City of Regina



Tâpwêwin

Speaking the Truth or Speaking with Precision and Accuracy

Wîtaskêwin

Living Together on the Land, in Harmony

Miskâsowin

Finding One's Sense of Origin and Belonging,
Finding "One's Self" or Finding "One's Centre"

Miyo-wîcêhtowin

The Principle of Getting Along well with Others,
Good Relations, Expanding the Circle

Pimâcihowin

Making a Living

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YOUR KIHEW TEAM

Kihew provides practical solutions for complex issues, walking alongside our clients to co-create economic and social solutions based on a community-development and learning approach. We work with industry, government, and community organizations across Canada.

The Kihew Team is comprised of individuals experienced in advancing self-determination with an approach that is rooted in the 4 Pillars of Nation Building: Practical Sovereignty, Cultural Match, Capable Institutions, and Long-Term Strategic Orientation.

Peer review with recommendations were provided by Stephanie Blondin and Christopher Adams.



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TALKING STORY

Stories are vessels for passing along teachings, medicines, and practices that can assist members of the collective. They promote social cohesion by entertaining and fostering good feeling. In times past, as now, stories were not always transferred in lexical form, but through visual symbols, song, and prayer. – Margaret Kovach[1]

Kihew Consulting & Research Inc. is an Indigenous company who felt called to support the City of Regina in their work to engage with community for the creation of an Indigenous Framework. In large part, it was because we are of Treaty 4 Territory and the Métis Homelands and have a duty to this land and all our relations that exist or live in connection with it. We also want to acknowledge the relationships that we had within the City of Regina who gave us confidence that they would do their best to ensure the voice of community was respected and actioned. Along the way, we fostered even more relationships with people who were open to learning our ways of knowing and being, and who now hold the responsibility to carry this work forward.

This report is an expression of our commitment to convene the First Nations, Métis Nation and Inuit Peoples, to listen to their stories, ideas, and visions for the future, and then weave them together into a collective story that facilitates action. This story is one of hope, healing, and good medicine. It is also of loss, grief, and the need to come together in relationship to create a brighter tomorrow.

The City of Regina will use the recommendations withing this report as a basis to create the Indigenous Framework. The Indigenous Framework is intended to provide informed fundamental guiding principles and direction for the City in perpetuity: as long as the sun shines, the grass grows, and the rivers flow.

The Regina Public Library, Economic Development Regina, Community Social Impact Regina, and the Regina Police Service are all actively contributing to the advancement of Indigenous People's rights, culture, and livelihoods in meaningful ways. The Regina Public Library is fostering cultural awareness and education through diverse programming and resources that highlight Indigenous histories and voices. Economic Development Regina is creating opportunities for Indigenous entrepreneurship and economic participation, supporting sustainable growth and prosperity. Community Social Impact Regina is dedicated to addressing social inequities and promoting inclusive community development, ensuring that Indigenous Peoples have access to essential services and support. The Regina Police Service is working towards building trust and ensuring the safety of Indigenous people through culturally sensitive policing practices and community engagement. Together, these organizations are making significant strides towards a more equitable and inclusive Regina.

This engagement process is one activity that represents the City's commitment to prioritize mutually beneficial relationships, built through engagement, communication, collaboration, and ongoing dialogue. The City of Regina further recognizes an ongoing need for reflection and implementation of Indigenous worldview (beliefs, values, histories, interconnected relations, priorities, perspectives) into everyday practices, policies, and procedures.

[1] Indigenous Methodologies, Characteristics, Conversations, and Contexts, by Margaret Kovach

Making the Circle Bigger

The City of Regina's elected officials and senior staff play a crucial role in shaping the city through their decisions and services, such as creating bylaws, zoning land, and building recreational facilities. The City's relationship with Indigenous People is marked by a dark and painful history, which necessitates actions toward reconciliation and improving relations through dialogue and mutual respect.

This report provides an opportunity for the City of Regina to lead by example in fostering understanding and cooperation, demonstrating how municipal actions can significantly contribute to provincial and national unity goals. By adopting and implementing the report's recommendations, Regina can position itself as a model city, showcasing effective strategies for supporting Indigenous rights, culture, and livelihoods. This proactive approach can be used in discussions with provincial and federal governments to highlight Regina's commitment to collaboration and alignment with broader policy objectives. Through intergovernmental partnerships, Regina can advocate for resources, support, and policy changes that further enhance these efforts. This approach not only underscores the City's dedication to sustainable and inclusive growth but also strengthens its role in shaping a unified strategy that benefits future generations across Saskatchewan and Canada.

The young Indigenous population is reclaiming their language and cultural identity, fostering a deep connection to the land and understanding their purpose on Mother Earth. Reconciliation, viewed as a long-term process spanning generations, involves placing gifts for the future, gifts that we may not see in our lifetimes, but future generations will benefit from. This forward-thinking approach is essential to ensure that future generations benefit from the efforts made today and that progress for the City is sustainable over time for all.

Creating a welcoming and respectful environment in Regina is crucial for fostering a sense of belonging among all community members, especially Indigenous people. This includes integrating Indigenous perspectives into City policies, programs, and services, and ensuring that these reflect actions and promote unity. The City's framework aims to correct past mistakes, encourage open dialogue, and restore balance, creating a space that includes diverse perspectives and identities through languages, cultures, and practices.

Efforts to change public policy from a one-way to a two-way street involve making the decision-making process more inclusive and equitable. This includes involving Indigenous people in creating stronger practices, policies, and relations that braid together the strengths of all Peoples. This comprehensive approach requires considering both historical context and future generations, with a focus on long-term positive impact.

The ongoing dialogue facilitated by the City aims to gather feedback from residents on how to improve relationships and create a safer, more inclusive space. This includes addressing institutional racism and ensuring that policies reflect the realities and needs of all citizens. The ultimate goal is to reconstruct the relationship between the City and its Indigenous population, building a community where everyone feels respected, valued, and part of something greater.

We begin our report as we begin all things, with ceremony…

STARTING WITH CEREMONY

A foundational teaching of our First Nations Way of Being is spiritual and relational.

Elders guide us to start our important decisions with ceremony.

We lift the pipe to acknowledge our ancestors and all of our relations, acknowledge our current gifts and way of life, acknowledge our challenges, and seek guidance on how to set in place the path for a good life for our children, grandchildren, and great-grandchildren.

We place those gifts in front of us that we will never see.

On March 16th, 2024, Pipe Carrier Larry Oakes and his Oskâpêwis (helpers), Alvin Francis and Logan Oakes, led members from the City of Regina Project Team, the Internal Indigenous Framework Advisory Committee, and the Kihew Consulting team, through a sweat lodge ceremony at the Oyate ataya WaKanyeja OwicaKiyapi site located on the northwest corner of the city.

Chelsea Low, the City of Regina Project Team lead, presented protocol (cloth and tobacco) to Larry Oakes and asked for a series of prayers to guide us as we embarked on this important work. Starting with ceremony helps us to connect with multi-generational thinking and our obligations to those who came before us and those who will come after. These are traditions in which we show respect to whomever we are participating with.

It helps us to shed the layers that divide us as we connect as spiritual beings who share a common goal: to build a brighter future for all. The Indigenous Framework and this ceremony represent a significant step toward respectful and reciprocal relationships between the City of Regina and First Nations, Métis, and Inuit Peoples in the Treaty 4 Territory and Métis Homelands.

Some reflections by those in attendance were:

"…I was so impressed with the process. It was something I needed to do, I needed to be there, I needed to witness, for my own personal well-being, I needed to be there. I'm glad I was there."

"It felt like we were connecting with something bigger than ourselves. More authentic, less perfectionism."

Near the end of the ceremony before people left to go their separate ways, at the wrap-up of the feast, the ceremony leader shared that his protocol requires that the sweat lodge ceremony must be performed "in fours" and directed that the City of Regina is required to hold three more sweats for this purpose. We recommend initiating these ceremonies on a seasonal basis as the Indigenous Framework is brought to life. We hope that more people will be invited to join in on this experience and that the prayers, songs and direction offered on March 16th, 2024, will guide you on this journey of reconciliation and maintaining good relations.

EXECUTIVE SUMMARY

This report summarizes the community engagement and activities, findings, priorities, and provides recommended actions as heard, and synthesized by our team in relation to the engagement priorities. The report also provides recommended performance indicators where relevant and applicable.

It was important that our process was grounded in ceremony and guided by Treaty Principles. Ceremony preceded the public engagement process and included participation from the City of Regina Project Team. Our team met with the Project Team, including the Internal Indigenous Framework Advisory Committee on agreed upon and approved schedules, including additional engagements as necessary. Our engagement plan was developed in collaboration, and once approved, we conducted five group engagements to four distinct groups, completed a public survey, and four additional one-on-one engagements in Regina and Treaty 4 Territory.

The City of Regina has approximately 223,075 residents, of which 10.5% identify as Indigenous as shown in the City of Regina Demographics Table, where further breakdown could be observed by group.

The engagement sessions were informative, and necessary as it was evident there is necessity for further building of trust and relationships between the City of Regina and Indigenous Peoples. Many themes emerged, but dominant themes were around youth engagement, and supporting the needs as determined by Indigenous Peoples. Another major theme was communication and how there is a disconnect in terms of what the City is already doing or plans to do, and how this information is getting to Indigenous Peoples.

We recommend the City of Regina develop an Indigenous Consultation Policy as the foundational policy to guide the relationship with Indigenous Peoples; First Nation, Métis, and Inuit.

We recommend that a progress report on the Indigenous Framework be publicly shared on an annual basis to maintain good relations based on trust and accountability.

We recommend that the priorities and recommended actions of the Indigenous Framework be fully reviewed on a cyclical basis of four years, and that the City of Regina plan to hold community engagements to update or affirm the Indigenous Framework for continued relevance.

The prioritization of action items in this report was determined based on several key factors to ensure that the recommendations effectively address the needs and concerns of Indigenous Peoples. High-priority items were identified as foundational for strengthening the relationship between the City and Indigenous communities, as well as those frequently mentioned during public input sessions. Medium-priority items were designated where some of the widest gaps exist between current conditions and desired outcomes. Low-priority items were assigned to areas where immediate change could have a significant direct impact on Indigenous People but may not require urgent action compared to the foundational and frequently heard issues. This ranking system allows the City to focus its efforts on the most critical areas first, while still addressing all concerns raised during the consultations. It is also important to note that the reflexivity of research and engagements were guided by Indigenous research methodologies as well as our lived and learned professional experience as Indigenous residents of Treaty 4 Territory.

GUIDING PRINCIPLES

The City of Regina rests within Treaty 4 Territory and the Métis Homelands.

Treaty Principles, shared through Treaty Elders of Saskatchewan[2], help to explain the First Nations perspective on how the relationship between First Nations and the Crown was intended to be. These principles are parallel or similar to the Métis ways of approaching their relationship with the Crown.

Treaties must be recognized, realized, and respected.

> *"You cannot begin to understand the treaties unless you understand our cultural and spiritual traditions and our Indian laws." ~ Elder Jimmy Myo*

This is a foundation for common ground and respect to be established in which healthy and prosperous relationships, protocols and procedures can begin to develop.

The Treaty Principles referenced are expressed in Nêhiyawêwin (Cree) to describe First Nations concepts. The Nêhiyawêwin concepts described by these terms find parallel expression in the languages of Anishinabēmowin (Saulteaux), Denesuline (Dene), and Nakoda (Assinaboine), Dakota (Sioux), Lakota (Sioux) and Michif.

The Treaty Principles that are most relevant to this framework are:

Tâpwêwin *(Speaking the Truth or Speaking with Precision and Accuracy)*

Wîtaskêwin *(Living Together on the Land, in Harmony)*

Miskâsowin *(Finding One's Sense of Origin and Belonging, Finding "One's Self" or Finding "One's Centre")*

Miyo-wîcêhtowin *(The Principle of Getting Along well with Others, Good Relations, Expanding the Circle)*

Pimâcihowin *(Making a Living)*

[2] Treaty Elders of Saskatchewan: Our Dream is That Our Peoples Will One Day Be Clearly Recognized as Nations, Harold Cardinal & Waler Hildebrandt, University of Calgary Press, 2000

CITY OF REGINA DEMOGRAPHICS

Many Indigenous citizens do not declare their ancestry on Statistics Canada Census surveys due to a variety of historical and contemporary reasons, leading to underrepresentation in official data and making it difficult to accurately determine the number of Indigenous residents in the City of Regina. This reluctance can stem from mistrust of government institutions, rooted in a history of systemic discrimination and harmful policies such as residential schools and the Sixties Scoop. Additionally, concerns about privacy and potential misuse of personal information further discourage disclosure. As a result, the actual Indigenous population in Regina is likely higher than census figures suggest, complicating efforts to effectively address the needs and rights of Indigenous Peoples within the city.

Indigenous Peoples make up approximately 5% of the total population of Canada; approximately 1.8 million. This number reflects a significant demographic within the country, with distinct cultural, historical, and political considerations that influence national and local policies.

Local statistics drawn from Statistics Canada; Indigenous Population Profile, 2021 Census of Population for the City of Regina, are shown in the table below. Full tables and data can be retrieved here. The total reported Indigenous population for the City of Regina is around 10%, almost double the national average.

Indigenous Identity	Single Indigenous Responses	First Nations	Métis	Inuk	Multiple Indigenous Responses	Indigenous Responses Not Included Elsewhere
Total Population						
23,285	22,710	14,035	8,540	135	370	205
Average Age						
28.9	28.8	26.8	32.1	27.0	26.4	40.8
Median Age						
26.0	26.0	23.8	29.8	25.2	23.2	43.6

(It should be noted that there is no publicly available data, such as Statistics Canada or literary sources, to obtain Treaty 4 statistics of off-reserve residents living in urban centres, broken down by City. Attempts were made to First Nations located in Treaty 4 Territory to gather information but could not be reliably gathered and synthesized for a variety of reasons.)

