



Executive Committee

**Wednesday, July 22, 2026
9:00 AM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

**Public Agenda
Executive Committee
Wednesday, July 22, 2026**

Approval of Public Agenda**Adoption of Minutes**

Minutes of the meeting held June 17, 2026

Administration Reports

EX26-75 Provincial Disaster Assistance Program Request for Designation

Recommendation

The Executive Committee recommends that City Council:

1. Approve the following resolution:

“That the City of Regina apply to the Saskatchewan Public Safety Agency to have the city designated as an eligible assistance area under the Provincial Disaster Assistance Program, as a result of a significant rainfall event on June 27 and 28, 2026 that resulted in damaged properties across the city.”

2. Approve this recommendation at its meeting on July 29, 2026.

EX26-76 Rapid Housing Initiative 3 – Land Transfer and Operating Agreement

Recommendation

The Executive Committee recommends that City Council:

1. Approve the City of Regina entering into a Land Sale Agreement, Contribution and Operating Agreement and Conditional Option to Purchase Agreements related to the sale of 2710 5th Avenue stated in this report for the purpose of owning and operating the City of Regina’s Rapid Housing Initiative 3 housing units.
2. Delegate authority to the City Manager or their designate to negotiate any other commercially relevant terms and conditions between the City of Regina and YWCA Regina, as well as any amendments to the Land Sale Agreement, Contribution and Operating Agreement and



OFFICE OF THE CITY CLERK

Conditional Option to Purchase Agreements that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the agreements.

3. Authorize the City Clerk to execute the Land Sale Agreement, Contribution and Operating Agreement and Conditional Option to Purchase Agreements after review by the City Solicitor.
4. Authorize Administration to provide any Housing Accelerator Funds, committed to the Rapid Housing Initiative 3 Project, but not needed to complete the housing units to YWCA Regina to support completion of the main floor community space.
5. Approve these recommendations at its meeting on July 29, 2026.

EX26-77 Regina Housing Strategy

Recommendation

The Executive Committee recommends that City Council:

1. Approve the attached Appendix A – Regina Housing Strategy;
2. Direct Administration to report back by Q3 2027 with an updated *Housing Incentives Policy*; and
3. Approve these recommendations at its meeting on July 29, 2026.

EX26-78 Parks Master Plan Update

Recommendation

The Executive Committee recommends that City Council receive and file this report at its meeting on July 22, 2026.

Adjournment

AT REGINA, SASKATCHEWAN, WEDNESDAY, JUNE 17, 2026

AT A MEETING OF EXECUTIVE COMMITTEE
HELD IN PUBLIC SESSION

AT 9:00 AM

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

Present: Councillor Clark Bezo, in the Chair
Mayor Chad Bachynski
Councillor David Froh
Councillor Jason Mancinelli
Councillor Shobna Radons
Councillor Dan Rashovich
Councillor George Tsiklis
Councillor Sarah Turnbull
Councillor Shanon Zachidniak (remote)

Regrets: Councillor Mark Burton
Councillor Victoria Flores

Also in Attendance: Acting City Clerk, Amber Ackerman
Council Officer, Jen Gentile
Acting City Manager, Jim Nicol
City Solicitor, Shannon Williams
Deputy City Manager, City Operations, Kurtis Doney
Deputy City Manager, Communications, Service Regina, & Tourism, Jennifer Johnson
Acting Chief Financial Officer/Deputy City Manager, Financial Strategy & Sustainability, Jeff May
Acting Deputy City Manager, City Planning & Community Services, Autumn Dawson
Director, Recreation & Cultural Services, Diana Burton
Director, Water, Waste & Environment, Carolyn Kalim
Manager, City Revitalization, Laura Pfeifer
Manager, Facilities Engineering, Brett Willis
Manager, Government Relations, Ryan Gray
Manager, Sport Facilities & Special Events, Melissa Coderre
Senior City Planner, Femi Adegeye
Senior Legal Counsel, Chrystal Atchison

(Meeting commenced in the absence of Councillors Jason Mancinelli and Sarah Turnbull)

APPROVAL OF PUBLIC AGENDA

Councillor Dan Rashovich moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, at the call of the Chair.

ADOPTION OF MINUTES

Mayor Chad Bachynski moved, AND IT WAS RESOLVED, that the minutes for the meeting held on May 27, 2026, be adopted, as circulated.

ADMINISTRATION REPORTS

EX26-69 Mosaic Stadium 2027 Capital Program Advanced Approval

Recommendation

The Executive Committee recommends that City Council:

1. Provide advanced approval for the 2027 Mosaic Stadium Capital Program of \$8,200,000 to be funded from the Regina Revitalization Initiative Stadium Reserve to be used for the procurement, installation, commissioning and related project costs associated with the replacement of the LED video display boards, systems and artificial turf at Mosaic Stadium.
2. Delegate authority to the Chief Financial Officer and Deputy City Manager to initiate and award the public procurement process for the Mosaic Stadium Video Display Board Project.
3. Approve these recommendations at its June 24, 2026, meeting.

(Councillor Sarah Turnbull arrived to the meeting.)

Councillor George Tsiklis moved that the recommendations contained in the report be concurred in.

(Councillor Jason Mancinelli arrived to the meeting.)

Amend

Councillor Sarah Turnbull moved, in amendment, that City Council:

1. **Direct Administration to conduct further consultation with the Regina Rams, Regina Riot, Regina Thunder and High Schools to develop a plan on how the field will turnover for different sports, including costs and outlining who will cover the costs; and**
2. **Direct Administration to consult with the CFL/Saskatchewan Roughriders on covering the cost for improvements.**

Councillor George Tsiklis moved, AND IT WAS RESOLVED, that the Committee go *in-camera* to receive confidential legal advice.

The Committee went *in-camera* to receive confidential legal advice.

(Councillor David Froh temporarily left the meeting.)

The Committee resumed public session.

The Chair advised that the Committee went *in-camera* to receive confidential legal advice and that no decisions were made.

Councillor Sarah Turnbull moved, AND IT WAS RESOLVED, that her amending motion be withdrawn.

RECESS

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

The Committee recessed at 10:31 a.m.

The Committee reconvened at 10:49 a.m.

(Councillor David Froh returned to the meeting.)

The main motion was put and declared CARRIED.

RESULT:	CARRIED [8 to 1]
MOVER:	Councillor Tsiklis
IN FAVOUR:	Councillors: Bezo, Froh, Mancinelli, Radons, Rashovich, Tsiklis, Zachidniak and Mayor Bachynski
AGAINST:	Turnbull

EX26-70 Heritage Incentive Applications 2026

Recommendation

The Executive Committee recommends that City Council:

1. Approve the grant for a plaque for the property indicated in Appendix A – Heritage Incentives Request 2026 in the amount indicated in Appendix B – Heritage Incentives Summary 2026.
2. Approve grants under the *Heritage Incentives Policy* for the properties in Appendix A – Heritage Incentives Request 2026 for the eligible conservation work listed in Appendix B – Heritage Incentives Summary 2026 subject to the following limits:

- a. The grant is limited to the lesser of the amount in Appendix A – Heritage Incentives Request 2026 and 50 per cent of the eligible conservation work costs incurred by the Owner (for maintenance grants and major grants for designated properties).
 - b. For Heritage Inventory properties, the grant is limited to:
 - i. The lesser of the amount in Appendix A – Heritage Incentives Request 2026 and 25 per cent of the eligible conservation work costs incurred by the Owner for major grants; and
 - ii. The lesser of the amount in Appendix A – Heritage Incentives Request 2026 and 50 per cent of the eligible conservation work costs incurred by the Owner for maintenance grants.
 - c. The combined value of any major grants and tax exemptions received by the Owner shall not exceed 50 per cent of the actual costs incurred in completing the heritage work on the property.
3. Approve property tax exemptions under the *Heritage Incentives Policy* for the properties based on the estimated amounts in Appendix A – Heritage Incentives Request 2026 for the work listed in Appendix B – Heritage Incentives Summary 2026. The totals listed in Appendix A – Heritage Incentives Request 2026 are estimates of the final amount. The final amount is limited to:
 - a. The lesser of 50 per cent of the eligible conservation work costs incurred by the Owner or a maximum of 10 years of property taxes.
 - b. The combined value of any major grants and tax exemptions received by the Owner shall not exceed 50 per cent of the actual costs incurred in completing the heritage work on the property.
4. Instruct the City Solicitor to prepare the necessary bylaws and agreements with the following conditions to be brought forward to a future City Council date once the agreements have been signed by the Property Owners:
 - a. That where the property has been designated, that the property possesses and retains its heritage status in accordance with *The Heritage Property Act*.
 - b. All required permits, including heritage alteration permits, must be submitted and approved before commencing work, and projects must pass periodic site inspections to ensure the work

is completed as approved. Where the property is listed in the Heritage Inventory, that work must be carried out in accordance with heritage standards, to be confirmed through a site inspection at project completion.

- c. That the Property Owner submits detailed written documentation of payments made for the actual costs incurred (i.e. itemized invoices and receipts) in the completion of the conservation work identified. If actual costs exceed the corresponding estimates by more than 10 per cent, the Property Owner shall provide full particulars as to the reason(s) for the cost overrun. The City of Regina may decline to approve any cost overrun, or portion thereof, if considered not to be reasonable or necessarily incurred for eligible work.
 - d. For tax exemptions, that work is completed and invoices submitted by September 30 each year to be eligible for tax incentives starting the following year of up to 50 per cent of the cost of approved work.
 - e. That the Deputy City Manager, City Planning & Community Services or designate be authorized under the Grants and Tax Exemption Agreement to make all determinations regarding reimbursements of the cost incurred for work done to the property based on the City of Regina's *Heritage Incentives Policy*.
5. Authorize the City Clerk to execute the agreements on behalf of the City of Regina after the bylaws authorizing the agreements have been passed.
6. Authorize the Deputy City Manager, City Planning & Community Services or designate to:
- a. Apply to the Government of Saskatchewan on behalf of the Property Owner for any exemption of the education portion of the property taxes that is \$25,000 or greater in any year during the term of the exemption and where the amount of education taxes being exempted is not approved by the Government of Saskatchewan, the City of Regina may reduce the amount of the exemption for the education portion of the taxes to less than \$25,000;
 - b. Apply to the separate school division (where applicable and required) on behalf of the Property Owner for any exemption of the education portion of the property taxes and where the amount of education taxes being exempted is not approved by the separate school division (where approval is required), the City of Regina shall reduce the exemption of the education

portion of the property taxes in accordance with the separate school division's decision.

7. Approve these recommendations at its meeting on June 24, 2026.

Mayor Chad Bachynski moved that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

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

EX26-71 Build Canada Strong Funding Agreement

Recommendation

The Executive Committee recommends that City Council:

1. Delegate authority to the Chief Financial Officer & Deputy City Manager or designate to:
 - a. Negotiate and approve the funding agreement between the City and the federal government for the Southwest Sewer Upgrade Project as described in this report;
 - b. Authorize amendments to the agreement, if required, which do not substantially change what is described in this report, and;
 - c. Prepare ancillary agreements or documents as required to give effect to the agreement;
2. Authorize the City Clerk to execute all agreements with the federal government upon review and approval of the City Solicitor; and
3. Approve these recommendations at its meeting on June 24, 2026

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

(Councillor Shanon Zachidniak left the meeting.)

The motion was put and declared CARRIED.

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

EX26-72 The Wastewater and Storm Water Bylaw No. 2016-24 Proposed Amendments

Recommendation

The Executive Committee recommends that City Council:

1. Approve the bylaw amendments outlined in Appendix A of this report to come into force on the day of passage, with the exception for the changes to Schedule E "Charges for Accepted Hauled Wastewater," shall come into force on January 1, 2027;
2. Instruct the City Solicitor to prepare the necessary amendments to *The Wastewater and Storm Water Bylaw, 2016, Bylaw No. 2016-24* as outlined in Appendix A and recommendation #1 of this report; and
3. Approve this recommendation at its June 24, 2026 meeting.

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

The motion was put and declared CARRIED.

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

EX26-73 North Pumping Station Pumps 1 and 2 Replacement Project

Recommendation

The Executive Committee recommends that City Council:

1. Authorize the Deputy City Manager, City Operations, or their designate, to authorize and amend the existing contract to increase the consulting fees for the North Pump Station – Pump Nos. 1 and 2 Replacement Project over \$750,000.
2. Approve these recommendations at its meeting on June 24, 2026.

Mayor Chad Bachynski moved that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

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

EX26-74 Lease of Currie Field to Regina Red Sox

Recommendation

The Executive Committee recommends that City Council:

1. Approve a 25.5-year lease agreement between the City of Regina (City) and The Regina Red Sox Baseball Club GP Inc. for Currie Field and a portion of 3898 East Victoria Avenue (Billboard Lands), as shown on Appendices B and C. The lease includes renewal options as further described in this report and is to be granted for less than fair market value and without public offering, subject to the terms and conditions outlined in this report.
2. Authorize the City Manager (or their designate) to negotiate and approve the final terms and conditions of the lease agreement as described in this report, and any other commercially relevant terms that may be required. Also, approve any amendments to the lease that do not materially change the terms described in this report, the extension of the lease, and any ancillary agreements or documents required to give effect to the lease.
3. Approve an amendment to *The Currie Field Alcohol Bylaw* to remove the limit of six special events per year and instruct the City solicitor to prepare the necessary bylaw amendment.
4. Authorize the City Clerk to execute the Certificate of Approval, which certifies the City's consent for the proposed lease area registration, pursuant to *Subdivision Bylaw No. 7748* and Section 121 of the *Planning and Development Act, 2007*.
5. Authorize the City Clerk to execute the lease agreement after review by the City Solicitor.
6. Approve this recommendation at its June 24, 2026 meeting, after giving notice in accordance with *Bylaw No. 2020-28 The Public Notice Policy Bylaw, 2020*.

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

The motion was put and declared CARRIED.

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

RESOLUTION FOR PRIVATE SESSION

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

Councillor Shobna Radons moved, AND IT WAS RESOLVED, that the Committee recess for 45 minutes.

The Committee recessed at 12:20 p.m.

Chairperson

Secretary



Provincial Disaster Assistance Program Request for Designation

Date	July 22, 2026
To	Executive Committee
From	City Operations
Service Area	Fire & Protective Services
Item No.	EX26-75

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the following resolution:

“That the City of Regina apply to the Saskatchewan Public Safety Agency to have the city designated as an eligible assistance area under the Provincial Disaster Assistance Program, as a result of a significant rainfall event on June 27 and 28, 2026 that resulted in damaged properties across the city.”

