

CITY COUNCIL

Monday, November 16, 2026
9:00 AM

Henry Baker Hall, Main Floor, City Hall

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Agenda
Special City Council
Monday, November 16, 2026

The items on the agenda for this special meeting were tabled from the October 28, 2026 City Council meeting. In accordance with The Procedure Bylaw,* Bylaw No. 9004, *no new delegations will be permitted to register to speak to these items at the November 16, 2026 Special City Council meeting. Only written submissions will be accepted. Written submissions must be submitted to the Office of the City Clerk through the online submission form at Regina.ca/Register no later than the submission deadline of Thursday, November 12, 2026 at 12:00 p.m. If you require assistance completing the online form please contact Office of the City Clerk at 306-777-7262 or email Clerks@Regina.ca during regular business hours. No late submissions can be accepted.

Confirmation of Agenda

Tabled Reports and related Tabled Delegations and Communications

TABLED DELEGATIONS (related to CR26-123)

DE26-98 Charles Brittner, Regina, SK

DE26-99 Dan Devers, Regina, SK

DE26-100 James Elliott, Regina, SK

DE26-101 Mandla Mthembu, Regina, SK

DE26-102 Sean Tucker, Regina, SK

DE26-103 Nathan Kraemer, Regina, SK

DE26-104 Thabo Mthembu, Regina, SK

DE26-105 Nathaniel Cole, Saskatchewan Federation of Labour, Regina, SK

DE26-106 Richard Exner, Unifor 594, Regina, SK

DE26-107 Celeste Pinder, Regina & District Labour Council, Regina, SK

DE26-108 Darin Milo, Regina, SK

DE26-109 Darcy Debert, Canadian Labour Congress, Regina, SK

DE26-110 Mark Simpson, Consumers' Co-operative Refineries Ltd., Regina, SK

TABLED COMMUNICATION (related to CR26-123)

CP26-65 Tanner Vogelgesang, Regina, SK

CR26-123 Discretionary Use – 1102 N Fleet Street

Recommendation
That City Council approve the Discretionary Use application for the proposed Work Camp land use, subject to the following development standards and conditions:

1. The Work Camp development location shall be limited to the area defined as "Subject Property", shown on Appendix A-3.1A – Site and Building Concept Plan;

2. The Work Camp development shall be generally consistent with the plans attached to this report as Appendix A-3 – Site and Building Concept Plan;

3. Work Camp land use approval shall expire on December 31, 2028;

4. Except as otherwise specified in this approval, the development shall comply with all applicable standards and regulations of The Regina Zoning Bylaw, 2019; and

5. Subject to the above conditions, authorize the Development Officer to issue a development permit with respect to the application.

CR26-126 Parking Ticket Collections Process

Recommendation
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; and

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.

CR26-127 Hawkstone Development Manager – Procurement Authority

Recommendation
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; and

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

CR26-128 2026-29 Strategic Plan Progress Update

Recommendation
That City Council receive and file this report.

CR26-131 2026 Cultural Site Annual Report

Recommendation
That City Council receive and file this report.

CR26-132 2026 kâ-nâsihcikêwin Annual Report

Recommendation
That City Council receive and file this report.

Adjournment

DE26-98

Good afternoon, Mayor and councillors. My name is Charles Brittner. I work at the Co-op Refinery and belong to Unifor Local 594. I am here as a concerned citizen. I am asking you to refuse this application today.

*

Councillors,

Public office is a public trust and Public safety IS part of this decision.

Section 1E.3.5 of Regina's Zoning Bylaw 2019-19, sets out the criteria for reviewing a discretionary-use application.

Paragraph D, subparagraph six, expressly includes:

"any other matter(s) affecting public health and safety."

That is part of the City's own test for this application.

At the October 20 Planning Commission meeting, there was considerable discussion about which responsibilities belong to the province.

I accept that provincial authorities enforce provincial workplace-safety requirements as mentioned by City administration.

But Council is deciding whether this location is suitable for the permitting of residential accommodation.

Provincial responsibilities do not remove the public-safety criteria from the City zoning bylaw 2019-19.

**

For example, In April, Administration assessed a proposed daycare beside SARCAN at 5100 Parliament Avenue. It considered the neighbouring industrial operation, loading bays, separation and fencing before approving it. The risks differ, but the principle is the same: the City must consider how surrounding industrial activity affects people occupying a new development.

The City Identified specific protective measures for the daycare and made fencing and conformity with the proposed plans conditions of approval.

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I acknowledge that CRC submitted an engineer's summary.

The 2019 CRC work camp received a permit under accessory-use rules. After the labour dispute, Council changed the bylaw to require discretionary approval for camps of this size—the review you are conducting today.

In my opinion, that change was not for show.

The question before you is whether that summary, together with the other information presented, adequately supports the decision you are being asked to make.

For example, on October 20th when the Commission asked about evacuation arrangements for the camp, CRC indicated that these would be addressed during “final detailed planning”. That answer did not demonstrate how people living or sleeping at this location would safely evacuate during a refinery emergency. It left that important question for later. Later permits do not, by themselves, establish that this location is suitable for people to live.

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CRC also described buses and other vehicles being available . But having transportation available does not, by itself, establish that evacuation will be safe.

Gasoline and diesel engines can become ignition sources where flammable gases or vapours are present. A release could also affect the routes people need to use.

The evidence presented has not demonstrated to me how occupants would be protected if moving vehicles themselves were unsafe, an exit route were affected, or people needed to remain sheltered.

CRC does have an existing emergency-response system.

My concern is that the camp-specific arrangements relied upon to support this location were described as work still to be completed.

Describing the camp as temporary does not resolve these concerns.

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I also want to address the labour context directly.

The City says collective bargaining concerns are outside its discretionary-use review. Please understand that I acknowledge and respect that position. My request for refusal rests on whether this application adequately satisfies the planning criteria.

The camp cannot proceed without City approval. By approving it, Council would enable accommodation that could support CRC’s operations during a labour disruption. Calling the process neutral does not change the consequences of a yes vote. The fact is, a no vote is the only truly neutral choice: it preserves the existing situation rather than strengthen one side’s position in a labour dispute, and thus, adding a 3rd party dynamic to the bargaining process.

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People staying in this camp would be residents as well as workers. They would sleep, eat and spend their off-duty hours at the refinery. Contrary to CRCs comments on the 20th, familiarity with refinery operations does not establish that the location is suitable for accommodation. Council needs to assess it as a place to live, not simply a place to work.

An Administration recommendation deserves consideration. It does not replace your judgment.

Taken together, the information presented leaves important questions unanswered about whether the proposed protections are adequate for people living at this location.

That is why I am asking you to refuse this application, today.
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Promises are not plans, and reassurance is not evidence. Approval should follow the answers—not come before them. This application has not met the City's zoning bylaw test. Councillors, the decision is yours, and so is the responsibility. Please refuse this application.

Public office is a public trust.

Sources supporting this submission
The Regina Zoning Bylaw, 2019 — Bylaw No. 2019-19, Chapter 1
Section 1B.1, page 1.2: the bylaw's purpose includes residents' health, safety and general welfare.
Section 1E.3.5(d)(vi), page 1.17: discretionary-use review includes "any other matter(s) affecting public health and safety."
Section 1E.3.9, pages 1.18–1.19: Council's decision-making options, including refusal.
https://www.regina.ca/export/sites/Regina.ca/bylaws-permits-licences/bylaws/.galleries/pdfs/Zoning-Bylaw-2019-Chapter-1-Authority-and-Administration.pdf
Discretionary Use — 5100 Parliament Avenue, application PL202600009
Administration's report dated April 2, 2026, with approval dated April 10, 2026.
Page 3 discusses the neighbouring SARCAN operation, loading-bay location, fencing and separation. Page 5 specifies approval conditions, including conformity with plans showing play-area fencing and landscaping. Page 6 records the approval.
https://www.regina.ca/export/sites/Regina.ca/business-development/land-property-development/.galleries/pdfs/Proposed-Development/PL202600009-Record-of-Decision.pdf
Council report CR26-123 — Discretionary Use – 1102 N Fleet Street, October 28, 2026
The two-page Council report forwards Planning Commission's recommendation to approve the camp, subject to five conditions. The package includes the original Administration report RPC26-20 and its supporting appendices.
https://reginafiles.blob.core.windows.net/media/council/2026-10-28%20City%20Council%20-%20Full%20Agenda-5695.pdf
Administration report RPC26-20 — Discretionary Use – 1102 N Fleet Street, October 20, 2026

Report page 4, October 20 agenda PDF page 28: approval of the previous camp under accessory-use provisions and subsequent changes to work-camp regulations.
Report page 5, agenda PDF page 29: Administration's safety rationale, emergency-response arrangements, Regina Fire's reported comments and reliance on the quantitative risk-assessment summary.
Appendix B, agenda PDF pages 37–39: public concerns and Administration's responses, including its position on collective bargaining considerations.
Appendix C, agenda PDF pages 40–41: submitted quantitative risk-assessment summary material.
https://www.regina.ca/export/sites/Regina.ca/city-government/city-council/council-meetings/.galleries/pdfs/2026-10-20-Regina-Planning-Commission-Full-Agenda-5688.pdf
Regina Planning Commission meeting recording — October 20, 2026
1:28:19–1:28:35: discussion of buses being available on site around the clock and other vehicles available for transportation.
Approximately 2:15:00–2:15:08: discussion of camp evacuation arrangements as part of final detailed planning.
2:48:13–2:48:37: Administration's explanation concerning the full risk assessment and reliance on an engineer-signed summary.
3:02:46–3:03:13: confirmation that further permits, code compliance and inspections would follow before occupancy.
Timestamps refer to the original meeting. References were checked against the displayed transcript in the supplied recording. Select the October 20 Planning Commission video on this page:
https://www.regina.ca/city-government/city-council/council-meetings/agendas-and-meeting-documents/
Occupational Safety and Health Administration — Internal Combustion Engines as Ignition Sources
Pages 1–2 explain how gasoline and diesel engines, including vehicle engines, can ignite flammable gases or vapours.

Charles Brittner

https://www.osha.gov/sites/default/files/publications/osha3589.pdf

DE26-99

Statement of Concern from Retired Refinery Workers Opposing the 510-Bed Work Camp

Thank you for the opportunity to speak. I am here today carrying the voices of many retired men and women who spent their careers at the Co-op Refinery — people who worked the units, maintained the equipment, trained new generations, and lived through the last lockout.

These retirees may no longer punch a clock, but they still care deeply about the Refinery, about the workers who are there today, and about the community that surrounds it. Their experience gives them a perspective that cannot be ignored.

And from that perspective, they are deeply concerned about the proposed 510-bed work camp.

Retirees Remember What a Lockout Does to Families and the City

Those who lived through the last lockout remember it vividly:

- the strain on families
- the division in the community
- the uncertainty about the future
- the fear of losing livelihoods
- the long months of tension and hardship

Retired workers watched their friends and former coworkers stand on picket lines in bitter cold. They saw relationships strained, trust eroded, and the city pulled into conflict.

They do not want to see Regina go through that again.

A 510-Bed Camp Raises Real Concerns About Labour Stability

Retired workers are not making accusations. They are raising **reasonable concerns** based on lived experience.

A camp capable of housing more than five hundred workers on refinery property naturally raises questions:

- Could it be used to house replacement workers in a future dispute?
- Could it give management the ability to sustain a lockout longer?
- Could it weaken the bargaining position of local union members?
- Could it reignite the kind of conflict that once divided this city?

Retirees know what a lockout looks like. They know what it feels like. And they know how quickly tensions can escalate when one side appears to be preparing for a prolonged dispute.

Even the **perception** of such preparation is damaging.

Retired Workers Built This Facility — Their Concerns Deserve Respect

These men and women spent decades:

- operating units safely
- responding to emergencies
- training apprentices
- maintaining equipment
- protecting the refinery and the community

They understand the risks of industrial operations better than anyone. They know the importance of trust between workers and management. They know how fragile labour peace can be.

When they say this camp raises red flags, Council should listen.

While we, the retirees, are no longer part of the Refinery's day-to-day operations, we maintain a strong interest in its future. Having devoted many years of service to the Refinery, we remain concerned about the relationship between the company and its employees and the impact this relationship may have on the Refinery's long-term stability, success, and prosperity.

Safety Concerns Are Not Theoretical — Retirees Lived Them

Retired workers have seen:

- fires
- shutdowns
- evacuations
- near misses
- hazardous releases

They know how dangerous a refinery can be, even on a normal day. Housing 510 people on-site — people who may not be familiar with refinery hazards — creates a safety burden that retirees recognize immediately.