According to the 2021 Census of Population from Statistics Canada, the Indigenous populations in cities comparable in size to Regina are as follows:

Saskatoon: Total Population - 266,141, Indigenous Population - 30,275 (11.38%)
Halifax: Total Population - 439,819, Indigenous Population - 11,175 (2.54%)
St. John's: Total Population - 110,525, Indigenous Population - 5,960 (5.39%)
Kelowna: Total Population - 144,576, Indigenous Population - 9,645 (6.67%)
Victoria: Total Population - 235,758, Indigenous Population - 17,165 (7.28%)

These figures highlight the significant Indigenous presence in these cities, which is important for understanding the context and planning for Indigenous community needs in urban areas.

Regina stands out with a significantly higher Indigenous population compared to other Canadian cities of comparable size. This demographic distinction underscores the City's unique responsibility to prioritize an Indigenous Framework that not only recognizes but also actively supports Indigenous Peoples. Such a framework is crucial for addressing historical injustices, promoting reconciliation efforts, and ensuring that Indigenous rights are respected and upheld within municipal policies. By engaging Indigenous voices in decision-making processes, addressing systemic inequalities, and celebrating Indigenous cultures, Regina can lead by example in fostering inclusivity, equity, and cultural diversity within its community.

THE JOURNEY

Summary of Activities and Engagement Design

Kihew, in partnership with the City of Regina's Indigenous Relations Unit (Project Team) and Internal Indigenous Framework Advisory Committee, built an engagement and communications plan that included targeted group engagements, public surveys, and one-on-one engagements.

Four in-person targeted audiences were identified: 1) Knowledge Keepers / Elders & Youth, 2) First Nation leaders and delegates, 3) Métis Leaders and delegates and 4) Community members including businesses, organizations, and the general Indigenous public (two sessions would be held to accommodate participant's schedules). All four identified groups would be engaged with in-person sessions, a follow-up survey and a chance to provide further input via one-on-one sessions.

Treaty 4 Chiefs Engagement

The Treaty 4 Chiefs Engagement was held at a Treaty 4 Chiefs Special Meeting on April 25th, 2024, on Treaty 4 Grounds Reserve in Fort Qu'Appelle. Treaty 4 Spokesperson, Chief Lynn Acoose, issued the meeting notice and asked Kihew CEO, Edmund Bellegarde to serve as chair. There were twenty-one Chiefs and proxies in attendance that day, elected to represent 43,483 citizens from within Treaty 4 Territory. In total, there are 72,785 citizens registered to Nations within Treaty 4 Territory.

Edmund opened the meeting by providing context into the purpose of the Indigenous Framework and the importance of consulting the Treaty 4 leadership on behalf of their citizens. City of Regina Mayor, Sandra Masters, provided an overview of some of the activities and initiatives the City of Regina was embarking on to build good relations and enhance targeted service delivery and programming for First Nations, Inuit, and Métis people.

This engagement was highly informed, specific, and actionable.

Attendees:
Treaty 4 Representation: Star Blanket, Day Star, George Gordon, Kawacatoose, Little Black Bear, Muscowpetung, Okanese, Pasqua, Peepeekisis, Piapot, Cowessess, Chacachas, Cote, Ochapowace, Keeseekoose, Key, Kinistin, Ocean Man, Rolling River, White Bear, Zagimē Anishinabēk
City of Regina: Mayor Sandra Masters, Audra Young and Steve Weild
Kihew: Edmund Bellegarde, Bailey Watson, and Denise Stroeder
Other Noted Guests: Gary Sparvier, Brent Wilson, Phil Anaquod, Senator Brian Standingready, FSIN Vice-Chief Dutch Lerat
Opening Prayer: Brent Wilson, Rolling River First Nation

Métis Nation Leadership Engagement

The Métis Nation Leadership Engagement was held on May 2nd, 2024, at the Western Region III offices in Regina, SK.

Most of the dialogue centered around sharing the history, culture, and identity of the Métis people in Regina. The leadership was conscious of the need to build community and pride amongst the Métis as a

priority, but also to continue engaging on finding solutions for socio-economic challenges such as housing, safety, and food security.

Attendees:
Métis Representation: Wendy Gervais (Regional Representative - Western Region III), Dennis Brooks (President - Regina Riel Métis Council Local 33), Marilyn Fazakas (Chairperson - Queen City Local 34), Theresa Gayle (Programs & Services - Western Region III)
City of Regina: Audra Young, Chelsea Low, Steve Weild, and Ly Pham
Kihew: Edmund Bellegarde, Bailey Watson and Denise Stroeder

Community Engagement #1

The first Community Engagement was held in the afternoon of May 8th, 2024, was targeted toward First Nations, Métis and Inuit business owners, community members, and those who lead service-delivery organizations that serve First Nations, Métis and Inuit people.

Attendees:
Public: There were 31 attendees from the general public, representing businesses, institutions, organizations and citizens.
City of Regina: Chelsea Low, Steve Weild, Bev Cardinal, Taya Triffo, Robyn Bird and Nancy Amyotte
Kihew: Edmund Bellegarde, Bailey Watson and Denise Stroeder
Opening Prayer: Alvin Francis, Nekaneet First Nation

Community Engagement #2

The second Community Engagement was held in the evening of May 8th, 2024, for people to provide their input. This engagement's tone differed from the others and offered a glimpse into the visceral emotions of those on the front-line of service delivery who want more from the City of Regina. Although the discussions were difficult at times with this group, it provided an open and honest dialogue that focused on some of the most pressing issues facing First Nations, Métis and Inuit people in the city.

Attendees:
Public: There were 17 attendees from the general public.
City of Regina: Chelsea Low, Steve Weild, Bev Cardinal, Eric de Waal, Dale McArthur, Robbi Humble and Keneni Debai.
Kihew: Edmund Bellegarde, Bailey Watson and Denise Stroeder
Opening Prayer: Alvin Francis, Nekaneet First Nation

Knowledge Keepers / Elders & Youth Engagement

The Knowledge Keepers / Elders & Youth Engagement was held on the afternoon of May 10th, 2024. The diversity of the audience at this session allowed for intergenerational relationship-building, helped facilitate the oral transfer of knowledge and stories, and empowered young leaders to participate in civic engagement. This format respected the generational nature of kinship structures.

Attendees:
Public: There were 27 youth attendees, 5 youth mentors, and 7 Knowledge Keepers and Elders in attendance at this session.

City of Regina: Chelsea Low, Steve Weild, Bev Cardinal, Eric de Waal, Jill Sveinson, Janine Daradich, Taya Triffo and Bradley Bellegarde.
Kihew: Edmund Bellegarde, Bailey Watson, John Desjarlais and Denise Stroeder
Opening Prayer: Larry Oakes, Nekaneet First Nation.

Individual Engagements

Individual Engagements were offered to those who were not able to attend an engagement session, who preferred an in-person method over a survey and to those to who attended a session but had more to say and bring forward. Three Indigenous women, and one Indigenous man provided in-depth feedback and insight through one-on-one dialogue.

Surveys

Two public surveys were issued, one targeted the youth who were present at the May 10th, 2024, engagement and provided their emails to us at that time and the other was targeted towards adults; those who provided their emails at the engagements and to those who were invited to the engagements but were not able to attend. The surveys were distributed to 17 youth and 216 adults. There were 19 responses completed: all coming from adults. A summary of results is supplied in the Appendix of this report and was used to inform and affirm the engagement results.

THE VOICE OF COMMUNITY

Setting Direction

The City of Regina and First Nations, Métis, and Inuit Peoples can achieve great things by working together, but that journey begins by entering into a relationship built on mutual respect and reciprocity. The impacts of colonization, inter-generational trauma, and a lack of awareness, pose barriers to relationship-building, but they are not insurmountable.

> *"How can we work together to improve the lives of citizens and find ways to do the good work that our ancestors wanted us to do in terms of peaceful coexistence and respect?"*
> *– Chief Michael George Starr, Star Blanket Cree Nation*

Setting Direction represents the voice of community. We are grateful to those who took time out of their days to share their knowledge, stories, ideas and visions for the future. Thank you for your honesty, vulnerability, and strength.

The following section outlines the five engagement sessions that were held and the information, feedback and stories that were gathered during this time. Each sub-section will begin by summarizing what we heard from community during the engagement process, as well as identifying actions, priorities and suggested Key Performance Indicators that the City of Regina should consider when developing the Indigenous Framework. The priority timeline for the work to be addressed is simply a starting point for the City of Regina when considering budget, capacity and time to implement each.

Good Relations

Miyo-wîcêtowin - "Having or possessing good relations"

The fundamental goal of this work is for the City of Regina to understand how best to acknowledge and maintain good relations with First Nations, Métis, and Inuit Peoples. To guide us, we asked the youth, Knowledge Keepers and Elders what good relations meant to them. Here is some of what we heard:

You must have a good relationship with yourself before you can have a good relationship with others.

If you don't respect someone, it isn't going to be equal.

Genuine actions and connections.

Communication, accountability, transparency, clarity, speaking honestly.

Be a reliable friend that is non-judgmental, humble, and supportive.

Take responsibility and be honest about past mistakes. It's important to own up to your mistakes.

Listen more at community events and attend more cultural events.

Reciprocal – mutual respect toward land, animals, and the environment.

Having trust and doing what you say you'll do.

Treat others how they want to be treated – platinum rule.

Our engagement sessions with the community clearly indicate that much work remains to sincerely develop and maintain trust, facilitate two-way communication, and generate mutual understanding. As helpers on this journey, the Kihew Team, through internal engagement and reports from arms-length organizations, knows that the City of Regina is making progress in several areas identified by the community as priorities, but those stories are not reaching everyone. More work needs to be done to communicate what is going well.

While all the priorities in this report are important for building and maintaining good relations, a few are particularly tailored to building reciprocal trust and respect.

Communications

The first step to good relations is establishing proper communication channels.

Action Items	Priority	Possible KPI's
Develop an Indigenous communications strategy that not only informs on ongoing initiatives but shares stories and histories about Indigenous Peoples.	High	Strategy Developed
Have a dedicated presence for Indigenous initiatives and topics on the City of Regina website.	High	Portal Created
Hire a dedicated Indigenous senior communications staff person.	Medium	Person Hired

Presence

We expect to see civic leaders and staff at cultural events, celebrations, and future engagements. We also expect to be meaningfully included and represented in City of Regina events, celebrations, and advisory committees.

Action Items	Priority	Possible KPI's
Invite Indigenous Elders and Knowledge Keepers to provide opening prayers.	High	% of possible engagements or # of engagements
Invite Indigenous leaders, elected and community, to provide opening comments at events.	High	% of possible engagements or # of engagements
City Council to attend Indigenous community cultural events, celebrations, and future engagements.	High	% of possible engagements or # of engagements
Hold ceremonies when starting new projects; not just the ones that are Indigenous-specific, and understand, accept and be able to articulate why such ceremonies are critical to the work the City undertakes.	Medium	% of possible engagements or # of engagements

Cultural Competencies

Cultural Competencies foster understanding and respect for diverse cultural backgrounds, enhance effective communication, and promotes inclusive practices within organizations or institutions.

Action Items	Priority	Possible KPI's
Ensure that the City of Regina elected officials and Senior Leaders have Indigenous cultural competency training.	High	Implement - % of Officials and Senior Leaders Trained
Ensure all City of Regina employes, especially front-line workers and those who deliver services, receive cultural competency training.	Medium	Implement - % of Staff Trained (0-100%) Set targets for scaled completion to 100%
Create opportunities for experiential learning and participation in Indigenous cultural events	Medium	# of opportunities attended # of opportunities created

Inclusion and Direction Setting

Making the circle bigger involves ensuring that all voices are heard and valued to strengthen cohesion through shared vision and purpose.

Action Items	Priority	Possible KPI's
Build upon existing relationships and protocols with Indigenous political bodies and organizations that hold collective interests.	High	Review existing protocols with relevant Indigenous political bodies for relevance, effectiveness, etc.
Establish decision-making processes that reflect Indigenous approaches, particularly multi-generational thinking and inclusion.	Medium	# of integrations, % reviewed for applicability
Integrate Indigenous ways of knowing and being into everyday processes.	Medium	# of integrations, % reviewed for applicability

Advocacy

A wholistic approach to change requires all levels of Indigenous and Non-Indigenous governments to work together on common goals. The City of Regina is well positioned to support

Action Items	Priority	Possible KPI's
Support Indigenous Peoples in advancing our interests and priorities outside of your jurisdictional responsibilities by advocating with partners and different levels of government.	Medium	% of possible engagements or # of engagements
Prioritize and partner with Indigenous and Newcomer communities to promote positive relationship-building.	Low	# of partnerships established and % maintained.

Representation

Miskâsiwin *- "Finding one's sense of origin or belonging."*

First Nations, Métis Nation, and Inuit People want to see themselves reflected in society. They want to know that Indigenous people have a seat at the table as decision-makers who can advance their priorities as elected officials, senior leaders, and members of city boards, committees, and commissions. They want to see Indigenous peoples deliver services and know that the City, as an employer, creates a culturally safe work environment, respects their approaches and ideas, and invests in expanding their capacity. They want to see the integration of Indigenous ways of knowing and being start from within. Stories shared by past and present employees suggest that much work remains to create a safe environment that respects the approaches and views of Indigenous employees within the city. The desire for representation was a resounding call to action, but also a call for reflection. Why aren't First Nations, Métis Nation, and Inuit adequately represented?

City of Regina Corporate

Ensuring that governance and organizational frameworks are designed to effectively address urban challenges, streamline decision-making processes, and promote sustainable and inclusive growth within the city.

Action Items	Priority	Possible KPI's
The City of Regina to develop an Indigenous Consultation Policy as the foundational policy to guide the relationship with Indigenous Peoples; First Nation, Métis, Inuit.	High	Policy developed
More investment in the Indigenous Relations unit so they are better positioned to action the recommendations.	High	
An Indigenous Equity, Diversity, and Inclusion (IEDI) review to evaluate recruitment practices, HR policy, and connect with former and current Indigenous employees to understand their experience.	High	% Reviewed and % implemented
Aim for 20% Indigenous representation; including senior leadership.	High	% Indigenous participation in each functional level
Develop and action an Indigenous Recruitment Strategy including:		
Develop measurable targets and goals for hiring Indigenous peoples.	High	Establish goals
Building relationships with Indigenous professionals and associations encouraging them to apply or share job postings.	Medium	# of outreach
Create Indigenous youth employment programs.	Medium	Create program, # of programs, performance in uptake
Workforce development support and funding, specifically in the trades.	Medium	Funding allocated
Collaboration with the unions on Indigenous recruitment and retention strategies.	Medium	# of engagements

Youth Inclusion and Engagement

The sacred role of youth in building healthy societies shined through at the Youth and Knowledge Keeper / Elder engagement session and was a central theme in all other engagements. They are the leaders of today and tomorrow. We must empower and include them in decision-making processes.