2. Approve this recommendation at its meeting on July 29, 2026.

ISSUE

On June 27 and 28, 2026, the City of Regina (City) received significant rainfall in a short period of time. Neighbourhoods across Regina experienced flooding with potentially uninsurable losses. If approved by City Council, Administration will apply for designation under the Provincial Disaster Assistance Program (PDAP) to allow potential claimants to apply for funding.

Service Regina received 331 service requests related to excessive water in residents' homes and yards from this storm.

IMPACTS

Financial Impact

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

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

OTHER OPTIONS

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

COMMUNICATIONS & ENGAGEMENT

The Emergency Preparedness & Business Continuity Branch will work with Strategic Communications & Customer Service to prepare messaging for Regina.ca, City social media platforms, develop scripts for Service Regina and other communications tactics to inform and direct claimants to PDAP for application and further information.

DISCUSSION

Emergency Preparedness & Business Continuity has filed the completed Request for Designation form with PDAP prior to the one-month deadline. If Council passes the recommended resolution, once it is received by PDAP and information regarding the designation is made available, claimants can begin the application process. PDAP provides assistance with repair or replacement of eligible, uninsurable essential items.

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

- **Principal Residence**

- Furnace and hot water heater including an inspection, cleaning and/or repairs according to SaskPower Emergency Procedures Guidelines
- Essential contents as per section 3.6.5 of the PDAP Guidelines
- Carpeting and underlay
- Building including drywall, wall board, insulation, vapour barrier, etc.
- Garage and driveway
- Sewer, water and utility hookups
- Work to minimize further damages such as temporary sandbagging or diking
- Cleanup of debris including labour and equipment used to the maximum allowable in accordance with the PDAP Cleanup Guidelines
- Mould remediation in exceptional circumstances as per section 3.6.4.2 in the PDAP

Guidelines

No assistance will be provided for damage or loss to property that is deemed to be non-essential to the restoration of a home or means of livelihood or non-essential community services. The compensation provided is based on costs to restore the property to its pre-disaster condition. Any improvements or upgrades to the property are the responsibility of the property owner.

The only exception is where codes or standards were changed prior to the date of the disaster and an upgrade is now required to meet the requirements of the changed code. This is only applicable if the upgrade is directly related to a repair that is eligible under PDAP.

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

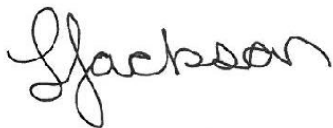
- \$240,000 for a principal residence.
- \$500,000 for small businesses including agricultural operations and communal organizations:
 - Landlords who meet the small business criteria may be eligible to receive \$240,000 per unit up to a maximum of \$500,000 total for multiple properties.
- \$500,000 for non-profit organizations.

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

DECISION HISTORY & AUTHORITY

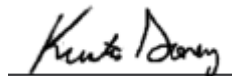
At its meeting held on October 8, 2025, City Council considered item *CM25-18 Provincial Disaster Assistance Program (PDAP)* and approved the recommendations that the City of Regina apply to the Saskatchewan Public Safety Agency to be designated as an eligible assistance area under the Provincial Disaster Assistance Program (PDAP) as a result of heavy rainfall events which occurred on September 13, 2025, and resulted in damaged properties across the city.

Respectfully Submitted,



Layne Jackson
Fire Chief, Fire & Protective Services

Respectfully Submitted,



Kurtis Doney
Deputy City Manager, City Operations

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



Rapid Housing Initiative 3 – Land Transfer and Operating Agreement

Date	July 22, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Planning & Development Services
Item No.	EX26-76

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the City of Regina entering into a Land Sale Agreement, Contribution and Operating Agreement and Conditional Option to Purchase Agreements related to the sale of 2710 5th Avenue stated in this report for the purpose of owning and operating the City of Regina's Rapid Housing Initiative 3 housing units.
2. Delegate authority to the City Manager or their designate to negotiate any other commercially relevant terms and conditions between the City of Regina and YWCA Regina, as well as any amendments to the Land Sale Agreement, Contribution and Operating Agreement and Conditional Option to Purchase Agreements that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the agreements.
3. Authorize the City Clerk to execute the Land Sale Agreement, Contribution and Operating Agreement and Conditional Option to Purchase Agreements after review by the City Solicitor.
4. Authorize Administration to provide any Housing Accelerator Funds, committed to the Rapid Housing Initiative 3 Project, but not needed to complete the housing units to YWCA Regina to support completion of the main floor community space.
5. Approve these recommendations at its meeting on July 29, 2026.

ISSUE

Administration is seeking City Council approval to enter into a Land Sale Agreement, Contribution and Operating Agreement and Conditional Option to Purchase Agreement (Sale Agreements) with YWCA Regina (YWCA). The purpose of the Sale Agreements is to transfer 2710 5th Avenue (Subject Property) to YWCA with terms and conditions that meet the City of Regina's (City) obligations under the Canada Mortgage and Housing Corporation's (CMHC) Rapid Housing Initiative 3 (RHI 3) program and as required by funding agreements for the Rapid Housing Initiative 3 Project (the Project) between the City and Saskatchewan Housing Corporation (SHC).

The City has already allocated three million dollars of Housing Accelerator Fund (HAF) funds to the housing units. Should efficiencies be found during completion of the housing units, Administration is seeking authorization to provide any remaining Housing Accelerator Fund (HAF) funds committed to the Project to the YWCA to support their completion of the main floor community space. This aligns with permitted uses of HAF funds.

IMPACTS

Financial Impact

In 2023, the City committed to delivering affordable housing through the Project at the Subject Property, in return for initial funding from CMHC. Through this commitment, the Subject Property is required to support affordable housing units for 20 years. Failure to fulfill this commitment may result in financial penalties by the City's funding partners. Since 2025, additional federal and provincial funding has been made available to support the Project.

Under provincial legislation, all property owned and occupied by the YWCA is exempt from taxation. Upon transferring the property to the YWCA, the City will forego municipal property tax revenue starting in 2027.

Providing remaining HAF funds, if available, to YWCA to support completion of the main floor community space will not impact the City's annual operating budget.

Legal Impact

On December 13, 2022, the City entered into a capital contribution agreement for the Project with the CMHC. Under the CMHC agreement, the City is obligated to ensure that 30 housing units are constructed and operated as affordable housing for a minimum of 20 years. In addition, the City entered into a capital contribution agreement with SHC under which the City is obligated to operate the same 30 units as affordable housing for a minimum of 11 years. Should the City fail to meet its obligations under these agreements, it may be required to return the funding. Failure to meet the obligations under these agreements may also impact the City's eligibility for future CMHC or SHC

funding programs.

The Sale Agreements will require that YWCA fulfill the City's obligations under the CMHC and SHC agreements. In the event of a breach of these obligations, the City will have the opportunity to have the property returned to it through a conditional option to purchase for \$1.

Policy Impact

The recommendations in this report align with *Design Regina: The Official Community Plan, Bylaw No. 2013-48* (OCP) policies, including supporting the availability of affordable housing in all neighbourhoods, supporting non-profit housing organizations and working with federal and provincial governments and other partners to meet the housing needs of the city.