They spent their careers keeping people safe. They do not believe this camp supports that goal.

Retirees Want a Strong Refinery — But Not at the Cost of Community Trust

Retired workers want the refinery to succeed. They want it to thrive. They want it to remain a pillar of Regina's economy.

But they also know that success depends on:

- stable labour relations
- trust between workers and management
- respect for the people who built the place
- a community that feels secure and included

A 510-bed work camp threatens that balance.

Conclusion

Retired refinery workers are asking Council to consider not only the technical details of this proposal, but the human reality behind it.

They lived through the last lockout. They saw what it did to families, to workers, and to the city. They do not want to see Regina return to that kind of conflict.

The relationship between the Union and the Co-op Refinery has, in our opinion, deteriorated significantly over time. What was once a collaborative partnership grounded in mutual respect and a common vision has been eroded. We are concerned that the drive for profit has come to outweigh the cooperative values and integrity that formed the foundation of our existence and guided our success for many years.

For the sake of safety, community trust, labour stability, and respect for the people who built this facility, we urge Council to **reject** the Discretionary Use application for the 510-bed work camp.

Our message is simple: **Regina deserves better than repeating the past.**

Dan Devers, Regina, SK

DE26-100

CR26-123 - PL202600240 – 1102 N Fleet Street

Dear Members of the Regina Planning Commission,

My name is Jim Elliott and live in Regina.

I completely oppose this proposal. This is weaponizing our valued bylaws against the people of this city.

What the proponent is proposing is not a work camp. This is a measure to REPLACE not AUGMENT, LIMIT not DIVERSIFY the current employees in the time of collective bargaining.

As shown by the previous actions of the proponent, this is a way to circumvent the abilities of the current workers to limit their capacity to collectively bargain their wages in a civil and reasoned manner. In the event of a job action, this would remove one measure of bargaining action from the employees by restrict scab labourers access to the property.

I completely oppose this proposal as it goes against the valued provision of collective bargaining by leveraging the use of the city of Regina bylaws to put inappropriate pressures on the legitimate bargaining of a collective agreement between the employer and the union representing the workers of the facility.

This is standing on the side of the employer and not employees and residents of this city. This is discretionary for a reason because it is a political act and therefore should bring in the social implications as well as the input of the residents of this community.

Furthermore, how is it appropriate to have a proponent oppose a residential development further away from the refinery and now propose to have residential housing even closer to the refinery?

Respectfully submitted,

Jim Elliott

A key goal of Design Regina: The Official Community Plan, Bylaw 2013-48 (OCP), is fostering economic "vitality and competitiveness" (Section D10; Goal 1).

Work Camps represent additional assets available to industrial operators and businesses to expand, diversify or augment their operations and output. (page 2)

Per Chapter 2, Part 2B of the Zoning Bylaw, a Work Camp land use is defined as "… a temporary residential land use intended to provide accommodation for employees or contractors of industrial or construction operations…". Allowing a work camp provides industrial operators and businesses with an opportunity to diversify or augment employee/staffing resources on a temporary basis. (page 4)

DE26-101

My name is Mandla Mthembu, and I am a resident of the heritage neighborhood of Regina. I oppose this development because it violates labor rights and human rights, and it is not in any Regina resident's interest. My delegation will elaborate on the affirmation of these concerns and the condemnation of corporate greed over the workers and residents of our city that stand to be harmed if this project is approved.

DE26-102

City of Regina Council Delegate (re: Coop Refinery's discretionary land use application)
Sean Tucker, University of Regina
October 26, 2026

I am a part-time professor of occupational health and safety at the University of Regina and a consultant for public and private sector organizations. My work includes providing independent opinion and recommendations on a variety of health and safety issues.

Since 2014, I have followed and publicly commented on OHS and public health issues related to the refinery. I have also participated in the city's consultation process for the current application, including appearing as a delegate at last week's city planning commission meeting.

As a guiding principle, I believe there is nothing more important than the health and safety of the occupants of the proposed work camp.

In my opinion, there are two questions city council must address:

First, does council have a legal obligation to consider the potential health impacts of the work camp on the camp's 510 occupants?

And, second, if you do have a legal obligation to consider the potential health impacts, do you currently have sufficient information to exercise your due diligence and to make an informed decision?

With respect to the first question – your legal obligation to consider health and safety impacts on the occupants – Section 3.5 (Review Criteria) of Chapter 1 of the Regina Zoning Bylaw (2019) is clear that you do. It states: "Every application for a discretionary use shall be evaluated based on the following criteria." Four parts are listed including (d).

"(d) potential adverse impacts or nuisances affecting:
[…]
(vi) … public health and safety."

I would also note, in the past, the city has considered health impacts with respect to the refinery. In 2008, the city and provincial Ministry of the Environment required, as a condition of permit for a major expansion of the plant, an independent, comprehensive major hazards risk assessment report. The 186-page report assessed the potential of death and illness of a "worst case scenario" to residents living near the refinery.

In 2011, Regina Qu'Appelle Health, the Ministry of the Environment and the VP of the Refinery opposed the Somerset residential development, which is just under 1km away from the plant, due to public health concerns.

So it is clear in law and in past practice that the city must carefully consider health impacts of the refinery's operations.

Regarding my second question: do you currently have sufficient information to exercise your due diligence and make an informed decision on the application? I would argue that you do not have adequate information for the following reasons.

First, you do not have an independent, comprehensive risk assessment supporting locating a sizable work camp just 250m away from one of Canada's largest oil refineries.

During last week's planning commission meeting the refinery's representative characterized the 1/3-page letter provided by Baker Risk, which was a "joint effort" between Baker Risk and the refinery, has "definitive proof" that the camp is safe.

Further, regarding the risk assessment, the refinery's representative seemed to acknowledge:

- an extraordinary, worse-case scenario was not considered in the assessment
- only the risk of death to occupants of the camp was considered. It does not appear that serious illnesses due to exposures to toxic gases and other adverse conditions, including long-latency cancers, were considered.
- that standards for public health issues for residents may not be the same for those living on-site.
- no direct consultations with SHA, OHS and Regina Fire have occurred.

The representative stated "If this application gets approved there's a bit more work to do" including an emergency evacuation plan, where air monitoring will be placed and how they will be managed, and a fire plan.

Another significant omission is any evidence that SHA Public Health has reviewed and supports this plan to house over 500 people for two years next to one of Canada's largest oil refineries.

In closing, this is a serious matter as you are being asked to approve a work camp for 510 human beings living 250m away from one of Canada's largest oil refineries. There appears to be no urgency whatsoever to approving this application. Given the incomplete planning and serious shortcomings of the risk assessment, I strongly urge you to either reject the application or table it in order to gather more information.

DE26-103

I would like to speak in opposition to this item and share why I feel that it is unsafe, and not in the best interest of regina citizens and would provide no value or benefit to the local economy.

Nathan Kraemer, Regina, SK

Setting up this camp is dangerous to the people that will be potential workers. This fights against the workers there now and treats them as disposable. This is another example as to why we need anti-scab legislation. I have worked at the refinery and seen how poorly they treated new workers.

Thabo Mthembu, Regina, SK

DE26-105

Let me introduce myself – I'm Nathaniel Cole, and I am the Executive Director of the Saskatchewan Federation of Labour.

Off the top, let me put it all on the table – I am both a trade unionist and a cooperator. And I know in Saskatchewan, that's not uncommon. It's because our vibrant labour movement and cooperative movement were born at the same time and out of the same desire for economic democratization, to build solidarity, and with a concern for community.

We're a big family. And it sucks when mom and dad are fighting, so to speak. But in the case of building a work camp on the site of the Coop Refinery Complex, the choice for me is clear.

Firstly, the camp is not necessary for refinery operations.

Should any commercial operation require additional temporary labour, Regina already has existing accommodation capacity to house temporary workers. The creation of a work camp is designed to isolate these 'workers' from the community.

It is another signal that this work camp is not for any other purpose than job action. The only reason CRC would need lodging on-site is because they'd expect be limited access on and off the refinery grounds during job action like the last time.

For the information of council, the use of 'replacement workers' or as they've been more commonly known, 'scabs,' is actually illegal in parts of this country. And there are good economic and ethical reasons for why banning this type of labour practice makes sense:

1. Restoring the balance of power to contract negotiations.
2. Preventing prolonged, bitter labour disputes.
3. Reducing picket-line conflict, tensions, and safety issues.
4. Protecting the constitutional right to strike.
5. Preserving community and worker stability.

While it's not illegal in Saskatchewan, is it really worth sticking Council's neck out on the this one? Because this application for a 'work camp' already signals that the Coop Refinery Complex is prepared for another tense lock out while skirting the constitutional rights of working people.

Which takes me to my next point – the increased likelihood of community tension. Labour disputes are emotional and contentious. Concentrating these labourers in a single location, behind a chain-link fence with helicopters flying in rations like a war zone ---- certainly can become a focal point for conflict and demonstrations.

I'd implore council to avoid this development. The camp risks becoming a symbol of division during what could be an already-difficult labour dispute, and this decision would increase rather than reduce tensions. Should council's decisions seek to escalate or mitigate tension in our city?

Others surely will note the public safety concerns, so I will make that part of my objection to this development brief. Have we thoroughly canvassed the health and safety concerns of having workers sleep right next to a refinery for weeks or months? Especially when the risk factors increase as the complex becomes less safe, simply due to the fact that the skeleton crew of scab labourers running the place will be less familiar with the operations altogether.

And when it comes to the additional traffic, security, policing, and emergency services, who bears the cost of those services? Surely the ratepayers of Regina will not be completely insulated from the expense of a city-approved work camp on the refinery grounds.

Council's responsibility *is not* to determine the outcome of a labour dispute. The City needs to remain neutral in labour disputes, but approving a dedicated replacement-worker camp creates the perception that municipal resources and approvals are being used to support one side of this potential dispute.

Council's responsibility *is* to protect the long-term interests of Regina residents. The proposed camp raises legitimate concerns regarding public safety, community impact, municipal costs, and the perception of municipal involvement in a private labour conflict. For these reasons, Council should decline to support the proposal.

Nathaniel Cole
Saskatchewan Federation of Labour
Regina, SK

DE26-106

October 26, 2026

Dear Council,

While I fully intended to represent the 700 unionized workers at City Council on October 28th, we are scheduled to be at the bargaining table with the Co-op Refinery at the same time, and my priority is bargaining.

In the unfortunate event I am unable to appear before you personally, please accept my written submission as our unequivocal objection to the Co-op Refinery's Discretionary Use permit application to build a work camp at 1102 N Fleet Street.

Last week, the Regina Planning Commission (RPC) voted 7-2 to recommend the application based on the Administration report and recommendation, but that should be ignored. The RPC was handcuffed by narrow criteria on which to base their decision. Not only does Council have the jurisdiction to expand the scope when making a decision of this nature, we still believe there are gaps in the original report, and the methodology that led to a flawed yes recommendation.

The Commission's report begins with:

> ***Policy Impact***
>
> *A key goal of Design Regina: The Official Community Plan, Bylaw 2013-48 (OCP), is fostering economic "vitality and competitiveness" (Section D10; Goal 1).*
>
> *Work Camps represent additional assets available to industrial operators and businesses to expand, diversify or augment their operations and output.*

Further in their recommendations:

> ***OTHER OPTIONS***
>
> ***Option 1 – Approve the Discretionary Use application for the proposed Work Camp land use– RECOMMENDED***
>
> ***Advantage:*** *Work Camps represent additional facility assets available to industrial operators and businesses to expand, diversify or augment their operations and output.*
>
> ***Consideration:*** *Public opposition was received through the public notice process, with concerns addressed by Administration in Appendix B – Public Feedback Summary of this report.*

It is our position that the work camp proposed does none of this. There is no expansion taking place, there is no diversification taking place, nor any augmentation of work. This is purely to replace workers for labour relations reasons.

Administration also relied upon Section D10: Goal 1 of Design Regina when establishing the basis for their recommendation. We feel this application does not "foster an environment conducive to economic vitality and competitiveness which supports the standard of living of residents in Regina and the surrounding region".

The Planning and Development Act, 2007, is cited several times regarding how the RPC's review of a Discretionary Use application must be confined to the prescribed land use matters. One of the stated purposes of the Act as per Part 1, 3:

> is *c) to support the development of environmentally, economically, socially, and culturally sustainable communities.*

Labour relations is a social issue. It is not a stretch to argue that the RPC was well within their rights under the Act to make a decision based on the labour relations impacts, and reject the application.