One Métis youth leader expressed concern for how their voices would translate into a report and emphasized the need to be heard firsthand. She explained that a bullet point on a report that says, "the youth want clean communities," doesn't communicate the emotion and story behind why it's important. She shared, *"When I am in a dirty alley, I don't feel good about myself. It makes me sad."*

Witnessing the emotion behind the issues that impact youth will inspire you to act. Their vision for the future will energize you. Their presence will hold you accountable and elevate your conduct. Including youth in your decision-making and governance processes is integrating Indigenous ways of knowing and being into your systems.

Action Items	Priority	Possible KPI's
Co-create an Indigenous Youth Advisory Council for the City of Regina. Include the youth in the creation of the terms of reference, goals, objectives and actions.	High	Council created, # of meetings
Plan seasonal engagements and progress reports on their identified priorities.	High	# of engagements
Remember diverse inclusion – be mindful of including different ages, genders, cultural and linguistic backgrounds, and neighbourhood representation.	High	Diversity targets
Ensure youth representation at city celebrations and events.	High	# of engagements/participation
Plan youth engagements with the City of Regina Mayor, Councillors, and Senior Leadership.	Medium	# of engagements
Create youth seats on existing committees and boards.	Medium	% representation
Create reciprocal mentorship programs.	Medium	Creation, # of programs
Ensure the inclusion of youth leaders in City Council meetings.	Low	% representation
Oversee integration with existing youth-led leadership initiatives.	Low	
Ensure relationship-building at celebrations and events.	Low	

Housing

Housing was a significant theme in all engagement sessions. The impacts of poverty and houselessness weighed heavily on participants, and many shared stories of how they witnessed youth, elders, and vulnerable groups being affected. Acknowledging the complexity of the problem and the socio-economic factors that exacerbate it affirmed that wholistic solutions are required. Actions need to lead towards restoring pride in our home fires, providing safe spaces for families and vulnerable people.

Increasing the housing supply is critical, but the conversation surrounding Indigenous-led housing initiatives generated a lot of creative energy and solutions that are mindful of culture, kinship structures, and the challenges facing vulnerable members within their population.

Increase the Housing Supply

Addressing the critical need for safe, affordable, and culturally appropriate housing, thereby improving living conditions, reducing houselessness, and supporting the wellbeing and stability of Indigenous Peoples.

Action Items	Priority	Possible KPI's
Place an immediate emphasis on developing housing at the old Taylor Field site. Consider the following:	High	% developed
Providing First Nations and Métis Nation, organizations and individuals the opportunity to develop this land.	High	
Establish a permanent houselessness shelter on this site.	High	
Explore the possibility of developing of a new Indigenous Services Hub on this site.	High	
Extend tax abatement for new housing units developed and expand the per door grant for these units.	Medium	In place and available
Focus on building larger, multi-generational and multi-family homes.	Medium	# developed, converted
Develop vacant lots. Consider a tri-partite partnership between Indigenous people, the City of Regina and the Province of Saskatchewan.	Medium	# developed, % developed
Renovate or rebuild condemned housing.	Medium	# of renovations/rebuilds
Revitalize the Warehouse District.	Low	# developed

Support the Indigenous Housing Market

Ensuring equitable access to housing resources, promotes economic empowerment within Indigenous citizens, and addresses systemic barriers to homeownership and rental opportunities.

Action Items	Priority	Possible KPI's
Develop partnerships with First Nations, Métis, and Inuit corporations and organizations that are developing housing markets within the city or on reserve land near city boundaries.	High	# partnerships
Provide access to infrastructure and services for Nation-led housing development. For example, Zagimē Anishinabēk is developing urban reserve land and can offer additional support to residents while keeping their kinship systems intact. They are having challenges accessing City infrastructure.	High	

Reimagining Neighbourhoods

Encouraging the development of inclusive, vibrant, and sustainable communities that reflect diverse needs and perspectives, fostering a sense of belonging and improving quality of life for all residents.

Action Items	Priority	Possible KPI's
Circular neighbourhoods redesigned to build community with shared spaces for community gardens, child and elder care programs, accessibility, social programming, and recreation.	Low	# developed
Targeted neighbourhood redesign for post-secondary students with integrated supports such as childcare spaces, study pods, etc.	Low	

Support Affordable Housing Initiatives

Addressing the critical need for accessible, safe, and affordable homes, thereby reducing houselessness, alleviating poverty, and promoting social and economic stability within communities.

Action Items	Priority	Possible KPI's
Educational programming for how to properly care for homes as renters and new homeowners.	High	Support created, # engagements, # offered education
Continue collaborations with First Nations and Métis housing organizations.	High	# of engagements

Create Pathways for Home Ownership

Promoting economic stability and wealth-building opportunities for individuals and families fosters long-term community investment and neighborhood stability.

Action Items	Priority	Possible KPI's
Educational programming for how to become a homeowner and supports to achieve it.	High	Support created, # engagements, # offered education
Provide continuous education on home maintenance.	High	Support created, # engagements, # offered education
Work to establish rent-to-own programs.	Medium	

Economic Reconciliation

Pimâcihowin – "Making a Living"

Economic Reconciliation paves the way for a more equitable and prosperous future where all residents, regardless of background, can thrive together. It represents a commitment to rectifying historical injustices, promoting inclusive economic growth, and honoring Indigenous paradigms surrounding wealth. The City of Regina has the opportunity to support the rebuilding of Indigenous economies through job creation, business partnerships, and resource sharing.

Indigenous perspectives on wealth prioritize community well-being, stewardship of lands, and equitable distribution over accumulation. Programs for business support, access to capital, and workforce development must be designed to reflect our values of community, stewardship, and reciprocity.

Inclusion in Long-Term Planning

Community members know that the City of Regina conducts long-term land use planning and want to be invited to the table so they can understand what is coming forward and participate more meaningfully in the process.

Action Items	Priority	Possible KPI's
Aligning the recommendations within this report with the City of Regina's Official Community Plan.	High	Integrated
Consider alignment with other master and strategic plans such as Design Regina, the Transportation Master Plan and the Comprehensive Housing Strategy.	High	Integrated
Adopt a planning-based approach to implementing the recommendations in this report, this includes:	Medium	
Establish a Corporate Indigenous Planning Committee; a working group at the management level to share information and advance collaborative planning throughout the year.	Medium	Committee established
Establish a formal approach to regional governance. Continuing to engage other levels of government in shared planning and governance priorities for Indigenous inclusion (including but not limited to Crown Indigenous Relations, Indigenous Services Canada, targeted provincial Ministries and Crown Corporations/Utilities, and regional governance bodies such as SARM/SUMA and neighbouring Rural Municipalities.)	Medium	Establish approach and execute
Establish a database and engagement approach to include Rights-holders and stakeholders in land use planning.	Medium	Database created

Education and Training

Empowering individuals with the skills and knowledge necessary for personal and professional growth drives economic development and innovation within the community. This section is specific to workforce development and inclusion of First Nations, Métis, and Inuit in the economy through targeted programs.

Action Items	Priority	Possible KPI's
Offer equipment operator training for road maintenance in partnership with neighbouring First Nations and Métis communities and organizations.	Medium	Offer training
Explore funding governance training in corporate governance, municipal governance and board governance. Offer this as part of the workplan of the Indigenous Planning Committee.	Low	
Workforce development and collaboration with the unions for the City of Regina.		
Create and provide financial literacy programming.		
Expand and create youth-centered employment programs.		

Support the Indigenous Economy

The City of Regina is well-positioned to support the growing Indigenous economy, but more reflection on how to approach is required.

Action Items	Priority	Possible KPI's
Conduct an environmental scan of business development and entrepreneurship support for First Nations, Métis Nation, and Inuit that include similar municipalities to understand who is supporting the economy and what lessons can be learned, leading to strategy	High	Portal or database created and shared, develop Indigenous economic strategy
Consider providing business planning support and support for entrepreneurs in a business incubator environment.	Medium	
Sponsor and host an annual business development forum focusing on business, commercial and industrial development.	Low	Establish and execute
Investigate access to capital investment.	Low	
Establish an Indigenous business licensing database.	Low	
Create access to affordable capital with guaranteed loans.	Low	
Provide supports for the Indigenous housing market.	Low	
Create opportunities for Indigenous people to invest in projects.	Low	
Continuously seek out opportunities to profile Indigenous business development initiatives within the city.	Low	Ongoing
Identify and develop a significant renewable energy project with Indigenous businesses and business owners.	Low	

Procurement

There was some acknowledgment of the creation and now integration of an Indigenous procurement policy and the stated 20% goal, but further comments from the engagements highlighted some possible issues with the overall understanding of the policy, its processes and evaluation methods. Further incentivization of Indigenous participation, not explicitly focusing on price, and better engagement with City representatives and businesses was mentioned.

While it appears, the City engages in "Best Value" procurement as per the website including outlining:

> *"Implementation of this policy involves protocols and procedures that include proactive matching initiatives, providing positive consideration in bid evaluations for Indigenous content, internal and external training and support measures, monitoring, and reporting."*

as listed on the Indigenous Procurement Policy on the website, more work is required to support the Indigenous businesses engaged in the procurement process to better understand the policy.

Action Items	Priority	Possible KPI's
Review policy with a relational lens vs. transactional. Educate the Indigenous Business Ecosystem on the procurement policy including town halls, information packages, individual sessions, help line, and orientation packages.	High	# of town halls, or public information sessions, Education packages created and # uptake
Make policies, procedures, and forms public and easily accessible.	High	
Updated current practice and policies, ensure they are located in one place and kept current.	Medium	% reviewed and updated/migrated.

Further wise practices for consideration and action include:

- Policy
  - Policy and procedure orientation for users, both external and internal
  - Debriefing after unsuccessful RFP processes. Include areas of improvement, etc.
  - Clear definitions, i.e. ownership, Indigenous Participation
  - Clear and specific targets around Indigenous participation, Indigenous "Control", i.e. management and leadership
  - Clearly identify commonly accepted definitions of Indigenous Business and Persons
  - Policy tied to socio-economic impact, i.e. investment in First Nations and Métis communities, investment in Indigenous capacity and leadership training, investment in outreach, training and education, i.e. scholarship.
- Engagement
  - Early contract engagement, prior to issuance of RFP
  - Business meet and greets
  - Forecast presentations including CapEx and OpEx projected spend
  - B2B Gatherings
  - Business Success showcase (Showcasing best value engagements as models for other businesses)
- Accountability
  - Organizational performance measures cascading from procurement targets

  - Organization cascading Individual personal performance measures tied to Indigenous procurement
  - Auditing, both internal teams and businesses engaged in procurements
- Supplier Development
  - Focus on developing and maintaining supplier relationships and away from only tracking transactions
  - Market Forecasts, disclosing supply and service opportunities in underrepresented areas
  - Mentorship and support for entrepreneurs and new businesses
  - Business support services or facilitation to direct to local support services

Urban Reserves

There are many urban reserves within and surrounding Regina. First Nations want a process to better structure their relationship with the City of Regina. A more effective reciprocal relationship leads to better political, social, cultural, and economic outcomes. Indigenous Peoples and the connection to land is foundational.

Action Items	Priority	Possible KPI's
Develop relationships with Nations who have urban reserves that clarify communication process and frequency, collaboration mechanisms, and sets out constructive dispute resolution process.	High	Development of Protocol Agreement
Review municipal infrastructure and capital plans that may impact urban reserves and co-develop needs assessment to consider and support First Nations land use and development priorities.	High	# of engagements leading to needs assessment
Develop a Municipal Service Agreement process review to evaluate appropriate language that recognizes reciprocal authorities and to incorporate co-development and bylaw compatibility.	High	# of MSA reviews and engagements
Review zoning bylaw to ensure appropriate language and process to respect Indigenous cultural practices and requirements.	High	Each urban reserve requires engagement with Nations & Knowledge Keepers

Policy

"Reconciliation requires laws to change and policies to be rewritten."
– Jody Wilson-Raybould

"Indigenous people in this city are tired of band-aid approaches. It's time to walk the walk. The only way we are going to change is through policy."

Indigenous Policy

Policy impacts were discussed but were not specific. The recommendation is to include First Nations, Métis Nation, and Inuit in policy review to determine opportunities for co-designing policy, specifically to those that impact them. *"Nothing about us without us."*

Action Items	Priority	Possible KPI's
Identify goals, development, implementation, monitoring and revaluation.	High	% complete
Create a smudge policy for the City of Regina.	High	Enacted
Recruiting a Senior Indigenous Policy Advisor to support the process of identifying the policies that should be revisited and rewritten to address systemic issues.	High	Hired

Zoning and Bylaws

The current zoning bylaws do not reflect Indigenous culture. They are regarded as colonial barriers to architects and housing developers who want to rethink how we construct buildings and neighbourhoods to be more circular and communal, with space for cultural activities.

Action Items	Priority	Possible KPI's
Remove the current restriction of a maximum of 1,000 square metre builds for office space on urban reserves. (This is the current maximum space allowable outside of the downtown core.)	High	Executed
Conduct a review with relevant First Nations, Métis and Inuit stakeholders to work together to understand how current zoning barriers can make space for cultural reflection in our buildings and communities.	Medium	% reviewed

Funding

While community members were not always specific on the types of funding required, there was a general consensus that the City of Regina has a role in providing funding and that more needs to be done to ensure that it is being properly and wisely allocated to the issues that matter most. It can be assumed that many of the priorities contained in this report require support that includes adequate funding.

"If the City was serious and ready to do the work, the department would have support and a budget. It's embarrassing. No funding equals no commitment." – Regarding the Indigenous Relations Unit

"We are the last significantly sized city to not have a full-blown department of Indigenous Relations to address policy, programming and social issues that is staffed and led by Indigenous people. From the top to the street. We should be embarrassed about that."