The overarching vision of the proposed Housing Strategy states that every resident should have the opportunity to find affordable, safe and suitable housing. To advance this vision, the Strategy is grounded in four priorities:

1. Expand the housing supply;
2. Diversify the housing supply;
3. Support people at risk; and
4. Build strategic capacity.

Further, the Community Safety and Well-being Plan highlights that stable and affordable housing is important to improving the safety and well-being of Regina residents.

Strategic Priority Impact

The recommendations support the strategic priorities of Livability and Vibrancy by ensuring affordable housing is available to meet the needs of residents. Supporting the development of affordable housing units is an essential part of addressing housing insecurity citywide and supporting overall safety and wellbeing.

Environmental Impact

The recommendations in this report support the targets in the Energy & Sustainability Framework. Supporting housing development in established neighbourhoods contributes to the reduction of energy consumption and greenhouse gas emissions by reducing travel distances, supporting active transportation and use of transit, and use existing land and infrastructure efficiently. The building has been designed and constructed to exceed the energy efficiency standards as set out in *The Construction Codes Act* by 30 per cent.

Indigenous Impact

The recommendations align with *kâ-nâsihcikêwin* (City Indigenous Framework), specifically the

principle of wihci-atoskêwin askîhk – living together on the land, in harmony. Indigenous residents disproportionately represent those experiencing homelessness and housing insecurity. Through the agreement with CMHC, the City is required to make reasonable efforts to ensure 17 of the 30 housing units are available for Indigenous peoples. This initiative will directly impact the lives of Indigenous residents by providing affordable housing so individuals and families can be stabilized and begin to leverage other opportunities within the city, aligning with the Health & Wellbeing commitments from kâ-nâsihchikêwin.

Additionally, the Truth and Reconciliation Commission's Call to Action No. 19 explicitly asks all levels of government to "establish measurable goals to identify and close the gaps in health outcomes" between Indigenous and non-Indigenous communities. Adequate, safe and affordable housing is a key social determinant of health. Without stable housing, achieving better health outcomes would be more challenging.

Inclusion, Diversity, Equity & Accessibility (IDEA)

The recommendations align with the City's commitment to fostering an equitable environment and removing barriers to inclusive participation and success for all. A key focus of the RHI 3 program is to develop and provide affordable housing for people and populations who are vulnerable as defined under the National Housing Strategy¹. Additionally, 10 per cent of the units are fully accessible, ensuring that the Project supports the dignity and independence of residents needing both affordable and accessible housing.

There are no labour impacts with respect to this report.

OTHER OPTIONS

OPTION 1 – Approve the transfer of land to YWCA for operation of the Project and provide committed, but unused, HAF funds for the Project to YWCA to support completion of the main floor community space – RECOMMENDED

Advantage: This will allow Administration to negotiate and finalize the land transfer with YWCA in a timely manner to ensure that the building, including the main floor community space, can be occupied as soon as possible, supporting the City to fulfill its obligations to both CMHC and SHC.

¹ People and populations who are vulnerable include: Homeless people or those at risk of homelessness, Women and their children fleeing violence, Black Canadians, Indigenous peoples, Racialized groups, Seniors, Young adults, People with disabilities, People dealing with mental health and addiction issues, Veterans, LGBTQ2+, and Recent immigrants or refugees.

Consideration: Given that all property owned and occupied by the YWCA is exempt from taxation under provincial legislation, the City will forego potential revenue.

OPTION 2 – Refer the report back to Administration – NOT RECOMMENDED

Advantage: This option will provide Administration with an opportunity to provide clarity and additional information as necessary for City Council.

Consideration: Postponing the decision on a non-profit housing operator for the building will delay when residents can move into the building and may be perceived by CMHC, the Government of Saskatchewan and the community as a lack of commitment from the City to fulfill its obligations under the RHI 3 program.

COMMUNICATIONS & ENGAGEMENT

If the recommendations in this report are approved, Administration will update the information publicly available on its website to reflect the change in ownership.

Public notice required for City Council to approve the sale of City-owned property at less than market value has been advertised in accordance with *The Public Notice Bylaw, 2020*.

DISCUSSION

In 2023, the City received \$6,646,671 in capital funding from CMHC to deliver a minimum of 25 new affordable housing units. The funding was provided to a non-profit housing provider through the RHI 3 program and construction of a 30-unit, multi-unit residential building began on the Subject Property in mid-2023. In the summer of 2024, Administration was notified of significant unexpected cost overruns. City Council approved the allocation of up to \$3,000,000 from the City's Housing Accelerator Fund to advance construction in late 2025. The City assumed ownership of the property in early 2026. Since taking ownership of the Project, the City has secured additional federal and provincial funding to finish construction, which is anticipated to be substantially complete at the end of August 2026.

In Spring 2026, Administration focused on selecting a new non-profit housing provider to operate the building, in alignment with the City's obligations under the agreements with CMHC and SHC. The selection process used a two-phased approach. First, on February 24, 2026, the City issued a request on SaskTenders for an Expression of Interest (EOI) to local affordable housing providers. The EOI indicated that only participants in the EOI process would be invited to participate in the second phase for the Request for Proposals process. The goal was to gauge interest, collect information to assist the City in determining an operating model and identify participants for the next

phase of the process without requiring full proposals from interested entities until the second phase. Five entities submitted responses to the EOI.

In the second phase of the selection process in June 2026, the City issued a Negotiated Request for Proposals to those five entities. The Negotiated Request for Proposals required applicants to demonstrate their commitment and capacity to meet the City's obligations under the RHI 3 program and SHC agreement, provide information on their experience operating housing of similar size and scope and to share details on the financial sustainability of their housing operations. Respondents were also asked to demonstrate their ability to sustainably maintain the property by including anticipated maintenance and capital management plans.

The City received four proposals, which were adjudicated during the week of June 22, 2026. The adjudicating committee consisted of members of Administration from the Planning & Development Services, Recreation & Cultural Services, Financial Services and Facilities & Fleet Departments. The committee selected the proposal from YWCA, one of Saskatchewan's most established affordable housing and community service providers serving women, children, youth and families in Regina for over 100 years. They have proposed to operate the Subject Property with a combination of supportive housing and family reunification services that will help women and families to achieve long term housing stability.

Pursuant to the City's agreement with SHC, transfer of the property also requires SHC to confirm their support for the City's selection of YWCA, which will be conditional on the YWCA entering into required security agreements with SHC regarding their financial contribution to the project. Under its agreement with CMHC, the City is permitted to deliver housing through an intermediary, but the City remains accountable to CMHC for delivery.

Key terms of the Sale Agreements are consistent with the City's other RHI Project. These terms include commercially relevant terms to the sale and operation of the Subject Property, including the following key terms:

- The City will transfer the Subject Property to the YWCA on the condition that the YWCA continues to meet the terms and conditions of the Contribution Agreement between the City and the YWCA;
- The YWCA shall operate the Subject Property within affordability criteria as defined by CMHC and SHC for people and populations who are vulnerable for 20 years (Term);
- The YWCA shall not encumber or transfer the Subject Property during the Term;
- The YWCA shall carry out its operations in compliance with the City's obligations under the CMHC and SHC agreements;
- Maintenance, operations, capital repair and replacement and any further development of the main floor (non-residential community space) area shall be carried out in a proper and

- diligent manner in compliance with all applicable laws, at the cost of the YWCA;
- The YWCA shall provide any reporting or information requested of CMHC or the City required to verify compliance with the Agreement;
- The YWCA shall be required to carry insurance at levels specified in the Agreement; and
- In the event of default, the City has the right to exercise a conditional option to purchase the property for \$1.