We believe the RPC could have exercised option 3 of the report which reads:

> *Option 3 – Deny the Discretionary Use application for the proposed Work Camp land use – NOT RECOMMENDED*
>
> *Advantage: There is no advantage associated with this option.*
>
> *Consideration: Reduces options available to industrial operators and businesses to expand, diversify or augment their operations and output.*
>
> Should City Council reject the application, it is a requirement, per section 57(2) of The Planning and Development Act, 2007, that the motion reflecting City Council's decision include reasons for the decision based on the evaluation criteria set out in the Zoning Bylaw.

The report continues with:

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

This application is not about expanding or diversifying or augmenting the refinery. It is solely about maintaining operations during a labour disruption. City Council should not rely on general benefits associated with industrial work camps without honestly considering the actual purpose of this particular camp.

Additionally, to say there are *no advantages* associated with denying the camp application is disappointingly short-sighted.

This camp is not a necessity. The refinery will not shut down, and Western Canada will not run out of fuel if the camp application is denied. The Co-op Refinery will still bring in its replacement workers; they will just have to sleep elsewhere. This means those workers stay in hotels or other short-term accommodations; they eat at restaurants and shop at retailers in Regina. These contributions to the local economy do not occur if they are housed on-site in a self-contained work camp.

Further, it is indisputable, based on the 2019-2020 lockout, that there was increased strain imposed on the Regina Police Service and other city services. Additional policing resources were required, and it pulled away from other areas of need within our city. The traffic disruptions that resulted were also an enormous headache for city residents and those attempting to access the city landfill on Fleet Street.

This all contributes to the significant reputational risk to the City of Regina if this work camp application is allowed to proceed.

Rejecting this application also removes a dark cloud over our bargaining process. Allowing a work camp to be built on site while the Union is trying to bargain in good faith a new collective agreement tilts the playing field further in favor of the employer. Lastly, the Administration's recommendation relies in part on API Recommended Practice 753. We believe City Council needs to look carefully at what it actually says.

API 753 provides guidance for managing the risks from refinery-related explosions, fires and toxic material releases to people in on-site portable buildings who are working, not for living. The proposal before you is for sleeping quarters for hundreds of people. This Council needs to be satisfied that the assessment being relied upon actually addresses the type of accommodation proposed and the risks associated with its intended use.

The standard's guiding principles say we should locate people away from process areas, minimize buildings close to those areas, and — most importantly — first attempt to eliminate the occupancy or the hazard as the first step in the hierarchy of controls.

The Union does not have to prove that the existence of a work camp is unsafe; it is on the applicant to prove that it is safe. But is city council content with "safe enough," or should we be looking at "safest possible"? What standard do you want to enforce? Because the safest possible option, according to API 753 that Co-op relies upon in their assessment from their consultant, says that not having a work camp anywhere on site is the safest option.

We are asking that City Council reject this application. The recommendation is based on flawed methodology. It is unnecessary and inflammatory. It does not meet the goals or purpose of the Official Community Plan for our great city. It would result in an economic loss that only costs taxpayers. It does not expand, diversify or augment the refinery operation.

There is no good reason to approve this application.

Sincerely,



Richard Exner

Unifor Local 594 President

DE26-107

Regina & District
LABOUR COUNCIL
Putting Unity in our Community

October 26, 2026

To: Mayor Chad Bachynski

City of Regina Executive Council

Re: CR26-123 Discretionary Use – 1102 N Fleet Street

On behalf of the Regina & District Labour Council, I am writing in opposition and disappointment for the consideration of a 2-year permit for a 510 bed 'temporary' replacement worker camp located approximately 300m away from one of Canada's largest oil refineries.

Firstly, the proposed camp is not essential to the refinery operations.

A temporary work camp is an isolating environment, where replacement workers are not relating with the community. This creates tension, not only in the community, but also in the workplace.

The optics appear that this work camp is not for any other purpose than job action. The only reason FCL would need lodging on-site is because there could be limited access on and off the refinery grounds during job action like the last time.

This application for the 'work camp' shows that the Coop Refinery Complex is preparing for another lock out situation, prior to the commencement of bargaining the collective agreement.

Workplace labour disputes can be emotional and contentious, creating division amongst workers trying to keep their jobs and pay bills in the current economic climate. Concentrating scab labourers in a single location, behind a chain-link fence with helicopters flying in rations certainly can become a focal point for conflict and demonstrations.

I stand with Labour and implore council to avoid this development. The work camp risks becoming a symbol of division during what could be an already-difficult labour dispute, and this decision would increase rather than reduce tensions. The decision made by this council will either seek to escalate or mitigate tensions in our city, during already increasingly difficult economic times.

The City of Regina, and this council must remain neutral , and approval of this temporary work camp would show that the municipality cares more for corporations and employers than it does for the working class people who make up a vibrant Regina. The people who live, work and play and call this city home. People who pay for the public services that this city provides. People who will bear the costs of additional policing and security should the approval be passed. Please consider all of the residents of Regina in this decision.

The safety concerns of living right on-site at the refinery are another workplace hazard. City officials and others must take whatever time is necessary to do their due diligence for the health and safety of all workers.

I ask of Council to decline to support the proposal.

Voting against this proposal is a vote for fairness, justice, and safety.

Respectfully submit,

Celeste Pinder

President

Regina & District Labour Council

DE26-108

Good afternoon. I am presenting in opposition to the permit application CR26-123 at the refinery due to safety concerns, risks, city involvement in labour disputes, and pressure on our health care system. We have seen the impact of catastrophic losses in places such as the Westray mine disaster, Halifax explosion, the recent fire at CFB Wainwright, and other places. The City of Regina also has cited safety concerns in the past due to risk. Housing people on site puts large amounts of people at risk and the city needs to oppose this application.

I am also requesting to present as late as possible as I will be working and would like to attend in person to present.

Darin Milo, Regina, SK

DE26-109

This application for a ‘work camp’ already signals that the Co-op Refinery Complex is prepared for another tense lock out situation, far ahead of negotiations even commencing.

This camp is not necessary for refinery operations.

Regina already offers accommodation for temporary workers needed by commercial operations. The proposed work camp is intended to keep these ‘workers’ isolated from the community. Could it be that these workers will be “scab” workers? We already know the answer to that.

This is another signal that the work camp is not for any other purpose than job action. The only reason FCL would need lodging on-site, would be because they expect limited access on and off the refinery grounds during job action just like the last time.

Labour disputes are emotional and contentious. Concentrating scab labourers in a specific location, behind a chain-link fence with helicopters flying in rations like a war zone ---- certainly can become a focal point for conflict and demonstrations.

I implore council to avoid this development. The camp risks becoming a symbol of division during what could be an already-difficult labour dispute, and this decision would increase rather than reduce tensions. Should council’s decisions seek to escalate or mitigate tension in our city? Are you not on the side of the worker?

Others will surely note the public safety concerns.

Have we thoroughly considered the health and safety concerns of having workers sleep right next to a refinery for weeks or months? Especially when the risk factors increase as the complex becomes less safe with scab workers who will be at a skeleton crew and be less familiar with the operations altogether.

Who will bear the costs of additional traffic, security, policing, and emergency services? Surely Regina’s ratepayers will shoulder at least some of the expense of a city-approved work camp on refinery grounds.

Council’s responsibility is to protect the long-term interests of Regina residents. The proposed camp raises legitimate concerns regarding public safety, community impact, municipal costs, and the perception of council's involvement in a private labour conflict. For these reasons, Council should decline to support the proposal.

Council’s role is not to decide the outcome of a labour dispute. The City must remain neutral, but approving a dedicated replacement-worker camp would give the impression that municipal resources and approvals favour one side.

Voting against this proposal is a vote for fairness, justice, and safety. Do not support this!

cb*cope225

Written Summary Brief – City Council Meeting, October 28, 2026

Submission to Regina City Council - Discretionary Use Application at 1102 N Fleet Street

Co-op Refinery Complex Delegation
Speaking: Mark Simpson, Director, Technical Services
Also in attendance: Andrew Swenson, Manager, Communications & Public Relations

Further to the information found in the application that City Administration is recommending for approval, we are providing the following additional information and context.

Collaboration with City Administration

- We have worked collaboratively with City of Regina Administration to ensure the application we've submitted is thorough and complete.
- We are pleased that City Administration has recommended that our Discretionary Use Application be approved.

Third-Party Risk Assessment

- CRC has conducted a third-party Risk Assessment through a highly reputable third-party organization regarding the siting of the potential camp.
- The third-party assessment is independent and signed in accordance with their responsibilities as Professional Engineers.
- The results of the risk assessment reinforced that the proposed location of the camp is inherently safe and does not pose a risk to human health.

Air Monitoring and Utilities

- The proposed camp would have its own dedicated air monitoring and testing.
- Air quality and wind direction were factors in proposing the camp's siting and are inputs to the overall risk assessment, which demonstrated the inherent safety of the location.
- The proposed camp would be self-contained and not put additional strain on city services or the power grid.

Additional Requirements

- We understand that this Discretionary Use Application is only for land use and agree with City Administration that we should be granted the permit.
- We understand that more permitting is required and will work collaboratively with all regulators to ensure a seamless process if we need to proceed with the camp.
- You will note in the report from City Administration that Regina Fire has been consulted.

Safety Planning for Personnel

- We are prepared to manage all safety and security aspects of the camp and have a dedicated on-site fire department, our own emergency response equipment, experienced

process safety and occupational health and safety professionals, and three on-site Occupational Health nurses.

- We will collaborate, as we always do, with the city on all aspects of emergency preparedness as it relates to the proposed camp.

Refinery Operations and Economic Prosperity

- We play a critical role in fuelling Western Canada, and it is our responsibility to plan for any event that could significantly impact operations or lead to business interruption.
- This permit would provide the flexibility to temporarily accommodate additional workers on refinery-owned land, if needed, to support the safe and reliable operation of the refinery.
- We hope never to require the work camp, as that would mean a business interruption has occurred. This permit is a practical contingency measure that helps support safety, reliability, and energy security for our community and province.

CP26-65

I am writing to voice my opposition to the “Discretionary Use” application for the “Work Camp” that has been proposed. I feel the ramifications of this camp have been grossly under-examined.

Firstly, the amp also feels like a direct threat to the bargaining leverage of the unionized workers at the Refinery. A work camp has only ever been erected twice in the refinery’s history, in 2016 and 2019. That it is happening again now feels like a slap in the face to the workers there now, and should construction of it go forward I cannot help but imagine that another strike will be imminent.

There’s also the matter of economic impact: not only will the city be spending a massive amount of money on a building that exists in a precarious location (which I will elaborate on further down), but the presence of this massive dormitory will prevent the temp workers from travelling to local hotels or restaurants, or any other establishments in the city. Not to mention, should a strike occur as per my previous point, those workers will also not be spending as normally as they do.

Finally, and in my opinion not the least of which, is the fact that this camp will be constructed on-site at the oil refinery. Any refinery is a high-risk environment, with a very real chance of catastrophic fires and/or explosions. Obviously we all hope that as many safety precautions will be taken at the refinery itself, but one of those precautions is ensuring that no one is living within a certain vicinity of the building to begin with. Furthermore, I am far more confident that these safety precautions will be followed by long-term trained employees as opposed to workers who are temporary, new to their position, and most likely not receiving sufficient training to keep things safe. These safety issues make me doubt that complete studies have been conducted regarding the safety of the camp’s location. Is it safe for the workers to spend that much uninterrupted time in such close proximity to the refinery? Are there are quality issues? Are they in a blast zone? And if any of these studies have been conducted, why are they not accessible to the public?

This entire project feels like it is lacking in forethought and planning, despite obvious dangers it presents to those who would potentially be staying there. I implore the city council to reject this proposal and stop this project before people get hurt. Thank you.

Tanner Vogelgesang, Regina, SK

Discretionary Use – 1102 N Fleet Street

Date	November 16, 2026
To	Mayor Bachynski and City Councillors
From	Regina Planning Commission
Service Area	Planning & Development Services
Item #	CR26-123

RECOMMENDATION

That City Council approve the Discretionary Use application for the proposed Work Camp land use, subject to the following development standards and conditions:

1. The Work Camp development location shall be limited to the area defined as “Subject Property”, shown on Appendix A-3.1A – Site and Building Concept Plan;
2. The Work Camp development shall be generally consistent with the plans attached to this report as Appendix A-3 – Site and Building Concept Plan;
3. Work Camp land use approval shall expire on December 31, 2028;
4. Except as otherwise specified in this approval, the development shall comply with all applicable standards and regulations of The Regina Zoning Bylaw, 2019; and
5. Subject to the above conditions, authorize the Development Officer to issue a development permit with respect to the application.