Action Items	Priority	Possible KPI's
Review current funding levels and prioritize budget allocations to ensure the City of Regina Indigenous Relations Unit and Indigenous programs have appropriate and sustainable funding.	High	

Transportation

Ensuring equitable access to essential services, recreation, employment, and educational opportunities, while also supporting the cultural and social connectivity crucial for the well-being and resilience of Indigenous citizens.

Action Items	Priority	Possible KPI's
Provide transportation to allow people to access programs, facilities, and activities to provide a sense of belonging and safety.	High	
Provide safe transportation to and from school for Indigenous youth.	Medium	
Provide free transport for youth and elders on Regina City Transit.	Medium	
Ensure transportation is considered when developing or supporting programming.	Low	

Land

Wîtaskêwin – "Living Together on the Land, in Harmony"

The Land is central to our identity as First Nations, Métis, and Inuit people. It heals us, nourishes us, and reminds us of our expansive nature beyond our physical vessels. It grounds us in cyclical thought through its seasons of death, rest, rebirth, and growth.

> *"Being connected to the land is one of the biggest issues of Indigenous people today. We need to maintain the connection to the land."*
>
> *"Land does not equal resource and profit. Land equals life, medicine and identity."*
>
> *"Don't give me fines because I'm letting dandelions and pineapple weed grow in my yard."*

The colonial impacts on land are a source of grief for many who attended the engagements. The restrictions placed on how we can connect with land limit our capacity to be who we are and who we need to be in order to live good lives. When we don't know if a medicine is safe to pick, or if it has been treated with pesticides, we feel a loss, not just for ourselves but for the beings we share this land with and have a responsibility to. Let us erect our Tipis and grow medicines in our yard.

The land is also where we can gather and practice our culture. We need connection with each other to rebuild what we have lost. We need our land back.

Land Disposition

Recognizing and addressing historical injustices related to land ownership, supports Indigenous self-determination, and promotes the preservation and sustainable use of traditional lands and resources.

Action Items	Priority	Possible KPI's
Create an Indigenous Land Disposition Strategy and Policy.	High	Approved and implemented
Conduct engagements with Treaty 4 Nations to understand how the City can support the development of Urban Reserves and Infrastructure.	High	
Gift land to the Treaty 4 Trust and co-develop a facility that serves as a reconciliation space and cultural hub. (The Treaty 4 Trust holds the collective interests of Treaty 4 Nations and has 60 acres remaining in their settlement that can be transferred to collectively held reserve lands.)	Medium	
Provide or contribute lands for affordable housing and vulnerable housing with concessionary valuations or nominal amounts.	Medium	% developed/zoned

Respecting the Land

Other municipalities worldwide have been leading projects and policies that replace green spaces lost to human activities. An example of best practices provided by a First Nations Matriarch identified the Singapore approach…the air is better, and the people feel good. Simply acknowledging the land is not sufficient, we must put in place policies that reclaim what we have taken.

Action Items	Priority	Possible KPI's
Consider new mandates that require developers and businesses to replace any green space lost to development by integrating into their existing building.	High	Phased approach identified from strategy to policy implementation
Further address the use of single-use plastics. "If we stop using plastic now, it will still be five generations before microplastics stop showing up in our bodies."	Medium	Phased approach to eliminate plastic use in the city

Land Use and Planning

Ensuring that Indigenous perspectives and needs are integrated into development processes, respects traditional land rights, and promotes sustainable and culturally appropriate use of land and resources.

Action Items	Priority	Possible KPI's
Place an immediate emphasis on developing housing at the old Taylor Field site.	High	% developed
Include Urban Reserve stakeholders in land use planning activities and processes.	High	% participation
Align the form and intent of the existing tax abatement policy for commercial / industrial incentives and infill developments with the development of municipal servicing agreements for Urban Reserve development.	Medium	Executed
Allocate resources for the City of Regina Planning Department to include Indigenous input.	Medium	Executed
Allow for the assembly of tipis and other cultural structures in designated areas throughout the city.	Medium	# of new implements
Consider gifting land (possibly within Wascana Centre or the Museum) to serve as a permanent cultural historic centre also used for cultural celebrations	Medium	Explore process and implement
Extend the City water, sewer and gas services to north Courtney Street; to service the Oyate ataya WaKanyeja OwicaKiyapi site.	Medium	Services established
Designate environmentally clean land within the City of Regina to grow and harvest medicines.	Low	Area designated
Consider gifting former fuel station lands within the city to a First Nation under a trust.	Low	Explore and proceed

Water

Essential for sustaining life, supporting public health through sanitation and drinking water systems, facilitating transportation and commerce, and enhancing the overall quality of urban life through recreational opportunities and aesthetic value.

"The water within me is the blood of Mother Earth." ~ Prayer by Grandmother Francine, Water Walker and Pipe Carrier

Action Items	Priority	Possible KPI's
Review the City of Regina Water Bylaw and Water Master Plan to engage with First Nations, Métis and experts regarding water practices and adapt policy and procedures to address concerns.	High	Phased completion approach
Ensure the City of Regina prioritizes water stewardship for all aspects of water to benefit future generations.	Medium	Phased completion approach
Develop water conservation campaigns to protect water resources.	Medium	Phased completion approach
Ensure water treatment facilities are updated and that the grey water released is free from pollutants.	Medium	Phased completion approach

Health & Wellness

Indigenous people's approaches to wellness are wholistic and inclusive of culture, kinship ties, and community well-being. Based on the Indigenous traditional teachings in the area of health and wellness, each person has four sacred bodies: physical, mental, emotional, and spiritual. The traditional teachings also represent the different stages of life: infancy/childhood, adolescence, adulthood, and old age.

The interconnectedness of all life is represented in the traditional teachings and within each of us. Wellness requires more than just a multidisciplinary approach; it requires a multigenerational approach that brings together the perspectives of Elders and Knowledge Keepers, women, men, and youth of all ages and genders. This engagement design included those perspectives, and though each group had a different way of communicating what is needed or had different ideas on how to achieve it, the same core themes were spoken each time.

One First Nations woman told her story, which we share with you today because it resonates with an experience shared by many Indigenous young people. It speaks to the weight that our youth carry to heal themselves, their families, and their communities…

> *"She was the eldest daughter in a home where the impacts of colonization manifested into addiction and neglect. Her parents could not properly care for her younger siblings, so she did. She didn't tell people what was happening in her home because she was afraid that her siblings, who she loved, would be taken away. Even though her parents were not as healthy as she wanted them to be, she loved them too and wanted to stay with them."*

When she speaks of food security and the need for community gardens, cooking classes, access to food banks, school lunches, and for grocery stores to be accessible in all neighbourhoods, it is because she carried the responsibility of feeding herself and her siblings.

When she speaks of the need for safe gathering spaces, youth programming, cultural programming, and access to free recreation, it is because she knows first-hand the impact they can have on lives.

When she speaks of employment opportunities for youth, entrepreneurship programs, and education and training, it is because that is what she needed to become the successful, creative, and powerful woman she is today.

Her story is among many shared by people who see the challenges facing our youth, families, and communities. There are grassroots people who are doing what they can to help others, but what is required is systemic change and the participation and commitment of many. They took the time to share their experiences, lessons, and solutions with us. If you are reading this, it is because you have a role to play in actioning their call for support.

Gathering Spaces

"Identify the physical space needed to support ceremony and demand it!"

After centuries of intervention and interference, First Nations, Métis, and Inuit are rebuilding nationhood and community. We want spaces to hold socials, round dances, feasts, ceremony, and other cultural and educational programming.

Action Items	Priority	Possible KPI's
Establish culturally appropriate spaces that serve the needs of First Nations and Métis people. For example, a place where open fires can happen during wakes and funerals.	High	Phased approach; includes engagement and implementation
Dedicate a space for the Métis people to call a permanent home. This will allow them to celebrate and strengthen their culture and identity. This building will require permanent spaces to host cultural programming such as beading, dancing, language and socials.	High	Phased approach; includes engagement and implementation

Wellbeing

Addressing the unique health, social, and cultural needs of Indigenous citizens, promoting wholistic wellness and ensuring equitable access to resources and support systems.

Action Items	Priority	Possible KPI's
Support mental health programming and accessibility.	High	# of supports created; engagements and # uptake
Support employee wellbeing by opening smudging and prayer spaces for City employees.	High	Created
Support the creation of a Family Healing and Cultural Group.	High	Created
Increase the ceremonial spaces in the city. The new site is good, but having another ceremonial site that is more easily accessible is critical for healing.	Medium	Created

Emergency Management

Ensuring culturally appropriate responses to natural disasters and other crises, respecting traditional knowledge and community resilience, and addressing historical disparities in disaster preparedness and recovery efforts.

Action Items	Priority	Possible KPI's
The City must develop emergency management protocols in collaboration with the First Nation, Métis and Inuit groups, especially those with Urban Reserve lands or lands nearby.	Medium	Emergency management review established

Recreation

Promoting physical health, mental well-being, and social cohesion, while also providing opportunities to celebrate and preserve Indigenous cultural practices and traditions.

Action Items	Priority	Possible KPI's
Provide free access to recreation facilities like the Lawson Aquatic Centre, Sandra Schmirler Centre, and local sporting events. (For example, the City of Edmonton offers free admission to their Indigenous residents upon showing their card.) Consider the following:	High	
Providing free access for Indigenous youth.	High	
Providing free passes for Indigenous service-delivery organizations to support their programming.	High	

Safety

Offering essential support services that address unique community needs, fostering social inclusion and cultural connection, and enhancing overall well-being and resilience.

Many people expressed feeling unsafe in neighbourhoods all over Regina, not just "The Hood."

Action Items	Priority	Possible KPI's
Convene the Regina Police Service (RPS), Indigenous service-delivery organizations, First Nations and Métis Nation, and other relevant stakeholders in health, to develop a strategy to address the meth and opioid crisis.	High	Strategy developed
Create campaigns that educate Regina residents on Indigenous Peoples, their culture, histories, and special status as rights and title holders.	Medium	Resources created
Work with the RPS to catch and deter people soliciting sex work. (They are driving up to Indigenous youth and adults on the street and trying to convince them to get into their car.)	Medium	
Create and implement targeted education and awareness training for newcomers. Many Indigenous women and girls have been solicited or targeted by newcomers. (While this topic is uncomfortable, it was brought up on many occasions as a priority to be addressed.)	Medium	Addressed
Support relationship-building within Indigenous citizens and RPS.	Low	Engagements, Survey perception

Programming

Offering essential support services that address unique community needs, fostering social inclusion and cultural connection, and enhancing overall well-being and resilience.

Action Items	Priority	Possible KPI's
Support educational programs that address poverty. For example, life skills, family support, financial literacy training, pathways to home ownership, employment programs, and training and development programs.	High	Programs created and uptake
Adequately fund Indigenous programming. (One employee shared the challenges she had delivering a City of Regina program where there was inadequate funding.)	High	

Food Security

Addressing critical issues of access to nutritious and culturally appropriate foods, supports health and well-being, and strengthens the resilience and sustainability of Indigenous citizens.

Action Items	Priority	Possible KPI's
Work with food banks to find pathways for accessibility to young people, elders, and other vulnerable groups.	High	
Support breakfast, snack, and lunch programs at schools.	High	$ invested
Work with grocery stores, restaurants and catering businesses to redirect unsold or unconsumed food to where it is needed the most.	High	Volume redirected
Find ways to attract grocery stores to under-serviced neighbourhoods.	Medium	
Create and make programming accessible for families on how to prepare and cook food, for example, a free cooking class where ingredients are provided, and participants can take the food home.	Medium	Created and implemented
Support the creation of community gardens; especially as a component of reimagining neighbourhoods.	Low	% developed

Recognition, Awareness and Visibility

Tâpwêwin *– "Speaking the Truth or Speaking with Precision and Accuracy"*

Regina, a city built on the ancestral lands of Indigenous Peoples, must elevate First Nations, Métis, and Inuit voices, honour our heritage, and share the histories of what happened here. We want to be understood and see ourselves reflected in the community through art, culture, billboards, and presence at events and celebrations. We want positive interactions with those who deliver services and work on the front line.

Histories and Education

Pile of Bones is a term used to celebrate the city's heritage. For First Nations people, that term represents a much darker period of history and an intentional, state-endorsed decimation of our food sources and way of life. To exert control over us and our lands, the buffalo that we relied upon for food, shelter, and tools were hunted to near extinction.

"The value, inherent worth, and histories of First Nations, Métis Nation, and Inuit have been misunderstood or not taught, we should celebrate this culture" – Engagement attendee

It is a place where Louis Riel, a Métis leader, was hanged for treason.

It is a place where children who were ripped from their families were brought to the Regina Indian Industrial School, some of whom never returned home.

Action Items	Priority	Possible KPI's
Provide mandatory cross-cultural, as well as Indigenous-specific awareness training for all employees; specifically law enforcement and programs with high participation of Indigenous citizens.	High	Training made available, # and % uptake
Develop an awareness campaign for Missing and Murdered Indigenous Women and Girls (MIWG). One idea was to create QR Codes around the city for places that Indigenous Women and Girls either went missing or were murdered. "We want those stories told."	High	Completed
Develop First Nations and Métis history Keeping House at Regina Public Library.	High	
Indigenous awareness and history training for people working within the community.	Medium	Training made available # and % people trained
Support and facilitate Indigenous cultural practices such as smudging areas, sweat lodge ceremonies and home fires.	Medium	# of areas created

Culture and Art

"What are we doing to celebrate the culture that built us?"

Culture and art hold profound significance for Indigenous People as they are not just expressions of creativity but also embody traditions, identity, and spiritual beliefs that have been passed down through generations. They serve as vital means of preserving and revitalizing cultural heritage, fostering community cohesion, and asserting sovereignty in the face of historical marginalization and cultural assimilation. "We see beauty in our culture and art. We want to share it."