The YWCA has identified community and social enterprise opportunities for the main floor community space to support both residents of the building as well as the broader community in line with the initial design and intention for the building. If efficiencies are found with project delivery a portion of HAF funds previously committed to the completion of the housing units may be used to support the YWCA in the completion of the main floor community space. This investment aligns with permitted uses of HAF funds including investments in community-related infrastructure that supports housing and will support the initial vision of the building being realized in a timely manner.

DECISION HISTORY & AUTHORITY

On December 7, 2022, City Council considered item *CR22-137 Rapid Housing Initiative 3 – Funding for Affordable Housing* and adopted a resolution to authorize the City to enter into a capital contribution agreement with CMHC to receive funds under the Rapid Housing Initiative 3 Cities Stream, select qualified non-profit organization(s) to construct and operate the Rapid Housing Initiative 3 Project, and to negotiate, approve and amend any contribution agreements needed between the City and the selected non-profit organization.

On September 24, 2025, City Council considered item *CR25-118 Rapid Housing Initiative 3 – Project Update* and authorized the City to commit up to \$3,000,000 in funding from the City's Housing Accelerator Fund and enter into agreement(s) with other orders of government to receive funds to support completion of the Rapid Housing Initiative 3 Project.

Respectfully Submitted,



Autumn Dawson, Director
Planning & Development Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Laura Pfeifer, Manager, City Revitalization



Regina Housing Strategy

Date	July 22, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Planning & Development Services
Item No.	EX26-77

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the attached Appendix A – Regina Housing Strategy;
2. Direct Administration to report back by Q3 2027 with an updated *Housing Incentives Policy*; and
3. Approve these recommendations at its meeting on July 29, 2026.

ISSUE

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

IMPACTS

Financial Impact

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

process. Some actions require further engagement to determine a budget.

Legal Impact

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

Policy Impact

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

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

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

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

Strategic Priority Impact

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

The Plan highlights the importance of sustainability, which is interwoven into the Strategy as it

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

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

Environmental Impact

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

Several of the Strategy actions promote intensification and renewal, which can generate environmental benefits such as reducing vehicle travel distances, supporting the remediation of contaminated sites, encouraging active transportation and transit use, and enabling more efficient use of land and infrastructure.

Indigenous Impact

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

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

Inclusion, Diversity, Equity & Accessibility (IDEA)

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

within the Strategy.

There are no labour impacts associated with this report.

OTHER OPTIONS

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

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

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

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

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

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

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

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

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

COMMUNICATIONS & ENGAGEMENT

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

A BeHeard page was published on July 22, 2025. On May 21, 2026, the draft Strategy was

released. The Strategy received 39 visitors and 74 downloads as of June 25, 2026. In total, the BeHeard page was visited 1,200 times as of June 25, 2026.

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

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

DISCUSSION

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

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

Priorities & Outcomes

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

Priority 1: Increase the Housing Supply

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

Priority 2: Diversify the Housing Supply

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

Priority 3: Support People at Risk

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

Priority 4: Build Strategic Capacity

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

The City's Role in the Housing Continuum

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



Communication

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

Implementation

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

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

DECISION HISTORY & AUTHORITY

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

1. Approve the *Regina Housing Needs Assessment*;
2. Instruct Administration to submit the *Regina Housing Needs Assessment* to Canadian Mortgage and Housing Corporation as part of the requirements of the Housing Accelerator Fund;
3. Instruct Administration to submit the *Regina Housing Needs Assessment* to the Government of Canada as part of the requirements of the Canada Community Building Fund; and
4. Instruct Administration to prepare a *Comprehensive Housing Strategy* to respond to the *Regina Housing Needs Assessment*, to be delivered to City Council for Quarter 1 2026.

Respectfully Submitted,



Autumn Dawson, Director
Planning & Development Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Michael Sliva, Senior City Planner

ATTACHMENTS

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



Regina Housing Strategy

City of Regina

2027-2032

DRAFT

Land Acknowledgement

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

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

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

Acknowledgements

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

Project Team:

- Autumn Dawson, Director, Planning & Development Services
- Diana Burton, Director, Recreation & Cultural Services
- Bill Neher, Manager, Housing
- Dave Slater, Manager, Community Wellbeing
- Michael Sliva, Senior City Planner
- Jonathan Pradinuk, Senior City Planner
- Aaron Hertel, Policy Analyst
- Meghan Trenholm, Senior Communications Strategist
- Kerri Martin, Coordinator, Homelessness Initiatives & Community Outreach
- Dawn Shire, Communications Consultant

External Acknowledgements

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

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

A full list of participating organizations is provided below.

Alton Tangedal Architects	Franken Homes
Argyle Park Housing Co-operative	Gabriel Housing Corporation
Avana	Habitat for Humanity Saskatchewan
Battjes Development	Habitat Studio
Big Block Construction	Hamm Construction
Building Studio	Holz Contractors
City of Edmonton	Homes by Metro
City of Saskatoon	Hoxton Homes
City of Winnipeg	International Union of Bricklayers and Allied Craftworkers
CNS Developments	Justus Smith
Coldwell Banker	KD Properties
Colliers	Kilo Lima
Conexus Credit Union	Kreate Architecture & Design
Cooperative Housing Association of Saskatchewan	KRN-Tolentino Architecture
Co-operative Housing Federation of Canada	Mainstreet Equity Corporation
Crawford Homes	Maison Design Build
Creative Options Regina	Maric Homes
Design Build	Marsh Canada Limited
Doug Elder	MayBell Developments
Dream	Ministry of Immigration and Career Training
FCX Developments	Munro Homes
Forster Harvard Development	Namerind Housing Corporation

National Affordable Housing Corporation
Newo Yotina Friendship Centre
NIS Contractors
North Ridge Developments
Office of Residential Tenancies
Oxbow Architecture
Oxford House
Pacesetter Homes
Palazzo Developments
Peepeekisis Cree Nation
Phoenix Residential Society
Pro Bono Law Saskatchewan
Rainbow Housing Association
Ranch Ehrlo
Ray Gosselin Architecture
Regina & Region Home Builders
Association
Regina District Industry Education
Council
Regina Region Local Immigration
Partnership
Regina Trades & Skills Centre
Regina Transition House
Regina Treaty/Status Indian Services

Rental Housing Saskatchewan
Richmond Enterprises
Ripplinger Homes
Robinson Residential Design
Rohit Homes
Salvation Army
Saskatchewan Apprenticeship and
Trade Certification Commission
Saskatchewan Building Trades Council
Saskatchewan Housing Corporation
SGI Canada
Silver Sage Housing
Sthamann Homes
Street Culture Project
Techview Homes
Terra Developments
TMG - The Mortgage Group Regina
University of Alberta Properties Trust
Urban Pioneer Infill
West Oak Developments
Westrich Pacific
Zagime Management Authority

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Executive Summary

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

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

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

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

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

Introduction

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

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

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

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

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

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

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

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



The Housing Continuum

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

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

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

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

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

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

Background

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

Policy & Regulatory Environment

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

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

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

Population & Housing Market Conditions

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

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

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

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

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

People at Risk

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

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

Housing Strategy Engagement

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

Working Together

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

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

Priorities & Outcomes

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

Priority 1: Expand the Housing Supply

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

Outcomes:

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

Priority 2: Diversify the Housing Supply

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

Outcomes:

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

Priority 3: Support People at Risk

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

Outcomes:

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

Priority 4: Build Strategic Capacity

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

Outcomes:

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

Strategic Actions

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

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

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

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

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

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

Actions to Expand the Housing Supply

No.	Action	Issue	Timeline
1	Advocate to the Government of Saskatchewan and Government of Canada to provide greater capital funding for housing-related infrastructure projects.	Municipalities and industry cannot afford to fund housing infrastructure by themselves.	Ongoing
2	Advocate to the Government of Saskatchewan to remove the Provincial Sales Tax (PST) on construction for new housing and housing-related infrastructure.	PST on construction directly impacts the final cost of housing. It was not charged prior to 2017.	Ongoing
3	Continue to improve the development review process, including potential to expedite projects that align with priorities such as affordable housing.	Despite a substantial reduction in review times, ongoing improvements to the review process are important for clarifying submission expectations and increasing certainty.	Ongoing
4	Explore improved authorization of rapid housing systems such as prefabricated technologies and pre-approved designs and report back to City Council with recommendations.	Improvements to prefabricated housing options has the potential to increase pace of housing production, especially under special circumstances where rapid deployment is required.	Now
5	Continue implementation of the Affordable Housing Lands Policy (AHLP), including a long-term plan for its operation beyond federal funding limits.	The AHLP governs the City's land bank acquisitions and dispositions. It is currently funded through the Housing Accelerator Fund but will require new resourcing if it is to be an effective long-term tool.	Now
6	Leverage major City-owned land assets to achieve strategic housing goals including but not limited to increasing housing supply and diversity and creating complete neighbourhoods.	The City's major land assets have substantial potential for residential development across the housing continuum but there is currently no policy framework directing this.	Now
7	Improve the Housing Incentives Program to align with housing priorities and emphasize project types and locations most in need of financial support.	The Housing Incentives Program requires updates to ensure it best addresses current conditions and development barriers.	Now

No.	Action	Issue	Timeline
8	Explore if the City should take on the role of developer in areas of non-market housing in segments of the housing continuum that are underserved and report back to City Council with recommendations.	Governments are better able to absorb the risk of developing non-market housing than non-profit and for-profit companies. Governments can also ensure a long-term, stable stock of non-market housing which can stabilize market prices.	Now
9	Explore property tax financing of home repairs and report back to City Council with recommendations.	Many privately-owned homes require significant repairs, but homeowners are not able to access financing through the private sector. Allowing repairs to be paid off through property taxes can make upkeep more affordable.	Later

Actions to Diversify the Housing Supply

No.	Action	Issue	Timeline
10	Advocate for amendments, where practical, to the National Building Code of Canada that support housing production, such as enabling single stairwells for multifamily development.	Modern construction practices adequately achieve fire safety without the need for a second stairwell. This regulation directly increases the cost of multifamily development.	Next
11	Advocate to the Government of Saskatchewan to invest in creating transitional and permanent supportive housing and to provide predictable multi-year funding to housing and support service operators.	Increasing the supply of transitional and supportive housing is key to reducing and preventing homelessness. Predictable, multi-year funding is needed for operational stability.	Ongoing
12	Support development of a dedicated supply of transitional, permanent supportive and affordable housing spaces to serve housing support services such as Coordinated Access.	Housing support services struggle to find spaces for clients. Directly requiring a portion of housing units receiving City funding can create a dedicated supply. Expanding options within the Housing Incentives Policy can enable support space.	Next
13	Consider providing financial support and potential reimbursement for 'first-in' infill developers that require servicing infrastructure upgrades.	Servicing infrastructure in existing neighbourhoods is often aging and undersized. Currently, developers are 100 per cent responsible for upgrade costs and have no potential for reimbursement if those	Next

No.	Action	Issue	Timeline
		improvements benefit further redevelopment.	
14	Establish community land trusts.	Land trusts are an effective tool for neighbourhood revitalization with affordable housing but require support before they are fully established. The first Trusts are envisioned in the North Central and Heritage neighbourhoods.	Now
15	Support rent-to-own housing models and other solutions for improving access to home ownership.	Barriers to homeownership are major issues in certain areas. Rent-to-own can help bridge the gap to homeownership for long-term renters and people with suitable income but poor or no credit rating (e.g. newcomers, recently divorced people). This can be achieved through the Housing Incentives Policy.	Next
16	Support "for Indigenous, by Indigenous" housing models.	Culturally responsive housing options are needed to support the disproportionate number of Indigenous people that experience homelessness. This can be achieved through the Housing Incentives Policy.	Now
17	Improve access to services by loosening restrictions on Resident Business Licenses while mitigating potential negative neighbourhood impact.	Existing Resident Business License regulations restrict homeowner or renter ability to supplement incomes. Expanding options for employment within neighbourhoods can enable more employment and housing options and greater resident income, thereby improving home affordability.	Next
18	Develop educational tools and resources in collaboration with industry to support incremental development with missing middle housing.	Addressing knowledge gaps and supporting best practices can improve industry's ability to build missing middle housing, which is important for low- and moderate-income households.	Now

Actions to Support People at Risk

No.	Action	Issue	Timeline
19	Continue working collaboratively with the Government of Saskatchewan and other partners to find appropriate solutions for encampment residents.	Recent years have seen an increase in the number of people sheltering outdoors on both public and private property around Regina. Rather than a complaints-based enforcement approach, the City is working on providing a more coordinated response aimed at supporting people to move into stable housing. Administration has worked collaboratively through the Encampment Response Strategy.	Ongoing
20	Advocate to the Government of Saskatchewan to further increase the shelter benefit for Saskatchewan Income Support (SIS) and Saskatchewan Assured Income for Disability Program (SAID), restore direct payments to housing providers in all cases and explore alternate methods for guaranteeing damages.	Rental operators are hesitant to rent to people receiving SIS and SAID benefits because shelter benefits are too low to be financially viable, lack of direct payment results in rent going unpaid, and the current approach to damage guarantees is not sufficient to cover damage beyond basic repairs between tenancies. Improving these programs can restore operator confidence and reduce risk of homelessness.	Ongoing
21	Advocate to the Saskatchewan Housing Corporation (SHC) to amend tenancy regulations for Regina Housing Authority.	SHC reserves units for certain demographics (e.g. seniors, families) but the current distribution does not reflect current need. SHC policies make it difficult for tenants who have been barred from renting to return once they have stabilized.	Ongoing
22	Advocate to the Government of Saskatchewan to amend <i>The Residential Tenancies Act, 2006</i> to improve protections for tenants and reduce evictions for reasons other than cause or non-payment of rent, investigate predatory landlords and improve protections for tenants.	Current regulations create opportunities for abuse by making it easy for rental operators to evict tenants for reasons other than misconduct or non-payment. The current complaints-based system for reporting rental operator misconduct creates a disincentive for renters to exercise their rights for fear of retribution from predatory landlords. Limiting reasons for eviction and monitoring rentals proactively can create more stability for renters.	Ongoing