HISTORY

At its meeting on October 20, 2026, the Regina Planning Commission considered the attached report *RPC26-20 Discretionary Use – 1102 N Fleet Street* from the City Planning & Community Services division.

The following addressed the Commission:

- James Elliott, Regina, SK
- Richard Exner, representing Unifor 594, Regina, SK
- Sean Tucker, representing Unive, Victoria, BC
- Rebecca Granovsky-Larsen, Regina, SK
- Mark Simpson, representing Consumers' Co-operative Refineries Ltd, Regina, SK

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

Recommendation #2 of the attached report does not require City Council approval.

Respectfully submitted,

REGINA PLANNING COMMISSION

Nadia Tasker, Council Officer 10/23/2026

ATTACHMENTS
PRC 26 20 Discretionary Use – 1102 N Fleet Street
Appendix A-1 - Location
Appendix A-2 - Zoning
Appendix A-3 - Site and Building Concept Plan
Appendix B - Public Feedback Summary
Appendix C - QRA Summary Letter

Discretionary Use – 1102 N Fleet Street

Date	October 20, 2026
To	Regina Planning Commission
From	City Planning & Community Development
Service Area	Planning & Development Services
Item No.	RPC26-20

RECOMMENDATION

The Regina Planning Commission recommends that City Council:

1. Approve the Discretionary Use application for the proposed Work Camp land use, subject to the following development standards and conditions:

    a. The Work Camp development location shall be limited to the area defined as "Subject Property", shown on Appendix A-3.1A – Site and Building Concept Plan;
    b. The Work Camp development shall be generally consistent with the plans attached to this report as Appendix A-3 – Site and Building Concept Plan;
    c. Work Camp land use approval shall expire on December 31, 2028;
    d. Except as otherwise specified in this approval, the development shall comply with all applicable standards and regulations of *The Regina Zoning Bylaw, 2019*;
    e. Subject to the above conditions, authorize the Development Officer to issue a development permit with respect to the application; and

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

ISSUE

This report responds to an application to obtain Discretionary Use approval respecting a proposed Work Camp development at 1102 N Fleet Street.

IMPACTS

Policy Impact

A key goal of *Design Regina: The Official Community Plan, Bylaw 2013-48* (OCP), is fostering economic "vitality and competitiveness" (Section D10; Goal 1).

Work Camps represent additional assets available to industrial operators and businesses to expand, diversify or augment their operations and output.

Environmental Impact

Reducing greenhouse gas (GHG) emissions, supporting renewability and improving climate resilience are key objectives of the City of Regina (City), as set forth in the OCP, the *Energy & Sustainability Framework* and the *Corporate Climate Adaptation Strategy.*

Regarding GHG impact, the proposed Work Camp will:

- Be co-located with associated business operation and is temporary; therefore, GHG production associated with traffic is expected to be negligible.
- Utilize diesel or propane generators to produce electricity, which will emit GHGs; however:
    - The Work Camp and GHG production will be temporary.
    - No information has been submitted regarding anticipated GHG levels, nor is it required.

Indigenous Impact

The proposed development and recommendations of this report support objectives of kâ-nâsihcikêwin (Indigenous Framework), relating to wihci-atoskêwin askîhk (WEE-chey-AH-toe-skay-win AHS-keek) – *Living together on the land in harmony*:

- The Work Camp is temporary and the Applicant must, in accordance with provisions of the Zoning Bylaw, remove the Work Camp and restore site to the original state.
- There will be minimal disruption to the earth, as the buildings are modular units with no requirement for excavation (e.g. placement of foundations or pilings).

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

OTHER OPTIONS

Option 1 – Approve the Discretionary Use application for the proposed Work Camp land use – RECOMMENDED

Advantage: Work Camps represent additional facility assets available to industrial operators

and businesses to expand, diversify or augment their operations and output.

Consideration: Public opposition was received through the public notice process, with concerns addressed by Administration in Appendix B – Public Feedback Summary of this report.

Option 2 – Refer the report back to Administration for revisions or additional information and direct that it be resubmitted to the Regina Planning Commission (RPC) or returned directly to City Council – NOT RECOMMENDED

Advantage: Ensures that all information requested by the RPC or City Council is provided to support a decision.

Consideration: Extends the decision and development timeline for the Applicant.

Option 3 – Deny the Discretionary Use application for the proposed Work Camp land use – NOT RECOMMENDED

Advantage: There is no advantage associated with this option.

Consideration: Reduces options available to industrial operators and businesses to expand, diversify or augment their operations and output.

Should City Council reject the application, it is a requirement, per section 57(2) of *The Planning and Development Act, 2027*, that the motion reflecting City Council's decision include reasons for the decision based on the evaluation criteria set out in the Zoning Bylaw.

COMMUNICATIONS & ENGAGEMENT

Public and stakeholder consultation is summarized in Appendix B – Public Feedback Summary.

Public notice of City Council's consideration of this application will be given in accordance with *The Public Notice Policy Bylaw,* 2020. Additionally, the Applicant and other interested parties will receive a copy of the report and notification of their right to appear as a delegation at the City Council meeting when the application will be considered. The Applicant will receive written notification of City Council's decision in accordance with the Act.

DISCUSSION

Overview

Consumers' Cooperative Refinery Limited (Applicant and Landowner) is seeking approval to develop a temporary work camp (Work Camp) at 1102 N Fleet Street (Subject Property), which forms part of the "Co-op Refinery Complex" (CRC).

The Proposed Development will include:

- One dormitory-style building, consisting of interconnected modular units, which includes 510 beds, lavatories, kitchen/dining areas, recreation and office space.
- Temporary water and wastewater storage tanks.
- Electricity supply via on-site diesel or propane-powered generators.

The CRC is an oil refinery and upgrader facility that produces transportation fuels, as well as industrial and agricultural petroleum products, located in the northeast periphery of the city.

The proposed Work Camp will occupy a 47,348 m^2 site, within CRC, which is situated on a largely undeveloped tract of land located adjacent to Fleet Street.

Per Chapter 2, Part 2B of the Zoning Bylaw, a *Work Camp* land use is defined as "… a temporary residential land use intended to provide accommodation for employees or contractors of industrial or construction operations…". Allowing a work camp provides industrial operators and businesses with an opportunity to diversify or augment employee/staffing resources on a temporary basis.

Per Chapter 5, Part 5C of the Zoning Bylaw, a Work Camp land use must be processed as a Discretionary Use, and receive City Council approval, where it includes more than 20 beds.

In 2019, the City approved a similar Development Permit application, submitted by the Applicant, for a work camp at the same location as the present proposed location. The Zoning Bylaw that was in effect, previously, did not include Work Camp as a listed land use; however, the development was approved in accordance with the Accessory Use provisions that applied at the time.

Following the approval of the previous Work Camp, City Council directed Administration to bring forward a report providing options for the regulation of residential uses, including Work Camps, within the industrial zones of the Zoning Bylaw. City Council approved the bylaw on June 30, 2020 (*CM20-19 Zoning Bylaw Amendment Residential Land Uses in Industrial Zones*), resulting in the current requirement for Discretionary Use approval.

Assessment

This application has been reviewed in accordance with the Discretionary Use review criteria set forth in the Zoning Bylaw, which incudes the following considerations: OCP conformity, land use compatibility, neighbourhood character, environmental implications, traffic and safety.

Land use compatibility and safety comprise the key considerations and focus of this report, as the CRC is considered an *Industry, Heavy* ("heavy industrial") land use. Specifically, the CRC is an oil refinery, upgrader and petroleum processing facility, which includes the following features:

- Petroleum processing and storage;
- Emissions and odours associated with petroleum processing;

- Flaring or other operational releases; and
- Continuous operation of mechanical equipment.

CRC manages goods deemed “hazardous”, per Government of Saskatchewan *Hazardous Substances and Waste Dangerous Goods Regulations*, including petroleum products.

Land use compatibility and safety considerations have been assessed for the proposal. The Work Camp is deemed to be acceptable due to the following factors and mitigation measures:

- The Work Camp is a form of residential development; however, it is temporary (up to two years) and will be limited to those who work on site and who will be subject to training, provided by the CRC operators, regarding emergency response and awareness.
- The Work Camp will be located 250 metres from the nearest above-ground facilities (petroleum storage tanks) and at least 30 metres from the nearest hydrocarbon pipeline.
- The Work Camp will be located in a largely undeveloped portion of the CRC, on the periphery, which has direct access to a public street (Fleet Street).
- CRC has its own emergency response resources including firetrucks.
- In a written submission, CRC has indicted that the work camp will be “fully integrated into the refinery’s established Emergency Response Plan”.
- City Fire & Protective Services (FPS) have reviewed the application and have indicated:
    - City FPS provides support role, recognizing CRC emergency response resources.
    - There are no concerns regarding response time or access.
- CRC is required to operate air quality monitoring facilities on-site and have indicated, in a written submission, “continuous air monitoring with alarm”.

The City received documentation (Appendix C – QRA Summary Letter) that a Quantitative Risk Assessment (QRA) was completed by a qualified professional, which assessed risk level. As noted in the documentation, the basis for the QRA is the American Petroleum Institute’s *Recommended Practice 753* (Management of Hazards Associated with Location of Process Plant Portable Buildings). The conclusion provided is that “The proposed camp location is compliant with API RP 753 and meets all requirements established by CRC for siting portable structures”.

It is also noted that the CRC operators are required to adhere to all applicable regulations administered and enforced by the Government of Saskatchewan, including:

- Occupational health and safety regulations (*The Saskatchewan Employment Act*).
- Health, health hazards and food safety (*The Public Health Act*).
- Air quality regulations (*Environmental Management and Protection Act*).

Traffic is not considered a significant factor due to the proximity of the Work Camp residence to the associated employment source (CRC facilities).

Environmental impacts are expected to be negligible:

- The Work Camp is temporary and the Applicant must, in accordance with provisions of the Zoning Bylaw, remove the Work Camp and restore site to the original state.
- The site lies atop a high sensitivity aquifer area; however, the buildings are modular units with no requirement for excavation (e.g. placement of foundations or pilings).
- CRC is required to operate air quality monitoring facilities on-site and have indicated, in a written submission, “continuous air monitoring with alarm”.

Based on the above-noted factors and mitigation measures and the temporary Work Camp is being recommended for approval for a duration of 26 months.

DECISION HISTORY & AUTHORITY

At its meeting held June 30, 2020, City Council considered item *CM20-19 Zoning Bylaw Amendment Residential Land Uses in Industrial Zones and* approved Bylaw 2020-47, which added Work Camp land use to the industrial zones of the Zoning Bylaw.

Respectfully Submitted,



Autumn Dawson, Director
Planning & Development Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Vanessa Berg, City Planner I

ATTACHMENTS

Appendix A-1 - Location
Appendix A-2 - Zoning
Appendix A-3 - Site and Building Concept Plan
Appendix B - Public Feedback Summary
Appendix C - QRA Summary Letter