Action Items	Priority	Possible KPI's
Commission a piece of art to recognize the 150th anniversary of Treaty 4 (September 15, 2024)	High	RFP for artists and execute
Create a plaque for the St. Mary's Church space that speaks to its history with Louis Riel.	High	Created
Provide funding for Indigenous-specific programming.	High	$ allocated
Allocate lands, funding, and access to service infrastructure for Treaty 4 Trust to develop a reconciliation space and cultural hub.	High	Area, $ allocated
Allocate a facility to the Métis Nation to hold cultural and language programming.	High	Allocated
Establish Indigenous art, monuments, murals and plaques throughout the city.	Medium	# created
In partnership with the Provincial Capital Commission, put the Louis Riel statue back up and find a way to protect his modesty (the artist chose to be anatomically accurate, and you can see up his clothing if you look)	Medium	Reviewed and completed
Increase the presence of Indigenous art at Wascana Park.	Low	# included
Include Indigenous people and Elders / Knowledge Keepers as dignitaries to kick-off events.	Low	# included
Establish a new Indigenous Cultural and Reconciliation Grant.	Low	Establish

Indigenous Language

Acknowledging the historical and ongoing presence of Indigenous Peoples on the land, promotes linguistic diversity as a cultural asset, and fosters inclusivity by affirming Indigenous identities and connections to place within urban environments.

Action Items	Priority	Possible KPI's
Look for opportunities to highlight and activate Indigenous language around the city – street signs, buildings/facilities, parks, and City Hall.	High	# implemented
Support programming to revitalize the languages.	Medium	$ allocated, programs created

Renaming Spaces

Acknowledging and respecting the Indigenous Peoples' deep connections to their lands and histories, promoting cultural revitalization, and rectifying historical injustices of colonial destruction and appropriation. We are proud of our cultures, languages, and our leaders. They are original to this land, and we want to see that expressed in how spaces are named.

Action Items	Priority	Possible KPI's
Recognize First Nations and Métis leaders in street names, buildings, and on other spaces throughout the city.	High	# implemented
Rename Dewdney Avenue.	Medium	Completed

"Normalize Indigenous Culture; it's not just an event day. It's normal for our street names to be Dakota – don't even think about it."

"There are no streets or signage that recognize our leaders like Gabriel Dumont and Louis Riel"

"Dewdney Avenue renaming needs to happen."

Integration and Ongoing Engagement

The integration of Indigenous ways of being and knowing into the City of Regina's governance structures, policies, and procedures will continue to strengthen relationships, advance reconciliation, and honour the spirit and intent of the Treaties.

This process will be best facilitated through ongoing relationship building, inclusion, cultural competency and awareness, and throughout the process of responding to the needs and priorities of the Indigenous Peoples.

We know that the City of Regina has existing protocol agreements and is continuing to advance the formalization of relationships with First Nations and Métis political bodies. This is critical work that must continue.

The City of Regina currently engages with Indigenous community members when embarking on projects that directly impact them. We want to highlight a request from the Indigenous Peoples that you also commit to include them when making decisions on all major projects, not just the ones that have obvious impact to Indigenous Peoples.

In addition, we want to synthesize some of the proposed advisory committees recommended through this engagement process. Some have either been created or are in the process of being created, but we leave them here to affirm the good work the City of Regina is doing.

Advisory Committees:

- Youth Advisory Council
- Elder Advisory Council
- Matriarch Council
- Procurement Advisory Committees
- Urban Reserve Committee (Includes Nations that have urban reserves and those that intend to)
- Indigenous Engagement Committee
- Governance Review Committee (to recommend how to weave Indigenous ways of knowing and being into City of Regina governance, planning, and operational processes)

It was also recommended that these committees be properly resourced and supported by a table of experts to help guide decision-making. Professional resources identified include access to lawyers, architects, technicians, scribes, etc.

THE PATH FORWARD

PHASE 1 – COMMUNITY ENGAGEMENT

1. Seek Council buy-in to begin engagement
2. Develop RFP and hire an Indigenous Consultant to conduct engagement
3. Receive reports from arms-length organizations regarding Indigenization
4. Engage with Indigenous Peoples to raise awareness about the City of Regina and determine guiding principles
5. Create an engagement report that integrates an environmental scan

PHASE 2 – DEVELOP AND VALIDATE INDIGENOUS FRAMEWORK

1. Develop an Indigenous Framework based on the Engagement Report and Recommendations that includes a Proclamation, Vision and Mission Statement
2. Internal Employee Engagement
3. Validation Engagements that include having a booth at Indigenous Peoples Day, and a World Café Style Engagement
4. Present to Council

PHASE 3 – IMPLEMENTATION

1. Action Planning and Implementation of the Indigenous Framework.

BRAIDING KNOWLEDGE

City of Regina Arms-Length Organization Indigenization Analysis

Kihew received reports on Indigenization from the City of Regina arms-length organizations which were reviewed to inform the engagement plan and approach.

Following the close of planned engagements and the development of key themes and priorities from the Indigenous community, the arms-length Indigenization reports were revisited to evaluate alignment with identified themes, priorities, and highlights pertinent to the creation of the Indigenous framework.

Due to the more targeted nature of the arms-length organizations, it was not expected that they would meet all priorities (ex. Housing, Health & Wellness, etc.). A review found that the arms-length organizations in general had identified actions and goals that centered around good relations, representation, recognition, awareness, and visibility.

The **Regina Public Library (RPL)** was doing particularly well at communication, highlighting Indigenous voices, and advancing recognition, awareness, and visibility of Indigenous histories, cultures, and art. While they had many positive initiatives, a few stood out as creative approaches that should be celebrated:

- Creation of a children's land acknowledgement action rhythm. The video will be accessible through the website and RPL's YouTube channel.
- Policy and Procedure to allow Indigenous cultural practices in all RPL locations that included support for Indigenous practices, including the burning of sweetgrass, sage, tobacco, and/or other traditional medicines gathered from the earth, to be used in Indigenous cultural practices in its facilities.
- Recruiting Indigenous staff and interns
- RPL hired Dickie Yuzicapi as its first Indigenous Storyteller in Residence. The program provides an opportunity for the community to access Indigenous traditional knowledge and history through stories, and for aspiring storytellers to learn how to tell their stories. Dickie Yuzicapi is the owner of Sioux Chef Catering as well as a traditional Pow Wow dancer and singer, an artist, and a Red Seal Chef. He is a residential school survivor and a multi-generational trauma survivor of Ojibway, Cree, Métis, and Dakota descent.
- RPL partnered with Reconciliation Regina to host five 10-week online language classes which focused on the Indigenous languages in Treaty 4 territory. In 2024, the Cree language classes was repeated because of the demand.
- RPL is currently creating Cree Language Level kits, in consultation with Cree Knowledge Keepers, to support language revitalization. These language kits will be accessible to libraries, public, and teachers throughout the province beginning in May 2024. These language kits were created with the aid of a grant from the Provincial Library and Literacy Office to support learning the Cree language in the home and in the classroom. To make learning fun, these language kits include books, manipulatives, flash cards, games, and websites/USBs to hear the stories/language.

Economic Development Regina prioritized presence, economic reconciliation, policy, and Indigenous representation on the board. In addition to attending conferences celebrations and days of remembrance, noteworthy highlights include:

- Objectives related to human capital, stakeholder relations, community relations, partnerships, entrepreneurship, labour force, business retention & expansion. Exploring opportunity to partner as a lead organization in a major upcoming report on the Indigenous economy.
- Exploring further development of an Indigenous Economic Development Steering Committee to advise the organization on key aspects of its work as it specifically relates to Indigenous people and business.

Community Social Impact Regina

Community Social Impact Regina is working to contribute to the body of knowledge supporting Indigenization efforts and best practices, particularly regarding cultural competency, education, and healing-centered approaches. In addition to this thought leadership, notable highlights include:

- 50% Indigenous staffed
- Mentorship support for students
- Consultation and outreach to ensure that community aspiration captures inclusive language in reporting & key messaging

Regina Police Service (RPS)

The Regina Police Service has much to be proud of regarding presence, representation, workforce development, and cultural awareness.

- With regards to presence, the RPS has participated in and supported many Indigenous-community based events, celebrations, and ceremonies. They have also championed events to build connection with the Indigenous community. Some of which include:
    - Annual feasts, round dances, spring powwow, FNUC remembrance, Elders Christmas lunch, Tamra Keepness Annual BBQ, Tony Cote welcome back powwow, Treaty 4 Grad powwow, RTSIS Treaty 4 Days, ceremonies and events, smudge walk, Saskatchewan culture days, annual bison feast, sisters in spirit, First Nations Summer Games, police academy
- Their efforts to support increased representation reflect significant strides in workforce development and youth development initiatives:
    - Hiring of an Indigenous resource officer, Indigenous recruitment liaison officer, targeted recruitment initiatives like mentorship program, summer student program, annual family feast, community cadet corps, Treaty 4 Citizens police academy, Aboriginal police preparation program
- Cultural awareness activities include a blanket exercise and an intercultural competency pilot project.

Best Practices from Other Municipalities

Integration of Indigenous Ways of Knowing and Being

The City of Edmonton made a statement supporting this integration; "Since we became a city, the City of Edmonton has often privileged western worldviews and ways of understanding over other worldviews. Becoming an equal 'Partner' means that we need to challenge this approach. It means that we must learn to incorporate Indigenous knowledge, values, and perspectives into our work with Indigenous Peoples… We work in partnership with Indigenous Peoples on initiatives to improve the physical, mental, spiritual and emotional well-being of Indigenous Peoples in Edmonton."

Good Relations

The City of Toronto intends for the City Manager's Office to collaborate on the development of protocols to develop formal government-to-government relationships with interested local Indigenous governments. Examples of these are the co-creation of protocols with Indigenous organizations and collectives that use Indigenous knowledge and processes to support working together in right relations.

Representation

The City of Toronto aims to Increase the representation and role of Indigenous Peoples on City boards, committees and tribunals by reducing barriers in the appointment process, and actively recruiting Indigenous Peoples.

Advocacy

The City of Edmonton advocates with Indigenous peoples. "Being an advocate means we humbly accept this privilege and learn how to share our power within the relationships we build. Then, together with Indigenous Peoples, we can begin advocating to other governments, organizations, businesses, and educational institutions for the necessary changes to create an inclusive city."

Economic Reconciliation

The City of Toronto's Reconciliation Action Plan sought to increase funding to core priorities identified through engagement, as well as create pathways to prosperity for Indigenous people residing in Toronto. Specifically, they are seeking to address the following areas: housing stability; service access; transportation equity; food access; quality jobs and livable incomes; and systemic change.

Land

The City of Toronto's approach to land was highly progressive.

The City of Toronto will:

A. Prioritize Indigenous worldviews and relational views of land protection and Indigenous community leadership to enhance climate resiliency.
B. Develop a framework to guide the City's real estate acquisitions and disposal processes and policies that affect Indigenous communities:
    - Ensure all transactions are consistent with legislative requirements
    - Consider the needs of diverse Indigenous communities residing in Toronto
    - Identify and evaluate real estate opportunities to advance Indigenous stewardship, control, and ownership of land within the City of Toronto
C. Engage Indigenous Nations, communities and community leaders in the co-development of protocols, practices, and agreements surrounding Indigenous use of and access to land and water within the City of Toronto.

D. Make every effort to facilitate the transfer of stewardship, control, and/or ownership of lands and waters to Indigenous Nations, communities, collectives, and organizations and agencies:
   - Where the City can, support Indigenous People in accessing land – in parks, throughways, schools, community centres, etc.
   - Work with the Toronto Region Conservation Authority to develop and sustain partnerships and good relations to ensure support for Indigenous access and stewardships of lands.

Anti-Racism
The City of Edmonton desires that "In partnership with organizations, businesses, academic institutions, other orders of government, and individual citizens, eliminate the systemic racism and discrimination that Indigenous Peoples face in Edmonton."

The City of Saskatoon identified an action to "review City policies and programs with an Aboriginal lens to identify potential systemic or institutional discrimination and ensure they are inclusive to Aboriginal people."

Health and Wellness
Most of the frameworks reviewed had integrated Indigenous models of health and wellbeing into their frameworks and plans. The City of Calgary had an idea that stood out as something that would have significant impact in Saskatchewan, where sports hold particular importance among Indigenous communities. The City of Calgary intends to devote its focus to athletic development and heritage. To achieve this goal, they will incorporate Indigenous content into the design and delivery of sports, including the historical contribution of Indigenous athletes. They will enhance Indigenous inclusion when bidding and hosting national/international amateur sporting games and events.

Role Identification
Through engagement, the City of Edmonton has identified that its core roles in its journey of reconciliation are to be a listener, connector, advocate, and partner.

Inclusion & Workforce Development
The City of Saskatoon identified the need to implement Phase Two of Saskatoon Aboriginal Employment and Economic Partnership (SAEP) to connect Aboriginal people with employment and economic opportunities and continue to build capacity of employers in Saskatoon to develop more representative workforces.

Vison and Mission Statements
The City of Toronto had a powerful vision and mission as it related to its Reconciliation Action Plan. These statements stood out:

Vision:

A. First Nations, Inuit, and Métis peoples, worldviews, cultures, and ways of life hold a respected, celebrated, prominent, and distinctive place in Toronto;
B. Indigenous Peoples in Toronto have multiple pathways to prosperity and wellness;
C. All who live, work, and visit this land acknowledge and understand the true history and contemporary Indigenous realities of this place; and,
D. Where future Indigenous generations exercise their rights to self-determination, self-

governance, and land stewardship in a context of right relations with all relatives.

Mission:
The City of Toronto will dedicate time, space, and money to create and maintain meaningful relationships with First Nations, Inuit, and Métis communities, leaders, collectives, and organizations. These relationships will be rooted in early engagement, collaboration, co-development, equal partnership, and power shifting. Within the context of these relationships, the City will collaborate to restore truth, right relations, and contribute to a just future for Indigenous Peoples.

The City will dedicate time, space, and money with the goal of:

A. Returning land to Indigenous governments, communities, collectives, and organizations;
B. Making financial reparations; and,
C. Decolonizing our structures, processes, and ways of working.
D. Developing and maintaining transparency and accountability with Indigenous communities underpins this work.

Foundational Reconciliation Frameworks

The TRC Calls to Action, UNDRIP, and the MMIWG Calls for Justice serve as foundational documents that can guide the City of Regina in its efforts to foster a more inclusive and equitable community. By adopting these documents, the City can align its policies and practices with the internationally recognized rights of Indigenous Peoples and the specific reconciliation measures needed to address historical injustices. The recommendation of the report is that Regina focuses on key principles from these documents, such as respecting Indigenous self-determination, protecting cultural heritage, promoting socio-economic equity, and addressing the safety and rights of Indigenous women and girls. This adoption will not only demonstrate Regina's commitment to reconciliation but also ensure that Indigenous perspectives and rights are integral to the city's development and governance.

