

CITY COUNCIL

Wednesday, November 18, 2026
1:00 PM

Henry Baker Hall, Main Floor, City Hall

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Agenda
City Council
Wednesday, November 18, 2026

Consent agenda items noted in "Blue Font" will be voted on by City Council as a single item with no discussion or debate, with the following exceptions:

- **a citizen registers to speak as a delegation on a consent agenda item; and/or**
- **a member of Council notifies the Chair that they wish to have an item on the consent agenda removed from the list for further discussion and/or debate at the meeting.**

Citizens who wish to register to speak or only provide a written submission to an item on the meeting agenda may do so by visiting Regina.ca/register and submitting a completed registration form together with a written submission before the registration deadline of 12:00 p.m. on Monday, November 16, 2026. If you require assistance with the delegation registration form, please contact us at 306-777-7262 before the registration deadline.

Pursuant to section 16(11.1) of *The Procedure Bylaw, Bylaw No. 9004*, no new delegations registering to appear in person/teleconference will be accepted for the following tabled items (written submissions only):

- ***CR26-125 Review of Standalone Surface Parking Lots***
- ***CR26-129 Mayor's Heroism Award Policy Approval***

Confirmation of Agenda

Adoption of Minutes

Minutes of the meeting held on October 28, 2026

Consent Agenda

PUBLIC NOTICE BYLAWS AND RELATED REPORT

CM26-13 The Short-Term Borrowing Amendment Bylaw

Recommendation
That City Council:

1. Instruct the City Solicitor to prepare amendments to Bylaw No. 2020-15, being *The Short-Term Borrowing Bylaw, 2020* (Bylaw No. 2020-15) to update the title of Chief Financial Officer and Deputy City Manager and to authorize the amount of the debt and terms of the line of credit and corporate credit card program that have been negotiated as outlined in this report;

2. Instruct the City Solicitor to prepare amendments to Bylaw No. 2003-69, being *The Regina Administration Bylaw* (Bylaw No. 2003-69) to increase the annual amount of short-term debt for operating purposes that the City of Regina (City) may borrow to $21,500,000; and

3. Instruct the City Solicitor to prepare amendments to Schedule "A" of Bylaw No. 8942, being *The Regina Water Bylaw* (Bylaw No. 8942) to amend the convenience fee to 2.5 per cent as described in this report.

2026-65 The Short-Term Borrowing Amendment Bylaw, 2026

2026-67 The Regina Administration Amendment Bylaw, 2026

TABLED AND RELATED REPORTS

CM26-14 Supplemental Report – Review of Standalone Surface Parking Lots

Recommendation
That City Council receive and file this report.

CR26-125 Review of Standalone Surface Parking Lots

Recommendation
That City Council deny the following recommendation:

"That City Council:

1. Subject to approval through the 2027/2028 Budget process, direct Administration to report to City Council by Q3 2028 following the

completion of the City Centre Transportation Study and Parking Travel Demand Strategy, with an overview of the findings, a recommended delivery plan and implementation timelines for actions arising from this work;

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

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

CR26-129 Mayor's Heroism Award Policy Approval

Recommendation
That City Council approve the Mayor's Heroism Award Policy in Appendix A of this report.

COMMITTEE REPORTS

AUDIT AND FINANCE COMMITTEE

CR26-134 2025 Annual Reserve Report & 2026 Second Quarter Reserve Report

Recommendation
That City Council receive and file this report.

EXECUTIVE COMMITTEE

CR26-135 Playgrounds

Recommendation
That City Council:

1. Approve the playground service levels as outlined in this report;

2. Direct Administration to update the Recreation Master Plan, through the 2027 refresh, with approved playground service levels;

3. Direct Administration to share future Destination Playground designs and City Neighbourhood Playground designs using innovative or new products affecting accessibility with the Accessibility Advisory Committee;

4. Approve updates to the Accessible Playground Design Standard as outlined in Appendix F with the addition of one inclusive swing required where swings are included;

5. Consider approval of operating funding for an ongoing accessible playground grant program through the 2027 Budget deliberations with the removal of the requirement in the grant guidelines stating that 40% or more of estimated project costs must have already been raised; and

6. Remove *MN25-5 Playground Accessibility* and *MN26-3 Accessible Playground Guidelines Related to Grant Program* from the list of outstanding items.

CR26-136 2027 Council and Committee Meeting Calendar

Recommendation
That City Council approve the 2027 meeting schedule for City Council, Executive Committee, Audit and Finance Committee and the Regina Planning Commission as outlined in Appendix A.

CR26-137 Water & Property Tax Affordability Program

Recommendation
That City Council remove item *CR25-127 Water & Property Tax Affordability Program* from its List of Outstanding Items.

CR26-138 Unsheltered Homeless & Encampment Initiatives Funding

Recommendation
That City Council:

1. Delegate authority to the Deputy City Manager, City Planning & Community Services or designate to negotiate and approve a Contribution Agreement between the Government of Saskatchewan and the City of Regina under the Unsheltered Homelessness and Encampments Initiative as further described in this report, any amendments to the Contribution Agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Contribution Agreement;

2. Delegate authority to the Deputy City Manager, City Planning & Community Services or designate to negotiate and approve Funding Agreements with the ultimate recipients of the funding as further

described in this report and any amendments to those Funding Agreement that do not substantially change what is described in this report;

3. Delegate authority to the Deputy City Manager, City Planning & Community Services or designate to adjust the funding levels for the projects described in this report if required based on the needs of the project and available funding; and

4. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.

CR26-139 2027 Citizen Appointments to Boards and Committees

Recommendation
That City Council:

1. Approve the following appointments to the Accessibility Advisory Committee for a term of office indicated below:

Matthew Dreher	January 1, 2027 to December 31, 2028
Jacob Keshen-Moynes	January 1, 2027 to December 31, 2028
Angelina Tettevi	January 1, 2027 to December 31, 2028
Quinn Wilton	January 1, 2027 to December 31, 2028

2. Approve the following appointments to the Audit and Finance Committee for a term of office indicated below:

Tracy Dittman	January 1, 2027 to December 31, 2027
Jim Fallows	January 1, 2027 to December 31, 2028

3. Approve the following appointments to the Board of Revision for a term of office as indicated below:

Sidney Friesen	January 1, 2027 to December 31, 2029
Kerry Gray	January 1, 2027to December 31, 2028
Reginald Hinz	January 1, 2027 to December 31, 2027
Abiodun Oluwafemi	January 1, 2027 to December 31, 2027
Charles Umeh	January 1, 2027 to December 31, 2027
Vacant	January 1, 2027 to December 31, 2027
Vacant	January 1, 2027 to December 31, 2027

4. Approve the following appointments to the Board of Police Commissioners

for a term of office as indicated below:

Doug Bailey (Reaffirm)	January 1, 2027 to December 31, 2027
Michelle Brooks (Reaffirm)	January 1, 2027 to December 31, 2027
Robert Nowosielski	January 1, 2027 to December 31, 2028
Manmeet Singh	January 1, 2027 to December 31, 2028

5. Approve the following appointments to the Development Appeals Board for a term of office as indicated below:

Colin Bachynski	January 1, 2027 to December 31, 2027
Colleen Huber	January 1, 2027 to December 31, 2029
Satwinder Singh	January 1, 2027 to December 31, 2028

6. Approve the following appointments to the Regina Appeal Board for a term of office as indicated below:

Cassandra Byblow	January 1, 2027 to December 31, 2029
Jacquie Messer-Lepage	January 1, 2027 to December 31, 2029

7. Approve the following appointments to the Regina Planning Commission for a term of office as indicated below:

Jeremy Fourhorns	January 1, 2027 to December 31, 2027
Frederick Hill	January 1, 2027 to December 31, 2028
Helena Sharon Markesteyn	January 1, 2027 to December 31, 2029
Maynard Sonntag	January 1, 2027 to December 31, 2027

8. Approve the following appointments to the Regina Public Library Board for a term of office as indicated below:

Gina McGinn	January 1, 2027 to December 31, 2028
Jumoke Oni	January 1, 2027 to December 31, 2028
Michael Redenbach	January 1, 2027 to December 31, 2028
Mary Weimer	January 1, 2027 to December 31, 2028

9. Approve the following appointments to the Regina Downtown Business Improvement District, Board of Directors for a term of office as indicated below:

Tyler Campbell	January 1, 2027 to December 31, 2029
Philomena Eklo	January 1, 2027 to December 31, 2028
Victoria Gabel	January 1, 2027 to December 31, 2029

Scott Langen	January 1, 2027 to December 31, 2027
Darren Potter	January 1, 2027 to December 31, 2029
Jillian Ripplinger	January 1, 2027 to December 31, 2028
Oz Weaver	January 1, 2027 to December 31, 2029

10. Approve the following appointments to Regina's Warehouse Business Improvement District, Board of Directors for a term of office as indicated below:

Jeffrey Boutilier	January 1, 2027 to December 31, 2028
Jeremy Brehm	January 1, 2027 to December 31, 2028
Olivia Claire Cottrill	January 1, 2027 to December 31, 2028
James Dupuis	January 1, 2027 to December 31, 2028
Blair Forster	January 1, 2027 to December 31, 2029
Dana Harold	January 1, 2027 to December 31, 2027
Jarrod Hillman	January 1, 2027 to December 31, 2029
Greg Riehl	January 1, 2027 to December 31, 2027

11. Approve the following Regina Catholic School Board Representative appointments to the School Board/City Council Liaison Committee for a term of office as indicated below:

Greg Fischer	January 1, 2027 to December 31, 2027
Shauna Weninger	January 1, 2027 to December 31, 2027
Kelly Ehman	January 1, 2027 to December 31, 2027
Josh Kramer	January 1, 2027 to December 31, 2027

12. Approve the following Regina Public School Board Representative appointments to the School Boards/City Council Liaison Committee for a term of office as indicated below:

Adam Hicks	January 1, 2027 to December 31, 2027
Lacey Weekes	January 1, 2027 to December 31, 2027
Mark Haarman	January 1, 2027 to December 31, 2027
Barry Lacey	January 1, 2027 to December 31, 2027

13. Approve that all members appointed to each board, committee and commission continue to hold office for the term indicated for each vacancy or until their successors are appointed.

14. Direct the City Clerk to re-advertise to fill the (two) vacant positions on the Board of Revision.

CR26-140 2026 Elected Official Committee Appointments

Recommendation
That City Council:

1. Approve appointments to the positions for elected member appointments for the boards and committees outlined in Appendix A;

2. Approve the member resolution outlined in Appendix B to include the Executive Committee's recommended appointed members for Regina Exhibition Association Limited (REAL) and Economic Development Regina (EDR);

3. Approve that all appointments be made effective with a term of office January 1, 2027 to December 31, 2027 unless otherwise noted, and continue to hold office for the term indicated or until their successor is appointed;

4. Approve amendments to the Unanimous Member's Agreement (UMA) dated July 1, 2022, the General Bylaw No. 1 dated June 30, 2022 and the Articles of Incorporation of Economic Development Regina Inc. (EDR) to increase the number of non-voting Council Designates to the EDR board of directors from two to three;

5. Direct the Deputy City Manager and Chief Financial Officer and the EDR Board of Directors, pursuant to Article 9.2 of the UMA, to take whatever steps are required to give effect to the amendments to the UMA, the articles and EDR's bylaws as outlined in these recommendations;

6. Instruct and authorize the City Solicitor to make the necessary amendments to the UMA, with these becoming effective January 1, 2027 and to take any steps necessary to file the amended articles at the Saskatchewan Corporate Registry to bring effect to the changes outlined in these recommendations if the EDR Board of Directors does not make the necessary filings; and

7. Authorize the City Clerk to:

    a. Sign the Special Resolution on behalf of the City;

    b. Execute the amended UMA for EDR after review and approval by the City Solicitor and, once executed, provide the same to

EDR's Board of Directors; and

c. Execute any other corporate documents that are required by the City to give effect to the changes approved by these recommendations.

NOTICE OF MOTIONS

MN26-21 Downtown Holiday Access Pilot

Recommendation
THEREFORE BE IT RESOLVED that City Council:

1. Direct Administration to work with the Regina Downtown Business Improvement District (RDBID) to deliver a "Downtown Holiday Access Pilot" for December 2026, in which the City provides parking vouchers to the RDBID on an in-kind basis for RDBID and participating downtown businesses to distribute to customers at no charge, with an option to offer the program at other times of year, as needed;

2. Direct Administration to work with RDBID and downtown businesses to establish a process through which businesses can cover the cost of their customers' parking using existing payment options, including vouchers and the PayByPhone app (App);

3. Direct Administration to collect data on the voucher distribution and use, curb occupancy, and business and visitor feedback, including whether digital-only payment has been a barrier to visiting downtown, and report back to City Council by Q2 2027, with the report to include the following:

    a. The outcomes of the pilot, and the current App usage, including impacts on downtown visitations, business activity, parking utilization, revenue, and public safety considerations;

    b. Information respecting how parking policies, pricing, parking infrastructure, and payment options including options that do not require a smartphone, such as year round voucher sales through downtown businesses and bulk or discounted voucher pricing, can better support Downtown Regina and the objectives of the Downtown Action Plan; and

    c. Recommendations on actions that can improve support of

Downtown Regina and the objectives of the Downtown Action Plan stemming from the information assembled through 3a and 3b of this motion.

MN26-22 Encampment Decommissioning Procedures and Safer Housing Alternatives

Recommendation

THEREFORE BE IT RESOLVED that City Council direct Administration to:

1. Provide an update on the Risk and Vulnerability Assessment Matrix, including its development, consultation with community partners, implementation status, how it guides encampment responses, and timelines for any outstanding work;

2. Review current encampment decommissioning procedures, in consultation with the community, including houseless individuals who have lived in encampments, and recommend improvements to ensure clear criteria, transparent decisions, public safety and appropriate supports and alternative accommodations;

3. Investigate innovative approaches to encampments and housing, including designated, supported encampment locations and models such as Fredericton's 12 Neighbours tiny-home community, to identify safer, more stable alternatives for Regina;

4. Review existing communication and coordination between the City and community partners funded through Community Safety & Well-being initiatives, and recommend improvements to information-sharing, service delivery and coordination of resources;

5. Report back to City Council with an update on the risk matrix and decommissioning procedures by the end of Quarter 1 of 2027, and recommendations on alternative models, costs, partnerships and service coordination by the end of Q2 of 2027.

BYLAWS

2026-64 The Regina Water Amendment Bylaw, 2026

2026-66 The Regina Water Amendment Bylaw, 2026 (No.2)

2026-68 The Growing Young Movers Youth Development Inc. Tax Exemption Agreement Bylaw, 2026

Adjournment

AT REGINA, SASKATCHEWAN, WEDNESDAY, OCTOBER 28, 2026

AT A MEETING OF CITY COUNCIL

AT 1:00 PM

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

Present:	Mayor Chad Bachynski, in the Chair Councillor Clark Bezo Councillor Mark Burton Councillor Victoria Flores Councillor David Froh Councillor Jason Mancinelli Councillor Shobna Radons Councillor Dan Rashovich Councillor George Tsiklis Councillor Sarah Turnbull Councillor Shanon Zachidniak
Also in Attendance:	Interim City Manager, Jim Nicol Acting City Clerk, Amber Ackerman Acting Deputy City Clerk, Martha Neovard City Solicitor, Shannon Williams Deputy City Manager, City Operations, Kurtis Doney Deputy City Manager, City Planning & Community Services, Deborah Bryden Deputy City Manager, Communications, Service Regina & Tourism, Jennifer Johnson Acting CFO & Deputy City Manager, Jeff May Director, Planning & Development Services, Autumn Dawson Director, Roadways & Transportation, Chris Warren Inspector, Regina Police Service, Jason Gunderson Internal Auditor, Dhinakar Viswanathan Manager of Housing, Bill Neher

(The meeting commenced in the absence of Councillor Shanon Zachidniak.)

The Chair called for a 5 minute recess.

City Council recessed at 1:14 p.m.

City Council reconvened at 1:19 p.m.

CONFIRMATION OF AGENDA

Councillor George Tsiklis moved, seconded by Councillor David Froh, AND IT WAS

RESOLVED, that the agenda for this meeting be approved at the call of the Chair, with the following adjustments:

- **ADD the registered List of Delegations;**

- **ADD item *MR26-2 Appointment of City Manager*, and related Bylaw No. 2026-70 *The City Manager Contract Execution and Administration Bylaw, 2026* as Urgent Business, to be considered following approval of the Consent Agenda;**

- **TABLE the following items and any related delegations and communications as follows:**

    - ***CR26-123 - Discretionary Use - 1102 N Fleet Street* to a special meeting of City Council to be held at a date to be determined by the City Clerk; and**
    - ***CR26-129 Mayor's Heroism Award Policy Approval* to the November 18, 2026 meeting of City Council**

- **WITHDRAW Bylaw No. 2026-64 *The Regina Water Amendment Bylaw* to address some potential required changes;**

- **REORDER the agenda to consider Motions MN26-20 and MN26-19 following item CR26-125; and**

- **ADD and deem lodged, the following Notice of Enquiries:**

    - ***EN26-1 City Administrative Resource and Cost Comparison Between a Response to a Notice of Enquiry and a Notice of Motion; and***
    - ***EN26-2 City of Regina Responsibility and Actions on Pedestrian and Cyclist Safety***

Pursuant to Section 30(2) of The Procedure Bylaw, a separate vote was taken to ensure unanimous consent was received to consider item MR26-2 and the related bylaw a matter of Urgent Business.

NOTICE OF ENQUIRIES

EN26-1 City Administrative Resource and Cost Comparison Between a Response to a Notice of Enquiry and a Notice of Motion

Councillor Jason Mancinelli, pursuant to Section 31 of *The Procedure Bylaw,* Bylaw No. 9004, lodged the following enquiry respecting the above-noted subject, with a response to appear on the December 2, 2026 City Council meeting agenda:

Could Administration please provide the range of expenses for an enquiry compared to a notice of motion, expectations include Administration's attendance at meetings during debate and related preparation expenses?

This enquiry is hereby lodged.

EN26-2 City of Regina Responsibility and Actions on Pedestrian and Cyclist Safety

Councillor Jason Mancinelli, pursuant to Section 31 of *The Procedure Bylaw,* Bylaw No. 9004, lodged the following enquiry respecting the above-noted subject, with a response to appear on the December 2, 2026 City Council meeting agenda:

1. **Is safety a prime responsibility of the City of Regina, supported by a department of professional traffic engineers, planners and analysts who act through data-driven decisions?**

2. **If yes, what response, if any, is being taken to address pedestrian safety and the recent increase in pedestrian and cyclist accidents involving vehicles?**

This enquiry is hereby lodged.

ADOPTION OF MINUTES

Councillor Shobna Radons moved, seconded by Councillor Mark Burton, AND IT WAS RESOLVED, that the minutes for the meeting held on October 14, 2026 be adopted, as circulated.

CONSENT AGENDA

Pursuant to section 13.1 of *The Procedure Bylaw, No. 9004*, Councillor Sarah Turnbull requested that the following item be removed from the consent agenda:

- *CR26-124 Housing Accelerator Fund Update* and related communication CP26-66 from Dan Torrie, West Oak Investments, Regina, SK

URGENT BUSINESS AND RELATED BYLAW

MR26-2 Appointment for City Manager

Recommendation
That City Council:

1. Approve Chad Jedlic as City Manager effective January 4, 2027, for a term of up to five (5) years, in accordance with Sections 84(1) and 87(1) of The Cities Act;

2. Confirm the terms and conditions of Chad Jedlic’s appointment as outlined in the attached Employment Contract; and

3. Instruct the City Solicitor to bring forward the necessary bylaw to authorize execution and administration of the Employment Contract.

Councillor David Froh moved, seconded by Councillor Clark Bezo, that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

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

2026-70 The City Manager Contract Execution and Administration Bylaw, 2026

First Reading

Councillor David Froh moved, seconded by Councillor Mark Burton, that Bylaw No. 2026-70 be introduced and read a first time.

The motion was put and declared CARRIED.

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

The Bylaw was read a first time.

Second Reading

Councillor David Froh moved, seconded by Councillor Sarah Turnbull, that Bylaw No. 2026-70 be introduced and read a second time.

The motion was put and declared CARRIED.

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

The Bylaw was read a second time.

Third Reading Consent

Councillor David Froh moved, seconded by Councillor Victoria Flores that City

Council hereby consent to Bylaw No. 2026-70 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY as required by law.

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

Third Reading

Councillor David Froh moved, seconded by Councillor Shobna Radons, that Bylaw No. 2026-70 be read a third time.

The motion was put and declared CARRIED.

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

The Bylaw was read a third and final time.

TABLED, MAYOR'S AND COMMITTEE REPORT

Councillor Clark Bezo moved, seconded by Councillor Victoria Flores, that the following reports be received and filed:

- ***MR26-1 City Manager Recruitment Update***
- ***CR26-114 Internal Audit Work Plan***
- ***CR26-130 Emergency Treatment Fund Final Report***

(Councillor Shanon Zachidniak arrived to the meeting.)

The motion was put and declared CARRIED.

PUBLIC HEARING AND PUBLIC NOTICE BYLAWS AND RELATED REPORTS

CR26-121 Zoning Bylaw Amendment – 3800 Rochdale Boulevard

Recommendation
That City Council:

1. Approve the application to amend *The Regina Zoning Bylaw, 2019* by:

    a. Rezoning a portion of the property located at 3800 Rochdale Boulevard, as shown in Appendix A-2 – Zoning (Existing & Proposed), and legally described as Parcel 1, Plan 102254891, from MLM – Mixed Large Market zone to MH – Mixed High-Rise Zone.

    b. Amending Zoning Map 2493(A) accordingly.

2. Instruct the City Solicitor to prepare the necessary bylaw(s) to give effect to the recommendations to be brought forward following approval of the recommendations and the required public notice.

Delegation DE26-97 Kaitlyn Brown, representing Cornerstone Holdings, Regina, SK addressed City Council.

Councillor Jason Mancinelli moved, seconded by Councillor Dan Rashovich, that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

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

CR26-122 Zoning Bylaw Amendment- Chapter 11 (Signs)

Recommendation
That City Council:

1. Approve amendments to *The Regina Zoning Bylaw, 2019* by replacing Subsection 11E.13(9), of Chapter 11, Part E, with the following text:

    "In DCD-CBM, sign regulations applicable to the ML – Mixed Low-Rise Zone shall apply, except on lots fronting Chuka Boulevard, where sign regulations applicable to the MLM – Mixed Large Market zone shall apply to the Chuka Boulevard Interface area, per Figure 6G.F1."

2. Instruct the City Solicitor to prepare the necessary bylaw(s) to give effect to the recommendations to be brought forward following approval of the recommendations and the required public notice.

Councillor Dan Rashovich moved, seconded by Councillor Victoria Flores, that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

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

2026-61 The Regina Zoning Amendment Bylaw, 2026 (No. 13)
2026-62 The Regina Zoning Amendment Bylaw, 2026 (No. 14)

First Reading

Councillor David Froh moved, seconded by Councillor Shanon Zachidniak, that Bylaws No. 2026-61 and No. 2026-62 be introduced and read a first time.

The Clerk called for anyone present who wished to address City Council respecting Bylaws No. 2026-61 and No. 2026-62 to indicate their desire.

No one indicated a desire to address Council.

The motion was put and declared CARRIED.

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

The Bylaws were read a first time.

Second Reading

Councillor David Froh moved, seconded by Councillor Jason Mancinelli, that Bylaws No. 2026-61 and No. 2026-62 be introduced and read a second time.

The motion was put and declared CARRIED.

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

The Bylaws were read a second time.

Third Reading Consent

Councillor David Froh moved, seconded by Councillor Clark Bezo that City Council hereby consent to Bylaws No. 2026-61 and No. 2026-62 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY as required by law.

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

Third Reading

Councillor David Froh moved, seconded by Councillor Dan Rashovich, that Bylaws No. 2026-61 and No. 2026-62 be read a third time.

The motion was put and declared CARRIED.

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

The Bylaws were read a third and final time.

CITY MANAGER'S REPORT

CM26-11 Impact of Bell AI Fabric Data Centre Campus on the City of Regina

Recommendation

That City Council remove item MN26-18(1) from its List of Outstanding items.

Mayor Chad Bachynski declared a conflict of interest on item CM26-11 Impact of Bell AI Fabric Data Center Campus on the City of Regina, citing his employment relationship with SaskEnergy, abstained from discussion and voting on the matter, temporarily stepped down from the Chair, and temporarily left the meeting.

(Deputy Mayor David Froh assumed the Chair.)

Councillor Mark Burton declared a conflict of interest on item CM26-11 Impact of Bell AI Fabric Data Center Campus on the City of Regina, citing his employment in the telecommunications sector and data centre industry, abstained from discussion and voting on the matter, and temporarily left the meeting.

The following delegations addressed City Council:

- DE26-111 Jim Elliott, Regina, SK
- DE26-112 Dylan Block, Regina, SK

RECESS

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

City Council recessed at 2:30 p.m.

City Council reconvened at 2:55 p.m. in the absence of Councillor George Tsiklis.

Councillor Sarah Turnbull moved, seconded by Councillor Victoria Flores, AND IT WAS RESOLVED, that the communication from Maureen Huot, Saskatchewan Data Centre Accountability Coalition, Regina, SK be received and filed as CP26-74.

(Councillor George Tsiklis returned to the meeting.)

Councillor Sarah Turnbull moved, seconded by Councillor Shobna Radons that the recommendation contained in the report be concurred in.

Councillor George Tsiklis moved, seconded by Councillor Dan Rashovich, AND IT WAS RESOLVED that City Council move *in-camera* to receive confidential legal advice.

City Council went *in-camera* to receive confidential legal advice.

City Council resumed public session.

The Chair advised that City Council went *in-camera* to receive confidential legal advice however, none was provided as the question should be asked in the public meeting.

The main motion was put and declared CARRIED.

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

(Mayor Chad Bachynski and Councillor Mark Burton returned to the meeting.)

(Mayor Chad Bachynski resumed the Chair.)

COMMITTEE REPORTS
EXECUTIVE COMMITTEE

CR26-125 Review of Standalone Surface Parking Lots

Recommendation
That City Council deny the following recommendation:

"That City Council:

1. Subject to approval through the 2027/2028 Budget process, direct Administration to report to City Council by Q3 2028 following the completion of the City Centre Transportation Study and Parking Travel Demand Strategy, with an overview of the findings, a recommended delivery plan and implementation timelines for actions arising from this work;

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

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

Delegation DE26-114 Jim Elliott, Regina, SK addressed City Council.

Councillor Jason Mancinelli moved, seconded by Councillor Victoria Flores, AND IT WAS RESOLVED, that the following communications be received and filed:

- **CP26-67 Vanessa Mathews, University of Regina, Regina SK**
- **CP26-68 Mitchell Molnar, Mitchell Developments, Ltd., Regina, SK**
- **CP26-69 Andrew Stevens, Regina, SK**

Councillor David Froh moved, seconded by Councillor Victoria Flores, that City Council table this item to the November 18, 2026 City Council meeting and direct Administration to prepare a supplemental report that contains the following information:

1. **A summary of the results of a conversation with the province to request an exception in the property subclass for surface parking lots in the City Centre. The current regulations do not allow for collection of increased funds through a property subclass which could then be reallocated for City Centre specific investments/incentives; and**

2. **Recommendations on regulatory tools to look into the creation of licensing for surface parking lots, requiring land owners to invest in standard upgrading (including for example stormwater runoff filtering) and design standards (lighting, landscaping) to encourage pedestrian safety, add increased accessibility and vibrancy at the public realm.**

The tabling motion was put and declared CARRIED.

RESULT:	TABLED [9 to 2]
MOVER:	Councillor Froh
SECONDER:	Councillor Flores
IN FAVOUR:	Councillors: Burton, Flores, Froh, Radons, Rashovich, Tsiklis, Turnbull, Zachidniak, and Mayor Bachynski
AGAINST:	Councillors: Bezo and Mancinelli

MOTIONS

MN26-20 Pedestrian and Cyclist Protection Strategy

Recommendation
That City Council direct Administration to:

1. Work with the City's Vision Zero and Complete Streets team and key road safety partners to bring forward a Pedestrian and Cyclist Protection Strategy Action Plan (Action Plan) to City Council for consideration in Q3 2027, that shall include, but not be limited to the following parameters;

    a. The Action Plan shall identify and recommend policy, regulatory, educational, engineering, enforcement, and framework initiatives aimed at reducing traffic-related fatalities and serious injuries and significantly improving safety outcomes for pedestrians, children, cyclists, and other vulnerable road users across the City of Regina transportation network;

    b. The Action Plan should be informed by collision data, best practices, and a review of factors contributing to pedestrian and cyclist fatalities and serious injuries, with priority given to measures that have the greatest potential to prevent collisions or reduce their severity; and

2. Bring any immediate policy changes that require Council approval and may improve pedestrian and cyclist safety to Council at the earliest opportunity.

The following delegations addressed City Council:

- DE26-118 Tamela Friesen, Regina, SK
- DE26-119 Janelle Lubkiwski, Bike Regina, Regina, SK

The Chair called for a 2 minute recess due to technical difficulties.

City Council recessed at 4:06 p.m.

City Council reconvened at 4:16 p.m.

- DE26-116 Meghan South, Regina, SK
- DE26-117 Carla Harris, Regina, SK
- DE26-120 John Klein, Regina, SK

Councillor Victoria Flores moved, seconded by Councillor Shobna Radons, AND IT WAS RESOLVED, that the following communications be received and filed:

- **CP26-70 James Elliott, Regina, SK**
- **CP26-71 Meggie Freed, Regina, SK**
- **CP26-72 Josh Campbell, Regina, SK**
- **CP26-73 John Klein, Regina Car Share Co-Operative Ltd., Regina, SK**

RECESS

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

City Council recessed at 4:31 p.m.

City Council reconvened at 4:50 p.m**.**

Councillor Shanon Zachidniak moved, seconded by Councillor Victoria Flores that the recommendation contained in the report be concurred in.

The motion was put and declared CARRIED.

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

RECESS

Pursuant to the provisions of Section 33(2.2) of City Council's *Procedure Bylaw No. 9004*, a 45 minute recess was called.

City Council recessed at 6:05 p.m.

City Council reconvened 6:55 p.m. in the absence of Councillor Clark Bezo.

MN26-19 Amendment to Official Community Plan Respecting Policies 3.17.1 and 3.17.2

Recommendation

That City Council, notwithstanding any authority delegated to the City's Development Officer or any other municipal official under the Official

Community Plan, the Zoning Bylaw, or any other City bylaw or policy:

1. Approve amendments to the requirements of Policies 3.17.1 and 3.17.2 (Policies) of Bylaw No. 2013-48 *Design Regina: The Official Community Plan* to state that the Policies may only be waived by the City on the approval of City Council; and

2. Instruct the City Solicitor to prepare the necessary bylaw amendments to give effect to the recommendations, to be brought forward to a meeting of City Council following approval of the recommendations and the required public notice.

Delegation DE26-115 Maureen Huot, Saskatchewan Data Centre Accountability Coalition, Regina, SK addressed City Council.

(Councillor Clark Bezo returned to the meeting.)

Councillor Sarah Turnbull moved, seconded by Councillor Shanon Zachidniak that the recommendation contained in the report be concurred in.

The motion was put and declared LOST.

RESULT:	LOST [3 to 8]
MOVER:	Councillor Turnbull
SECONDER:	Councillor Zachidniak
IN FAVOUR:	Councillors: Radons, Turnbull, and Zachidniak
AGAINST:	Councillors: Bezo, Burton, Flores, Froh, Mancinelli, Rashovich, Tsiklis, and Mayor Bachynski

(Councillor Jason Mancinelli left the meeting temporarily.)

BYLAW

2026-63 The Community Non-Profit Annual Tax Exemption and Abatement Bylaw, 2026

Councillor David Froh declared a conflict of interest on Bylaw No. 2026-63 The Community Non-Profit Annual Tax Exemption and Abatement Bylaw, 2026, citing his consulting work some of the associated non-profits, abstained from discussion and voting on the matter, and temporarily left the meeting.

First Reading

Councillor Mark Burton moved, seconded by Councillor George Tsiklis, that Bylaw No. 2026-63 be introduced and read a first time.

The motion was put and declared CARRIED.

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

The Bylaw was read a first time.

Second Reading

Councillor Mark Burton moved, seconded by Councillor Shobna Radons, that Bylaw No. 2026-63 be introduced and read a second time.

The motion was put and declared CARRIED.

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

The Bylaw was read a second time.

Third Reading Consent

Councillor Mark Burton moved, seconded by Councillor Sarah Turnbull that City Council hereby consent to Bylaw No. 2026-63 going to third and final reading at this meeting.

The motion was put and declared CARRIED UNANIMOUSLY as required by law.

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

(Councillor Jason Mancinelli returned to the meeting.)

Third Reading

Councillor Mark Burton moved, seconded by Councillor Victoria Flores, that Bylaw No. 2026-63 be read a third time.

The motion was put and declared CARRIED.

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

The Bylaw was read a third and final time.

RECESS

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

City Council recessed at 8:15 p.m.

City Council reconvened at 8:32 p.m.

(Councillor David Froh returned to the meeting.)

Councillor Victoria Flores moved, seconded by Councillor Shanon Zachidniak, AND IT WAS RESOLVED, that the following items be tabled to a date to be determined by the City Clerk:

- ***CR26-126 Parking Ticket Collections Process***
- ***CR26-128 2026-29 Strategic Plan Progress Update***

COMMITTEE REPORTS (CONTINUED)
EXECUTIVE COMMITTEE

CR26-124 Housing Accelerator Fund Update

Recommendation
That City Council:

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

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

a. Introduce a new pilot program called Market Housing Capital Grant Incentive for the Downtown and Centre Square neighbourhoods as outlined in Appendix D – Housing Incentive Policy Amendments; and

b. Reallocate $1.5 million of Housing Accelerator Funding from the Rental Acquisition & Repair and Pre-Development Grant Pilots to the new Market Housing Capital Grant Incentive program and add other unallocated Housing Accelerator Funding funds for a total of $3 million (Appendix D – Housing Incentive Policy Amendments).

Councillor Jason Mancinelli moved, seconded by Councillor George Tsiklis, AND IT WAS RESOLVED, that communication CP26-66 from Dan Torrie, West Oak Investments, Regina, SK, be received and filed.

Councillor Jason Mancinelli moved, seconded by Councillor David Froh that the recommendations contained in the report be concurred in.

Amendment

Councillor Sarah Turnbull moved, in amendment, seconded by Councillor Mark Burton, that Item 2. b) be amended to read as follows:

> **"Reallocate $1.5 million of Housing Accelerator Funding from the Rental Acquisition & Repair and Pre-Development Grant Pilots to the new Market Housing Capital Grant Incentive program (Appendix D – Housing Incentive Policy Amendments); and allocate $1.5 million for the Parkdale Park project from the other unallocated Housing Accelerator Funding funds."**

Councillor David Froh moved, seconded by Councillor Shanon Zachidniak, AND IT WAS RESOLVED:

1. **That the meeting continue past 9:00 p.m. to complete item *CR26-124 Housing Accelerator Fund Update;* and**

2. **That the following items be tabled to a date to be determined by the City Clerk:**

    - ***CR26-127 Hawkstone Development Manager – Procurement Authority***
    - ***CR26-131 2026 Cultural Site Annual Report***
    - ***CR26-132 2026 kâ-nâsihcikêwin Annual Report***

The amending motion was put and declared CARRIED.

RESULT:	CARRIED [10 to 1]
MOVER:	Councillor Turnbull
SECONDER:	Councillor Burton
IN FAVOUR:	Councillors: Bezo, Burton, Flores, Mancinelli, Radons, Rashovich, Tsiklis, Turnbull, Zachidniak, and Mayor Bachynski
AGAINST:	Councillor Froh

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

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

ADJOURNMENT

Councillor George Tsiklis moved, seconded by Councillor Shanon Zachidniak, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 9:17 p.m.

_____ _____

Chairperson Secretary

The Short-Term Borrowing Amendment Bylaw

Date	November 18, 2026
To	City Council
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	CM26-13

RECOMMENDATION

That City Council:

1. Instruct the City Solicitor to prepare amendments to Bylaw No. 2020-15, being *The Short-Term Borrowing Bylaw, 2020* (Bylaw No. 2020-15) to update the title of Chief Financial Officer and Deputy City Manager and to authorize the amount of the debt and terms of the line of credit and corporate credit card program that have been negotiated as outlined in this report.

2. Instruct the City Solicitor to prepare amendments to Bylaw No. 2003-69, being *The Regina Administration Bylaw* (Bylaw No. 2003-69) to increase the annual amount of short-term debt for operating purposes that the City of Regina (City) may borrow to $21,500,000.

3. Instruct the City Solicitor to prepare amendments to Schedule “A” of Bylaw No. 8942, being *The Regina Water Bylaw* (Bylaw No. 8942) to amend the convenience fee to 2.5 per cent as described in this report.

ISSUE

On March 25, 2026 City Council approved report *CR26-17 Banking Service Agreement & Short-term Borrowing* (CR26-17) authorizing the Chief Financial Officer and Deputy City Manager (CFO) to extend banking service agreements with Bank of Montreal (BMO) until April 30, 2037 and negotiate revised rate schedules related to short-term borrowing and then return to City Council with the

required bylaw changes. Now that those negotiations are complete, this report recommends amendments to Bylaw No. 2020-15, respecting the City's line of credit and corporate credit card facility. Consequential amendments to Bylaw No. 2003-69 are also required to reflect the increase in annual short-term debt for operating expenditures that the City may borrow.

In addition, amendments to Bylaw No. 8942 are proposed to increase the convenience fee charged under the bylaw as part of the negotiated merchant services agreement. All of these bylaw amendments will accompany this report for City Council approval on November 18, 2026. The amendments to Bylaw No. 2020-15 and No. 2003-69 will come into force on the passage of the amending bylaws and the amendments to Bylaw No. 8942 will come into effect January 1, 2027.

IMPACTS

Financial Impact

In CR26-17, City Administration received approval to increase the City's operating line of credit to be set at a maximum of $20 million from $9 million and that the corporate credit card facility be set at a maximum of $1.5 million from $1 million. Both these types of debt are a form of short-term borrowing as they are repayable within the current year and not outstanding for more than 365 days. A decision was made to ensure available funds can cover at least two City operating pay periods in case of an emergency or unexpected events, and for a credit card limit that would avoid making mid-cycle payments.

The proposed increases to the line of credit to $20 million and to the corporate credit card facility to $1.5 million, will be within the City's authorized debit limit of $890 million. The City's total consolidated committed debt as of November 18, 2026, is $687.4 million, utilizing 77.2 per cent of the debt limit approved by the Saskatchewan Municipal Board.

In addition to this limit, section 136 of *The Cities Act* states that the amount to be borrowed for the purpose of financing operating expenditures, together with the unpaid principal of other borrowings made for that purpose, may not exceed an amount equal to twice the amount the City estimates that it will raise in taxes in the year the borrowing is made. The City will receive in unconditional provincial or federal grants the year the borrowing is made. Administration confirms that the borrowing contemplated also falls within this limit.

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

OTHER OPTIONS

Maintaining access to a line of credit and use of a corporate credit card program are essential to the City's operations and a common practice across all municipalities. The operating line of credit provides the City with financial flexibility to respond to emergency situations as mentioned above, and the corporate credit card can offer a wide range of financial and operational benefits. These benefits include cash rebates on corporate purchases and streamlined expense management for the organization.

Renegotiating rates is unlikely to generate meaningful or material pricing or rate schedules. The market is highly competitive, offering similar rates with minimal deviation.

COMMUNICATIONS & ENGAGEMENT

Public notice is required for Council to consider borrowing. The borrowing contemplated in this report was advertised on the City's website and public notice board on November 2, 2026.

DISCUSSION

Report CR26-17 delegated authority to the CFO to negotiate and approve an extension of all of the financial services provided by the City's financial institution (BMO). This includes various ancillary banking service agreements, including the City's short-term debt line of credit, corporate credit card program and auxiliary merchant services. The short-term debt facilities must be authorized by City Council through a short-term borrowing bylaw. Details on the operating line of credit, corporate credit card facility and convenience fee on merchant services are listed below.

Line of Credit

A $20 million operating line of credit provides the City with financial flexibility to respond to emergency situations where funds are not available in the bank to meet short-term payment obligations. The increase from $9 million to $20 million is sufficient in the event of a liquidity constraint requiring the City to use short-term debt as contingency until investment is liquidated. The increase would also cover two payroll cycle obligations in the event of a cyber-attack.

Access to the $20 million operating line of credit with BMO will be effective December 1, 2026 to April 30, 2032 (Initial Term). Following the Initial Term, the parties may mutually agree in writing to extend the Agreement for up to and including an additional five (5) year period. Bylaw No. 2020-15 will be amended to authorize this debt until April 30, 2037. This short-term debt is repayable on demand and is available at the City's option by way of a prime rate-based loan minus 1.00 per cent per annum (4.7 per cent prime rate as of November 2026) or letters of credit up to a maximum of $5

million having a term of up to one year, which includes a letter of credit fee. The source of funds to be used to repay the principal and interest owing under the line of credit facility includes municipal property taxes and the general fund reserve.

Corporate Credit Card

Included in the auxiliary banking services is the corporate credit card, also known as the purchase card program, which allows certain authorized employees to use the corporate credit cards to pay for authorized business expenses. In addition to corporate credit cards being convenient, these cards offer a wide range of financial, operational and security benefits. An increase from $1 million to $1.5 million on the corporate credit card limit would eliminate the need for mid-cycle payments to manage credit usage and unmatching account reconciliation.

Access to the corporate credit card facility of $1.5 million will be effective December 1, 2026 to April 30, 2032 (Initial Term). Following the Initial Term, the parties may mutually agree in writing to extend the Agreement for up to and including an additional five (5) year period. Bylaw No. 2020-15 will be amended to authorize this debt until April 30, 2037. This short-term debt is repayable in accordance with the BMO MasterCard Agreement which requires the principal and interest due to be paid in full monthly. The current percentages and fees charged for the corporate credit card program in Bylaw No. 2020-15 are not being increased, so no changes to the bylaw are required relating to this. The source of funds to be used to repay the principal and interest owing under the corporate credit card facility includes municipal property taxes and the general fund reserve.

Further housekeeping amendments to Bylaw 2020-15 include updating the position title to Chief Financial Officer and updating the name of the bank in the corporate credit card agreement.

A consequential change to Bylaw No. 2003-69 is also required as the total amount of short-term borrowing with both the $20 million line of credit and $1.5 million corporate credit card program is $21.5 million. The current provision in Bylaw 2003-69 sets this limit at $20 million.

Merchant Services

Included in the banking service agreements are ancillary services including merchant services provided by Moneris. A merchant services agreement is the agreement that enables the City to accept and process credit card payments and other electronic payments received from customers.

Under this agreement, a convenience fee is a separate charge assessed and applied to an eligible transaction based on merchant category codes set by Moneris to ensure interchange rates are covered. A convenience fee is a charge for an alternative or non-standard payment method or channel. Convenience fees are disclosed to the cardholder before a transaction is complete and the fee structure is a per cent of the total transaction. In terms of the City, a convenience fee is only charged where a customer wishes to pay their utility bill by credit card through the City’s online

payment system. As a result of the negotiations with Moneris the convenience fee will increase from 2.25 per cent to 2.5 per cent to pay the associated transaction cost(s) set by Moneris to be paid to major networks. Bylaw No. 8942 is required to be amended to implement this increase as of January 1, 2027.

The rising costs are driven by a combination of card network increases and system fees. Major networks like Visa, Mastercard, and Interac perform regular reviews and increase wholesale interchange rates, cross-border assessment fees and network access with brand usage fees. The assessment includes online, recurring or phone-in transactions that carry higher risk than physical chip-and-tap transactions, which results in higher baseline pricing tiers with nationwide cost adjustments based on transaction type. Administration considers the increase reasonable and competitive based on the City's overall processing volumes.

DECISION HISTORY & AUTHORITY

On February 26, 2026, the Audit and Finance Committee concurred in the recommendations in report (AFC26-2) *Banking Service Agreement & Short-term Borrowing*.

On March 25, 2026, City Council considered item *CR26-17 Banking Service Agreement & Short-term Borrowing* and adopted a resolution to continue the appointment of the Bank of Montreal (BMO) as the City of Regina's (City) financial institution until April 30, 2037 subject to the negotiation of and entering into the banking agreements identified in the following recommendations:

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

2. Instruct the City Solicitor to prepare a new borrowing bylaw or to amend the current *Short-Term Borrowing Bylaw*, Bylaw No. 2020-15, based on the terms and conditions negotiated by the CFO and return to City Council for final approval.

Respectfully Submitted,

Calvin Ear
Acting Manager,
Financial Analysis & Support

Respectfully Submitted,

Jeff May
Acting Chief Financial Officer &
Deputy City Manager

Prepared by: Calvin Ear, Acting Manager, Financial Analysis & Support

BYLAW NO. 2026-65

THE SHORT-TERM BORROWING AMENDMENT BYLAW, 2026

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

1 The purpose of this Bylaw is to amend Bylaw No. 2020-15, *The Short-Term Borrowing Bylaw, 2020* to:

(a) extend the timeframe for the credit facilities and corporate credit card program to April 30, 2037;

(b) increase the authorized short-term borrowing to $20,000,000 for the line of credit and $1,500,000 for the corporate credit card program;

(c) update the City's current debt limit amounts;

(d) update the position title of Deputy City Manager to Chief Financial Officer; and

(e) update the name of the bank for the Mastercard agreement.

Authority

2 The authority for this Bylaw is Part IX and Divisions 5, and 6 of *The Cities Act.*

Amendments

3 Bylaw No. 2020-15, being *The Short-Term Borrowing Bylaw, 2020* is amended in the manner set forth in this Bylaw.

4 Clause 1(a) is amended by striking out $9,000,000" and substituting "$20,000,000".

5 Clause 1(b) is amended by striking out "$1,000,000" and substituting "$1,500,000".

6 The definition of **"Deputy City Manager"** in section 3 is struck out and the following substituted:

"Chief Financial Officer" means the person appointed from time to time as Chief Financial Officer and Deputy City Manager for the City by the City Manager and includes any person acting in that position;"

7 The following definition is added in section 3 before the definition of **"LC Fee"**:

Approved as to form this ____ day of _____, 20__.

City Solicitor

"Corporate Card Agreement" means the North American BMO Corporate Card Agreement entered into between the City, the Bank of Montreal and BMO Bank N.A.;"

8 The definition of "Mastercard Agreement" in section 3 is struck out.

9 Section 4 is repealed and the following substituted:

"4(1) The City received approval of the re-establishment of its long-term debt limit of $890,000,000 granted by the Saskatchewan Municipal Board on June 12, 2025.

(2) The City's outstanding debt as of November 18, 2026 totals $687,390,000 which means that the debt incurred pursuant to this Bylaw will not result in the City's debt exceeding its established debt limit of $890,000,000.

(3) The debt incurred pursuant to this Bylaw is also in compliance with section 136 of *The Cities Act* as the amount to be borrowed together with any unpaid principal of other borrowings made for operating expenditures will not exceed an amount equal to the sum of:

(a) twice the amount that the City estimates it will raise in taxes in the current year which is estimated as $368,876,698; and

(b) the amount that the City estimates it will receive in unconditional provincial or federal grants in the current year which is estimated as $61,362,341."

10 Clause 5(1)(a) is amended by striking out "$9,000,000" and substituting "$20,000,000".

11 Clause 5(1)(b) is repealed and the following substituted:

"(b) a maximum principal amount of $1,500,000 from the Bank of Montreal and BMO Bank N.A. for the purposes of a corporate credit card program used to pay periodic expenditures."

12 Subsection 5(2) is amended by striking out "Deputy City Manager" and substituting "Chief Financial Officer".

13 Subsection 6(2) is amended by striking out "Mastercard" and substituting "Corporate Card".

14 Subsection 7(1) is amended by striking out “May 1, 2027” and substituting “April 30, 2037”.

15 Subsection 7(3) is amended by striking out “Mastercard” and substituting “Corporate Card”.

16 The title of the Table in Schedule “A” to Bylaw 2020-15 is amended by striking out “**Mastercard**” and substituting “**Corporate Card**”.

17 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 18th DAY OF November 2026.

READ A SECOND TIME THIS 18th DAY OF November 2026.

READ A THIRD TIME AND PASSED THIS 18th DAY OF November 2026.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

ABSTRACT

BYLAW NO. 2026-65

THE SHORT-TERM BORROWING AMENDMENT BYLAW, 2026

PURPOSE:	The purpose of this Bylaw is to amend Bylaw No. 2020-15 to do the following: extend the timeframe for the credit facilities and corporate credit card program to April 30, 2037; increase the authorized short-term borrowing to $20,000,000 for the line of credit and $1,500,000 for the corporate credit card program; update the City's current debt limit amounts; update the position title of Deputy City Manager to Chief Financial Officer; and update the name of the bank for the Mastercard agreement.
ABSTRACT:	This Bylaw updates Bylaw No. 2020-15 to extend the City's credit arrangements, increase authorized borrowing limits, update debt limit figures, revise position titles, and reflect negotiated banking arrangements.
STATUTORY AUTHORITY:	Part IX and Divisions 5, and 6 of *The Cities Act.*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	Public notice is required pursuant to section 101 of *The Cities Act*. Public notice of the changes to the amount of short-term borrowing was provided on the City's website and public notice board on February 3, 2026, February 17, 2026 and November 2, 2026.
REFERENCE:	Executive Committee, February 11, 2026, EX26-7, City Council, February 25, 2026, CR26-4, Audit and Finance Committee, February 26, 2026, AFC26-2, City Council. March 25, 2026, CR26-17 and City Council, November 18, 2026, CM26-13
AMENDS/REPEALS:	Amends Bylaw 2020-15

CLASSIFICATION: Administrative

INITIATING DIVISION: Financial Strategy and Sustainability

INITIATING DEPARTMENT: Financial Services

BYLAW NO. 2026-67

THE REGINA ADMINISTRATION AMENDMENT BYLAW, 2026

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 The purpose of this Bylaw is to amend Bylaw No. 2003-69, *The Regina Administration Bylaw* to increase the annual amount of short-term debt for operating expenditures to $21,500,000.

2 The authority for this Bylaw is Part IX and Divisions 5, and 6 of *The Cities Act.*

3 Bylaw No. 2003-69 is amended in the manner set forth in this Bylaw.

4 Section 38 is amended by striking out "$20,000,000" and substituting "$21,500,000".

5 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 18th DAY OF November 2026.

READ A SECOND TIME THIS 18th DAY OF November 2026.

READ A THIRD TIME AND PASSED THIS 18th DAY OF November 2026.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

Approved as to form this ____ day of _____, 20__.

City Solicitor

ABSTRACT

BYLAW NO. 2026-67

THE REGINA ADMINISTRATION AMENDMENT BYLAW, 2026

PURPOSE:	The purpose of this Bylaw is to amend Bylaw No. 2003-69 to increase the annual amount of short-term debt for operating expenditures to $21,500,000.
ABSTRACT:	This Bylaw increases the amount of annual debt for operating expenditures that may be borrowed. This is a consequential amendment to the increases in debt authorized by Bylaw 2020-15, *The Short-Term Borrowing Bylaw*.
STATUTORY AUTHORITY:	Part IX and Divisions 5, and 6 of *The Cities Act.*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	Public notice is required pursuant to section 101 of *The Cities Act*. Public notice of the changes to the amount of short-term borrowing was provided on the City's website and public notice board on February 3, 2026, February 17, 2026 and November 2, 2026.
REFERENCE:	Executive Committee, February 11, 2026, EX26-7, City Council, February 25, 2026, CR26-4, Audit and Finance Committee, February 26, 2026, AFC26-2, City Council. March 25, 2026, CR26-17 and City Council, November 18, 2026, CM26-13.
AMENDS/REPEALS:	Amends Bylaw 2003-69
CLASSIFICATION:	Administrative
INITIATING DIVISION:	Financial Strategy and Sustainability
INITIATING DEPARTMENT:	Financial Services

Supplemental Report – Review of Standalone Surface Parking Lots

Date	November 18, 2026
To	City Council
From	City Planning & Community Development
Service Area	Planning & Development Services
Item No.	CM26-14

RECOMMENDATION

That City Council receive and file this report.

ISSUE

On October 28, 2026, City Council tabled *CR26-125 Review of Standalone Surface Parking Lots* to the November 18, 2026 City Council meeting and directed Administration to prepare a supplemental report that contains the following information:

1. A summary of the results of a conversation with the province to request an exception in the property subclass for surface parking lots in the City Centre. The current regulations do not allow for collection of increased funds through a property subclass, which could be then reallocated for the City Centre specific investments/incentives; and

2. Recommendations on regulatory tools to look into the creation of licensing for surface parking lots, requiring landowners to invest in standard upgrading (including stormwater runoff filtering) and design standards (lighting, landscaping) to encourage pedestrian safety, add increased accessibility and vibrancy at the public realm.

IMPACTS

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

OTHER OPTIONS

There are no other options with respect to this report.

COMMUNICATIONS & ENGAGEMENT

There are no communications related to this report as this is a supplemental report.

DISCUSSION

As directed by City Council through the referral motion approved on October 28, 2026, the requested supplemental information is provided below:

1. Discussions with the Government of Saskatchewan (Province) on Property Taxation

CR26-125 Review of Standalone Surface Parking Lots (SSPLs)

The City of Regina (City) has not had formal discussions with the Province regarding potential amendments to *The Cities Act* that would allow property tax subclasses to generate dedicated revenues for a specified initiative, program, reserve or service outside of the general municipal tax levy used to establish the mill rate. As noted in CR26-125, property tax subclasses are intended to allocate or redistribute the municipal tax levy among classes and subclasses of properties. They are not intended to create new taxation powers or generate revenues in addition to those raised through the municipal levy.

If City Council's objective is to impose an additional financial burden on SSPLs beyond what is allowed under current subclass provisions, a request for new taxation powers may be more appropriate. During the 2024 provincial consultations on potential changes to *The Cities Act*, the City advocated for consideration of additional taxation tools that could be applied to underutilized properties in a more targeted and practical manner. When *The Cities Act* was amended, the Province did not proceed with such amendments.

Underutilized Land Improvement Strategy (ULIS) Strategic Action

ULIS Strategic Action (SA) #1-6 directs advocacy work with the Saskatchewan Urban Municipalities Association (SUMA) and the Federation of Canadian Municipalities (FCM) to lobby for tax legislation changes to allow for site-specific tax measures to penalize landowners of underutilized lands who

have removed sites from the marketplace, which may impact the pace at which the site is ultimately redeveloped. As noted above, the City participated in the Province's 2024 consultation on amendments to *The Cities Act* and requested these changes.

Administration has begun preliminary scoping to advance the advocacy efforts described in SA #1-6 as part of the broader implementation of the ULIS. While Administration is not recommending new subclass provisions through CR26-125, Administration could continue to work through SUMA and FCM and direct engagement with the Province to explore whether there is interest in providing municipalities with additional taxation tools applicable to underutilized lands, including SSPLs.

It's recognized that any amendments to *The Cities Act* can generally take several years to materialize, as legislative changes are typically considered only when the Province elects to reopen *The Cities Act* for review. The most recent amendments were enacted in May 2026, following a two-year consultation process. At this time, Administration is not aware of when *The Cities Act* may next be reopened for consideration of amendments.

2. Licensing of SSPLs

Licensing Background

The Cities Act grants municipalities the authority to establish a system for business licensing, including associated inspections, permits, approvals and fees, to recover the costs of administering, regulating and enforcing those systems. Under *The Licensing Bylaw, 2007* (Licensing Bylaw), the City currently requires business licences for three categories of businesses, as outlined in the table below. With the exception of businesses identified under the "Other Business Licences" category, businesses operating from properties that are subject to commercial or industrial property taxation are not required to obtain a business licence.

License Category:	**Description:**	**Annual Fee:**
Residential Business	Businesses that operate from a residential premise, located on property within the city that is not assessed and taxed as commercial or industrial property.	$195
Non-Resident Business	Businesses which carry on business, in whole or in part within the city and does not maintain a permanent premise within the city.	$450
Other Business	Includes second-hand dealers, pawn brokers, coin dealers and	*

	tow truck drivers, each of which is subject to a separate licensing fee schedule and must comply with specialized licensing requirements.	

* Multiple different fees are applied to this category, as defined in the Licensing Bylaw, Schedule A

Jurisdictional Research

Jurisdictional research found limited examples of municipalities using business licensing alone to compel significant site-design upgrades to existing SSPLs. In municipalities that license SSPLs, business licensing is generally one component of a broader policy and regulatory framework, while site improvements and redevelopment objectives are typically advanced through other planning, regulatory and investment tools. Where licensing is required for SSPLs, requirements are generally focused on administrative and operational matters, including demonstrating compliance with applicable development approvals and municipal regulations, providing owner and operator information, maintaining insurance coverage and paying licensing fees, rather than requiring significant physical site upgrades or urban design improvements.

Additionally, as noted in CR26-125, the City of Winnipeg has been examining potential licensing and design standard requirements for SSPLs in defined downtown areas since 2014, as further described in Appendix A; however, despite several years of discussion on this matter, the City of Winnipeg has not approved or implemented such a framework to date.

Regulatory Feasibility of SSPL Business Licensing

Municipalities commonly regulate businesses through a combination of zoning and business licensing bylaws. This combination is particularly useful upon the establishment of a new business, but not as useful as an enforcement tool for an existing business established under previous bylaws.

In Saskatchewan, zoning bylaws are enacted pursuant to *The Planning and Development Act, 2007.* Business licensing bylaws, by contrast, are established under the authority of *The Cities Act.* The first regulating how land is developed and the latter regulating how a business operates.

Zoning Bylaw	Licensing Bylaw
• Controls land use and development standards, such as site size, design, landscaping, parking requirements and other standards.	• Regulates the operation of a business. • Requires operators to provide ownership and contact information. • Requires proof of insurance and compliance with bylaws.

The use of a licensing framework to enforce physical site improvements, such as landscaping, screening, accessibility enhancements, lighting upgrades or other public realm improvements, presents legal risks because these matters are typically regulated through planning and development legislation. Conversely, the use of a zoning bylaw to enforce provisions related to business operations would be better suited for a licensing bylaw. In addition to the different authorities and tools to regulate businesses, the enforcement of new regulations on existing SSPLs would be challenging, regardless of what tool is used.

The 142 SSPLs within the City Centre identified in CR26-125 were existing before the adoption of current provisions in the Zoning Bylaw that generally prohibit new SSPLs; therefore, many of the existing SSPLs within the City Centre are considered legal non-conforming uses[1]. Non-conforming uses may continue to operate despite not conforming to current zoning regulations, provided they were approved under previous bylaws and are not enlarged, expanded or otherwise altered in a manner that increases the degree of non-conformity.

Regulatory Tools for SSPLs

Through research and jurisdictional reviews, business licensing of SSPLs could support the administration, monitoring and regulation of SSPLs, including improving information collection, compliance monitoring and oversight; however, licensing alone would not create a mechanism to require significant site upgrades or public realm improvements.

Achieving objectives related to site improvements, public realm enhancements and redevelopment would require a combination of complementary tools. Jurisdictional research found that municipalities seeking to improve downtown parking, transportation or revitalization efforts generally employ a variety of measures.

As recommended in CR26-125, a comprehensive review of parking and transportation in the City Centre would help inform the development of a multi-factored approach that combines complementary actions.

In addition, many of the SSPLs are encroaching onto City owned property (right of way). If City Council wishes to improve the City's portion of the public realm, an investment could be made by the City to improve landscaping, lighting, accessibility and sidewalks to enhance safety and vibrancy on the perimeter of the SSPLs. Analysis to determine where improvements are needed, the cost of the

[1] Under sections 90 to 92 of *The Planning and Development Act, 2007*, buildings and sites that were lawfully established prior to zoning changes may continue as legal non-conforming buildings or sites, even though they no longer comply with current zoning regulations, subject to the limitations and provisions of *The Planning and Development Act, 2007.*

upgrades and ongoing maintenance of these spaces, and the potential impacts to parking stall supply have not been done.

DECISION HISTORY & AUTHORITY

At its meeting on October 28, 2026, City Council considered item *CR26-125 Review of Standalone Surface Parking Lots* and adopted a resolution to refer the report back to City Council on November 18, 2026 with this supplemental report.

Respectfully Submitted,



Autumn Dawson
Director, Planning & Development Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Heather Kindermann, Senior Planner

ATTACHMENTS

Appendix A – Review of Winnipeg's Surface Parking Lot Licensing Initiative

Appendix A – Review of Winnipeg's Surface Parking Lot Licensing Initiative

In December 2014, the City of Winnipeg's Executive Policy Committee directed staff to review options for establishing landscaping and safety standards for downtown standalone surface parking lots (SSPLs), with the objective of improving the safety, appearance and integration of these sites within the downtown area.

Following several reporting extensions, a report was presented to the Standing Policy Committee on Property and Development, Heritage and Downtown Development in June 2018. The report recommended the development of a city-wide licensing framework and bylaw for SSPL businesses, including landscaping and safety standards, administration and enforcement resource requirements and an implementation plan for future consideration by City Council.

Recognizing the challenges associated with imposing new design standards on existing legally non-conforming SSPLs, the proposed framework included a variable licensing fee structure linked to compliance with prescribed landscaping and safety standards. Under the proposed approach, parking lots meeting the standards would be subject to lower licensing fees, while non-compliant parking lots could be subject to higher fees to encourage voluntary site improvements.

The City of Winnipeg's licensing proposal is notable because it represents one of the few identified examples of a Canadian municipality exploring the use of business licensing to encourage landscaping and safety improvements to existing SSPLs; however, despite more than a decade of study and policy development, a licensing framework has yet to advance to City Council for consideration.

Review of Standalone Surface Parking Lots

Date	November 18, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Sustainable Infrastructure
Item #	CR26-125

RECOMMENDATION

That City Council deny the following recommendation:

“That City Council:

1. Subject to approval through the 2027/2028 Budget process, direct Administration to report to City Council by Q3 2028 following the completion of the City Centre Transportation Study and Parking Travel Demand Strategy, with an overview of the findings, a recommended delivery plan and implementation timelines for actions arising from this work;

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

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

HISTORY

At its meeting on October 21, 2026, the Executive Committee considered the attached report EX26-112 *Review of Standalone Surface Parking Lots* from the City Planning & Community Development division.