Appendix A-1



Proposed Work Camp Site

Date of Photography: 2024

Project PL202600240 Civic Address/Subdivision 1102 N FLEET STREET

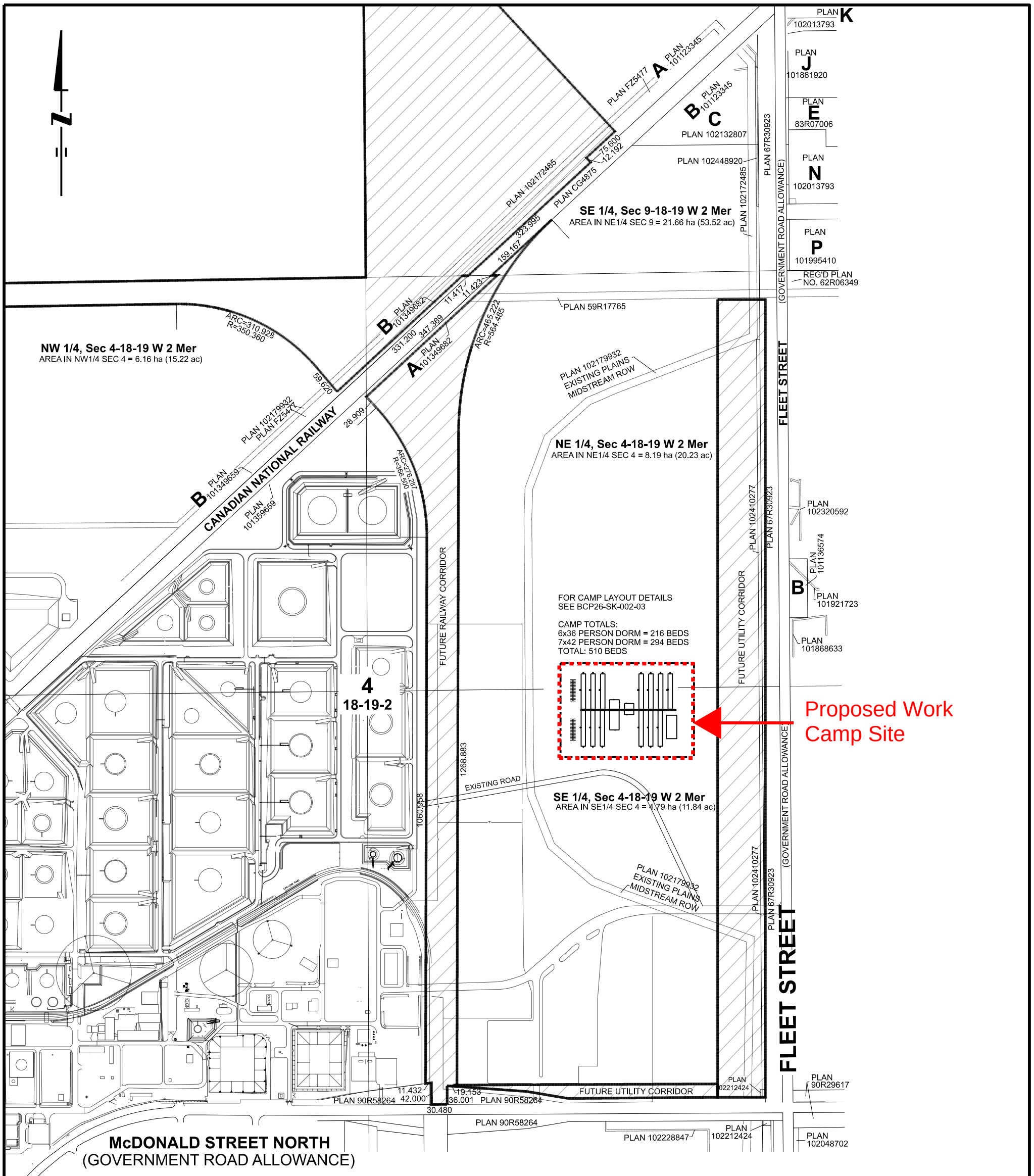
Appendix A-2



Proposed Work Camp Site

Date of Photography : 2024

Project PL202600240 Civic Address/Subdivision 1102 N FLEET STREET



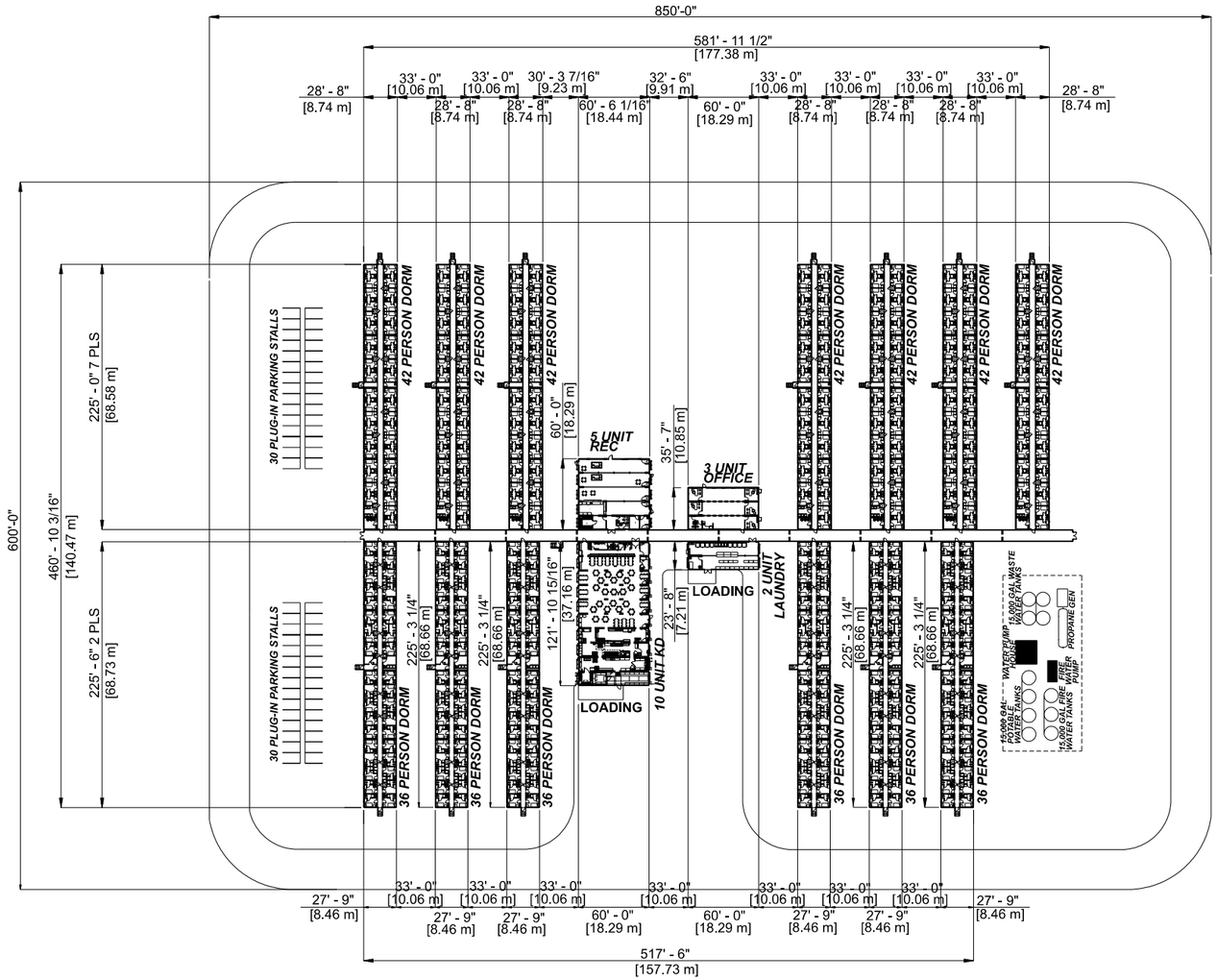
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CO–OP REFINERY COMPLEX
REGINA, SASKATCHEWAN, CANADA

PROPOSED TEMPORARY ONSITE CAMP LAYOUT

REV	DATE	DESCRIPTION	DRN	APR
E	20-JUL-26	ADDED EXISTING ROAD	KBC	
D	17-JUL-26	UPDATED CAMP FOOTPRINT & REMOVED CAMP ROAD	KBC	

SCALE	DRAWING NUMBER	REV
1:10000	BCP26-SK-002-02	E



CAMP TOTALS:
- ***6x36 PERSON DORM = 216 BEDS***
- ***7x42 PERSON DORM = 294 BEDS***

TOTAL: 510 BEDS

0 10 20 40 60m

SCALE 1:2000

REV	DATE	DESCRIPTION	DRN	APR
C	13-JUL-26	INCREASED SIZE OF SITE	KBC	
B	23-MAR-26	UPDATED CAMP LAYOUT - IFR	KBC	

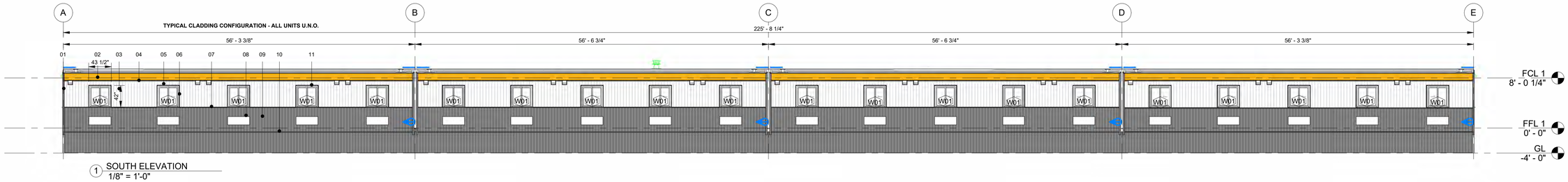
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REGINA, SASKATCHEWAN, CANADA

PROPOSED TEMPORARY ONSITE CAMP DETAILS

SCALE	DRAWING NUMBER	REV
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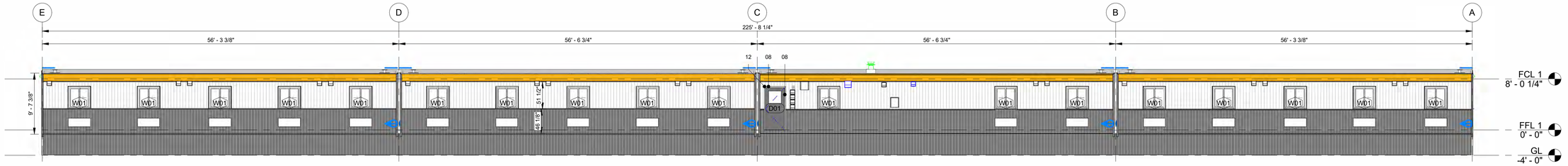
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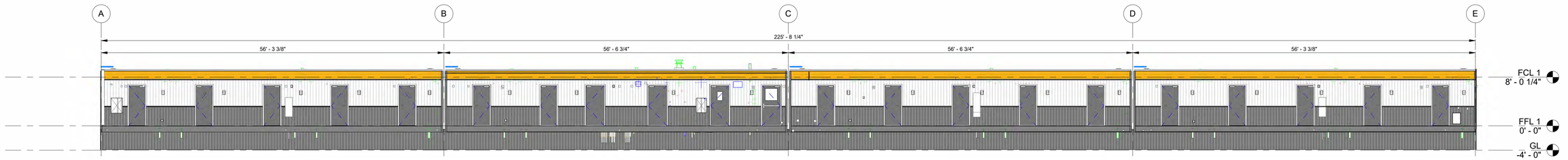
1 SOUTH ELEVATION
1/8" = 1'-0"



2 PERMWALK NORTH SECTION
1/8" = 1'-0"



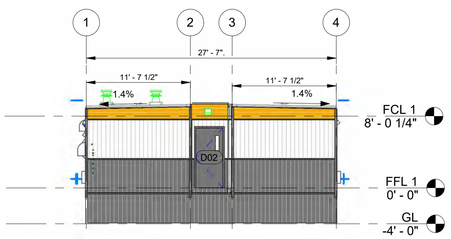
3 NORTH ELEVATION
1/8" = 1'-0"



4 PERMAWALK SOUTH SECTION
1/8" = 1'-0"



5 EAST ELEVATION
1/8" = 1'-0"



6 WEST ELEVATION
1/8" = 1'-0"

MARK	DESCRIPTION
01	CORNER - PROFILE - BONE WHITE
02	FASCIA - PROFILE - ATCO YELLOW
03	MESA - PROFILE - BONE WHITE
04	DIVIDER - PROFILE - ATCO YELLOW
05	J TRIM/SIDING STOP/DRIP EDGE - PROFILE - BONE WHITE
06	J TRIM/SIDING STOP - PROFILE - BONE WHITE
07	DIVIDER - PROFILE - CHARCOAL
08	P-TAC DRIP CAP FLASHING - CHARCOAL
09	MESA - PROFILE - CHARCOAL
10	STARTER - PROFILE - CHARCOAL
11	DRIP CAP FLASHING - CHARCOAL
12	DRIP CAP FLASHING - BONE WHITE
13	LONG STARTER - PROFILE - CHARCOAL

A - EXTERIOR FINISH LEGEND
1/4" = 1'-0"

ATCO

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24X36 SHEET - DO NOT PRINT TO OTHER SCALE.