The Truth and Reconciliation Commission's (TRC) Calls to Action

The Truth and Reconciliation Commission's Calls to Action provide a detailed roadmap for addressing the historical and ongoing injustices faced by Indigenous peoples in Canada. For municipalities, these Calls to Action outline specific steps to promote reconciliation, including the recognition of Indigenous rights, the incorporation of Indigenous perspectives in local governance, and the support of Indigenous cultural and educational initiatives. Municipalities are urged to foster respectful relationships with Indigenous communities, engage in public education about the impacts of colonization, and collaborate on projects that address social and economic disparities. By implementing these actions, municipalities can contribute to healing, build trust, and ensure that Indigenous peoples have equitable opportunities and representation in all aspects of urban life.

43. We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the Framework for reconciliation

46., i.v. Support for the renewal or establishment of Treaty relationships based on principles of mutual recognition, mutual respect, and shared responsibility for maintaining those relationships into the future.

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

87. We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations to provide public education that tells the national story of Aboriginal athletes in history.

88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for the provincial and territorial team preparation and travel.

92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism

United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) establishes a comprehensive framework for the rights of Indigenous peoples, including their rights to self-determination, cultural preservation, and economic development. For municipalities, UNDRIP underscores the responsibility to engage meaningfully with Indigenous communities, ensuring their participation in decision-making processes that affect their lands, resources, and cultural heritage. Municipalities are encouraged to adopt policies that respect and protect Indigenous rights, promote social and economic equity, and support reconciliation efforts. By aligning municipal practices with UNDRIP, local governments can foster stronger relationships with Indigenous populations, promote inclusivity, and contribute to the overall well-being and sustainability of their communities.

Article 11
Indigenous peoples have the right to practice and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature.

Article 13.1
Indigenous peoples have the right to revitalize, use, develop and transmit to future generations their histories, languages, oral traditions, philosophies, writing systems and literatures, and to designate and retain their own names for communities, places and persons.

Article 15
1. Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.
2. States shall take effective measures, in consultation and cooperation with the Indigenous peoples concerned, to combat prejudice and eliminate discrimination and to promote tolerance, understanding and good relations among Indigenous peoples and all other segments of society.

Article 20
1. Indigenous peoples have the right to maintain and develop their political, economic and social systems or institutions, to be secure in the enjoyment of their own means of subsistence and development, and to engage freely in all their traditional and other economic activities.
2. Indigenous peoples deprived of their means of subsistence and development are entitled to just and fair redress.

Article 21
1. Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security.
2. States shall take effective measures and, where appropriate, special measures to ensure continuing improvement of their economic and social conditions. Particular attention shall be paid to the rights and special needs of Indigenous elders, women, youth, children and per- sons with disabilities.

Article 24
1. Indigenous peoples have the right to their traditional medicines and to maintain their health practices, including the conservation of their vital medicinal plants, animals, and minerals. Indigenous individuals also have the right to access, without any discrimination, all social and health services.
2. Indigenous individuals have an equal right to the enjoyment of the highest attainable standard of physical and mental health. States shall take the necessary steps with a view to achieving progressively the full realization of this right.

Article 25
Indigenous peoples have the right to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources and to uphold their responsibilities to future generations in this regard.
Article 26

- Indigenous peoples have the right to the lands, territories and resources which they have traditionally owned, occupied or otherwise used or acquired.
- Indigenous peoples have the right to own, use, develop and control the lands, territories and resources that they possess by reason of traditional ownership or other traditional occupation or use, as well as those which they have otherwise acquired.
- States shall give legal recognition and protection to these lands, territories and resources. Such recognition shall be conducted with due respect to the customs, traditions and land tenure systems of the Indigenous peoples concerned.

Calls for Justice from the Missing and Murdered Indigenous Women and Girls (MMIWG) Inquiry

Human and Indigenous Rights and Governmental Obligations

- We call upon federal, provincial, territorial, municipal, and Indigenous governments (hereinafter "all governments"), in partnership with Indigenous Peoples, to develop and implement a National Action Plan to address violence against Indigenous women, girls, and 2SLGBTQQIA people, as recommended in our Interim Report and in support of existing recommendations by other bodies of inquiry and other reports.
- Equitable access to basic rights such as employment, housing, education, safety, and health care is recognized as a fundamental means of protecting Indigenous and human rights, resourced and supported as rights-based programs founded on substantive equality. All programs must be no-barrier and must apply regardless of status or location.
- Regionally-specific plans with devoted funding and timetables for implementation that are rooted in the local cultures and communities of diverse Indigenous identities, with measurable goals and necessary resources dedicated to capacity building, sustainability, and long-term solutions.
- Make publicly available, on an annual basis, reports of ongoing actions and developments in measurable goals.
- These rights are guaranteed equally to women and men.
- Pursue prioritization and resourcing of the measures required to eliminate the social, economic, cultural, and political marginalization of Indigenous women, girls, and 2SLGBTQQIA people when developing budgets and determining government activities and priorities.
- To ensure that Indigenous women, girls, and 2SLGBTQQIA people are represented in governance and that their political rights are respected and upheld. We call upon all governments to equitably support and promote the role of Indigenous women, girls, and 2SLGBTQQIA people in governance and leadership. These efforts must include the development of policies and procedures to protect Indigenous women, girls, and 2SLGBTQQIA people against sexism, homophobia, transphobia, and racism within political life.
- All governments to immediately take all necessary measures to prevent, investigate, punish, and compensate for violence against Indigenous women, girls, and 2SLGBTQQIA people.

- All governments to eliminate jurisdictional gaps and neglect that result in the denial of services, or improperly regulated and delivered services that address the social, economic, political, and cultural marginalization of and violence against, Indigenous women, girls, and 2SLGBTQQIA people.
- Ombudsperson and tribunal must be independent of governments and have the authority to receive complaints from Indigenous individuals as well as Indigenous communities in relation to Indigenous and human rights violations.
- All governments to create specific and long-term funding, available to Indigenous communities and organizations, to create, deliver, and disseminate prevention programs, education, and awareness campaigns designed for Indigenous communities and families related to violence prevention and combatting lateral violence.
- All governments to develop laws, policies, and public education campaigns to challenge the acceptance and normalization of violence.

Calls for Justice for All Governments: Culture

- All governments to acknowledge, recognize, and protect the rights of Indigenous Peoples to their cultures and languages as inherent rights.
- All governments to recognize Indigenous languages as official languages, with the same status, recognition, and protection provided to French and English.
- All governments must make funds available to Indigenous Peoples to support the work required to revitalize and restore Indigenous cultures and languages.
- All governments to ensure that all Indigenous women, girls, and 2SLGBTQQIA people are provided with safe, no-barrier, permanent, and meaningful access to their cultures and languages in order to restore, reclaim, and revitalize their cultures and identities.
- All governments must further ensure that the rights of Indigenous children to retain and be educated in their Indigenous language are upheld and protected. All governments must ensure access to immersion programs for children from preschool into post-secondary education.
- All governments to provide the necessary resources and permanent funds required to preserve knowledge by digitizing interviews with Knowledge Keepers and language speakers.
- Supports to restore and revitalize identity, place, and belonging for Indigenous Peoples and communities who have been isolated from their Nations due to colonial violence, including 2SLGBTQQIA people and women who have been denied status.
- Create a permanent empowerment fund devoted to supporting Indigenous-led initiatives for Indigenous individuals, families, and communities to access cultural knowledge, as an important and strength-based way to support cultural rights and to uphold self-determined services.
- All governments to educate their citizens about, and to confront and eliminate, racism, sexism, homophobia, and transphobia.
- The plan must target the general public as well as public services.
- All governments to adequately fund and support Indigenous-led initiatives to improve the representation of Indigenous Peoples in media and pop culture.

Calls for Justice for All Governments: Health and Wellness

- All governments to ensure that the rights to health and wellness of Indigenous Peoples, and specifically of Indigenous women, girls, and 2SLGBTQQIA people, are recognized and protected on an equitable basis.

- All governments to provide adequate, stable, equitable, and ongoing funding for Indigenous-centred and community-based health and wellness services that are accessible and culturally appropriate.
- The lack of health and wellness services within Indigenous communities continues to force Indigenous women, girls, and 2SLGBTQQIA people to relocate in order to access care.
- Call on Elders, Grandmothers, and other Knowledge Keepers to establish community-based trauma-informed programs for survivors of trauma and violence.
- Funding and support, for the establishment of sustainable, permanent, no-barrier, preventative, accessible, holistic, wraparound services, including mobile trauma and addictions recovery teams. We further direct that trauma and addictions treatment programs be paired with other essential services such as mental health services and sexual exploitation and trafficking services as they relate to each individual case of First Nations, Inuit, and Métis women, girls, and 2SLGBTQQIA people.
- Establish culturally competent and responsive crisis response teams in all communities and regions, to meet the immediate needs of an Indigenous person, family, and/or community after a traumatic event (murder, accident, violent event, etc.), alongside ongoing support.
- Governments must ensure that jurisdictional disputes do not result in the denial of rights and services.
- Provide continual and accessible healing programs and support for all children of missing and murdered Indigenous women, girls, and 2SLGBTQQIA people and their family members.

Calls for Justice for All Governments: Human Security

- Ensuring that Indigenous Peoples have services and infrastructure that meet their social and economic needs. All governments must immediately ensure that Indigenous Peoples have access to safe housing, clean drinking water, and adequate food.
- Must support and resource economic and social progress and development on an equitable basis.
- Support and resource community-based supports and solutions designed to improve social and economic security, led by Indigenous women, girls, and 2SLGBTQQIA people.
- To support programs and services for Indigenous women, girls, and 2SLGBTQQIA people in the sex industry, to promote their safety and security.
- Supports and resources for educational, training, and employment opportunities.
- Establish a guaranteed annual livable income for all Canadians.
- Commence the construction of new housing and the provision of repairs for existing housing to meet the housing needs of Indigenous women, girls, and 2SLGBTQQIA people.
- Establishment and long-term sustainable funding of Indigenous-led low-barrier shelters, safe spaces, transition homes, second-stage housing, and services for Indigenous women, girls, and 2SLGBTQQIA people who are homeless, near homeless, dealing with food insecurity, or in poverty, and who are fleeing violence or have been subjected to sexualized violence and exploitation.
- Safe and affordable transit and transportation services and infrastructure.
- Living in remote or rural communities. Transportation should be sufficient and readily available to Indigenous communities:
    - ways to increase safe public transit;
    - ways to address the lack of commercial transit available; and
    - special accommodations for fly-in, Northern, and remote communities.

Research References

Applying Indigenous Research Methods, Storying with People and Communities, Edited by Sweeny Windchief and Timothy San Pedro

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Community and Social Impact Regina Indigenization Report

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Indigenous Methodologies, Characteristics, Conversations, and Contexts, by Margaret Kovach

Indigenous Research, Theories, Practices, and Relationships, Edited by Deborah McGregor, Jean Paul

Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls

Regina Public Library Indigenization Report

Regina Police Service Our Journey

Regina Public Schools Cultural Handbook

Saskatoon – Response to Calls to Action

Treaty Elders of Saskatchewan: Our Dream is That Our Peoples Will One Day Be Clearly Recognized as Nations, Harold Cardinal & Waler Hildebrandt, University of Calgary Press, 2000

Truth and Reconciliation Commission Calls to Action

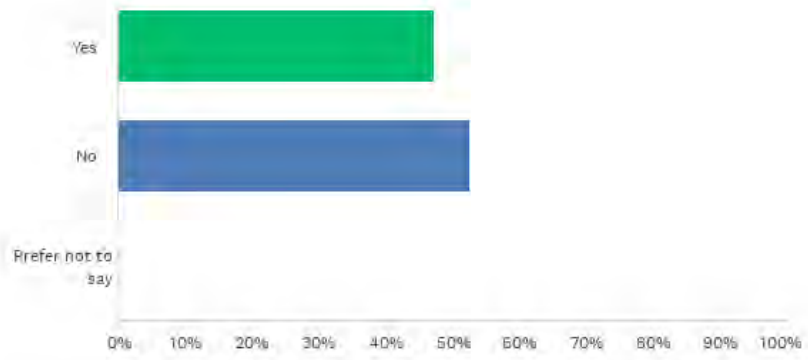
Toronto Reconciliation Action Plan

White Goose Flying Calls to Action

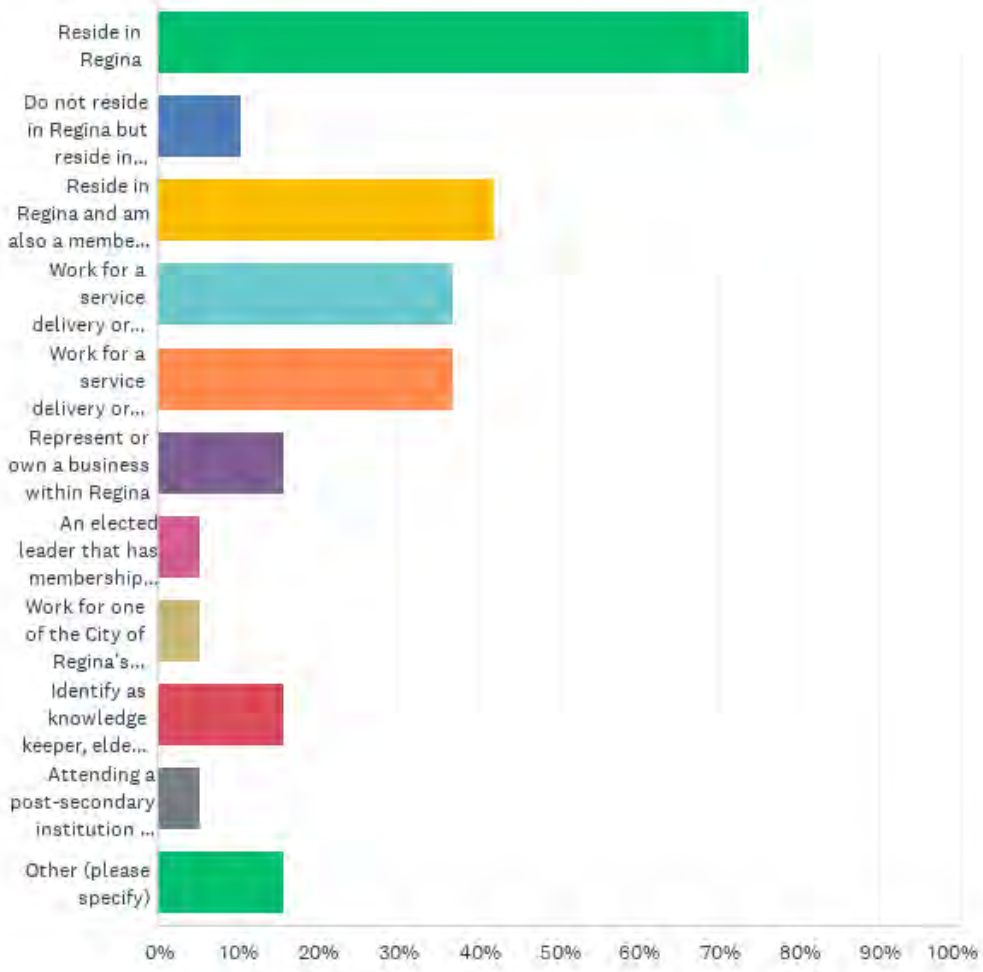
APPENDIX – SURVEY SUMMARY

Two public surveys were issued, one targeted the youth who were present at the May 10th engagement and provided their emails to us at that time and the other was targeted towards adults; those who provided their emails at the engagements and to those who were invited to the engagements but were not able to attend. The surveys were distributed to 17 youth and 216 adults. There were 19 responses completed; all coming from adults. These survey results were used to inform and affirm the engagement results and recommendations within this report. Below is a summary of the responses:

Q1 Did you attend one of the in-person engagement sessions that were held in May 2024?