The following addressed the Committee:

- Mike Tate, representing Regina and District Chamber of Commerce, Regina, SK
- Mitch Molnar, representing Mitchell Developments Ltd., Regina, SK

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

The Committee adopted a resolution to recommend that City Council deny the following recommendation:

“That City Council:

1. Subject to approval through the 2027/2028 Budget process, direct Administration to report to City Council by Q3 2028 following the completion of the City Centre Transportation Study and Parking Travel Demand Strategy, with an overview of the findings, a recommended delivery plan and implementation timelines for actions arising from this work;

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

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

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

Respectfully submitted,

Amber Ackerman, Acting City Clerk 10/22/2026

ATTACHMENTS
EX26-112 Review of Standalone Surface Parking Lots
Appendix A - Transportation Study and Strategy Overview
Appendix B - Jurisdictional Scan
Appendix C - What We Learned Report

Appendix D - City Centre Standalone Surface Parking Current State
Appendix E - Tax Subclass Analysis
Appendix F - City Centre Overview
Appendix G - City-owned Standalone Parking Lots Analysis

Review of Standalone Surface Parking Lots

Date	October 21, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Sustainable Infrastructure
Item No.	EX26-112

RECOMMENDATION

The Executive Committee recommends that City Council:

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

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

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

ISSUE

This report responds to the following items from *MN24-12 Nuisance and Underutilized Properties*, approved by City Council in January 2025:

a. Report back to City Council in Q4 of 2025 with options and recommendations on the following:

i. *Creation of a property subclass for standalone surface parking lots in established intensification incentive boundaries, with a focus on Warehouse, Downtown and Centre Square should unique factors require consideration in these areas.*

ii. *Where surface parking lots are owned by the City of Regina, plans are considered to transition these properties into residential and commercial use.*

iii. *Creation of a property subclass for nuisance and abandoned properties and buildings.*

iv. *Establishment of bylaws and bylaw enforcement processes and fines for repeat nuisance property offences.*

b. *Where Administration is already advancing policies related to underutilized lands, nuisance and abandoned properties, intensification and densification policies, that this work be incorporated into existing workplans.*

Items a.iii and a.iv from MN24-12 were addressed in *CR26-35 Review of Nuisance and Derelict Properties* approved by City Council on March 25, 2026.

IMPACTS

Policy Impact

The updated *Underutilized Land Improvement Strategy* (ULIS), approved by City Council in December 2025 under *CR25-158 Underutilized Land Improvement Strategy 5-Year Review*, includes the following strategic action that responds to item b. of MN24-12: “explore the effectiveness of implementing a property subclass strategy for underutilized land, such as standalone surface parking lots, vacant or derelict properties.”

The ULIS and its strategic actions advance Policies 2.10.2 and 2.10.3 from *Design Regina: The Official Community Plan, Bylaw No. 2013-48* (OCP), directing the development of strategies to address barriers to intensification and provide incentives for redevelopment.

Strategic Priority Impact

The ULIS strategic actions, including exploration of a standalone surface parking lot (SSPL) subclass in the City Centre and enhancements to development incentives, supports several of the City of Regina’s (City) Strategic Priorities through their focus on encouraging reinvestment in underutilized sites and neighbourhood revitalization. In particular, they align with the Vibrancy priority, supporting the goal that “the City Centre thrives as a vibrant, inclusive destination attracting residents, visitors and investment.” They also advance the Prosperity priority by contributing to goals that “new development optimizes existing infrastructure, supporting efficient, long-term sustainable

growth” and that “neighbourhoods offer more diverse housing options and balanced population density.”

Environmental Impact
This report does not directly address reductions in energy use or greenhouse gas emissions; however, strategies and actions arising from the City Centre Transportation Study and Parking Travel Demand Strategy (Transportation Study and Strategy) described in Appendix A will consider actions and recommendations to increase active transportation and transit use, which is one of the “Big Moves” identified in the City’s *Energy & Sustainability Framework* (ESF).

In particular, the Transportation Study and Strategy may support ESF Action 6.1 – Expand Transit Service, Action 6.2 – Transportation Demand Management and Action 6.3 – Increase Active Transportation by evaluating transit operations, active transportation connections, parking management and measures that influence how and when people travel within the City Centre. Additionally, the regulatory tools to enhance SSPLs referenced in Appendix A, Schedule A may support sustainability goals through the exploration of City Centre-specific SSPL design standards, which will consider measures intended to reduce impervious surfaces (e.g. pavement and asphalt), increase tree planting and canopy coverage, improve on-site stormwater management, support the mitigation the urban heat island effect and encourage energy-efficient lighting installments.

It is acknowledged that the specific environmental benefits resulting from the Transportation Study and Strategy will depend on the nature and extent of the actions ultimately implemented, with the resulting impacts assessed through subsequent monitoring and evaluation.

Indigenous Impact
In alignment with the kâ-nâsihcikêwin (Indigenous Framework) Treaty Principle of miyo-wîcêhtowin (getting along well with others, fostering good relations and expanding the circle), all landowners of SSPLs in the City Centre were contacted directly to raise awareness and seek feedback on the potential implementation of an SSPL property tax subclass.

Given the large number of parties contacted and the limited transparency of many ownership entities (e.g. numbered companies), it is difficult to determine whether any of these landowners are Indigenous Rightsholders or individuals; however, in the spirit of this Treaty commitment, Indigenous Rightsholders within the City Centre will be engaged through the upcoming Transportation Study and Strategy.

Inclusion, Diversity, Equity & Accessibility (IDEA)
During engagement undertaken as part of this report, stakeholders and SSPL parking lot owners noted that conveniently located parking facilities throughout the City Centre are important for individuals with diverse accessibility needs.

Participants indicated that a reduction in parking supply as a result of the SSPL property tax subclass could create barriers for individuals with mobility or accessibility challenges, who may find it more difficult to access destinations from parking locations further away, particularly during the winter months. Should this occur, it may be contrary to the Accessibility Plan goals of “identifying, removing and preventing barriers to participation in civic life” and “strengthening access to community spaces, services and opportunities.”

The Transportation Study and Strategy outlined in this report will consider the Accessibility Plan goals noted above by reviewing existing conditions and identifying actions to improve walkability and accessibility. Accordingly, the Accessibility Advisory Committee will be engaged throughout its development.

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

OTHER OPTIONS

OPTION 1 – Direct Administration to report to City Council by Q4 2028 with an overview of the findings of the Transportation Study and Strategy, a recommended delivery plan and implementation timelines for actions arising from this work – RECOMMENDED

- Advantages:
    - Providing City Council with a recommended delivery plan for actions arising from the Transportation Study and Strategy will establish clear expectations regarding implementation timelines, resource requirements and desired outcomes, while supporting a coordinated and strategic approach to advancing transportation, parking and mobility improvements within the City Centre that considers all aspects of the transportation and parking network.
    - Not proceeding with a City Centre SSPL property tax subclass at this time and instead advancing this recommendation, directly responds to both the analysis and stakeholder feedback described in this report, which identified significant limitations and potential unintended consequences associated with the subclass.
- Considerations:
    - It is anticipated that the implementation of certain actions resulting from the Transportation Study and Strategy may require budget approvals. Where applicable, these funding requests will be brought forward individually through future budget processes.

OPTION 2 – Establish the City Centre SSPL property tax subclass described in this report and set the mill rate factor for the subclass to 4.5 times the standard commercial and industrial mill rate factor effective for 2028 – NOT RECOMMENDED

- Advantages:
    - Stakeholders generally indicated that the subclass would be unlikely to facilitate redevelopment in the short term, noting that parking operators would be more likely to absorb the additional costs and that parking lots that do cease operations would likely remain vacant due to current market conditions. However, over time and in conjunction with improved market conditions, implementing the subclass at the highest possible rate could potentially encourage property owners to discontinue the use of SSPLs and pursue redevelopment opportunities. A higher subclass rate would also likely have a greater influence on land use decisions and redevelopment activity than a lower rate.
    - Implementing the property tax subclass in 2028 would provide Administration with sufficient time to communicate the proposed tax changes to affected landowners and would allow property owners additional time to assess redevelopment opportunities and adjust their business plans accordingly.
- Considerations:
    - This work would require short-term Assessment & Property Revenue Branch resources for the implementation of the subclass. This would divert resources from standard property assessment maintenance activities in the short term.
    - Proceeding with the subclass would be inconsistent with jurisdictional best practices (Appendix B) in prairie cities and stakeholder feedback received during engagement (Appendix C). Additionally, it could be perceived as making the City Centre less attractive for existing businesses, employers and future investment, particularly if the subclass results in reduced parking availability or higher parking costs for City Centre residents, employees, customers, and visitors.

COMMUNICATIONS & ENGAGEMENT

Extensive engagement with stakeholders, SSPL landowners, business improvement districts and residents were key components of the preparation of this report and the development of the associated recommendations. Engagement was conducted between February 14 and August 30, 2026. Appendix C outlines the engagement undertaken, summarizes key feedback received and describes how that input informed the recommendations. The engagement strategy included outreach through a variety of methods, including letters, a landowner survey, email correspondence, telephone calls, one-on-one meetings, group presentations and a resident survey on Be Heard.

Specific to stakeholders, SSPL owners and organizations with business and investment interests in the City Centre, engagement was undertaken through an iterative process that included initial presentations on data, analysis and potential approaches, followed by subsequent opportunities to review, discuss and inform the development of the recommendations contained in this report. Since a SSPL property tax subclass could influence investment decisions, business operations,

redevelopment opportunities and the future form of the City Centre, Administration engaged stakeholders throughout the project rather than at a single point in time.

DISCUSSION

Background

Current State

SSPLs are properties assessed as vacant land that do not contain a building or structure and are used exclusively for parking. This differs from accessory parking, where parking is provided on the same titled parcel as a principal building or use. As outlined in Appendix D, 142 SSPLs are currently located within the City Centre, representing 19 per cent of sites within the City's Underutilized Land Inventory. The majority of these properties are either used by private businesses to provide employee or customer parking (58 per cent) or they operate as paid public parking facilities, offering daily and long-term parking options (30 per cent).

An analysis of historical aerial imagery and property records indicates that the conversion of developed properties to SSPLs occurred gradually beginning in the 1950s, as areas within the City Centre transitioned from predominantly residential neighbourhoods to larger office and commercial developments, particularly those associated with government administration and corporate functions, as illustrated by the aerial imagery in Appendix D. This pattern is consistent with trends observed in many larger Canadian cities, where SSPLs emerged to support the parking demands of businesses, employees and visitors. Approximately 66 per cent of the existing SSPLs in the City Centre have been in place since before 2001.

The Regina Zoning Bylaw No. 2019-19 generally restricts the establishment of new permanent SSPLs within the City Centre[1]. As a result, the existing inventory of SSPLs largely represents the extent of this land use currently permitted within the area, notwithstanding any temporary or unpermitted parking lots that may emerge over time. Redevelopment of existing SSPLs has been limited, with only four sites removed from the Underutilized Land Inventory since 2019. Stakeholders identified several barriers to redevelopment, as summarized in Appendix C, including site contamination, market and financial constraints and the continued need for parking to support residential tenants, customers, employees and broader business attraction and workforce retention efforts.

[1] SSPLs are a permitted land use in the Regina Exhibition Lands Direct Control District (DCD), which applies to the Real Campus lands. Temporary SSPLs are considered a discretionary use in the Light Industrial Zone, Former Diocese of Qu'Appelle Lands DCD and the Saskatchewan Drive/North Railway DCD.

Underutilized Land Study and Underutilized Land Improvement Strategy

The use of a SSPL property tax subclass as a tool to encourage redevelopment of underutilized sites, including SSPLs and vacant lots, was examined through the 2018 Underutilized Land Study, which informed the development of the ULIS. The study did not recommend implementation of this tool, noting that provincial legislation does not permit exemptions or accommodations for properties facing legitimate barriers to redevelopment, such as market conditions, site contamination or other development constraints. Similar concerns were raised by stakeholders through engagement undertaken as part of this report. Instead, the study recommended that the City advocate for legislative amendments to enable a more precise and deliberate approach to encourage redevelopment on underutilized lands.

Jurisdictional Scan

Appendix B provides a jurisdictional scan of initiatives undertaken by other Canadian municipalities to manage SSPLs, encourage their redevelopment and support broader revitalization, transportation, mobility and vibrancy objectives in core areas. The scan identified a range of approaches, including dedicated parking strategies, regulatory restrictions on SSPLs and other tools and programs aimed at improving regulatory compliance and facilitating safety, landscaping and aesthetic enhancements to existing SSPLs to improve their contribution to the public realm and streetscape.

Of the 11 jurisdictions reviewed, only Vancouver, Montréal and Gatineau currently apply a special tax to parking lots within defined areas. In these municipalities, the tax is primarily used as a revenue-generating tool to help fund major transit and mobility projects and related initiatives and programs. Saskatchewan legislation does not currently authorize this type of special tax. While Saskatchewan municipalities may use a property tax subclass to redistribute tax burden among property classes, doing so does not generate additional municipal revenue.

City Centre Standalone Surface Parking Subclass

Analysis

As outlined in Appendix E, a City Centre SSPL subclass would not increase the total amount of property tax revenue collected by the City. Rather, it would redistribute the existing property tax burden by increasing property taxes on City Centre SSPLs and correspondingly reducing taxes on all other commercial properties citywide, as illustrated in Appendix E, Figures 1 and 2. Stakeholders expressed concern that redistributing taxes in this manner could discourage business attraction and investment in the City Centre. It was also noted that such tax relief would extend to large-format retailers in suburban areas with extensive parking areas located on the same parcel as the business, where the property tax subclass would not be applied, despite these developments having parking lots that occupy a significant land footprint.

Additionally, applying a subclass to all SSPLs would present implementation challenges. A single subclass may not readily accommodate exemptions for properties affected by site-specific constraints, such as environmental contamination or smaller parcel sizes not conducive to development. As a result, all City Centre SSPLs would be subject to the subclass regardless of whether redevelopment of the site is feasible. Although the subclass definition could be made detailed enough to address these circumstances, doing so would increase complexity, effort and costs for Administration and property owners.

Appendix E, Figures 3 and 4, illustrates the potential impact of a City Centre SSPL property tax subclass on average parking rates for paved and unpaved SSPLs under three different multiplier scenarios of the commercial rate, including a multiplier of 4.5 times the maximum permissible under legislation. The scenario for a paved parking lot shows that if the full impact of the property tax subclass was equally distributed among parking stall users, estimated monthly parking rate increases could range from $18 to $122.

Engagement Feedback

Stakeholders expressed limited confidence that a City Centre SSPL property tax subclass would effectively reduce the number of existing SSPLs or encourage redevelopment. Instead, stakeholders suggested that the additional tax burden would likely be absorbed by SSPL owners, resulting in lower profit margins for parking lot operators, higher parking rates for users or a combination of both, given current market conditions, financial constraints and limited demand for new development in the City Centre. Stakeholders further noted that, as a result of these same factors, the closure of an SSPL would not necessarily lead to redevelopment and could instead result in sites being vacant as opposed to providing parking.

Many stakeholders expressed the view that additional incentives, in conjunction with the City's existing and planned City Centre initiatives and programs (Appendix F), would be more effective at stimulating redevelopment than a SSPL property tax subclass. Stakeholders also emphasized the importance of taking a broader, holistic approach to parking, transportation and mobility in the City Centre rather than focusing exclusively on SSPLs. This feedback directly informed the report's recommendations further described below.

Recommendations

City Centre Transportation Study and Parking Travel Demand Strategy

Subject to approval of $400,000 in general capital funding through the 2027/2028 Budget process, the City plans to undertake a Transportation Study and Strategy in 2027 to holistically understand circulation, transit needs, parking and travel demand management within the City Centre, as further described in Appendix A. Following completion of the initiative, the Transportation Study and Strategy findings, recommended actions and implementation plan will be presented to City Council for consideration in 2028. The strategy will serve as a guiding framework for transportation and

mobility improvements in the City Centre, while supporting and informing related City initiatives, including corridor revitalization projects, area plans and updates to the Regina Transit Master Plan and Transportation Master Plan.

Of particular note, the Transportation Study and Strategy will examine the use of regulatory tools, including zoning bylaw amendments and SSPL design standards, to encourage landscaping, sustainability, accessibility and aesthetic improvements on SSPLs in the City Centre. As detailed in Appendix A, Schedule A, this approach was informed by stakeholder feedback and by the City of Edmonton and Winnipeg's approaches to improving SSPLs. These measures may serve as a near-term strategy to enhance the attractiveness of the City Centre, while such sites remain in use and until market conditions support redevelopment and private investment. The results of the analysis, including stakeholder feedback and recommendations regarding implementation, will be presented to City Council in 2028 as part of the broader Transportation Study and Strategy.

Pilot Market Housing Grant Incentive
Over the past several years, stakeholders, investors and developers have expressed that additional grant incentives should be provided through the Housing Incentive Program (HIP) to support additional market housing projects, in addition to affordable housing developments. Some noted that expanding the program in this manner could help advance projects that have been unable to proceed due to market and financial constraints, particularly on larger underutilized and SSPL sites in the City Centre area suitable for higher-density development where redevelopment costs can be substantial.

In response to this feedback, Administration will be recommending that City Council approve updates to the HIP to establish a Market Housing Capital Grant Incentive pilot for eligible properties within the City Centre. The proposal will be included in the Housing Accelerator Fund Update report being presented to Executive Committee on October 21, 2026.

City-owned Standalone Surface Parking Lots
Per item a.ii. of MN24-12, an analysis of the current and future use of the six City-owned SSPLs within the City Centre was undertaken, including consideration of potential transitions to alternative land uses and redevelopment opportunities. An overview of the current use and future development plans for each site is provided in Appendix G.

Five of the six lots are currently used by the Regina Police Service (RPS) for employee parking. RPS has indicated that parking remains an operational requirement, as the collective agreement for in-scope employees includes provisions related to parking and there is currently a significant waitlist for parking spaces. In addition, due to the nature of police operations and the prevalence of non-standard work schedules (e.g. nights, weekends and on-call shifts), many employees have limited ability to rely on alternative modes of transportation. Furthermore, most RPS employees are

required to report to a designated workplace and are generally unable to perform their duties remotely, reinforcing the ongoing need for dedicated staff parking.

The other City-owned lot, located at 1801 Rose Street, currently operates as a public paid parking facility offering daily parking. The City's long-term intent is to dispose of the property for redevelopment, either as a standalone development site or as part of a land assembly with adjacent vacant properties to support a larger-scale development project. While the City remains open to discussions with private-sector developers and investors regarding redevelopment opportunities, no development is anticipated in the near term.

An overview of potential options and next steps for the long-term development and disposition of these lots will be included within the scope of the Transportation Study and Strategy to ensure that future plans for these sites are informed by and aligned with the broader transportation, parking and mobility goals for the City Centre.

DECISION HISTORY & AUTHORITY

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

a. Report back to Council in Q4 of 2025 with options and recommendations on the following:

i. Creation of a property subclass for standalone surface parking lots in established intensification incentive boundaries, with a focus on Warehouse, Downtown and Centre Square should unique factors require consideration in these areas;

ii. Where surface parking lots are owned by the City, plans are considered to transition these properties into residential and commercial use;

iii. Creation of a property subclass for nuisance and abandoned properties and buildings;

iv. Establishment of bylaws and bylaw enforcement processes and fines for repeat nuisance property offences.

b. Where Administration is already advancing policies related to underutilized land, nuisance and derelict properties, intensification and densification policies, that this work be incorporated into existing workplans.

On December 3, 2025, City Council considered item *CR25-158 Underutilized Land Improvement Strategy* and adopted a resolution to approve the updated ULIS.

On March 25, 2026, to address MN24-12, City Council considered item *CR26-35 Review of Nuisance and Derelict Properties* and adopted a resolution to approve a Nuisance and Derelict Property Tax Subclass for 2028.

Respectfully Submitted,



Luke Grazier, Acting Director
Sustainable Infrastructure

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Heather Kindermann, Senior City Planner

ATTACHMENTS

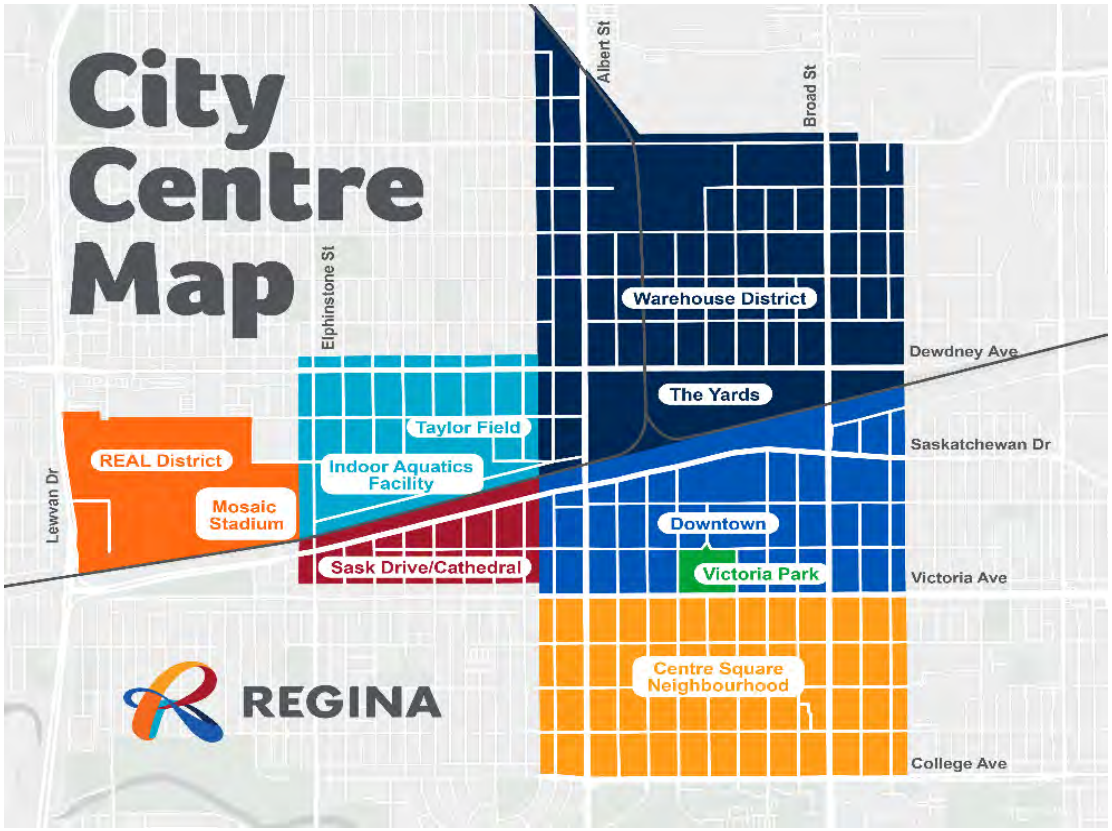
Appendix A - Transportation Study and Strategy Overview
Appendix B - Jurisdictional Scan
Appendix C - What We Learned Report
Appendix D - City Centre Standalone Surface Parking Current State
Appendix E - Tax Subclass Analysis
Appendix F - City Centre Overview
Appendix G - City-owned Standalone Parking Lots Analysis

Appendix A – Transportation Study and Strategy Overview

The City Centre Transportation Study and Parking Travel Demand Strategy (Transportation Study and Strategy) will assess the existing transportation networks within the area, identify current and emerging gaps and develop a comprehensive strategy with actions for immediate, short-, medium- and long-term implementation.

Recommendations will improve the functionality, accessibility and overall performance of these networks across all travel modes, including active transportation, transit and vehicle travel, while considering the diverse needs of pedestrians, cyclists, motorists, transit riders and businesses requiring efficient goods movement and delivery access.

The Transportation Study and Strategy will cover several components of the network, such as those outlined below, to provide a holistic understanding of current conditions and opportunities to address gaps and make improvements.



Circulation: Current and future travel patterns, network connectivity and the movement of people and goods across all transportation modes.

Transit Operations: The reliability, speed, efficiency, attractiveness and performance of public transit services.

Parking: Vehicle storage and access to parking facilities, including parking supply, demand, utilization and accessibility.

Travel Demand Management (TDM): Travel behaviours and patterns, including measures that influence how, when and why people travel to improve overall transportation system efficiency.

A comprehensive understanding of the transportation network helps ensure actions, policies and strategies are not developed in isolation but rather are mindful, balancing impacts on the broader network, recognizing key linkages and relationships amongst each, such as:

Supply vs Demand	Circulation, transit and parking influence system supply, while TDM impacts travel demand.
Independent Trade-offs	Street space and policy decisions must balance circulation data, transit needs, demand management goals and priorities amongst competing interests.
Mutual Reinforcement	Strategies for each component of the network depend on the others because effective outcomes require coordination to ensure efficiencies and to avoid unintended consequences.
Shared Objectives	All strategies generally aim to reduce congestion, improve accessibility, support investment attraction and enhance livability in alignment with vibrancy and revitalization policy priorities.
Integrated System Approach	Success depends on aligning infrastructure, operations, travel behaviour and land use into a coordinated mobility system.
Public and Stakeholder Overlap	Effective outcomes and implementation depend on comprehensive engagement on strategies and actions for all components of the network concurrently.

The Transportation Study and Strategy is planned to be undertaken through a two-step approach:





1. **Study/Analysis**
   - The study component will address existing data gaps and provide a comprehensive assessment of transportation and parking conditions in the City Centre, including updated information on parking utilization, supply and demand for SSPLs, parkades, on-street parking and other parking facilities.
   - This also involves an analysis of circulation on roadways, transit routes and active transportation routes to determine potential improvements.

2. **Strategy**
   - Building on this analysis, the strategy component will identify and prioritize actions to address gaps and improve the transportation and parking networks. Actions will align with the City of Regina's (City) Strategic Priorities and other guiding documents, including *Design Regina: The Official Community Plan Bylaw No. 2013-48 (OCP)*, the Accessibility Plan, Underutilized Land Improvement Strategy and the Regina Transit and Transportation Master Plans.
   - The resulting integrated mobility strategy will consider all elements of the City Centre transportation network in a coordinated manner, ensuring decisions related to transit, parking, active transportation and roadway infrastructure are not made in isolation.

The following pages provide an overview of each component of the City Centre's transportation network that will be included in the Transportation Study and Strategy, along with background information, scope details and high-level deliverables.

Circulation

Description/Background:	Scope:	High-Level Deliverables
- Recent engagement on City Centre projects and initiatives has highlighted that residents and businesses have varying perspectives on how people access and move throughout the area. - It is recognized that a balanced approach is needed to meet the needs of all street users in the area.	- Analysis will focus on how people and traffic move through the City Centre using all transportation modes, identifying challenges and solutions improves safety, access and efficiency while supporting revitalization, vibrancy and economic development. - The analysis will cover traffic flow for all transportation modes, network bottlenecks, intersection performance, safety concerns and modal conflict.	- A report outlining existing conditions and an analysis of issues and opportunities. - Recommended actions and strategies to address issues and opportunities, along with an analysis of alternative options.

Transit Operations

Description/Background:	Scope:	High-Level Deliverables
- An evaluation of the current City Centre transit system is required to explore ways to use existing resources more effectively to improve travel times, reliability, ridership and passenger experience.	- Evaluating the existing transit system to identify areas for improvement and enhancement informed by jurisdictional best practices and emerging industry innovations. - Analysis will be undertaken on routing, transit stop spacing, service frequency, bus prioritization methods (e.g. dedicated lanes, signal prioritization) and integration with other transportation modes.	- A report outlining existing conditions and an analysis of transit services and resources. - Recommended actions and strategies to address issues and opportunities, along with an analysis of alternative options. - A monitoring and transition framework to guide the implementation of actions and strategies.



Parking

Description/Background:	Scope:	High-Level Deliverables
- There is often a mismatch between perceived and actual parking availability. - Parking supply can feel limited to users because the most convenient and visible parking spaces are often full. This perception is often amplified during peak times, further reinforcing the sense of shortage. - Conversely, parking facilities adjacent to major destinations may experience lower utilization and remain underused.	- Gathering enhanced parking supply and utilization data for both on- and off-street parking facilities. - Reviewing pricing and time limit restrictions for on-street parking spaces. - Collectively evaluating and considering the parking needs of residents, businesses, employers, visitors and commuters.	- A comprehensive inventory of all types of parking facilities and a utilization analysis covering occupancy rates, demand, turnover and user needs. - Identification of parking issues, such as accessibility, shortages, overuse, congestion and land use conflicts. - Recommended strategies and actions to address issues, reduce congestion and support vibrancy, such as pricing changes, zoning regulations, business licensing, shared parking, ride-sharing technology and other industry innovations and best practices.



Travel Demand Management

Description/Background:	Scope:	High-Level Deliverables
- TDM strategies take an integrated approach to addressing challenges related to access, mobility and behaviour, rather than simply widening roads or making changes to parking supply. - TDM seeks to balance economic prosperity with access needs and overcome fragmented management of the parking and transportation systems by making more efficient use of space.	- Exploring tools to manage travel behaviour to reduce congestion, improve efficiency and create more sustainable and accessible transportation systems. - An evaluation of methods to shift transportation modes, travel demand trends and supporting incentives and policies.	- A summary of recommended and alternative policy and regulatory actions, along with an implementation plan. - A review of potential infrastructure changes or shifts to improve traffic flow on existing streets. - A community engagement and outreach plan on potential TDM shifts.

Schedule A: Regulatory Tools to Enhance SSPLs

The Transportation Study and Strategy will include a detailed analysis of the regulatory tool conceptually outlined below. Its specific design and implementation are expected to evolve through an iterative process informed by the findings of the Transportation Study and Strategy, as well as ongoing engagement and collaboration with stakeholders, property owners, businesses and other interested parties.

Phase 1: Design Standards

The Regina Zoning Bylaw No. 2019-19 (Zoning Bylaw) currently requires new SSPLs to meet established landscaping, screening, buffering, fencing, loading and accessible parking requirements. The Stormwater and Transportation Design Standards also provide detailed guidance respecting drainage, paving, site boundaries, signage and parking lot delineation. Currently, these standards generally apply uniformly across the city. As such, stakeholders have identified an opportunity to develop design standards that are specific to the City Centre and responsive to its unique context, character and urban design objectives.

The development of City Centre-specific parking lot standards will be explored during this phase in direct collaboration with stakeholders. This work will include consideration of innovative regulations and design measures intended to improve the function, appearance and environmental performance of parking lots while enhancing the public realm. Potential measures may include enhanced accessibility requirements, green parking lot standards that reduce impervious surface coverage, increased tree planting and canopy targets, on-site stormwater management features and design elements that help mitigate the urban heat island effect. Opportunities to encourage energy-efficient lighting and other sustainable site design practices will also be explored.

Phase 2: Zoning Bylaw Regulations

Since the Zoning Bylaw generally prohibits SSPLs within the City Centre, many existing sites operating as SSPLs are considered legal non-conforming uses. As a result, they may continue operating but are limited in their ability to make substantive changes to the site or operation. This can create barriers to investments that would improve the visual appearance, functionality or overall quality of these sites, including enhancements that may be contemplated through the City Centre parking lot design standards discussed in the previous phase. To address this challenge, this phase of work will explore amendments to the Zoning Bylaw that would allow existing SSPL operators to undertake improvements that align with potential City Centre parking lot design standards.

In addition, this phase will explore options related to the Zoning Bylaw's prohibition on new SSPLs within the City Centre. This could allow owners of vacant or underutilized sites to establish temporary or permanent SSPLs, provided they meet prescribed design and development standards. In some circumstances, this approach may serve as an interim strategy to improve the appearance and functionality of vacant or neglected properties while contributing more positively to the surrounding streetscape and public realm.

In practice, this approach could establish a baseline inventory of permitted SSPLs within the City Centre based on the City's Underutilized Land Inventory. Once this baseline is established, any new SSPL that commences operation without the required approvals would be considered non-compliant with the Zoning Bylaw. Property owners would then be required either to obtain the necessary permits and undertake any required site improvements to achieve compliance with applicable design standards or be subject to enforcement measures under the Zoning Bylaw.

Phase 3: Report to City Council

A report and recommendations regarding this policy tool will be brought forward to City Council alongside the Transportation Study and Strategy. If endorsed by City Council, Administration would proceed with the preparation of any necessary amendments to the Zoning Bylaw and related regulatory policies. Following adoption, the new regulations would come into effect and be supported by a targeted communication and engagement strategy to ensure property owners are aware of the new requirements and opportunities available under the updated framework.

Phase 4: Revitalize and Redevelop

While the long-term objective remains the redevelopment of SSPLs into vibrant, active land uses that contribute to the economic vitality and overall attractiveness of the City Centre, it is acknowledged that many stakeholders indicated that current market conditions are not conducive to significant redevelopment investment. Stakeholders noted that major intensification projects continue to face financial risks and economic challenges that may limit private-sector interest in redevelopment at this time.

In the interim, enhancing the appearance of SSPLs and other underutilized sites may provide a practical means of achieving tangible improvements to the streetscape and pedestrian experience in the heart of the city. These enhancements can serve as a transitional step, while market conditions evolve to better support private sector investment and redevelopment opportunities.

The marketability of the City Centre will continue to be monitored as conditions change and as several current and future initiatives aimed at revitalization, beautification and economic development are implemented. These initiatives include ongoing corridor improvement projects, redevelopment of The Yards and Taylor Field sites and development incentive programs. Monitoring the impacts of these initiatives will help inform future decisions regarding the continuation, refinement or potential phase-out of policies and regulations related to SSPLs.

To help illustrate this vision, Schedule B demonstrates how an existing SSPL could evolve over time, from its current condition to a site enhanced through City Centre-specific design standards and ultimately to a fully redeveloped mixed-use development that contributes more meaningfully to the urban fabric and public realm.

Schedule B: SSPL Redevelopment Example

Current SSPL: An existing City Centre SSPL located at 2015 Smith Street. Based on available aerial imagery, this site has been used as a SSPL since at least 2001.



Enhanced SSPL: A rendering demonstrating how an existing SSPL could evolve through incremental site enhancements enabled by regulatory changes and design standards.



Redeveloped SSPL: A rendering showing the site's transformation from an enhanced SSPL to a fully redeveloped mixed-use development, representing the long-term vision for the property.



Appendix B – Jurisdictional Scan

To inform consideration of a City Centre standalone surface parking lot (SSPL) property tax subclass, the City of Regina (City) researched parking approaches in the core areas of other Canadian cities, with a particular focus on SSPLs. The findings are summarized below. This research was conducted through a review of publicly available information and, in some cases, interviews with municipal staff.

Canadian municipalities employ a range of tools to regulate and influence parking lot development and operations, including policy, regulatory, financial and strategic measures. The table below provides a high-level comparison of the approaches used by the jurisdictions reviewed, while the remainder of this document provides a more detailed description of each city's approach.

It is important to note that the applicability of these tools varies across jurisdictions due to differences in provincial legislation and municipal authorities. As such, some approaches identified in this review may not be permissible or practical within Saskatchewan's legislative framework.

Approach	Metro Vancouver	Montreal	Winnipeg	Ottawa	Toronto	Calgary	Saskatoon	Lethbridge	Edmonton	Halifax	Gatineau
Parking Authority/Agency – regulating on- and off-street parking	✓	✓	✓								
Policy Tool – restricting or prohibiting new SSPLs			✓			✓	✓	✓	✓	✓	
Tax Tool – tax rates and levies specific to SSPLs	✓	✓		✓	[1]						✓
Licensing Tool – a revenue-neutral business licensing program for SSPLs			[2]						✓		
Strategies/Plans – policies to address parking in core areas	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

[1] Analysis and recommendations on parking tax levies have been presented to Toronto City Council; however, implementation has been deferred.
[2] While not yet approved, Winnipeg is in the process of exploring a potential business licensing program for SSPLs within defined areas.

Jurisdiction	Description
Metro Vancouver	**Parking Authority** - Established in 1999, TransLink serves as the regional transportation authority for Metro Vancouver, responsible for planning, funding and managing the region's transportation network. **Tax Tool** - A parking sales tax is applied in Metro Vancouver under the *South Coast British Columbia Transportation Authority Act*. - The tax applies to revenues generated from the sale of parking rights, whether charged on an hourly, monthly, annual or other basis. - Under this approach, taxable parking includes any parking site, space, or area where motor vehicles may be parked in exchange for payment or other considerations. - Exemptions include residential parking stalls, parking for inoperable vehicles and parking provided by vehicle rental companies. - Revenue generated through the tax is dedicated to funding public transit services and transportation infrastructure improvements throughout the region. - The tax applies to surface parking lots and parking structures within a defined service area and is calculated based on either the taxable parking area or number of taxable parking spaces. - The tax functions as a transportation demand management and revenue tool by capturing a portion of the value associated with parking supply and directing the proceeds toward transit and regional transportation investments. **Strategy/Plan** - The *Transportation Demand Management Action Plan* guides Vancouver's efforts to increase the use of active transportation and transit through targeted programs, incentives and supporting infrastructure. - The plan includes initiatives to reduce automobile dependence, including parking policy reviews and requirements for certain new developments in defined areas to implement Transportation Demand Management measures. - These measures include secure bicycle parking spaces, electric vehicle infrastructure and dedicated car-share spaces to reduce vehicle trips, parking demand, greenhouse gas emissions and traffic congestion.
Montreal	**Parking Authority** - The Agence de mobilité durable manages on- and off-street parking spaces and leads initiatives and programs to enhance mobility, accessibility and the equitable sharing of space for all residents. **Tax Tool** - Since 2010, Montreal has levied a special tax on non-residential indoor and outdoor parking spaces in designated districts, including the downtown core, to encourage active transportation and support urban intensification. - Higher tax rates apply to surface parking lots, while parking facilities smaller than 5,000 square metres outside the designated central area are exempt. - The tax is calculated by applying a location-specific rate to the taxable area of the parking facility. **Strategy/Plan** - The *Agence de mobilité durable Montreal Organizational Strategic Plan* built around values of innovation, agility, social responsibility, client focus, cooperation, passion and fun. - The plan includes several actions designed to reduce off-street parking spaces, such as encouraging the development of shared off-street parking spaces to better optimize land use.

Jurisdiction	Description
Winnipeg	**Parking Authority** - Established in 2005, the Winnipeg Parking Authority manages city-owned on- and off-street parking and related facilities and services. **Policy Tool** - Under Winnipeg's Zoning Bylaw, new non-accessory surface parking lots are permitted only as a conditional use in three Downtown sectors and are prohibited in one. Other forms of parking may be permitted in these areas. **License Tool** - Winnipeg is currently exploring a revenue-neutral SSPL licensing program within the downtown to address landscaping and safety issues, encourage redevelopment and ensure SSPLs are safe, high-quality, visually appealing and functional. - This work is currently underway, and a report will be brought to City Council for consideration once completed. **Strategy/Plan** - *The Winnipeg Parking & Mobility Strategy* guides the management of curbside space across the city based on principles of access, sustainability and service excellence. - The *Complete Communities Direction Strategy* includes the following policy aimed at encouraging investment in vacant and underutilized properties: "Facilitate the redevelopment of vacant or underutilized properties, such as standalone surface parking lots, to support residential and mixed-use developments, when servicing allows, to achieve a sustainable, inclusive and vibrant downtown." - Similarly, the strategy includes actions to reduce existing SSPLs and restrict the creation of new SSPLs within downtown areas, particularly along pedestrian-oriented streets and in areas with significant pedestrian activity.
Ottawa	**Tax Tool** - Ottawa historically maintained a separate parking lot and vacant property tax class under Ontario's optional tax class framework. - The class was established to recognize the distinct characteristics of SSPLs and vacant commercial lands and typically resulted in a tax rate that was approximately 30 to 35 per cent lower than that applied to developed commercial and industrial properties. - In 2025, Ottawa discontinued this property tax class as part of a broader review of municipal tax policy. - This change reflects a growing municipal interest in encouraging the intensification and redevelopment of SSPLs and vacant land in alignment with broader municipal priorities and goals. **Strategy/Plan** - Linked to Ottawa's Transportation Master Plan, the *Municipal Parking Management Strategy* establishes objectives and policies to provide public parking that is affordable, secure, accessible and attractive while supporting broader transportation goals. - The strategy also promotes sustainable and alternative modes of transportation, including walking, cycling, public transit and vehicle sharing. - The strategy notes that for Ottawa's parking management program to be successful, it must effectively coordinate several road network functions holistically, such as on- and off-street parking, tour buses and parking enforcement. - Since 2013, the City of Ottawa has completed multiple local area parking studies, which assess parking supply and demand within defined neighbourhoods or business districts. - These localized and context-specific studies help determine whether adjustments to parking availability, parking restrictions, pricing or enforcement practices are required and support the City's transportation demand management objectives and broader corporate goals and priorities.

Jurisdiction	Description
Toronto	**Tax Tool** - Unlike Ottawa, Toronto continues to maintain Ontario's optional parking lot and vacant land property tax class, which includes SSPLs. Historically, properties within this class have benefited from tax rates that are lower than those applied to fully developed commercial and industrial properties. - Recently, Toronto has explored implementing a separate commercial parking tax levy as both a transportation demand management and revenue-generation tool. The proposed levy would apply city-wide to commercial off-street parking facilities, including SSPLs and parking structures, and would be calculated based on the area dedicated to parking. - The proposed levy was expected to generate significant annual revenue and was justified, in part, as a mechanism to support public transit and broader transportation objectives. However, implementation was deferred pending the development of a comprehensive parking inventory and additional assessment information from Ontario's Municipal Property Assessment Corporation. **Strategy/Plan** - The *Toronto City-Wide Strategic Parking Framework* provides a comprehensive approach to managing parking across the city. The framework guides strategic and operational decision-making to ensure an appropriate supply of parking while supporting broader municipal objectives related to transportation, land use, economic development and sustainability. - Specific to off-street parking facilities, including SSPLs, the framework identifies opportunities to assess areas with surplus parking supply and explore the redevelopment of underutilized parking lands for more productive uses, including housing and mixed-use development. - The framework also encourages collaboration with off-street parking providers to support emerging mobility and sustainability initiatives, including electric vehicle charging infrastructure and vehicle-sharing programs, helping advance Toronto's climate and transportation goals.
Calgary	**Policy Tool** - The Calgary Zoning Bylaw prohibits new temporary and permanent SSPLs in defined downtown areas that are not part of an associated land use (e.g. apartment building or office tower) as part of efforts to discourage single-occupant vehicle commuting and reduce traffic congestion. - Additionally, the Zoning Bylaw restricts parking associated with new office uses within a defined downtown area to a maximum of one stall per 140 m^2 of gross floor area. **Strategy/Plan** - The *Calgary Parking Policies* framework, originally approved in 2011 and updated in 2024, provides a comprehensive, city-wide framework for parking policy and management. The framework is intended to address evolving transportation, land use and mobility needs while supporting broader municipal policy objectives. - The framework includes area-specific downtown parking strategies intended to support a vibrant, economically competitive and accessible downtown. These strategies include policies for on-street parking that accommodate short-term visits by customers and visitors, long-term parking for residents and employees and bicycle parking facilities. - The downtown parking strategies recognize and leverage three complementary policy levers: o *Road Capacity/auto access into downtown;* o *Amount and location of parking downtown; and* o *Provisions of attractive infrastructure and service to promote the use of alternative modes of travel, such as transit, cycling and walking into the downtown.*

Jurisdiction	Description
Saskatoon	**Policy Tool** - In 2025, Saskatoon approved several amendments to the Saskatoon Zoning Bylaw to implement the vision and policy direction of the *City Centre & District Plan*. - The amendments included restrictions on new permanent and temporary SSPLs in designated areas, as well as new landscaping and screening requirements for SSPLs regulated as either a permitted or discretionary use. Similar design standards were also introduced for accessory parking facilities located on the same parcel as an established principal use or building. - The city council report accompanying the amendments noted that, while existing parking lots may continue as legal non-conforming uses and are not subject to the new standards retroactively, any future modifications, expansions or redevelopment of these sites will be required to comply with the updated bylaw requirements, supporting the City's long-term urban design and land-use objectives. **Strategy/Plan** - The *City Centre & District Plan* establishes a vision and set of guiding directions for the area's public realm, streetscapes, plazas and land use. It also outlines broader strategies to enhance connectivity, mobility, safety and cultural and heritage preservation. The plan includes actions and recommendations to prohibit new SSPLs in strategic pedestrian-oriented locations and to amend SSPL regulations to encourage redevelopment. - To support implementation of the *City Centre & District Plan*, new policies were added to the Saskatoon Official Community Plan in 2025 directing the municipality to: o *Reduce areas of surface parking in the Downtown by supporting new structured parking, new development on surface parking lots, and a higher share of Downtown trips by alternate modes of transportation;* o *Determine strategic pedestrian focused locations where surface parking is not appropriate; and* o *Ensure that where new permanent surface parking is proposed, it is developed in a manner that integrates into the streetscape and is suitably screened so that it is not a focal point. This will include high-quality edges incorporating landscaping, public space and amenity areas that contribute positively to the public realm. There should be enhanced standards for surface parking located on a large corner lot or prominent site.* - Saskatoon also continues to advance its Comprehensive *Downtown Parking Strategy*, introduced in 2016 to guide parking-related decisions and actions as the city grows toward a population of 500,000.
Lethbridge	**Policy Tool** - To protect the downtown area from unnecessary or premature demolition and to discourage the proliferation of incompatible interim uses, such as SSPLs, the Lethbridge Zoning Bylaw requires the approval of a development permit for the future land use of the site prior to the issuance of a demolition permit for the current structure on the site. - Under this approach, a demolition permit will only be issued where: o The building is in a ruinous, dilapidated or unsafe condition that poses a threat to public health or safety; or o The applicant has obtained approval for a new development on the site. **Strategy/Plan** - The *Heart of our City Master Plan* provides a long-range framework to guide public improvements and private development to create a vibrant and economically thriving downtown. The implementation plan includes an action to maintain current levels of public parking in the downtown area to protect lands for future redevelopment opportunities.

Jurisdiction	Description
Edmonton	**Policy Tool** - The Edmonton Zoning Bylaw generally restricts the development of new permanent SSPLs within defined policy areas in and around the downtown and Centre City, reflecting the City's objective of encouraging redevelopment and more intensive land use. - In 2023, the City reported that approximately 275 SSPLs operated within the downtown and surrounding central neighbourhoods, with only about 11 per cent holding valid development permits. As a result, nearly 89 per cent were operating without the required approvals. - To address this issue, Edmonton introduced the Centre City Temporary Parking Program in December 2024, providing a pathway for owners of unpermitted SSPLs to obtain development permits and improve the appearance, safety and functionality of their sites. - Following the introduction of the Centre City Temporary Parking Program, the City issued warning letters and violation notices to affected parking lot owners between March and June 2025. Additional correspondence was sent in January and February 2026 reminding owners of program requirements, development permit deadlines, and the consequences of non-compliance, including fines, stop orders, and other enforcement measures. - Property owners who obtained development permits through the program have until December 31, 2027, to complete required site improvements. Eligible upgrades include enhancements to landscaping, drainage, lighting, pedestrian pathways, and parking surfaces. Temporary development permits issued under the program remain valid for seven years for gravel lots and ten years for paved lots, recognizing their interim role pending future redevelopment. Owners are also required to obtain a business license to operate SSPLs. **License Tool** - All commercially operated SSPLs generally require both a valid business license and a development permit. - The Edmonton Business License Bylaw requires payment of an initial license fee for a one- or two-year license term, in addition to renewal fees at defined renewal intervals. For SSPLs, annual license fees generally may range from approximately $100 to $700, depending on the nature of the business activity and the associated land use. **Strategy/Plan** - The *Curbside Management Strategy* outlines a framework and a series of actions to make curb space and parking more equitable and beneficial for all residents. This includes strategies to support active transportation through the provision of “end-of-trip” amenities, such as bicycle storage facilities, personal lockers and washrooms. - The *Downtown Public Spaces Plan*, which provides a 20-year vision for downtown Edmonton, includes a policy to encourage the activation of underutilized and vacant lands through the development of publicly accessible parks and open spaces. - Similarly, the *Downtown Vibrancy Strategy* includes an action to encourage short-term activities and interim uses on underutilized sites, such as SSPLs, to foster vibrancy while areas evolve and are redeveloped with permanent land uses.
Halifax	**Policy Tool** - The Halifax Zoning Bylaw prohibits new commercial SSPLs and parking garages within a defined downtown area. **Strategy/Plan** - The *Halifax Regional Municipality Regional Parking Strategy Functional Plan* provides a 25-year action plan to ensure that parking throughout the region is planned, supplied and managed in a manner that balances multiple interests and competing needs. - Halifax also undertakes biennial parking supply and demand studies to assess evolving conditions, monitor the outcomes of parking policy changes and evaluate the impacts of growth and development on parking supply and demand.

Jurisdiction	Description
Gatineau	**Tax Tool** - In 2024, Gatineau approved the phased implementation of a parking lot tax intended to encourage intensification, optimize land use and advance environmental and accessibility objectives. - The tax was initially applied to commercial parking lots and those associated with office buildings before being expanded in 2025 to all non-residential parking spaces. - The levy is calculated based on the gross surface area of parking spaces, both indoor and outdoor, with rates varying by location. Assessments are based on property plans and generally include parking areas intended for employees and visitors, while operational areas associated with storage, shipping, loading or other commercial activities are excluded. - The parking lot tax is intended to diversify municipal revenue sources while encouraging more efficient use of land. Key objectives include reducing reliance on private vehicle travel, supporting public transit use, lowering greenhouse gas emissions, reducing heat-island effects associated with large asphalt and concrete surfaces, increasing green space opportunities and encouraging the redevelopment of underutilized sites.



Appendix C – What We Learned Report: Engagement Summary



In January 2025, City Council approved *MN24-12 Nuisance and Underutilized Properties*, which directed Administration to develop options and recommendations for a City Centre standalone surface parking lot (SSPL) property tax subclass.

This initiative was intended to determine whether a subclass could encourage the transition of SSPLs to higher-value land uses.

Engagement Objective
The City of Regina (City) engaged members of the public, SSPL owners, businesses, community associations (CAs), economic development organizations, the Regina Downtown Business Improvement District (RDBID) and the Regina Warehouse Business Improvement District (RWBID) to better understand the role of SSPLs in the City Centre and gather feedback on a potential SSPL property tax subclass.

Participants were asked whether the proposed tax measure would encourage redevelopment or create unintended consequences, and whether alternative approaches would be more effective.

Timing and Outreach
Engagement was conducted between February and August 2026. To raise awareness of the initiative, the City launched a project page on Be Heard in March 2026. The webpage provided background information, maps, frequently asked questions, a dedicated email address for inquiries and access to two online surveys, one for residents and one for SSPL landowners.

In addition, letters were distributed to more than 125 SSPL owners and affected CAs. The correspondence outlined the purpose of the initiative, provided links to the project webpage and informed recipients of opportunities to participate in the engagement process, including one-on-one meetings, small group discussions and online surveys.

Engagement Summary
In conjunction with the outreach efforts described above, a range of engagement activities were conducted to inform, consult and collaborate with residents and stakeholders on this initiative. The following subsections summarize these activities and the key themes identified through engagement.

Feedback received was used to inform Administration's recommendations regarding a potential City Centre SSPL property tax subclass. To support meaningful participation, all participants were provided with background information on the initiative and its objectives.



City Centre stakeholder and business group workshops

Project Be Heard page for feedback and questions

Letters to SSPL owners and CAs, offering follow-up meetings

Resident survey and SSPL landowner survey

Workshops with the RDBID and RWBID

City Centre Stakeholder and Business Group, RDBID, RWBID
Initial workshops were held to provide an overview of the initiative, including an analysis of the subclass and its potential implementation and function.

- City Centre Stakeholder and Business Group: April 2, 2026 (nine attendees).
- RDBID: April 21, 2026 (five attendees).
- RWBID: April 28, 2026 (14 attendees).

Key Feedback:
Many SSPLs support businesses located on separate sites and are not operated solely as independent public parking operations. SSPLs often play an important supporting role for retail, office and residential rental uses.
Taxation alone is unlikely to address the underlying imbalance between parking supply and demand. Broader measures that address parking demand, accessibility and transportation options should be prioritized.
Business owners frequently reported concerns that existing parking supply is insufficient to meet the needs of tenants, employees, customers and visitors. Parking remains a critical component of business viability and visitor access in the Downtown and Warehouse District.
The subclass could conflict with other City Centre initiatives, such as the Office Incentive Policy, and may encourage new investment and development to locate in suburban areas where the subclass would not apply. Parking in these areas is typically provided on the same parcel as the principal development.
There was broad agreement that incentives are generally more effective than financial penalties in encouraging redevelopment and investment.
Alternative approaches suggested included reducing barriers to City Centre parking, increasing competition among parking providers and encouraging visual and aesthetic improvements to existing parking lots to enhance the public realm and support investment attraction.
Under current market conditions in Regina, an SSPL property tax subclass is unlikely to encourage redevelopment. Instead, the additional tax burden would be more likely to be passed on to users through higher parking fees. Even if a parking operation were to cease, the site would be more likely to remain vacant than be redeveloped, given current levels of development and investment activity in the City Centre.
A key limitation of the proposed subclass is its inability to distinguish between SSPLs facing significant redevelopment constraints such as contamination, irregular site configurations or parcel sizes that are insufficient to support viable redevelopment.
The subclass would redistribute the commercial property tax burden by increasing taxes on SSPLs while reducing taxes for commercial properties elsewhere in the city. This could place City Centre businesses at a competitive disadvantage relative to suburban businesses and discourage investment in the City Centre.
Measures intended to reduce parking availability could disproportionately affect individuals with accessibility or mobility challenges who rely on convenient parking close to their destination. Concerns were also raised regarding access to medical offices and other services where patients and visitors with mobility challenges may depend on nearby parking.
Concerns were raised that the proposed subclass could result in unintended consequences, including increased pressure on an already constrained parking system, higher costs for businesses and users, challenges with workforce attraction and retention and negative impacts on properties with redevelopment constraints.
Existing safety and pedestrian visibility concerns related to parking operations in the Warehouse District were identified and should be considered alongside future parking and redevelopment initiatives.
The RWBID supports policies that advance long-term redevelopment and vibrancy. However, a phased, data-informed approach that includes interim measures and strategic reinvestment was identified as important to achieving the City's objectives while minimizing unintended impacts on businesses, employees, residents and visitors.

Building on feedback received through the initial workshops and other engagement activities, a series of follow-up sessions were held with stakeholders to obtain further input regarding the subclass and potential alternative measures that could more effectively encourage redevelopment and investment on SSPL sites and throughout the City Centre.

- City Centre Stakeholder and Business Group – Meeting Option 1: June 25, 2026 (five attendees).
- City Centre Stakeholder and Business Group – Meeting Option 2: July 16, 2026 (six attendees).
- RDBID: July 27, 2026 (six attendees).
- RWBID: August 24, 2026 (12 attendees).

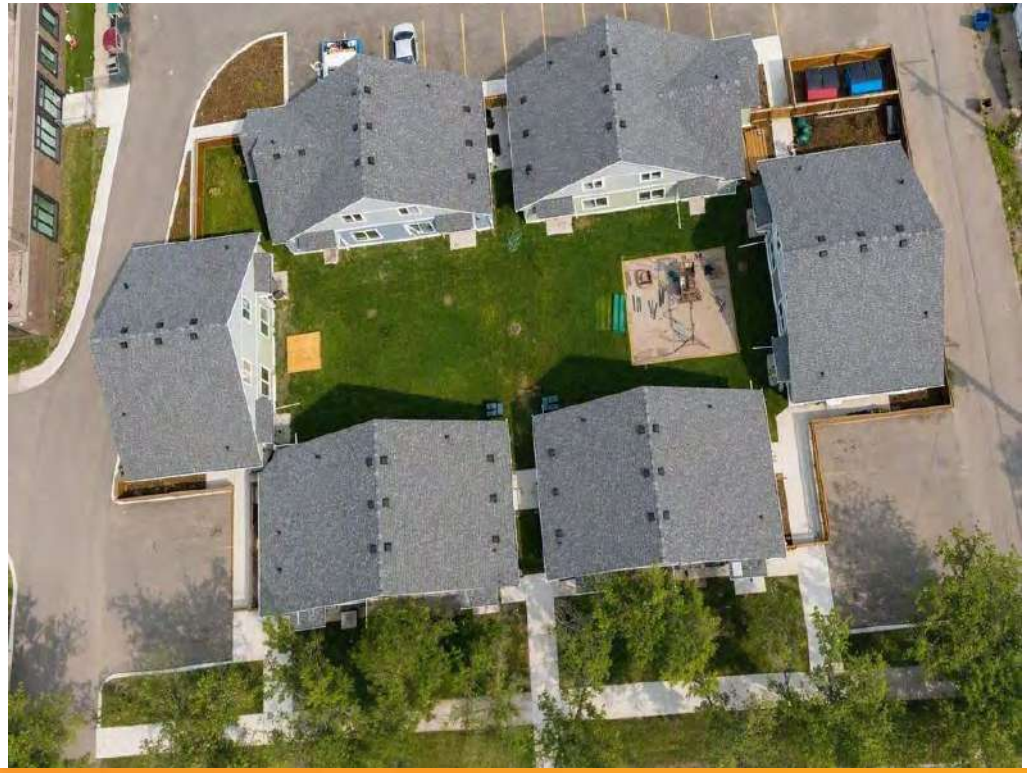
Key Feedback:
There was support for taking a holistic approach to parking, travel demand, mobility, and accessibility within the City Centre. Policy decisions, including a potential City Centre SSPL property tax subclass, should not be considered in isolation and should account for broader impacts on the transportation network and overall accessibility.
There is a common misconception that SSPL owners generate significant profits from parking operations and are choosing not to redevelop their properties. In many cases, SSPLs are used to support nearby buildings by providing parking for tenants, customers and employees. While redevelopment may offer greater long-term financial returns, current market conditions do not make redevelopment financially viable. It was noted that in larger urban centres, such as Vancouver, higher land values and stronger market conditions make redevelopment more economically attractive than maintaining surface parking lots.
Incentives for multi-unit market housing in the City Centre were identified as a potentially effective tool for encouraging redevelopment. Such incentives could help improve the financial viability of projects that are currently on hold due to market challenges and support additional investment in the City Centre. It was noted that similar incentives have been successful in generating activity and development within the core areas of other cities, such as Edmonton and Calgary.
The RDBID was supportive the City undertaking a City Centre Transportation Study and Parking Travel Demand Strategy. It was noted that the following should be considered within the scope of work: • The impacts of transit service changes on parking demand should be considered, specifically as enhanced service may reduce long-term dependence on surface parking lots. • A review of on-street parking allocation and optimization is needed to support accessibility, customer parking and business operations. • Parking utilization trends should be assessed through a comparison of historical and current datasets. • A block-by-block, context-sensitive review of curbside management should be undertaken. • Curb cuts, loading activity and street operations should be reviewed to identify opportunities for improved efficiency and safety. • Bus loading and drop-off requirements should be reviewed, including those associated with major destinations and events such as Globe Theatre performances. • The need for dedicated paratransit drop-off and pick-up areas should be evaluated, particularly near key destinations such as the Cornwall Centre. • Snow clearing and winter accessibility should be incorporated into the analysis. • Operational feasibility and implementation considerations should be evaluated alongside any recommendations. • Consider opportunities to encourage redevelopment and activation of underutilized sites through more flexible interim and temporary use regulations. Temporary activations, such as seasonal vendors, kiosks, pop-up businesses and other short-term uses, can help increase vibrancy, attract visitors and support the revitalization of Downtown sites awaiting redevelopment.

Key Feedback:
RDBID also identified safety, visibility and the overall user experience as important considerations for both the proposed study and future transportation, mobility and parking initiatives. Specific considerations noted included: • Framing aesthetic concerns as factors that influence perceptions of safety. • Improving visibility, lighting and pedestrian comfort within parking facilities and throughout the Downtown. • Incorporating findings from RDBID employee and stakeholder surveys. • Considering observations from RDBID's Downtown night walks, which identified several areas with limited lighting and visibility, including portions of Victoria Park. • Evaluating enhanced lighting standards and design considerations for surface parking lots and other publicly accessible parking facilities.
While the proposed multi-unit market housing incentive stream is promising, the City should also consider future changes to the City Centre Incentive Program to provide additional grant funding for new commercial and mixed-use development on underutilized sites.
Similar to the RDBID, the RWBID supported the development of a City Centre Transportation Study and Parking Travel Demand Strategy. They noted that the initiative should include an assessment of various options for bringing SSPLs into compliance, enabling site upgrades and improvements. It was discussed that this may entail amendments to the Zoning Bylaw.

Online Surveys
Residents and SSPL owners were invited to participate in online surveys hosted on the project's Be Heard page.

- The resident survey, conducted between March 1 and April 18, was designed to better understand public perceptions of parking in the City Centre, including parking usage patterns and views on its availability, accessibility and importance.

- The SSPL owner survey, conducted between March 16 and April 30, gathered information on the use of SSPL sites, perspectives on a potential City Centre SSPL property tax subclass and whether owners had considered redeveloping their properties. Respondents were also asked to identify the factors influencing decisions related to redevelopment and the continued operation of SSPLs.



Key Feedback – Resident Survey (68 responses):
The majority of respondents (82 per cent) indicated that they travel to the City Centre alone by automobile. Proximity to destination was identified as the most important factor influencing parking decisions, followed by parking availability and cost.
Nearly half of respondents (45 per cent) reported using parking facilities in the City Centre daily. Parking use was concentrated on weekdays, with 86 per cent of respondents indicating they typically park in the City Centre from Monday to Friday. Work-related trips were the most common purpose for parking, cited by 57 per cent of respondents.
SSPLs were among the most frequently used parking facilities, with 39 per cent of respondents indicating they use SSPLs when parking within the City Centre. This was comparable to on-street parking (31 per cent), while structured parking accounted for 19 per cent of responses.
When asked how their travel behaviour would change if parking became more available or less expensive, 57 per cent of respondents indicated their behaviour would not change, while 37 per cent indicated they would travel to the City Centre more frequently. Conversely, if parking became less available or more expensive, 47 per cent of respondents indicated they would visit the City Centre less often. A further 42 per cent indicated their travel behaviour would remain unchanged, noting that driving and parking are necessary for their trips to the City Centre.

Key Feedback – SSPL Owner Survey (12 responses):
The majority of respondents (83 per cent) indicated they had not considered redeveloping their parking lot. The most cited reasons were the high cost of development, current market constraints and the need to maintain parking for employees, tenants, customers and visitors.
Additional incentives and enhanced beautification efforts are needed to make the City Centre more attractive for redevelopment and investment. Most respondents indicated that an SSPL property tax subclass would be unlikely to encourage redevelopment, with some suggesting it could discourage investment.
There is currently insufficient demand to support new development in the City Centre. Many respondents indicated that restricting parking through taxation or regulation is not desirable and suggested that the City instead focus on facilitating aesthetic and functional improvements to existing parking facilities.
Three-quarters of respondents who identified as SSPL owners indicated that they manage parking operations directly, while the remaining respondents indicated that operations are managed by a third-party operator.



Smaller Group Meetings, Phone Calls and Email Correspondence with SSPL Owners and Interested Parties
Additional stakeholder feedback was gathered through small group meetings, telephone discussions and email correspondence.