No.	Action	Issue	Timeline
23	Advocate to Government of Saskatchewan to support tenants at risk of eviction, including improving access to legal counsel during eviction cases.	Eviction and homelessness can often be prevented by providing financial assistance to low-income renters who experience unexpected or mounting financial challenges (e.g. utility and rent arrears, illness of a household earner) that also limit their legal defense.	Ongoing
24	Advocate to the housing industry for subsidized “master tenant” insurance program.	Tenant insurance can help rental operators with damages caused by a tenant, but operators cannot ensure tenants have insurance except through a master tenant insurance program. The operator owns the insurance policy, but tenants are required to enroll; the operator can verify tenants are enrolled. Public subsidy of such programs can be more responsive than current publicly funded repair programs.	Ongoing
25	Advocate to the Government of Saskatchewan to invest in homeowner and renter education workshops.	Education can support renters (particularly newcomers, youth etc.) to have successful tenancies and transition to homeownership. There is a shortage of trainers who can teach these workshops.	Ongoing
26	Advocate to the Government of Saskatchewan to invest in specialized safety systems for people who are deaf, hard-of-hearing or who otherwise have sensory impairment.	Lack of specialized safety systems is a life safety issue. Financial support for these upgrades is often available through insurance, worker’s compensation and government programs but there are gaps for people do not qualify for these supports (e.g. elderly people who cannot afford the systems but make too much money for the low-income supports).	Ongoing
27	Explore requiring a greater percentage of new units to be accessible or accessible-ready including accessible parking requirements and report back to City Council with recommendations.	There is a significant shortage of accessible housing options and people who need accessible units often must accept unsuitable housing.	Next

No.	Action	Issue	Timeline
28	Advocate to the Provincial and Federal governments to amend grant programs to assist seniors to retrofit their homes allowing them to stay living in their current homes and neighbourhoods.	Current programs offer some support, but they are income-tested, based on individual disability rather than an environmental disability perspective and have long time restrictions between applications.	Ongoing

Actions to Build Strategic Capacity

No.	Action	Issue	Timeline
29	Renegotiate the City's five per cent share of Saskatchewan Housing Corporation (SHC) assets.	The City has agreements with SHC from the 1950s through the 1980s. The City bears a portion of operational losses every year but has no influence over how the units are used.	Now
30	Create a centralized housing webpage that provides a range of information on housing in Regina including housing statistics and progress updates.	A centralized page will make it easier for interested parties to obtain information on housing in Regina.	Now
31	Promote Building Standards Advisories on the City's website.	This information helps property owners understand what is required for common and emerging types of development such as secondary and backyard suites.	Next
32	Create development guides to spread awareness of emerging best practices and improve affordability, efficiency and accessibility.	Development guides are an efficient way to promote best practices without adding potentially burdensome regulations.	Next
33	Host the Housing Table, made up of market, non-profit and government groups, to discuss ongoing challenges in the housing market.	An ongoing platform for engagement allows the City to be responsive to emerging issues and identify issues that may not be identified through one-off engagement.	Ongoing
34	Host annual housing conference for builders, developers, service providers and non-profit builders.	Creating opportunities for people from different segments of the housing industry to connect facilitates new partnerships and knowledge sharing.	Ongoing

No.	Action	Issue	Timeline
35	Develop capacity within City Administration to rapidly respond to emerging programs from Provincial or Federal governments.	The City will explore steps to improve development readiness by confirming housing needs, preparing City-owned sites and improving understanding of infrastructure capacity.	Now
36	Collaborate with community to support labour market and skills development for residential construction.	There is currently a shortage of skills in the housing industry. Collaboration can also support other priorities such as neighbourhood revitalization, youth employment, etc.	Next

Appendix B – Summary of Government Jurisdiction & Responsibilities

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

City of Regina

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

Policies and Bylaws

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

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

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

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

Initiatives and Programs

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

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

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

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

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

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

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

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

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

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

Government of Saskatchewan

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

Saskatchewan Housing Corporation

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

The Regina Housing Authority

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

Other Provincial Housing Responsibilities & Roles:

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

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

Government of Canada

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

Canada Mortgage and Housing Corporation

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

National Housing Strategy

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

Federal Housing Advocate

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

Build Canada Homes

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

Homelessness

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

Appendix C – What We Heard

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

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

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

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

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

Key Findings

- Shelter benefits provided through Provincial programs are not sufficient to cover the operating costs of housing:
 - It is becoming more challenging for affordable housing providers to rent from private landlords because of the difficulty in accessing direct payment of shelter benefits for landlords and the lack of confidence landlords have in the Letters of Guarantee for damages.
- Serviced land availability is limited.
- Current regulatory and planning barriers remain a challenge:
 - There is a need to introduce neighbourhood amenities (e.g. schools, parks, pathway connections) earlier in the neighbourhood development process.
 - The Concept Plan process is onerous; it would be better to push detailed technical servicing information later to the subdivision process.
 - Design standards are becoming less affordable.

- More information on infrastructure is needed to support infill development.
- Neighbourhood development phasing policies and high upfront costs of neighbourhoods borne by developers were identified as issues but have been addressed through the Growth Plan Review.
- The availability of skilled trades is a significant barrier to housing development.
- Affordable, supportive and transitional housing providers, including co-operatives, face additional challenges because of how they structurally operate:
 - The most affordable homes often have issues such as mold, infestations or building code deficiencies.
 - There is a perception that there is no accountability for private landlords, some of which are predatory and coercive to tenants on social assistance.
 - Tenants can be discriminated against through landlord policies such as excessive background checks and rent references.
 - There is a desire for the City to work more collaboratively with affordable housing providers.
 - There was general agreement that the City's role should remain on information, capacity building and capital funding.
 - Broader property tax exemptions for affordable housing providers can help with maintenance.
 - Subsidized tenant insurance could be an alternative to repair funding.
- The City's zoning changes have been beneficial to development but have drawbacks:
 - Neighbourhoods lack long term vision.
 - It can be difficult to design appropriate buildings.
- The City needs to regulate neighbourhoods in a way that enables them to evolve over time. For example, by allowing corner stores and other uses within neighbourhoods and generally allowing land use to evolve with changing community expectations.
- Many issues can be better addressed through improved communication and marketing:
 - Promoting the City's relative affordability, small town feel and fast permit approvals can draw interest from prospective residents and developers.
 - Proactively sharing infrastructure investment plans can support business planning for builders.
 - Rapid regulatory change makes it hard for the development community to keep up with what is current.

Appendix D – Glossary of Terms

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

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

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

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

CHN: See “Core Housing Need.”

CHS: See “Comprehensive Housing Strategy.”

CMHC: See “Canada Mortgage and Housing Corporation.”

Comprehensive Housing Strategy: The City of Regina’s former housing strategy, approved in 2013.

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

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

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

Greenfield: Development in new areas outside the Intensification Boundary.

HIP: See “Housing Incentives Policy.”

Homelessness¹: The state of an individual, family, or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means, and ability of acquiring it. It is the result of systemic or societal barriers, a lack of affordable and appropriate housing, the individual/household’s financial, mental, cognitive, behavioural, or physical challenges, and/or racism and discrimination. Most people do not choose to be homeless, and the experience is generally negative, unpleasant, unhealthy, unsafe, stressful, and distressing. Homelessness includes a range of living situations including unsheltered (living on the streets or in places not intended for human habitation), emergency sheltered (staying in overnight shelters or shelters for people fleeing violence), provisionally accommodated (staying in temporary housing where tenure is not secure), and at risk of homelessness (sheltered but in precarious, unsanitary, or unsafe conditions).