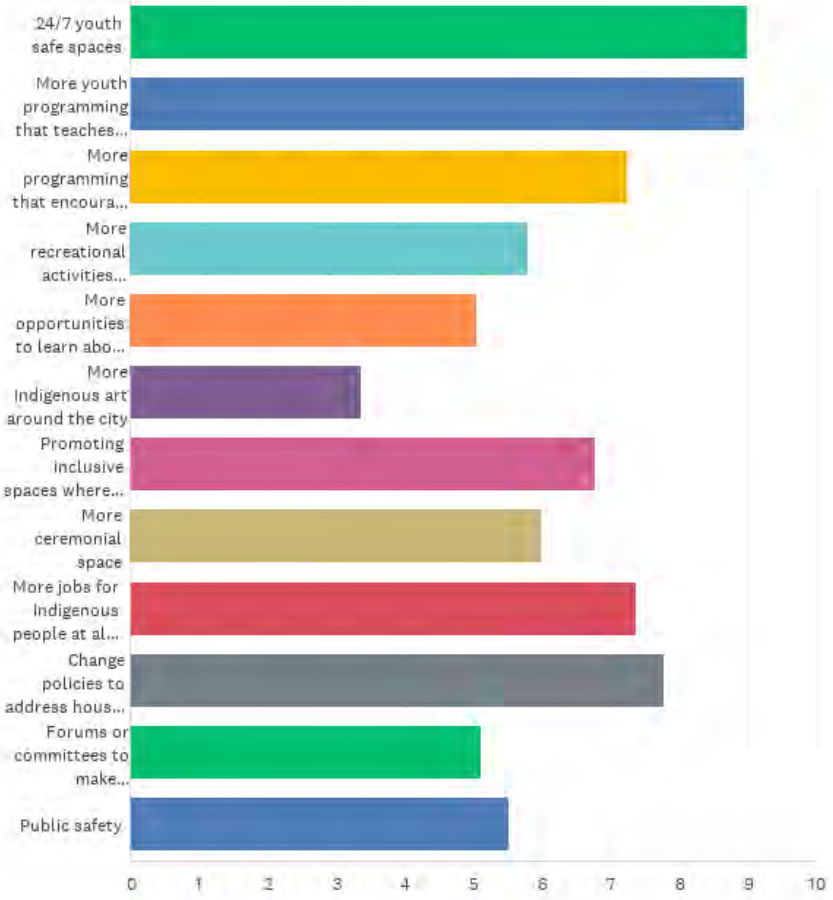


Q2 Do you represent any of the following? (Select all that apply)



ANSWER CHOICES	RESPONSES	
Reside in Regina	73.68%	14
Do not reside in Regina but reside in Treaty 4 Territory and the Métis Homelands	10.53%	2
Reside in Regina and am also a member of a First Nation	42.11%	8
Work for a service delivery or advocacy organization that serves Indigenous peoples in Treaty 4 Territory and the Homelands of the Métis	36.84%	7
Work for a service delivery or advocacy organization within Regina that serves Indigenous peoples	36.84%	7
Represent or own a business within Regina	15.79%	3
An elected leader that has membership within Regina	5.26%	1
Work for one of the City of Regina's arms-length organizations (i.e. Regina City Police, Regina Public Library, Regina Public Schools, Regina Fire and Protective Services, etc.)	5.26%	1
Identify as knowledge keeper, elder, or life speaker	15.79%	3
Attending a post-secondary institution in Treaty 4 Territory and the Métis Homelands	5.26%	1
Other (please specify)	15.79%	3
Total Respondents: 19		

Q3 Please arrange the following proposed initiatives in order of priority, with the top being the highest priority.



	1	2	3	4	5	6	7	8	9	10	11
24/7 youth safe spaces	21.05% 4	21.05% 4	10.53% 2	10.53% 2	15.79% 3	5.26% 1	5.26% 1	0.00% 0	0.00% 0	5.26% 1	0.00% 0
More youth programming that teaches life skills	21.05% 4	15.79% 3	10.53% 2	15.79% 3	0.00% 0	21.05% 4	5.26% 1	5.26% 1	0.00% 0	5.26% 1	0.00% 0
More programming that encourages connection to culture	5.26% 1	5.26% 1	10.53% 2	15.79% 3	10.53% 2	0.00% 0	26.32% 5	21.05% 4	0.00% 0	0.00% 0	5.26% 1
More recreational activities targeted towards the indigenous community including addressing accessibility	0.00% 0	5.26% 1	0.00% 0	10.53% 2	15.79% 3	10.53% 2	10.53% 2	10.53% 2	15.79% 3	10.53% 2	5.26% 1
More opportunities to learn about Treaty 4 history throughout the city	0.00% 0	0.00% 0	5.26% 1	5.26% 1	10.53% 2	5.26% 1	0.00% 0	31.58% 6	15.79% 3	10.53% 2	15.79% 3
More Indigenous art around the city	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	15.79% 3	15.79% 3	0.00% 0	5.26% 1	10.53% 2	26.32% 5
Promoting inclusive spaces where Indigenous communities feel welcome	0.00% 0	15.79% 3	10.53% 2	10.53% 2	0.00% 0	10.53% 2	21.05% 4	0.00% 0	15.79% 3	10.53% 2	5.26% 1
More ceremonial space	10.53% 2	0.00% 0	5.26% 1	5.26% 1	10.53% 2	10.53% 2	5.26% 1	10.53% 2	15.79% 3	15.79% 3	10.53% 2
More jobs for Indigenous people at all levels throughout the city including youth employment skill development programs	0.00% 0	15.79% 3	15.79% 3	0.00% 0	21.05% 4	15.79% 3	0.00% 0	15.79% 3	5.26% 1	5.26% 1	5.26% 1

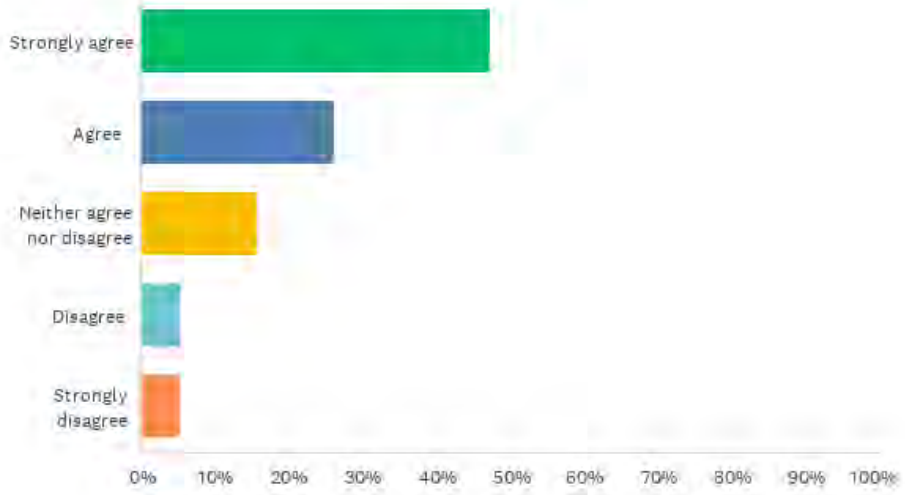
Change policies to address housing gaps	21.05% 4	15.79% 3	5.26% 1	10.53% 2	5.26% 1	5.26% 1	5.26% 1	0.00% 0	10.53% 2	15.79% 3	0.00% 0
Forums or committees to make connections between Indigenous communities and City of Regina elected officials and leaders	10.53% 2	5.26% 1	5.26% 1	5.26% 1	5.26% 1	0.00% 0	5.26% 1	5.26% 1	10.53% 2	10.53% 2	15.79% 3
Public safety	10.53% 2	0.00% 0	21.05% 4	10.53% 2	5.26% 1	0.00% 0	0.00% 0	0.00% 0	5.26% 1	0.00% 0	10.53% 2

Q4 Other comments:

Answered: 4 Skipped: 15

#	RESPONSES	DATE
1	More training to deal with addictions and the homeless for our youth.	6/2/2024 2:41 PM
2	More security patrolling communities, hiring more indigenous people/owned companies to do city work.	5/27/2024 11:06 PM
3	There is a huge need to hold space for Indigenous Leadership in non- profit development and in other sectors. The need to support training in community development that can increase capacity with an Indigenous lens is very important.	5/27/2024 2:17 PM
4	That's a tough way to rate them. Should be broken into different categories and then be rated. Like cultural, economic, youth strategies, etc.	5/27/2024 1:41 PM

Q5 Do you agree with the following statement? "The City of Regina should prioritize Indigenous worldviews (perspectives, values, ways of knowing and being, etc.) into everyday practices, policies, and procedures."

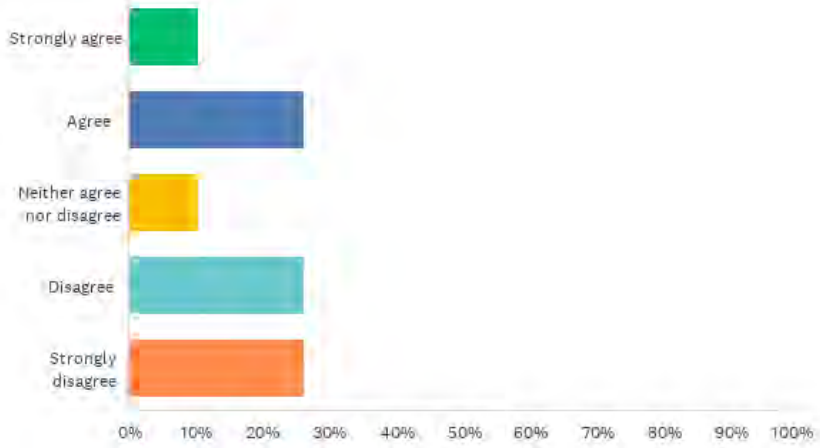


Q6 What can the City of Regina do to include Indigenous worldviews (perspectives, values, ways of knowing and being, etc.) into everyday practices, policies, and procedures?