Key Feedback (6 Touchpoints):
Parking demand in the City Centre remains strong. Parking availability was identified as an important factor in attracting and retaining tenants, supporting businesses and addressing commercial vacancies in the City Centre. Existing parking-related barriers already affect access for customers, employees, and visitors. It was suggested that further reductions in parking supply could negatively affect investment attraction and business viability.
One Crown corporation indicated that its existing SSPLs are operating at full capacity and currently maintain a waitlist of approximately 400 individuals. It was also noted that parking utilization may not always be visually apparent, as many stalls are assigned to employees with hybrid work arrangements. As a result, while a parking area may appear to have vacant stalls on a given day, those spaces are often reserved and therefore unavailable for general use.
Some SSPL sites are not currently viable candidates for redevelopment due to market conditions, site constraints or other development challenges. Surface parking is often viewed as an interim land use while landowners assemble parcels for larger redevelopment projects or wait for market conditions to improve.
Market conditions, rather than policy measures, were identified as the primary driver of surface parking lot redevelopment. The experience of larger urban centres was cited as an example, where redevelopment became more prevalent as market conditions strengthened and development activity increased. Significant increases in construction costs were also identified as a key challenge affecting redevelopment feasibility.
Some landowners indicated that revenue generated from SSPL operations helps offset carrying costs while properties are held for future redevelopment. As a result, it was suggested that additional taxation could discourage land assembly efforts and delay future redevelopment opportunities.
Several parties noted that revenue from SSPL operations does not always offset property taxes and operating costs. As a result, SSPLs generally do not generate excessive profits, which may be contrary to public perception.
Strong support was expressed for additional redevelopment incentives, particularly for multi-unit residential and infill development projects that face higher costs than greenfield developments. It was also suggested that the City's current restrictions on new SSPLs should be reviewed and revised, given the need for additional parking and the financial relief SSPL revenue can generate while a developer is assembling land for a redevelopment project.



Four Key Engagement Takeaways

<u>Takeaway 1:</u> Stakeholders generally do not believe a SSPL tax subclass would achieve its intended redevelopment objective under current market conditions.

- Many felt that redevelopment is constrained primarily by market conditions, construction costs, land economics and development feasibility, rather than by the current tax treatment of parking lots.
- Several suggested that lots would be more likely to remain vacant than redevelop if parking operations became less viable.

<u>Takeaway 2:</u> SSPLs often serve a broader function than public-paid parking operations operated solely for revenue generation.

- Stakeholders repeatedly noted that many SSPLs support nearby offices, retail businesses, residential buildings, employees and tenants. This challenges the perception that all parking lots are independent profit-generating land uses being intentionally withheld from redevelopment.
- Rather, stakeholders identified market, financial and other constraints as the main reasons redevelopment has not occurred.

<u>Takeaway 3:</u> There is significant concern from business owners, parking lot owners and the BIDs that a City Centre SSPL tax subclass may have unintended economic impacts.

- Concerns include reduced competitiveness, lower visitation, increased parking costs, pressure on City Centre businesses and the potential diversion of investment to other areas.
- There was a strong sentiment that additional incentives are needed to stimulate redevelopment, as opposed to punitive measures like a subclass.

<u>Takeaway 4:</u> A more comprehensive understanding of parking, transportation and mobility in the City Centre is needed before making major policy decisions, such as the implementation of a subclass.

- Stakeholders frequently called for a holistic approach that considers transportation, mobility, parking demand, accessibility and broader City Centre revitalization together.
- There was interest in City policies and initiatives that encourage visual improvements to SSPLs, contributing to a more attractive, investment-friendly, vibrant and pedestrian-oriented City Centre.



Appendix D – City Centre Standalone Surface Parking Current State

This appendix summarizes the current state of standalone surface parking lots (SSPLs) in Regina's City Centre, including their locations, utilization, ownership and characteristics. The appendix also includes relevant background and contextual information related to parking supply, parking demand and redevelopment within the City Centre.

Understanding Parking Types

MN24-12 Nuisance and Underutilized Properties directed the exploration of a property tax subclass for SSPLs, which are defined as properties assessed as vacant land that do not contain a principal building or structure and are used solely for parking. SSPLs generally fall into one of the following categories:

Private Business SSPLs: Lots designated for the employees or customers of a specific business, organization or property.

Public Paid SSPLs: Lots operated as revenue-generating properties that are available to the general public on an hourly, daily, monthly or yearly basis.

Residential Tenant SSPLs: Parking lots reserved for the tenants of an adjacent or nearby residential property, such as an apartment building, townhouse development or similar multi-unit housing.

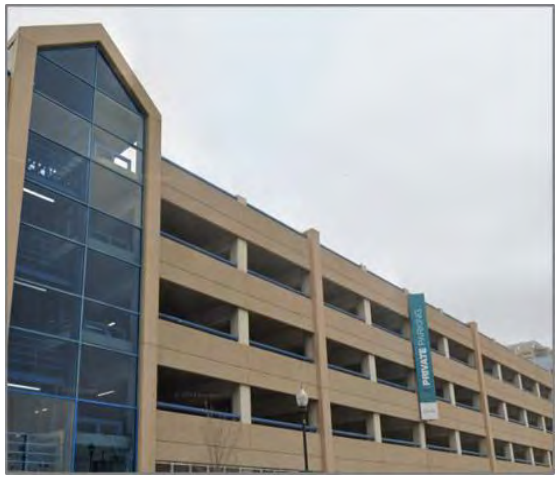
These differ from the other types of parking facilities shown below, which were not included in the scope of work directed under MN24-12.



Accessory Parking Lot (located on same titled parcel as a principal building)



On-Street Parking Stalls



Structured Parking Facilities (e.g. garage, parkade and underground parking)

Historical Context

Analysis of historical imagery, including Figures 1 to 4 and property records indicate that the conversion of developed properties to SSPLs occurred incrementally beginning in the 1950s. As the City Centre evolved from primarily residential neighbourhoods into a major employment, government and commercial hub, demand for parking increased and many properties were repurposed to support vehicle storage. This trend mirrors that of many Canadian downtowns during the latter half of the twentieth century, where parking lots emerged as a common response to growing automobile ownership and travel demand. As illustrated below, the built form of the City Centre and Downtown has changed considerably over time. Larger and taller buildings have replaced many single-detached homes, while SSPLs have become a more prominent component of the urban landscape. Approximately 66 per cent of the SSPLs currently located within the City Centre have been in place since before 2001.

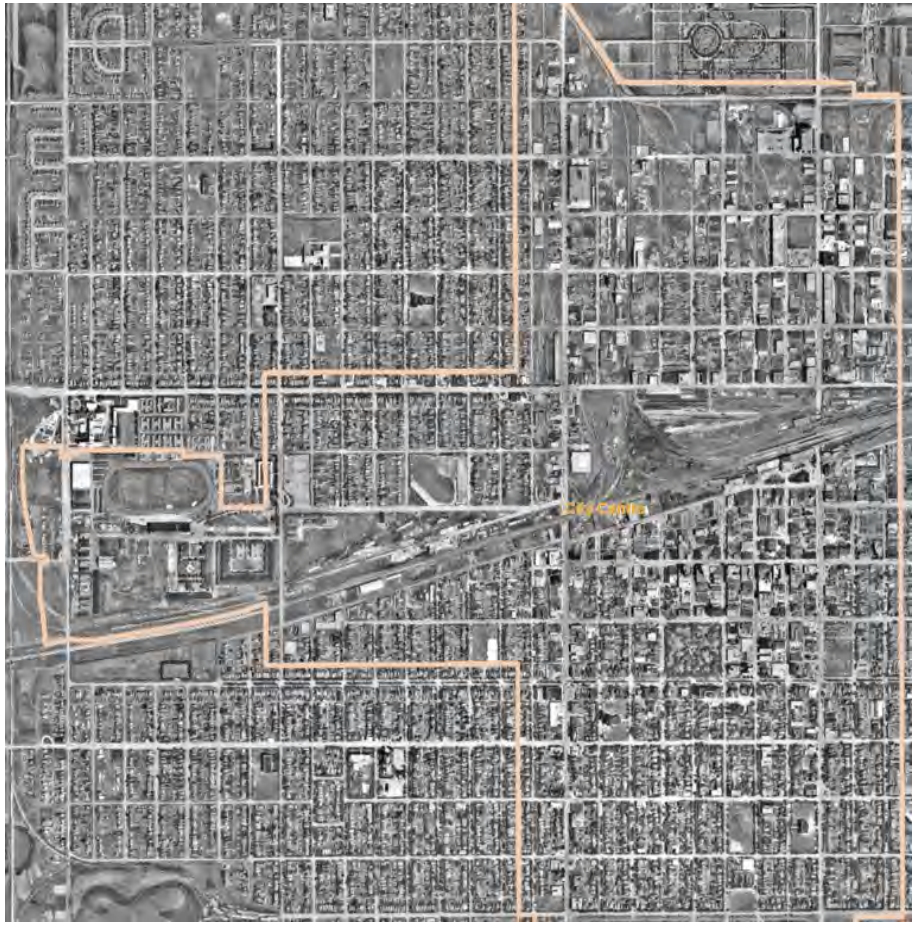


Figure 1: City Centre Close-up, 1951



Figure 2: City Centre Close-up, 2024



Figure 3: Downtown Close-up, 1951



Figure 4: Downtown Close-up, 2024

City Centre Standalone Surface Parking Lots

As shown in Figure 5, there are approximately 142 SSPLs within the City Centre, representing a total of 177 individually titled legal lots. Although some SSPLs appear and operate as a single site, they may be comprised of multiple legal parcels. For instance, the SSPL highlighted in Figure 5 functions as a single parking area but consists of four separately titled lots. To support consistent analysis and reporting, SSPLs are treated as a single parking lot entity irrespective of the number of legal parcels from which they are assembled.

SSPLs occupy approximately 17 hectares, or 4 per cent of the 432 hectares of land within the City Centre and have a wide range of sizes.



Smallest SSPL: 0.02 hectares (200 m²), approximately the size of a townhouse parcel.



Largest SSPL: 1 hectare (10,000 m²), approximately the size of a football field.



Average SSPL: 0.09 hectares (900 m²), about the size of the City Hall building footprint and courtyard.

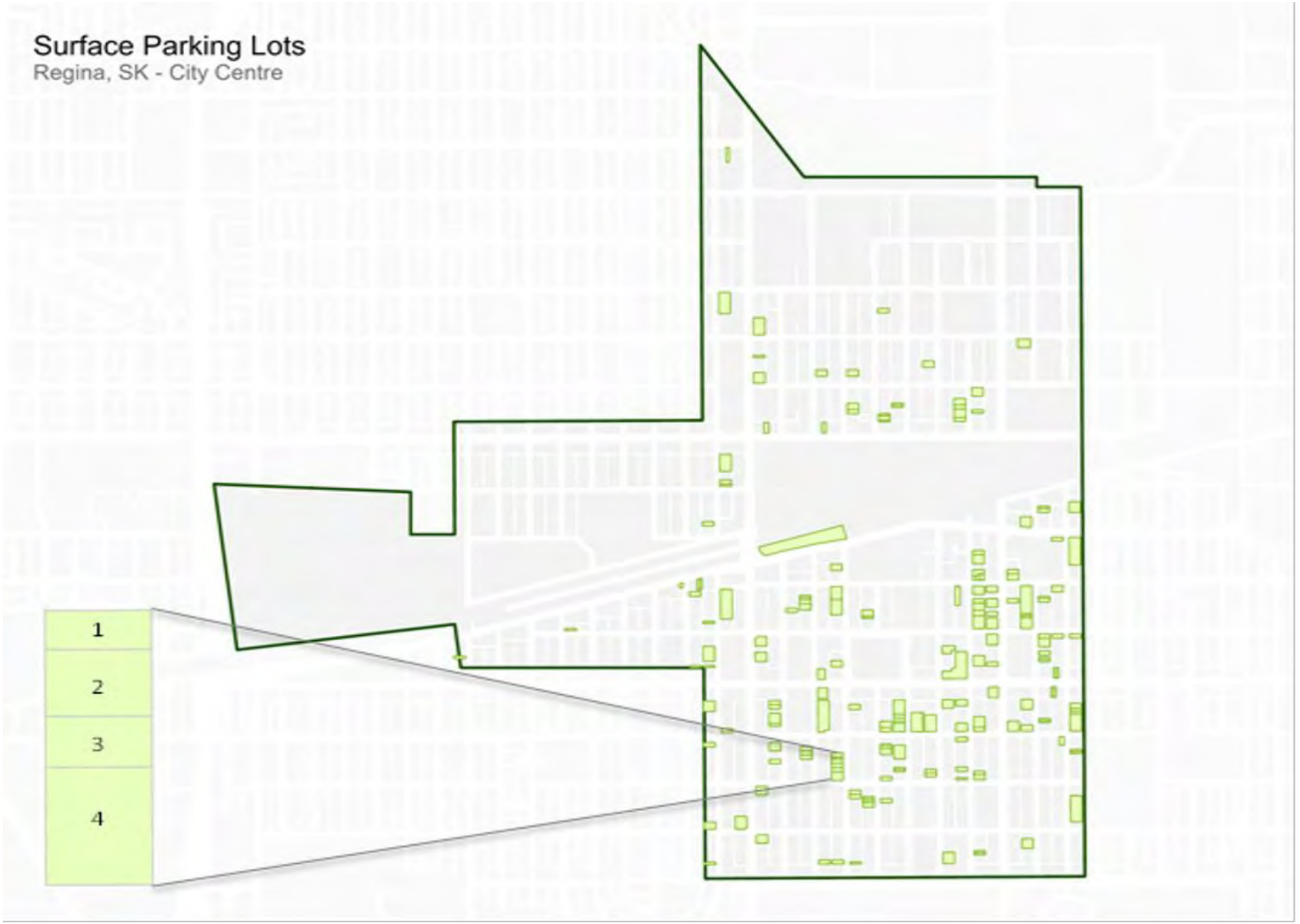


Figure 5: Map of City Centre SSPLs

Nbhd.	SSPL Count	Approx. Stall Count	Total Area of SSPLs	Area of Nbhd. in City Centre	% of Nbhd. Area Occupied by SSPLs
Cathedral	15	487	1.27 ha	41.00 ha	3%
Centre Square	49	2,084	5.13 ha	58.46 ha	9%
Downtown	28	1,783	4.73 ha	50.39 ha	9%
Heritage	28	1,105	3.43 ha	38.36 ha	9%
North Central	6	250	0.73 ha	115.00 ha	0.6%
Warehouse	16	489	1.65 ha	128.22 ha	1.3%
Total City Centre	**142**	**6,198**	**16.94 ha**	**431.43 ha**	**3.9%**

Figure 6: City Centre SSPL characteristics by neighbourhood

Figure 6 illustrates the distribution of SSPLs within the portions of neighbourhoods that comprise the City Centre. As shown, Centre Square, followed by Downtown and Heritage, have the highest number of SSPLs, the greatest number of SSPL stalls and the largest share of land occupied by SSPLs relative to the total portion of the neighbourhood within the City Centre. Overall, SSPLs occupy approximately four per cent of the total land area within the City Centre.

Figure 7 maps the distribution of standalone surface parking lots (SSPLs) within the portions of neighbourhoods that comprise the City Centre.

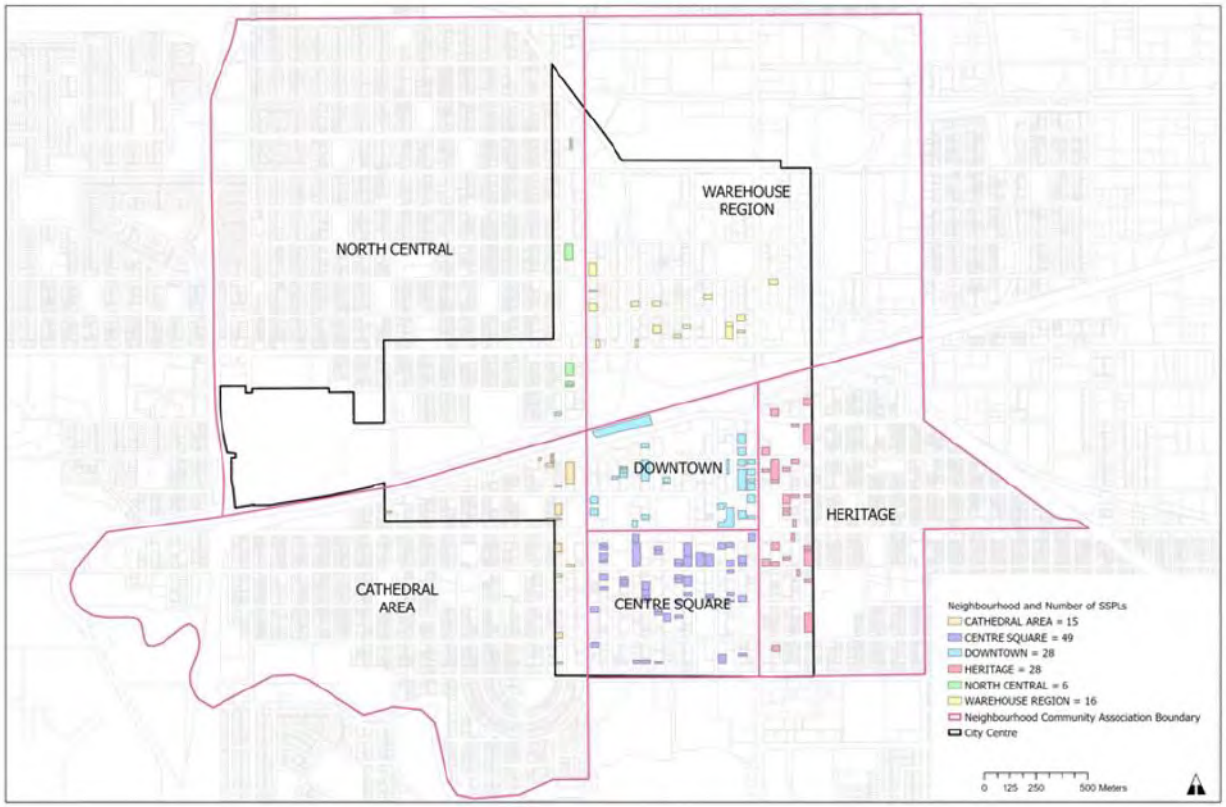




Figure 7: Distribution of City Centre SSPLs by neighbourhood

While public paid parking lots are often the form of SSPL most associated with City Centre parking, they represent only a portion of the area's total supply. SSPLs serve a range of functions, including parking for employees, customers, residential tenants and commercial building occupants. Figure 8 illustrates the distribution of the 142 SSPLs by parking type. Private business parking lots comprise the largest share of City Centre SSPLs at 58 per cent, which may be reflective of the role these lots play in supporting business activity, operational and employee needs.

SSPL Type	Description	SSPL Count	% of Total Parking Lots	Approx. Stalls	% of Total Parking Stalls
Private Business	Lots designated for the employees or customers of a specific business, organization or property.	84	58%	2,776	45%
Public Paid	Lots operated as revenue-generating properties that are available to the general public.	43	30%	2,772	45%
Residential Tenant	Parking lots reserved for the tenants of an adjacent or nearby residential property.	11	8%	394	6%
City-owned	Parking lots owned by the City of Regina (City), with all but one being used for the Regina Police Service.	4	4%	256	4%

Figure 8: Breakdown of City Centre SSPLs by type

Figure 9 provides a neighbourhood-level breakdown of City Centre SSPLs by type. As shown, Downtown and Centre Square have the greatest concentrations of private business and public paid SSPLs.

	Private Business SSPLs	Stalls	Public Paid SSPLs	Stalls	Residential Tenant SSPLs	Stalls	City-owned SSPLs	Stalls
Cathedral	13	323	1	150	1	14		
Centre Square	27	1,048	14	758	8	278		
Downtown	11	339	16	1,420			1	24
Heritage	14	465	10	382	1	26	3	232
North Central	6	250						
Warehouse	13	351	2	62	1	76		
Total	**84**	**2,776**	**43**	**2,772**	**11**	**394**	**4**	**256**

Figure 9: Breakdown of City Centre SSPLs by type and neighbourhood

A key component of understanding SSPL parking supply and demand dynamics is utilization. However, recent utilization data for the City Centre is limited, representing a significant information gap. The most recent comprehensive assessment of parking utilization was undertaken in 2014 through MMM Group's Current Parking Program Assessment and Downtown Vicinity Parking State. Focusing exclusively on the Downtown, the study found that SSPLs had average occupancy rates of 87 per cent in the morning, 81 per cent at midday and 72 per cent in the afternoon. Recognizing the age of the available utilization data, City Administration conducted occupancy counts at SSPLs in the Downtown area during mid-morning periods, Monday through Friday throughout the month of May. The locations of these sample sites are shown in Figure 10, while Figure 11 summarizes the observed utilization rates.



Figure 10: SSPL locations and Lot IDs included in the May 2026 survey

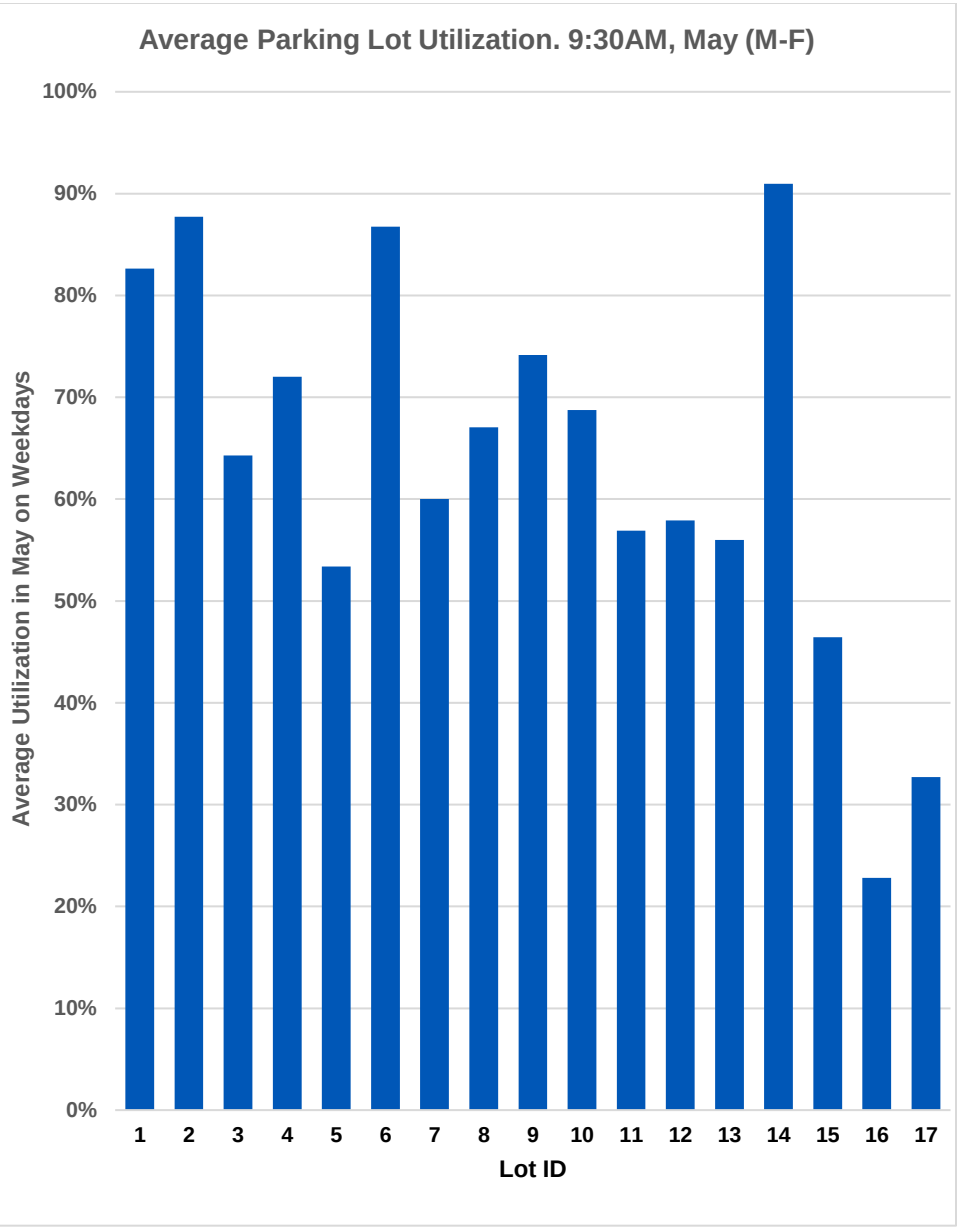


Figure 11: SSPL utilization by Lot ID, May 2026

As shown in Figure 11, utilization ranged from approximately 20 per cent to 90 per cent and was likely influenced by a variety of factors, including lot amenities such as paved versus gravel surfacing, the availability of electrical plug-ins, proximity to employment centres and other destinations and parking rates. Post-pandemic hybrid work arrangements may also influence parking demand and utilization patterns. For example, although Lot ID 8 recorded an average utilization rate of 56 per cent during the study period, no monthly stalls were available for lease and prospective users could only join a waiting list. A similar situation exists for Lot ID 6, which recorded an average utilization rate of 87 per cent while also maintaining a waiting list for monthly parking stalls. These findings suggest that occupancy levels alone may not fully reflect market demand for parking.

The findings from this survey should be interpreted as a point-in-time snapshot of utilization at selected SSPLs. To support evidence-based decision-making, there would be value in undertaking a comprehensive City Centre parking study that evaluates utilization across all parking types, including surface parking lots, accessory parking, parkades and on-street parking. Such a study would provide a more complete picture of parking demand and supply conditions and help inform future parking, taxation and redevelopment policy decisions.



Redevelopment of City Centre SSPLs has been limited in recent years, with only four identified instances over the past 15 years, as shown in Figure 12. Although these examples demonstrate the potential for parking lots to transition to more intensive land uses, stakeholders have identified several factors that may constrain redevelopment activity, including market conditions, project financing, construction costs and broader economic uncertainties. As a result, the presence of an SSPL does not necessarily indicate that a site is readily developable or currently marketable for redevelopment.

Location and Use	Imagery of Former SSPL	New or Planned Development
2100 15th Avenue: A new Ronald McDonald House is currently being constructed on four lots in the Centre Square Neighbourhood that had previously been used as SSPLs since 2012.		
2055 Rose Street: The 64-unit Gardens on Rose condominium development was completed in 2014 on a site that had previously operated as a SSPL. Based on available aerial imagery, the parking lot had existed since at least 2001 prior to its redevelopment.		
1720 12th Avenue: A City-owned former SSPL that had been in existence since the early 2000s was recently redeveloped into a functional community amenity.		
1840 Lorne Street: The City recently approved a discretionary use development permit for a 48-unit residential development, facilitating the redevelopment of a site that had operated as a SSPL since at least the mid-2010s. The building permit application process for the project is currently ongoing.		

Figure 12: Examples of City Centre SSPL redevelopment over the past 15 years

Appendix E – Tax Subclass Analysis

Currently, standalone surface parking lots (SSPLs) are assessed primarily on the value of the land, as they typically do not contain buildings or other significant assessable improvements. As a result, these properties often contribute a smaller share of commercial property taxes than developed commercial sites with similar land area.

A City Centre SSPL tax subclass would not increase the total amount of property tax collected by the City of Regina (City). Rather, it would redistribute the commercial tax burden by increasing the proportion of taxes paid by SSPLs and reducing the proportion paid by certain developed commercial properties, such as office buildings and retail stores.

Figure 1 illustrates how a SSPL property tax subclass would shift the commercial property tax burden between SSPLs and other commercial properties. Three scenarios are presented in which the subclass tax rate is set at 1.5, 3 and 4.5 times the standard commercial tax rate. As the subclass multiplier increases, a greater share of the commercial tax levy is borne by SSPLs, allowing the tax rate applied to other commercial properties to decrease correspondingly while maintaining the same overall municipal tax revenue.

Property Tax Subclass Background

- **Section 254 of *The Cities Act* grants cities the authority to establish property tax subclasses and apply different tax rates to specific property types. Subclasses can influence the distribution of property taxes among land uses in support of policy objectives such as economic development or tax equity.**
- **The City of Regina currently has two property tax subclasses in effect: one for condominiums and one for golf courses. A third subclass for nuisance and derelict properties has been approved and is scheduled to come into force in 2028, as directed by *CR26-35 Review of Nuisance and Derelict Properties*.**
- **The golf course subclass was established by City Council in 2001 to provide tax relief to privately operated golf courses that compete directly with municipally owned golf courses, which are exempt from property taxation. Under this subclass, the mill rate factor for golf courses is set at 65 per cent of the commercial property mill rate factor, resulting in a tax rate that is comparable to that applied to vacant land.**

	Increase/Decrease Resulting from SSPL Subclass at 1.5x the Commercial Rate	Increase/Decrease Resulting from SSPL Subclass at 3x the Commercial Rate	Increase/Decrease Resulting from SSPL Subclass at 4.5x the Commercial Rate
City Centre SSPLs	49.08%	192.85%	331.15%
Developed Commercial: citywide	-0.61%	-2.38%	-4.09%

Figure 1: Commercial property tax changes under different City Centre SSPL tax subclass scenarios

Figure 2 further illustrates the impact of the subclass on municipal taxes for a range of other commercial properties under four scenarios:

1. Current municipal tax (baseline)
2. City Centre SSPL subclass at 1.5 times the commercial rate
3. City Centre SSPL subclass at 3 times the commercial rate
4. City Centre SSPL subclass at 4.5 times the commercial rate

	Municipal Taxes: Scenario 1	Municipal Taxes: Scenario 2	Municipal Taxes: Scenario 3	Municipal Taxes: Scenario 4
Standalone Retail	$12,912	$12,833	$12,604	$12,384
Strip Mall	$61,718	$61,341	$60,246	$59,194
Restaurant	$25,570	$25,414	$24,960	$24,524
Hotel	$214,030	$212,722	$208,928	$205,278
Office Tower	$564,190	$560,741	$550,740	$541,119
Shopping Centre	$1,227,750	$1,220,244	$1,198,480	$1,177,545

Figure 2: Municipal tax redistribution for sample commercial properties under different City Centre SSPL tax subclass scenarios

The City Centre SSPL tax subclass would likely increase operating costs for parking lot owners and operators. Owners may choose to absorb these costs or recover them through higher parking rates charged to residential tenants, employees, commercial tenants and other users. If parking rates increase, some users may accept the additional cost, reduce their use of paid parking, shift to alternative transportation modes or seek on-street paid or unpaid parking.

Figures 3 and 4 illustrate the potential impact of various SSPL tax subclass scenarios on monthly parking rates for sample paved and unpaved public-paid SSPLs located in the City Centre. The analysis assumes that parking operators fully recover the additional municipal tax burden through increased monthly parking rates. These examples illustrate the potential scale of impacts under a high-end scenario and should not be interpreted as forecasts of actual parking rate changes. Actual outcomes will depend on market conditions, parking demand, operator decisions and user responses.

Based on the assumptions used in the analysis, Figure 3 indicates that monthly parking rates for a paved and electrified surface parking lot could increase by approximately $18 to $122 per stall, depending on the subclass tax rate. Figure 4 shows that monthly parking rates for a gravel and electrified surface parking lot could increase by approximately $8 to $57 per stall. However, without implementing the subclass and monitoring actual market and behavioural responses over time, it is difficult to determine whether increases of this magnitude would cause operators to reduce or cease parking operations or prompt users to seek alternative parking or transportation options.



Property Characteristics

Metric	Value
Address:	1960 Rose Street
Lot Size:	53,860 ft²
Assessed Value:	$5,229,700
Estimated Stalls:	164
Average Monthly Parking Rate:	$325
Monthly Revenue[1]:	$53,300
Annual Revenue:	$639,600

Property Tax Scenarios

Scenario	Annual Municipal Tax	Increase from Current
2026 Municipal Tax:	$72,624	-
SSPL Subclass (1.5x Commercial Rate):	$108,271	$35,647
SSPL Subclass (3x Commercial Rate):	$212,680	$140,056
SSPL Subclass (4.5x Commercial Rate):	$313,430	$240,806

Equivalent Monthly Parking Rate Required to Offset Tax Increase

Scenario	Current Rate	Required Rate (rounded)	Monthly Rate Increase Per Stall (rounded)
2026 Municipal Tax:	$325	$325	-
SSPL Subclass (1.5x Commercial Rate):	$325	$343	$18
SSPL Subclass (3x Commercial Rate):	$325	$396	$71
SSPL Subclass (4.5x Commercial Rate):	$325	$447	$122

Figure 3: Impact of SSPL tax subclass scenarios on monthly rates for a paved, electrified SSPL



1960 Rose Street

[1] Revenue estimates in Figures 3 and 4 assume all parking stalls are occupied and paying the average monthly rate.

Property Characteristics

Metric	Value
Address:	2142 McIntyre Street
Lot Size:	6,246 ft²
Assessed Value:	$384,000
Estimated Stalls:	26
Average Monthly Parking Rate:	$150
Monthly Revenue:	$3,900
Annual Revenue:	$46,800

Property Tax Scenarios

Scenario	Annual Municipal Tax	Increase from Current
2026 Municipal Tax:	$5,333	-
SSPL Subclass (1.5x Commercial Rate):	$7,950	$2,617
SSPL Subclass (3x Commercial Rate):	$15,616	$10,283
SSPL Subclass (4.5x Commercial Rate):	$23,014	$17,681

Equivalent Monthly Parking Rate Required to Offset Tax Increase

Scenario	Current Rate	Required Rate (rounded)	Monthly Rate Increase Per Stall (rounded)
2026 Municipal Tax:	$150	$150	-
SSPL Subclass (1.5x Commercial Rate):	$150	$158	$8
SSPL Subclass (3x Commercial Rate):	$150	$183	$33
SSPL Subclass (4.5x Commercial Rate):	$150	$207	$57



2142 McIntyre Street

Figure 4: Impact of SSPL tax subclass scenarios on monthly rates for a gravel, electrified SSPL

Appendix F
City Centre Overview



REGINA

Contents

City Centre Overview 2
Advancing the City Centre 3
Direction Setting Documents 4
Revitalization Investments 5
Reviewing Service Levels 6
Incentives and Grants 7
Partnerships 8
City Centre Strategy Roadmap 9

City Centre Overview

Regina's City Centre is a central hub of business, entertainment, recreation and culture connecting Downtown, Warehouse District and the REAL District, with residential neighbourhoods like Centre Square and parts of Heritage, Cathedral and North Central.

The area features restaurants and retail stores, office and business spaces, professional services and residential neighbourhoods.

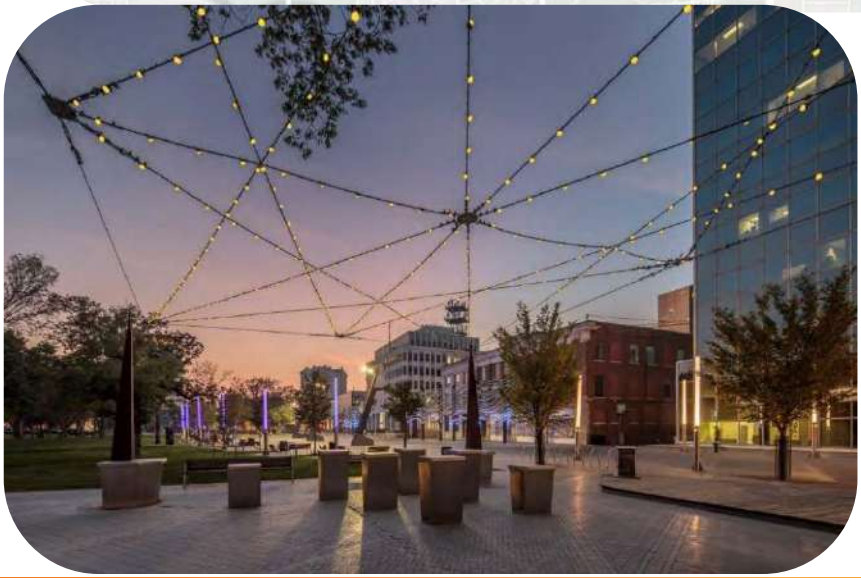


The City Centre by the Numbers:

- Contributes ~25% of the City's commercial tax levy
- 1,500+ Hotel Rooms
- 10,900+ Residents
- Over 2,100 Businesses

Destination and Event Venues Include:

- Mosaic Stadium
- Brandt Centre
- REAL District
- Globe Theatre
- Saskatchewan Sports Hall of Fame
- Casino Regina and Show Lounge
- Regina Public Library
- Fieldhouse & Lawson Aquatics Centre



Public Open Spaces Include:

- Queen Elizabeth II Courtyard (City Hall)
- Pat Fiacco Plaza
- Victoria Park
- F.W. Hill Mall (Scarth Street)
- Central Park
- Confederation Park

Advancing the City Centre

Advancing the City Centre is a key outcome of the City's 2026-29 Strategic Plan. Attracting community events, private development and investments into the City Centre helps achieve this outcome.



How does everyone benefit?

Creating a vibrant hub of businesses and culture where people want to work, live and visit within the City Centre ultimately benefits everyone.

By providing sustained investments and prioritization, the value of City Centre increases over time. Increasing the value of City Centre not only attracts more investment and activation, it can also increase assessed value, generating property tax revenue needed to support services city wide.

Alternatively, a declining City Centre will increase pressure for other areas of the city to contribute more towards city wide services through increased property taxes.

Property taxes go towards providing city-wide services that benefit everyone in the community.

The City's work to advance the City Centre falls into 5 key areas:

- Direction Setting Documents
- Revitalization Investments
- Reviewing Service Levels
- Incentives & Grants
- Partnerships

Direction Setting Documents

Activation, development and policies impacting the City Centre are governed by strategic direction setting documents. Updates to key plans, policies and strategy documents are underway to guide the City Centre to ensure plans are consistent and aligned with one another.

Current Strategic Guiding Documents

- Official Community Plan
- kâ-nâsihtikawin (2025)
- Transportation Master Plan (2017)
- Transit Master Plan (2022)
- Vision Zero Framework (2024)
- Winter City Strategy (2021)
- Community Safety & Well Being Plan (2021)
- Accessibility Plan (2025)
- Underutilized Land Improvement Strategy (2025)
- Parks Master Plan (2024)
- Energy & Sustainability Framework (2022)
- Recreation Master Plan (2019)
- Encampment Response Plan (2026)
- Cultural Plan (2016)



In Development or Under Review

- Downtown Action Plan (2026)
- Downtown Design Standards (2026)
- Office Policy Review (2026)
- Warehouse District Zoning Review (2026)
- Centre Square Planning Study (2026)
- Extreme Weather Policy (2026)
- Transportation Master Plan (2027)
    - Complete Streets Guidelines
- Standalone Surface Parking Lot Subclass (2026)
- City Centre Transportation Study & Strategy (Future)

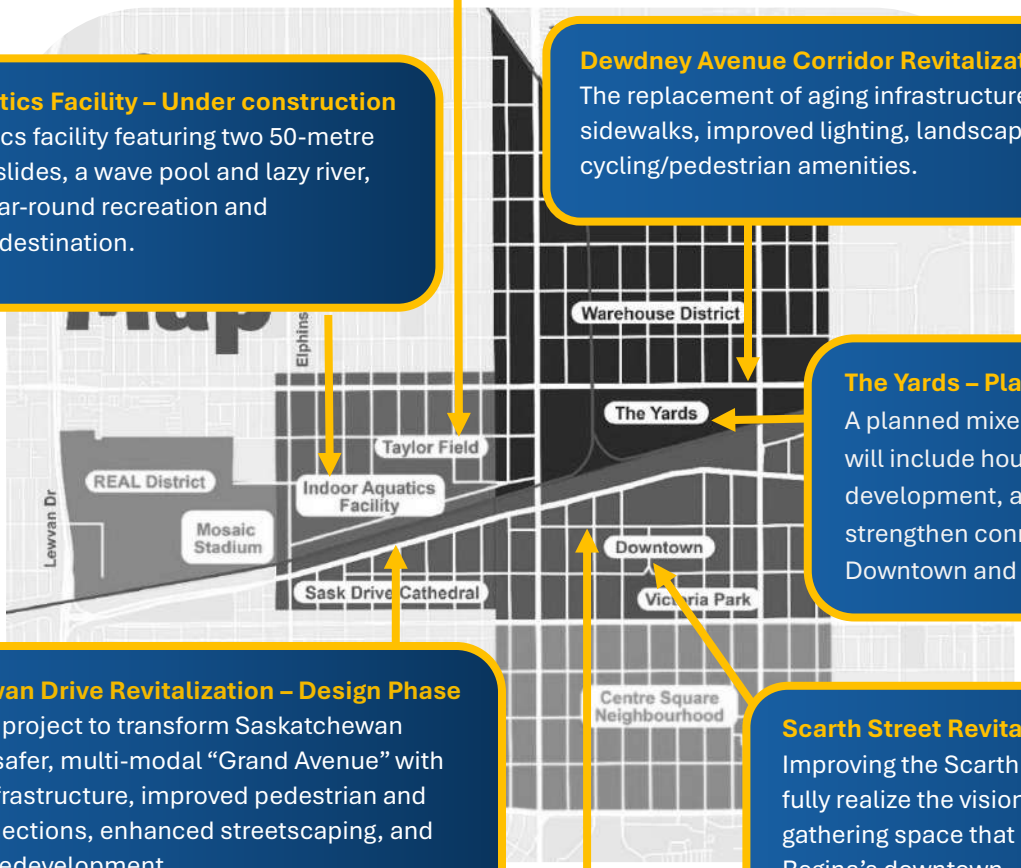
Revitalization Investments

The City is making strategic capital investments to renew infrastructure, create recreational spaces, improve connectivity, and attract new residents, businesses, and visitors to the City Centre. These projects are transforming key corridors and underutilized lands into destinations that support the revitalization of the City Centre.

Taylor Field Redevelopment – Planning Phase
The redevelopment of the former Taylor Field site into a neighbourhood with supporting infrastructure, green space, and housing.

Indoor Aquatics Facility – Under construction
A new aquatics facility featuring two 50-metre pools, waterslides, a wave pool and lazy river, creating a year-round recreation and competition destination.

Dewdney Avenue Corridor Revitalization – Completed 2026
The replacement of aging infrastructure with new wider sidewalks, improved lighting, landscaping, public spaces, and cycling/pedestrian amenities.



The Yards – Planning Phase
A planned mixed-use neighbourhood that will include housing, parks, commercial development, and public spaces to strengthen connections between Downtown and the Warehouse District.

Saskatchewan Drive Revitalization – Design Phase
A multi-year project to transform Saskatchewan Drive into a safer, multi-modal "Grand Avenue" with upgraded infrastructure, improved pedestrian and cycling connections, enhanced streetscaping, and support for redevelopment.

Scarth Street Revitalization – Design Phase
Improving the Scarth Street pedestrian mall to fully realize the vision as a vibrant public gathering space that supports businesses of Regina's downtown.

11th Avenue Revitalization Project – Under Construction
A revitalization project that upgrades roads, sidewalks, streetscape, lighting, transit shelters, and underground infrastructure to create a vibrant and accessible

Reviewing Service Levels

The City is reviewing and improving key services to make the City Centre cleaner, safer, more attractive and welcoming. Services such as snow clearing, waste cleanup, permit processing and beautifying public spaces with tree and flower planting are underway



Enhanced Services in City Centre

- Snow Clearing
- Garbage Receptacle Servicing
- Victoria Park Maintenance
- Queen Elizabeth II Courtyard Maintenance
- Transit Service
- Transit Shelter Maintenance
- Horticulture and Forestry Care
- Event Coordination & Support
- Destination Marketing

Under Review or Proposed

- Sidewalk Winter Maintenance
- Sidewalk Litter Pickup and Cleaning
- Sidewalk Sweeping
- Streetscape Maintenance
- Outdoor Patio Permit Guidelines
- Mobile Vending Permit Processes
- Special Events Process Guide
- Construction Information Coordination



Incentives and Grants

The City offers several incentive programs to support private-sector investment and make City Centre more attractive for businesses, residents and visitors.

Housing Incentive Program
Provides capital grants and tax exemptions to support pre development work and new affordable market housing developments in the City.

Office to Residential Conversion Program
Provides capital grants to convert comercial or office spaces into housing.

City Centre Incentive Program
Provides grants and tax exemptions for storefront improvements and tenant fit-ups to support commercial businesses in the City Centre.

Heritage Incentive Program
Provides grants and tax exemptions to support conservation of designated heritage properties including many in the City Centre.

Community Investment Grant Program
Provides funding to over 180 community-based non-profit organizations for capital projects as well as cultural or recreation programs, many of which are active in the City Centre.





Partnerships

A thriving City Centre depends on strong partnerships to activate public spaces, attract investment, support businesses and enhance community safety and wellbeing.

Partnerships & Stakeholders

- Residents, Businesses & Property Owners
- Non Profit Organizations
- Community Partners for Safety & Wellbeing
- Regina Police Service
- Regina Downtown Business Improvement District
- Warehouse Business Improvement District
- Regina & District Chamber of Commerce
- Economic Development Regina
- Regina Public Library
- Downtown Community Assocation
- REAL District
- Brandt Sports and Entertainment Group

Building City Centre Relationships

In recent years, the City has established a City Centre team to continuously look for partnership and collaboration opportunities with organizations, residents and businesses.

Building strong relationships with our partners and stakeholders help inform how the City can continue to improve and provide services, policies, and major revitalization in a collaborative way to achieve a successful outcome.



City Centre Strategy Roadmap

The City is creating a strategy to outline how oversight is provided to strengthening City Centre. The strategy will provide a consolidated action list to be undertaken over the next five years, including new initiatives undertaken by the City Centre team to build partnerships, joint initiatives, and leveraging resources from a collaborative approach to maximize the community impact to all residents - no matter what area in the City they reside in.

2026

- Transition of City Centre oversight portfolio
- Identify operational service levels
- Identify existing and new initiatives and actions over next 5 years
- Stakeholder outreach and support
- Development of City Centre Overview
- Draft City Centre Strategy

2027-29

- Launch of strategy & website update
- City Centre Oversight Group (internal)
- City Centre Stakeholder & Vibrancy Working Group (external)
- Progress tracking of City-led initiatives
- Build and implement partnership projects and pilots
- Facilitating process improvement and collaboration
- Annual progress reporting of actions, services, measures and metrics

2030

- Review of City Centre Strategy
- Consultation with internal/external groups
- Alignment with new Council Priorities.



Appendix G – City of Regina Owned City Centre Standalone Surface Parking Lots Analysis

The City of Regina (City) owns six standalone surface parking lots (SSPLs) within the City Centre, five of which are used by the Regina Police Service (RPS). The next page provides a summary of each lot, including its current use and any future plans or considerations for redevelopment or transition to another land use.

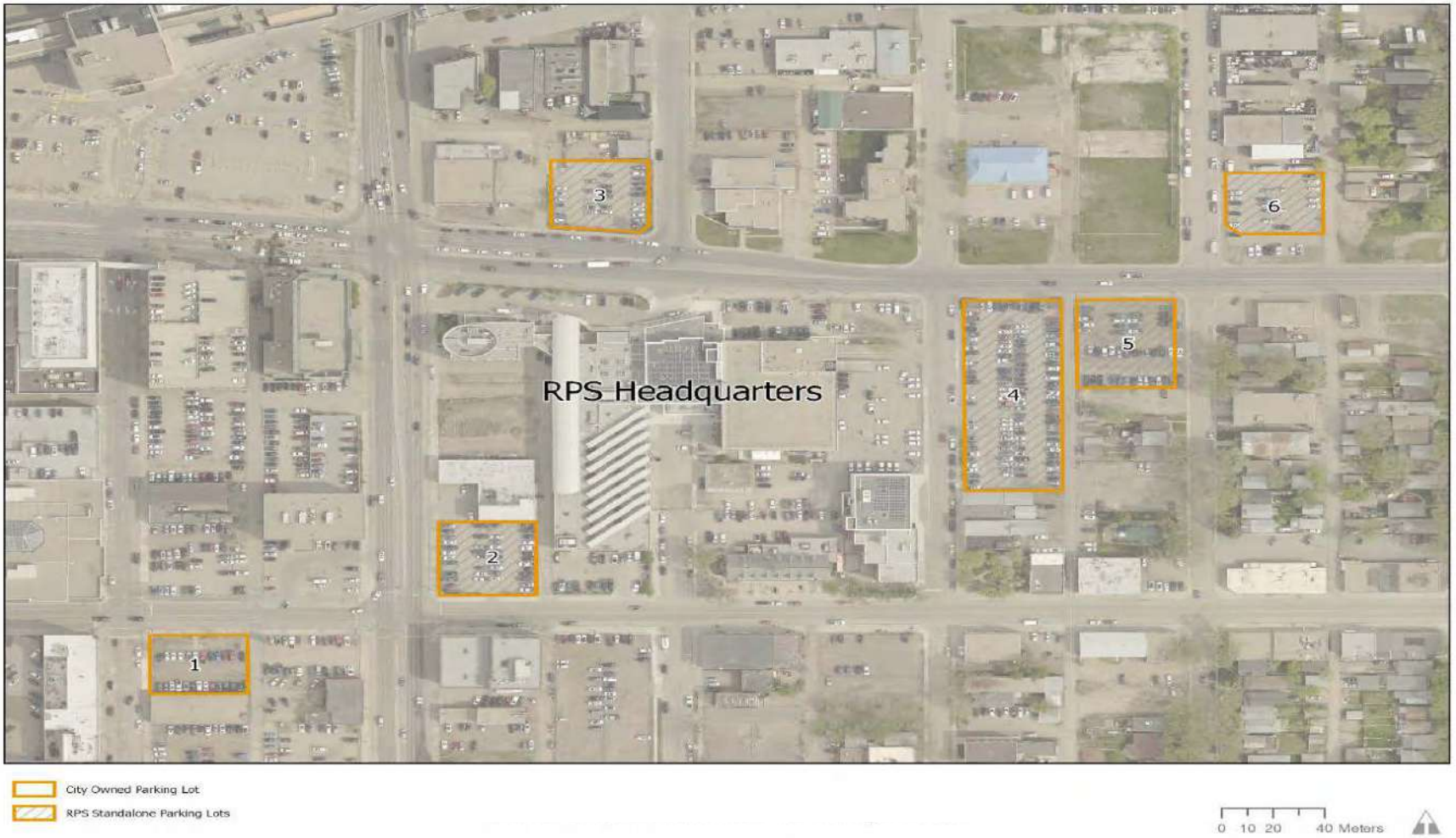


Figure 1: City-owned SSPLs

	Address	Size	Est. Stalls	Usage
	1801 Rose Street	1,162 m^2	25	- Of the six City-owned SSPLs within the City Centre, this is the only lot not currently used by the RPS. - The site was formerly occupied by a medical office building that was demolished in the early 2000s. Following demolition, the property came under City ownership and was subsequently developed and permitted for use as a parking lot. - The City continues to operate the site as a public parking facility and generates approximately $60,000 in annual revenue. - The City ultimately intends to dispose of the property for redevelopment, either as a standalone development site or as part of a larger land assembly project. Until a suitable opportunity arises, the site will continue to operate as a revenue-generating public parking facility.
	1773 Broad Street	2,898 m^2	46	- The RPS Headquarters is located in the Heritage Neighbourhood along Saskatchewan Drive. As shown in Figure 1, parking lots two through six are SSPLs that support RPS operations by providing parking for members and staff. - In total, the RPS utilizes nine parking lots in the area, although not all are considered SSPLs. Collectively, these lots provide approximately 474 parking stalls and remain at capacity, with a waitlist currently in place. - Due to the nature of policing services, most RPS employees are required to work on-site. The operational requirements associated with in-person service delivery, 24-hour operations and shift-based scheduling also limit opportunities for remote and hybrid work arrangements, as well as the use of active transportation, transit and carpooling by staff.
	1644 Osler Street	1,359 m^2	37	

	Address	Size	Est. Stalls	Usage
	1711 Halifax Street	3,771 m^2	134	- A Parking Planning and Parking Analysis Study was undertaken to assess the current and future parking requirements of RPS. Based on projected staffing growth, shift scheduling requirements and a parking ratio of 0.56 stalls per employee, the study concluded that an additional 318 parking stalls will be required by 2037 to accommodate future operational needs. - At present, there are no plans to change the use of the existing parking lots. Given the projected increase in parking demand, continued use of these lands for parking purposes is anticipated. A structured parking facility is the only foreseeable option that could reduce or eliminate the need to use some of these lands for surface parking while supporting ongoing RPS operations.
	1505 Saskatchewan Drive	1,740 m^2	48	
	1685 St. John Street	1,199 m^2	34	

Mayor's Heroism Award Policy Approval

Date	November 18, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Office of the City Manager
Item #	CR26-129

RECOMMENDATION

That City Council approve the Mayor's Heroism Award Policy in Appendix A of this report.

HISTORY

At the October 21, 2026, meeting of Executive Committee, the Committee adopted a resolution to refer the attached report *EX26-113 Mayor's Heroism Award Policy Approval* from the Office of the City Manager to the October 28, 2026 City Council meeting.

The recommendation in the report requires City Council approval.

Respectfully submitted,

Amber Ackerman, Acting City Clerk 10/22/2026

ATTACHMENTS

EX26-113 Mayor’s Heroism Award Policy Approval
Appendix A - Mayors Heroism Award Policy

Mayor’s Heroism Award Policy Approval

Date	October 21, 2026
To	Executive Committee
From	City Manager's Office
Service Area	Office of the City Manager
Item No.	EX26-113

RECOMMENDATION

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

ISSUE

To consider a policy for the Mayor’s Heroism Award.

IMPACTS

Financial Impact
The recommended option has no significant costs as the awards are non-monetary. Any event-related costs will be absorbed through the Office of the Mayor’s existing budget.

Strategic Priority Impact
The recommended option aligns with the Vibrancy Strategic Priority. The purpose of the award is to celebrate and honour residents who make significant contributions to Regina. This helps foster community connection, city pride, and well-being.

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

OTHER OPTIONS

Option 1 (Recommended) – Approve the recommendation listed in this report.
This option will allow Administration to proceed with implementation of the Mayor's Heroism Award, including development of the nomination process and public communications.

Option 2 (Not recommended) – Do not approve the recommendation in this report.
If the Mayor's Heroism Award Policy is not approved, Administration will not proceed with implementation of the Mayor's Heroism Award.

COMMUNICATIONS & ENGAGEMENT

There has been no communication or engagement with respect to this report.

DISCUSSION

On June 24, 2026 City Council considered MN26-11 – Establishment of a Mayor's Heroism Award and directed Administration to develop a Mayor's Heroism Award Policy that will provide a framework for recognizing individuals or groups whose outstanding acts of heroism have made a significant contribution to Regina and its residents.

The recommended policy can be found in Appendix A – Mayor's Heroism Award Policy. The proposed policy defines acts of heroism as actions or conduct that demonstrate a significant act of bravery in an extraordinary circumstance or make an exceptional and enduring impact on the community through outstanding dedication, integrity and selflessness. The definition recognizes that acts of heroism may take different forms while establishing a high standard for recognition.

Nominations may be submitted throughout the year, and eligible nominations will be reviewed annually by a seven-member Selection Committee consisting of the Mayor, one member of Council and five members of Administration. Posthumous nominations may be submitted within one year of the nominee's death. City employees may also be considered where the acts for which they are nominated significantly exceed their expected job duties.

The proposed policy establishes eligibility requirements and selection considerations while preserving the Selection Committee's ability to exercise judgment in determining whether a nominee warrants recognition. Selection considerations include the significance and impact of the nominee's contribution, the degree of bravery, selflessness, integrity or dedication demonstrated, and whether the nominee's actions were exceptional in nature and significantly exceeded ordinary expectations. To be selected as a recipient, a two-thirds majority vote of the Selection Committee is required.

The policy is intended to maintain a high standard for recognition. Meeting the eligibility requirements does not guarantee an award, and the Selection Committee is not required to select a recipient in each annual review cycle. More than one recipient may be selected where warranted.

The policy also includes provisions to support the integrity of the selection process, including conflict of interest requirements for Selection Committee members and authority for Administration to conduct reasonable due diligence to verify information and confirm nominee eligibility.

Recipients will be recognized through a special presentation prior to a regular meeting of City Council and will receive a non-monetary award and public recognition through the City's website and social media accounts.

Approval of the proposed policy will enable Administration to proceed with implementation of the Mayor's Heroism Award, including development of the nomination process and public communications.

DECISION HISTORY & AUTHORITY

On June 24, 2026, City Council considered item *MN26-11 Establishment of a Mayor's Heroism Award* and adopted a resolution directing administration to develop a policy for the establishment of a Mayor's Heroism Award, to be brought back to City Council for consideration at its Octobern14, 2026 meeting, that includes the following:

a) Eligibility criteria and definitions of "heroic" or "extraordinary" actions;

b) A nomination and selection process;

c) Governance and frequency of the awards; and

d) Any associated costs, resource implications, and recommended funding sources.

Respectfully Submitted,

Jim Nicol
Interim City Manager

Respectfully Submitted,

Ryan Gray
Manager, Government Relations

Prepared by: Chrisy Dezotell, Senior Policy & Grants Consultant

ATTACHMENTS
Appendix A – Mayor's Heroism Award Policy

ATTACHMENTS
Appendix A - Mayors Heroism Award Policy

Appendix A

Effective Date
October 29, 2026

Approving Authority
City Council

Policy Owner
Manager, Government Relations

#TBD

Mayor's Heroism Award

Purpose & Scope

Purpose

1 The purpose of this policy is to provide a framework to recognize individuals or groups whose outstanding acts of heroism have made a significant contribution to Regina and its residents.

Scope

2 This policy applies to all nominations submitted under the Mayor's Heroism Award.

Policy Provisions

Definitions

3 The following definitions apply to this policy:

3.1 Acts of heroism mean actions or conduct that:

(a) demonstrates a significant act of bravery in an extraordinary circumstance, or

(b) makes an exceptional and enduring impact on the community through outstanding dedication, integrity, and selflessness.

3.2 Administration means the employees of the City of Regina.

3.3 City means the municipal corporation of the City of Regina.

3.4 City employee means any individual employed by the City of Regina or Regina Police Service including permanent, temporary, seasonal, casual, full-time and part-time employees.

3.5 Community means the people, neighbourhoods, organizations, First Nations/Urban Reserves, and institutions that make up the city of Regina.

REGINA

3.6 Council means the elected officials of the City of Regina.

3.7 Nominee means the individual or group of individuals nominated for an award under this policy.

3.8 Recipient means an individual or group of individuals that has received, or has been selected to receive, an award under this policy.

Eligibility

4 Nominees may be an individual or a group and may include both residents and non-residents.

5 Nominees must have made significant contributions to Regina and its residents through acts of heroism, as defined in this policy.

6 Posthumous nominations are accepted within one year of the date of death.

7 Previous recipients and elected officials of municipal, provincial and federal governments are not eligible for nominations.

8 At the discretion of the Selection Committee, City employees may be considered eligible for acts of heroism that significantly exceed their expected job duties.

9 A group remains eligible for an award even if one or more of its members are previous award recipients or elected officials who are not individually eligible. An ineligible member will not receive the award but may be acknowledged with an honourable mention in related publications.

Nominations

10 Nominations may be made by an individual from the community, member of Council, Mayor, or City employee. Self-nominations will not be accepted.

11 Nominations may be submitted throughout the year by completing and submitting the nomination form.

12 The Selection Committee will review eligible nominations annually. Administration will establish and publicize a submission deadline for each annual review cycle.

Selection Committee Structure

13 The Selection Committee shall consist of seven voting members including the Mayor, one member of Council who is appointed by Council, and five members of Administration.

14 The Administration members that serve on the Selection Committee will consist of representatives from each of the following areas, with appointments to be approved by the city manager:

(a) Office of the City Solicitor,

(b) Office of the City Clerk,

(c) Office of the City Manager,

(d) Regina Police Service, and

(e) Regina Fire & Protective Services.

Selection Process

15 In considering nominations, the Selection Committee shall consider:

(a) the significance and impact of the nominee's contribution to Regina and its residents,

(b) the degree of bravery, selflessness, integrity, or dedication demonstrated, and

(c) whether the nominee's actions were exceptional in nature and significantly exceeded ordinary expectations.

16 Recipients will be determined by a two-thirds majority vote of the Selection Committee members eligible to vote on the nomination. The decision of the Selection Committee is considered final.

17 The Selection Committee is not required to select a recipient in each annual review cycle and may select more than one recipient in an annual review cycle.

18 Meeting eligibility requirements do not guarantee recognition.

19 Selection Committee members must disclose any actual, potential, or perceived conflict of interest related to a nominee and shall not participate in the evaluation or voting of that nomination.

20 Administration may conduct reasonable due diligence to verify information provided through the nomination, confirm eligibility, and obtain any additional information necessary to support the Selection Committee’s review of nominations.

Recognition

21 Recipients will be recognized through a special presentation ceremony held prior to a regular meeting of City Council.

22 Recipients will receive a non-monetary award, such as a framed and matted certificate and award pin, and will be recognized on the City’s website and social media accounts.

Roles and Responsibilities

23 The Government Relations branch shall:

(a) coordinate and organize the nomination process and Selection Committee meetings,

(b) coordinate and organize the recognition ceremony and non-monetary award with support from the Office of the City Clerk, and

(c) conduct reasonable due diligence in accordance with section 20.

24 The Office of the City Clerk shall assist the Government Relations branch with the recognition ceremony.

25 The city manager shall approve the members of Administration to sit on the Selection Committee.

26 The Office of the Mayor shall provide the budget necessary to complete the policy items outlined in sections 21 and 22 of this policy.

27 City Council shall:

(a) appoint a member of Council and the Mayor to sit on the Selection Committee, and

(b) approve this policy and review it every four years.

Date Approved	
Date of Last Review	October 15, 2026
Date of Next Review	October 15, 2030

2025 Annual Reserve Report & 2026 Second Quarter Reserve Report

Date	November 18, 2026
To	Mayor Bachynski and City Councillors
From	Audit and Finance Committee
Service Area	Financial Strategy & Sustainability
Item #	CR26-134

RECOMMENDATION

That City Council receive and file this report.

HISTORY

At its October 29, 2026, meeting, the Audit and Finance Committee considered the attached report *AFC26-23 2025 Annual Reserve Report & 2026 Second Quarter Reserve Report* from the Financial Strategy & Sustainability division.

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

Respectfully submitted,
AUDIT AND FINANCE COMMITTEE

Tracey Hendriks, Council Officer 11/6/2026

ATTACHMENTS

AFC26-23 2025 Annual Reserve Report & 2026 Second Quarter Reserve Report
Appendix A - 2025 Annual Reserve & 2026 Second Quarter Reserve

2025 Annual Reserve Report & 2026 Second Quarter Reserve Report

Date	October 29, 2026
To	Audit and Finance Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	AFC26-23

RECOMMENDATION

Audit and Finance Committee recommends that City Council receive and file this report at its November 18, 2026, meeting.

ISSUE

2025 Annual Reserve Report

The City of Regina's (City) reserves are governed through stipulations in *Schedule A of Bylaw 2003-69*, *The Regina Administration Bylaw* (Bylaw) and the *Reserve Policy*. The Chief Financial Officer and Deputy City Manager (CFO) is required to submit an Annual Reserve Report to City Council. The Annual Reserve Report provides a description of the purposes of each reserve, the balances of each reserve for the previous year, comparison to the reserve limits, as well as recommended transfers to or from the reserves that will ensure reserves are within their minimum and maximum ranges.