FOR CONSTRUCTION

REV.	DATE	DESCRIPTION	BY	CHK/APR
0	2025-08-15	ISSUED FOR CONSTRUCTION	SA	AH
B	2025-08-07	ISSUED FOR REVIEW	SA	
A	2025-07-30	ISSUED FOR REVIEW	SA	

PROJECT: FLEET 37 PERSON DORM

DRAWING TITLE: OVERALL BUILDING ELEVATIONS

CLIENT: ALBERTA WFH

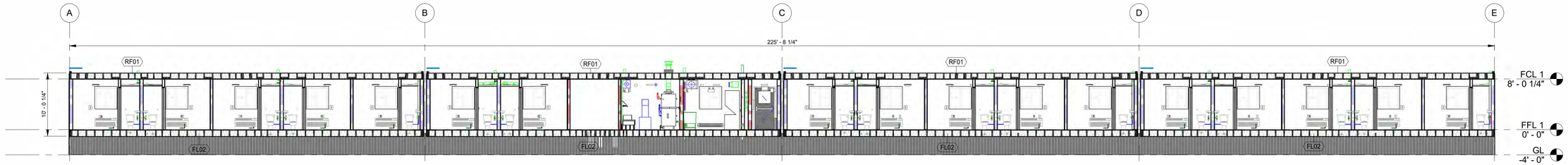
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DRAWING NO: AM200

REV. # 0

PLOT DATE: 2026-03-24 12:08:43 PM

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2 BUILDING LONG SECTION
1/8" = 1'-0"



3 BUILDING CROSS SECTION
1/2" = 1'-0"

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FOR CONSTRUCTION

REV.	DATE	DESCRIPTION	BY	CHK/APR
1	2025-09-23	RE-IFC(VARIOUS DETAILS)	AH	SA
0	2025-08-15	ISSUED FOR CONSTRUCTION	SA	AH
B	2025-08-07	ISSUED FOR REVIEW	SA	
A	2025-07-30	ISSUED FOR REVIEW	SA	

PROJECT: FLEET 37 PERSON DORM

DRAWING TITLE: OVERALL BUILDING SECTIONS

CLIENT: ALBERTA WFH

PROJECT NO:	DRAWING NO:	REV. #
1132581	AM300	1

PLOT DATE : 2026-03-24 12:08:52 PM

REGINA

Appendix B

Community Contact and Feedback Summary

Communications	
Public Notice Sign July 23, 2026	• One Public Notice sign posted at Subject Property
Public Notice Letter July 22, 2026	• Mailed (Canada Post) to 41 addresses • Standard notification radius (75 metres)
Website Information July 22, 2026	• Information Notice posted on the City of Regina website • Online comment portal open

Comments/ Feedback		
Response	**#**	**Comments**
Completely opposed	**420**	• Work Camp will accommodate temporary imported labourers, which will undermine the bargaining position of union workers, as it relates to the ongoing Co-op Refinery Complex (CRC) contract negotiations. • Work Camp will accommodate temporary imported labourers, which will have negative economic impacts, as salaries are less likely to be reinvested back into the local economy. • Safety risk associated with industrial proximity. • Health risk (air quality) associated with industrial proximity.
Accept if different	**2**	• Must address health and safety concerns.
Support proposal	**18**	• Supports the ongoing operation.
Correspond	**4**	• Did not have strong position or asked for more information.
Total	**444**	

City Administration Response

1. Issue: Work Camp will undermine the bargaining position of union workers.

Administration's Response:
The City is aware that there is a collective bargaining process underway, and that there are concerns that the proposed Work Camp may affect this process.

However, per the *Planning and Development Act, 2007* and the Zoning Bylaw, a review of a Discretionary Use application must be confined to prescribed land use matters, which are outlined in the report.

The above noted concerns are not Discretionary Use considerations; therefore, are not considered in the report.

2. Issue: Work Camp will undermine the local economy.

Administration's Response:
The City is aware that some residents are concerned that temporary workers staying in a Work Camp will not make use of local accommodations and services, and that some of the income earned during the temporary period may be spent outside the local economy.

However, per the *Planning and Development Act, 2007* and the Zoning Bylaw, review of a Discretionary Use application must be confined to prescribed matters, which are outlined in the report.

Promotion of the Regina economy is an important objective of the Official Community Plan; however, economic implications, such as these, do not form part of the Discretionary Use application review.

3. Issue: Safety risk associated with industrial proximity.

Administration's Response:
Safety considerations have been assessed, and the Proposed Development is deemed to be acceptable due to the following factors and mitigation measures:

- The Work Camp is a form of residence; however, it is temporary (two years) and will be limited to CRC employees who will work on-site and who will be subject to training, provided by the CRC operators, regarding emergency response and awareness.
- The Work Camp will be located 250 metres from the nearest above-ground facilities (petroleum storage tanks) and at least 30 metres from the nearest hydrocarbon pipeline.
- The Work Camp site will be located in a largely undeveloped portion of the CRC, on the periphery, which has direct access to a public street (Fleet Street).
- CRC has its own emergency response resources, including firetrucks.
- In a written submission, CRC has indicted that the Work Camp will be "fully integrated into the refinery's established Emergency Response Plan".
- City Fire & Protective Services (FPS) have reviewed the application and have indicated:
    - City FPS provides support role, recognizing CRC emergency response resources.
    - There are no concerns regarding response time or access.
- CRC is required to operate air quality monitoring facilities on-site and have indicated, in a written submission, "continuous air monitoring with alarm".
- The City received documentation (Appendix C – QRA Summary Letter) that a Quantitative Risk Assessment (QRA) was completed by a qualified professional, which assessed risk level. The conclusion provided is that "The proposed camp location is compliant with API RP 753 and meets all requirements established by CRC for siting portable structures".

4. Issue: Health risk associated with industrial proximity.

Administration's Response:
The Government of Saskatchewan is responsible for regulating:

- Occupational health and safety (*The Saskatchewan Employment Act*).
- Health, health hazards and food safety (*The Public Health Act*).

- Air quality (*Environmental Management and Protection Act*).

The CRC operators are responsible for adhering to all applicable provincial regulations.

CRC is required to operate air quality monitoring facilities on-site and have indicated, in a written submission, “continuous air monitoring with alarm”.

Appendix C

Federated Co-operatives Limited

P.O. Box 1050
401 – 22nd Street East
Saskatoon SK
S7K 3M9 Canada

T 306-244-3311

inquiries@fcl.crs
www.fcl.crs

September 23, 2026

To whom it may concern,

The attached letter is confirmation that a site-wide risk assessment has been conducted by BakerRisk at the request of the Co-op Refinery Complex. Within that request, BakerRisk was asked to evaluate the risks associated with the land use contained in our Discretionary Use Application to the City of Regina. The findings indicated that the proposed work camp site meets our site-wide risk requirements and that the citing of trailers in the proposed area, per the Discretionary Use Application, meets the established risk thresholds.

Below is a map provided by BakerRisk, with the proposed site labelled. You will note that the blue line along the east side of the refinery is an important boundary, and it indicates, based on risk threshold, that the camp is outside of the designated risk area and is suitable for the siting of a temporary work camp and occupancy.



With this report from BakerRisk, we believe we have completed our due diligence to ensure a proper risk evaluation of the site has been conducted and that the proposed site resides in an acceptable area.

If you have any questions, please contact Mark Simpson or Tyler Kerr,

Sincerely,

Mark Simpson

Incl: Letter of confirmation from Baker Risk that the study has been conducted.

September 25, 2026

Re: Co-op Refinery Complex Proposed Camp Siting (Rev. 1)

To Whom it May Concern:

Baker Engineering and Risk Consultants, Inc. (BakerRisk®) has performed a Quantitative Risk Assessment (QRA) for the proposed Temporary Workforce Accommodation Camp (the proposed Camp) to be located at the Co-op Refinery Complex (CRC) in Regina, Saskatchewan. This evaluation was a joint effort between CRC and BakerRisk. BakerRisk is a global engineering consulting firm with experience in process safety, blast, and structural disciplines who are recognized leaders in performing QRA studies.

The proposed Camp location is compliant with API RP 753 and meets all requirements established by CRC for siting portable structures. It is located outside both the Zone 1 and Essential Personnel contours. The calculated MIR and BSR for the proposed Camp is 7.7E-8 APoD and 7.8E-5 fatalities per year, respectively. These risk results meet CRC's risk tolerance criteria.

Sincerely,

Kierra McDougall
Project Consultant, Process Safety

Approval:

Joshua Bruce-Black
Manager, Quantitative Risk Assessments
Principal Consultant, Process Safety

Alexandre Cardoso, P.Eng.
Manager, Canada Operations
Senior Engineer, Blast Effects

Parking Ticket Collections Process

Date	November 16, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Community Standards
Item #	CR26-126

RECOMMENDATION

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.

HISTORY

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

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

At its meeting on October 21, 2026, the Executive Committee adopted a resolution to refer the attached report from the Accessibility Advisory Committee to the October 28, 2026 City Council meeting.

The recommendation contained within this report requires City Council approval.

Respectfully submitted,

Amber Ackerman, Acting City Clerk 10/22/2026

ATTACHMENTS
ACC26-9 Parking Ticket Collections Procedure
Appendix A - Traffic Bylaw Amendment Language

Parking Ticket Collections Process

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

RECOMMENDATION

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

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

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

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

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

ISSUE

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

IMPACTS

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

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

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

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

OTHER OPTIONS

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

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

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

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

COMMUNICATIONS & ENGAGEMENT

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

DISCUSSION

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

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

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

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

Seizure and Immobilization Program

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

to develop a full process to seize the vehicle and sell it to recoup the unpaid balance on the account.

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

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

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

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

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

Increase Standard Fine Amounts

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

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

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

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

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

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

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

DECISION HISTORY & AUTHORITY

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

Respectfully Submitted,



Faisal Kalim, Director
Community Standards

Respectfully Submitted,



Kurtis Doney, Deputy City Manager
City Operations

Prepared by: Faisal Kalim, Director, Community Standards

ATTACHMENTS

Appendix A - Traffic Bylaw Amendment Language

Appendix A – Traffic Bylaw Amendments

Changes to Schedule "K"

Existing

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

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

Proposed Changes

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

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

Section 90

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

Hawkstone Development Manager – Procurement Authority

Date	November 16, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Land, Real Estate & Economic Development
Item #	CR26-127

RECOMMENDATION

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.

HISTORY

At the October 21, 2026, meeting of Executive Committee, the Committee adopted a resolution to refer the attached report *EX26-110 Hawkstone Development Manager – Procurement Authority* from the Land, Real Estate & Economic Development division to the October 28, 2026 City Council meeting.

Recommendation #3 in the attached report does not require City Council approval.

Respectfully submitted,



Amber Ackerman, Acting City Clerk 10/22/2026

ATTACHMENTS
EX26-110 Hawkstone Development Manager – Procurement Authority
Appendix A - Hawkstone