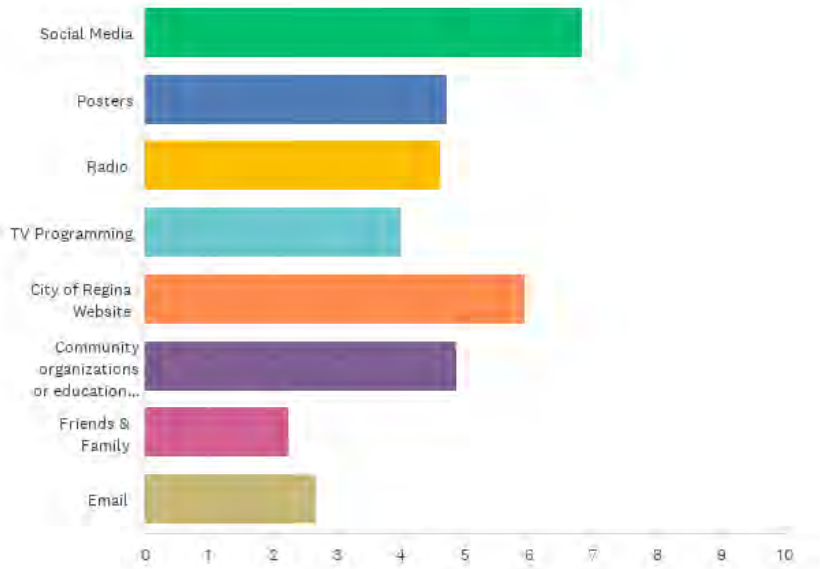
Answered: 16 Skipped: 3

#	RESPONSES	DATE
1	I think that the perspectives and values, ways of knowing and being are valued in all cultures especially in indigenous culture. In general I feel that asking cultural groups for their feedback is respectful always. All cultures make Regina the great place that it is and respect and relationship is at the centre.	6/5/2024 1:07 PM
2	Rename city streets such as Dewdney Ave to have Indigenous language, people and or acknowledgement. Having Elders and Knowledge Keepers at City events. Consult with Indigenous communities to how to address problems with in the city Implement best practices with an indigenous lens RPS be more present in positive way and involved in city events.	6/5/2024 10:11 AM
3	Ensure that Indigenous peoples are employed at all levels within the city and have equal opportunity to be at the decision-making and resource allocation tables.	6/4/2024 8:33 AM
4	More education on it. We need to keep that knowledge and pass it onto our younger generation before it's lost. We need opportunities for that. Addressing barriers.	6/3/2024 9:21 PM
5	housing should be addressed and helping those on the streets with active addictions.	6/3/2024 2:47 PM
6	Consult more with the traditional elders.	6/2/2024 2:41 PM
7	Ongoing training and awareness for city employees (including RPS, Regina Fire or any other city services) Ongoing training and PD for High level elected officials that discussion Truth and Reconciliation and ongoing exposure to Indigenous ways of knowing and doing) The idea is that ethical spaces are created where many world views can co-exist. Revisit policies and procedures that drive key decisions to reflect inclusive language and is evident within the competencies of all City staff, elected members, and so fourth.	5/31/2024 9:15 AM
8	Be cautious about trying to do "too much". The City of Regina is a colonial structure. Including worldviews from the diversity of Indigenous Peoples in Treaty 4 territory needs to be cautiously considered or it risks becoming trivialized. An example can be found on the City's website - see Land Acknowledgment where there is "acknowledgment" of the Peoples, but a closing statement honouring settlers.	5/29/2024 12:15 PM
9	Implement an Indigenous governance board -- with honorariums, this knowledge takes a life time to learn and pass along --	5/28/2024 1:10 PM
10	Giving places for ceremonies, hosting more events encouraging indigenous practices such as more space for sweats and other outdoor activity.	5/27/2024 11:06 PM
11	Create a policy that ensures all city staff are prioritizing Indigenous community members - behavioral measures through performance management - competency based measures. Service System measure to identify performance when interacting with Indigenous community members. Hiring Indigenous leaders in top level and executive positions. Finally consulting with the community and providing training that challenges learned behavior.	5/27/2024 2:17 PM
12	Don't waste tax payers money on issues that are beyond the ability of municipal governments.	5/27/2024 1:56 PM
13	The key in understanding the value systems that provide the foundation for Indigenous worldviews. Then using those values to influence all policies within the company, including policies coming from HR. There is no list of ways to do this, it's a matter of seeing how to incorporate them into existing policies/procedures. For example, how can respect be used in policy influence? How about the uses of generosity? On top of this, these values are influenced by a lived history, which has resulted in numerous issues for Indigenous lives in this society. It's also a matter of addressing those lived realities as best as can be done.	5/27/2024 1:41 PM

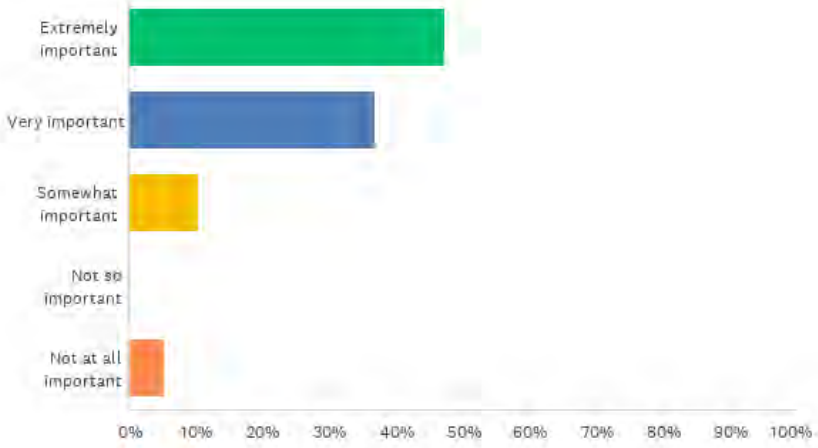
Q7 Do you agree with the following statement? "I know where to access information regarding the work the City of Regina is doing that involves the Indigenous community."



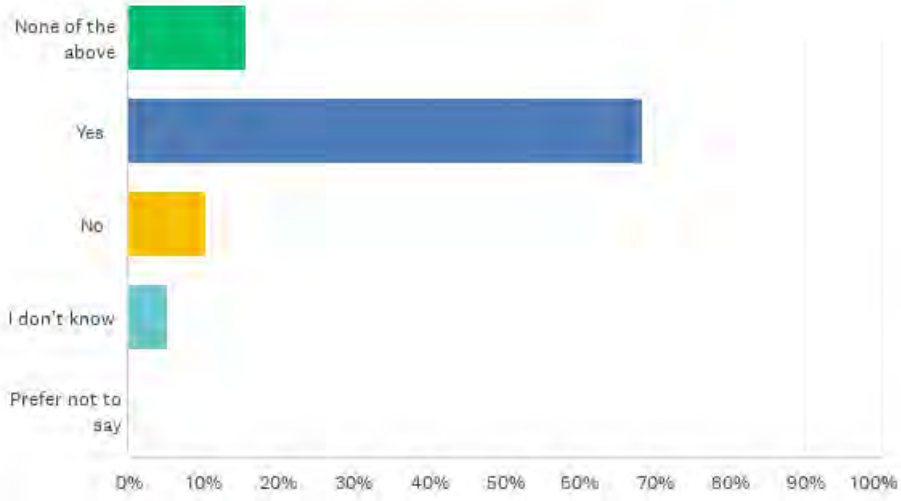
Q8 How should the City of Regina share information and news? Please arrange the following in order of preference, with your most preferred source of news/information on top.



Q9 Do you agree with the following statement? "It is important that Indigenous Culture/Art be reflected/visible in the community (ex. through art installations, ad campaigns, building and street names, etc.)."



Q10 Have you ever thought about working for the City of Regina?



Q11 Is there anything else that you want the City of Regina to know?

Answered: 11 Skipped: 8

#	RESPONSES	DATE
1	I think that the City of Regina has community based organizations that live and breathe this philosophy and have for years. They have built trust and reputation with indigenous peoples and with more support they could help the city to build a stronger relationship and work through creating a connection.	6/5/2024 1:07 PM
2	Remember this is about catching up and correcting past wrongs, and educating the non-Indigenous community members about their roles and responsibilities. And sometimes it is about providing the resources and backing off to let First Nation and Metis people do what they know needs to be done.	6/4/2024 8:33 AM
3	the city of Regina needs to address housing	6/3/2024 2:47 PM
4	Strike up a committee of elders to help with family violence	6/2/2024 2:41 PM
5	I love my city and want it to thrive for all citizens so that safety and inclusion are the outcome.	5/31/2024 9:15 AM
6	Thanks for the opportunity to participate. The sruvey was nicely structured and very clear, easy to navigate and complete.	5/29/2024 12:15 PM
7	I did not apply for any jobs because I did not want to be accused of affirmative action. It is also hard to feel supported in an organization that does not respect my world view and values.	5/28/2024 1:10 PM
8	Taking a leadership role in creating an Indigenous Strategy is crucial. However, It would be great to have the strategy and key measure embedded in the overall planning and strategizing with outcome that are developed with community. Continue to enhance the Diversity, Equity and Inclusion work by prioritizing Indigenous and calling it IDEI	5/27/2024 2:17 PM
9	Get a wide survey of the Indigenous population, we differ quite a bit on the importance of things depending on age, education, and gender.	5/27/2024 1:41 PM
10	First Nations perspectives should be included within our government structures and community-led organizations, especially those that engage the First Nations Community.	5/27/2024 12:15 PM
11	Stop being fake, pretending you are all in. I worked at mâmawêyatitân for 5 years and never seen the councillor there for special events. Anything i have to say I have already said to the City of Regina administration. And they didn't like discussing anything that had to do with management. Not even harassment or bullying.	5/27/2024 11:45 AM

Q12 Demographic Information - how do you like to identify yourself?

Answered: 17 Skipped: 2

ANSWER CHOICES	RESPONSES	
First Nation - Which nation?	52.94%	9
Inuit - Which community?	0.00%	0
Métis	35.29%	6
I don't know	0.00%	0
Other	17.65%	3

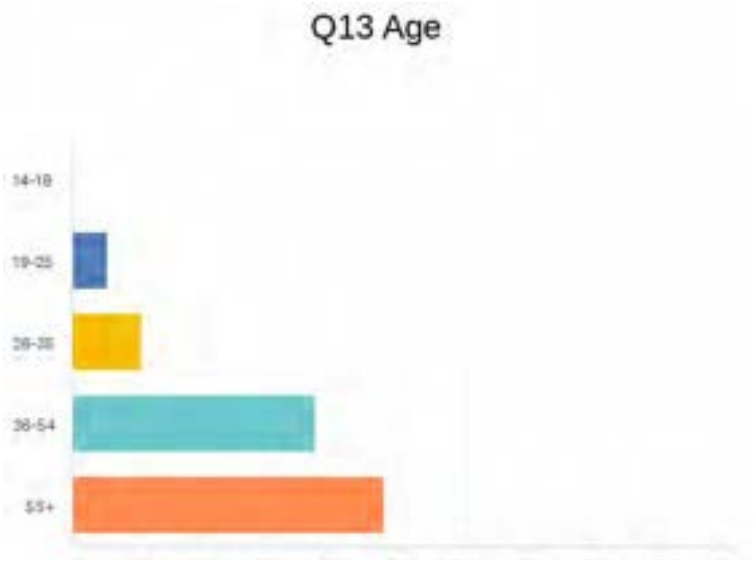
#	FIRST NATION - WHICH NATION?	DATE
1	Montreal Lake Cree Nation	6/4/2024 8:33 AM
2	Cowessess	6/2/2024 2:41 PM
3	Yes	5/31/2024 9:15 AM
4	Standing Buffalo	5/29/2024 12:15 PM
5	Muscowpetung First Nation	5/28/2024 1:10 PM
6	Dakota	5/27/2024 11:06 PM
7	Pasqua	5/27/2024 4:24 PM
8	Peepeekisis First Nation	5/27/2024 1:41 PM
9	Cote First Nations	5/27/2024 12:15 PM

#	INUIT - WHICH COMMUNITY?	DATE
	There are no responses.	

#	MÉTIS	DATE
1	Metis Nation of Saskatchewan	6/4/2024 8:33 AM
2	Yes	6/3/2024 9:21 PM
3	Traditionally from Lebret area	5/31/2024 12:49 PM
4	Yes	5/27/2024 2:17 PM
5	Yes	5/27/2024 1:56 PM
6	Yes	5/27/2024 11:49 AM

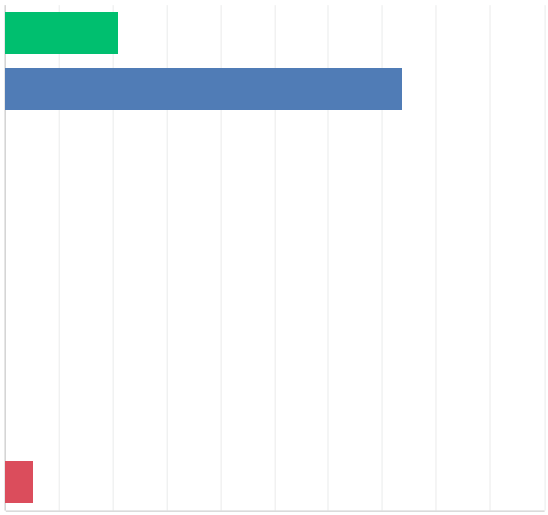
#	I DON'T KNOW	DATE
	There are no responses.	

#	OTHER	DATE
1	non-indigenous	6/5/2024 1:07 PM
2	White cis gender female	6/5/2024 10:11 AM
3	Causation	5/27/2024 11:45 AM



Q14 Gender

Answered: 19 Skipped: 0



	21.05%	4
	73.68%	14
	0.00%	0
	0.00%	0
	0.00%	0
	0.00%	0
	0.00%	0
	0.00%	0
pecify)	5.26%	1
TOTAL		19

kihew

kinanâskomitin

mīkwēc

pinamaya

maarsii

pedamaya

mahsi cho

pilamayaye

nakurmiik

Appendix C

Cultural Teachings Report

Discussion

A total of 14 Tipi bookings were supported throughout the year, with continued interest and additional requests for programming and booking availability. Bookings included internal City of Regina (City) department areas and external organizations such as Sâkêwêwak First Nations Artists' Collective, Luther High School, Regina Police Service, mâmawêyatitân centre, Regina Public Library, Buffalo Peoples Arts Institute.



Of the 14 Tipi Teaching bookings held to date, City staff were invited to participate in Tipi Teachings during set up and take down, providing an opportunity for hands-on cultural learning while supporting event delivery. Tipi bookings and teachings have engaged 30 individual staff members through 57 participation instances to date. Nearly half of all participation has been from returning participants, demonstrating continued interest and repeat engagement in Tipi Teachings and Indigenous cultural learning opportunities.



In addition to event-based opportunities, dedicated Tipi Teachings are planned specifically for City staff, providing opportunities to participate in cultural learning outside of event support and operational responsibilities. Each Tipi Teaching offers a unique learning experience, shaped by the Elder or Knowledge Keeper, their Nation, stories, protocols, and ways of knowing.





Sage picking was introduced to City staff this year as a land-based learning opportunity, providing participants with teachings about traditional medicines, cultural protocols, and connection to the land and nature. The sage gathered through these activities will also support future cultural programming, including the launch of the Smudge Room, designated meeting spaces where smudging can take place, and ceremonies, helping ensure appropriate medicines are available to support these spaces and activities. Participants are also provided the opportunity to gather sage for personal smudging, supporting the continued practices and teachings.

Administration has coordinated internal smudges, prayers, and cultural teaching and information sessions with multiple City departments and program areas, including Roadways and Transportation and the Community Wellbeing Encampment Team. These opportunities provide staff with direct cultural learning and support greater understanding of Indigenous protocols, practices, and ways of knowing within their respective areas of work.

Future Development

The range of participation reflects growing interest in Indigenous cultural learning and opportunities to strengthen relationships and understanding of Indigenous ways of knowing. Building on this interest, regular Tipi Teachings and sage picking are planned to be increased and piloted with City staff next year, with the potential to expand the program and offer Tipi Teachings to the broader community at the Cultural Site in the future.

Financial Impact

Administration is developing a formal booking process and cost-recovery fee structure to help manage increased demand and support the ongoing sustainability of Tipi Teachings, including transportation costs and the maintenance, replacement, and replenishment of materials and resources.