2026 Second Quarter Report

On October 8, 2025, City Council considered *CR25-123 2025 Reserve Review* (*CR25-123*) and approved the following changes to Reserve reporting:

i) Add the requirement to report the second and third quarter reserve reports.
ii) Add the requirement to report deferred revenues in the annual reserve report.

These changes were also made to the reporting provisions in the Bylaw. This report and its appendix (Appendix A - the City of Regina 2025 Annual Reserve Report & 2026 Second Quarter Reserve Report) also address these reporting requirements.

IMPACTS

Financial Impact

Strategically setting aside funds through reserves such as the General Fund Reserve (GFR) or Asset Revitalization Reserve (ARR) to meet future growth and revitalization needs, aligns with the City's targeted outcome of balancing community needs and affordability across all services. Also, a well-balanced approach to the planning and use of reserve is considered good financial management.

Seven reserves are currently underfunded or expected to be below their minimum balance by 2030. This is, in part, due to past decisions to limit increases to property taxes and utility rates as much as possible, as well as decisions to transfer funds out of reserves to address other financial pressures, and to fund unbudgeted operating and capital needs. While past direction to limit increases in property taxes and utility rates provided short-term relief, it has constrained the City's ability to build and maintain adequate reserve balances. Moving forward, it is important that the City establishes plans to replenish reserves to ensure financial sustainability, support future operating and capital needs and smooth out property tax and utility rate increases.

Policy Impact

Schedule A of the Bylaw contains information about the City's reserves. As such, any change to the reserve funding source, minimum and maximums, as well as the creation of any new reserves requires City Council's approval of amendments to the Bylaw.

Strategic Priority Impact

Reserves are used as a mechanism to plan for future needs. They are a key component that helps to fund activities supporting all of the priorities on the 2026-30 Strategic Plan as well as supporting both the Sustain and Grow objectives within the Financial Perspectives.

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

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

2025 Reserve Balance

Reserves contain funds authorized by City Council to be set aside for future capital and operating needs. They are a key component of the City's long-term financial strategy, supporting the City's priority of achieving long-term financial viability.

At the end of 2025, there were 28 reserves maintained by the City. These reserves are categorized into four: operating, capital, self-sustaining and sinking fund. Operating, capital and sinking fund reserves are funded through tax revenues while self-sustaining reserves are funded by user fees and charges. There are eleven operating reserves, six capital reserves, ten self-sustaining reserves and one sinking fund reserve.

As of December 31, 2025, the City's reserves totaled $177.3 million. This total represents a $19.3 million (9.8 per cent) decrease from the total of $196.6 million on December 31, 2024. Both the operating and capital reserves are funded through tax revenues. Self-sustaining reserves are funded from user fees and charges. Compared to 2024, the total operating reserves decreased by $1.2 million, capital reserves decreased $8.6 million and self-sustaining reserves decreased $13.2 million, while the new sinking fund reserve recorded a positive balance of $3.8 million.

At the end of 2025, 20 of the City's 28 reserves were within range, five were below the minimum limit and three were above the maximum limit. These reserves are listed in Table 1 below and details on each reserve are provided in Appendix A to this report.

Minimums and Maximums

Table 1 below shows the revised minimum and maximum limits for all reserves as approved by City Council in 2025. It also reveals reserves that were within limits, below limits and above limits as of December 2025.

Table 1: Reserve Minimums and Maximums

Reserves	Actual Balance 2025 ($000s)	Minimum ($000)	Maximum ($000)	Base Year Within Limit
General Fund Reserve	21,110	35,800	71,500	Below Limit
Social Development Reserve	5,560	N/A	N/A	Within Limit
Winter Road Maintenance Reserve	(1,674)	(3,000)	3,000	Within Limit
Elections & Property Reassessment Reserve	538	N/A	800	Within Limit
Community Investment Grants Reserve	307	N/A	850	Within Limit
Tourism Reserve	695	N/A	1,000	Within Limit
Regina Police Service General Reserve	1,771	300	4,000	Within Limit
Regina Police Service Community Policing Initiative Reserve	251	N/A	1,500	Within Limit
Regina Police Service Radio Equipment Reserve	431	65	300	Above Limit
City Centre Incentive Reserve	290	N/A	N/A	Within Limit
Heritage Property Incentive Reserve	184	N/A	N/A	Within Limit
Subtotal – Operating Reserves	**29,463**			
Fleet Replacement Reserve	916	2,400	49,600	Below Limit
Asset Revitalization Reserve	4,037	18,000	72,000	Below Limit
Asphalt Plant Reserve	536	200	1,300	Within Limit
Technology Reserve	394	100	1,000	Within Limit
mâmawêyatitân Reserve	784	N/A	N/A	Within Limit

Noise Attenuation Reserve	-	N/A	N/A	Within Limit
Subtotal - Capital Reserves	**6,667**			
General Utility Reserve	74,076	37,000	100,000	Within Limit
Solid Waste Reserve	52,210	43,900	65,400	Within Limit
Employer-Provided Parking Reserve	1,713	200	3,500	Within Limit
Golf Course Reserve	3,997	250	2,000	Above Limit
Cemetery Reserve	(760)	100	800	Below Limit
Planning & Sustainability Stabilization Reserve	(14,318)	1,700	13,000	Below Limit
Regina Revitalization Initiative Stadium Reserve	(3,589)	N/A	N/A	Within Limit
Intensification Infrastructure Reserve	(5,178)	N/A	N/A	Within Limit
Land Development Reserve	28,565	(10,000)	20,000	Above Limit
Industrial Development Charge Reduction Reserve	684	N/A	N/A	Within Limit
Subtotal - Self-Sustaining Reserves	**137,399**			
Sinking Fund Reserve	3,806	N/A	N/A	Within Limit

Projected Reserve Balances

The reserve balances over the last five years have been fairly stable. 2025 saw a decrease by 9.8 per cent compared to 2024 (from $196.7 million to $177.3 million). However, as shown in Table 2 below, reserves are projected to decrease from $177.3 million in 2025 to $137.6 million by the end of 2026 and to $96.0 million in 2030.

Please note that in Table 2 the following applies:

	The closing balance (actual or forecast) is below the minimum limit.
	The closing balance (actual or forecast) is within the limits.
	The closing balance (actual or forecast) is above the maximum limit.

Table 2: Reserve Balances

	Operating Reserves									
	Reserve Name (in "$ 000"s)	**Min**	**Max**	**Actual 2024**	**Actual 2025**	**Forecast 2026**	**Forecast 2027**	**Forecast 2028**	**Forecast 2029**	**Forecast 2030**
1	General Fund Reserve	35,800	71,500	20,528	21,110	20,834	22,344	26,282	31,540	38,117
2	Social Development Reserve	0	0	5,204	5,561	353	353	353	353	353
3	Winter Road Maintenance Reserve	(3,000)	3,000	15	(1,674)	(1,458)	(1,458)	(1,458)	(1,458)	(1,458)
4	Elections & Property Reassessment Reserve	0	800	497	538	743	948	467	436	641
5	Community Investment Grants Reserve	0	850	771	307	307	307	307	307	307
6	Tourism Reserve	0	1,000	0	695	745	440	224	(5)	110
7	Regina Police Service General Reserve	300	4,000	2,411	1,772	1,782	1,792	1,802	1,812	1,822
8	Regina Police Service Community Policing Initiative Reserve	0	1,500	874	251	0	0	0	0	0
9	Regina Police Service Radio Equipment Reserve	65	300	394	431	220	220	220	220	220
10	City Centre Incentive Reserve	0	0	0	290	370	370	370	370	370
11	Heritage Property Incentive Reserve	0	0	0	184	184	184	184	184	184
	OPERATING RESERVES TOTAL			**30,694**	**29,463**	**24,080**	**25,501**	**28,751**	**33,758**	**40,666**

	Capital Reserves									
	Reserve Name (in "$ 000"s)	Min	Max	Actual 2024	Actual 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
12	Fleet Replacement Reserve	2,400	49,600	12,665	915	3,801	(285)	(13,399)	(26,787)	(61,145)
13	Asset Revitalization Reserve	18,000	72,000	1,173	4,037	4,664	6,684	9,714	13,754	18,804
14	Asphalt Plant Reserve	200	1,300	498	536	835	535	735	235	435
15	Technology Reserve	100	1,000	284	394	227	232	237	242	247
16	mâmawêyatitân Reserve	0	0	686	784	882	980	1,078	1,176	1,274
17	Noise Attenuation Reserve	0	0	0	0	0	0	0	0	0
	CAPITAL RESERVE TOTAL			**15,306**	**6,665**	**10,409**	**8,146**	**(1,635)**	**(11,380)**	**(40,384)**

	Self-Sustaining Reserves									
	Reserve Name (in "$ 000"s)	Min	Max	Actual 2024	Actual 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
18	General Utility Reserve	37,000	100,000	112,364	74,077	47,712	39,244	34,039	26,271	34,515
19	Solid Waste Reserve	43,900	65,400	49,520	52,210	45,195	42,300	27,725	22,505	19,333
20	Employer-Provided Parking Reserve	200	3,500	2,677	1,713	1,501	588	254	33	259
21	Golf Course Reserve	250	2,000	3,906	3,997	3,637	1,187	(113)	87	687
22	Cemetery Reserve	100	800	(884)	(760)	(1,248)	(2,027)	(1,847)	(1,856)	(1,795)
23	Planning & Sustainability Stabilization Reserve	1,700	13,000	(12,181)	(14,318)	(17,289)	(19,644)	(21,999)	(24,354)	(26,709)
24	Regina Revitalization Initiative Stadium Reserve	0	0	103	(3,590)	(4,150)	(10,256)	(8,129)	(6,053)	(3,978)

25	Intensification Infrastructure Reserve	0	0	(7,338)	(5,178)	(4,871)	(1,007)	9,444	24,087	19,907
26	Land Development Reserve	(10,000)	20,000	2,439	28,566	23,004	26,524	26,868	15,171	4,634
27	Industrial Development Charge Reduction Reserve	0	0	0	684	2,102	4,305	7,341	11,261	16,116
	SELF-SUSTAINING RESERVES TOTAL			**150,606**	**137,400**	**95,595**	**81,215**	**73,585**	**67,153**	**62,969**
	SUB TOTAL			**196,606**	**173,528**	**130,085**	**114,862**	**100,700**	**89,531**	**63,251**
	Other Reserves									
	Reserve Name (in "$ 000"s)	**Min**	**Max**	**Actual 2024**	**Actual 2025**	**Forecast 2026**	**Forecast 2027**	**Forecast 2028**	**Forecast 2029**	**Forecast 2030**
28	Sinking Fund Reserve	0	0	0	3,806	7,482	13,808	20,135	26,461	32,787
	GRAND TOTAL			**196,606**	**177,334**	**137,567**	**128,671**	**120,835**	**115,993**	**96,038**

City's Reserves in Comparison to Other Municipalities

In comparison to Saskatoon, Winnipeg, Calgary, Edmonton and Ottawa, the City is below average for reserves per capita, reserves to expense and debt to reserve ratios. The City's reserve to accumulated amortization ratio is at par when compared with municipality average. Detailed analysis are shown in Appendix A to this report on charts 3, 4, 5 and 6.

Reserve Reporting

Second Quarter Reserve Reports – On October 8, 2025, City Council considered *CR25-123* and directed Administration to include in its Annual Reserve Reporting, information on the second quarter reserve balances. Detailed Reserve balances as of June 30, 2026, are shown on reserve tables 2 to 35 presented in Appendix A to this report.

Deferred Revenue

In alignment with report *CR25-123*, Administration is providing an update on some of the City's deferred revenue balances. As growth cycles fluctuate, development charge balances should be systematically monitored. Current balances of some of the Deferred Revenue accounts including Development Charge accounts are included in Table 36 in Appendix A to this report.

DECISION HISTORY & AUTHORITY

At its meeting held on September 25, 2024, City Council considered item *CR24-112 2023 Annual Reserve Report* and adopted a resolution that City Council:

1. Approve amendments to *The Regina Administration Bylaw, No. 2003- 69* as follows:

    a. Add a Tourism Reserve to the list of reserves in Schedule A as outlined in this report.
    b. Remove any reference to the *Event, Convention and Tradeshow Policy* or the Event, Convention and Tradeshow Attraction Program from the Community Investments Grant Reserve section of Schedule A.

2. Approve the transfer of the Event, Convention and Tradeshow (ECT) sub reserve and its funds to the Tourism Reserve as outlined in this report; and

3. Direct the City Solicitor to amend Bylaw 2003-69, *The Regina Administration Bylaw*, in accordance with recommendation 1, with such amendments to be brought forward to the meeting of City Council following approval of these recommendations by City Council.

At its meeting held on September 25, 2024, City Council considered item *CR24-113 MN24-5 Reserve Fund Policy* and adopted a resolution that City Council:

1. Amend the City of Regina Reserve Policy to direct surplus amounts from tax-funded reserves be transferred in the following order:

    a. To reserves that are in a deficit position (i.e., those reserves with an amount below the approved minimum balance) with priority given to the General Fund Reserve first and then to the Asset Revitalization Reserve second to ensure those reserves meet their minimum balances;
    b. Any remaining surplus amount from (a.) above could be transferred to those tax-funded reserves as recommended by the Administration and as approved by Council;

2. Amend and bring into alignment any other portions of the City of Regina Reserve Policy that 1(a) and (b) above affect;

3. Direct Administration to transfer surplus tax-funded reserve balances in accordance with the Reserve Policy as amended in 1(a) and (b) above, and in accordance with legislation for Notice to the Public no later than June 28, 2024;

4. Direct Administration to fulfill its commitment from June 2023 *CR23-76 Annual Reserve Report*

to review the Reserve Policy and reserve model and to have this completed and presented to the Audit and Finance Committee and subsequently to City Council in Q3 2025;

5. Direct the Audit and Finance Committee to include within its review of Capital Project and Reserve Fund Reporting the requirement for Administration to report to Council all Reserve Fund transfers and balances, complete with year-end forecast of same, on a quarterly basis;

6. Direct the Audit and Finance Committee to include within its review of Capital Project and Reserve Fund Reporting clear articulation of Capital Carry Forward balances and where they are held; and

7. Direct the Audit and Finance Committee to include within its review of the Investment Policy, the appropriateness of the allocation of income earned from Reserve balances held.

At its meeting held on October 8, 2025, City Council considered CR25-123 and adopted a resolution that City Council:

1. Approve amendments to the Bylaw as follows:

    a. Update minimum and maximums for the following reserves:

        i. Winter Road Maintenance Reserve minimum from $1 million to negative $3 million and the maximum from $2 million to $3 million.
        ii. Civic sub-reserve of the Fleet Replacement Reserve minimum from $0.9 million to $1.1 million and maximum from $8.2 million to $11 million.
        iii. Transit sub-reserve of the Fleet Replacement Reserve minimum from $0.6 million to $0.9 and maximum from $5 million to $35 million.
        iv. Fire sub-reserve of the Fleet Replacement Reserve minimum from $0.2 million to $0.4 million and maximum from $1 million to $3.5 million.
        v. Asset Revitalization Reserve minimum reserve from $0.5 million to $18 million and the maximum from $30 million to $72 million.
        vi. General Utility Reserve minimum from $25 million to $37 million and maximum from $90 million to $100 million.
        vii. Land Development Reserve minimum reserve from $2 to negative $10 million and increase the maximum from $12 million to $20 million;

    b. Add the following reserves to Schedule A as further described in this Report:

        i. Sinking Fund Reserve.
        ii. City Centre Incentive Reserve.

iii. Heritage Property Incentive Reserve.
iv. Noise Attenuation Reserve;

c. Approve the following changes to reserve reporting:

i. Add the requirement to report the second and third quarterly reserve reports.
ii. Add the requirement to report deferred revenues in the annual reserve report;

2. Direct Administration to consider funding options in the 2026 Budget:

a. For the following reserves that are currently expected to be below their minimum balances at the end of 2025 or within the next five years: General Fund, Winter Road Maintenance, Transit Fleet, Fire Fleet, Solid Waste, Cemetery, and Planning Sustainability and Stabilization.
b. To fund new Noise Attenuation Reserve.
c. To fund increases to the minimum limits that are approved.

3. Approve a transfer of $56,422 from the Elections and Property Reassessment Reserve to the General Fund Reserve; and

4. Direct the City Solicitor to amend the Bylaw, in accordance with recommendations 1a to 1c, with such amendments to be brought forward to the meeting of City Council following approval of these recommendations by City Council.

Respectfully Submitted,

Calvin Ear
Acting Manager,
Financial Analysis & Support

Respectfully Submitted,

Jeff May
Acting Chief Financial Officer and
Deputy City Manager

Prepared by: Michael Bello Financial Business Partner, Treasury

ATTACHMENTS
Appendix A - 2025 Annual Reserve & 2026 Second Quarter Reserve

Appendix A

City of Regina

2025 Annual Reserve Report
&
2026 Second Quarter Reserve Report

Contact: Calvin Ear, Acting Manager, Financial Analysis & Support

Prepared By: Michael Bello, Financial Business Partners, Treasury

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Purpose of Reserves

Schedule A of *The Regina Administration Bylaw 2003-69* (Bylaw) outlines the purpose of reserves and reporting requirements. It also provides details for each reserve, such as its primary purpose of the reserve, the funding source, and the minimum and maximum balances, if appropriate.

Reserves contain funds authorized by City Council to be set aside for future capital and operating needs. They are a key component of the City of Regina's (City) long-term financial strategy, supporting the City's priority of achieving long-term financial viability.

At the end of 2025, there were 28 reserves maintained by the City for four main purposes:

- **Asset management** - To support the sustainability of assets by providing for the renewal, major maintenance, and replacement of existing capital assets. This enables the City to allocate future costs of assets to users to match revenues and expenses over the long-term.
- **Financial stability** - To smooth the financial impact of unplanned cost increases or revenue reductions, or to stabilize fluctuations on property taxation and/or other fees**.**
- **Financial flexibility** - To respond to or capitalize on opportunities that could impact services such as government matching grants, private sector partnerships or other alternative service delivery methods.
- **New capital acquisitions** - To fund new capital assets identified in the long-term corporate strategy to address community growth.

Reporting Requirements

2025 Annual Report

Schedule A of the Bylaw requires the Chief Financial Officer and Deputy City Manager (CFO) to submit an Annual Reserve Report to City Council on or before September 30 of each year. The City's Reserve Policy specifies that the Annual Reserve Report should contain the following information:

- A list of every reserve in Schedule A and the balance of funds in each reserve in comparison to their minimum and maximum.
- Recommendations regarding transfers to and from reserves that will ensure that the appropriate balances are maintained in each reserve.
- Where there are reserves that have balance that are to remain outside their limit, the report shall advise of the rationale for not replenishing or reducing the reserve balance.
- Any other information relating to reserves that the CFO considers necessary.

Schedule A is entitled Reserves and Deferred Revenue; there is a requirement to report deferred revenue in the Reserve Annual Report. As such, Administration has included information on deferred revenue in this Annual Report to improve transparency and accountability.

Administration's *Reserve Policy* further detailed what the annual report will contain at a minimum:

a. A description of the purpose for each reserve and balance of each reserve as of the end of the previous year.
b. A list of reserves within and outside their minimum and maximum limits in

comparison to their previous year's balance.

c. A description of additions or reductions to reserves in the previous year, including investments made from reserves with an explanation of the nature of the additions and reductions.
d. A five-year projection of each reserve.
e. Recommended transfers to and from the reserves set out in clause (b) that will bring these reserves within the minimum and maximum limits.
f. Where there are reserves that are to remain outside the range, a plan that sets out how these reserves will be replenished or reduced to the minimum and maximum limits.
g. Where the conditions in clauses (e) and (f) cannot be met, the report shall advise of the rationale for not replenishing or reducing the reserve balance.
h. Any annual changes to the minimum and maximum limit of the Solid Waste Reserve.
i. A comparison of the City's reserve balance to other jurisdictions and best practices.

2026 Second Quarter Report

On October 8, 2025, City Council considered section c, *CR25-123 2025 Reserve Review (CR25-123)* and approved the following changes to reserve reporting:

i) Add the requirement to report the second and third quarter reserve reports.
ii) Add the requirement to report deferred revenues in the annual reserve report.

This Appendix and corresponding report address all of these reporting requirements including details on each reserve held by the City and their balances as of December 31, 2024, and December 31, 2025. The report also provides balances as of June 30, 2026, and projected balances to 2030. Like all forecasts, the projected balances in this report reflect a point in time estimate and can change as new information, additional actions, and City Council's decisions are made. Administration continues to analyze and monitor reserve balances, including possible impacts and opportunities as it relates to the City's reserves.

Executive Summary

December 31, 2025

As of December 31, 2025, the City had 28 reserves with a total value of $177.3 million. This total represents a $19.2 million (9.8 per cent) decrease from the total of $196.6 million at December 31, 2024. The reserves are categorized into four categories: operating, capital, self-sustaining and sinking fund. Both the operating, capital and sinking fund reserves are funded through tax revenues. Self-sustaining reserves are funded by user fees and charges. There are 11 operating reserves (with a total of $29.5 million, 16.6 per cent), 6 capital reserves ($6.7 million, 3.8 per cent), 10 self-sustaining reserves ($137.4 million, 77.5 per cent) and 1 sinking fund reserve ($3.8 million, 2.1 per cent).

As of December 31, 2025, 20 reserves were within their minimum and maximum limits, five were below the minimum limit and three were above the maximum limit.

June 30, 2026

As of June 30, 2026, the City had 28 reserves with a total forecast value of $137.6 million at the end of 2026. The reserves are categorized into four categories: operating (11 reserves), capital (6 reserves), self-sustaining (10 reserves) and sinking fund (1 reserve).

December 31, 2026

Reserves are forecast to decrease by $39.8 million from December 31, 2025, total of $177.3 million to $137.6 million on December 31, 2026. There are 23 reserves expected to be within their minimum and maximum limits, four are expected to be below the minimum limit and one is expected to be above the maximum limit.

Comparison to Other Cities

In comparison to Saskatoon, Winnipeg, Calgary, Edmonton and Ottawa, the City is below average for reserves per capita and reserves to expense. Though the City's debt to reserve ratio is below the municipalities' average, it is above the minimum benchmark indicating the City owes more in debt than it has set aside in reserves. The City is above the average reserve to accumulated amortization.

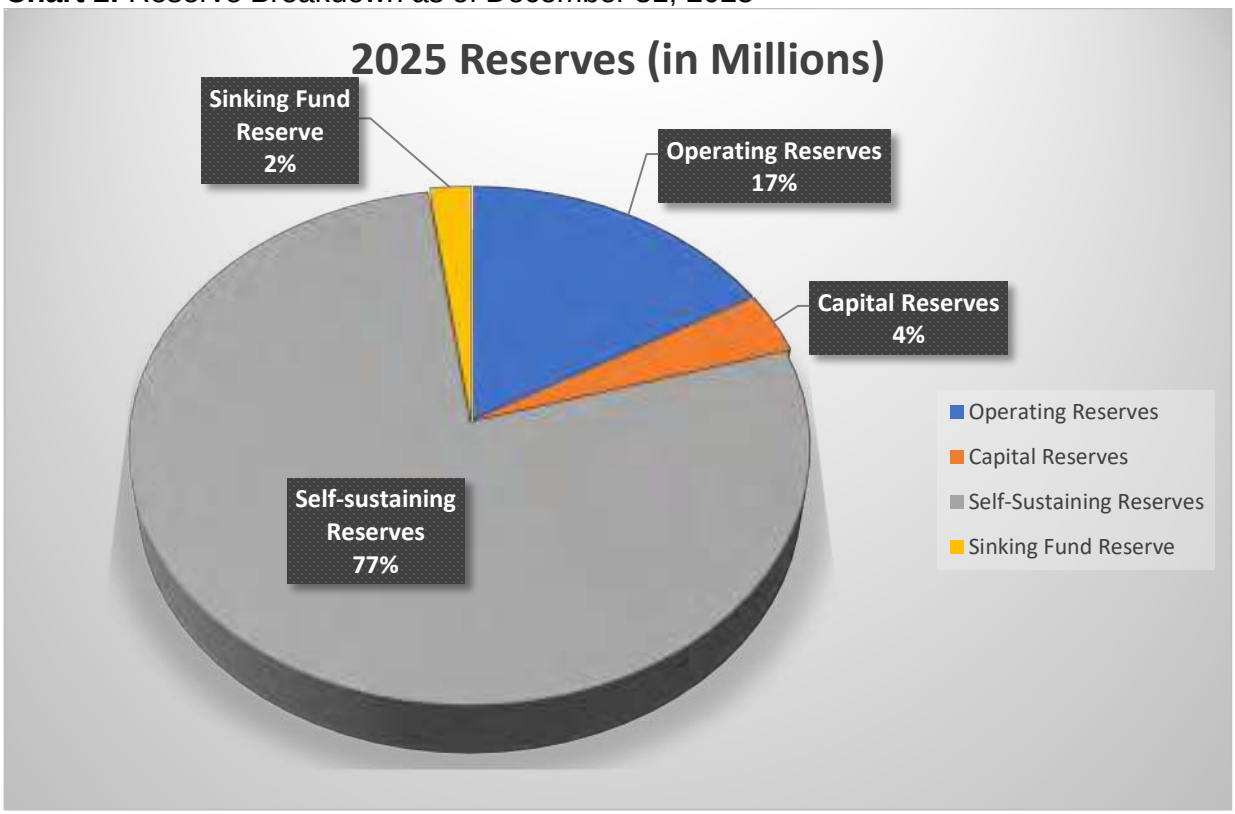
Administration will continue to monitor and manage reserves in accordance with the Bylaw and the *Reserve Policy* to ensure reserves continue to support City Council's priorities of keeping a vibrant city for future generations to come.

2025 Reserve Balances

As shown in Chart 1 below, the total reserve balance is comprised of the following:

- **11 Operating Reserves (**with a total balance of **$29.5 million)** account for 16.6 per cent of the total reserve balance. The purpose of these reserves is to smooth out the financial impact of operational fluctuations. Therefore, these reserves are used to fund operating expenses for one-time projects; to stabilize operating budgets for unanticipated fluctuations in revenue or expenses; to comply with a contractual agreement; or for contingency funds for operational emergencies. The 2025 balance represents a decrease of $1.2 million or 4 per cent from 2024.
- **6 Capital Reserves (**with a total balance of **$6.7 million)** representing 3.8 per cent of the total reserve balance. Capital reserves are used to fund capital expenditures. The 2025 balance represents a decrease of $8.6 million or 56 per cent from 2024. This decrease was observed in the Fleet Replacement Reserve.
- **10 Self-sustaining Reserves (**with a total balance of **$137.4 million)** represent the largest category and account for 77.5 per cent of the total reserve balance. The purpose of these reserves is to fund operating and capital through net revenue generated by the activity. Surpluses from these activities are typically retained in the reserves to offset any future deficits or fund planned future capital projects. The 2025 balance represents a decrease of $19.8 million or 9 per cent from 2024.
- **1 Sinking Fund Reserve (**with a total balance of **$3.8 million)** representing 2.1 per cent of the total reserve balance. Sinking fund reserve is to be used for a singular purpose of paying off bullet debentures at maturity. This reserve was created in 2025.

Chart 1: Reserve Breakdown as of December 31, 2025



Reserves Compared to Minimum and Maximum Limits

Table 1 below compares the 2024, 2025 actual reserve balances and the 2026 to 2030 forecast balances to the minimum and maximum limits.

Please note that in Table 1, and other tables throughout the remainder of the document the following applies:

	The closing balance (actual or forecast) is below the minimum limit.
	The closing balance (actual or forecast) is within the limits.
	The closing balance (actual or forecast) is above the maximum limit.

Table 1: Reserve Balances (in '000')

	Operating Reserves									
	Reserve Name (in "$ 000"s)	Min	Max	Actual 2024	Actual 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
1	General Fund Reserve	35,800	71,500	20,528	21,110	20,834	22,344	26,282	31,540	38,117
2	Social Development Reserve	0	0	5,204	5,561	353	353	353	353	353
3	Winter Road Maintenance Reserve	(3,000)	3,000	15	(1,674)	(1,458)	(1,458)	(1,458)	(1,458)	(1,458)
4	Elections & Property Reassessment Reserve	0	800	497	538	743	948	467	436	641
5	Community Investment Grants Reserve	0	850	771	307	307	307	307	307	307
6	Tourism Reserve	0	1,000	0	695	745	440	224	(5)	110
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8	Regina Police Service Community Policing Initiative Reserve	0	1,500	874	251	0	0	0	0	0
9	Regina Police Service Radio Equipment Reserve	65	300	394	431	220	220	220	220	220
10	City Centre Incentive Reserve	0	0	0	290	370	370	370	370	370
11	Heritage Property Incentive Reserve	0	0	0	184	184	184	184	184	184
	OPERATING RESERVES TOTAL			**30,694**	**29,463**	**24,080**	**25,501**	**28,751**	**33,758**	**40,666**

	Capital Reserves									
	Reserve Name (in "$ 000"s)	Min	Max	Actual 2024	Actual 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
12	Fleet Replacement Reserve	2,400	49,600	12,665	915	3,801	(285)	(13,399)	(26,787)	(61,145)
13	Asset Revitalization Reserve	18,000	72,000	1,173	4,037	4,664	6,684	9,714	13,754	18,804
14	Asphalt Plant Reserve	200	1,300	498	536	835	535	735	235	435
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16	mâmawêyatitân Reserve	0	0	686	784	882	980	1,078	1,176	1,274
17	Noise Attenuation Reserve	0	0	0	0	0	0	0	0	0
	CAPITAL RESERVE TOTAL			**15,306**	**6,665**	**10,409**	**8,146**	**(1,635)**	**(11,380)**	**(40,384)**

	Self-sustaining Reserves									
	Reserve Name (in "$ 000"s)	Min	Max	Actual 2024	Actual 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030
18	General Utility Reserve	37,000	100,000	112,364	74,077	47,712	39,244	34,039	26,271	34,515
19	Solid Waste Reserve	43,900	65,400	49,520	52,210	45,195	42,300	27,725	22,505	19,333
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22	Cemetery Reserve	100	800	(884)	(760)	(1,248)	(2,027)	(1,847)	(1,856)	(1,795)
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24	Regina Revitalization Initiative Stadium Reserve	0	0	103	(3,590)	(4,150)	(10,256)	(8,129)	(6,053)	(3,978)
25	Intensification Infrastructure Reserve	0	0	(7,338)	(5,178)	(4,871)	(1,007)	9,444	24,087	19,907
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27	Industrial Development Charge Reduction Reserve	0	0	0	684	2,102	4,305	7,341	11,261	16,116
	SELF-SUSTAINING RESERVES TOTAL			**150,606**	**137,400**	**95,595**	**81,215**	**73,585**	**67,153**	**62,969**

	SUB TOTAL			**196,606**	**173,528**	**130,085**	**114,862**	**100,700**	**89,531**	**63,251**
	Other Reserves									
	Reserve Name (in "$ 000"s)	**Min**	**Max**	**Actual 2024**	**Actual 2025**	**Forecast 2026**	**Forecast 2027**	**Forecast 2028**	**Forecast 2029**	**Forecast 2030**
28	Sinking Fund Reserve	0	0	0	3,806	7,482	13,808	20,135	26,461	32,787
	GRAND TOTAL			**196,606**	**177,334**	**137,567**	**128,671**	**120,835**	**115,993**	**96,038**

At the end of 2025, 20 reserves were within range, three reserves were above their maximum limit, and five reserves were below their minimum limit.

The three reserves above their maximum limit include:

- Regina Police Service Radio Equipment Reserve - $130,000 more than its maximum limit of $300,000.
- Golf Course Reserve – $1.9 million more than its maximum limit of $2 million.
- Land Development Reserve - $8.6 million more than its maximum limit of $20 million.

The *Reserve Policy* specifies that, on the recommendations of the CFO and approval of City Council, excess amounts in reserves be transferred in the order described below, unless there is a rationale for allowing reserves to grow above their maximum limits, such as to fund ongoing projects or planned future projects:

- Excess amounts in a tax-funded capital reserve would be transferred to a tax-funded capital reserve that is below its minimum limit or to the Asset Revitalization Reserve.
- Excess amounts in a tax-funded operating reserve would be transferred to a tax-funded operating reserve that is below its minimum limit or to the General Fund Reserve.
- Excess amounts in self-sustaining reserves (non-tax funded reserves or external user fee funded reserves) may be retained in the reserve up to three years after which user fees may be adjusted to an appropriate level that reflects the excess amount. Prior to adjusting fees, proper consideration shall be given to achieving appropriate or full cost recovery where possible and ensuring the long-term care of reserve-supported assets, among other considerations.

The five reserves below their minimum limit include:

- General Fund Reserve – $14.7 million below its minimum limit of $35.8 million.
- Fleet Replacement Reserve – $1.5 million below its minimum limit of $2.4 million.
- Asset Revitalization Reserve – $13.9 million below its minimum limit of $18 million.
- Cemetery Reserve – $0.86 million below the minimum limit of $0.1 million.
- Planning & Sustainability Stabilization Reserve – $16 million below the minimum limit of $1.7 million.

The *Reserve Policy* also specifies that reserves in a deficit position (reserves below their minimum limit) be replenished as follows:

- Tax-supported capital reserves below their minimum limit may be replenished with excess funds from a tax-supported capital reserve or by a transfer from the general revenue as approved by City Council.

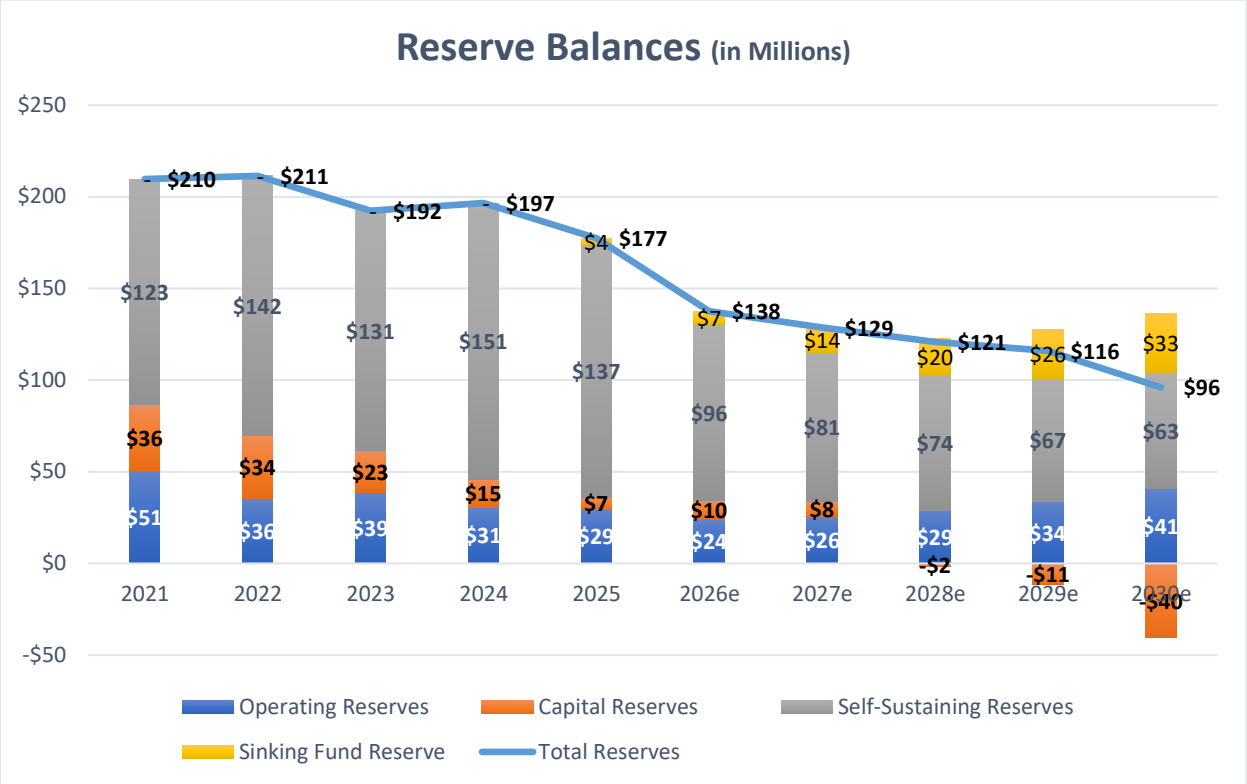
- Tax-supported operating reserves below their minimum limit may be replenished with excess funds from a tax-supported operating reserve or by a transfer from the general revenue as approved by City Council.
- Self-sustaining reserves below their minimum limit may be replenished by increasing user fees.

Based on the analysis in this report, Administration does not recommend any transfers be made to or from any reserves outside their limits.

Historical Balances and Forecasts

As shown in Chart 2 below, the reserve balances over the last five years have remained fairly stable until 2025 when reserve balances were reduced to $177.3 million from $196.6 million in 2024. It also indicates that reserves are projected to decrease from $177.3 million in 2025 to $137.6 million by the end of 2026 and to $96 million by the end of 2030.

Chart 2: Five-year Historical Reserve Position and Forecast to 2030



OPERATING RESERVES

1. General Fund Reserve (GFR)

The GFR is a stabilization reserve used by the City primarily to smooth the financial impact of revenue fluctuation or cost increases, or to fund one-time unanticipated operating requirements. There is no dedicated funding source for this reserve as the reserve is funded primarily from an unanticipated net surplus from the City's general operating fund; as well as 50 per cent of the investment earnings that exceed budget as outlined in the Bylaw, Schedule A s.32(1).

The minimum and maximum limits of the GFR in 2025 were $35.8 million and $71.5 million respectively, based on the Government Finance Officer Association (GFOA) best practice of five per cent and ten per cent of the City's previous year's annual general operating expenditures.

Table 2: General Fund Reserve

General Fund Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	28,602	20,528	21,110	21,110	20,834	22,344	26,282	31,540
Additions to Reserve	19,474	13,825	5,282	8,950	7,490	10,460	13,430	14,750
Reduction to Reserve	27,548	13,243	1,152	9,225	5,980	6,522	8,172	8,172
Closing Balance	**20,528**	**21,110**	**25,240**	**20,834**	**22,344**	**26,282**	**31,540**	**38,117**
Minimum Balance	**23,000**	**35,800**	**35,800**	**35,800**	**35,800**	**35,800**	**35,800**	**35,800**
Maximum Balance	**46,000**	**71,500**	**71,500**	**71,500**	**71,500**	**71,500**	**71,500**	**71,500**
Variance from Min/Max Balance	**(2,472)**	**(14,690)**	**(10,560)**	**(14,966)**	**(13,456)**	**(9,518)**	**(4,260)**	**-**

In 2025, $13.8 million was transferred into the GFR.

- $762,000 allocated through the 2025 Budget to fund the Regina Humane Society new facility and represents a 20-year commitment with approximately nine years remaining at the end of 2025.
- $4.7 million in surplus funds returned to source on completed projects.
- $2.9 million transferred to GFR from investment income earned in 2025 (*CR24-51 Potential Allocation Investment Income to Reserves*).
- $1.6 million transferred from Indoor Aquatic Facility 0.5 per cent dedicated mill rate.
- $90,585 unspent consulting budget in 2025 (*CM25-3 2025 Proposed Budget Amendment #3 – Accessibility Plan – Digital advancement of Regina Accessibility Plan*).
- $881,860 Community Social Impact Regina (CSIR) surplus as a result of entity dissolution (*CR26-7 Community & Social Impact Regina Inc. – Dissolution and 2025 Final Audited Financial Statements*)
- $56,422 transferred from Elections & Property reassessment to GFR (*CR25-123 Third Quarter Reserve Reporting*).
- $1.6 million transferred from Regina Revitalization Initiative (RRI) Reserve (Stadium) to GFR to correct funding source for the 2024 Allowance for Doubtful accounts entry.
- $1.3 million in unexpended 2025 CSIR funding (*CR25-144 City of Regina's Role in Well-Being and Homelessness*).

In 2025, $13.2 million was drawn from the GFR, primarily to fund City Council's approved commitments as follows:

- $4.9 million deficit from the 2025 General Operating Fund.
- $162,500 for 2025 Budget approval – Community Plan Studies Capital Project.
- $1.0 million transfer of Catalyst Pathway (Central Loop Trail) Fund balance from

GFR to project.

- $254 moved expense to GFR since related project balance has been transferred to source.
- $90,000 Transfer for Regina Accessibility Plan – Level 2 Trainings in Disability Awareness *(CR24-39* Regina Accessibility Plan). $5.1 million transferred from GFR to fund 2025 General Operating Budget.
- $1.1 million transfer from GFR to Downtown Intensification Projects.
- $833,512 to fund Regina Humane Society (RHS) building as City grant contribution.

The GFR continues to provide City Council with the greatest flexibility to respond quickly to emergencies or to capitalize on opportunities without borrowing. However, the GFR is forecast to be below its minimum limits for the next four years. Depleting this reserve impacts the City's financial flexibility. Given the tight financial outlook of the City, it is not anticipated that the City will have a significant operating surplus to be transferred to the GFR. City Council has approved an annual incremental transfer of $1 million to this reserve with the aim of getting the reserve back within limit by 2030.

2. Social Development Reserve

This reserve is used to provide grant funding for affordable and permanent supportive housing developments in accordance with the Housing Incentive Policy (HIP) and other City Council approved housing initiatives. There is no limit established for this reserve as it does not lend itself to having limits.

Table 3: Social Development Reserve

Social Development Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	5,137	5,204	5,561	5,561	353	353	353	353
Additions to Reserve	2,500	357	-	977	-	-	-	-
Reduction to Reserve	2,433	-	-	6,185	-	-	-	-
Closing Balance	**5,204**	**5,561**	**5,561**	**353**	**353**	**353**	**353**	**353**
Minimum Balance	-	-	-	-	-	-	-	-
Maximum Balance	-	-	-	-	-	-	-	-
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

In 2025, there was no payment out of this reserve, but a transfer of $356,660 into the reserve from operating account leaving the year-end balance at $5.6 million. Administration recommends no action at this time.

3. Winter Road Maintenance Reserve (WRMR)

This is an operating reserve that is used to manage annual fluctuations in expenditures in the Winter Road Maintenance Program (WRMP) that may arise due to unpredictable winter storm events. The objective is to ensure that the City continues to maintain the road network and to ensure safe winter driving conditions for residents. The reserve is funded through expenditures in the annual operating budget for the WRMP. The minimum and maximum limits for this reserve are negative $3 million and $3 million, respectively.

Table 4: Winter Road Maintenance Reserve

Winter Road Maintenance Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	-	15	(1,674)	(1,674)	(1,458)	(1,458)	(1,458)	(1,458)
Additions to Reserve	15	-	-	217	-	-	-	-
Reduction to Reserve	-	1,689	-	-	-	-	-	-
Closing Balance	**15**	**(1,674)**	**(1,674)**	**(1,458)**	**(1,458)**	**(1,458)**	**(1,458)**	**(1,458)**
Minimum Balance	**1,000**	**(3,000)**	**(3,000)**	**(3,000)**	**(3,000)**	**(3,000)**	**(3,000)**	**(3,000)**
Maximum Balance	**2,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**	**3,000**
Variance from Min/Max Balance	**(985)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

In 2025, the WRMP experienced above average winter conditions in November and December, contributing to a deficit at year-end. There was a transfer of $1.7 million from WRMR to fund general operating deficits, leaving us with a deficit balance of $1.7 million by the end of 2025.

4. Elections & Property Reassessment Reserve

This reserve is used to manage planned future operating business requirements related to municipal elections and property reassessment, which occur once every four years. It is not intended to fund property revaluation appeals lost by the City as there is a process in place for managing appeal risks. The reserve is funded by a transfer of an amount per year that is equal to 25 per cent of the costs of elections and property reassessments. Funding is from the operating budget of City departments who utilize this reserve, including the Office of the City Clerk, and Assessment & Property Revenue Services. Respectively, the minimum and maximum limits of this reserve are $0 and $800,000. The maximum amount includes $500,000 for elections and $300,000 for property reassessments.

Table 5: Elections & Property Reassessment Reserve

Elections & Property Reassessment Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	854	497	538	538	743	948	467	436
Additions to Reserve	205	205	205	205	205	205	205	205
Reduction to Reserve	562	164	-	-	-	686	236	-
Closing Balance	**497**	**538**	**743**	**743**	**948**	**467**	**436**	**641**
Minimum Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Maximum Balance	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**
Variance from Min/Max Balance	**-**	**-**	**-**	**-**	**148**	**-**	**-**	**-**

In 2025, the budgeted amount of $205,000 was added to the reserve to ensure funding for

municipal election ($161,000) and property revaluation ($44,000). The 2025 ending balance of $537,901 is within the limit. An amount of $56,422 was transferred out of the Reserve to GFR (CR25-123). There was a $164,000 reduction to the reserve related to 2024 late election expenses ($57,686) and planned costs related to the reassessment ($50,000)

This reserve is expected to remain mostly within its limits over the next five years except for 2027 when the balance would be above the maximum limit by $148,000. Administration recommends no action is needed at this time.

5. Community Investment Grants Reserve

This reserve provides funding for City Council's approved contributions to programs and services aligned with City Council's Priorities but beyond the approved grants budget. The reserve is funded through unspent Community Investment Grants Budget. The City funds and partners with community non-profit organizations to deliver programs and services to residents that align with the City's priorities, have a clear community impact, and respond to community needs. Typically, all budgeted funding gets allocated during the current year. The overall minimum and maximum limits are $0 to $850,000 respectively.

Table 6: Community Investment Grants Reserve

Community Investment Grants Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	581	771	307	307	307	307	307	307
Additions to Reserve	240	134	-	-	-	-	-	-
Reduction to Reserve	50	598	-	-	-	-	-	-
Closing Balance	**771**	**307**	**307**	**307**	**307**	**307**	**307**	**307**
Minimum Balance	**250**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Maximum Balance	**2,000**	**850**	**850**	**850**	**850**	**850**	**850**	**850**
Variance from Min/Max balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

As of the end of 2025, the reserve is within its limits with a balance total of $307,447. In 2025, *CR24-112 2023 Annual Reserve Report* was approved by City Council and the Events Conventions and Tradeshows (ECT) sub reserve (balance of $555,000) was transferred to the Tourism Reserve. From 2025, funds are now allocated to the following sub reserves: Executive Committee Reserve and Community Investment Grant Program Reserve. These reserves cumulatively are only slightly above the reserve maximum guidelines. Administration recommends no action is needed at this time.

5a. Executive Committee Reserve

This reserve provides financial support for special events. In 2025, an addition of $75,000 was transferred into the reserve with a reduction of $5,000 for a community commitment.

Table 7: Executive Committee Reserve

Executive Committee Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	28	54	124	124	124	124	124	124
Additions to Reserve	26	75	-	-	-	-	-	-
Reduction to Reserve	-	5	-	-	-	-	-	-
Closing Balance	**54**	**124**	**124**	**124**	**124**	**124**	**124**	**124**
Minimum Balance	-	-	-	-	-	-	-	-
Maximum Balance	**150**	**175**	**175**	**175**	**175**	**175**	**175**	**175**
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

5b. Community Investment Grants Program Reserve (CIGPR)

This reserve provides financial support to organizations that deliver community services in sport, cultural, recreational, and social development. In 2025, $60,000 was transferred to the CIGPR with no reduction for CIGPR as shown in Table 8 below.

Table 8: Community Investment Grants Program Reserve

Community Investment Grants Program Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	88	124	184	184	184	184	184	184
Additions to Reserve	86	60	-	-	-	-	-	-
Reduction to Reserve	50	-	-	-	-	-	-	-
Closing Balance	**124**	**184**	**184**	**184**	**184**	**184**	**184**	**184**
Minimum Balance	-	-	-	-	-	-	-	-
Maximum Balance	**175**	**175**	**175**	**175**	**175**	**175**	**175**	**175**
Variance from Min/Max Balance	-	**9**	**9**	**9**	**9**	**9**	**9**	**9**

6. Tourism Reserve

This reserve was created with the purpose of managing fluctuations relating to annual tourism events, tourism marketing needs and special events, revenue generated from tourism merchandise opportunities and tourism revenue from organizations such as the Regina Hotel Association, Tourism Saskatchewan and other sponsors or agencies. The maximum limit for this reserve is $1 million.

Table 9: Tourism Reserve

Tourism Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	-	-	695	695	745	440	224	(5)
Additions to Reserve	-	700	-	375	375	375	375	375
Reduction to Reserve	-	5	-	325	680	591	605	260
Closing Balance	**-**	**695**	**695**	**745**	**440**	**224**	**(5)**	**110**
Minimum Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Maximum Balance	**-**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**
Variance from Min/Max Balance	**-**	**-**	**-**	**-**	**-**	**-**	**(5)**	**-**

In 2025, $555,375 was transferred from the Events, Conventions & Tradeshows Attractions Reserve to the Tourism Reserve, at year-end, an additional transfer of $144,954 from net operating budget surplus and a reduction of $5,000 transferred to operations to fund additional ECT budget spend. Administration recommends no action on this reserve at this time.

7. Regina Police Service (RPS) General Reserve

This is a stabilization reserve primarily used to smooth fluctuations in the annual operating budget of the RPS and to fund small one-time capital expenditures requested by the Board of Police Commissioners that are approved by City Council. The reserve is funded through unplanned surplus/deficit from the RPS annual operating budget. The minimum and maximum limits of the reserve are $300,000 and $4 million respectively.

Table 10: Regina Police Service General Reserve

Regina Police Service General Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	2,373	2,411	1,772	1,772	1,782	1,792	1,802	1,812
Additions to Reserve	38	11	-	10	10	10	10	10
Reduction to Reserve	-	650	-	-	-	-	-	-
Closing Balance	**2,411**	**1,772**	**1,772**	**1,782**	**1,792**	**1,802**	**1,812**	**1,822**
Minimum Balance	**300**	**300**	**300**	**300**	**300**	**300**	**300**	**300**
Maximum Balance	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**	**4,000**
Variance from Min/Max Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

In 2025, $10,770 was transferred to the reserve from the operating surplus and a transfer of $650,000 out of the reserve for Police Headquarters 2nd Floor Design work as per City Council and Board of Police Commissioners decision *(CM25-3 2025 Proposed Budget).* The forecast shows the reserve would remain within its limit over the next five years assuming there are no unexpected operating deficits. Administration recommends no action on this reserve at this time.

8. Regina Police Service (RPS) Community Policing Initiatives Reserve

The primary purpose of this reserve is to support the RPS Community Policing Initiative and offset police overtime costs for police services that may be required at community events. This reserve was established in 2022 and is funded primarily through the annual RPS operating budget.

Table 11: Regina Police Service Community Policing Initiatives Reserve

Regina Police Service Community Initiative Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	874	874	251	251	0	0	0	0
Additions to Reserve	-	-	-	-	-	-	-	-
Reduction to Reserve	-	623	251	251	-	-	-	-
Closing Balance	**874**	**251**	**0**	**0**	**0**	**0**	**0**	**0**
Minimum Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Maximum Balance	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**	**1,500**
Variance from Min/Max Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

In 2025, no addition was transferred into the reserve however a transfer of $623,300 out of the reserve to fund Alternate Response Officers in 2025, resulted in a closing balance of $250,500 which is within its limit. This reserve is projected to maintain a zero balance from 2026. Administration recommends no action is needed at this time.

9. Regina Police Service (RPS) Radio Equipment Reserve

This is an operating reserve used to smooth expenditures related to the operation, capital and maintenance of the civic radio system. The RPS Communication Technology Unit (CTU) manages the trunked radio system on behalf of City departments and outside agencies who use the system, such as Mobile Crisis Services, and Regina Health Authority. The reserve is funded through net revenue generated from the users of the radio system.

Table 12: Regina Police Service Radio Equipment Reserve

Regina Police Service Radio Equipment Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	347	394	431	431	220	220	220	220
Additions to Reserve	47	37	-	-	-	-	-	-
Reduction to Reserve	-	-	73	211	-	-	-	-
Closing Balance	**394**	**431**	**358**	**220**	**220**	**220**	**220**	**220**
Minimum Balance	**65**	**65**	**65**	**65**	**65**	**65**	**65**	**65**
Maximum Balance	**300**	**300**	**300**	**300**	**300**	**300**	**300**	**300**
Variance from Min/Max Balance	**94**	**131**	**58**	**-**	**-**	**-**	**-**	**-**

In 2025, the reserve increased by $36,847 due to an operating surplus, resulting in a year-end balance of $431,288 which is above its current limit by $131,287. Administration recommends no action is needed at this time.

10. City Centre Incentive Reserve

The purpose of the City Centre Incentive Reserve is to manage funds committed and distributed through the City Centre Incentive Program which provides grant funding to support investment in the City Centre. The City Centre Incentive Reserve is an operating reserve, funded through the transfer of grants that are committed to projects in one year but not paid out until a future year given the nature of construction projects. This reserve does not require a minimum or maximum as the reserve will be based on actual funds that are to be paid out in subsequent years.

Table 13: City Centre Incentive Reserve

City Centre Incentive Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	-	-	290	290	370	370	370	370
Additions to Reserve	-	290	80	330	250	250	250	250
Reduction to Reserve	-	-	-	250	250	250	250	250
Closing Balance	**-**	**290**	**370**	**370**	**370**	**370**	**370**	**370**
Minimum Balance	**-**	**-**		**-**	**-**	**-**	**-**	**-**
Maximum Balance	**-**	**-**		**-**	**-**	**-**	**-**	**-**
Variance from Min/Max Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

As of December 31, 2025, the balance of this reserve is $290,000 as a result of grants that were committed, but not yet paid out. This balance was as a result of transfer into the reserve, and the reserve is forecasted to be positive in the next five years. There was no transfer out of the reserve in 2025. This reserve is forecasted to be within limit in the next five years.

11. Heritage Property Incentive Reserve

The purpose of the Heritage Property Incentive Reserve is to manage funds committed and distributed through the Heritage Property Incentive Program which provides grant funding for maintenance and rehabilitation of heritage properties in accordance with the *Heritage Incentives Policy*. The Heritage Property Incentive Reserve is an operating reserve, funded through the transfer of grants that are committed to projects in one year but not paid out until a future year given the nature of construction projects. To predict how many projects will be paid out in a year is not an easy one because some projects were completed the same year they were committed funding. This reserve has no minimum or maximum as the reserve will be based on actual funds that are to be paid out in subsequent years.

Table 14: Heritage Property Incentive Reserve

Heritage Property Incentive Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	-	-	184	184	184	184	184	184
Additions to Reserve	-	184	-	125	125	125	125	125
Reduction to Reserve	-	-	-	125	125	125	125	125
Closing Balance	**-**	**184**	**184**	**184**	**184**	**184**	**184**	**184**
Minimum Balance	-	-	-	-	-	-	-	-
Maximum Balance	-	-	-	-	-	-	-	-
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

The balance of this reserve as of December 31, 2025, was $184,000. This balance was as a result of transfer into the reserve and is forecasted to be positive in the next five years. This reserve is forecasted to be within limit in the next five years.

CAPITAL RESERVES

12. Fleet Replacement Reserve (FRR)

The FRR is used to provide funding for the maintenance and replacement of existing general civic, transit, fire fleet vehicles, and small tools. This reserve is funded through a budgeted transfer of an amount each year that is the equivalent of the annual amortization of the existing fleet. The fleet reserve has four sub reserves: General Civic, Transit, Fire and Small Tools. Each sub reserve is described below.

Table 15: Overall Fleet Replacement Reserve

Fleet Replacement Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	17,305	12,665	915	915	3,801	(285)	(13,399)	(26,787)
Addition to Reserve	13,605	24,159	17,368	19,181	19,551	19,854	20,160	20,071
Reduction to Reserve	18,245	35,909	16,196	16,295	23,637	32,968	33,548	54,429
Closing Balance	**12,665**	**915**	**2,087**	**3,801**	**(285)**	**(13,399)**	**(26,787)**	**(61,145)**
Minimum Balance	**1,700**	**2,400**	**2,400**	**2,400**	**2,400**	**2,400**	**2,400**	**2,400**
Maximum Balance	**14,300**	**49,600**	**49,600**	**49,600**	**49,600**	**49,600**	**49,600**	**49,600**
Variance from Min/Max balance	**-**	**(1,485)**	**(313)**	**-**	**(2,685)**	**(15,799)**	**(29,187)**	**(63,545)**

12a. General Civic Fleet Replacement Reserve

The General Civic Fleet Replacement Reserve is used to provide funding for the maintenance and replacement of existing general civic fleet vehicles. This reserve is funded through a budgeted transfer of an amount each year that is the equivalent of the annual amortization of the existing civic fleet.

Table 16: General Civic Fleet Replacement Reserve

Civic Fleet Replacement Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	8,775	6,550	2,123	2,123	1,986	1,470	1,607	2,950
Addition to Reserve	9,325	17,242	9,050	10,863	11,234	11,537	11,843	11,754
Reduction to Reserve	11,550	21,669	10,999	10,999	11,750	11,400	10,500	12,500
Closing Balance	**6,550**	**2,123**	**174**	**1,986**	**1,470**	**1,607**	**2,950**	**2,205**
Minimum Balance	**900**	**1,100**	**1,100**	**1,100**	**1,100**	**1,100**	**1,100**	**1,100**
Maximum Balance	**8,200**	**11,000**	**11,000**	**11,000**	**11,000**	**11,000**	**11,000**	**11,000**
Variance from Min/Max Balance	**-**	**-**	**(926)**	**-**	**-**	**-**	**-**	**-**

In 2025, capital investments of $21.7 million were made in civic replacement while $17.2 million was transferred to the reserve to address future replacement requirements, resulting in a year-end balance of $2.1 million. Administration recommends no action at this time.

12b. Transit Fleet Replacement Reserve

The Transit Fleet Replacement Reserve provides funding for the maintenance and replacement of existing transit and paratransit fleet vehicles. This reserve is funded through a transfer of an amount each year equivalent to the annual amortization of the existing transit and paratransit fleet vehicles. The minimum and maximum limits for this reserve are

$900,000 and $35 million, respectively.

The current methodology used to establish the Fleet Reserve minimum balance is 1 per cent of original fleet asset costs and maximum is peak year capital expenditures

Table 17: Transit Fleet Replacement Reserve

Transit Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	7,317	4,033	(2,157)	(2,157)	1,034	(2,053)	(14,982)	(30,031)
Addition to Reserve	3,063	5,701	6,101	6,101	6,100	6,100	6,100	6,100
Reduction to Reserve	6,347	11,891	2,910	2,910	9,187	19,029	21,149	39,405
Closing Balance	**4,033**	**(2,157)**	**1,034**	**1,034**	**(2,053)**	**(14,982)**	**(30,031)**	**(63,336)**
Minimum Balance	**600**	**900**	**900**	**900**	**900**	**900**	**900**	**900**
Maximum Balance	**5,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**	**35,000**
Variance from Min/Max Balance	**-**	**(3,057)**	**-**	**-**	**(2,953)**	**(15,882)**	**(30,931)**	**(64,236)**

In 2025, $5.7 million was transferred to the reserve. There was a total transfer out of $11.9 million for the year. The reserve's year-end balance is a negative $2.2 million, which is below its minimum limit at the end of 2025, and is forecasted to be below its limit from 2027 to 2030 based on projected transit fleet replacement of buses, except for 2026. The capital plan for 2026-2030 includes fleet replacement program. The Zero Emission Transit Grant covers 50 per cent of the cost of electric buses and the remaining 50 per cent of costs is planned to be spent from the Transit Fleet Replacement Reserve. This plan will bring the reserve below its minimum balance from 2027.

12c. Fire Fleet Replacement Reserve

The Fire Fleet Replacement Reserve provides funding for the maintenance and replacement of existing fire fleet vehicles and equipment. This reserve is funded through a transfer of an amount each year equivalent to the annual amortization of the existing fire fleet equipment.

The current methodology used to establish the Fleet Reserve minimum balance is 1 per cent of original fleet asset costs and maximum is peak year capital expenditures. The balances have now been updated to reflect the increases in costs due to inflation. Fire Fleet reserve minimum and maximum were updated to $400,000 and $3.5 million respectively as of December 31, 2025.

Table 18: Fire Fleet Replacement Reserve

Fire Fleet Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	938	1,807	690	690	536	119	(188)	145
Addition to Reserve	1,133	1,133	2,133	2,133	2,133	2,133	2,133	2,133
Reduction to Reserve	264	2,250	2,287	2,287	2,550	2,440	1,800	2,425
Closing Balance	**1,807**	**690**	**536**	**536**	**119**	**(188)**	**145**	**(147)**
Minimum Balance	**200**	**400**	**400**	**400**	**400**	**400**	**400**	**400**
Maximum Balance	**1,000**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**
Variance from Min/Max Balance	**807**	**-**	**-**	**-**	**(281)**	**(588)**	**(255)**	**(547)**

In 2025, $1.1 million was added to the reserve and $2.3 million was invested in Fire Fleet assets, bringing the reserve balance to $0.7 million at the end of the year. The reserve is currently within the target range in 2025 but projected to be negative balance in 2028 and 2030.

12d. Small Tools Fleet Replacement Reserve

The Small Tools Fleet Replacement Reserve provides funding for the maintenance and replacement of existing small tools. The reserve is funded through the transfer of an amount equivalent to the annual amortization of the existing small tools each year. The minimum and maximum limits for this reserve are $0 and $100,000, respectively.

Table 19: Small Tools Fleet Replacement Reserve

Small Tools Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	275	275	260	260	245	179	164	149
Addition to Reserve	84	84	84	84	84	84	84	84
Reduction to Reserve	84	99	-	99	150	99	99	99
Closing Balance	**275**	**260**	**344**	**245**	**179**	**164**	**149**	**134**
Minimum Balance	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Maximum Balance	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**
Variance from Min/Max Balance	**175**	**160**	**244**	**145**	**79**	**64**	**49**	**34**

At the end of 2025, the reserve balance was $260,000 which exceeds the maximum limit by $160,000. This reserve has a minimal impact on the City's reserve position. Administration recommends no action at this time.

13. Asset Revitalization Reserve (ARR)

This reserve provides funding for the City's strategic capital priorities that assist in managing the growth and revitalization of the capital assets and infrastructure of the City. This reserve is not intended to fund new developments or growth projects that are typically funded through Service Agreement Fees (SAF) charged to developers, or projects that are funded through a dedicated reserve. The ARR is funded through 50 per cent of investment earnings that exceeds budget as outlined in the Bylaw, Schedule A s. 32(1).

In 2025 Administration updated the minimum reserve balance to $18 million and the maximum to $72 million and with the increases in costs due to inflation, deferred maintenance and the expansion of the City's capital assets.

Table 20: Asset Revitalization Reserve

Asset Revitalization Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	3,664	1,173	4,037	4,037	4,664	6,684	9,714	13,754
Additions to Reserve	8,509	8,864	1,010	2,638	2,020	3,030	4,040	5,050
Reduction to Reserve	11,000	6,000	2,010	2,010	-	-	-	-
Closing Balance	**1,173**	**4,037**	**3,037**	**4,664**	**6,684**	**9,714**	**13,754**	**18,804**
Minimum Balance	**500**	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**	**18,000**
Maximum Balance	**30,000**	**72,000**	**72,000**	**72,000**	**72,000**	**72,000**	**72,000**	**72,000**
Variance from Min/Max Balance	**-**	**(13,963)**	**(14,963)**	**(13,336)**	**(11,316)**	**(8,286)**	**(4,246)**	**-**

In 2025, $2.9 million was transferred from investment income and $6 million from City Council approved transfer funds back to funding source while a $6 million reduction was used for corporate transactions i.e. to return the $6 million that was transferred when capital projects are deferred back to Corporate Account. The ARR is projected to have a balance of $4.7 million at the end of 2026.