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,

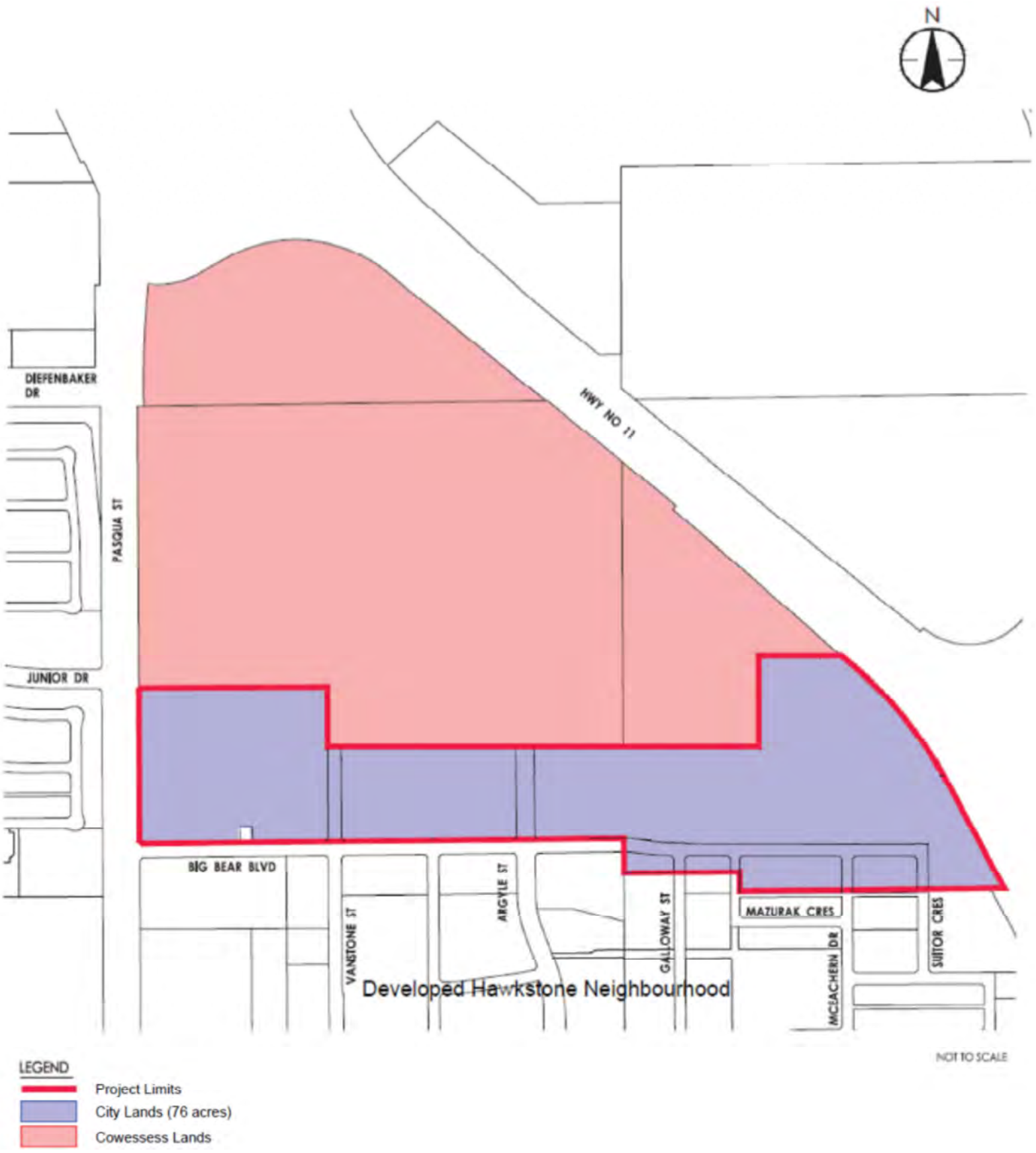


Jim Nicol, Acting City Manager

Prepared by: Dustin McCall, Land Development Manager

ATTACHMENTS
Appendix A – Hawkstone

ATTACHMENTS
Appendix A - Hawkstone


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DIEFENBAKER DR
PASQUA ST
JUNIOR DR
HWY NO 11
BIG BEAR BLVD
VANSTONE ST
ARGYLE ST
GALLOWAY ST
MAZURAK CRES
MCLACHERN DR
SUITOR CRES
Developed Hawkstone Neighbourhood
NOT TO SCALE
LEGEND
Project Limits
City Lands (76 acres)
Cowessess Lands

2026-29 Strategic Plan Progress Update

Date	November 16, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Office of the City Manager
Item #	CR26-128

RECOMMENDATION

That City Council receive and file this report.

HISTORY

At the October 21, 2026, meeting of Executive Committee, the Committee adopted a resolution to refer the attached report *EX26-111 2026-29 Strategic Plan Progress Update* from the Office of the City Manager to the October 28, 2026 City Council meeting.

The recommendation in this report requires City Council approval.

Respectfully submitted,

Amber Ackerman, Acting City Clerk 10/22/2026

ATTACHMENTS

EX26-111 2026-29 Strategic Plan Progress Update
Appendix A - Balanced Scorecard
Appendix B - Action Plan

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 Imperative	Taxes per capita relative to comparable cities	Regina's municipal taxes per capita are ranked on a scale from highest to lowest among comparator cities.	Within bottom 25% of taxes among comparable cities	Remain within bottom 25% of tax among comparable cities	Comparator cities include: Edmonton, Calgary, Winnipeg, Saskatoon, and Ottawa The **baseline** was determined using 2026 data from comparator cities.
Principle: Environmental Stewardship	Corporate GHG Emissions Reduction	Previous year emissions vs current year emissions = Percent improvement annually	0.80%	3.7% (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.
Principle: Well-Being	IDEA Actions Completed and/or Initiated	Percent of 25LGBTQIAP+ Plan actions	33%	50% (2026)	The **baselines** for both measures were established using 2025 data.
		Percent of Accessibility Plan actions	50%	60% (2026)	
Principle: Reconciliation	Cultural Competency	Number of Joint Initiatives with Indigenous Community or Group	TBD	TBD	The **baseline** and **target** will be determined in 2026 for these measures.
		Number of Partnerships with First Nations & Metis	TBD	TBD	
		Department Initiatives tied to framework	TBD	TBD	
Service Promise	Citizen Satisfaction Score	Citizen Satisfaction Survey	62%	68% (Biennially)	The **baseline** was determined using the high-level *Quality of Life* metric for 2025. Citizen Surveys were inconsistently administered in previous years and as a result baseline data is difficult to capture. Next survey is scheduled for 2027. The **target** is based on comparator city Citizen Satisfaction Survey data from 2025.
Financial Perspective: Sustain	Debt Servicing Ratio	Total Principal & Interest/Consolidated Revenue	2%	<10% (Annually)	The **baseline** was determined using 2024 data.
	Service Area Expenses	Service expenditures/total city operating expenditures	Police: **24%** Fire: **9%** Enabling Services: **14%** Transportation: **9%** Parks, Recreation & Cultural Services: **10%** Transit: **8%** Service Delivery & Infrastructure Support: **11%** Community Building Support: **7%** Economic Growth & Development: **3%** Governance & Leadership: **2%**	Police: **13%-22%** Fire: **8%-11%** Enabling Services: **9%-15%** Transportation: **9%-11%** Parks, Recreation & Cultural Services: **8%-16%** Transit: **8%-20%** Service Delivery & Infrastructure Support: **8%-15%** Community Building Support: **4%-9%** Economic Growth & Development: **0%-5%** Governance & Leadership: **1%-2%**	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 comparator cities. Winnipeg is excluded from this range because its financial figures are not directly comparable due to differences in accounting practices. *The targets apply to 2026 only*
	Budget Compliance	Surplus or deficit	1.8% deficit	+/- 5% (Annually)	
Financial Perspective: Grow	Tax Volume Growth: Residential	Residential tax revenue increase due to annual growth	0.35%	1% (Annually)	The **baselines** for both tax volume growth measures are based on 2025 data.
	Tax Volume Growth: Commercial	Commercial tax revenue increase due to annual growth	0.88%	1% (Annually)	
	Growth Within Established/ Intensification Areas	Dwelling units located within the established/intensification areas of the city	28%	40% (Annually)	The **baseline** is determined using 2025 data. The **target** reflects the annual intensification target outlined in the Official Community Plan.
Stewardship & Operations: Operations	Corporate Efficiencies	Cost avoidances and/or savings realized through corporate efficiencies	2.4 million	3 million (Annually)	The **baseline** and **target** represent the total dollar impact of corporate efficiencies, including both cost savings and cost avoidance. The baseline was based on the 2025 efficiencies realized.
Stewardship & Operations: Organization	Employee Engagement Score	Employee Survey	44.6% engaged	2% improvement (Biennially)	Employee Surveys are administered every 2 years. The **baseline** is the result of the 2024 survey.
Stewardship & Operations: Governance	Council Self Evaluation Score	Council Survey	TBD	TBD	The **baseline** and **target** will 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

Vibrancy



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

Vibrancy



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

2026 Cultural Site Annual Report

Date	November 16, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Recreation & Cultural Services
Item #	CR26-131

RECOMMENDATION

That City Council receive and file this report.

HISTORY

At the October 21, 2026, meeting of Executive Committee, the Committee adopted a resolution to refer the attached report *EX26-115 2026 Cultural Site Annual Report* from the Office of the City Manager to the October 28, 2026 City Council meeting.

The recommendation in this report requires City Council approval.

Respectfully submitted,

Amber Ackerman, Acting City Clerk 10/22/2026

ATTACHMENTS

EX26-115 2026 Cultural Site Annual Report
Appendix A - 2026 Cultural Site Activity Overview

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	November 16, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Recreation & Cultural Services
Item #	CR26-132

RECOMMENDATION

That City Council receive and file this report.

HISTORY

At the October 21, 2026, meeting of Executive Committee, the Committee adopted a resolution to refer the attached report *EX26-116 2026 kâ-nâsihcikêwin Annual Report* from the Office of the City Manager to the October 28, 2026 City Council meeting.

The recommendation in this report requires City Council approval.

Respectfully submitted,

Amber Ackerman, Acting City Clerk 10/22/2026

ATTACHMENTS

EX26-116 2026 kâ-nâsihcikêwin Annual Report
Appendix A - kâ-nâsihcikêwin
Appendix B - Kihew Final Report
Appendix C - 2026 Cultural Teachings Report

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.

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kihew



City of Regina

Indigenous Engagement Framework

RECOMMENDATIONS REPORT

Kihew Consulting & Research Inc.
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Date Submitted: June 28, 2024
Submitted by: Denise Stroeder, Chief Alignment Officer, Kihew
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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City of Calgary Indigenous Procurement Policy

City of Edmonton Indigenous Framework

City of Saskatoon Indigenous Framework

City of Toronto Indigenous Framework

Community and Social Impact Regina Indigenization Report

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Indigenous Methodologies, Characteristics, Conversations, and Contexts, by Margaret Kovach

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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

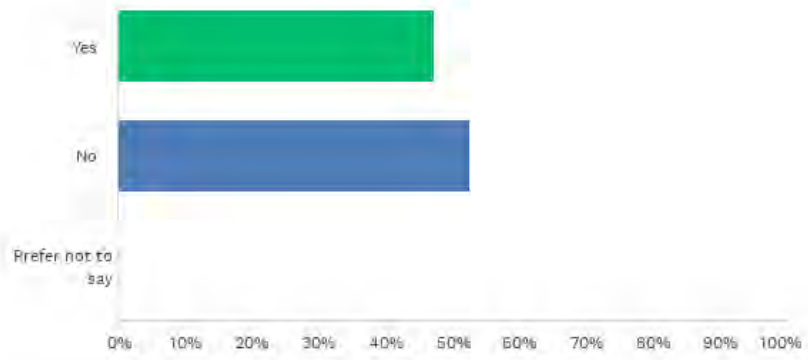
Toronto Reconciliation Action Plan

White Goose Flying Calls to Action

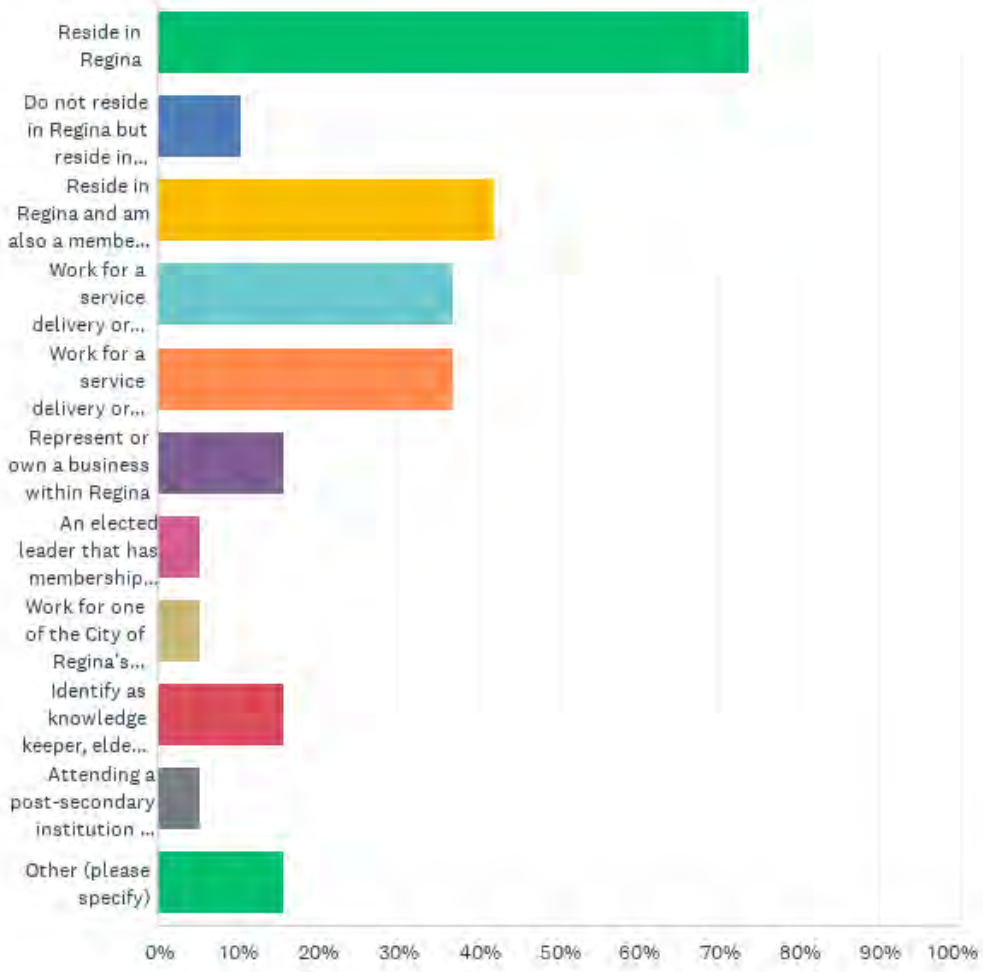
APPENDIX – SURVEY SUMMARY

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?