Like the GFR, the ARR provides City Council flexibility to respond to one-time capital needs by avoiding the use of debt. In 2024, City Council approved excess revenue above the investment income budget which will be split evenly between the GFR and ARR to help provide financial flexibility and stay within their desired limits (*CR24-51 – Potential Allocation Investment Income to Reserves)*. To ensure the City continues to utilize the ARR to fund critical capital projects, City Council has approved an annual incremental transfer of $1 million to this reserve with the aim of getting the reserve back within limit by 2030.

14. Asphalt Plant Reserve (APR)

The APR is a capital reserve used to fund capital requirements and maintenance costs of the City's asphalt plant. The reserve is funded through net revenue generated from asphalt plant operations after deducting the cost of producing asphalt and other expenditures related to asphalt plant operations. The minimum and maximum limits of the reserve are $200,000 and $1.3 million, respectively.

Table 21: Asphalt Plant Reserve

Asphalt Plant Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	1,244	498	536	536	835	535	735	235
Additions to Reserve	129	138	-	299	200	200	-	200
Reduction to Reserve	875	100	-	-	500	-	500	-
Closing Balance	**498**	**536**	**536**	**835**	**535**	**735**	**235**	**435**
Minimum Balance	**200**	**200**	**200**	**200**	**200**	**200**	**200**	**200**
Maximum Balance	**1,300**	**1,300**	**1,300**	**1,300**	**1,300**	**1,300**	**1,300**	**1,300**
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

In 2025, $137,517 was transferred to reserve and $100,000 was transferred out for annual capital budget resulting in a closing balance of $536,265. Projections show that the reserve balance would be within its limit for the foreseeable future.

15. Technology Reserve

This reserve provides funding for replacing and enhancing existing technology equipment in the event of unexpected equipment failure or changes in digital information delivery. It is also used to smooth operating requirements for the City's internal Print Services. The reserve is not intended to fund capital investments in new technology equipment as these are procured through a lease program. Funding is primarily generated through net revenues from Print Services operations. The minimum and maximum limits of the reserve are $100,000 and $1 million, respectively.

Table 22: Technology Reserve

Technology Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	208	284	394	394	227	232	237	242
Additions to Reserve	76	110	-	6	5	5	5	5
Reduction to Reserve	-	-	-	173	-	-	-	-
Closing Balance	**284**	**394**	**394**	**227**	**232**	**237**	**242**	**247**
Minimum Balance	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**
Maximum Balance	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

In 2025, the reserve balance increased to $394,274 as a result of $109,867 operating surplus. This reserve is currently projected to remain within its limits over the next five years.

16. mâmawêyatitân Reserve

The purpose of this reserve is to provide funding for future capital repairs to the mâmawêyatitân center. The reserve is funded through the City's annual budget process.

There is no established minimum or maximum limit for this reserve.

Table 23: mâmawêyatitân Reserve

Mâmawêyatitân Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	588	686	784	784	882	980	1,078	1,176
Additions to Reserve	98	98	98	98	98	98	98	98
Reduction to Reserve	-	-	-	-	-	-	-	-
Closing Balance	**686**	**784**	**882**	**882**	**980**	**1,078**	**1,176**	**1,274**
Minimum Balance	-	-	-	-	-	-	-	-
Maximum Balance	-	-	-	-	-	-	-	-
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

The funding source for the reserve is the general operating budget of the mâmawêyatitân center, the annual funding amount is 1.5 per cent of the City's capital budget for the center and equates to $98,000 per year. The transfer represents a budgeted transfer of $98,000 per year for 2026-2030. The reserve is expected to remain within minimum and maximum limits for the foreseeable future.

17. Noise Attenuation Reserve

The Noise Attenuation Reserve is to provide funding for noise attenuation capital projects that are not captured by the *Noise Attenuation Policy*. The Noise Attenuation Reserve is a capital reserve funded through annual budget transfers. Funds would be used for projects approved through the budget process and any unspent funds from completed projects will remain in the reserve. Approved funds would to be added to this reserve when the City is in a surplus so it can be used at a later time in addressing retroactive pose concerns. This reserve has no minimum or maximum for this reserve.

Table 24: Noise Attenuation Reserve

Noise Attenuation Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	-	-	-	-	-	-	-	-
Additions to Reserve	-	-	-	-	-	-	-	
Reduction to Reserve	-	-	-	-	-	-	-	
Closing Balance	-	-	-	-	-	-	-	-
Minimum Balance	-	-	-	-	-	-	-	-
Maximum Balance	-	-	-	-	-	-	-	-
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

There is no balance on this reserve as of December 31, 2025, and was forecasted to remain nil in the next five years unless a Noise Attenuation capital project and fund transfer are approved.

SELF-SUSTAINING RESERVES

18. General Utility Reserve

This reserve is a self-sustaining reserve that provides funding for the capital upgrades, replacement and maintenance costs related to the water, wastewater and stormwater utility (utility services). The reserve is also used to smooth the effects of fluctuations in the operating budget for utility services. Funding is through the net revenue generated from the utility services.

The minimum and maximum are $37 million and $100 million, respectively. The update in 2025 was due to increases in costs as a result of inflation. The minimum and maximum are based on the Municipal Finance Officers' Association of Ontario (MFOA) best practices, which is 20 per cent of total expenses to determine the minimum balance and the maximum as the peak of the capital plan.

Table 25: General Utility Reserve

General Utility Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	112,698	112,364	74,077	74,077	47,712	39,244	34,039	26,271
Addition to Reserve	76,389	68,253	-	77,754	83,014	91,767	101,649	112,083
Reduction to Reserve	76,723	106,540	104,119	104,119	91,482	96,972	109,417	103,839
Closing Balance	**112,364**	**74,077**	**(30,042)**	**47,712**	**39,244**	**34,039**	**26,271**	**34,515**
Minimum Balance	**25,000**	**37,000**	**37,000**	**37,000**	**37,000**	**37,000**	**37,000**	**37,000**
Maximum Balance	**90,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**
Variance from Min/Max Balance	**22,364**	**-**	**(67,042)**	**-**	**-**	**(2,961)**	**(10,729)**	**(2,485)**

In 2025, a net transfer of $68.3 million was added to the reserve, and $106.5 million was transferred out from the reserve to fund various utility capital programs or projects. The 2025 Utility Capital Plan focuses on investment in water infrastructure, wastewater collection infrastructure and stormwater infrastructure.

It is recommended that no transfers be made from the reserve as funds are currently dedicated to planned capital projects over the next five years.

19. Solid Waste Reserve

The Solid Waste Reserve is used to fund the landfill closure and post closure liability, renew, and replace capital assets used to deliver the landfill operations, the waste diversion program, and the recycling program; and to smooth the effects of fluctuations in the operating budget for these programs. The reserve is funded primarily through net fees and charges generated from landfill operations, the waste diversion program and the recycling program.

The minimum and maximum are based on the present value of the landfill closure and post closure liability costs. Based on updated present value of landfill closures and post closure liability the 2025 reserve minimum is $43.9 million and the maximum is $65.4 million.

Table 26: Solid Waste Reserve

Solid Waste Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	41,654	49,520	52,210	52,210	45,195	42,300	27,725	22,505
Additions to Reserve	9,724	5,895	-	1,391	3,000	2,500	2,000	4,000
Reduction to Reserve	1,858	3,206	**8,405**	8,405	5,895	17,075	7,220	7,173
Closing Balance	**49,520**	**52,210**	**43,805**	**45,195**	**42,300**	**27,725**	**22,505**	**19,333**
Minimum Balance	**43,900**	**43,900**	**43,900**	**43,900**	**38,400**	**38,400**	**38,400**	**38,400**
Maximum Balance	**65,400**	**65,400**	**65,400**	**65,400**	**59,900**	**59,900**	**59,900**	**59,900**
Variance from Min/Max Balance	**-**	**-**	**(95)**	**-**	**-**	**(10,675)**	**(15,895)**	**(19,067)**

In 2025, $3.2 million was invested in various capital projects, while the net operating surplus of $5.9 million was transferred to the reserve. The reserve balance was within the minimum and target maximum in 2025 and until 2028 when it goes into the negative. For this reason, Administration is open to new funding options in the 2027 Budget to address the underfunding.

20. Employer-Provided Parking Reserve

This is a self-sustaining reserve used to fund the operating, maintenance and capital replacement and renewal requirements of the employer-provided parking facilities. This reserve is funded through the net parking fees from an employer-provided parking program. The reserve has minimum and maximum limits of $200,000 and $3.5 million, respectively.

Table 27: Employer-Provided Parking Reserve

Employer-Provided Parking Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	3,610	2,677	1,713	1,713	1,501	588	254	33
Addition to Reserve	-	-	-	808	825	866	866	950
Reduction to Reserve	933	964	350	1,020	1,738	1,200	1,087	725
Closing Balance	**2,677**	**1,713**	**1,363**	**1,501**	**588**	**254**	**33**	**259**
Minimum Balance	**200**	**200**	**200**	**200**	**200**	**200**	**200**	**200**
Maximum Balance	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**	**3,500**
Variance from Min/Max Balance	**-**	**-**	**-**	**-**	**-**	**-**	**(167)**	**-**

In 2025, there was no addition made to the reserve. A net reduction to the reserve of $963,625 resulted in a balance of $1.7 million at the end of the year. The intent of the

reserve is to cover the cost of capital renewal and preservation of employee parking lots and the City Hall Parkade. The reserve is projected to be within limits for 2026-2028 but below the minimum in 2029 due to higher capital investment and in 2030, the reserve is back within limits.

21. Golf Course Reserve

The Golf Course Reserve is a self-sustaining reserve that provides funding for the capital requirements and maintenance costs of the golf courses, as well as to smooth operating needs of the golf course program. The reserve is funded through net revenues generated from golf sales. This reserve has a minimum limit of $250,000 and a maximum limit of $2 million.

Table 28: Golf Course Reserve

Golf Course Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	2,785	3,906	3,997	3,997	3,637	1,187	(113)	87
Addition to Reserve	1,371	1,391	-	1,016	1,400	1,400	1,400	1,400
Reduction to Reserve	250	1,300	1,375	1,375	3,850	2,700	1,200	800
Closing Balance	**3,906**	**3,997**	**2,622**	**3,637**	**1,187**	**(113)**	**87**	**687**
Minimum Balance	**250**	**250**	**250**	**250**	**250**	**250**	**250**	**250**
Maximum Balance	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**
Variance from Min/Max Balance	**1,906**	**1,997**	**622**	**1,637**	**-**	**(363)**	**(163)**	**-**

In 2025, an operating surplus of $1.4 million was transferred to the reserve while $1.3 million was invested in golf course capital projects resulting in a year-end balance of $4 million. Although the reserve is above its maximum limit there are projected capital expenditures that will bring the balance down close to the maximum balance guideline of $2 million in 2027. Administration recommends no action is needed at this time.

22. Cemetery Reserve

This is a self-sustaining reserve that provides funding for the capital requirements and maintenance costs of the cemeteries, and to manage the operating requirements of the cemetery program. The reserve is funded through net revenues generated from the cemetery program. The reserve's minimum and maximum limits are $100,000 and $800,000 respectively.

Table 29: Cemetery Reserve

Cemetery Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	(808)	(884)	(760)	(760)	(1,248)	(2,027)	(1,847)	(1,856)
Additions to Reserve	194	264	3	205	252	290	331	331
Reduction to Reserve	270	140	692	692	1,031	110	340	270
Closing Balance	**(884)**	**(760)**	**(1,449)**	**(1,248)**	**(2,027)**	**(1,847)**	**(1,856)**	**(1,795)**
Minimum Balance	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**100**
Maximum Balance	**800**	**800**	**800**	**800**	**800**	**800**	**800**	**800**
Variance from Min/Max Balance	**(984)**	**(860)**	**(1,549)**	**(1,348)**	**(2,127)**	**(1,947)**	**(1,956)**	**(1,895)**

In 2025, a capital investment of $140,000 was made from the reserve to restore existing infrastructure, while an operating surplus of $263,513 was added to the reserve, resulting in a year-end negative of $760,845 balance. The reserve was below the minimum balance in 2025 mainly due to previous budgeted capital expenditures. Administration reviewed the reserve in 2022 *(CR 22-34 – Cemeteries Funding Structure, fee schedule and Bylaw Amendments).* As a result, there was a new financial model that was implemented to improve the reserve balance and its financial sustainability into the future. Per City Council CR22-34, (March 16, 2022) Cemetery fees were revised, and the funding of major capital projects, specifically upgrades or replacements of the Administrative Building, are to be funded by current contributions to capital. The reserve is still projected to have a negative balance from 2026 to 2030. Administration is open to new funding options to address the underfunding.

23. Planning & Sustainability Stabilization Reserve (PSSR)

This reserve is used to provide funding to smooth the effect of fluctuations in the operating budget for the City's building and development activities, and to fund one-time planning and sustainability capital projects. The reserve is funded through the net fees and charges generated from fee for service development activities. When reserve fees are greater than the costs of the service, the excess is added to the reserve. When reserve expenses are greater than fees collected, the revenue shortfall reduces the reserve balance. This reserve has a minimum limit of $1.7 million and a maximum limit of $13 million.

Table 30: Planning & Sustainability Stabilization Reserve

Planning & Sustainability Stabilization Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	(8,952)	(12,181)	(14,318)	(14,318)	(17,289)	(19,644)	(21,999)	(24,354)
Additions to Reserve	-	-	-	-	-	-	-	-
Reduction to Reserve	3,229	2,137	-	2,970	2,355	2,355	2,355	2,355
Closing Balance	**(12,181)**	**(14,318)**	**(14,318)**	**(17,289)**	**(19,644)**	**(21,999)**	**(24,354)**	**(26,709)**
Minimum Balance	**1,700**	**1,700**	**1,700**	**1,700**	**1,700**	**1,700**	**1,700**	**1,700**
Maximum Balance	**13,000**	**13,000**	**13,000**	**13,000**	**13,000**	**13,000**	**13,000**	**13,000**
Variance from Min/Max Balance	**(13,881)**	**(16,018)**	**(16,018)**	**(18,989)**	**(21,344)**	**(23,699)**	**(26,054)**	**(28,409)**

In 2025, net operating expenses related to planning and development activities were approximately $2.1 million, resulting in a draw from the reserve. The reserve balance was negative $14.3 million at the end of 2025. A comprehensive review is underway to address the reserve's negative balance and support its long-term sustainability. The results of this work will be brought forward to City Council in 2027. The outcome of this review is expected to support the reserve's long-term sustainability with no additional draws. As a result, future forecast for this reserve reflect no additional draws beyond 2028.

24. Regina Revitalization Initiative (RRI) Stadium Reserve

The RRI Stadium Reserve is a self-sustaining reserve that provides funding for the capital and operating expenditures of the Mosaic stadium. The reserve is funded through the net revenues received for the Mosaic Stadium operations. There are no limits established for this reserve as it does not lend itself to having reserve limits.

Table 31: Regina Revitalization Initiative (RRI) Stadium Reserve

Regina Revitalization Initiative (RRI) Stadium Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	(1,026)	103	(3,590)	(3,590)	(4,150)	(10,256)	(8,129)	(6,053)
Additions to Reserve	2,803	266	-	1,964	2,221	2,577	2,776	2,776
Reduction to Reserve	1,674	3,959	2,400	2,524	8,327	450	700	700
Closing Balance	**103**	**(3,590)**	**(5,990)**	**(4,150)**	**(10,256)**	**(8,129)**	**(6,053)**	**(3,978)**
Minimum Balance	-	-	-	-	-	-	-	-
Maximum Balance	-	-	-	-	-	-	-	-
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

In 2025, stadium operations resulted in a surplus of $266,000 and a transfer from the reserve of $3.9 million which reduced the balance in the reserve to negative $3.6 million. The 2027 to 2030 forecast assumes the fees generated will be similar with fee revenue in 2024. The forecasted reduction to the reserve in 2026 represents Administration's current estimate of capital replacement and refurbishment requirements.

The *Reserve Bylaw* allows for this reserve to go into a negative balance to address anticipated temporary negative cash flows. As a self-sustaining reserve, the expectation is that the revenues from the stadium will cover ongoing and future capital and operating expenditures over the long term. As a result, the stadium financial model was designed to break-even over a 30-year period. Administration continues to monitor the stadium's operation to ensure its long-term financial viability. Administration recommends no action at this time.

25. Intensification Infrastructure Reserve (IIR)

The IIR was established to provide funding for intensification related infrastructure projects. Specifically, the infill share of the Capital Projects identified in the Capital Project List as defined in *The Development LevyBylaw*, 2011 and *The Development Charges Policy*. The reserve has no established minimum and maximum limits.

Table 32: Intensification Infrastructure Reserve

Intensification Infrastructure Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	(6,900)	(7,338)	(5,178)	(5,178)	(4,871)	(1,007)	9,444	24,087
Additions to Reserve	346	3,020	6,248	6,248	9,895	13,760	17,910	-
Reduction to Reserve	784	860	5,031	5,941	6,031	3,310	3,267	4,180
Closing Balance	**(7,338)**	**(5,178)**	**(3,961)**	**(4,871)**	**(1,007)**	**9,444**	**24,087**	**19,907**
Minimum Balance	-	-	-	-	-	-	-	-
Maximum Balance	-	-	-	-	-	-	-	-
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

Under *CR24-87 Development Charges Policy and Model Review* dedicated mill and utility rates were approved as funding sources for the IIR, replacing the previous Intensification Tax Lift approach. These dedicated rates will generate revenue for the IIR to fund capital projects that support intensification and gradually address the reserve's deficit.

In 2025, the opening balance of the reserve was negative $7.3 million. A revenue of $3 million was added to the reserve from the Intensification Tax Lift Revenue and a reduction of $860,000 due to intensification infrastructure-related expenses resulting in an end of year negative balance of $5.2 million. This reserve is still projected to maintain a negative balance till 2027 but change to positive from 2028. Administration recommends no action at this time.

26. Land Development Reserve (LDR)

This reserve is used to fund land acquisition and development, and to manage fluctuations in the operating budget for the Land and Real Estate operations. The reserve is funded through net revenues from Land and Real Estate Management operations of the City. The minimum and maximum limits for the reserve have been updated and currently the minimum reserve limit is negative $10 million, and the maximum is $20 million.

Allowing the reserve to go to a negative balance is required to accommodate the timing mismatch between when costs are incurred to service land and when revenues from the sale of serviced lots and parcels are received. The City must fund significant upfront expenses (e.g., civil engineering fees, servicing agreement fees, and construction of utilities, roadways and parks) before land can be sold. Revenue comes later, once lots are ready for market or once development proceeds. To ensure development proceeds on schedule, the reserve may temporarily operate in a deficit, essentially acting as an internal financing mechanism. Once land sales occur, proceeds are deposited back into the reserve, which replenishes the balance and ultimately repays the temporary negative position.

Increasing the maximum balance is important to ensure the City has sufficient funding available to support ongoing and future development projects. A stronger reserve balance provides financial stability, reduces the risk of the reserve going into a deficit, and minimizes the need for external borrowing. By maintaining an adequate balance, the City can respond to market demand and advance development in a timely manner. Ultimately, increasing the reserve balance strengthens the City's ability to manage growth responsibly while reducing financial risk and ensuring long-term affordability for residents.

Table 33: Land Development Reserve

Land Development Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	(12,208)	2,439	28,566	28,566	23,004	26,524	26,868	15,171
Additions to Reserve	27,363	49,791	4,171	28,668	28,218	10,044	3,803	4,063
Reduction to Reserve	12,716	23,664	12,750	34,229	24,698	9,700	15,500	14,600
Closing Balance	**2,439**	**28,566**	**19,986**	**23,004**	**26,524**	**26,868**	**15,171**	**4,634**
Minimum Balance	**2,000**	**(10,000)**	**(10,000)**	**(10,000)**	**(10,000)**	**(10,000)**	**(10,000)**	**(10,000)**
Maximum Balance	**12,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**
Variance from Min/Max Balance	**-**	**8,566**	**-**	**3,004**	**6,524**	**6,868**	**-**	**-**

In 2025, total additions of $49.8 million were made mainly from monthly transfers of land sales, including a transfer of $11.3 million for The Towns Land development cost. There were total reductions of $23.7 million which included approximately $11.3 million related to the Towns Land cost of sales for 2025. This reserve is above the limit by $8.6 million and is in a positive balance. It is projected to be above its maximum balance from 2026 to 2028. Administration recommends no action at this time.

27. Industrial Development Charge Reduction Reserve

This reserve was established in 2024 with the primary purpose of funding industrial development charge reductions. The funding source to this reserve is a contribution from special dedicated mill and utility rates.

Table 34: Industrial Development Charge Reduction Reserve

Industrial Development Charge Reduction Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	-	-	684	684	2,102	4,305	7,341	11,261
Additions to Reserve	-	684	1,418	1,418	2,202	3,036	3,920	4,854
Reduction to Reserve	-	-	-	-	-	-	-	-
Closing Balance	**-**	**684**	**2,102**	**2,102**	**4,305**	**7,341**	**11,261**	**16,116**
Minimum Balance	-	-		-	-	-	-	-
Maximum Balance	-	-		-	-	-	-	-
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

This reserve is expected to have an addition of $1.4 million in 2026. This reserve is still projected to maintain a positive balance from 2026 through 2030. There is no minimum or maximum limit set for this reserve. Administration recommends no action at this time.

28. Sinking Fund Investment Reserve

The purpose of establishing a Sinking Fund Reserve is to segregate the sinking fund investment, required under the borrowing bylaw, to retire the bullet debenture at maturity. This reserve is required to ensure the sinking fund investments and investment earnings remain within the sinking fund and does not form part of the surplus in the General or Utility Fund. This reserve is funded through annual budget transfers and investment earnings until maturity. The reserve does not require a minimum or maximum.

Table 35: Sinking Fund Investment Reserve

Sinking Fund Investment Reserve ($000's)	2024	2025	Jun 2026	Dec 2026	2027	2028	2029	2030
Opening Balance	-	-	3,806	3,806	7,482	13,808	20,135	26,461
Additions to Reserve	-	3,806	3,676	3,676	6,326	6,326	6,326	6,326
Reduction to Reserve	-	-	-	-	-	-	-	-
Closing Balance	**-**	**3,806**	**7,482**	**7,482**	**13,808**	**20,135**	**26,461**	**32,787**
Minimum Balance	-	-		-	-	-	-	-
Maximum Balance	-	-		-	-	-	-	-
Variance from Min/Max Balance	-	-	-	-	-	-	-	-

As of December 31, 2025, the balance of this reserve stood at $3.8 million. The reserve is forecasted to maintain positive balance in the next five years.

Comparison to Other Cities

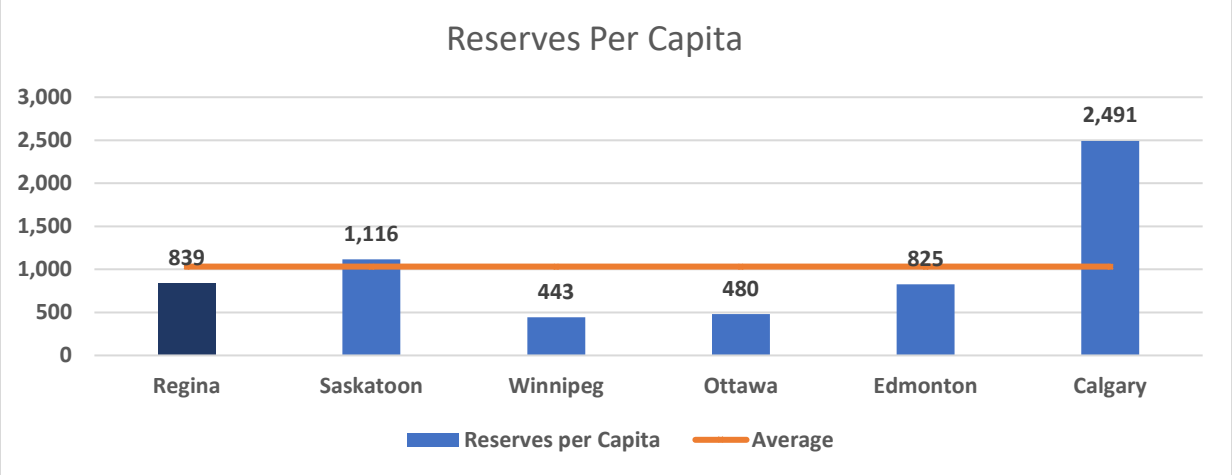
The level of reserves maintained by a municipality is influenced by a range of factors, including service levels, internal financial policies, risk tolerance, the condition of infrastructure, and long-term financial plans. To assess the City's reserve levels, Administration applied industry-recognized indicators recommended by the GFOA of the United States and Canada and the Municipal Finance Officers' Association (MFOA) of Ontario, comparing City's reserves to five other Canadian municipalities: Saskatoon, Winnipeg, Calgary, Edmonton and Ottawa. The MFOA recommends a municipality maintain at least 20 per cent of its annual expenditure in reserves (see Chart 4 below). Although there is no recommended maximum benchmark, best practice suggests benchmarking reserve balances against those of other municipalities to gauge whether a City's reserves are excessively high or low.

In comparison to other cities, the City is below average for reserves per capita and reserves to expense. Though the City's debt to reserve ratio is below the municipalities' average, it is above the minimum benchmark indicating the City owes more in debt than it has set aside in reserves, The City is above the average for reserve to accumulated amortization.

Reserve Per Capita

The reserves per capita ratio measures the total reserves a city maintains relative to its population, indicating the amount of property taxes, rates, and charges allocated per person for future capital projects or emergencies. A higher ratio suggests that residents are contributing more towards future financial needs. Comparing cities, the City has a reserve per capita of $839 which is below the peer group average of $1,032. In contrast, Calgary has the highest reserves per capita at $2,491, while Winnipeg has the lowest at $443.

Chart 3: Reserves Per Capita

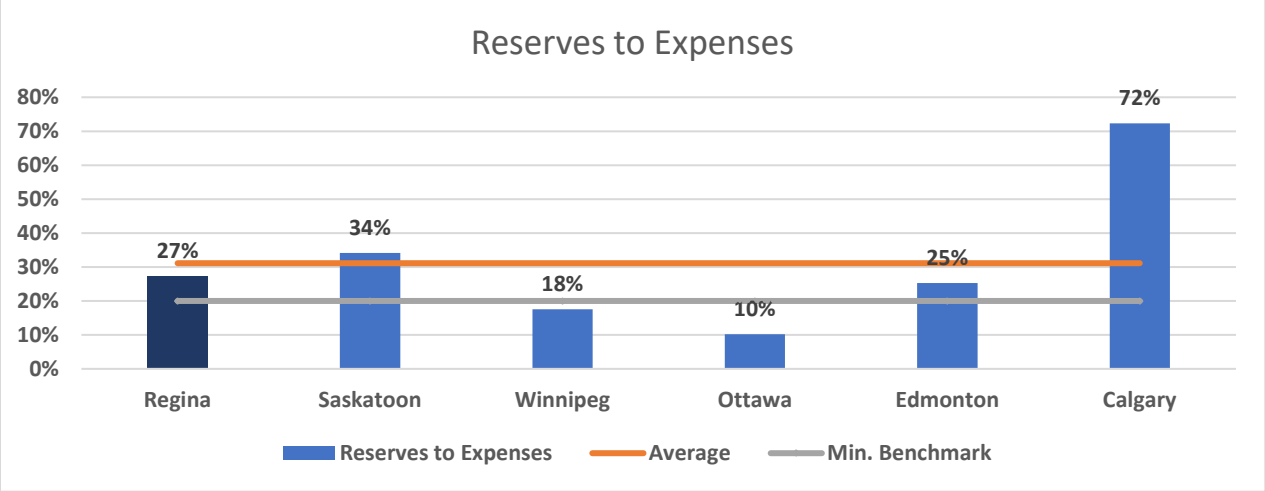


Percentage of Reserves to Expenses

The percentage of reserve to expense ratio is a key indicator of financial stability, reflecting a municipality's capacity to manage unexpected revenue shortfalls or cost increases without resorting to borrowing. A ratio of at least 20 per cent is recommended by MFOA as good

practice. According to the data, the City has a ratio of 27 per cent, compared to an average of 31 per cent for the peer group. While the City's ratio is below the average, it remains within a reasonable range as it exceeds the recommended minimum benchmark. This ratio accounts for both planned capital expenditure and the ability to absorb unexpected fluctuations in revenue or expenses. In comparison, Calgary has the highest ratio at 72 per cent, while Ottawa has the lowest at 10 per cent.

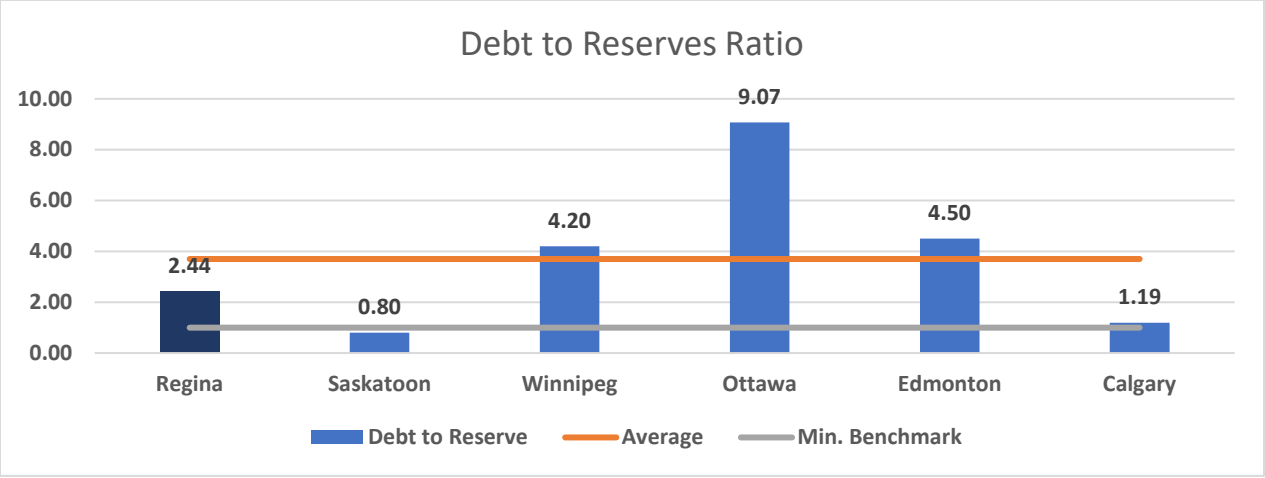
Chart 4: Reserves to Expenses



Percentage of Debt to Reserves

The percentage of debt to reserves ratio measures a municipality's debt to its reserve balances. Credit rating agencies often recommend a debt-to-reserve ratio of 1:1, meaning that reserves should match debt to ensure financial stability. A lower ratio is preferred, indicating either lower debt or higher reserves. Based on the data, the City has a debt-to-reserve ratio of 2.44, which is lower than the 3.7 peer group average. This indicates that City has $2.00 in reserves for every $2.44 of debt. Conversely, Saskatoon has the lowest ratio at 0.8, showing a substantial reserve relative to its debt, while Winnipeg, Ottawa and Edmonton have higher ratios at 4.2, 9.07 and 4.5, respectively, reflecting a higher level of debt compared to their reserves.

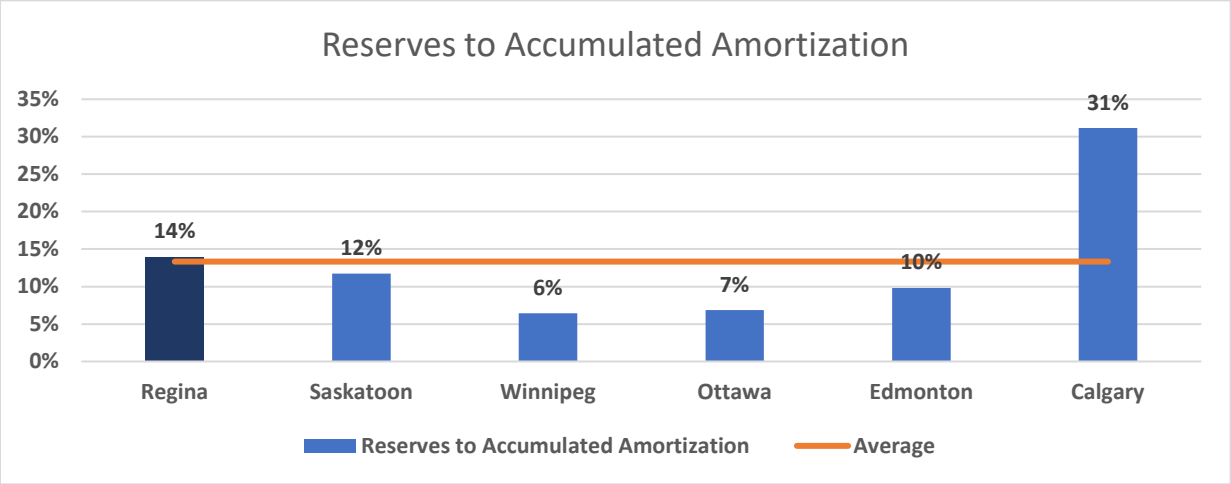
Chart 5: Debt to Reserves Ratio



Percentage of Reserves to Accumulated Amortization

Reserves are also compared to accumulated amortization to gauge the City's ability to manage future asset replacement needs. Accumulated amortization represents the portion of a city's tangible capital assets that have been used up and thus require renewal or replacement. It serves as an indicator of asset condition and the potential need for future capital investments. In 2025, the City's reserves cover 14 per cent of its accumulated amortization. By this we mean the City reserve as of December 2025 was about 14 per cent of the accumulated amortization. Calgary's reserves covered 31 per cent of its accumulated amortization, and both Winnipeg and Ottawa reserves cover 6 and 7 per cent of its accumulated amortization. These per cents are significantly lower compared to the average municipality's of 13 per cent.

Chart 6: Reserves as a Percentage of Accumulated Amortization



Limitations of Reserve Balance Comparisons

While jurisdictional comparisons provide useful context with respect to the appropriateness of reserve balances held by cities, it is important to note that comparatives are not necessarily indicative of what the City should have in its reserves. The following factors are worth considering in comparing reserve balances:

- Condition of Assets - Some cities may have newer assets or more robust maintenance programs than others and therefore would require lower reserve balances to replace assets. For example, a city that has delayed its capital improvements and maintenance will therefore require more reserves in the future to catch up with capital improvements and replacements.

- Pay-As-You-Go - Cities may have a funding strategy, whereby revenues from current operating budget (pay-as-you-go), instead of reserves, are used to pay for expenditures. Cities that use pay-as-you-go as their funding strategy for asset renewal will typically maintain a lower reserve balance in comparison to their assets. This model usually means that users pay based on how much is consumed and might only be appropriate for those reserves that are self-sustaining.

- Capital Carryforward - Some cities may keep reserve-type funds, such as approved but upsent capital funds, in a project account instead of a reserve. All else being

equal, cities that carry-forward unspent capital funds in a project account rather than a reserve will report a lower reserve balance compared to cities that report approved but unspent capital funds as part of their reserve balance.

Deferred Revenue

In alignment with report *CR25-123*, Administration is providing an update on some of the selected City's deferred revenue balances. These selected deferred revenues are monitored and forecast as growth cycle fluctuates, including development charges under service agreements. It provides the City's financial position and how the revenues are being deferred until the service is delivered with a five-year forecast to 2030.

The table below represents selected deferred revenue as of December 31, 2025, totaling a balance of $46.7 million for the General Fund and ($35.5 million) for the Utility Fund. The five-year forecast balance is expected to increase to $58.9 million for the General Fund and ($56.6 million) for the Utility Fund.

Table 36: Deferred Revenues and Service Agreement Fees/Development Charges

General 110							
Deferred Revenues and Service Agreement Fees							
($000's)	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Alley Maintenance - Gravel	0	(161)	(161)	(161)	(161)	(161)	(161)
Alley Maintenance - Paved	175	289	482	482	482	482	482
Dedicated Lands Charges	806	3,027	3,027	3,027	3,027	3,027	3,027
Development Charges - Parks Reserve	11,897	11,563	12,707	13,412	14,140	14,892	15,669
Development Charges - Roadways Reserve	25,800	31,931	38,400	41,858	43,145	43,910	39,810
Downtown Deferred Revenue Account (DDRA)	25	35	45	55	55	55	55
Total	**38,703**	**46,685**	**54,500**	**58,674**	**60,689**	**62,206**	**58,883**
Utility 130							
Deferred Revenue and Service Agreement Fees							
($000's)	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Development Charges - Utilities	(36,864)	(35,470)	(39,426)	(55,063)	(58,008)	(58,085)	(56,640)

Playgrounds

Date	November 18, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Office of the City Clerk
Item #	CR26-135

RECOMMENDATION

That City Council:

1. Approve the playground service levels as outlined in this report;

2. Direct Administration to update the Recreation Master Plan, through the 2027 refresh, with approved playground service levels;

3. Direct Administration to share future Destination Playground designs and City Neighbourhood Playground designs using innovative or new products affecting accessibility with the Accessibility Advisory Committee;

4. Approve updates to the Accessible Playground Design Standard as outlined in Appendix F with the addition of one inclusive swing required where swings are included;

5. Consider approval of operating funding for an ongoing accessible playground grant program through the 2027 Budget deliberations with the removal of the requirement in the grant guidelines stating that 40% or more of estimated project costs must have already been raised;

6. Remove *MN25-5 Playground Accessibility* and *MN26-3 Accessible Playground Guidelines Related to Grant Program* from the list of outstanding items.

HISTORY

At its October 27, 2026, meeting, the Accessibility Advisory Committee considered the attached report *ACC26-16 Playgrounds* from the City Planning & Community Services division.

Connie Buchan, representing Regent Park Community Association, Regina, SK, addressed the Accessibility Advisory Committee.

The Accessibility Advisory Committee adopted a resolution to concur in the recommendation contained in the attached report, with amendments to items #4 and #5 to read as follows:

4. Approve updates to the Accessible Playground Design Standard as outlined in Appendix F with the addition of one inclusive swing required where swings are included;

5. Consider approval of operating funding for an ongoing accessible playground grant program through the 2027 Budget deliberations with the removal of the requirement in the grant guidelines stating that 40% or more of estimated project costs must have already been raised.

At its November 4, 2026, meeting, the Executive Committee considered the attached report through item *EX26-120 Playgrounds* with a recommendation from the Accessibility Advisory Committee.

The following addressed the Executive Committee:

- Connie Buchan, representing Regent Park Community Association, Regina, SK
- Sandy Baumgartner, representing Saskatchewan Science Centre, Regina, SK
- Evan Hunchak, representing Ecole Wilfrid Walker School, Regina, SK
- Diana Hawryluk, representing Dream, Regina, SK

The Executive Committee received and filed communication *EX26-122 from Dylan Morin, Advocate for Real Work for Real Pay - a Person on the Autism Spectrum, Regina, SK*.

The Executive Committee adopted a resolution to concur in the recommendation of the Accessibility Advisory Committee.

The recommendation contained within this report requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



ATTACHMENTS

ACC26-16 Playgrounds
Appendix A - Mapping Analysis of Playgrounds
Appendix B - Service Level Options
Appendix C - APDS Community Feedback
Appendix D - Engineered Wood Fibre Testing
Appendix E - Accessible Playground Grant
Appendix F - Proposed Updates to APDS

Playgrounds

Date	October 27, 2026
To	Accessibility Advisory Committee
From	City Planning & Community Development
Service Area	Recreation & Cultural Services
Item No.	ACC26-16

RECOMMENDATION

The Accessibility Advisory Committee recommends that the Executive Committee recommend at its meeting on November 4, 2026, that City Council:

1. Approve the playground service levels as outlined in this report;
2. Direct Administration to update the Recreation Master Plan, through the 2027 refresh, with approved playground service levels;
3. Direct Administration to share future Destination Playground designs and City Neighbourhood Playground designs using innovative or new products affecting accessibility with the Accessibility Advisory Committee;
4. Approve updates to the Accessible Playground Design Standard as outlined in Appendix F;
5. Consider approval of operating funding for an ongoing accessible playground grant program through the 2027 Budget deliberations;
6. Remove *MN25-5 Playground Accessibility* and *MN26-3 Accessible Playground Guidelines Related to Grant Program* from the list of outstanding items; and
7. Approve these recommendations at its meeting on November 18, 2026.

ISSUE

Through *MN25-5 Playground Accessibility* (MN25-5), Council requested that Administration report back on:

- Testing of engineered wood fibre as an accessible surface.
- Investigation of a location for an indoor playground that is centrally located and 300 m².
- A grant program for accessible playgrounds.
- Sharing playground designs with the Accessibility Advisory Committee prior to final decision and purchase.
- A strategic plan for the location of Destination Playgrounds with a maximum travel time of 25 mins on a transit route or 8 mins by car. Prioritizing locations with adjacencies to schools, child-care centres, community centres, group homes, senior centres and health centres.

Subsequently, Council approved, *MN26-3 Accessible Playground Guidelines Related to Grant Program* (MN26-3), which requested Administration conduct community engagement to identify opportunities to address challenges that community organizations were experiencing implementing the Accessible Playground Design Standard (APDS).

Administration also committed to share information with Council on the management of the City's current playground inventory including lifecycle costing prior to budget deliberations.

IMPACTS

Financial Impact

Accessible Playground Grant Funding: As part of the 2026 Budget deliberations, Council approved $160,000 in one-time capital funding to establish the Accessible Playground Grant Program (APGP). Continuation of the APGP would require allocation of $160,000 in operating funding ongoing through the 2027 Budget deliberations.

Capital Playground Renewal Funding: The proposed 2027 Capital Budget currently includes $610,000 in capital funding for playground renewal. Future budget requirements will be determined through the development of the playground renewal plan in 2027 and funding will be requested through future budgets.

Policy Impact

Recommendations provided through this report align with the:

- *Design Regina: The Official Community Plan Bylaw No. 2013-48* (OCP), Goal 2 – Access to Recreation Programs and Services.
    - Ensure access to a variety of recreation programs and services in all neighbourhoods.
        - 9.64 Recreation programs will consider the needs of the most vulnerable populations.

- Recreation Master Plan's (RMP) strategic action to increase provision of accessible playgrounds, both in quantity and quality.
- Parks Master Plan recommendation to create asset inventories to form a comprehensive database for use in planning, management and budgeting.
- Corporate Accessibility Plan guiding principle that all community members should have equal opportunity to fully and meaningfully participate in community life in Regina with autonomy and dignity.

Strategic Priority Impact
Accessibility is increased for residents and visitors by enhancing neighbourhood recreation amenities that promote physical activity, mental well-being and community connection.

Recommendations in this report also advance the City's goals of maintaining modern, safe infrastructure that supports existing communities and future growth, while creating vibrant places and spaces that foster community pride, inclusion and overall well-being specifically addressing the following 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.

Indigenous Impact
Indigenous world view considers the whole person and their connection to the land and community. Parks and playgrounds play a significant role in promoting physical activity, mental well-being and community connection. This supports the kâ-nâsihcikêwin (Indigenous Framework) principle of wihci-atoskêwin askîhk (WEE-chey-AH-toe-skay-win AHS-keek) – living together on the land, in harmony.

Inclusion, Diversity, Equity & Accessibility (IDEA)
The recommendations in this report will directly enhance the accessibility and inclusivity of playgrounds and the gathering spaces surrounding them, therefore fostering an equitable environment and removing barriers to promote inclusive participation for all.

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

OTHER OPTIONS

Option #1 – Approve Playground Service Levels as Outlined in this Report – RECOMMENDED
Based on the geospatial mapping analysis in Appendix A, Administration is recommending that the approved service level targets remain unchanged.

- The current approved level of service for Destination Playgrounds is one every three kilometres, which leads to a requirement for nine Destination Playgrounds.

    - There are currently three Destination Playgrounds and a fourth planned at the Indoor Aquatic Facility.
    - To achieve this target an additional five destination playgrounds would be required.
- The current approved level of service for Neighbourhood Playgrounds is one every 800 metres, which leads to a requirement for 103 Neighbourhood Playgrounds.
    - There are currently two Neighbourhood Playgrounds that meet the APDS, with a third under construction at Parkdale Park.
    - As the current supply of Neighbourhood Playgrounds exceeds the established level of service, divesting of select playgrounds is recommended. Through further analysis and consultation as described in this report, Administration will bring forward a divestment strategy.

Impacts of Recommended option:

- Provides access to accessible playgrounds for most residents at the APDS service level.
- Supported by the OCP, Strategic Plan, RMP and the Corporate Accessibility Plan.
- Reduces inventory to manage cost, while still meeting service levels.
- Requires further consultation through the RMP refresh as an inventory reduction may not be supported by residents.
- The annualized cost for the recommended option is $3.3 million.
- Funding gap of approximately $2.3 million.

Other options demonstrating different service level targets, required funding and potential impacts can be found in Appendix B.

COMMUNICATIONS & ENGAGEMENT

In response to MN26-3, Administration conducted stakeholder feedback sessions with:

- Community Associations and School Community Councils planning or implementing playground projects using the APDS.
- The RCS Disability Reference Group.
- The Accessibility Advisory Committee.
- School Boards.
- Local developers and design professionals.

A summary of stakeholder feedback is provided in Appendix C.

DISCUSSION

Background

The City currently maintains an inventory of 152 playgrounds, 46 per cent of which are in poor or fair condition. Currently only five playgrounds (three Destination and two Neighbourhood) meet the approved APDS. The new playground to be located at the Indoor Aquatic Facility will add a fourth Destination Playground and the new playground under construction at Parkdale Park will add a third

Neighbourhood Playground. This means it will be decades before the levels of service are met.

Establishing the APDS was an important step toward improving equitable access to play opportunities for residents of all ages and abilities; however, Administration did not have the information available at the time to present the full lifecycle costs associated with the playground inventory and the revised service level. This report revisits the APDS in context of lifecycle cost and seeks to confirm service levels.

In addition, this report responds to Council approved MN25-5 and MN26-3. MN25-5 requested Administration report back on several items related to the delivery and service levels of playgrounds. MN26-3 asked Administration to consider opportunities to modify the APDS to address concerns raised through community feedback. These motions can be found in the decision history of this report.

Analysis and Findings

The following responds to specific items within the two motions and provides additional analysis that should be considered when confirming the level of service laid out in the APDS.

Engineered Wood Fibre as an Accessible Playground Surface MN25-5, 1 a.

Through MN25-5, additional information was requested regarding the use of Engineered Wood Fibre (EWF) on pathways and playgrounds, including the maintenance requirements necessary to achieve ASTM F1951 accessibility standards.

To assess these requirements, three playground locations were selected for testing and enhanced maintenance. The sites were chosen based on usage levels and planned maintenance activities. Details of the testing methodology, maintenance activities to achieve ASTM F1951 standard and costing analysis are provided in Appendix D.

The results demonstrated that EWF can achieve ASTM F1951 compliance; however, doing so is labor-intensive and costly. While EWF has a lower initial capital cost than poured-in-place rubber surfacing, the ongoing maintenance required to maintain ASTM F1951 compliance results in comparable lifecycle costs. Furthermore, due to the loose-fill nature of EWF, accessibility cannot be reliably maintained, as surface conditions can change immediately through regular use.

Based on these findings, Administration recommends that EWF continue not to be used as an accessible playground surfacing material.

Indoor Playground Investigation – MN25-5, 1 b.

The RMP recommends exploring opportunities to provide one or more publicly operated indoor playgrounds and incorporating indoor play space into future recreation facilities. Motion MN25-5 further asked Administration to investigate opportunities for a centrally located indoor, year-round Destination Playground of at least 300 m^2, including potential City-owned, Regina Exhibition Association Limited (REAL) Campus and private partner locations.

Investigation results:

- No existing City recreation facilities currently contain sufficient vacant space to accommodate a playground of this size.
- Existing private indoor play facility locations of varying types exist throughout Regina. Most operate on a fee-for-service basis and their accessibility standards are unknown.
- REAL Campus is a potential location for an indoor playground. However, given the ownership and governance changes that have occurred since Motion MN25-5 was adopted, further discussions regarding a municipally operated indoor playground at this location are premature.

Administration recommends that:

- The need and priority for a municipally supported indoor playground continue to be explored through the RMP refresh.
- Opportunities at the REAL Campus or private partnership opportunities could be explored following the RMP refresh.

Any private partnership opportunities should be pursued through an open and transparent public call for partnerships, following the Recreation Amenity Partnership Framework, which is also being reviewed through the RMP refresh.

Accessible Playground Grant Program – MN25-5, 1 d & MN26-3, 1.

There are two streams of funding through the current Community Investment Grant Program that organizations can apply to for capital playground projects.

Funding Stream	**Eligible Applicants**	**Eligible Funding Amount**	**Funding Model**	**Accessible Playground Project Eligibility**
Sport & Recreation	Non-profits and School Community Councils	Up to $40,000 combine funding	50/50 matching	Eligible
Adapted Sport & Recreation	Non-profits and School Community Councils	Up to $200,000	No matching funds required	Eligible

As part of the 2026 Budget deliberations, Council approved $160,000 in one-time funding to establish the APGP. The program was intended to augment the grant funding already available (shown above) to support the capital development of publicly available accessible playgrounds, by non-profit organizations and school community councils. In 2026, the entire budget was allocated to three planned playground projects. Full details on the 2026 APGP can be seen in Appendix E.

If Council chooses not to allocate ongoing operating funding for the continuation of the Accessible Playground Grant as part of the 2027 Budget deliberations, the Sport & Recreation and Adapted Sport & Recreation Stream funding will continue to be available.

Sharing Playground Designs with the Accessibility Advisory Committee – MN25-5, 1e.
Through MN25-5, Council asked Administration to report back on presenting playground designs to the Accessibility Advisory Committee (AAC) for review prior to procurement. In 2026, Administration presented design options for new Destination Playgrounds and a Neighbourhood Playground, which will pilot a new type of ASTM F1951 playground surfacing, to the AAC for review. This review process added approximately two months to the approval timeline of playground designs.

Currently playgrounds are built by the City, developers and community organizations on private and City-owned property. Although all playgrounds being constructed on City-owned property or receiving City funding are reviewed for compliance with the APDS by a qualified Landscape Architect and the Accessibility Advisor, they are not all shared with AAC.

City grant funded and developer-built playgrounds have timeline service standards that are set from the time of application to the time of approval. This provides a clear understanding to applicants of when they can expect approval, allowing them to schedule their projects accordingly. Adding an AAC review to these processes would mean that current service standards would not be met. For this reason, Administration recommends continuing the process of a professional design compliance review by Administration, without an additional review by the AAC.

For City-led Neighbourhood Playground replacements, procurement timelines are typically shorter due to the lower complexity of these projects. Playground designs must be approved during contract negotiations so that pricing can be finalized and the contract awarded. Requiring all Neighbourhood Playground designs to be reviewed by the AAC would extend the procurement process and could result in contract award and construction delays. However, Administration recommends seeking AAC feedback when a project proposes a new playground surfacing type or an accessible play experience that has not been used previously, as these elements may introduce new accessibility considerations.

Administration is also recommending that Destination Playground designs continue to be reviewed by Administration for compliance as well as the AAC due to their broader community impact. In addition, these projects are typically more complex with a longer negotiation period during procurement, which allows time to share designs with AAC without incurring project delays.

Accessible Playground Guidelines Related to Grant Program – MN26-3, 1.
The 2026 APGP required applicants to implement the APDS through their playground designs. This requirement garnered concern from some community organizations. In response, Council approved MN26-3 asking Administration to seek community feedback and consider potential updates to the APDS.

Consultation included school boards, community associations and school community councils

designing playgrounds, AAC, RCS Disability Reference Group and local developers and design professionals.

Community organizations indicated that the cost of meeting the APDS requirements was disproportionately high relative to the grant funding available. Organizations also requested greater flexibility in applying the standard, particularly for school community council and other community-led playground projects. In response, Administration reviewed the feedback and is proposing changes to reduce project costs while maintaining accessibility objectives. For playground projects developed by community organizations on City-owned property, gathering space elements such as site furniture, shade trees, and accessible parking will be funded by the City, subject to available capital funding. For projects on private property that receive City funding, gathering space elements will no longer be required. A summary of community feedback and the proposed APDS amendments is provided in Appendix C.

The requirement for ASTM F1951 compliant playground surfacing is unchanged, for the reasons shared earlier related to EWF. With the reduction in costs for gathering space requirements for community projects on City-owned land and for schools, Administration feels the APGP, if continued, can assist groups in offsetting costs related to playground surfacing and pathway development.

City playground replacements and developer-built playgrounds, which become City assets, will continue to follow all the playground and gathering space requirements in the APDS. The proposed revised APDS can be found in Appendix F.

Strategic Playground Plan – MN25-5, 1c.
Playground level of service is defined by the type and level of accessibility (Destination or Neighbourhood), the number of each type of playground and the geographic service area each playground serves or level of access to playgrounds. A strategic plan needs to balance the service goals, cost of the service and the City's fiscal and human resource capacity. The following provides background information on the existing playground inventory, service level analysis and associated lifecycle costs.

Service Level Analysis
In 2019 playground service levels were set through the approval of the RMP. Subsequently in 2025, City Council approved the APDS, establishing a new level of service target for Destination Playgrounds and minimum accessibility requirements that must be followed for all new, upgraded or replaced playgrounds as well as playground projects receiving City funding. The following provides a breakdown of the playground service level targets:

Playground Type	2019 Recreation Master Plan (RMP)	2025 Accessible Playground Design Standards (APDS)
Destination Playgrounds	One for every 45,000	One within a 3-kilometre

	residents.	driving distance of most households (85% of residents).
Neighbourhood Playgrounds	One within an 800-metre walking distance of most households (85% of residents).	No change

Analysis was completed to compare different levels of access, number of playgrounds to achieve those levels of access, and the lifecycle costing of those different scenarios. MN25-5 offered an alternative level of service for access to Destination Playgrounds than what is included in the APDS, which also formed part of the service level analysis. Appendix A includes a summary of the geospatial analysis of the different service levels.

Using this analysis, the recommendation is to maintain the access to playground level of service as three kilometres driving distance from most households for Destination Playgrounds and 800 metres walking distance from most households for Neighbourhood Playgrounds. As the Neighbourhood Playground analysis demonstrates, some areas of Regina exceed the target for Neighbourhood Playgrounds and the total complement of accessible Neighbourhood Playgrounds can be reduced to 103, while the number of accessible Destination Playgrounds would be increased to nine.

Current State
There are two annual program budget lines that are used to fund playground maintenance, renewal and replacement. These budgets total $1.035 million and are split into:

- Operating & Maintenance – This budget line is typically $425,000 per year. This is used to fund the day-to-day operations and maintenance of existing playgrounds, such as inspections, cleaning and replacing bolts. This budget is also used for minor renewal (parts under $15,000).

- Capital Renewal, Upgrades and Replacement – This budget line is currently projected to be $610,000 per year over the next five years. This budget is used for the renewal, upgrades and replacement of playgrounds and surfacing to meet CSA Z614 children's playground equipment (CSA) and the APDS where possible. Funding has typically been used for one to two replacements a year or renewal of up to three playgrounds depending on the required repairs.

Currently, work to complete playground operating, maintenance, renewal, upgrades and replacements are shared between the Parks & Open Space Services Department and the Recreation & Cultural Services Department. These functions are necessary to ensure City playgrounds remain compliant with CSA standards and that upgrades and replacements meet the APDS.

As playground assets age, components become worn or damaged and replacement parts are often no longer available from original manufacturers. Staff then research, source, procure and install compatible replacement components that meet CSA requirements, a process that is both time-consuming and resource intensive. In addition, staff delivering City playground design, upgrades and replacements are also responsible for all playground renewal planning, restoration and park redevelopment projects, and assisting with design and managing community projects in City parks. This challenges staff capacity to maintain service levels.

Lifecycle Costing Analysis

To understand the true costs of an asset, analysis includes associated costs for maintaining, operating, renewing, upgrading and replacing the asset over its life. The term *annualized costing* is commonly used in asset management planning to describe these costs distributed evenly over each year of the assets entire useful life.

Annualized costing also considers the Average Annual Asset Consumption (AAAC), which is similar to depreciation. By considering the eventual replacement cost and useful life of the infrastructure, the AAAC estimates the annual value of infrastructure being used up or consumed each year. Comparing renewal investment to AAAC helps determine whether the organization is investing enough to sustain its assets, prepare for the eventual cost of replacement of the assets and avoid a growing infrastructure deficit.

Based on the analysis completed, the average annualized cost of the recommended service level to operate, maintain, renew, upgrade and replace playgrounds is approximately $3.3 million. This represents a shortfall of approximately $2.3 million.

Future playground operating and capital budgets would require an increase to a level that can sustainably achieve this level of service. The recommendation also includes the divestment of up to 40 playgrounds as they are not required to achieve the recommended level of service and maintaining additional playgrounds increases the financial need to support this service. Divestment of playgrounds could mean demolition of the playgrounds at end of useful life and converting the space to grass to match the surrounding park space. This will have an impact on surrounding residents and may not be supported by community. The process for the decommissioning of recreation assets in addition to residents' willingness to fund access to recreation assets will be explored through the refresh of the RMP taking place in 2027. Through that refresh a divestment strategy will be developed and shared with Council in 2028.

As noted, it will take decades to achieve a playground network that fully achieves the recommended level of service. Upon the approval of these recommendations and completion of the RMP refresh, Administration will undertake development of a Playground Asset Management Plan. That plan will include locations for new Destination Playgrounds using the criteria from MN25-5 as a guide, a divestment strategy and lifecycle management and costing for all playgrounds. The plan will also consider the required human resources, equipment and materials to deliver the work. The asset management plan will be used to inform future budget requirements and the pace at which the new APDS standards can be implemented for the entire playground network. Future capital budgets will

need to balance upgrading or replacing playgrounds to the APDS while also making appropriate investments in renewal of non-standard playgrounds when components are at end of life or required attention to maintain safety and functionality of the playground until proper replacement can be achieved.

Next Steps

The approval of service level targets is the first step toward the development of a long-term plan for the management and funding of City-owned and maintained playgrounds. The following provides steps that will be taken by Administration in follow-up to this report.

- Over the winter of 2026 and 2027, staff will compile an interim prioritized list of playground renewal projects, including costing, to maintain the current playground inventory.
- Prioritization of playgrounds as part of the delivery of recreation and sport amenities will be confirmed through the refresh of the RMP in 2027.
- A process for the potential decommissioning of recreation assets will be explored through the refresh to the RMP in 2027.
- Through consultations on the RMP, different approaches to recreation amenities in neighbourhoods with higher density will be considered. This could include discussions regarding size and numbers of playgrounds in new development areas and areas of intensification.
- Upon completion of the RMP refresh, Administration will return to Council with a Playground Asset Management Plan that will include:
    - A divestment strategy.
    - Lifecycle management and costing of all playgrounds, including required human resources, equipment and materials to deliver the work.
    - A plan for the proposed locations of new Destination Playgrounds, taking into consideration the criteria approved by Council as part of MN25-5, as well as other neighbourhood planning considerations. The plan will also share proposed timing of capital investments.

DECISION HISTORY & AUTHORITY

At its meeting held on March 26, 2025, City Council considered item *MN25-5 Playground Accessibility* and adopted a resolution to:

1. Direct Administration to make the following changes to the City of Regina Accessible Playground Standard effective immediately respecting all new and ongoing projects:
    a. Definition of accessible playground: Accessibility is about travel, movement, and approach or entry. A playground that is accessible is one that is easy for a person who uses a mobility device to maneuver to and around.
    Definition of inclusive playground: designed to meet the needs of a variety of disabilities such as visual impairments, hearing impairments, communication, cognitive disabilities, sensory sensitivities, physical disabilities etc, designed thoughtfully to encourage engagement and interaction of multiple abilities.

Both Neighborhood and Destination playgrounds are to meet the principals of both accessible and inclusive playgrounds.

b. Accessible play elements must be appropriate for a person with a mobility device to maneuver around. Neighborhood playgrounds have a minimum accessible element changed from 40% to 50%;
c. both destination and neighborhood playgrounds are constructed with only accessible surfacing to meet ASTM1951 standards and remove engineered wood fiber as an acceptable choice;
d. A maximum of 15% of the accessible elements require a person to exit their mobility device;
e. accessible play routes have a minimum width of 1100mm;
f. sensory planting beds should have a minimum of 20% of the beds raised to the following accessibility dimension requirements; Have a top surface of 860 mm maximum; and Have knee and toe space for a front approach that is 735 mm minimum high at the front edge, 500 mm minimum deep, and 900 mm minimum wide;
g. Transfer stations are not to be included within an accessible route;
h. All areas designed for accessibility devices including quiet spaces also to include space for an adult caregiver or friend;
i. Sensory plantings or plants are not to be included in the count as play components;
j. Destination playgrounds are to be located on a transit route;
k. A minimum of a 1525mm turning diameter, must be provided at the end of an accessible path, walkway or corridor, including platforms for slides/poles/climbing structures;
l. One of each type of play experience is to be accessible. Type of play experiences is listed in Appendix B. Preference for side-by-side play of varying abilities;
m. Destination Playgrounds: Consideration of service dog accommodations and consideration for mobility device/stroller parking;
n. Minimum size for a Destination Playground is to be 300m2;
o. Elevated play is not a requirement of an accessible playground;
p. Washroom is not a requirement of an accessible playground, but is encouraged.

2. Designate that playgrounds and parks that do not meet the standard of the Regina Accessible Playground Standard are not identified or labelled as accessible and are removed from the destination playground map and other published materials.

3. Direct Administration to utilize the Regina Accessible Playground Standard when preparing future park and playground site reports.

4. Require developers to follow the Regina Accessible Playground Standard for new playgrounds.

5. Direct Administration to report back in Q4 2026 in advance of the budget deliberation for

2027/2028 respecting:

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

At its meeting held on March 25, 2026, City Council considered item *MN26-3 Accessible Playground Guidelines Related to Grant Program* and directed administration to consult with school boards, representatives of school community councils, community associations and the Accessibility Advisory Committee to investigate avenues to modify the APDS to address concerns.

Respectfully Submitted,

Diana Burton, Director
Recreation & Cultural Services

Respectfully Submitted,

Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Janine Daradich, Manager, Planning & Partnerships

ATTACHMENTS
Appendix A - Mapping Analysis of Playgrounds

Appendix B - Service Level Options
Appendix C - APDS Community Feedback
Appendix D - Engineered Wood Fibre Testing
Appendix E - Accessible Playground Grant
Appendix F - Proposed Updates to APDS

Appendix A – Mapping Analysis of Playgrounds

A geospatial mapping analysis was completed to analyze several service levels to determine how they compared to the base level of service in the Recreation Master Plan (RMP). The base level of service in the RMP is: “Every resident will have reasonable access to publicly supported recreation opportunities”. The document then goes on to define reasonable as 85 per cent of residents. This base level of service was used for all analysis unless otherwise requested.

For the purposes of this analysis, the Indoor Aquatic Facility is shown as an existing Destination Playground, as it is planned and is a commitment made to community by the previous Council.

LIST OF MAP FIGURES

Figure 1 – Destination Playgrounds 5 Kilometre Driving Distance of Most Households
Figure 2 – Playgrounds 800 Metre Walking Distance of Most Households
Figure 3 – Destination Playgrounds 3 Kilometre Driving Distance of Most Households
Figure 4 – Destination Playgrounds, 8 Minute Drive from All Residents
Figure 5 – Existing Destination Playgrounds, 25 Minute Transit Trip from All Residents
Figure 6 – Destination Playgrounds APDS Service Level, 25 Minute Transit from Most Households
Figure 7 – Neighbourhood Playgrounds 1,600 Metre Walking Distance of Most Residents

PLAYGROUND SERVICE LEVELS – RMP

Prior to the issuance of the Accessible Playground Design Standard in 2025, the RMP directed playground service levels, as noted below:

Destination Playgrounds – RMP (2019)

The service level for Destination Playgrounds is one Destination Playground for every 45,000 residents. This service level is illustrated in **Figure 1**. Geospatial analysis completed determined that this service level would equate to one playground within five kilometres driving distance of most households. Achieving this service level requires the addition of one Destination Playground in the north and one in the southeast. With these additions, the recommended service level would be met.

In the figure, intensification areas are shown in dark green and red. The five-kilometre driving distance from the existing Destinations is shown in blue and the green areas in the north and southeast demonstrate how gaps could be filled and the service level met.

Neighbourhood Playgrounds – RMP (2019)

The service level for Neighbourhood Playgrounds is one playground within 800-metre walking distance of most households. This service level is illustrated in **Figure 2:** Playgrounds 800 Metre Walking Distance of Most Households. The figure identifies existing residential areas (red hatch) not currently served, which are within the 15 per cent allowed through the RMP base level of service. Areas shown in yellow are located within an 800-metre walking distance of a playground. Areas with a higher concentration of playgrounds, or exceeding the service level target, are shown in darker shades progressing to blue, indicating overlapping service coverage.

PLAYGROUND SERVICE LEVELS – Accessible Playground Design Standard (APDS)

The Accessible Playground Design Standard, 2025 increased the service level for Destination Playgrounds from the RMP as noted below, while the service levels for Neighbourhood Playgrounds remains unchanged from the RMP.

Destination Playgrounds – APDS (2025)

The service level for Destination Playgrounds is one Destination Playground within a three-kilometre driving distance of most households. This service level is illustrated in **Figure 3**. The analysis shows the three-kilometre service area in green around each of the four Destination Playgrounds in relation to the city's intensification areas, shown in dark grey and blue. The analysis determined that five additional Destination Playground locations (for a total of nine) would be required to achieve the recommended base level of service. The orange areas demonstrate how gaps could be filled and the service level met.

Neighbourhood Playgrounds – APDS (2025)

The service level for Neighbourhood Playgrounds in the APDS remains unchanged from the Recreation Master Plan and continues to be one Neighbourhood Playground within 800 metres walking distance of most households. This service level is illustrated in **Figure 2**.

COUNCIL MOTION MN25-5 SERVICE LEVEL ANALYSIS

Through Motion MN25-5, Council requested analysis of the following playground service levels for Destination Playgrounds:

Eight-Minute Driving Distance

MN25-5 requested that Administration analyze the service level of one Destination Playground within an eight-minute drive of all residents. This service level is illustrated in **Figure 4**. The analysis demonstrates that all residents are within an average eight-minute drive of the existing four Destination Playgrounds, and no additional Destination Playgrounds would be required to meet this service level.

Twenty-Five-Minute Transit Travel Time

Council Motion MN25-5 also requested that Administration analyze a service level of one Destination Playground within a maximum transit travel time of 25 minutes for all residents. This analysis did not consider paratransit, as paratransit service will drop registered users at any park or recreation facility.

When considering conventional transit trips for the Destination Playgrounds, the work had to be completed manually, so there may be a margin of error. **Figure 5** illustrates the areas of the city that will be within a 25-minute transit ride of the four existing Destination Playgrounds. This measure does not align with the base level of service target in the RMP. Administration also analyzed the APDS service level for Destination Playgrounds against the 25-minute transit ride. This service level is illustrated in **Figure 6**. With nine Destination Playgrounds the base level of service is met.

ALTERNATE SERVICE LEVEL OPTIONS ANALYSIS

Neighbourhood Playgrounds – Option 4

Option 4 in Appendix B introduced a revised service level target for Neighbourhood Playgrounds of one every 1,600-metre walking distance from most households. **Figure 7** demonstrates how the adjusted service level could be achieved and illustrates the distribution of playgrounds required to meet the revised target in purple. For Option 4, local non-accessible playgrounds would then be used to fill in the gaps to achieve the 800-metre walking distance of most households.

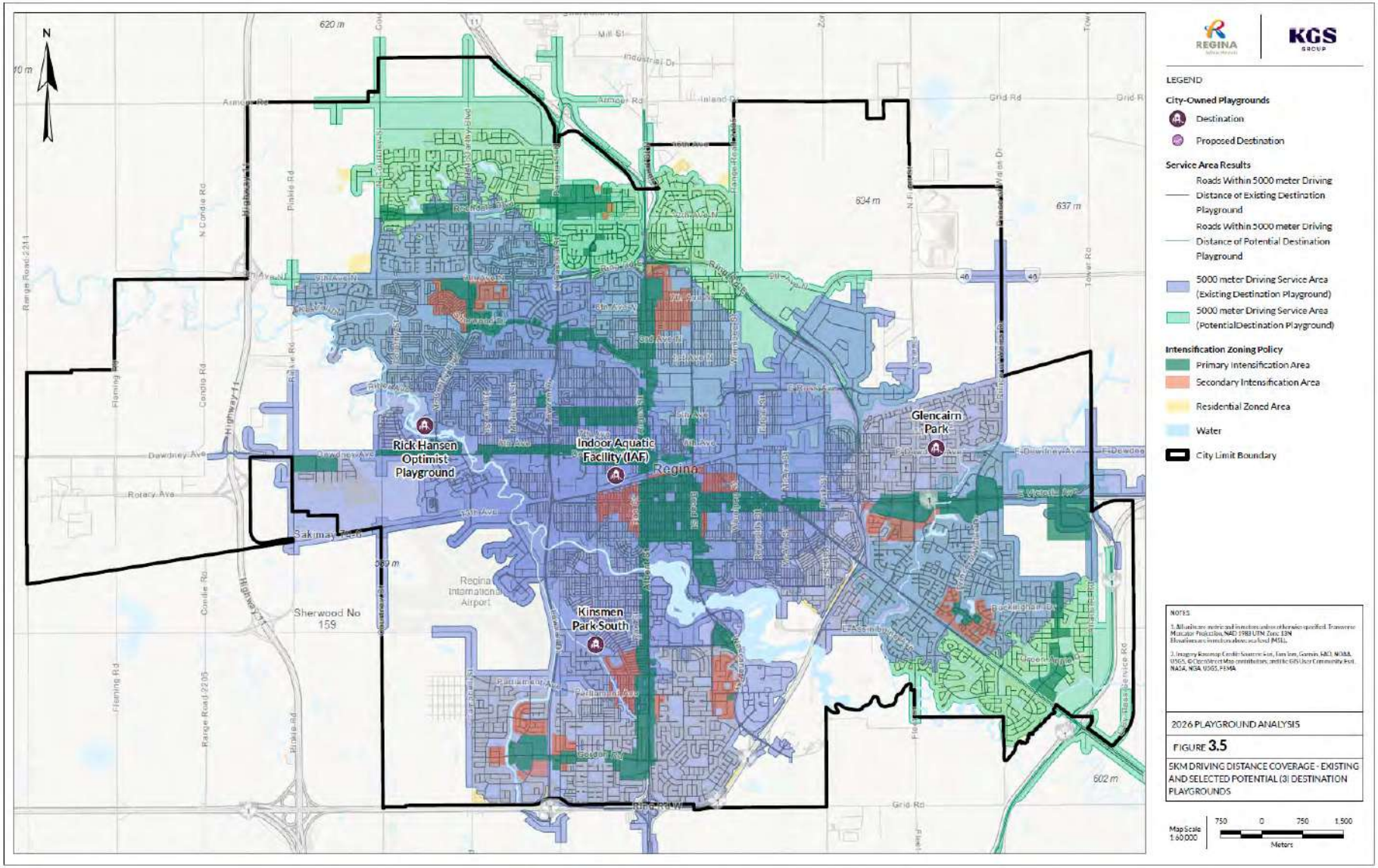


Figure 1: Destination Playgrounds 5 Kilometre Driving Distance of Most Households (1/45,000 residents)

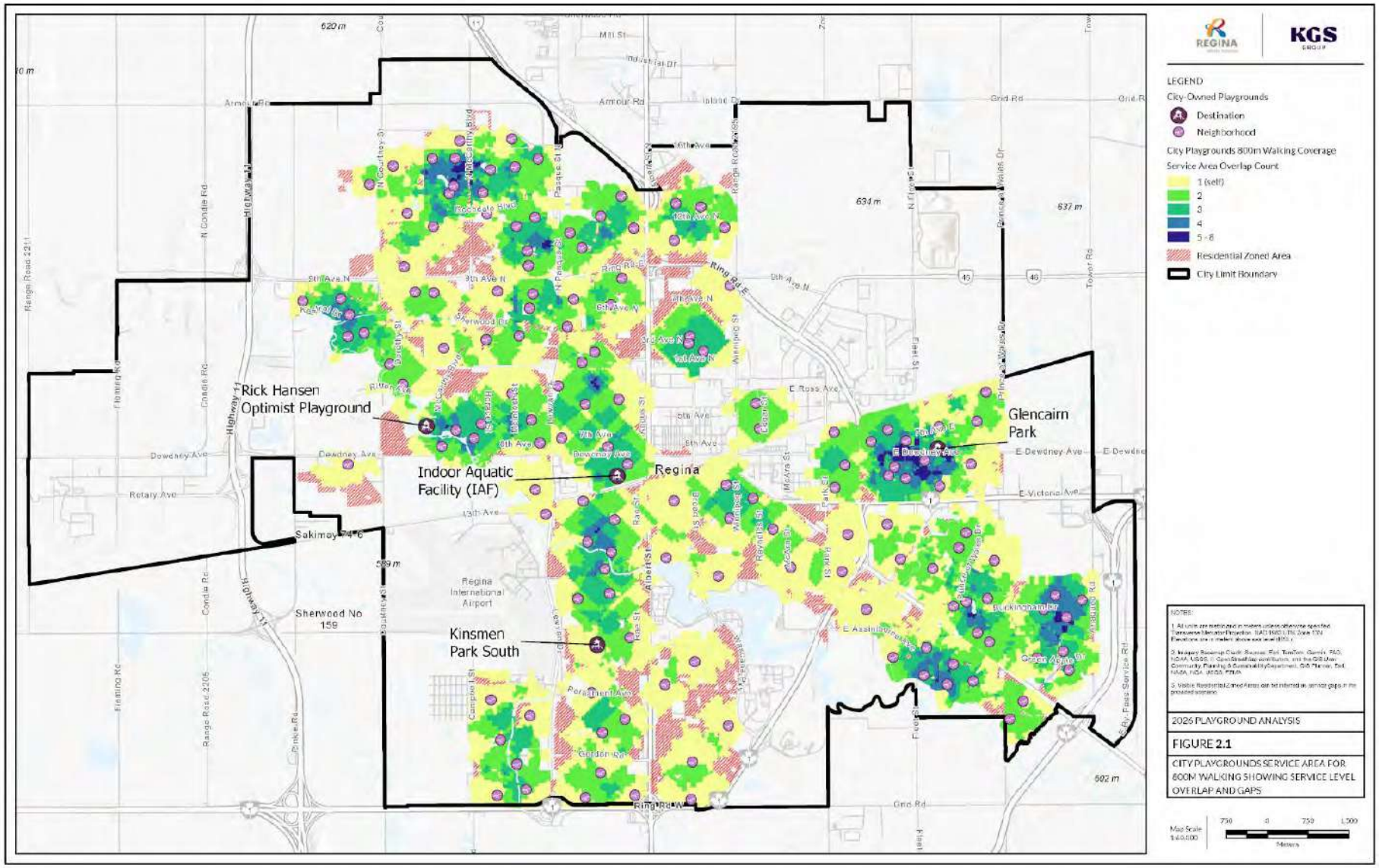


Figure 2: Playgrounds 800 Metre Walking Distance of Most Households

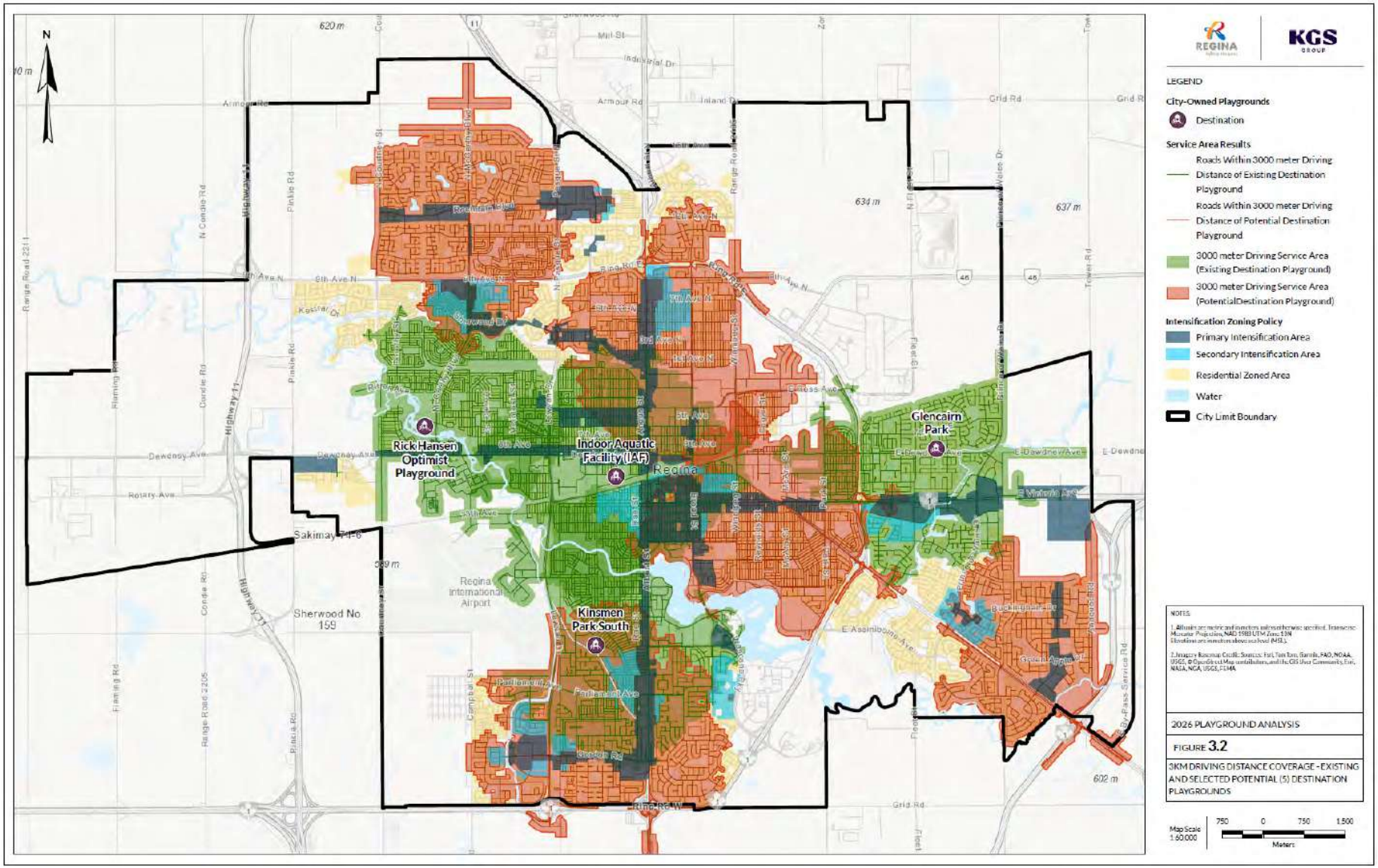


Figure 3: Destination Playgrounds 3 Kilometre Driving Distance of Most Households

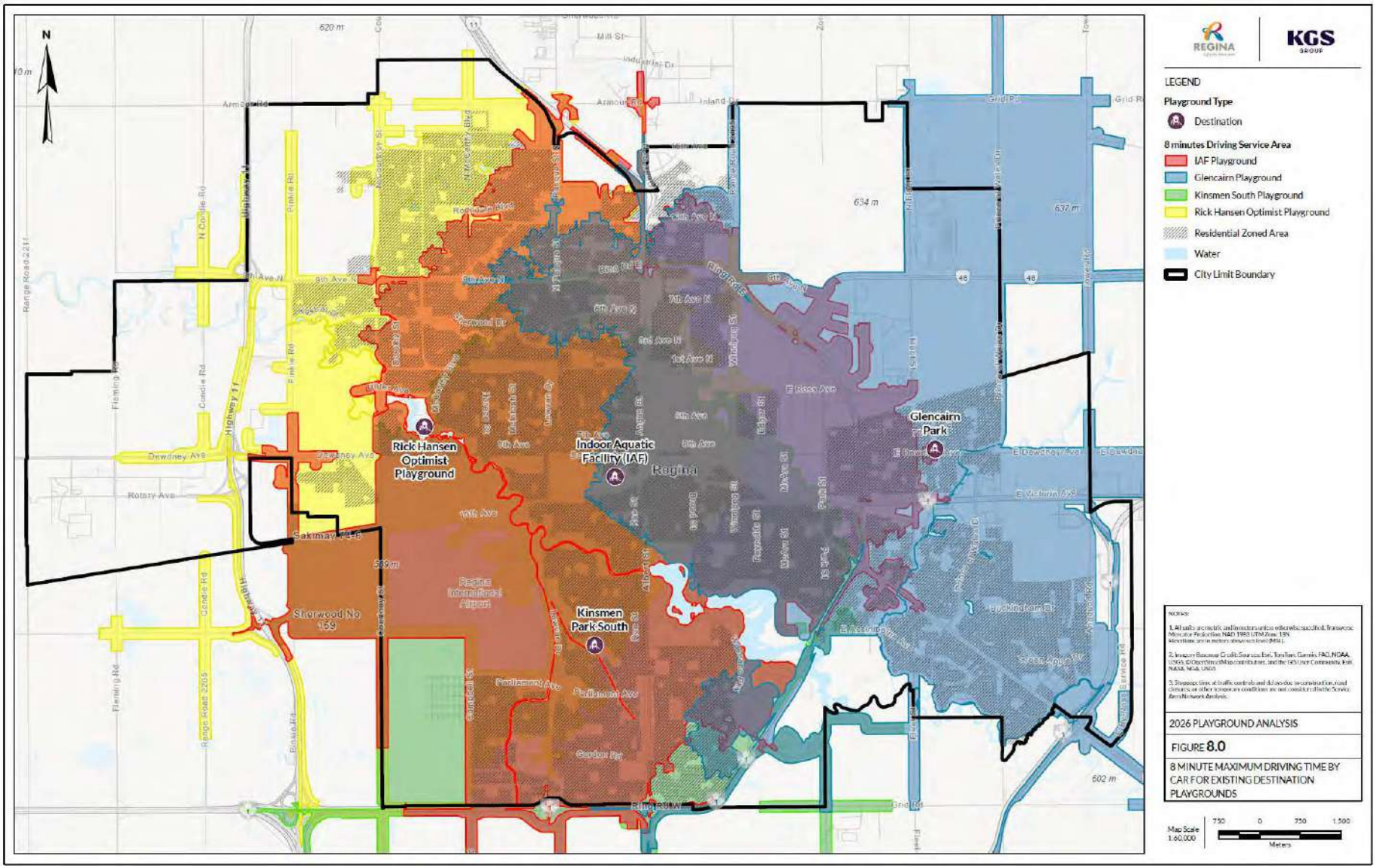


Figure 4: Destination Playgrounds, 8 Minute Drive from All Residents

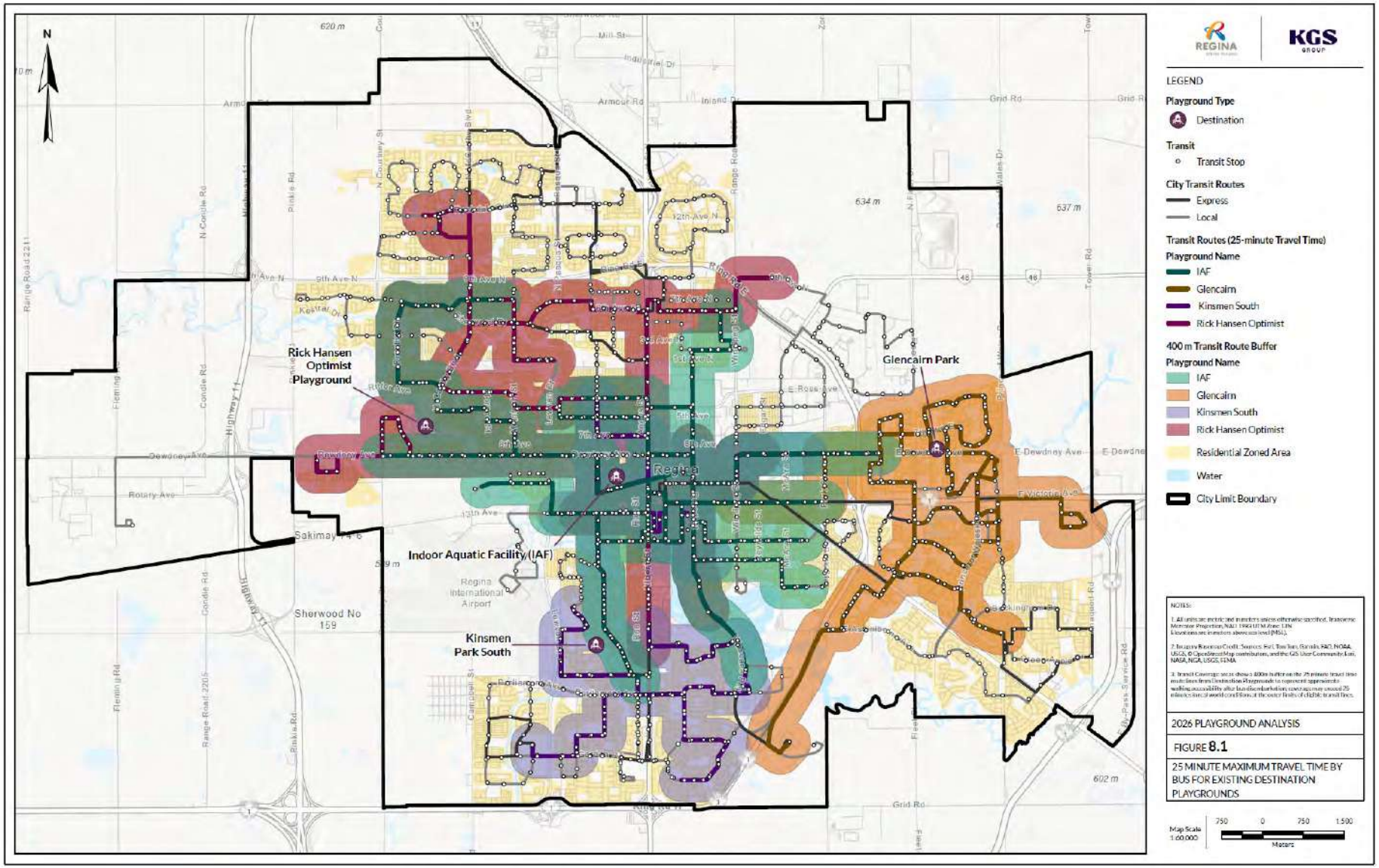


Figure 5 – Existing Destination Playgrounds, 25 Minute Transit from Most Households

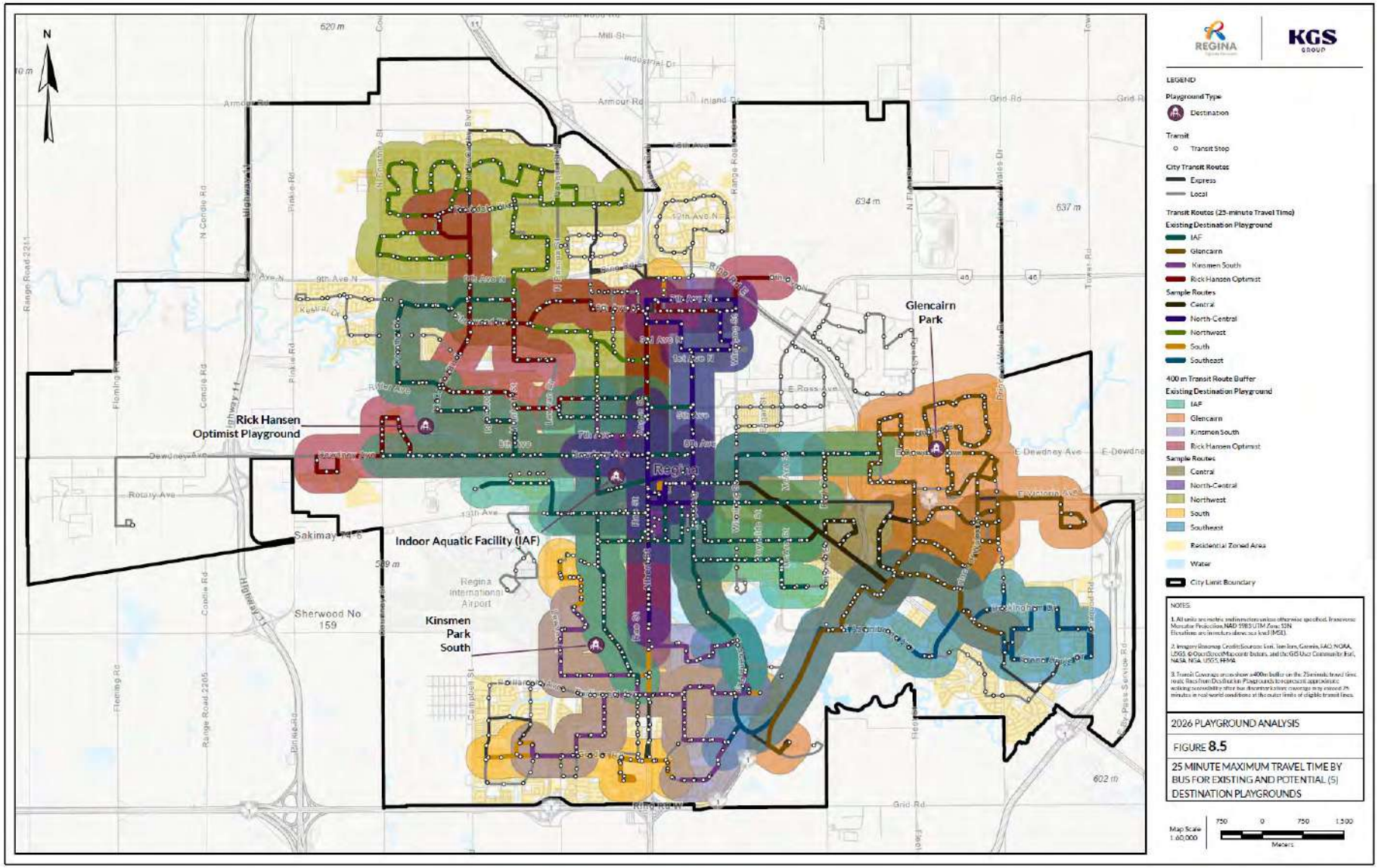


Figure 6 – Destination Playgrounds APDS Service Level, 25 Minute Transit from Most Households

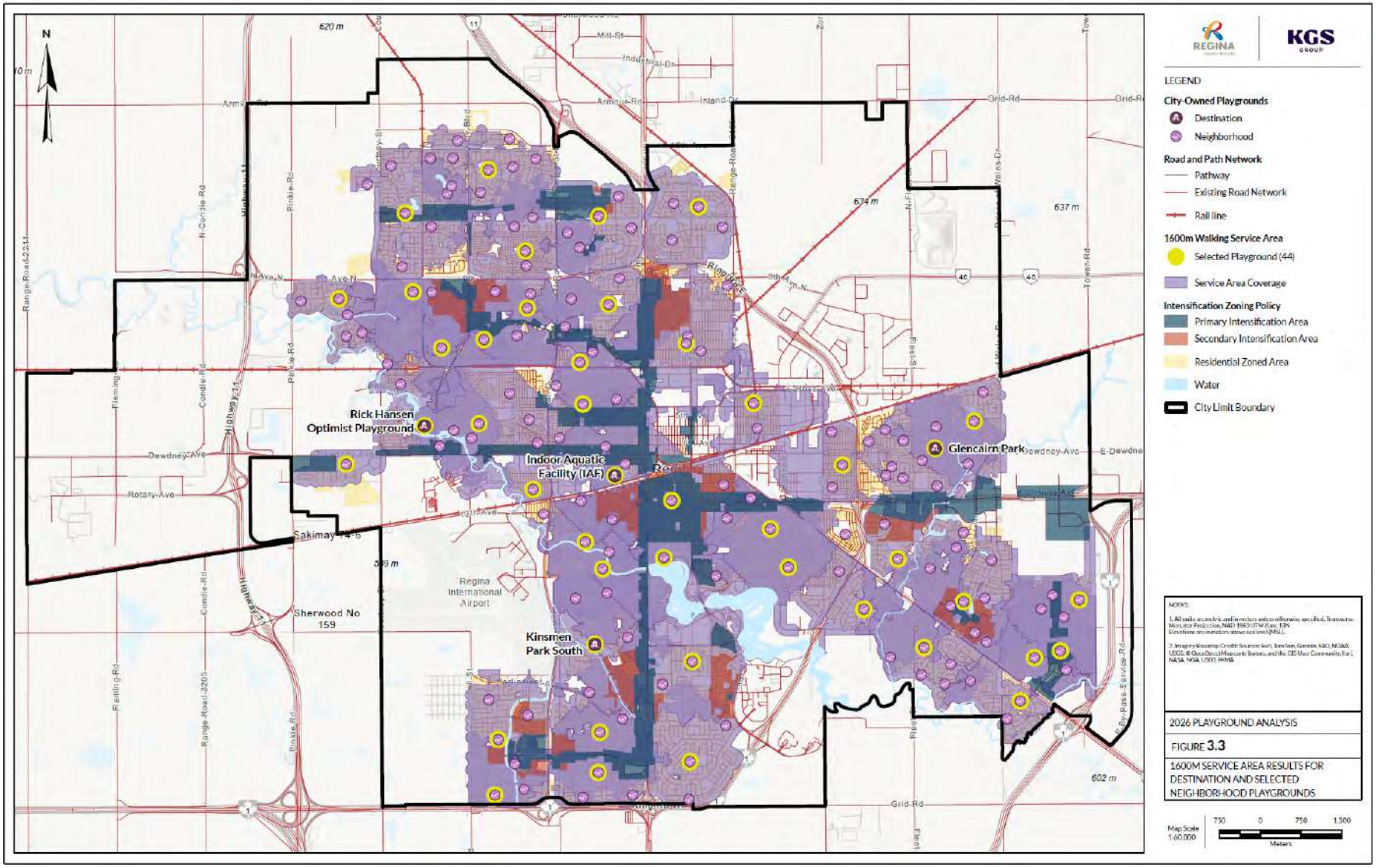


Figure 7: Neighbourhood Playgrounds 1,600 Metre Walking Distance of Most Residents

Appendix B – Service Level Options

Service Level Options	Service Level for Destination Playground (DP)	# DP ($41.4 K - $46 K/PG)	Service Level for Neighbourhood Playgrounds (NP)	# NP ($27 K - $31 K/ PG)	Service Level for Local Playground (LP) (not build to APDS)	# LP (or other) ($11.5 K - $14.2 K/PG)	# Divest-ments	Total Annualized Life Cycle Cost ($/Yr)	Impacts
Option 1 - Current Approved Service Level from APDS 2025 (RECOMMENDED)	**1 DP within in 3 km driving distance of most households**	**9**	**1 NP within 800 m walking distance of most households**	**103**	**N/A**	**N/A**	**40**	**$ 3.3 million**	• **Provides access to accessible playgrounds for most residents at the APDS service level.** • **Supported by Strategic Plan and City policy.** • **Reduces inventory to manage cost, while still meeting service levels.** • **Inventory reduction will require consultation and may not be supported by residents.** • **Funding gap of approximately $2.3 million.**
Option 2 -Current State (Status Quo)	N/A	3	N/A	3	N/A	146 (varying sizes, configuration and cost)	0	$2.2 million (Note: Average Annual investment has been $1.04 million)	• Does not provide accessible playgrounds for most residents. • Is not supported by Strategic Plan and City Policy. • Funding gap of approximately $1.2 million.
Option 3 - Upgrade or replace all current playgrounds to accessible	1 DP within 3 km driving distance of most households	9	1 NP within 800 m walking distance of most households	143	N/A	N/A	0	$4.4 million	• Provides access to accessible playgrounds for most residents. • Supported by Strategic Plan and City Policy. • Exceeds service level for Neighbourhood Playgrounds • Does not reduce inventory • Funding gap of approximately $3.4 million.
Option 4 - Adjusted Service Level 1 – Some Non-accessible Playgrounds and Divestments	1 DP within an 8 min by car or 25 min by transit ride (Specified in MN25-5)	6	1 NP within 1600 m walking distance of most households	40	1 LP within 800 m walking distance of most households	66	40	$2.2 million	• Provides access to accessible playgrounds for residents at a lower service level. • Vibrancy and accessibility of neighbourhoods affected. • Reduces inventory to manage cost. • Inventory reduction may not be supported by residents. • Does not increase funding gap any more than the current inventory which is approximately $1.2 million.
Option 5 - Adjusted Service Level 2 – Only Accessible Playgrounds and Divestments	1 DP within 3 km driving distance of most households	9	N/A	65	N/A	0	78	$2.2 million	• Provides access to accessible playgrounds at a lower service level. • Vibrancy and accessibility of neighbourhoods affected.

									• Reduces inventory significantly to manage cost. • Reduction in inventory may not be supported by residents. • Does not increase funding gap any more than Option 2 and 4 which is approximately $1.2 million.
Option 6 – Adjusted Service Level 3 - Destination Playgrounds at Current Service Level, Some Accessible Neighbourhood Playgrounds and Significant Divestment - No change to average annual budget	1 DP within 3 km driving distance of most households	9	N/A	24	N/A	0	119	$1.04 million	• Provides access to accessible playgrounds at a lower level. • Vibrancy and accessibility of neighbourhoods affected. • Reduces inventory significantly to manage cost. • Reduction in inventory may not be supported by residents. • No additional funding required.

Appendix C – Community Feedback

The following is a high-level summary of feedback heard from community non-profits and people with lived experience that were engaged by the City of Regina regarding the Accessible Playground Design Standard, dated July 2025 (Standard).

Comments received from community non-profit groups addressed the following sections of the Standard: 1. Scope, 5. Design Requirements: Gathering Area and 6. Design Requirements: Playground. General comments were also received regarding the playground design and review process. Comments in the tables below have been organized by the section of the Standard they relate to.

Abbreviations:
PIP = Poured in Place Rubberized Safety Surfacing
EWF= Engineered Wood Fiber Safety Surfacing

Table A – 1. Scope

Accessible Playground Design Standard Design Requirement	Feedback Received	Administration's Proposed Updates to APDS
1. Scope: This accessible playground standard shall guide the design of playgrounds in City of Regina (City) parks, including existing playgrounds that have been selected by the City for refurbishment or replacement. This Standard shall also guide the design of all City funded or partially funded playgrounds. This design standard does not apply to fitness equipment.	**Community Feedback:** • Feedback indicated that the Standard is overly rigid and should allow greater flexibility to allow groups to partially meet the Standard. For example, only install a communication board or only upgrade safety surfacing to rubber. **Feedback from People with Lived Experience:** • There was mixed support for partially following the Standard.	**Playgrounds located on City Property – Developers and City of Regina** 1. All new, replaced and upgraded playgrounds located on City property shall comply with all gathering area and playground requirements. **Playgrounds located on City Property – Non-profit-led** 1. If a non-profit community organization has upgraded, replaced or built a Neighbourhood Playground located on City property, it shall follow the playground requirements and the City shall fund and install gathering space requirements.

		Playgrounds not located on City Property – Non-profit-led 1. Non-profit organizations who will receive City funding for the purpose of upgrading, replacing or building a new public playground not located on City property shall meet all playground requirements.
1. Scope (con't) This standard describes design requirements for two types of City playgrounds: 1. Neighbourhood Playground with Accessible Elements 2. Destination Accessible Playground	**Community Feedback:** • There should be a third playground which serves a specific, much smaller group of residents. • Could there be a third Standard created only for schools and develop it in collaboration with the school boards. **Feedback from People with Lived Experience:** • Mixed feedback. Some felt schools should not be held to different standards and others felt the school divisions should make their own decision on accessible playground standards.	• See proposed update above. • Schools only required to follow the Accessible Playground Design Standard when receiving City funding.

Table B – 5. Design Requirements: Gathering Area

Accessible Playground Design Standard Design Requirement	Feedback Received	Administration's Proposed Updates to APDS
5.2 Accessible Pathway: Accessible Pathways shall have a slip-resistant, continuous and even surface.	**Community Feedback:** • Allow accessible pathways and site furnishing pads to be made of crusher dust to save on cost. **Feedback from People with Lived Experience:** • Asphalt or concrete is a dependable material which remains wheelchair accessible. Crusher dust moves around and can become uneven; it is not dependable.	• No updates proposed as accessibility of crusher dust cannot be guaranteed.
5.3 Shade The Gathering Areas shall provide trees for users to rest in shade.	**Community Feedback:** • Remove requirement for shade trees as the cost to plant and care for them is expensive and in the case of schools is not always supported by the school divisions. **Feedback from People with Lived Experience:** • Shade is very important to help those who are unable to easily regulate or sense their body temperature. • Allows people to stay at the playground/park longer.	• Required for playgrounds on City property. • If a community-led project on City property, the City will fund shade trees as budget allows. • Requirement of shade trees removed for school playgrounds receiving City funding.
5.4 Site Furnishings <u>Benches:</u> Minimum quantity of benches required at neighbourhood playgrounds: two (2) Benches shall have good sightlines to play area.	**Community Feedback:** • Site furnishings are expensive and should not be the responsibility of the community groups to provide, especially if furnishings exist but are in poor condition. **Feedback from People with Lived Experience:**	• Required for playgrounds on City property. • If a community-led project on City property, the City will fund as budget allows. • Requirement for benches and trash units removed for school playgrounds receiving City funding.

Benches shall have a back and arms. Any other bench style to be approved by the City's Manager, Planning & Partnerships or designate. <u>Trash Units:</u> Minimum quantity of trash units required at neighbourhood playgrounds: one (1)	• Benches are required for people who may not have the ability or stamina to stand at the playground for an extended amount of time. • Benches with backs and arms provide more support to those that require it.	
5.6 Park Amenities Playgrounds shall provide accessible on-street parking.	**Community Feedback:** • Remove requirement for designated street parking at neighbourhood playgrounds as they are frequented by those walking. • Relax requirement for accessible parking at neighbourhood parks by only making it a required for locations where street width is wide enough. **Feedback from People with Lived Experience:** • Mixed feedback received. While some felt that it should not be assumed parking isn't needed for neighbourhood playgrounds, others felt it was most important at destination playgrounds. • Some felt that if accessible parking can be accommodated at a neighbourhood playground then it should be considered.	• Neighbourhood parking will be included where possible. • For community-led projects on City property, the City will fund where budget allows. • Requirement for accessible parking removed for School playgrounds receiving City funding.

Table C – 6. Design Requirements: Playground

Accessible Playground Design Standard Design Requirement	Feedback Received	Administration's Comments and Proposed Updates to APDS
6.3 Accessible + Inclusive Playgrounds All new playgrounds are to meet the definitions of accessible and inclusive playgrounds.	**Community Feedback:** • Confusion around which play components meet the definition of accessible. • Allow play components that require transfer from mobility device to count as accessible. **Feedback from People with Lived Experience:** • Understand it can be confusing since different definitions of accessibility are used. The spectrum of disability is very broad, but mixed feedback on including a definition for mobility device accessible.	• **ADD** the following term to clarify the definition of accessible playground: **Mobility Device Accessible:** A play component or play experience that is appropriate for a person with a mobility device to maneuver around and allows the person to remain with their mobility device. Users are not required to transfer away from their mobility device to participate in the intended play activity. • **ADD** sentence to existing definition of accessible playground. • 'An accessible playground will provide a minimum percentage of mobility device accessible play components based on its Playground Type.' • Additions will help clarify the emphasis on accommodating people using mobility devices.
6.5 Materials – Safety Surfacing Loose materials, including but not limited to, EWF, sand and pea stone shall not be accepted as accessible safety surfacing material at new or refurbished City playgrounds.	**Community Feedback:** • Rubberized surfacing makes up a large percentage of a project's cost and EWF should be allowed. **Feedback from People with Lived Experience:** • Accessible playgrounds require surfaces that are truly accessible and maintain accessibility over time.	• No updates proposed as accessibility of EWF cannot be guaranteed. • Lifecycle costs for EWF is comparable to PIP and provide a greater assurance of accessibility for people with lived experience.

	• Some find rubberized servicing smoother to navigate on with a white cane. • Some felt communities should have flexibility to use either surface material. Providing options reduces costs through vendor competition.	
6.8 Play Components Neighbourhood playground: Minimum percentage of play components along an accessible route: **50 per cent** A maximum of **15 per cent** of accessible play components requires a person to exit their mobility device.	**Community Feedback:** • 50 per cent for neighbourhood level and 75 per cent for destination level playgrounds is too high, especially for rebuilds and the smaller playgrounds. • Consider reducing the requirements as the standards for accessible play are restrictive and reduce the level of fun at a playground as a lot of the fun elements require you to leave a mobility device. • Remove 15 per cent requirement. **Feedback from People with Lived Experience:** • Understood how it could be confusing and could be limiting for certain types of play components. • To increase the number of physical play elements could consider removing swings and slides from the component counts.	• To allow for more variety of components: **ADD**: Swings and slides can be excluded from the total count of play components.
6.10 Sensory Cues and Contrast A play structure's surface colours (platforms/ramps) shall be in high contrast to its vertical elements (hand/guard rail colour) e.g dark brown ramp and light blue handrail. A high contrast colour shall be used on accessible safety surfacing to indicate obstacles, such as the end of the slide or free-standing items like a post of a swing set. Additionally, high-	**Community Feedback:** • Relax the standard and make sensory cues and contrast requirements for the PIP optional as they add cost to the surfacing. • Understanding colour contrast and where it is needed can be confusing. **Feedback from People with Lived Experience:** • The consensus was that these requirements are an important accessibility feature and should remain in the Standard.	• No updates to the requirement for colour contrast proposed. • Supplementary information and images will be appended to the Standard to confirm contrasting colours, through consultation with CNIB.

contrast colour shall indicate the safety areas of swinging, spinning or other movement-based play features. A high-contrast colour shall be used to indicate the boundary or perimeter of the playground.		

Table D – General Feedback on Accessible Playground Standards Received from Community Groups

Community Feedback:	Administration Response to Feedback:
Process Improvements • Process for development of community led capital projects on City property could be improved as it can be confusing.	• Administration will lay out the process in a one pager that can be shared with organizations wanting to implement projects on City property. • City's Community Consultants will act as first point of contact for community groups.
Document is confusing, too technical • Accessible Playground Design Standard is technical and hard to understand. • There should be one document for the design professionals/ playground suppliers and another document for community members.	• Once the Standard is approved, Administration will create graphics to help describe requirements. • A checklist will be available to be a quick reference for design professionals and community. • The destination and neighbourhood playground requirements have been separated to reduce confusion.
Grant Funding • Applying for grant funding is very competitive. There isn't enough money to go around.	• The City understands that grant programs are competitive, but change would require addition budget.

Appendix D – Engineered Wood Fiber Testing

MN25-5, 1a. Engineered Wood Fiber ASTM F1951 Accessibility Testing and Playground Operations

Background

Engineered Wood Fibre (EWF) has been used nationally as an accessible playground surface for several years. This usage was based on the CSA Z614:20, which is a national standard for Children's Play Equipment and Surfacing (CSA Standard). In Annex D – Recommended Protective Surfacing, table D.1, lists EWF as wheelchair accessible. However, the same CSA Standard in Annex H references ASTM F1951, which is a standard for the determination of mobility device accessibility of surfaces.

MN25-5 directed Administration report back on *"*current pathways or playgrounds constructed with EWF be tested to meet ASTM1951 levels with a rotational penetrometer, with a subsequent recommendation to outline maintenance or replacement solutions to keep surfaces maintained to an ASTM1951 level*"*. Based on this direction, the Parks & Open Space Services Department conducted ongoing testing and costing analysis this spring/summer at three locations to determine the true accessibility of EWF as a playground surface.

Test Sites

Currently the City has 42 playgrounds with EWF surfacing out of 152 playgrounds in the current inventory.

The playgrounds selected for testing were high-traffic sites, that required top up and maintenance of the EWF, which provided good conditions for assessing accessibility and costing.

Testing Methodology

ASTM F1951 testing was completed using a rotational penetrometer device, which measures surface firmness and stability, by assessing the depth and resistance of an impression in the surfacing material. The test is intended to evaluate whether a mobility device wheel can effectively maneuver over the surface.

The testing process involves using a calibrated rotational penetrometer device to take several readings at various locations throughout the playground along routes of travel between playground features.

Sites were tested twice per week in June and July.

Testing Process:

- Sites were first tested for compliance.
- If additional EWF was required, material was added.
- EWF was raked and redistributed.
- The surface was watered to allow for compaction.
- Surface was then compacted with a tamping machine.
- Sites were then retested for compliance and the process repeated until the EWF met the ASTM F1951 requirements.

By July 2026, all three EWF sites were able to achieve a passing ASTM F1951 measurement.

Testing Results and Findings

Key observations from the testing program included:

- EWF surfacing can be maintained to meet ASTM F1951 accessibility requirements when sufficient material depth and compaction are achieved.
- Additional material, watering and compaction were generally required to achieve passing test results.
- Current staffing and funding levels do not allow for the rigorous schedule that would be required for the testing and required maintenance procedures to meet ASTM F1951 requirements.
- Due to the loose nature of the EWF material, accessibility is difficult to maintain and cannot be guaranteed for every visit.

Current and Estimated Annualized Cost

Administration’s analysis found that the annualized cost of EWF, including the maintenance required to maintain accessibility, is approximately $24,000, compared to $28,000 for Poured in Place Rubber (PIP) surfacing. Considering the marginal cost difference, PIP represents a more effective investment, as it provides a consistently accessible surface while accessibility cannot be assured with EWF due to the loose nature of the material.

Appendix E – Accessible Playground Grant

MN25-5, 1d. – 2026 Accessible Playground Grant Program Summary

As part of the 2026 Budget process, City Council approved $160,000 in one-time funding for an Accessible Playground Grant Program. The program was intended to support the development of publicly accessible playgrounds by non-profit organizations and school community councils.

2026 Accessible Playground Grant Program Eligibility and Requirements

The main eligibility criteria for the Accessible Playground Grant Program:

- The playground would be available for public use.
- The project would meet the City's Accessible Playground Design Standard.
- At least 40 per cent of total project costs had already been secured by the applicant organization.
- Applicants were only eligible for up to $80,000 combined grant funding for a specific playground project.
- The playground had to be constructed two years from notification of a successful grant application.
- Priority would be granted to projects on City-owned land.
- Other program requirements and project criteria were met.

Accessible Playground Grant Program Results

The call for applications originally resulted in:

- Three applications requesting a combined total of $203,900.
- Allocation of the full $160,000 available through the program.

After the application deadline, Administration was notified of one additional application that was submitted to an incorrect email address. Following review, this project was awarded $20,000 through the Grant Appeals Fund from the Community Investment Grant Program, which is available to address process-related issues and exceptional circumstances.

Following notification of funding decisions, one successful applicant advised the City that it would no longer proceed with its project under the Accessible Playground Grant Program. The organization sited an inability to raise the remaining project funding within the two-year timeframe established by the program for the return of funds.

As a result, $20,000 in grant funding was declined by the applicant.

Funded Project Status

Based on information provided by successful applicants:

- Two playground projects were completed in 2026.
- One playground project is planned for construction in 2027.

These projects will contribute to the expansion of publicly available accessible playgrounds within the community.

Appendix F - Accessible Playground Design Standard

Revision date: October 27, 2026

Note:

Proposed updates to the Accessible Playground Design Standard, dated July 2025, have been highlighted in yellow.

Table of Contents

1. Scope of Standard 2
2. Reference Documents 2
3. Playground Types 2
4. Accessible + Inclusive Playground Definitions 2
5. Which Requirements Apply? 3
6. Design Requirements – Neighbourhood Playground 4
7. Design Requirements – Destination Playground 8
8. Glossary of Terms 12

1. SCOPE OF STANDARD

1.1. The Accessible Playground Design Standard (Standard) shall guide the design of:

.1 All new, replaced or upgraded playgrounds located on City of Regina (City) property.

.2 All new, replaced or upgraded public playgrounds that will receive City funding.

1.2. See 8. Glossary of Terms **Playground Development Terms**

1.3. for definitions.

1.4. This Standard does not apply to fitness equipment.

2. REFERENCE DOCUMENTS

2.1. City of Regina Recreation Master Plan

2.2. City of Regina Parks Master Plan

2.3. CSA Z614:20 Children's playground equipment and surfacing

2.4. ASTM F1951-21 Standard Specification for Determination of Accessibility of Surface Systems Under and Around Playground Equipment

3. PLAYGROUND TYPES

3.1. This Standard describes design requirements for two types of City playgrounds:

Neighbourhood Playground

A Neighbourhood Playground shall function as a community amenity intended to serve residents of the surrounding neighbourhood. Key features of a Neighbourhood Playground include a minimum of 50 per cent of play components being accessed via an accessible route, mobility device accessible safety surfacing that meets ASTM F1951, an accessible pathway connecting users to the playground, and a shaded area for rest.

Destination Playground

A Destination Playground shall be located at a **Community Recreation Hub** that serves residents from across the City and could accommodate large groups of visitors. Key features of a Destination Playground include a minimum of 75 per cent of play components being accessed via an accessible route, mobility device accessible safety surfacing that meets ASTM F1951, an accessible pathway connecting users to the playground, a shaded area for rest, designated accessible parking and access to an accessible washroom.

4. ACCESSIBLE + INCLUSIVE PLAYGROUND DEFINITIONS

4.1. All new, replaced or upgraded Destination and Neighbourhood playgrounds shall meet the definitions of accessible, inclusive and mobility device accessible playgrounds as defined below.

Accessible Playground:

Accessibility is about travel, movement and approach or entry. A playground that is accessible is one that is easy for a person who uses a mobility device to maneuver to and around. An Accessible Playground will provide a minimum percentage of **Mobility Device Accessible** play components based on its playground type.

Inclusive Playground:

An Inclusive playground is designed to meet the needs of a variety of disabilities such as visual impairments, hearing impairments, communication, cognitive disabilities, sensory sensitivities, physical disabilities etc., designed thoughtfully to encourage engagement and interaction of multiple abilities.

Mobility Device Accessible:

A play component or experience that is appropriate for a person with a mobility device to maneuver around and allows the person to remain with their mobility device. Users are not required to transfer away from their mobility device to participate in the intended play activity.

4.2. See **Glossary of Terms**

4.3. for additional definitions used throughout this Standard.

5. WHICH REQUIREMENTS APPLY?

This section identifies which requirements of this Standard apply based on playground location and project proponent (e.g., non-profit community groups, developers, City)

5.1. **Playgrounds located on City Property – Developers & City of Regina**

.1 All new, replaced and upgraded Neighbourhood Playgrounds located on City property shall comply with all Neighbourhood Playground design requirements N1-N11 identified in this Standard, including both Gathering Area and Playground requirements.

.2 All new, replaced and upgraded Destination Playgrounds located on City property shall comply with all Destination Playground design requirements D1-D15 identified in this Standard, including both Gathering Area and Playground requirements.

.3 This includes projects undertaken by the City, non-profit community groups, and developers, whether for the upgrade or replacement of an existing playground or the construction of a new playground.

5.2. **Playgrounds located on City Property – Non-profit-led**

.1 Non-profit community organizations who upgrade, replace or build a new playground on City-owned property shall, at a minimum, supply and install design requirements for a Neighbourhood Playground N1-N8.

.2 If a non-profit community organization has upgraded, replaced or built a Neighbourhood Playground located on City property, the City shall fund and install design requirements N9-N11.

5.3. **Playgrounds not located on City Property – Non-profit-led**

.1 Non-profit organizations who will receive City funding for the purpose of upgrading, replacing or building a new public playground not located on City property shall, at a minimum, supply and install design requirements for a Neighbourhood Playground N1-N8.

.2 Design requirements N-9-N-11 are not required for compliance of this Standard.

5.4. **Playgrounds not located on City Property and not funded by City**

.1 Non-profit organizations who do not receive City funding for the purpose of upgrading, replacing or building a new public playground on non-city-owned lands are not subject to this Standard.

6. DESIGN REQUIREMENTS – NEIGHBOURHOOD PLAYGROUND

6.1. **Playground Design Requirements - Neighbourhood (N1-N10)**

N.1 Accessible + Inclusive Playgrounds

.1 All Neighbourhood Playgrounds shall meet the definitions of **Accessible Playground** and **Inclusive Playground** defined in this Standard.

N.2 Materials – Play Component

.1 Play component materials shall meet safety standards described in CSA Z614:20 Children's playground equipment and surfacing.

.2 Manufactured playground components shall be made of metals and plastics. Other manufactured play component materials to be approved by the Manager, Planning & Partnerships or designate.

N.3 Materials – Safety Surfacing

.1 Safety Surfacing shall meet safety requirements as described in CSA Z614:20 Children's playground equipment and surfacing.

.2 Accessible safety surfacing shall meet ASTM F1951 standards.

.3 All high-wear locations e.g. bottom of slides, under swings etc. shall double the thickness of the specified Poured in Place Rubber wear layer to provide increased durability.

.4 Loose materials, including but not limited to, Engineered Wood Fibre (EWF), sand and pea stone shall not be accepted as an accessible safety surfacing material.

N.4 Accessible Play Route

.1 An accessible play route within a playground's fall zone, shall be safety surfacing that meets ASTM F1951 standards, a play structure ramp or a play structure platform accessed by a ramp.

.2 Transfer stations shall not act as the primary means of access to an accessible play route but may be included as a secondary access

option. e.g. An elevated accessible play surface requires a ramp as the primary means of access.

.3 A transfer station may be used as the primary means of access to individual play components (e.g. slide) that otherwise meet the requirements of this Standard.

.4 An accessible play route shall have a minimum width of 1100mm.

.5 A minimum of a 1525mm turning diameter, must be provided at the end of accessible play routes.

N.5 Play Components

.1 At a Neighbourhood Playground a **minimum of 50 per cent** of play components shall be accessed by an Accessible Play Route

.2 Preference for side-by-side play of varying abilities.

.3 Of the 50 per cent of play components along the accessible route, a maximum of 15 per cent of those play components can require a person to exit or transfer away from their mobility device to play with the component. Therefore, a minimum of 85 per cent of play components required along the accessible route shall be **Mobility Device Accessible**.

.4 A minimum of one of each type of play experiences (sensory, social and physical), shall be **Mobility Device Accessible** and located along an accessible route. See Appendix D-1 Play Experience Types.

.5 Elevated play not required. However, if elevated play is provided, the Mobility Device Accessible portion of the elevated play route shall have play components along its route and/or shall have a **Mobility Device Accessible** play component at its terminus.

.6 Counting play components:

.1 Functionally linked play elements, such as a parkour climbing system, where the primary type of play provided is 'climbing', will be counted as one play component. Similarly, if five stepping-stones and a balance beam are grouped together, they would be counted as one play component, promoting balance.

.2 Each play panel may be counted as one play component, so long as each play panel provides a different play experience to the play panel(s) located adjacent.

.3 Swings and slides can be excluded from the total count of play components.

.4 Sensory plantings or plants are not counted as play components.

.5 Communication boards are not counted as play components.

N.6 Sensory Cues + Contrast

.1 Play structure surface colours (platforms/ramps) shall be in high contrast to its vertical elements (hand/guard rail colour). e.g. dark brown ramp and light blue handrail.

.2 High contrast colour horizontal strips shall be located along the edge of each stair tread and at the top and bottom of each ramp to demarcate a change in elevation e.g. dark blue ramp and yellow horizontal strip.

.3 A high contrast colour shall be used on accessible safety surfacing to:
   i. indicate obstacles e.g. the end of a slide, a free-standing swing-set post etc.
   ii. indicate high activity areas that could lead to physical injury e.g. swing zone/path of swing, areas around spinning or other movement-based play features etc.

.4 A high contrast colour shall be used to indicate the boundary or perimeter of the playground. This may be achieved through using a high contrast safety surfacing colour or by painting the curb around the safety surfacing a high contrast colour.

N.7 Communication Board

.1 The playground shall provide a City-approved communication board containing Boardmaker® symbols, or equivalent approved by the City. Preference is for the City of Regina to supply a digital file of the communication board design for organizations to use for sign fabrication.

N.8 Accessible Pathway

.1 An accessible pathway shall be provided that meets the following criteria:
   i. provides a direct route of travel to playground from park entrance(s).
   ii. provides a direct route of travel to playground from designated accessible parking stall(s), where applicable.
   iii. provides a direct route of travel to playground from accessible washroom, where applicable.
   iv. be constructed of a slip-resistant, continuous and even surface
   v. provides ramps, wherever required, to overcome a difference in elevation greater than 13 mm. e.g. at sidewalks, parking areas, transition from pathway into safety surfacing etc.
   vi. Existing pathways shall have a minimum width of 1,100 mm.
   vii. New pathways shall have a minimum width of 1,600 mm.
   viii. has a maximum vertical slope five per cent.
   ix. has a maximum cross slope one per cent.

.2 If plant material is adjacent to pathways, plant material shall:
   i. not drop any fruit or debris that can create a barrier on pathways for mobility devices;
   ii. shall not impede the clear headroom of 2,100 mm when overhanging accessible routes/pathways; and/or
   iii. shall be planted away from playground safety surfacing to avoid fruit and needles falling onto the playground's safety surfacing.

6.2. Gathering Area Design Requirements - Neighbourhood (N9-N11)

All new or refurbished Neighbourhood Playgrounds located on City property shall meet the following Gathering Area design requirements.

N.9 Shade

.1 The Gathering Areas shall provide a place for users to rest in shade.

.2 Trees are the preferred form of shade provision and should be prioritized wherever feasible. Tree species selection shall be approved by Manager, Parks Technical Services.

.3 A permanent shade structure e.g. shade sail, gazebo, picnic shelter etc. shall only be considered upon approval by the Manager, Planning & Partnerships.

N.10 Site Furnishings - required

.1 All site furnishings shall be commercial grade and tamper resistant.

.2 Benches

i. A minimum of two benches shall be provided in the gathering area.

ii. All benches shall:

a. be accessed by an accessible pathway or accessible play route.

b. be installed on a reinforced concrete pad and will accommodate a stroller or mobility device beside the bench.

c. have good sightlines to play area.

iii. A minimum of one bench shall:

a. be located in shade.

b. have back and arms. Any other bench style to be approved by the Manager, Planning & Partnerships or designate.

.3 Trash Units

i. A minimum of one trash unit shall be provided in the gathering area.

ii. All trash units shall:

a. be a 32-gallon top-loading receptable complete with bin liner and lid.

b. be accessed by an accessible pathway.

c. be anchored onto a reinforced concrete pad.

d. be located away from benches, play structure, picnic tables and other gathering places to reduce user's proximity to odors and insects.

N.11 Designated Accessible Parking

.1 City Traffic Engineering shall be engaged by City Landscape Architect to determine feasibility to accommodate on-street designated accessible parking at a Neighbourhood Playground.

.2 If City Traffic Engineering identifies a location to accommodate designated accessible parking, the parking stall shall:

i. be connected to the playground via an accessible pathway, including pedestrian ramps, where needed.

ii. be clearly designated with City-approved signage.

.3 If City Traffic Engineering identifies that on-street designated accessible parking can not be accommodated, then it is not required.

6.3. Optional Design Features - Neighbourhood (N12-N15)

Design features N15-N18 are optional site improvements and are not required for compliance with this Standard.

N.12 Site Furnishings – Optional

.1 All site furnishings shall be commercial grade and tamper resistant.
.2 Bike Racks
  i. If a bike rack is provided, it shall:
    a. be anchored onto a reinforced concrete pad;
    b. be accessed by an accessible pathway.
.3 Picnic Tables
  i. If a picnic table is provided, it shall:
    a. be accessible such that the table will accommodate a minimum of one wheelchair user;
    b. be anchored onto a reinforced concrete pad;
    c. be accessed by an accessible pathway.

N.13 Mobility Device/Stroller Parking – Optional

.1 If mobility device/stroller parking is provided, it shall:
  i. provides a level accessible surface for mobility devices and/or strollers to park. This space shall be in addition to the space for mobility devices next to benches;
  ii. be accessed by an accessible pathway;
  iii. be constructed of a slip-resistant, continuous and even surface;
  iv. has a maximum cross slope one per cent; and
  v. has a minimum dimension of 1,525 mm x 1,800 mm.

N.14 Sensory Relief Area – Optional

.1 If a sensory relief area is provided, it shall:
  i. create a quieter or cozy spot to find refuge and/or rest, located in the gathering area.
  ii. Is on an accessible pathway;
  iii. includes space for a friend or adult caregiver.

N.15 Sensory Planting Beds – Optional

.1 . If a sensory planting bed is provided, it shall:
  i. provide sensory experiences including sounds, sight, touch and smell through provision of planting beds composed of trees or woody shrubs. Perennial plants to be considered at the discretion of the Manager, Parks Maintenance or designate;
  ii. Is on an accessible play route and/or accessible pathway; and
  iii. have a minimum of 20 per cent of the beds raised to the following accessibility dimension requirements; have a top surface of 860 mm maximum; and have knee and toe space for a front approach that is 735 mm minimum high at the front edge, 500 mm minimum deep and 900 mm minimum wide.

7. DESIGN REQUIREMENTS – DESTINATION PLAYGROUND

All new, upgraded or replaced Destination Playgrounds located on City property shall meet all Playground design requirements listed below.