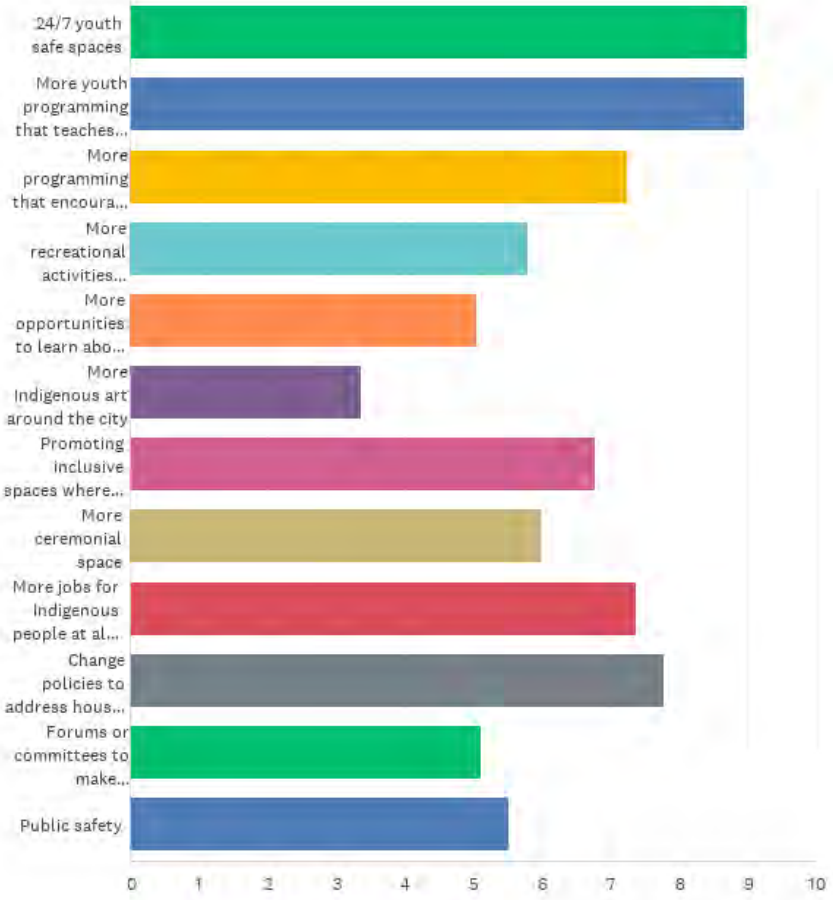


Q2 Do you represent any of the following? (Select all that apply)



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

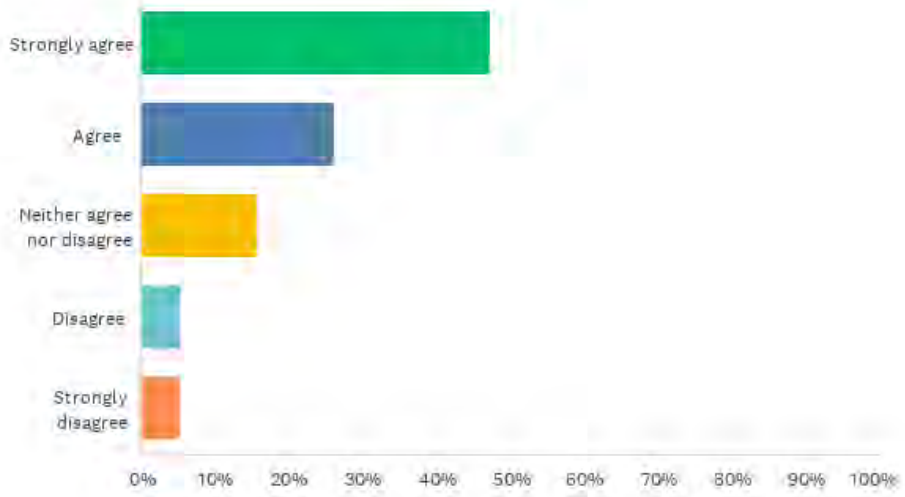
Change policies to address housing gaps	21.05% 4	15.79% 3	5.26% 1	10.53% 2	5.26% 1	5.26% 1	5.26% 1	0.00% 0	10.53% 2	15.79% 3	0.00% 0
Forums or committees to make connections between Indigenous communities and City of Regina elected officials and leaders	10.53% 2	5.26% 1	5.26% 1	5.26% 1	5.26% 1	0.00% 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."

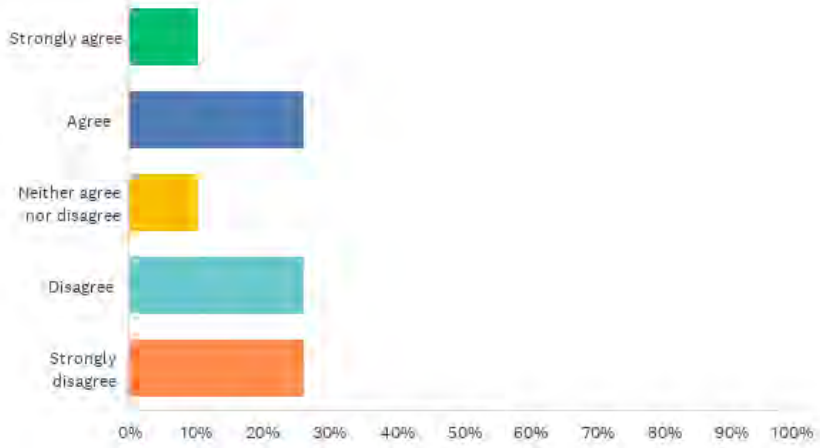


Q6 What can the City of Regina do to include Indigenous worldviews (perspectives, values, ways of knowing and being, etc.) into everyday practices, policies, and procedures?

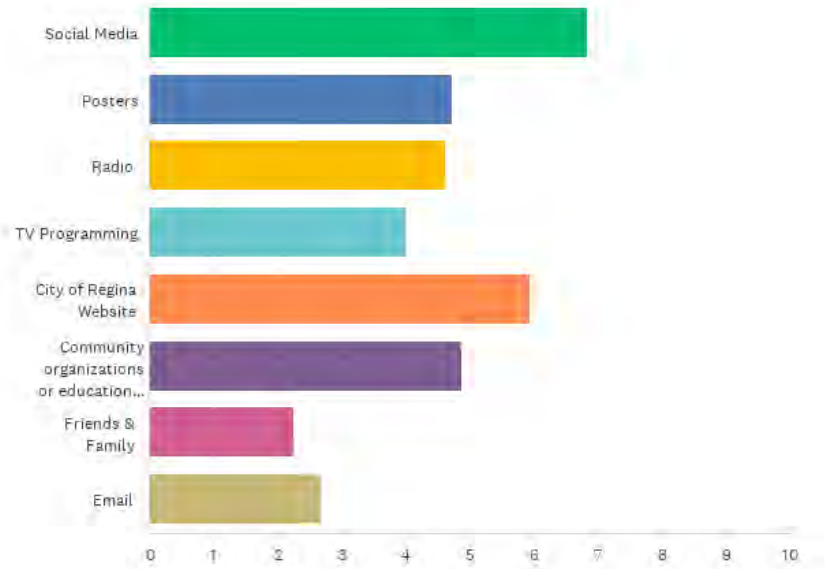
Answered: 16 Skipped: 3

#	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

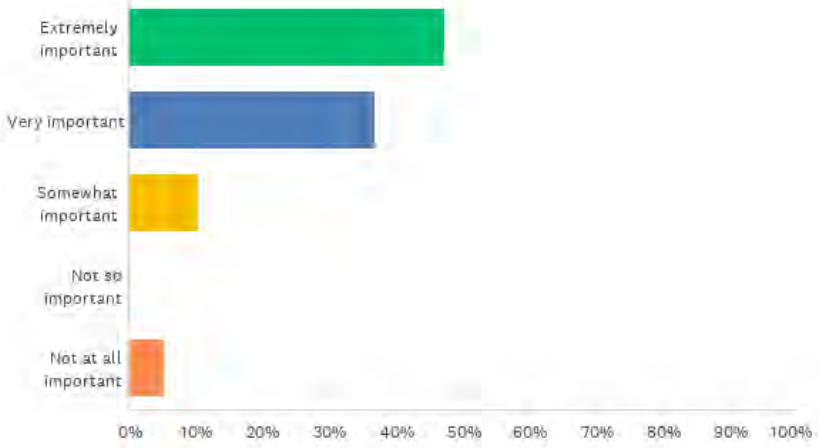
Q7 Do you agree with the following statement? "I know where to access information regarding the work the City of Regina is doing that involves the Indigenous community."



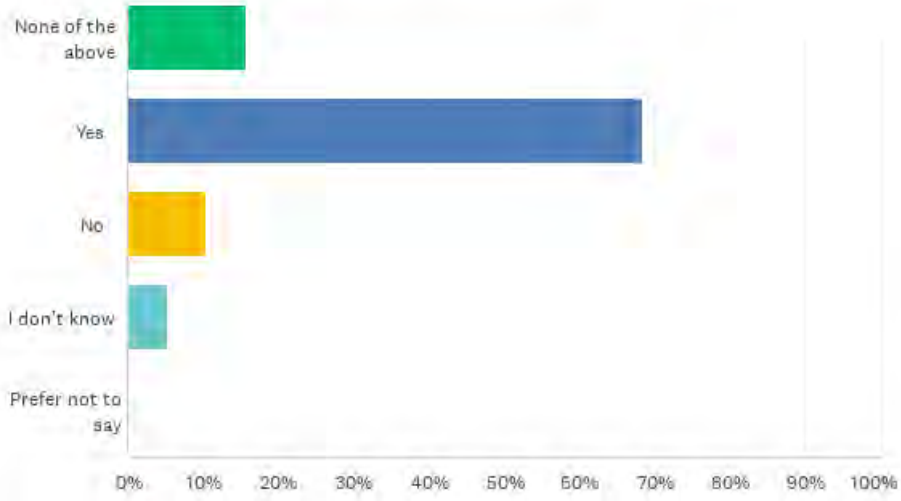
Q8 How should the City of Regina share information and news? Please arrange the following in order of preference, with your most preferred source of news/information on top.



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

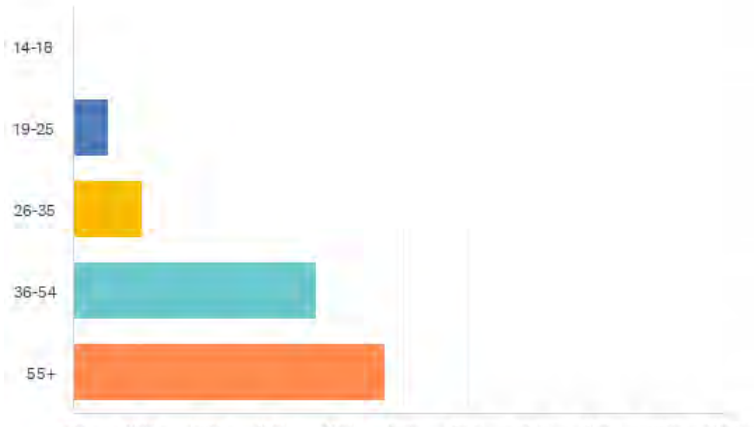
#	INUIT - WHICH COMMUNITY?	DATE
	There are no responses.	

#	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.	

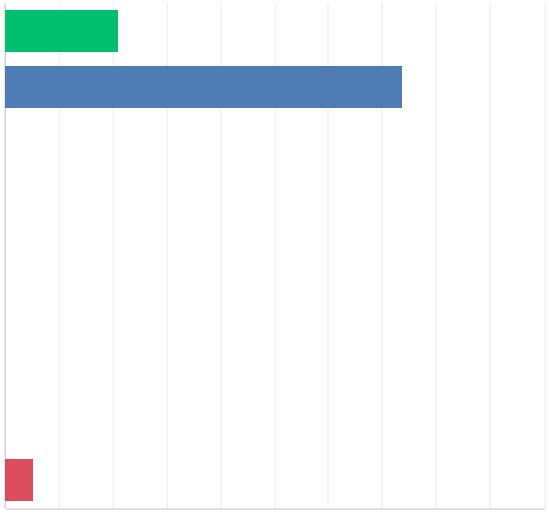
#	OTHER	DATE
1	non-indigenous	6/5/2024 1:07 PM
2	White cis gender female	6/5/2024 10:11 AM
3	Causation	5/27/2024 11:45 AM

Q13 Age



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.