7.1. Playground Design Requirements - Destination (D1-D9)

D.1 Accessible + Inclusive Playgrounds

.1 All Destination Playgrounds shall meet the definitions of **Accessible Playground** and **Inclusive Playground** defined in this Standard.

D.2 Materials - Play Component

.1 The design requirements of Section N.2 shall apply.

D.3 Materials – Safety Surfacing

.1 The design requirements of Section N.3 shall apply.

D.4 Total Play Area

.1 All new or refurbished Destination Playgrounds shall have a minimum total area of 300 m^2.

D.5 Accessible Play Route

.1 The design requirements of Section N.4 shall apply.

D.6 Play Components

.1 The design requirements of Section N.5 shall apply, except:

i. At a Destination Playground a **minimum of 75 per cent** of play components shall be along an Accessible Play Route

ii.

D.7 Sensory Cues + Contrast

.1 The design requirements of Section N.6 shall apply.

D.8 Communication Board

.1 The design requirements of Section N.7 shall apply.

D.9 Accessible Pathway

.1 The design requirements of Section N.8 shall apply.

7.2. Gathering Area Design Requirements – Destination (D10-D15)

All Gathering Areas at new or refurbished Destination Playgrounds shall meet all Gathering Area design requirements listed below.

D.10 Shade

.1 All Destination Playgrounds shall provide a place for users to rest in shade of trees and a permanent shade structure e.g. shade sail, gazebo, picnic shelter.

.2 Size, materials, construction and location of shade structure to be approved by the City's Manager, Planning & Partnerships or designate.

D.11 Site Furnishings

.1 Site furnishings at Destination Playground Gathering Areas shall be commercial grade and tamper resistant.

.2 Benches

i. A minimum of four benches shall be provided at Destination Playgrounds.

ii. A minimum of two out of four benches shall:

a. have back and arms. Any other bench style to be approved by the Manager, Planning & Partnerships or designate.

b. be accessed by an accessible pathway or accessible play route.

c. be installed on a reinforced concrete pad and will accommodate a stroller or mobility device beside the bench.

d. shall have good sightlines to play area.

e. will be located in shade.

.3 Trash Units

i. A minimum of three trash units shall be provided at Destination Playgrounds.

ii. All three trash units shall:

a. be along an accessible pathway.

b. be located away from benches, play structure, picnic tables and other gathering places to reduce user's proximity to odors and insects.

c. Be anchored onto a reinforced concrete pad.

d. be a 32-gallon top loading receptable complete with bin liner and lid.

.4 Bike Racks

i. One or more bike racks shall be provided at Destination Playgrounds to accommodate a minimum of 6 bikes.

ii. The bike rack(s) shall:

a. be anchored onto a reinforced concrete pad;

b. be along an accessible pathway.

.5 Picnic Tables

i. A minimum of three picnic tables shall be provided at Destination Playgrounds.

ii. All three picnic tables shall:

a. accommodate a minimum of one wheelchair user;

b. be anchored onto a reinforced concrete pad;

c. be along an accessible pathway.

iii. A minimum of one out of three picnic tables shall be located in shade.

D.12 Supporting Amenities

.1 Washroom facilities

i. Destination Playgrounds shall provide access to an accessible washroom.

.2 Designated accessible parking

i. Destination Playgrounds shall provide designated accessible parking.

ii. Off-street parking is the preferred style of parking and should be considered first, however on-street parking may be accepted.
iii. If the site does not accommodate off-street parking, City Traffic Engineering shall be engaged to determine location for and quantity of on-street parking stalls.
iv. Designated accessible parking shall:
    a. be connected to the playground via an accessible pathway, including pedestrian ramps, where needed; and
    b. be clearly designated with City-approved signage.

D.13 Mobility Device/Stroller Parking

.1 All Destination Playgrounds shall provide mobility device/stroller parking that shall:
    i. provide a level accessible surface for mobility devices and/or strollers to park. This space shall be in addition to the space for mobility devices next to benches;
    ii. be along an accessible pathway;
    iii. be constructed of a slip-resistant, continuous and even surface;
    iv. have a maximum cross slope one per cent; and
    v. have a minimum dimension of 1,525 mm x 1,800 mm.

D.14 Sensory Relief Area

.1 Destination Playgrounds shall provide a sensory relief area that shall:
    i. create a quieter or cozy spot to find refuge;
    ii. be located away from the playground;
    iii. be along an accessible pathway; and
    iv. include space for a friend or adult caregiver.

D.15 Perimeter Fencing

.1 Perimeter fencing shall be provided at Destination Playgrounds.
.2 Perimeter fencing shall:
    i. define the boundary of the playground and gathering area to reduce the risk of children leaving the playground unattended.
    ii. be 1,070 mm height black chainlink fence, or equivalent material approved by Manager, Planning & Partnerships or designate;
    iii. provide limited number of person entry/exit points (typically 2). The quantity of entry points may vary depending on the size of the playground and gathering area.
    iv. Person entry/exit points shall:
        a. have a minimum clear opening width of 1,100 mm and maximum clear opening of 2,000 m.
        b. not have a latching gate. Preference is for the entry/exit points to have an overlap of fence with 1,525 mm clear space measured at a right angle to the entry way.

7.3. Optional Design Features - Destination (D18)

D.16 Sensory Planting Beds

.1 The provision of sensory planting beds at a Destination Playground is optional. If a sensory planting bed is provided, the design requirements of Section N.5 – Sensory Planting Beds shall apply.

8. GLOSSARY OF TERMS

For definitions of **Accessible Playground**, **Inclusive Playground** and **Mobility Device Accessible**, see Section 4. , mobility device accessible safety surfacing that meets ASTM F1951, an accessible pathway connecting users to the playground, a shaded area for rest, designated accessible parking and access to an accessible washroom.

Accessible + Inclusive Playground Definitions.

"Accessibility means that all people can take part in their communities through work, play and other daily activities. Accessibility is about removing barriers so people can feel included and have independence. Accessibility is important for everyone, especially people with disabilities." - The Accessible Saskatchewan Act - Summary | Accessibility Legislation for Saskatchewan, 2023

Accessible Pathway: An accessible pathway is a continuous, connected and unobstructed pathway that leads directly from park entrance(s) and park amenities to the playground's safety surfacing.

Accessible Play Route: An accessible play route is an unobstructed route that connects users to play components and has a minimum width of 1,100 mm. An accessible play route shall be monolithic safety surfacing (e.g. poured in place rubber surfacing), a ramp or play structure platform accessed by a ramp.

Accessible Playground: See Section 4. , mobility device accessible safety surfacing that meets ASTM F1951, an accessible pathway connecting users to the playground, a shaded area for rest, designated accessible parking and access to an accessible washroom.

Accessible + Inclusive Playground Definitions

Community Recreation Hub: A park with 4 or more recreation amenities or a City owned and operated recreation facility.

Disability: A complex term that is based on a person's physical body experiencing barriers created by the environment that prevent a person from fully participating in the community to the greatest extent possible. Many members of the disability community prefer the term disability, however this is not necessarily the case for everyone and other terms may be preferable for some members of the community.

The Accessible Saskatchewan Act defines **disability** as:

"Any impairment that, in interaction with a barrier, hinders an individual's full and equal participation in society and includes:
(a) a physical, mental, intellectual, cognitive, learning, communication or sensory impairment; and
(b) a functional limitation; whether permanent, temporary or episodic in nature, or

evident or not." - *The Accessible Saskatchewan Act - Summary | Accessibility Legislation for Saskatchewan, 2023*

Inclusion: "Inclusion is a universal human right and its objective is to accept, welcome and embrace all people irrespective of race, gender, disability, medical or other need. Inclusion consists of the efforts and practices to ensure groups or individuals with different backgrounds are culturally and socially accepted and treated equally." – What is Inclusion? Inclusion Ontario. 2022

Inclusive Playground: See Section 4. , mobility device accessible safety surfacing that meets ASTM F1951, an accessible pathway connecting users to the playground, a shaded area for rest, designated accessible parking and access to an accessible washroom.

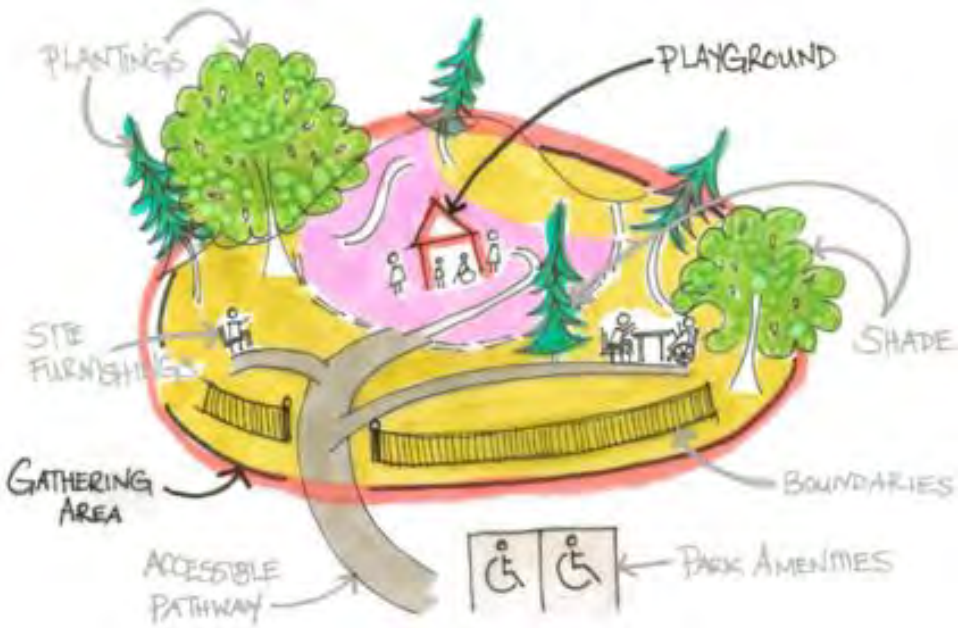
Accessible + Inclusive Playground Definitions.

Gathering Area: A portion of a park surrounding and/or adjacent to a playground with supporting amenities for the purpose of creating a welcoming environment to rest and socialize. See below: Playground & Gathering Area Diagram

Mobility Device Accessible: See Section 4. , mobility device accessible safety surfacing that meets ASTM F1951, an accessible pathway connecting users to the playground, a shaded area for rest, designated accessible parking and access to an accessible washroom.

Accessible + Inclusive Playground Definitions.

Playground: A portion of a park intended for play that meets safety requirements described in CSA Z614:20. A playground typically includes a play structure within an area of safety surfacing defined by an edger or curb. See below: Playground & Gathering Area Diagram.



Playground & Gathering Area Diagram

Alt Text: A drawing illustrates a pink and red playground surrounded by green trees with a grey

pathway that leads to it. Benches and a picnic table are shown next to the pathway. The pink and red play structure is labeled ‘Playground’. Encircling the whole scene is an orange/red circle labeled ‘Gathering Area’.

Play Components: An element intended to generate specific opportunities for play, socialization, or learning. Play components shall meet safety standards described in CSA Z614:20.

Playground Development Terms

New Playground: The installation of a playground in a location where there is no existing playground.

Playground Renewal: The repair or replacement of existing playground that has become worn or no longer function as intended to meet CSA Z614:20.

Playground Replacement: The demolition of an existing playground that has met its useful life and is being replaced with a new playground that meets the Accessible Playground Design Standard.

Playground Upgrade: Changes to an existing playground to increase accessibility to meet the Accessible Playground Design Standard.

2027 Council and Committee Meeting Calendar

Date	November 18, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Office of the City Clerk
Item #	CR26-136

RECOMMENDATION

That City Council approve the 2027 meeting schedule for City Council, Executive Committee, Audit and Finance Committee and the Regina Planning Commission as outlined in Appendix A.

HISTORY

At its November 4, 2026 meeting, the Executive Committee considered the attached report *EX26-118 2027 Council and Committee Calendar* from the Office of the City Clerk.

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

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

Respectfully submitted,

EXECUTIVE COMMITTEE



ATTACHMENTS

EX26-118 2027 Council and Committee Meeting Calendar
Appendix A - Recommendation

2027 Council and Committee Meeting Calendar

Date	November 4, 2026
To	Executive Committee
From	City Clerk's Office
Service Area	Office of the City Clerk
Item No.	EX26-118

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the 2027 meeting schedule for City Council, Executive Committee, Audit and Finance Committee and the Regina Planning Commission as outlined in Appendix A.

2. Approve this recommendation at its November 18, 2026 meeting.

ISSUE

The Procedure Bylaw, Bylaw No. 9004, requires that the annual schedule for City Council and Committees of Council meetings be approved by City Council prior to the last City Council meeting in December of each year.

IMPACTS

Legal

In accordance with section 5 of *The Procedure Bylaw, Bylaw. No 9004* regular Council meetings and Committee of Council meetings shall be approved by City Council.

Inclusion, Diversity, Equity & Accessibility impacts

The recommended 2027 Council and Committee calendar provides for a regular and predictable meeting schedule for 2027.

The proposed calendar reflects that the governance and decision-making responsibilities of City Council are complex and can be time-consuming. It attempts to appropriately balance the increasing time requirements of Council members with the accessibility and availability of residents wishing to address members on a variety of issues.

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

OTHER OPTIONS

Option 1 **(Recommended)**
Approve the 2027 Council and Committee Meeting Calendar as presented in Appendix A of this report.

Option 2
Refer the meeting schedule back to the City Clerk to return with other options as directed by City Council.

COMMUNICATIONS & ENGAGEMENT

The 2027 Council and Committee meeting calendar will be published publicly on Regina.ca, upon City Council approval.

DISCUSSION

The meeting schedule will be effective January 1, 2027. The establishment of the meeting calendar assists Administration with meeting agenda preparation and distribution deadlines.

City Council has met bi-weekly on Wednesdays commencing at 1 p.m. and adjourning no later than 9 p.m. unless extended by a majority vote. The Executive Committee has met bi-weekly on alternate Wednesdays commencing at 9 a.m. and adjourning no later than 5 p.m. unless extended by a majority vote.

The proposed calendar outlined in Appendix A makes no changes to the meeting day of the week or times for City Council or the Committees of Council, with the exception of an additional City Council meeting scheduled on the following Tuesdays to consider preliminary budget discussions for the 2028 General Operating, General Capital and General Utility Operating and Capital budget:

- Tuesday, July 20, 2027
- Tuesday, August 17, 2027
- Tuesday, September 14, 2027

The City Council Budget meeting scheduled from November 29 to December 3 will commence at 9 a.m. each day to consider the proposed 2028 General Operating, General Capital and General Utility Operating and Capital budget.

Meetings of the Regina Planning Commission will occur on Tuesdays at 4 p.m. Meetings of the Audit and Finance Committee will occur on Thursdays at 4 p.m. The late afternoon start time is to accommodate the schedules of the citizen members who sit on these committees.

Meetings dates for the Board of Police Commissioners, the Accessibility Advisory Committee, School Board/City Council Liaison Committee and the three quasi-judicial boards (Board of Revision, Development Appeals Board and Regina Appeal Board) are to be established independently at their initial meetings in 2027. These will be added to the approved meeting schedule at that time.

DECISION HISTORY & AUTHORITY

The recommendation contained within this report requires City Council approval.

Respectfully Submitted,



Amber Ackernan, Acting City Clerk

Respectfully Submitted,



Martha Neovard, Acting Deputy Clerk

Prepared by: Kaylyn Demyen, Executive Support

ATTACHMENTS

Appendix A – 2027 Council and Committee Meetings

ATTACHMENTS

Appendix A - Recommendation

2027 COUNCIL AND COMMITTEE MEETING CALENDAR

APPENDIX A

JANUARY

S	M	T	W	T	F	S
					◆1	2
	BREAK					
3	4	5	6	7	8	9
	BREAK					
10	11	12	13	14	15	16
17	18	19	20 EX	21	22	23
24 / 31	25	26	27 CC	28	29	30

FEBRUARY

S	M	T	W	T	F	S
	1	2	3 EX	4	5	6
7	8	9	10 CC	11	12	13
14	◆15	16	17	18	19	20
			BREAK			
21	22	23 RPC	24 EX	25 AFC	26	27
28						

MARCH

S	M	T	W	T	F	S
	1	2	3 CC	4	5	6
7	8	9	10 EX	11	12	13
14	15	16 RPC	17 CC	18 Mayor's Address	19	20
21	22	23	24 EX	25 AFC	◆26	27
28	◆29	30	31			
	BREAK					

APRIL

S	M	T	W	T	F	S
				1	2	3
	BREAK					
4	5	6	7	8	9	10
	SUMA					
11	12	13	14 CC	15	16	17
18	19	20 RPC	21 EX	22	23	24
25	26	27	28 CC	29 AFC	30	

MAY

S	M	T	W	T	F	S
						1
2	3	4	5 EX	6	7	8
9	10	11	12 CC	13	14	15
16	17	18 RPC	19 EX	20	21	22
23 / 30	◆24 / 31	25	26 CC	27 AFC	28	29

JUNE

S	M	T	W	T	F	S
		1	2 EX	3	4	5
6	7	8	9	10	11	12
				FCM		
13	14	15 RPC	16 CC	17	18	19
FCM						
20	21	22	23 EX	24 AFC	25	26
27	28	29	30			
			BREAK			

All meetings are held in Henry Baker Hall unless otherwise indicated.

CC = City Council - meets at 1 p.m.

EX = Executive Committee - meets at 9 a.m.

RPC = Regina Planning Commission – meets at 4 p.m.

AFC = Audit & Finance Committee – meets at 4 p.m.

FOR FURTHER INFORMATION CONTACT THE OFFICE OF THE CITY CLERK AT 306-777-7262

REGINA

2027 COUNCIL AND COMMITTEE MEETING CALENDAR

APPENDIX A

JULY

S	M	T	W	T	F	S
				◆ 1	2	3
			BREAK			
4	5	6	7	8	9	10
			BREAK			
11	12	13	14	15	16	17
			BREAK			
18	19	20 CC	21 CC	22	23	24
25	26	27 RPC	28 EX	29 AFC	30	31

AUGUST

S	M	T	W	T	F	S
1	◆ 2	3	4	5	6	7
			BREAK			
8	9	10	11	12	13	14
			BREAK			
15	16	17 CC	18 CC	19	20	21
22	23	24 RPC	25 EX	26 AFC	27	28
29	30	31				

SEPTEMBER

S	M	T	W	T	F	S
			1 CC	2	3	4
5	◆ 6	7	8 EX	9	10	11
12	13	14 CC	15 CC	16	17	18
19	20	21 RPC	22 EX	23 AFC	24	25
26	27	28	29 CC	◆30		

OCTOBER

S	M	T	W	T	F	S
					1	2
3	4	5	6 EX	7	8	9
10	◆ 11	12	13 CC	14	15	16
17	18	19 RPC	20 EX	21	22	23
24 / 31	25	26	27 CC	28 AFC	29	30

NOVEMBER

S	M	T	W	T	F	S
	1	2	3 EX	4	5	6
7	8	9	10 CC	◆11	12	13
14	15	16 RPC	17 EX	18	19	20
21	22	23	24 CC	25 AFC	26	27
28	29	30				
	BUDGET					

DECEMBER

S	M	T	W	T	F	S
			1	2	3	4
	BUDGET					
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
			BREAK			
26	◆27	◆28	29	30	31	
			BREAK			

All meetings are held in Henry Baker Hall unless otherwise indicated.

CC = City Council - meets at 1 p.m.

EX = Executive Committee - meets at 9 a.m.

RPC = Regina Planning Commission – meets at 4 p.m.

AFC = Audit & Finance Committee – meets at 4 p.m.

FOR FURTHER INFORMATION CONTACT THE OFFICE OF THE CITY CLERK AT 306-777-7262

Water & Property Tax Affordability Program

Date	November 18, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Office of the City Clerk
Item #	CR26-137

RECOMMENDATION

That City Council remove item *CR25-127 Water & Property Tax Affordability Program* from its List of Outstanding Items.

HISTORY

At its November 4, 2026 meeting, the Executive Committee considered the attached report *EX26-119 Water & Property Tax Affordability Program* from the Office of the City Clerk.

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

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

Respectfully submitted,

EXECUTIVE COMMITTEE

ATTACHMENTS

EX26-119 Water & Property Tax Affordability Program
Appendix A - Jurisdictional Review
Appendix B - What we Heard

Water & Property Tax Affordability Program

Date	November 4, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Assessment & Property Revenue Services
Item No.	EX26-119

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Remove item *CR25-127 Water & Property Tax Affordability Program* from its List of Outstanding Items; and

2. Approve this recommendation at its meeting on November 18, 2026.

ISSUE

On October 8, 2025, through report *CR25-127 Water & Property Tax Affordability Program*, City Council directed Administration to report back to the Executive Committee within one year on the water and property tax affordability programs, including the impact of the approved changes outlined in the report.

This report summarizes the impacts of the recommendations approved in report *CR25-127 Water & Property Tax Affordability Program* and provides an overview of similar water and tax affordability programs in comparable municipalities across Canada.

IMPACTS

Financial Impact

The increases to the daily rebate amounts are projected to result in an additional $17,800 in annual expenditures in 2026, bringing the total forecasted Water Rebate Program expense to $72,100. When combined with the forecasted High-Efficiency Water Retrofit Program expenditures of $30,100, total program costs remain within the approved annual budget of $214,000. Despite operating under a reduced budget while providing enhanced benefits to participants, the programs continue to effectively serve their intended target population.

Strategic Priority Impact

These programs support the IDEA principles of the City of Regina's (City) 2026-29 Strategic Plan by improving equity for low-income households with senior citizens and persons living with disabilities through more affordable property taxes and water services.

Indigenous Impact

This program supports the Treaty Principle pimâcihowin (making a living), outlined in kâ-nâsihcikêwin (the City's Indigenous Framework) by helping residents maintain access to essential services and remain connected to their homes and communities. Indigenous peoples continue to be overrepresented among low-income populations and may experience disproportionate impacts from rising household costs. By reducing financial barriers associated with water and property taxes, the program supports household stability, advances equitable access to municipal services and contributes to improved well-being for all residents experiencing financial hardship.

Inclusion, Diversity, Equity & Accessibility (IDEA)

The affordability programs support the equity and well-being goals identified in the *Community Safety & Well-being Plan* (CSWP). The programs aim to improve equity for low-income households with senior citizens and people living with disabilities through more affordable property taxes and water services.

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

OTHER OPTIONS

None with respect to this report as it is an informational report.

COMMUNICATIONS & ENGAGEMENT

A communications and marketing strategy was developed to help increase awareness of the programs following the City Council approval of increased rebate amounts. Below are the promotional initiatives undertaken:

- Water and Municipal Tax Affordability Program inserts were sent to all utility customers with the June 2026 Water and Waste Bill.
- Informational posters have been distributed to community-based organizations supporting the programs target groups.
- Promotional postcards were inserted into food hampers distributed by the Regina Foodbank and Regina Education & Action on Community Hunger (REACH).

DISCUSSION

The changes that were approved with report *CR25-127 Water & Property Tax Affordability Program* in October 2025 increased the water rebate available to approved households without changing the program's eligibility requirements. City Council also approved a reduction to the affordability program budget, as the original estimates used during program implementation were higher than required. These changes did not affect the applicant volumes, and all eligible applicants continue to be accepted into the programs.

In that report, City Council approved an increase to the Water Rebate daily credit to $0.82 per day ($25/month), and the Enhanced Rebate (for very low-income households) to $1.64 per day ($50/month). These rates are now to be updated with any Council-approved utility rate changes. Council also approved a reduction to the overall program budget from $500,000 to $214,100, and the elimination of the High-Efficiency Water Retrofits Program Affordability Surcharge of $0.01 per day, which had been charged to all water account holders.

Program Descriptions:

The Water Rebate, High Efficiency Water Retrofits, and Municipal Property Tax Deferral Programs are designed to support low-income households that include at least one senior citizen or person living with a disability. These programs help eligible residents remain in their homes longer while improving affordability of water and property-related costs.

A household is considered low income if the total before-tax income of all household members aged 18 years and older is less than or equal to the applicable Before-Tax Low-Income Cut-Off (LICO) for the household size, as published by Statistics Canada for the most recent year (see Table 1). Eligibility is determined using the combined income of all household members aged 18 years and older, as well as the total number of people living in the household, including children.

Table 1: 2025 Before-Tax Low-Income Cut-off Amounts

1 Person	2 Persons	3 Persons	4 Persons	5 Persons	6 Persons	7+ Persons
$27,478	$34,206	$42,053	$51,058	$57,908	$65,313	$72,715

The Water Rebate Program provides a rebate that is applied directly to a participant's monthly

Water and Waste Bill. The standard rebate is $0.82 per day, or approximately $25 per month. Households with very low-incomes, defined as those with a household income at or below one-half of the applicable LICO threshold, are eligible for an enhanced rebate of $1.64 per day, or approximately $50 per month.

To qualify for the Water Rebate Program, applicants must have an active water account. Many low-income households rent apartments where water utility costs are included in the rent and therefore not billed directly for water services. As the rebate is applied as a credit to a water account, these households are not eligible for the program because there is no mechanism to direct the rebate to individual tenants.

The High-Efficiency Water Retrofit Program provides eligible households with water efficiency audits and installation of high-efficiency water fixtures, such as low-flow toilets, kitchen and bathroom faucets, showerheads, and aerators. Approved participants receive these services from City-approved plumbing contractors who have been pre-approved by the City to help ensure high-quality workmanship and service.

Rental properties are eligible for this program, provided the property owner signs a consent form. This enables tenants to benefit from potential water savings and reduced utility costs resulting from the water-efficiency audit and fixture upgrades.

The Low-Income Municipal Tax Deferral Program allows eligible households to defer a portion of their municipal taxes until the property is sold or permanently vacated. The program does not apply to Library or Education taxes. Approved applicants can defer one of three amounts: the incremental increase in municipal property taxes, $600, or $1,200.

The Waste Rebate Program is administered alongside the Water Rebate Program and provides a rebate that is applied directly to a participant's monthly Water and Waste Bill. The rebate is $0.15 per day, or approximately $4.50 per month. Households with very low incomes, defined as those with a household income at or below one-half of the applicable LICO threshold, receive an enhanced rebate of $0.30 per day, or approximately $9 per month.

Implemented in 2024 in conjunction with the introduction to curbside waste fees, the Waste Rebate Program is not included in this review. Funding for the program is provided through a separate budget and was not affected by the changes approved in October 2025.

Program Participation

To date, the Affordability Programs has received 472 applications and approved 318 applicants into the programs. The breakdown of applicants approved is provided below in Table 2, with expenditures provided in Table 3.

Table 2: Program Participant Characteristics

Income Level	Seniors 65+	Persons Experiencing a Disability	Total Participants	Percentage
Low Income	216	50	266	**84%**
Very Low Income	24	28	52	**16%**
Total	240	78	318	**-**
Percentage	**77%**	**23%**	**-**	**100%**

Table 3: Program Expenditures to September 30, 2026

Program Expenditures	2023	2024	2025	2026 (to Sept 30, 2026)	Total
Water Rebate	$22,917	$51,730	$54,300	$52,300	**$181,247**
High-Efficiency Water Retrofit	$35,786	$23,569	$6,960	$12,059	**$78,374**
Total	**$58,703**	**$75,299**	**$61,260**	**$64,359**	**$259,621**

Enrollment Trends

Following the initial enrollments during the first two years of the program, the number of new applicants has gradually declined each year. There are currently 198 participants enrolled in the Water Rebate Program. Table 4 provides a summary of annual approvals, deregistrations, and the total number of participants enrolled in the program each year.

Table 4: Affordability – Annual Enrollments

Year	New Approvals	Deregistered	Total Approved (active applicants)
2023	**+141**	**-1**	141 **(140 active)**
2024	**+101**	**-43**	242 **(198 active)**
2025	**+41**	**-57**	283 **(182 active)**
2026	**+35**	**-19**	318 **(198 active)**

Water Rebate Programs

The Water Rebate Program has the highest enrollment of all three affordability programs, as all approved applicants are enrolled in the program. While overall enrollment growth has slowed in recent years, applications continue to be received from residents who become eligible due to changes in age, household income, or other qualifying circumstances.

High Efficiency Water Retrofits Program
To date, 78 approved applicants have participated in the High Efficiency Water Retrofit Program.

Municipal Property Tax Deferral Program
To date, a total of 40 unique applicants participated in the Municipal Property Tax Deferral Program. A total of $96,000 in municipal levies have been deferred by applicants.

Jurisdictional Review
A review of affordability programs in comparable cities (see Appendix A – Jurisdictional Review) revealed that the availability and design of municipal water and tax affordability programs across Canada is inconsistent, with many municipalities offering limited or no support. A survey was distributed to 49 municipalities, with 25 municipalities (51%) responding. Of those that responded:

- 52% reported that they do not offer any water or property tax assistance programs for low-income households.
- 48% indicated that they do provide some level of support.
- Overall, only 12 of the 25 responding municipalities offer any form of water or property tax assistance.
- 3 provinces (Saskatchewan, Alberta and British Columbia) offer property tax deferrals.

Overall, the findings indicate that municipal water and tax affordability programs across Canada share a common objective of reducing financial burdens for residents and are primarily targeted toward low-income seniors.

Property tax deferral programs are the most common form of affordability support. Some programs charge interest rates ranging from 4 per cent to 5 per cent, making them less beneficial for residents than Regina's program, which does not charge interest. Water and waste rebate or grant programs are less common, with comparatively few municipalities offering targeted assistance in these areas. High-efficiency water retrofit programs are particularly rare.

The scan also found that affordability programs are generally targeted toward specific demographic groups, particularly seniors and persons living with disabilities. Seniors are the primary beneficiaries in most municipalities, followed by individuals with disabilities, while relatively few municipalities provide programs that are broadly accessible to all low-income households. Eligibility is typically income-based and often relies on measures such as LICO. Many municipalities periodically adjust income thresholds to account for inflation and maintain program accessibility.

High Efficiency Water Retrofit Program Client Satisfaction Survey
A customer satisfaction survey (Appendix B – What We Heard) was distributed to participants of the High Efficiency Water Retrofit Program. The survey, conducted in June 2026 among households

enrolled in the program between January 2023 and May 2026, found strong overall satisfaction with both program delivery and outcomes.

Twenty-one participants responded to the survey, representing just over half of eligible program participants. Feedback highlighted positive experiences with installation services, with most respondents reporting that plumbers were professional, courteous, and communicated clearly throughout the process. Nearly all participants indicated installations were completed on time and work areas were left clean following service. Satisfaction with the performance of the installed water-efficient fixtures was also very high.

DECISION HISTORY & AUTHORITY

On September 29, 2021, City Council considered item *CR21-130 Tax Policy and Affordability Report* and adopted a resolution directing Administration to develop a municipal property tax deferral program for low-income senior citizens and people living with disabilities for Council's consideration by Q2 of 2022.

On October 13, 2021, City Council considered item *CR21-142 Utility Affordability Report* and adopted a resolution directing Administration to develop a Water Rebate Program and a High-Efficiency Water Retrofits Program for low-income senior citizens and people living with disabilities for City Council's consideration by Q2 of 2022.

On June 1, 2022, City Council considered items *CR22-65 Retrofit Rebate Program* and *CR22-68 Property Tax & Utility Affordability Program* and approved implementation of the Low-Income Municipal Property Tax Deferral Program, the High-Efficiency Water Retrofit Program, and the Water Rebate Program for implementation on January 1, 2023.

On October 8, 2025, City Council considered item *CR25-127 Water & Property Tax Affordability Program* and adopted a resolution to:

1. Approve a reduction to the Water Rebate budget (130-J207-8602-68112) from $414,100 to $214,100;
2. Instruct the City Solicitor to prepare amendments to Schedule "B" of Bylaw No. 8942, being The Regina Water Bylaw, for consideration with the 2026 Budget to remove the High-Efficiency Water Retrofits Program Surcharge of $0.01 effective January 1, 2026;
3. Instruct the City Solicitor to prepare amendments to Schedule "E" of Bylaw 8942, being The Regina Water Bylaw, to increase the $0.66 Standard Daily Rebate to $0.82 daily credit, and the $1.32 Increased Daily Rebate to $1.64 daily credit for the Water Rebate effective January 1, 2026, and to update the rate annually as per future City Council approved utility rate changes; and
4. Direct Administration to report back in one year to Executive Committee with a report on the

Water and Property Tax Affordability Program, including the impact of changes outlined in this report.

Respectfully Submitted,



Tanya Mills, Director
Assessment and Property Revenue Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
Community Planning and Community Services

Prepared by: Raman Visvanathan, Coordinator, Policy & Programs

ATTACHMENTS

Appendix A - Jurisdictional Review
Appendix B - What we Heard

Property Tax Affordability Programs Inter-Jurisdictional Scan
A Jurisdictional scan of 49 municipalities in British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec found 13 municipalities that have a property tax affordability programs. Programs identified are tax deferrals (11 municipalities), property tax assistance (5 municipalities). The scan of provinces also identified 3 provinces (Alberta, British Columbia, and Saskatchewan) with provincial deferrals and grants.

Table 1 - Property Tax Deferral

Municipality	Eligibility	Program Details	Interest and Fees
Regina, Saskatchewan	Seniors (65+) or persons living with a disability, and Total household income below the Low-Income Cut-off (LICO)	Eligible property owners may defer the municipal portion of the property taxes only. Cumulative deferral amount and outstanding taxes cannot exceed 50% of the assessed value of the property. Deferral amounts can be $600, $1,200 or annual increase in municipal taxes.	None
Saskatoon, Saskatchewan	Seniors (65+) or persons living with a disability, and Total household income below the Low-Income Cut-off (LICO)	Eligible property owners may defer all or a portion of the municipal and library property taxes. Deferral amounts can be full amount, $600, $1,200 or annual increase in municipal and library taxes.	4% annual interest charge. No interest charge if only deferring the annual increase in taxes.
Hamilton, Ontario	Seniors (65+) or persons living with a disability and receiving disability benefits, and Total household income below the Low-Income Cut-off (LICO)	Eligible property owners may defer all or a portion of the municipal and education property taxes. Cumulative deferral amount and outstanding taxes cannot exceed 40% of the assessed value of the property. Deferral amounts can be up to 100% of their municipal and education property taxes.	4.45% (2026 rate) compounded annually A non-refundable application fee of $200 must be paid at the time of application and an annual renewal fee of $100 thereafter
Newmarket, Ontario	Seniors (65+) or persons living with a disability and receiving disability benefits	Eligible property owners may defer the year-over-year property tax increase. The cumulative amount of all deferred and outstanding taxes cannot exceed 75% of the property's total assessed value.	None

Appendix A - Jurisdictional Review

Table 1 - Property Tax Deferrals, Grants and Assistance

Municipality	Eligibility	Program Details	Interest and Fees
Ottawa, Ontario	Seniors (65+ or age 60-64 and receiving Old Age Security Allowance, or age 55+ and receiving a pension under *The Income Tax Act*), or persons living with a disability and receiving disability benefits, and Current assessed value of the property may not exceed $498,000	Eligible property owners may defer up to 100% of their annual property taxes or annual increase in taxes. The cumulative amount of deferrals cannot exceed 75% of the property's total assessed value.	Interest rate of 5%. A non-refundable application fee of $181 is charged to the tax account upon receipt of the application. For subsequent years, a renewal fee of $64 will be charged.
Richmond Hill, Ontario	Seniors (65+) receiving Federal Guaranteed Income Supplement, or persons living with a disability receiving Ontario Disability Support and have a single family income of less than $23,000 or a family income of less than $40,000	Eligible property owners may defer the property tax increase. Cumulative deferral amount cannot exceed 75% of the assessed value of the property.	None
Toronto, Ontario	Seniors (65+ or age 60-64 and receiving Guaranteed Income Supplement or age 50+ and receiving a pension under the *Income Tax Act),* or persons living with a disability receiving disability benefits, and Combined household income must not exceed $62,000 Residential assessment below $975,000	Eligible property owners may defer the property tax increases.	None
Vaughan, Ontario	Seniors (65+) receiving Guaranteed Income Supplement, or persons living with a disability receiving support under the Ontario Disability Support Program.	Eligible property owners may defer the property tax increases. Cumulative deferral amount and outstanding taxes cannot exceed 75% of the assessed value of the property.	None
Waterloo, Ontario	Seniors (65+) receiving Guaranteed Income Supplement, or persons living with a disability receiving support under the Ontario Disability Support Program.	Eligible property owners may defer property tax increases exceeding 3%, and where the impact is greater than $50 following reassessments.	None

Table 1 - Property Tax Deferrals, Grants and Assistance

Municipality	Eligibility	Program Details	Interest and Fees
Mount Pearl, Newfoundland	Households with combined income less than $40,000	Eligible property owners may defer a portion of their property taxes. The allowable deferrable amount gradually decreases as income increases to $40,000. Deferral amount decreases by 10% for every $1,000 of taxable income earned over $30,000 (up to the $40,000 ceiling)	None
Halifax, Nova Scotia	Households with combined income of $59,000 or less, and Principle residence has a maximum value of $425,000	Eligible property owners may defer payment of the remaining current year taxes. Local improvement charges can also be deferred	Prime - 2% for active program participants and Prime + 2% for customers who did not reapply.

Table 2 - Provincial Tax Deferral Programs			
Jurisdiction	**Eligibility**	**Program Details**	**Interest and Fees**
Saskatchewan	Seniors (65+), and Total household income below $70,000 per year	**Seniors Education Property Tax Deferral Program** Approved home owners are enrolled for a 10 year period. The province pays the Education tax portion directly, creating a low interest loan secured with a lien. The owner must have a minimum of 25% equity in the home.	Interest rate is established annually. For 2026 it is 3.79%
Alberta	Seniors (65+)	**Seniors Property Tax Deferral Program** Defer all or part of their residential property taxes, including the education tax portion. This is done through a low-interest home equity loan with the Government of Alberta The owner must have a minimum of 25% equity in the home.	4.45% annual interest charge

Table 1 - Property Tax Deferrals, Grants and Assistance

Jurisdiction	Eligibility	Program Details	Interest and Fees
British Columbia	Age 55+ or a surviving spouse of any age, or persons living with a disability	**Property Tax Deferment Program** The property tax deferment loan program allows B.C. residents to defer their current year property taxes. **Home Owner Grant Program** The regular grant amount is $570 for properties in BC. Property owners must pay at least $350 in property taxes before receiving the Regular grant. The Families with children program requires a minimum equity of 15% equity of the property's assessment value, and the property owners must be a parent, step-parent, or financially supporting a child. The owners must maintain a minimum equity of 25% of the property's assessed value.	Prime plus 2%, compounded annually

Table 3 - Other Property Tax Assistance Programs

Jurisdiction	Eligibility	Program Details
Burlington, Ontario	Seniors (65+) receiving Guaranteed Income Supplement or persons living with a disability and receiving Ontario Disability Support	**Low-Income Property Tax Reduction** $575 property tax reduction directly from the city.
Mississauga, Ontario	Seniors (65+) receiving Guaranteed Income Supplement or persons living with a disability and receiving Ontario Disability Support	**Property Tax Rebate** An annual property tax rebate of up to $571. Approved applicants also automatically qualify for the city's stormwater charge subsidy.

Appendix A - Jurisdictional Review

Table 1 - Property Tax Deferrals, Grants and Assistance

Jurisdiction	Eligibility	Program Details
Newmarket, Ontario	Seniors (65+) receiving Guaranteed Income Supplement, or seniors receiving pension annuity under the Income Tax Act, or persons living with a disability and receiving disability benefits	**Seniors' Tax Assistance Rebate** Provides property tax assistance of $381.
Richmond Hill, Ontario	Seniors (65+) receiving Guaranteed Income Supplement	**Senior Tax Grant** Provides property tax assistance of $454.
Toronto, Ontario	Seniors (65+ or age 60-64 and receiving Guaranteed Income Supplement or age 50+ and receiving a pension under the Income Tax Act), or persons living with a disability receiving disability benefits, and Combined household income must not exceed $62,000, and Assessed property value under $975,000	**Property Tax Increase Cancellation Program** Cancels eligible property tax increases.
Halifax, Nova Scotia	Households with combined income of $59,000 or less, and Principle residence has a maximum value of $425,000	**Affordable Access Program - Tax Bill Payment Assistance** The municipality will pay a portion of the property taxes and the amount of the rebate varies with income and the residential tax. After the rebate has been applied, the remaining current year taxes can be deferred.

Table 2 - Water Rebate and Assistance Programs			
Municipality	**Eligibility**	**Program Details**	**Annual Application**
Regina, Saskatchewan	Seniors (65+) or persons living with a disability, and Total household income below the Low-Income Cut-off (LICO)	A water rebate is applied directly to the Water and Waste bill. Water Rebate Program – participants receive a rebate of $0.82 per day (approx. $25/month, or $300/year). This amount is doubled for households with extremely low incomes.	Annual application for the rebate
Toronto, Ontario	Seniors (65+ or age 60-64 and receiving Guaranteed Income Supplement or age 50+ and receiving a pension under the *Income Tax Act),* or persons living with a disability receiving disability benefits, and Combined household income must not exceed $62,000 Residential assessment below $975,000	Rebate on the water consumption portion of customer's utility bill (representing approximately 30% reduction), provided the metered annual water consumption is under 400 m^3 annually.	Annual application for the rebate
Newmarket, Ontario	Residents receiving Ontario Works Assistance, the Guaranteed income Supplement or the Ontario Disability Support Program.	Residential Water/Wastewater Rebate program provides a rebate of $41.99 per month ($503.88 per year).	Annual Application for Residential Rebate

Table 2 - Water Rebate and Assistance

Municipality	Eligibility	Program Details	Annual Application
Hamilton, Ontario	Seniors (65+) with a combined household income of $44,568 or less.	The program provides an annual utility rebate of $175 applied as a credit towards water costs.	If the senior qualifies for the Seniors Property Tax Rebate, they will automatically qualify for the water related rebate and no further action is required.
Mississauga, Ontario	Seniors (65+), low-income residents, or households that meet the requirements of an extremely low water user.	The Water Bill Relief program is a temporary program to provide financial relief to eligible applicants facing increased water bills due to the new rate structure implemented on April 1, 2024. Eligible households receive a credit to their water bill to help offset rate increases. The credit is phased out over three years, providing 60% in 2025, 40% in 2026, and 20% in 2027.	Yes
Calgary, Alberta	Income-qualified homeowners and renters are eligible based on the number of people living in the home and total household income. One person household maximum income of $52,884.	Home Upgrades and Retro Kit provide do-it-yourself retro kits which include aerators and water leak detection tablet pack. Retrokits are provided free of charge.	One time application.
Nanaimo, British Columbia	Seniors (65+) who own and occupy the property as their principal residence, and meet specific income thresholds (e.g., $28,146 per person or $35,037 per household.)	The City of Nanaimo provides a Sewer and Water User Fee Subsidy for eligible low-income senior homeowners. The subsidy covers 50% of the base sewer and water utility charges.	Annual renewal.

Table 2 - Water Rebate and Assistance

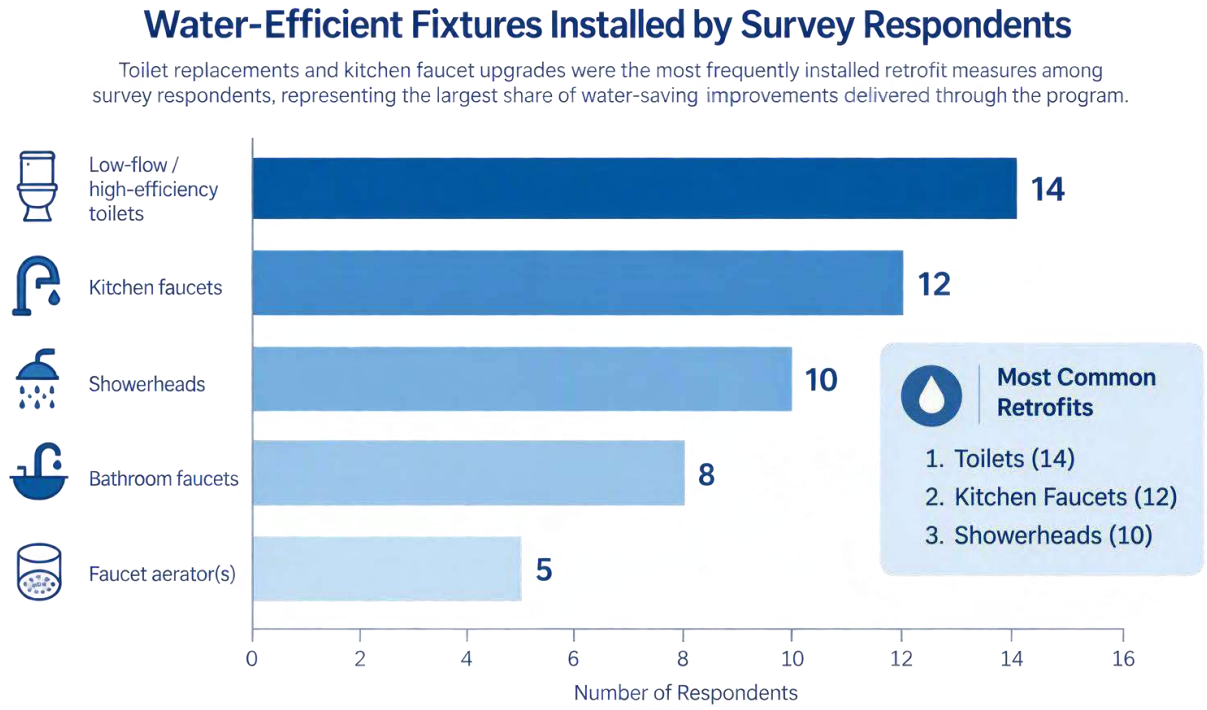
Municipality	Eligibility	Program Details	Annual Application
Ottawa, Ontario	Seniors (65+ or age 60-64 and receiving Old Age Security Allowance, or age 55+ and receiving a pension under the Income Tax Act), or persons living with a disability and receiving disability benefits, and Current assessed value of the property may not exceed $498,000 Gross household income must be less than $59,398.	The full amount of the water bill may be deferred. Deferred water bill amounts are subject to interest at an annual rate of 5%. The outstanding balance becomes repayable when the applicant no longer qualifies for the program or upon the sale or transfer of the property.	Annual renewal. Application and renewal fees are added to the tax account.

High-Efficiency Water Retrofit Program – Participant Survey Summary

The survey was conducted online from June 5 to June 19, 2026 and was distributed to 40 participants by mail and email. A total of 21 responses were received, representing a response rate of 52%. Of those responses, 12 were submitted through mailed paper surveys and 9 were completed online.

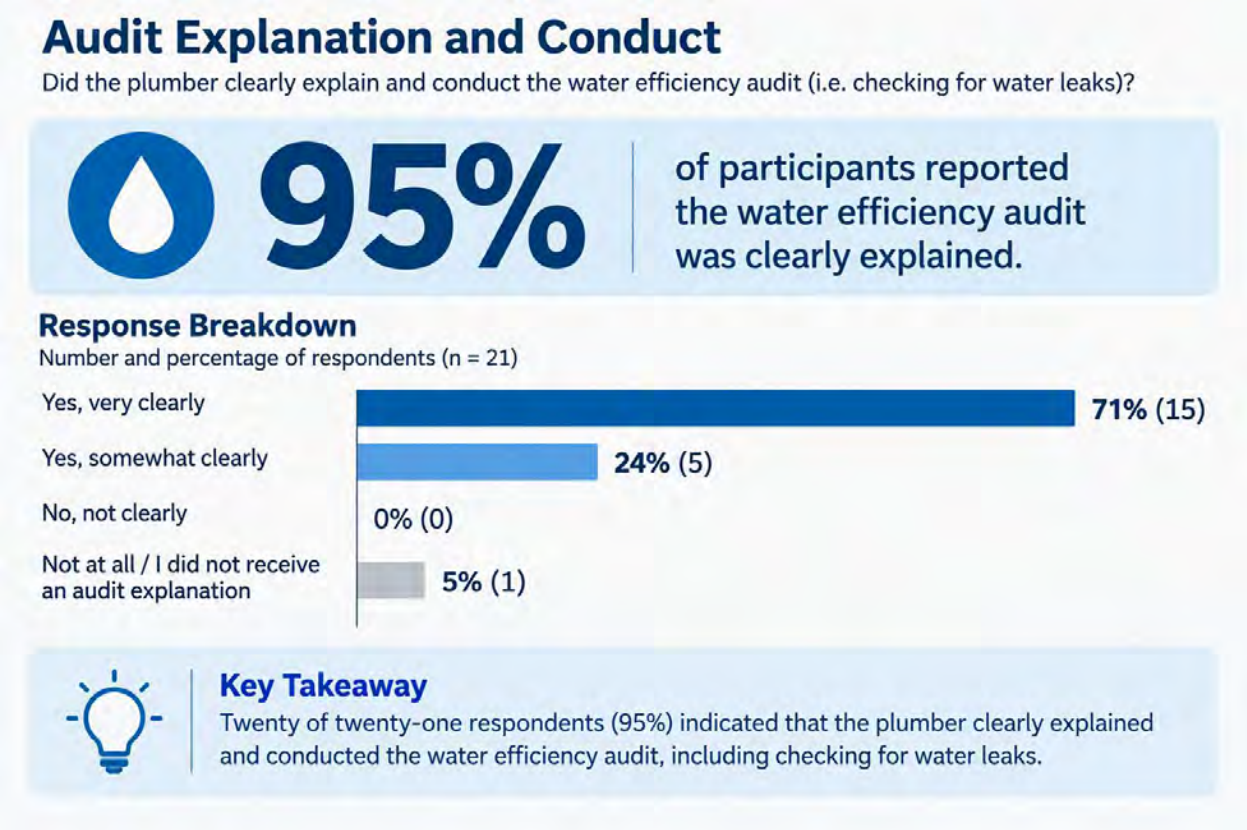
Program Delivery and Installation Experience

Overall, feedback regarding installation services was highly positive. Most participants reported receiving a range of water-efficient fixtures, including low-flow toilets (67%), kitchen faucets (57%), showerheads (48%), bathroom faucets (38%), and faucet aerators (24%).



Note: Survey respondents reported installation of 49 water-efficient fixtures. Some households received more than one fixture type through the program.

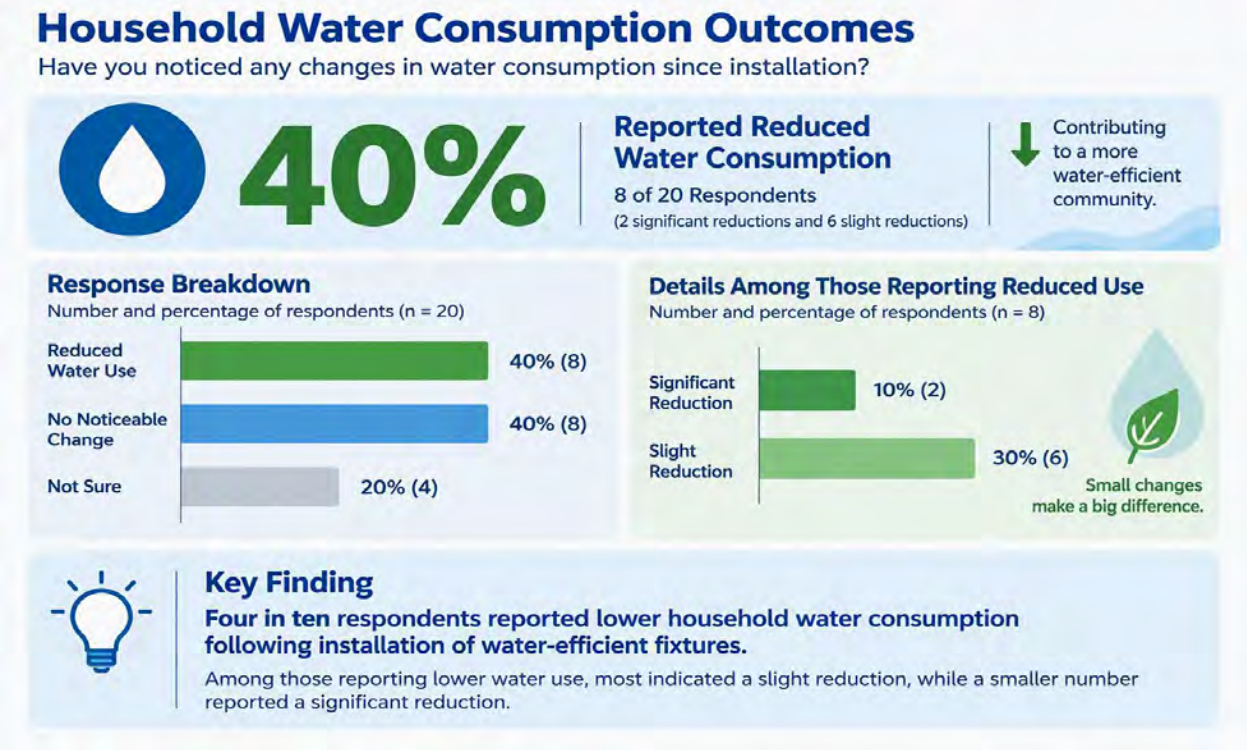
Communication and service delivery by plumbers were generally well received. The majority of respondents (71%) indicated that plumbers clearly explained the water efficiency audit process, including leak checks. Similarly, 71% noted that fixture options were clearly explained, while an additional 24% found the explanations somewhat clear.



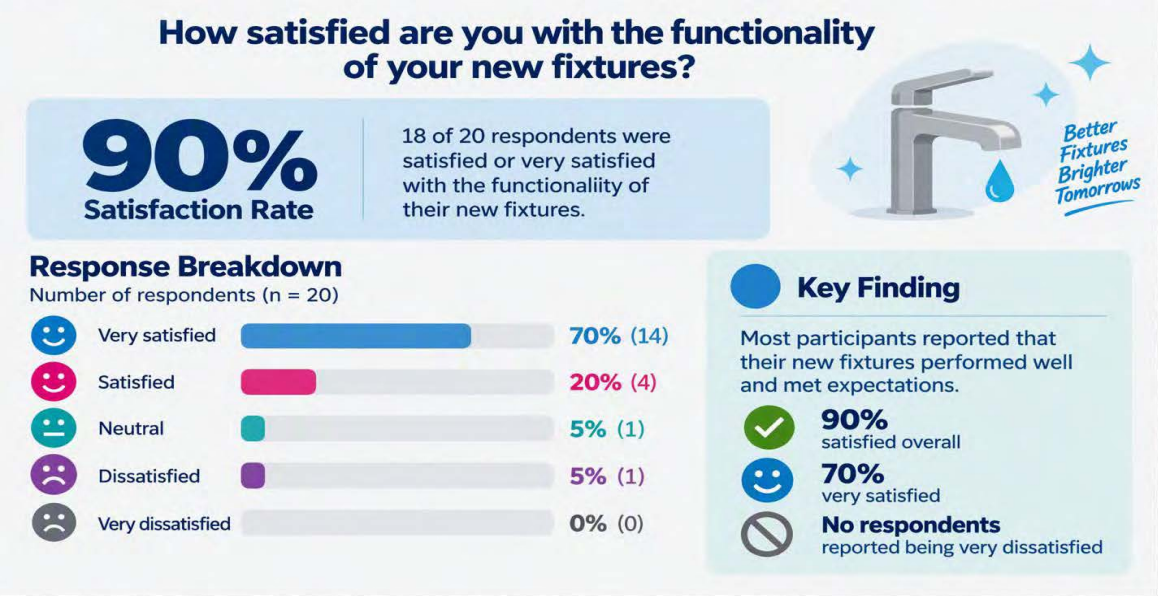
Satisfaction with service professionalism and conduct was strong. 81% of participants reported satisfaction with plumber professionalism, while a strong majority 96% reported that plumbers were courteous and respectful during their visits. Timeliness and completion of installations were rated exceptionally well, with 100% of respondents reporting installations were completed on schedule. In addition, 95% reported that work areas were properly cleaned after service.

Fixture Performance and Outcomes

Importantly, the program appears to be achieving its intended outcome of reducing water consumption. Seventy percent of respondents reported noticing a reduction in water use following installation, while 30% did not observe a significant change.



Participants expressed high levels of satisfaction with the functionality of installed fixtures, with 90% reporting satisfaction. Most participants (70%) reported no issues with their new fixtures. However, 25% reported minor issues, and 5% experienced major concerns.



Overall Program Satisfaction

The program received strong overall ratings from participants. Eighty percent of respondents reported being satisfied with their overall experience, and 86% indicated they would recommend the program to others. These results demonstrate a high level of participant satisfaction and suggest that the program is delivering meaningful value to its target population.

Opportunities for Improvement

While overall satisfaction is high, participants identified several opportunities to enhance program effectiveness:

- Some respondents recommended installing single-lever shower faucets that allow users to temporarily shut off water during use without affecting temperature, potentially increasing water savings.
- Participants emphasized the importance of ensuring all installations are completed correctly and function as intended.
- Some respondents suggested implementing additional screening measures, such as criminal record checks, for contractors entering homes.
- Several participants noted that greater outreach and promotion could expand program reach and accessibility.
- A small number of respondents expressed dissatisfaction with the program. However, due to the anonymous nature of the survey, it was not possible to follow up with them directly or address their concerns.

Recent Survey Improvements

The survey instrument has been updated to allow respondents to provide their contact information, enabling program administrators to follow up on issues or concerns identified through the survey.

Unsheltered Homeless & Encampment Initiatives Funding

Date	November 18, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Recreation & Cultural Services
Item #	CR26-138

RECOMMENDATION

That City Council:

1. Delegate authority to the Deputy City Manager, City Planning & Community Services or designate to negotiate and approve a Contribution Agreement between the Government of Saskatchewan and the City of Regina under the Unsheltered Homelessness and Encampments Initiative as further described in this report, any amendments to the Contribution Agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Contribution Agreement.

2. Delegate authority to the Deputy City Manager, City Planning & Community Services or designate to negotiate and approve Funding Agreements with the ultimate recipients of the funding as further described in this report and any amendments to those Funding Agreement that do not substantially change what is described in this report.

3. Delegate authority to the Deputy City Manager, City Planning & Community Services or designate to adjust the funding levels for the projects described in this report if required based on the needs of the project and available funding.

4. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.

HISTORY

At its September 2, 2026, meeting, Executive Committee considered in **private** session, the attached report *E26-39 Unsheltered Homeless & Encampment Initiatives Funding* from the Recreation & Cultural Services division.

The Committee adopted a resolution that the recommendation contained in the report be concurred in.

Recommendation #5 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE

Amber Ackerman, Acting City Clerk

ATTACHMENTS
E26-39 Unsheltered Homeless Encampment Initiatives Funding

Unsheltered Homeless & Encampment Initiatives Funding

Date	September 2, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Recreation & Cultural Services
Item No.	E26-39

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Delegate authority to the Deputy City Manager, City Planning & Community Services or designate to negotiate and approve a Contribution Agreement between the Government of Saskatchewan and the City of Regina under the Unsheltered Homelessness and Encampments Initiative as further described in this report, any amendments to the Contribution Agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Contribution Agreement.

2. Delegate authority to the Deputy City Manager, City Planning & Community Services or designate to negotiate and approve Funding Agreements with the ultimate recipients of the funding as further described in this report and any amendments to those Funding Agreement that do not substantially change what is described in this report.

3. Delegate authority to the Deputy City Manager, City Planning & Community Services or designate to adjust the funding levels for the projects described in this report if required based on the needs of the project and available funding.

4. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.

5. Approve this report at a meeting date deemed appropriate by the City Manager.

ISSUE

The City of Regina's (City) previous Unsheltered Homelessness and Encampments Initiative (UHEI) funding agreement concluded on March 31, 2026. The Government of Saskatchewan is currently negotiating a new UHEI funding agreement with the Government of Canada for 2026 and 2027 and, if approved, the City is expected to receive $1,480,358 to support the projects described in this report. Administration is requesting authorization to accept the funding and for the funding to be allocated to the projects described in this report.

IMPACTS

Financial Impact

The Government of Saskatchewan will provide approximately $1,480,358 in funding for capital projects to the City for the purpose of directly supporting those experiencing homelessness and/or living in encampments. Administration will allocate this funding to the projects as described in this report.

Legal Impact

If proceeding with the recommendations laid out in this report, the City would enter into a Contribution Agreement with the Government of Saskatchewan and Funding Agreements with the recipient organizations. The Government of Saskatchewan will hold the UHEI agreement with the Government of Canada.

Policy Impact

The proposed projects are consistent with the policy direction established in the Community Safety and Well-being Plan and in *CR25-144 City of Regina's Role in Well-being and Homelessness* where Council supported the City's role in facilitating extreme weather space that supports individuals experiencing unsheltered homelessness through the provision of wrap-around services in extreme weather settings. For the purposes of this report, the term "extreme weather spaces" is used interchangeably with the previously used term "warming spaces" to more accurately encompass the full range of weather conditions and circumstances in which these spaces may be activated.

Strategic Priority Impact

The recommendations in this report align with the strategic priority of Vibrancy, specifically that public safety and community wellbeing is addressed through proactive actions by the City and partnerships with community organizations. This report proposes expansions to existing services that will increase capacity to provide safe, low-barrier space and offer wrap-around service to individuals experiencing unsheltered homelessness.

The recommendations also advance the Strategic Plan's overall statement "Welcome home. Canada's most livable city – more time, connection, and opportunity. You belong." If the City does not advance approaches to support unsheltered community members then there is a group of people left extremely marginalized who are excluded from this statement.

Environmental Impact

The recommendations in this report are anticipated to have limited direct impacts on energy consumption and greenhouse gas (GHG) emissions. The most direct impacts relate to renovations and energy used to heat or cool and power buildings; however, these impacts cannot be quantified at this time.

Climate change is increasing the frequency and intensity of extreme weather events. Individuals experiencing homelessness are more directly exposed to the impact of these hazards. Investing in extreme weather spaces improves our ability to provide safe shelter and respond to these extreme weather events, improving our climate resiliency and how Regina adapts to a changing climate.

Indigenous Impact

The City acknowledges the extreme overrepresentation of Indigenous people among those experiencing homelessness in Regina, with Indigenous peoples representing approximately 75 per cent of this population. Given this reality, it remains critical that Indigenous owned, governed and operated organizations are at the forefront of the community's response to homelessness and have the resources needed to deliver culturally responsive services that meet the unique needs of Indigenous people.

Expanding the services that Awasiw and Nēwo Yōtina provide directly advances the principles of miyo-wîcêhtowin and miskâsowin outlined in kâ-nâsihcikêwin.

Miyo-wîcêhtowin (good relations) emphasizes respectful relationships, reciprocity, belonging and collective wellbeing. The supports offered by these organizations foster relationships built on respect, care and mutual responsibility, reflecting the spirit of miyo-wîcêhtowin and create an environment where individuals are treated with dignity and compassion while strengthening connections to community, services and culture.

Miskâsowin (finding one's sense of belonging and identity) recognizes the importance of reconnecting with self, culture, community and purpose as part of healing and wellness. The inclusion of dedicated cultural space and Indigenous-led programming supports Indigenous people in strengthening cultural identity, accessing traditional teachings and rebuilding a sense of belonging that has often been disrupted by colonial systems and displacement.

The initiative also supports several Truth and Reconciliation Commission Calls to Action, including:

- Call to Action 18 by recognizing the need to close gaps in health outcomes experienced by Indigenous Peoples and improving access to culturally appropriate supports.
- Call to Action 19 by addressing social determinants of health including housing, food security and access to community-based services.
- Call to Action 21 by supporting vulnerable Indigenous people experiencing homelessness and barriers to accessing health and social services.
- Calls to Action 22 and 23 by incorporating Indigenous cultural approaches, knowledge and community-led supports into service delivery.
- Call to Action 43 through actions that align with the principles of the United Nations Declaration on the Rights of Indigenous Peoples, including the right to culture, dignity, safety and self-determination.

Inclusion, Diversity, Equity & Accessibility (IDEA)
Advancing this report supports one of the City's guiding principles which speaks to supporting an equitable environment, removing barriers to promote inclusion. The City will work with the funding recipients to ensure accessibility and inclusion are prioritized in the capital purchases and renovations.

There are no labour impacts related to this report.

OTHER OPTIONS

Option 1: Approve all recommendations as proposed in the report. – RECOMMENDED

Advantages: This option allows Administration to accept the UHEI funding and allocate it to the listed projects in a timely manner. The listed projects are already underway and require funding or are ready to proceed immediately if funded, which means the funding can be spent by the ultimate recipients by the deadline of March 31, 2027.

Considerations: The organizations and funding amounts listed in this report have been decided based on the expertise and community awareness of City employees in the Recreation & Cultural Services Department's Community Wellbeing Branch, in communication with the Government of Saskatchewan and taking into consideration the operational limitations of the organizations. However, this process is different than the City's usual process for distributing funding to community groups due to the expedited funding timelines and urgency of the need. This may result in concerns being expressed by groups that are not recommended to receive funding.

Option 2: Direct Administration to return with different initiatives to consider funding. – Not Recommended

Advantages: Council has an active role in determining allocation of funding.

Considerations: As noted below in the discussion section, there were many considerations when finalizing decisions on funding allocations. The program was renewed for only one year and carries significant timing risks; all funding is required to be allocated and spent by ultimate recipients by March 31, 2027. In addition, if planning and decisions on ultimate recipients takes too long, it is possible that the Government of Saskatchewan will not be able to reach an agreement with the Government of Canada, and funding could be lost. Further, it is possible that other ready-to-move projects may not be available, which would not align with the timing of allocating funding.

COMMUNICATIONS & ENGAGEMENT

No communications or engagements are planned.

DISCUSSION

The City previously received $3,519,214 in UHEI funding over two years between 2024 and 2026 from the Government of Canada. The following projects were funded in the first round of UHEI funding:

Initiative/Action	Type	Federal Funding Year 1	Federal Funding Year 2	Progress
Emergency Shelter 1 & Community Plan (Partner: Regina Treaty/ Status Indian Services)	Capital	$800,000	$350,000	Completed
Regina Street Team Outreach (Partner: Regina Street Team)	Operational/ Staff	$600,000	$0	Completed
Encampment Governance Coordination	Operational/ Staff	$0	$100,000	Completed/Ongoing
Emergency Shelter 2 (Partner: YWCA)	Capital	$359,607	$1,009,607	Ongoing
Heritage Community Association: Peer-Led Project	Operational	0$	$300,000	Complete
Total		$1,759,607	$1,759,607	

The first round of UHEI required that the funding be expended by the ultimate recipients within the federal fiscal year. In year 2, $300,000 was reallocated from the Emergency Shelter 1 to the Heritage Community Association for their peer-led outreach project to enhance support in the Heritage community. In the same year, an additional $800,000 was re-allocated to Emergency Shelter 2 as Regina Downtown Business Improvement District did not continue the operation of the Regina Street Team at the level required to expend the funding originally approved. The re-allocation supported the shortfall in funding for renovations at Emergency Shelter 2. The Contribution Agreement with the Government of Canada was completed in March 2026 with all the funding expended.

Administration was notified by the Government of Canada in early summer 2026 that UHEI had been extended by one year and that they would be entering into an agreement with the Government of Saskatchewan for oversight and distribution of this new round of funding. The Government of

Saskatchewan has met with Administration and anticipates providing approximately $1,480,358 of that funding to the City to allocate to local projects. These projects require approval from the Government of Saskatchewan as they hold the agreement with the Government of Canada.

Coming to the decision on what projects to fund was quite nuanced and required several considerations, as both the Provincial and Federal levels of Government have their own respective priorities and ultimately support, and approval is needed from both levels to move forward. Both the Government of Saskatchewan and Canada indicated they want to fund capital projects that directly support people living unsheltered or in encampments and that create new spaces for people to shelter indoors. The emphasis on capital, or one-time expenditures, is primarily because the funding is time limited and must be spent by the ultimate recipients by March 31, 2027. Given this, projects that are already in progress and have operational funding from other sources were prioritized.

Based on these requirements, Administration has worked with the Government of Saskatchewan to identify new projects that are both ready to proceed, and also align with the City and Government of Saskatchewan's overall strategy to support community members experiencing homelessness.

Table 1 outlines Administration's proposed use of the new UHEI funding, but delegated authority is being requested so that Administration can alter these amounts if the funding needs of the projects change.

Table 1: UHEI Capital Projects and Details

UHEI Capital Project	Community Impact/ Details	Funding
Item 1: Nēwo Yōtina Friendship Centre: Seven Fires Warming Centre	Funding would allow the organization to purchase the space adjacent to their existing operations, increasing their capacity to provide individualized supports. Funding would cover the cost of purchase and any renovations not covered by other funding. Confirming our ability to distribute these funds allows Nēwo Yōtina to confirm if they can close a purchase on the adjacent space. The amount is based on an estimate provided by the organization. The new space would increase capacity from 25 to 85 people at a time.	$1,200,000
Item 2: All Nations Hope Network: Awasiw	Awasiw has been operating an extreme weather space out of their temporary location with reduced capacity the past two winters. The funding would allow Awasiw to continue	$280,358 + any amount remaining from Item 1 once the

	renovations of their home location, specifically the framing of the main floor program spaces of the building. The main floor will include, but is not limited to, an extreme weather space and wrap-around supports – including housing and health navigation, cultural space and food programs. Completing the renovations would increase the extreme weather space capacity from 35 to 100 people at a time.	final cost is determined.

Both projects afford the opportunity for the respective organizations to enhance their space capacity, ultimately increasing safe space for individuals who are experiencing homelessness and/or living in encampments.

Given the current stage of the purchasing/negotiations and/or renovations, both non-profit organizations and the Government of Saskatchewan have requested that this information remain confidential until they are prepared to make a formal announcement.

DECISION HISTORY & AUTHORITY

At its meeting on December 11, 2024, City Council considered item *CR24-134 Community Well-being Federal Funding Opportunity* and adopted a resolution to:

1. Authorize Administration to include the initiatives contained in this report as part of the City of Regina's Community Encampment Response Plan (CERP) submission to the Government of Canada as per the requirements under the Unsheltered Homelessness and Encampment Initiative (UHEI);

2. Delegate authority to the City Manager or designate to negotiate and approve a Contribution Agreement between the Government of Canada and the City of Regina under the UHEI as further described in this report, any amendments to the Agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Agreement;

3. Delegate authority to the City Manager or designate to negotiate and approve a funding agreement with the Regina Downtown Business Improvement District (RDBID) to allocate a portion of the federal funding allocation to the Regina Street Team as further described in this report and any amendments to the Agreement that do not substantially change what is described in this report;

4. Delegate authority to the City Manager or designate to negotiate and approve a funding agreement with the YWCA to allocate a portion of the federal funding allocation as further described in this report and any amendments to the Agreement that do not substantially change what is described in this report; and

5. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.

Respectfully Submitted,



Diana Burton, Director
Recreation & Cultural Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: John Malyk, Evaluation Consultant

2027 Citizen Appointments to Boards and Committees

Date	November 18, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Office of the City Clerk
Item #	CR26-139

RECOMMENDATION

That City Council:

1. Approve the following appointments to the Accessibility Advisory Committee for a term of office indicated below:

Matthew Dreher	January 1, 2027 to December 31, 2028
Jacob Keshen-Moynes	January 1, 2027 to December 31, 2028
Angelina Tettevi	January 1, 2027 to December 31, 2028
Quinn Wilton	January 1, 2027 to December 31, 2028

2. Approve the following appointments to the Audit and Finance Committee for a term of office indicated below:

Tracy Dittman	January 1, 2027 to December 31, 2027
Jim Fallows	January 1, 2027 to December 31, 2028

3. Approve the following appointments to the Board of Revision for a term of office as indicated below:

Sidney Friesen	January 1, 2027 to December 31, 2029
Kerry Gray	January 1, 2027to December 31, 2028
Reginald Hinz	January 1, 2027 to December 31, 2027
Abiodun Oluwafemi	January 1, 2027 to December 31, 2027

Charles Umeh	January 1, 2027 to December 31, 2027
Vacant	January 1, 2027 to December 31, 2027
Vacant	January 1, 2027 to December 31, 2027

4. Approve the following appointments to the Board of Police Commissioners for a term of office as indicated below:

Doug Bailey (Reaffirm)	January 1, 2027 to December 31, 2027
Michelle Brooks (Reaffirm)	January 1, 2027 to December 31, 2027
Robert Nowosielski	January 1, 2027 to December 31, 2028
Manmeet Singh	January 1, 2027 to December 31, 2028

5. Approve the following appointments to the Development Appeals Board for a term of office as indicated below:

Colin Bachynski	January 1, 2027 to December 31, 2027
Colleen Huber	January 1, 2027 to December 31, 2029
Satwinder Singh	January 1, 2027 to December 31, 2028

6. Approve the following appointments to the Regina Appeal Board for a term of office as indicated below:

Cassandra Byblow	January 1, 2027 to December 31, 2029
Jacquie Messer-Lepage	January 1, 2027 to December 31, 2029

7. Approve the following appointments to the Regina Planning Commission for a term of office as indicated below:

Jeremy Fourhorns	January 1, 2027 to December 31, 2027
Frederick Hill	January 1, 2027 to December 31, 2028
Helena Sharon Markesteyn	January 1, 2027 to December 31, 2029
Maynard Sonntag	January 1, 2027 to December 31, 2027

8. Approve the following appointments to the Regina Public Library Board for a term of office as indicated below:

Gina McGinn	January 1, 2027 to December 31, 2028
Jumoke Oni	January 1, 2027 to December 31, 2028
Michael Redenbach	January 1, 2027 to December 31, 2028
Mary Weimer	January 1, 2027 to December 31, 2028

9. Approve the following appointments to the Regina Downtown Business Improvement District, Board of Directors for a term of office as indicated below:

Tyler Campbell	January 1, 2027 to December 31, 2029
Philomena Eklo	January 1, 2027 to December 31, 2028
Victoria Gabel	January 1, 2027 to December 31, 2029
Scott Langen	January 1, 2027 to December 31, 2027
Darren Potter	January 1, 2027 to December 31, 2029
Jillian Ripplinger	January 1, 2027 to December 31, 2028
Oz Weaver	January 1, 2027 to December 31, 2029

10. Approve the following appointments to Regina's Warehouse Business Improvement District, Board of Directors for a term of office as indicated below:

Jeffrey Boutilier	January 1, 2027 to December 31, 2028
Jeremy Brehm	January 1, 2027 to December 31, 2028
Olivia Claire Cottrill	January 1, 2027 to December 31, 2028
James Dupuis	January 1, 2027 to December 31, 2028
Blair Forster	January 1, 2027 to December 31, 2029
Dana Harold	January 1, 2027 to December 31, 2027
Jarrod Hillman	January 1, 2027 to December 31, 2029
Greg Riehl	January 1, 2027 to December 31, 2027

11. Approve the following Regina Catholic School Board Representative appointments to the School Board/City Council Liaison Committee for a term of office as indicated below:

Greg Fischer	January 1, 2027 to December 31, 2027
Shauna Weninger	January 1, 2027 to December 31, 2027
Kelly Ehman	January 1, 2027 to December 31, 2027
Josh Kramer	January 1, 2027 to December 31, 2027

12. Approve the following Regina Public School Board Representative appointments to the School Boards/City Council Liaison Committee for a term of office as indicated below:

Adam Hicks	January 1, 2027 to December 31, 2027
Lacey Weekes	January 1, 2027 to December 31, 2027
Mark Haarman	January 1, 2027 to December 31, 2027
Barry Lacey	January 1, 2027 to December 31, 2027

13. Approve that all members appointed to each board, committee and commission continue to hold office for the term indicated for each vacancy or until their successors are appointed.

14. Direct the City Clerk to re-advertise to fill the (two) vacant positions on the Board of Revision.

HISTORY

At its November 4, 2026, meeting, Executive Committee considered in **private** session, the attached report *E26-47 2027 Citizen Appointments to Boards and Committees* from the Office of the City Clerk.

The Committee adopted the following resolution:

1. That the recommendation contained in the report be concurred in; and
2. Recommended that City Council direct the City Clerk to re-advertise to fill the (two) vacant positions on the Board of Revision.

Recommendation #15 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



Amber Ackerman, Acting City Clerk

ATTACHMENTS
E26-47 Citizen Appointments to Boards and Committees

2027 Citizen Appointments to Boards and Committees

Date	November 4, 2026
To	Executive Committee
From	City Clerk's Office
Service Area	Office of the City Clerk
Item No.	E26-47

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the following appointments to the Accessibility Advisory Committee for a term of office indicated below:

Matthew Dreher	January 1, 2027 to December 31, 2028
Jacob Keshen-Moynes	January 1, 2027 to December 31, 2028
Angelina Tettevi	January 1, 2027 to December 31, 2028
Quinn Wilton	January 1, 2027 to December 31, 2028

2. Approve the following appointments to the Audit and Finance Committee for a term of office indicated below:

Tracy Dittman	January 1, 2027 to December 31, 2027
Jim Fallows	January 1, 2027 to December 31, 2028

3. Approve the following appointments to the Board of Revision for a term of office as indicated below:

Sidney Friesen	January 1, 2027 to December 31, 2029
Kerry Gray	January 1, 2027to December 31, 2028

Reginald Hinz	January 1, 2027 to December 31, 2027
Abiodun Oluwafemi	January 1, 2027 to December 31, 2027
Charles Umeh	January 1, 2027 to December 31, 2027
Vacant	January 1, 2027 to December 31, 2027
Vacant	January 1, 2027 to December 31, 2027

4. Approve the following appointments to the Board of Police Commissioners for a term of office as indicated below:

Doug Bailey (Reaffirm)	January 1, 2027 to December 31, 2027
Michelle Brooks (Reaffirm)	January 1, 2027 to December 31, 2027
Robert Nowosielski	January 1, 2027 to December 31, 2028
Manmeet Singh	January 1, 2027 to December 31, 2028

5. Approve the following appointments to the Development Appeals Board for a term of office as indicated below:

Colin Bachynski	January 1, 2027 to December 31, 2027
Colleen Huber	January 1, 2027 to December 31, 2029
Satwinder Singh	January 1, 2027 to December 31, 2028

6. Approve the following appointments to the Regina Appeal Board for a term of office as indicated below:

Cassandra Byblow	January 1, 2027 to December 31, 2029
Jacquie Messer-Lepage	January 1, 2027 to December 31, 2029

7. Approve the following appointments to the Regina Planning Commission for a term of office as indicated below:

Jeremy Fourhorns	January 1, 2027 to December 31, 2027
Frederick Hill	January 1, 2027 to December 31, 2028
Helena Sharon Markesteyn	January 1, 2027 to December 31, 2029
Maynard Sonntag	January 1, 2027 to December 31, 2027

8. Approve the following appointments to the Regina Public Library Board for a term of office as indicated below:

Gina McGinn	January 1, 2027 to December 31, 2028
Jumoke Oni	January 1, 2027 to December 31, 2028
Michael Redenbach	January 1, 2027 to December 31, 2028
Mary Weimer	January 1, 2027 to December 31, 2028

9. Approve the following appointments to the Regina Downtown Business Improvement District, Board of Directors for a term of office as indicated below:

Tyler Campbell	January 1, 2027 to December 31, 2029
Philomena Eklo	January 1, 2027 to December 31, 2028
Victoria Gabel	January 1, 2027 to December 31, 2029
Scott Langen	January 1, 2027 to December 31, 2027
Darren Potter	January 1, 2027 to December 31, 2029
Jillian Ripplinger	January 1, 2027 to December 31, 2028
Oz Weaver	January 1, 2027 to December 31, 2029

10. Approve the following appointments to Regina's Warehouse Business Improvement District, Board of Directors for a term of office as indicated below:

Jeffrey Boutilier	January 1, 2027 to December 31, 2028
Jeremy Brehm	January 1, 2027 to December 31, 2028
Olivia Claire Cottrill	January 1, 2027 to December 31, 2028
James Dupuis	January 1, 2027 to December 31, 2028
Blair Forster	January 1, 2027 to December 31, 2029
Dana Harold	January 1, 2027 to December 31, 2027
Jarrod Hillman	January 1, 2027 to December 31, 2029
Greg Riehl	January 1, 2027 to December 31, 2027

11. Approve the following Regina Catholic School Board Representative appointments to the School Board/City Council Liaison Committee for a term of office as indicated below:

Greg Fischer	January 1, 2027 to December 31, 2027
Shauna Weninger	January 1, 2027 to December 31, 2027
Kelly Ehman	January 1, 2027 to December 31, 2027
Josh Kramer	January 1, 2027 to December 31, 2027

12. Approve the following Regina Public School Board Representative appointments to the School Boards/City Council Liaison Committee for a term of office as indicated below:

Adam Hicks	January 1, 2027 to December 31, 2027
Lacey Weekes	January 1, 2027 to December 31, 2027
Mark Haarman	January 1, 2027 to December 31, 2027
Barry Lacey	January 1, 2027 to December 31, 2027

13. Approve that all members appointed to each board, committee and commission continue to hold office for the term indicated for each vacancy or until their successors are appointed.

14. Approve this report at its meeting on November 18, 2026.

ISSUE

The purpose of this report is to facilitate the appointments of citizen representatives to the committees, boards and commissions, for the terms specified, as noted in the recommendation section of this report.

IMPACTS

Policy Impact

In accordance with City Council's policy statement to Strengthening Eligibility and Diversity Requirements for board and committee representation:

> *"City Council values and seeks to further enhance the inclusive nature of Regina through living the values of respect and trust, celebrating the strength that comes from diversity and inviting participation from all in decision making. Nominees will have been recruited through an inclusive, transparent and equitable process and appointments made by City Council will reflect these objectives.*
>
> *Representative citizen members provide a varied and valued perspective, reflecting and honouring the diversity of our community and bring experience, skills and expertise that contribute to good governance and informed decision making."*

The annual advertisement placed in the Leader Post and on the City website, highlighted the policy statement to strengthen eligibility and diversity representation on all Boards, Commissions and Committees.

Serving on a committee of Council is both a privilege and means for the public to communicate with Council on behalf of the community. The time, effort and expertise members dedicate to committees of Council is invaluable and contributes significantly to the Official Community Plan Section E, Goal 2: Community Engagement 14.14 *"Engage the public in planning and other City matters, in accordance with established procedures."*

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

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

Advertisements inviting interested citizens to apply for positions on boards, commissions and committees were posted on the City of Regina website and social media platforms for five consecutive weeks, from August 31, 2026, to September 29, 2026. Various external stakeholder partners were utilized to advertise for the boards and committees through their social media channels, websites, newsletters, etc. The deadline for applications was September 29, 2026.

Following the deadline of September 29, 2026, it was determined that an insufficient number of applications were received for positions on the Board of Revision and Regina's Warehouse Business Improvement District. The application and advertisement period for the two boards was extended by an additional two weeks.

Vacancies on the following boards/commissions/committees were advertised:

Accessibility Advisory Committee – 4 Vacancies
Audit and Finance Committee – 2 Vacancies
Board of Revision – 7 Vacancies
Board of Police Commissioners – 4 Vacancies
Development Appeals Board – 3 Vacancies
Regina Appeal Board – 2 Vacancies
Regina Downtown Business Improvement District – 7 Vacancies
Regina Planning Commission – 4 Vacancies
Regina Public Library Board – 4 Vacancies
Regina's Warehouse Business Improvement District – 8 Vacancies

An email notification was sent to all citizen representatives with expiring terms of office. These individuals were advised that their terms of office expire on December 31, 2026, and were invited to reapply by completing an application on the City of Regina website.

After City Council has finalized the appointments, the following communications will take place:

1. All applicants will be notified in writing via e-mail of the outcome of their applications.
2. Any new citizen members appointed to the Board of Police Commissioners will be asked to complete the citizen police academy training course.
3. Any new Board of Revision citizen members will be asked to complete Board of Revision Fundamentals training through the Johnson Shoyama Graduate School of Public Policy.

DISCUSSION

Executive Committee is required to nominate individuals for City Council consideration on all committees presented in this report. The following information is provided on activities that have been carried out in preparation for the appointments:

The appointment process to the various boards, committees and commissions was initiated in August to facilitate the appointment of individuals to fill vacancies where current terms expire on December 31, 2026. As appointments are always contingent on the candidate remaining until their successor is appointed, business is still being conducted.

Process for Determining Appointments:

In accordance with Council's previous direction, nominating committees were established for the following boards and committees:

- Accessibility Advisory Committee
- Audit and Finance Committee
- Board of Revision
- Development Appeals Board
- Regina Appeal Board
- Regina Planning Commission

No Chairperson or member of a board or committee with an expiring term is eligible to participate in the nomination process. In these instances, the Vice-Chairperson for the Committee/Board is called upon to sit on the nominating committee.

Board of Police Commissioners

In accordance with *The Police Act, 1990* the Board of Police Commissioners (BPC) is to consist of at least three members appointed annually by City Council. On September 30, 2020, City Council considered item *CM20-25* and approved an increase to the membership of the BPC from five to seven members and that the composition will consist of the following:

- The Mayor;
- Two members of Council appointed annually; and
- Four citizen members appointed annually, at least one of whom is of Indigenous ancestry.

Regina Public Library Board

In accordance with section 13(5) of *The Public Libraries Act, 1996*, a member of a municipal library

board other than a mayor or reeve holds office for two years, and until his or her successor is appointed.

The Board is comprised of 8 members appointed by Council. The current composition of the Board includes the Mayor, a member of Council, and 7 other persons who are electors of the City.

At the end of 2026, the terms of four members will expire: Danae Lemieux, Olajumoke Oni, Michael Redenback and Mary Weimer.

There are three members of the Board with terms continuing to December 31, 2027: Lori Deets, Marj Gavigan and Darren Hunter.

The Regina Public Library Board of Directors authorized its Governance Committee to make recommendations to City Council, on its behalf. The Governance Committee met to review the applications for appointments to the Board for the coming term.

Regina Downtown Business Improvement District

Bylaw 2003-80, The Regina Downtown Business Improvement District Bylaw, provides for a Nominating Committee comprised of six individuals including:

- Chairperson of the Board;
- Vice Chair of the Board;
- Finance and Administration Chair of the Board;
- A citizen member of the Board who is in the first year of a two-year term;
- The City Council member on the Board; and
- The Executive Director of City Planning and Community Development

Given this, the nominating committee was comprised as follows: Chairperson Terri Klyne, Alyssa Dunn, Chantel McCorquodale, Blair Ross, Aaron Burnett and Councillor Sarah Turnbull.

The Board is comprised of up to 15 members appointed by Council. The current composition of the Board includes a member of Council, and 14 other persons who are electors of the City or are employed in the District.

The terms of office for the citizen members are staggered appointments up to three years in length. At the end of 2026, the terms of eight members expire: Tyler Campbell, Anna Gardikiotis, Scott Langen, Lisa McIntyre, Darren Potter, Blair Ross, Steve Tunison and Oz Weaver.

Four members of the Board with terms continuing to December 31, 2027, are: Aaron Burnett, Alyssa

Dunn, Terri Klyne and Erin Stankewich. Two members of the Board with Terms continuing to December 31, 2028 are: Isabel Gagne and Chantal MacCorquodale.

The Nominating Committee reviewed the applications received by the Office of the City Clerk through the advertising process.

Regina's Warehouse Business Improvement District

Section 6(1.1) of *Bylaw No. 2003-15 Regina's Old Warehouse Business Improvement District Bylaw*, provides for a Nominating Committee for recommending appointments to Executive Committee, consisting of:

a) the Chair of the Board;
b) the Vice-Chair of the Board;
c) a member of the Board who is in the first year of a two-year term;
d) the City Council member; and
e) the City of Regina ex-officio member appointed to the Board.

The Board is comprised of 11 members, appointed by Council. The current composition of the Board includes a member of Council, one citizen representing the district residents and nine other citizens at large.

The terms of the citizen members are staggered appointments up to three years in length. At the end of 2026, the terms of eight members will expire: Laureen Snook, Jeffrey Boutilier, Olivia Cottrill, James Dupuis, Blair Forster, Jarrod Hillman, Greg Riehl and Daysha Shuya.

Two citizen members of the Board remain with terms continuing to December 31, 2027: Jason Carlston and Charmaine Styles.

A limited number of applications were received for the Committee following the initial application period. The application deadline was extended by 14 days to seek additional applications to fill the vacant positions for this committee.

The Nominating Committee reviewed the applications received by the Office of the City Clerk through the advertising process.

School Board/City Council Liaison Committee

The Regina Public School Board submitted two board representatives and two administrative representatives. The recommended appointments, including terms of office, are included in the

recommendation section of this report.

The Regina Catholic School Board submitted two board representatives and two administrative representatives. The recommended appointments, including terms of office, are included in the recommendation section of this report.

DECISION HISTORY & AUTHORITY

On August 26, 2019, Council considered item *CM19-12 Strengthening Eligibility and Diversity* and approved an amendment to City Council's Policy Statement to enhance the gender and diversity representation of appointments to Municipal Boards, Commissions, Authorities, Committees and external agencies, along with the requirement that all advertising for these appointments includes specific reference to the amended Policy Statement.

On November 19, 2025, City Council considered item *CR25-142 2026 Citizen Appointments to Boards and Committees* and adopted a resolution to appoint Doug Bailey and Michelle Brooks to the Board of Police Commissioners for a term of office from January 1, 2026 to December 31, 2027.

Respectfully Submitted,



Martha Neovard, Acting Deputy City Clerk
Office of the City Clerk

Respectfully Submitted,



Amber Ackerman, Acting City Clerk
Office of the City Clerk

Prepared by: Melissa Munroe, Executive Assistant

ATTACHMENTS

2026 Elected Official Committee Appointments

Date	November 18, 2026
To	Mayor Bachynski and City Councillors
From	Executive Committee
Service Area	Office of the City Clerk
Item #	CR26-140

RECOMMENDATION

That City Council:

1. Approve appointments to the positions for elected member appointments for the boards and committees outlined in Appendix A;

2. Approve the member resolution outlined in Appendix B to include the Executive Committee's recommended appointed members for Regina Exhibition Association Limited (REAL) and Economic Development Regina (EDR);

3. Approve that all appointments be made effective with a term of office January 1, 2027 to December 31, 2027 unless otherwise noted, and continue to hold office for the term indicated or until their successor is appointed.

4. Approve amendments to the Unanimous Member's Agreement (UMA) dated July 1, 2022, the General Bylaw No. 1 dated June 30, 2022 and the Articles of Incorporation of Economic Development Regina Inc. (EDR) to increase the number of non-voting Council Designates to the EDR board of directors from two to three; and

5. Direct the Deputy City Manager and Chief Financial Officer and the EDR Board of Directors, pursuant to Article 9.2 of the UMA, to take whatever steps are required to give effect to the amendments to the UMA, the articles and EDR's bylaws as outlined in these recommendations.

6. Instruct and authorize the City Solicitor to make the necessary amendments to the UMA, with these becoming effective January 1, 2027 and to take any steps necessary to file the amended articles at the Saskatchewan Corporate Registry to bring effect to the changes outlined in these recommendations if the EDR Board of Directors does not make the necessary filings.

7. Authorize the City Clerk to:

    a. Sign the Special Resolution on behalf of the City;
    b. Execute the amended UMA for EDR after review and approval by the City Solicitor and, once executed, provide the same to EDR's Board of Directors; and
    c. Execute any other corporate documents that are required by the City to give effect to the changes approved by these recommendations.

HISTORY

At its November 4, 2026, meeting, Executive Committee considered in **private** session, the attached report *E25-48 2027 Elected Official Committee Appointments* from the Office of the City Clerk.

The Executive Committee adopted a resolution that the recommendation contained in this report be concurred in with the following amendment:

1. Approve amendments to the Unanimous Member's Agreement (UMA) dated July 1, 2022, the General Bylaw No. 1 dated June 30, 2022 and the Articles of Incorporation of Economic Development Regina Inc. (EDR) as follows:

    a. To increase the number of non-voting Council Designates to the EDR board of directors from two to three; and

2. Direct the Deputy City Manager and Chief Financial Officer and the EDR Board of Directors, pursuant to Article 9.2 of the UMA, to take whatever steps are required to give effect to the amendments to the UMA, the articles and EDR's bylaws as outlined in these recommendations.

3. Instruct and authorize the City Solicitor to make the necessary amendments to the UMA, with these becoming effective [insert date] and to take any steps necessary to file the amended articles at the Saskatchewan Corporate Registry to bring effect to the changes outlined in these recommendations if the EDR Board of Directors does not make the necessary filings.

4. Authorize the City Clerk to:

a. Sign the Special Resolution on behalf of the City;
b. Execute the amended UMA for EDR after review and approval by the City Solicitor and, once executed, provide the same to EDR's Board of Directors; and
c. Execute any other corporate documents that are required by the City to give effect to the changes approved by these recommendations.

The recommendation in this report requires City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE



Amber Ackerman, Acting City Clerk

ATTACHMENTS
E26-48 2027 Elected Officials
Appendix A - Elected Official Recommended Appointments
Appendix B - Elected Official Municipal Corporation Appointment Resolutions

2027 Elected Official Appointments

Date	November 4, 2026
To	Executive Committee
From	City Clerk's Office
Service Area	Office of the City Clerk
Item No.	E26-48

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve appointments to the vacant for elected member appointments for the boards and committees outlined in Appendix A;

2. Approve an edited version of the member resolution outlined in Appendix B to include the Executive Committee's recommended appointed members for Regina Exhibition Association Limited (REAL) and Economic Development Regina (EDR);

3. Approve that all appointments be made effective with a term of office January 1, 2027 to December 31, 2027 unless otherwise noted, and continue to hold office for the term indicated or until their successor is appointed; and

4. Approve this report at its November 18, 2026 meeting.

ISSUE

Elected official appointments are required annually to fill vacancies on various board and committees. The purpose of this report is to facilitate the appointments required for 2027.

IMPACTS

Strategic Impact

Elected officials' participation on various boards, committees and commissions is required to facilitate the decision-making process of the City. It ensures the vision for Regina is articulated from the top level and works to foster inclusiveness and harmony in the community.

There are no financial, labour, legal, environmental, Policy, Indigenous or Inclusion, Diversity, Equity & Accessibility impacts respecting this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

After the appointments are approved by City Council, a list of committee members will be communicated to all departments, the media, and other interested parties. Letters will be sent to all secretaries to inform the board, committee or commission of the respective 2027 elected official appointment.

DISCUSSION

To facilitate the appointment process, Appendix A lists the current committees that elected officials serve on, including the external boards and committees and summarize the committees to which appointments are required to be held by an elected official(s).

DECISION HISTORY & AUTHORITY

Clause 65(c) of *The Cities Act* requires elected officials to participate in council and committee meetings and meetings of other bodies to which they are appointed by Council.

On February 26, 2026, City Council considered item *CR26-13 Appointment to Regina Public Library and Human Resources Sub-Committee Governance* and approved an amendment to the composition of the Human Resources Sub-Committee from three to two members, to come into effect on January 1, 2027.

Respectfully Submitted,

Respectfully Submitted,

Martha Neovard, Acting Deputy City Clerk
Office of the City Clerk

Amber Ackerman, Acting City Clerk
Office of the City Clerk

Prepared by: Melissa Munroe, Executive Assistant

ATTACHMENTS
Appendix A - 2027 Elected Official Appointments
Appendix B – 2027 Elected Official Municipal Corporation Appointments

Appendix A
2027 Elected Official Representation – Boards and Committees

	BOARD, COMMISSION OR COMMITTEE	2026 MEMBERS	NO. OF VACANCIES	TERM LENGTH	NEW TERM EXPIRES	OTHER INFORMATION	RECOMMENDED APPOINTMENTS 2027
1	Accessibility Advisory Committee	Councillor Turnbull	1	1 Year	Dec. 2027	Non-voting Councillor position	Councillor Turnbull
2	Audit and Finance Committee*	1. Councillor Bezo 2. Councillor Mancinelli 3. Councillor Tsiklis	3	1 Year	Dec. 2027	Composition of the Committee increased in 2025 from two City of Regina representatives to three	1. Councillor Tsiklis 2. Councillor Turnbull 3. Councillor Mancinelli
3	Board of Police Commissioners *	1. Councillor Radons 2. Councillor Tsiklis	2	1 Year	Dec. 2027		1. Councillor Tsiklis 2. Councillor Radons
4	Canadian Capital Cities Organization, Memberships	1. Councillor Burton 2. Councillor Radons	2	1 Year	Dec. 2027	Mayor has traditionally been a member of this organization. Meetings are typically held by conference call	1. Councillor Burton 2. Councillor Radons
5	Canadian Western Agribition Association, Board of Directors	City Manager or Designate	1	1 Year	Dec. 2027	Composition of the Board reduced in 2023 from two City of Regina representatives to one	City Manager or Designate
6	Canadian Urban Transit Association (CUTA) - Transit Board Members Committee (TBMC)	Councillor Zachidniak	1	1 Year	Dec. 2027		Councillor Zachidniak
7	Governance Committee of the City of Regina – File Hills Qu'Appelle Tribal Council (FHQTC)*	1. Councillor Flores 2. Councillor Turnbull	2	1 Year	Dec. 2027		1. Councillor Flores 2. Councillor Radons
8	Henry Baker Scholarship Program Selection Committee	Councillor Flores	1	1 Year	Dec. 2027		Councillor Flores
9	Provincial Capital Commission	1. Councillor Rashovich 2. Councillor Flores (Alternate)	2	1 Year	Dec. 2027	Ongoing alternate position	1. Councillor Rashovich 2. Councillor Turnbull (Alternate)

* Indicates Committees where the Mayor is an automatic member, as per *The Committee Bylaw*

** Indicates committees where Council appoints two non-voting members; historically this has been a Councillor and the Mayor (EDR) or a Councillor and a member of Administration (REAL) to ensure a measure of subject matter expertise. Neither member is required to be a member of Council.

Appendix A
2027 Elected Official Representation – Boards and Committees

	BOARD, COMMISSION OR COMMITTEE	2026 MEMBERS	NO. OF VACANCIES	TERM LENGTH	NEW TERM EXPIRES	OTHER INFORMATION	RECOMMENDED APPOINTMENTS 2026
10	Regina Downtown Business Improvement District, Board of Directors	Councillor Turnbull	1	1 Year	Dec. 2027		Councillor Flores
11	Regina Planning Commission	1. Councillor Radons 2. Councillor Rashovich 3. Councillor Tsiklis	3	1 Year	Dec. 2027	Chairperson of the Commission must be a member of City Council	1. Councillor Rashovich 2.Councillor Radons 3.Councillor Bezo
12	Regina Public Library Board *	Councillor Froh	1	1 Year	Dec. 2027		Councillor Froh
13	Regina's Warehouse Improvement District, Board of Directors	Councillor Mancinelli	1	1 Year	Dec. 2027		Councillor Mancinelli
14	Saskatchewan Assessment Management Association, City Advisory Committee **	1. Councillor Radons 2. City Manager or Designate	2	1 Year	Dec. 2027	Two Representatives from City of Regina, nominated by Council	1. Councillor Bezo 2. City Manager or Designate
15	Saskatchewan Urban Municipalities Association*	1. Councillor Flores (Caucus) 2. Councillor Zachidniak (BOD) 3.Mayor Bachynski (CMC) 4. Councillor Turnbull (Alternate)	3	1 Year	Dec. 2027	Revised composition under the SUMA Caucus Model (2025): one Councillor representative on the City Caucus, one Councillor representative on the SUMA Board of Directors (BOD), and the Mayor on the City Mayors' Caucus (CMC). Ongoing alternate position.	1. Councillor Flores (Caucus) 2. Councillor Zachidniak (BOD) 3. Mayor Bachynski (CMC) 4. (Alternate)
16	School Board/City Council Liaison Committee *	1. Councillor Turnbull 2. Councillor Zachidniak	2	1 Year	Dec. 2027		1. Councillor Zachidniak 2. Councillor Turnbull
17	Sherwood-Regina Regional Development Committee	1. Councillor Burton 2. Councillor Radons	3	1 Year	Dec. 2027	Ongoing alternate position	1. Councillor Burton 2. Councillor Bezo 3. Councillor Rashovich (Alternate)
18	The Moose Jaw-Regina Economic Corridor Committee	1. Councillor Rashovich 2. Councillor Burton (Alternate)	2	1 Year	Dec. 2027	Ongoing alternate position	1. Councillor Burton 2. Councillor Tsiklis(Alternate)

* Indicates Committees where the Mayor is an automatic member, as per *The Committee Bylaw*

** Indicates committees where Council appoints two non-voting members; historically this has been a Councillor and the Mayor (EDR) or a Councillor and a member of Administration (REAL) to ensure a measure of subject matter expertise. Neither member is required to be a member of Council.

Appendix A
2027 Elected Official Representation – Boards and Committees

	BOARD, COMMISSION OR COMMITTEE	2026 MEMBERS	NO. OF VACANCIES	TERM LENGTH	NEW TERM EXPIRES	OTHER INFORMATION	RECOMMENDED APPOINTMENTS 2026
19	HR Sub-Committee *	1. Councillor Bezo 2. Councillor Froh 3. Councillor Radons	2	1 Year	Dec. 2027	HR Subcommittee composition amended from 3 Councillors to 2 Councillors, effective January 1, 2027.	1. Councillor Froh 2. Councillor Radons
22	Regina Exhibition Association Limited **	1. Councillor Bezo 2. Councillor Mancinelli 3. Mayor Bachynski 4. Deborah Bryden	2	1 Year	Dec. 2027	Requires a Member Resolution	1. Mayor Bachynski 2. Councillor Mancinelli 3.Councillor Bezo 4. City Manager or Designate
23	Economic Development Regina **	1. Mayor Bachynski 2. Councillor Froh	2	1 Year	Dec. 2027	Requires a Member Resolution	1. Mayor Bachynski 2. Councillor Tsiklis *3.* Councillor Froh

* Indicates Committees where the Mayor is an automatic member, as per *The Committee Bylaw*

** Indicates committees where Council appoints two non-voting members; historically this has been a Councillor and the Mayor (EDR) or a Councillor and a member of Administration (REAL) to ensure a measure of subject matter expertise. Neither member is required to be a member of Council.

Appendix B

MEMBER RESOLUTION
REGINA EXHIBITION ASSOCIATION LTD.

WHEREAS the City of Regina, as the sole voting member of the Regina Exhibition Association Limited (REAL) and in accordance with the Unanimous Member's Agreement amended and restated as of the 26th day of June, 2024 (UMA), wishes to appoint members of City Council to fill vacant Council Designate positions on REAL's Board of Directors;

WHEREAS notwithstanding section 4.4 of the UMA, the City of Regina intends the appointments to continue for the specified term, only provided that such individuals also continue to be a member of City Council;

AND WHEREAS pursuant to section 11-11 of *The Non-profit Corporations Act, 2022* in lieu of a meeting, a resolution may be passed by the members if the resolution is in writing and signed by all members entitled to vote;

NOW THEREFORE BE IT RESOLVED:

That Mayor Chad Bachynski, Councillor Jason Mancinelli , and Councillor Clark Bezo be appointed as Council Designate (non-voting directors) to the REAL Board of Directors for the term of January 1, 2027 to December 31, 2027 and continue to hold office for the term indicated or until their successor is appointed, provided that, in any event, the term shall automatically terminate if Mayor Chad Bachynski, Councillor Jason Mancinelli, and Councillor Clark Bezo resigns or is removed from office or is otherwise no longer a member of City Council.

AND Deborah Bryden is appointed as a non-voting Council Designate director for the term of January 1, 2027, to December 31, 2027, and continue to hold office for the term indicated or until their successor is appointed, provided that, in any event, such term shall automatically terminate if Deborah Bryden resigns or is otherwise no longer employed by the City;

All such appointments shall continue for the stated term or until a successor is appointed.

Resolution in writing signed on behalf of the sole member of Regina Exhibition Association Limited this 18th day of November 2026.

CERTIFIED A TRUE COPY
CITY OF REGINA

[seal]

_____
Amber Ackerman, Acting City Clerk

SPECIAL MEMBER RESOLUTION

ECONOMIC DEVELOPMENT REGINA INC.

WHEREAS the City of Regina, as the sole voting member of Economic Development Regina Inc. (EDR) and in accordance with the Unanimous Membership Agreement amended and restated as of the 1st day of July, 2022 (UMA), wishes to:

- amend EDR's articles of incorporation and corporate bylaws, as applicable, to: (i) increase the maximum number of directors from fourteen to fifteen and (ii) increase the number of non-voting directors appointed by Council as Council Designates to three individuals which may include Council members, members of the City's Administration or members of the public; and

- appoint members of City Council to fill vacant Council Designate positions on EDR's Board of Directors;

AND WHEREAS pursuant to sections 9-3, 9-12, 11-6, 14-2 and 14-3 of The Non-profit Corporations Act, 2022 a member may request a special meeting of the members to make amendments to the articles of continuance and the corporate bylaws;

AND WHEREAS notwithstanding section 4.4 of the UMA, the City of Regina intends the appointment to continue for the specified term, only provided that such individuals also continue to be a member of City Council;

AND WHEREAS pursuant to section 11-11 of *The Non-profit Corporations Act, 2022* in lieu of a meeting, a resolution may be passed by the members if the resolution is in writing and signed by all members entitled to vote;

NOW THEREFORE BE IT RESOLVED:

That section 4 of EDR's Articles of Incorporation be amended to allow for a minimum of 11 and a maximum of 15 directors for its Board of Directors.

AND BE IT FURTHER RESOLVED:

That section 31 of EDR's Bylaw No. 1 be amended to read as follows:

> "31 **Number:** The Board shall consist of not less than eleven (11) and not more than fifteen (15) Directors as determined from time to time by resolution of the Directors, with three (3) directors being nominated by the Council as non-voting directors. The voting Directors shall be first identified, as the case may be by the Corporation's Governance and Nominating Committee and then recommended to the Member(s) for appointment as is provided in the Unanimous Membership Agreement. The non-voting directors shall be identified by the City and appointed as is provided in the Unanimous Membership Agreement."

AND BE IT FURTHER RESOLVED:
That Mayor Chad Bachynski, Councillor David Froh and Councillor George Tsiklis be appointed as Council Designates (non-voting directors) to the EDR Board of Directors for the term of January 1, 2027, to December 31, 2027, and continue to hold office for the term indicated or until their successor is appointed, provided that, in any event, the term shall automatically terminate if Mayor Chad Bachynski, Councillor David Froh, or Councillor George Tsiklis resign or are removed from office or are otherwise no longer members of City Council.

Resolution in writing signed on behalf of the sole member of Economic Development Regina Inc. this 18th day of November 2026.

CERTIFIED A TRUE COPY
CITY OF REGINA

[seal]

_____
Amber Ackerman, Acting City Clerk

MN26-21

NOTICE OF MOTION

November 18, 2026

City Clerk
City Hall
Regina, Saskatchewan

Please be advised that I will submit the following NOTICE of MOTION at the November 18, 2026 meeting of City Council:

Re: Downtown Holiday Access Pilot

WHEREAS Downtown Regina is the city's commercial and cultural centre, and its health matters to residents across Regina;

WHEREAS downtown businesses continue to face economic pressure following major construction and changes in downtown activity;

WHEREAS since March 1, 2026, downtown on-street parking can only be paid digitally or with prepaid vouchers purchased at City Hall, and downtown businesses report that some visitors, particularly from outside Regina, now avoid downtown; and

WHEREAS the Regina Downtown Business Improvement District has run holiday parking promotions in the past and has offered to work with Parking Services on a new approach, and Administration is preparing to make prepaid parking vouchers available to the Regina Downtown Business Improvement District;

THEREFORE BE IT RESOLVED that City Council:

1. Direct Administration to work with the Regina Downtown Business Improvement District (RDBID) to deliver a "Downtown Holiday Access Pilot" for December 2026, in which the City provides parking vouchers to the RDBID on an in-kind basis for RDBID and participating downtown businesses to distribute to customers at no charge, with an option to offer the program at other times of year, as needed;

2. Direct Administration to work with RDBID and downtown businesses to establish a process through which businesses can cover the cost of their customers' parking using existing payment options, including vouchers and the PayByPhone app (App);

3. Direct Administration to collect data on the voucher distribution and use, curb occupancy, and business and visitor feedback, including whether digital-only payment has been a barrier to

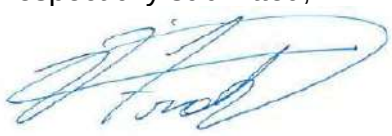
visiting downtown, and report back to City Council by Q2 2027, with the report to include the following:

a. The outcomes of the pilot, and the current App usage, including impacts on downtown visitations, business activity, parking utilization, revenue, and public safety considerations;

b. Information respecting how parking policies, pricing, parking infrastructure, and payment options including options that do not require a smartphone, such as year round voucher sales through downtown businesses and bulk or discounted voucher pricing, can better support Downtown Regina and the objectives of the Downtown Action Plan; and

c. Recommendations on actions that can improve support of Downtown Regina and the objectives of the Downtown Action Plan stemming from the information assembled through 3a and 3b of this motion.

Respectfully submitted,





David Froh
Councillor – Ward 3

Victoria Flores
Councillor – Ward 6

MN26-22

NOTICE OF MOTION

November 18, 2026

City Clerk
City Hall
Regina, Saskatchewan

Please be advised that I will submit the following NOTICE of MOTION at the November 18, 2026 meeting of City Council:

Re: Encampment Decommissioning Procedures and Safer Housing Alternatives

WHEREAS Regina has experienced several major encampments involving houseless individuals, including Camp Hope at Pepsi Park in 2021, City Hall in 2023, and Pepsi Park again in 2026;

WHEREAS the City Hall and 2026 Pepsi Park encampments were decommissioned following public safety orders from Regina Fire and Protective Services;

WHEREAS encampments raise health and safety concerns for houseless individuals, surrounding neighbourhoods, businesses and emergency responders;

WHEREAS decommissioning encampments without suitable alternatives can result in people relocating to other public spaces without addressing houselessness;

WHEREAS City Council approved a person-first encampment response model in November 2025, including the development of a Risk and Vulnerability Assessment Matrix and displacement protocols; and

WHEREAS other Canadian communities, including Fredericton, New Brunswick, Kitchener, Ontario, and Kelowna, British Columbia, have developed innovative approaches to supported housing, including tiny-home communities and transitional housing;

THEREFORE BE IT RESOLVED that City Council direct Administration to:

1. Provide an update on the Risk and Vulnerability Assessment Matrix, including its development, consultation with community partners, implementation status, how it guides encampment responses, and timelines for any outstanding work;

2. Review current encampment decommissioning procedures, in consultation with the community, including houseless individuals who have lived in encampments, and recommend improvements to ensure clear criteria, transparent decisions, public safety and

appropriate supports and alternative accommodations;

3. Investigate innovative approaches to encampments and housing, including designated, supported encampment locations and models such as Fredericton's 12 Neighbours tiny-home community, to identify safer, more stable alternatives for Regina;

4. Review existing communication and coordination between the City and community partners funded through Community Safety & Well-being initiatives, and recommend improvements to information-sharing, service delivery and coordination of resources;

5. Report back to City Council with an update on the risk matrix and decommissioning procedures by the end of Quarter 1 of 2027, and recommendations on alternative models, costs, partnerships and service coordination by the end of Q2 of 2027.

Respectfully submitted,

Shobna Radons
Councillor – Ward 7

Sarah Turnbull
Councillor – Ward 5

Shanon Zachidniak
Councillor – Ward 8

BYLAW NO. 2026-64

THE REGINA WATER AMENDMENT BYLAW, 2026

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 The purpose of this Bylaw is to improve affordability by introducing a maximum homeowner contribution of $5,000 for private-side lead service connection replacements.

2 The authority for this Bylaw is section 8 of *The Cities Act.*

3 Bylaw No. 8942 is amended in the manner set forth in this Bylaw.

4 Clause 24.1(b) is repealed and the following clause substituted:

"(b) "amount due" means the cost of work or services required and performed by, or performed at the request of, the City in connection with replacement of a lead service connection, and, where applicable, concurrent replacement of a sewer service connection, provided that the amount due payable by the taxpayer shall not exceed $5,000.00."

5 Clause 24.1(d) is amended by striking out "$10,000" and substituting "$5,000".

6 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 18th DAY OF November 2026.

READ A SECOND TIME THIS 18th DAY OF November 2026.

READ A THIRD TIME AND PASSED THIS 18th DAY OF November 2026.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

Approved as to form this _____ day of _____, 20___.

City Solicitor

ABSTRACT

BYLAW NO. 2026-64

THE REGINA WATER AMENDMENT BYLAW, 2026

PURPOSE:	The purpose of this Bylaw is to improve affordability by introducing a maximum homeowner contribution of $5,000 for private-side lead service connection replacements.
ABSTRACT:	The purpose of this Bylaw is to improve affordability by introducing a maximum homeowner contribution of $5,000 for private-side lead service connection replacements.
STATUTORY AUTHORITY:	Section 8 of *The Cities Act*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Executive Committee, October 7, 2026, EX26-102 and City Council, October 14, 2026, CR26-117.
AMENDS/REPEALS:	Amends Bylaw 8942
CLASSIFICATION:	Administrative
INITIATING DIVISION:	City Operations
INITIATING DEPARTMENT:	Water, Waste & Environment

BYLAW NO. 2026-66

THE REGINA WATER AMENDMENT BYLAW, 2026 (No. 2)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 The purpose of this Bylaw is to amend Bylaw No. 8942, being *The Regina Water Bylaw*, to increase the convenience fee that is charged to customers who wish to pay their utility bill by credit card through the City's online payment system.

2 The authority for this Bylaw is section 8 of *The Cities Act*.

3 Bylaw No. 8942, being *The Regina Water Bylaw*, is amended in the manner set forth in this Bylaw.

4 In item 4.1 in the table of fees and charges in Schedule "A" to Bylaw No. 8942, "2.25%" is struck out and "2.5%" is substituted.

5 This Bylaw comes into force on January 1, 2027.

READ A FIRST TIME THIS 18th DAY OF November 2026.

READ A SECOND TIME THIS 18th DAY OF November 2026.

READ A THIRD TIME AND PASSED THIS 18th DAY OF November 2026.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

Approved as to form this ____ day of _____, 20__.

City Solicitor

ABSTRACT

BYLAW NO. 2026-66

THE REGINA WATER AMENDMENT BYLAW, 2026 (No. 2)

PURPOSE:	The purpose of this Bylaw is to amend Bylaw No. 8942 to increase the convenience fee to 2.5%. This is the fee that is charged to customers who wish to pay their utility bill by credit card through the City's online payment system.
ABSTRACT:	This Bylaw amends the convenience fee charged to customers who wish to pay their utility bill by credit card online to 2.5%. This is as a result of the negotiation of the merchant services agreement as part of the City's renewal of its banking services agreements.
STATUTORY AUTHORITY:	Section 8 of *The Cities Act*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	City Council, November 18, 2026, CM26-13
AMENDS/REPEALS:	Amends Bylaw 8942
CLASSIFICATION:	Administrative
INITIATING DIVISION:	Financial Strategy and Sustainability
INITIATING DEPARTMENT:	Financial Services

BYLAW NO. 2026-68

THE GROWING YOUNG MOVERS YOUTH DEVELOPMENT INC. TAX EXEMPTION AGREEMENT BYLAW, 2026

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

1 The purpose of this Bylaw is to provide a tax exemption with respect to the property owned by Growing Young Movers Youth Development Inc. located at 1202 Retallack St., Regina Saskatchewan.

Authority

2 The authority for this Bylaw is subsection 262(4) of *The Cities Act*, section 21 of *The Education Property Tax Act* and sections 9 and 11 of *The Education Property Tax Regulations.*

Exemption

3 The following property located at 1202 Retallack Street is exempt from taxation equal to 100 percent of the property taxes otherwise payable on the property, commencing October 26, 2026 and concluding October 25, 2031, unless sooner ended pursuant to the provisions of the Tax Exemption Agreement and legally described as:

Surface Parcel 111929036
Lot 32
Block 149
Plan 101162528, Extension 89

Surface Parcel 111929058
Lot 33
Block 149
Plan 101162539, Extension 91

4 The exemption in section 3 shall be governed by the form of Tax Exemption Agreement attached hereto as Schedule "A".

5 The City Clerk is authorized to sign and seal the Agreement referred to in section 3 on behalf of the City of Regina.

Approved as to form this _____ day of _____, 20__.

City Solicitor

Coming Into Force

6 This Bylaw comes into force on the date of passage.

READ A FIRST TIME THIS 18th DAY OF November 2026.

READ A SECOND TIME THIS 18th DAY OF November 2026.

READ A THIRD TIME AND PASSED THIS 18th DAY OF November 2026.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

TAX EXEMPTION AGREEMENT
GROWING YOUNG MOVERS YOUTH DEVELOPMENT INC.
1202 RETALLACK STREET, REGINA, SASK.

Agreement dated_____, 20__ (City Clerk to fill in)

Between:

THE CITY OF REGINA
(the "City")

- and -

GROWING YOUNG MOVERS YOUTH DEVELOPMENT INC.
(the "Owner")

The Parties agree as follows:

Definitions

1 In this Agreement:

"City Assessor" means the City of Regina City Assessor or his or her designate;

"education portion of the property taxes" means the property taxes levied by the City pursuant to *The Education Property Tax Act* for the benefit of the Board of Education of the Regina School Division No. 4 and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan;

"Deputy City Manager" means the City's Chief Financial Officer and Deputy City Manager or designate;

"Property" means the real property owned and occupied by the Owner and used for the purposes set out in Schedule "A" which Land is civically known as:

1202 Retallack St, Regina, Saskatchewan and with a Reference Land Description of:

Lot 32, Block 149, Plan 101162528 Ext. 89
Lot 33, Block 149, Plan 101162539 Ext. 91

City's Covenants
Tax Exemption

2(1) Pursuant to subsection 262(4) of *The Cities Act*, and subject to the terms of this Agreement, commencing October 26, 2026 and concluding October 25, 2031, the City grants an exemption from taxation on the Property equal to 100% of the property taxes payable by the Owner for the purposes set out in Schedule "A".

(2) Notwithstanding the provision of the tax exemption pursuant to subsection (1) of this Agreement, where the amount of the education portion of the taxes being exempted for the Property requires the approval of the Government of Saskatchewan (because it would be equal to $25,000 or more) and the amount of the exemption of the education portion of the property taxes is not approved, the City may reduce the amount of the exemption for the education portion of the taxes to less than $25,000.

(3) Notwithstanding the provision of the tax exemption pursuant to subsection (1) of this Agreement, where the education portion of the property taxes is payable to the Regina Roman Catholic Separate School Division No. 81 and there is no agreement with the school division on tax exemptions, the exemption of the education portion of the property taxes is subject to the approval of the Regina Roman Catholic Separate School Division No. 81.

(4) Where the exemption of the education portion of the property taxes is not approved or the exemption is reduced, the Owner will be required to pay the balance of the education portion of the property taxes, and the City shall not be liable to the Owner for any amount of the tax exemption which would have otherwise been granted.

(5) If for any reason, the exemption of the education portion of the taxes for the Property is found to be invalid or unauthorized or legislation is changed that would not allow for an exemption of the education portion of the taxes to be exempted, the Owner will be required to pay the education portion of the property taxes, and the City shall not be liable to the Owner for any amount of the tax exemption which would have otherwise been granted to the Owner.

Terms and Conditions of Exemption

3(1) The exemption only applies where the following terms and conditions are met:

(a) the Property is used by the Owner for the purposes set out in Schedule "A";

(b) the Owner provides the annual reporting to the City set out in Schedule "A";

(c) the Owner maintains its active status as a charitable non-profit corporation under *The Non-profit Corporations Act, 2022*.

Scope

4 The scope of the tax exemption, including calculation of any percentage or proportion and the determination of any use or cost, shall be conclusively determined by the City Assessor, subject to any statutory right of appeal against the assessment of the Property.

5 The exemption from taxation granted pursuant to this Agreement does not include penalties, local improvement levies, utility charges, special taxes, development fees or other such charges or fees properly imposed by the City or other taxing authority.

Owner Covenants

6 The Owner shall:

(a) notify the City of any occurrences which would, pursuant to the Agreement, discontinue or terminate the tax exemption;

(b) provide the City Assessor with any information or documents requested by the City Assessor for the purpose of assessing the Property;

(c) provide the Deputy City Manager with any information, documentation, or access to the Property requested by the Deputy City Manager to check compliance with the requirements of this Agreement;

(d) provide the Deputy City Manager with any requested information.

Continuation

7 The tax exemption will continue only for so long as the Owner complies with the terms of this Agreement.

8 The tax exemption will cease if any of the following occurs:

(a) the Owner no longer owns the Property and the Agreement is not assigned to a new Owner that meets the conditions outlined in this Agreement;

(b) the Owner becomes bankrupt or insolvent or is so adjudged;

(c) the Owner makes a general assignment for the benefit of creditors;

(d) the Owner substantially changes its operations such that the Property is no longer being used for the purposes set out in Schedule “A” or the Owner ceases to operate entirely at the Property;

(e) the Owner fails to pay any taxes levied on behalf of the City, the Regina Public Library Board, the Board of Education of the Regina School Division No. 4 and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan or any other penalties, local improvement levies, utility charges, special taxes, development fees or other such charges or fees properly imposed by the City or other taxing authority;

(f) the Owner sells or agrees to sell the Property;

(g) the Owner fails to meet the requirements of any other agreement the City has entered into with the Owner;

(h) the improvements on the Property do not conform to all civic and provincial laws governing the construction and use of the improvements;

(i) the Owner fails to provide the annual reporting required pursuant to Schedule "A";

(j) the Owner violates any provision of this Agreement;

(k) the Owner fails to maintain its active status as a non-profit

9 If the tax exemption ceases by reason of an event in section 8 occurring:

(a) the Property will be taxable on a pro-rated basis for the portion of the year during which the exemption granted no longer continues with the prorated amount becoming due and payable as of the date of termination, including any penalties incurred;

(b) the Property will become fully taxable for any subsequent years, including any penalties if not paid; and

(c) all amounts owing under clauses (a) and (b) are a debt due to the City.

Notices

10(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by prepaid mail or e-mail, addressed:

To the City at:

Attention: City Clerk
City of Regina
2476 Victoria Avenue
P.O. Box 1790
Regina, Saskatchewan
S4P 3C8

To the Owner at:

Brian Lewis
GYM – Building Futures Collective
3355 6th Ave.
Regina, Sask.
S4T 4L8
e-mail : brian@growingyoungmovers.com

or to such alternate address as either Party may, from time to time, by notice advise.

(2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.

(3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.

Amendments

11(1) The Agreement may be amended by written agreement between the Parties.

(2) For the purposes of subsection (1), the City Assessor may authorize any amendments to the Agreement.

Notification of Sale of Property

12(1) The Owner shall notify the Deputy City Manager in writing within 15 days prior to the transfer of the title in the event that the Property is sold.

(2) This agreement is not assignable without prior written consent of the City.

General

13 In the event that this Agreement or any part of it is found to be invalid or ultra vires of Council, then the City shall not be liable to the Owner for any amount of the tax exemption which would otherwise have been granted to the Owner.

14 The City may register this Agreement at the Land Titles Registry, Saskatchewan Land Registration District, with respect to the Property.

15 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

16 This Agreement will not become effective until adopted by bylaw of the Council of the City and fully executed by both parties to the Agreement.

In witness whereof, the Parties have executed the Agreement on the date first written above.

THE CITY OF REGINA

City Clerk

GROWING YOUNG MOVERS YOUTH DEVELOPMENT INC.

"Authorized Signing Officer"

"Authorized Signing Officer"

The corporate seal should be affixed. If the corporate seal is not affixed the attached affidavit of corporate signing authority must be filled out for each signing officer.

"Authorized Signing Officer"

The corporate seal should be affixed. If the corporate seal is not affixed the attached affidavit of corporate signing authority must be filled out for each signing officer.

Schedule "A"

Purposes and Use of the Property

1. The Owner shall use the Property for the following purposes:

   (a) for the operation of a property maintenance social enterprise that employs local youth;

   (b) the storage of the associated equipment related to the property management business;

   (c) assembly of construction components related to prefabrication of products and housing;

   (d) training of youth in construction and maintenance skills.

Annual Reporting required

2. The owner shall provide an annual reporting of operations at the Property including a summary of activities carried on and off site.

AFFIDAVIT OF CORPORATE SIGNING AUTHORITY

CANADA)
PROVINCE OF SASKATCHEWAN)

I, _____, of _____, _____,
(Print Full Name of Signing Authority) (City) (Province)

MAKE OATH/AFFIRM AS FOLLOWS:

1 I am a_____ (insert position) of the _____ named in the Tax Exemption Agreement to which this Affidavit is attached.

2 I am authorized by the _____ to execute the Tax Exemption Agreement without affixing the Corporate Seal of the _____.

SWORN BEFORE ME at)
_____, Saskatchewan,)
on _____202_)
) _____
) Signature of Signing Authority
_____)
A Commissioner for Oaths or a Notary Public
in and for the Province of _____
My Commission/Appointment expires _____
Or Being a solicitor

ABSTRACT

BYLAW NO. 2026-68

THE GROWING YOUNG MOVERS YOUTH DEVELOPMENT INC. TAX EXEMPTION AGREEMENT BYLAW, 2026

PURPOSE:	To exempt the owner, Growing Young Movers Youth Development Inc. from the payment of property taxes for five years for the property located at 1202 Retallack St., Regina Saskatchewan.
ABSTRACT:	This Bylaw authorizes a tax exemption agreement to provide a 5-year property tax exemption to Growing Young Movers Youth Development Inc. for the property located at 1202 Retallack St., Regina Saskatchewan subject to the terms and conditions of the tax exemption agreement.
STATUTORY AUTHORITY:	Section 262(4) of *The Cities Act*, Section 21 of *The Education Property Tax Act* and Sections 9 and 11 of *The Education Property Tax Regulations*
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Executive Committee, August 19, 2026, EX26-82 and City Council, September 9, 2026, CR26-101
AMENDS/REPEALS:	N/A
CLASSIFICATION:	Administrative
INITIATING DIVISION:	City Planning and Community Development
INITIATING DEPARTMENT:	Planning and Development Services