HNA: See “Housing Needs Assessment.”

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

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

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

Housing Incentives Policy: The City’s affordable housing program. It delivers tax exemptions and capital grants to affordable housing projects Citywide, and standalone tax exemptions for market housing in City Centre, North Central, and Heritage.

Housing Needs Assessment: Conducted in 2024, this document forecasts Regina’s housing needs resulting from population growth between 2021 and 2051 and evaluates

¹ Canadian Observatory on Homelessness. “Canadian Definition of Homelessness.”

current needs. It includes both quantitative (i.e. statistical) and qualitative (i.e. community engagement) to identify housing issues.

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

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

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

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

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

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

OCP: See “Design Regina: The Official Community Plan.”

Official Community Plan: See “Design Regina: The Official Community Plan.”

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

RHA: See “Regina Housing Authority.”

Saskatchewan Assured Income for Disability: The Government of Saskatchewan’s income support program for people with disabilities.

SAID: See “Saskatchewan Assured Income for Disability.”

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

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

SHC: See “Saskatchewan Housing Corporation.”

SIS: See “Saskatchewan Income Support.”

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

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

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

Appendix E – 2013 CHS Progress

Summary

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

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

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

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

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

Appendix F – Actions Explored but Not Included

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

Density Bonusing

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

Inclusionary Zoning

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

Rent Control

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

Rental Registry

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

Appendix G – Jurisdictional Review

Summary

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

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

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

Details

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

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

Table J2: Municipalities Scanned

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

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

Table J3: Categorization of Municipal Tools for Housing

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

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

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

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

Table J4: Summary of Municipal Tools

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

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

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

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

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

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

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

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

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

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

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



Parks Master Plan Update

Date	July 22, 2026
To	Executive Committee
From	City Planning & Community Development
Service Area	Parks & Open Space Services
Item No.	EX26-78

RECOMMENDATION

The Executive Committee recommends that City Council receive and file this report at its meeting on July 22, 2026.

ISSUE

At its meeting on May 8, 2024, through report *CR24-45 Parks Master Plan*, City Council directed Administration to report on results from the Parks Master Plan (PMP) annually to Executive Committee. This report provides an update on the actions that were taken in 2025 to implement the PMP.

IMPACTS

Financial Impact

There are no financial implications associated with receiving this report, as this reports on previous the years work. As Administration continues with the implementation of the recommendations of the Parks Master Plan, any actions with financial implications will be brought to Council for consideration through the budget process.

Strategic Priority Impact

Implementation of the PMP supports the 2026-2029 Strategic Plan by enhancing vibrancy in Regina's parks and open spaces. The plan supports all three guiding principles regarding

Reconciliation, Environmental Sustainability and supports Inclusion, Diversity, Equity and Accessibility. While at the same time resource allocation to Regina's parks and open space system is cost effective and sustainable for the longer term.

Environmental Impact

Implementation of many of the PMP's key performance indicators (KPIs), along with other actions outlined in the plan, have the potential to positively impact energy consumption and greenhouse gas emissions. These impacts are largely the result of a reduction of intensive maintenance approaches, which reduce mowing-related emissions and the energy required to distribute potable water for irrigation.

These reductions, which are intended to result in an increased number of naturalized spaces throughout the parks and open space system, in-turn have the potential to improve air, water and soil quality while also improving plant and animal habitats.

Indigenous Impact

The PMP was one of the first plans developed by the City of Regina (City) that applied an Indigenous worldview to engagement and outcomes. The plan included a robust Indigenous engagement program led by a consulting team from the George Gordon First Nation. Through this process, staff met with Elders, Old Ones, Life Speakers, Pipe Carriers and their helpers, along with political leaders and community members from across Treaty 4 Territory. The process led to the inclusion of many of the plan's recommendations and helped staff establish lasting relationships in the community, which continue to inform its implementation.

At its foundation, the PMP was intended to be in alignment with kâ-nâsihikêwin and associated Treaty Principles. Through an Indigenous worldview the plan is intended to provide a way forward to sustain, improve and develop our parks system over the next decade and beyond. Additionally, its target recommendations are grounded in the best practices and was additionally informed by a comprehensive public and stakeholder engagement process.

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

OTHER OPTIONS

There are no other options for this report as it is for information purposes only.

COMMUNICATIONS & ENGAGEMENT

There are no communications or engagement impacts from this report.

DISCUSSION

The PMP identifies seven Key Performance Indicator (KPI) targets as a foundation of the annual report to Council, to monitor how effectively Regina is reducing its impact of the surrounding environment. Together, these KPIs also help ensure that the community begins to use the space in ways that honour and reflect Indigenous principles of stewardship.

The table below presents the seven primary KPI's and 2025 results, following City Council's adoption of the plan in 2024.

Parks Master Plan – Seven Primary KPI's

	KPI	Target	Target Date	2025 Results
1	Number of Indigenous ceremonies hosted by the City of Regina annually.	Eight ceremonies or sweat lodge ceremonies held.	Annually 2024-onwards	14 Sweat Lodge Ceremonies
2	Total number of fruiting trees and shrubs within the parks and open space system maintained by partners.	25 fruiting trees and 50 fruiting shrubs planted by the City, maintained by partners in open space annually.	Annually 2025-onwards	120 fruiting trees and 140 fruiting shrubs planted during 2025. 1,000 fruiting shrubs given away to residents.
3	Per cent of Parks staff trained in the Identification of Native Plants.	25 per cent of permanent parks employees trained.	Quarter 4 2026	Currently 43 per cent of permanent staff are trained.
4	Total volume of potable water used to irrigate the parks and open space system.	Reduce potable water use in parks 5 per cent below average annual levels by 2025 and 10 per cent by 2027.	Quarter 4 2027	2025 irrigation volume sourced from potable water was reduced by 15.3 per cent from the five-year average.
5	Number of tree vacancies within the parks open space system.	Reduce 2023 vacancy count by 1,000 trees.	Quarter 4 2028	2023 assessed that there were currently 1,000 tree vacancies in

				parks. This plan committed to replace those identified vacancies by 2028. For 2025, there were 262 trees were planted. This reduced the 2023 total vacancy count to 626. Note – the target does not address new vacancies in parks from tree mortality since the 2023 count.
6	Total area of woodlots within the system.	Increase diverse woodlot inventory by four hectares.	Quarter 4 2028	0.2 ha increase in 2025 at the Cathedral Village Forest Project site in Les Sherman Park. This is a community-led project on City lands. Total = 1.2Ha / 4Ha
7	Total area of naturalized lands within the system.	25 per cent of parks and open spaces will be naturalized.	Quarter 4 2028	Naturalized area expanded by 5.7 per cent, now 18.1 per cent (246.55 ha) through added space reallocation and improved management practice in already designated space.

Beyond the KPIs identified, the plan outlines three overarching principles to guide further

implementation. These principles will ultimately shape forty-two measurable, KPI-style targets that support the plan's vision. The principles are:

- Principle 1: Regina's Parks are Sustainable
- Principle 2: Regina's Parks Connect Communities to Nature
- Principle 3: Regina's Parks are Equitable, Accessible, and Welcoming

The goals and targets within each Principle are phased across short, medium, and long-term horizons rather than being pursued concurrently. Responsibility for achieving these goals and targets is shared between the Parks & Open Space Services Department and the Recreation & Culture Department.

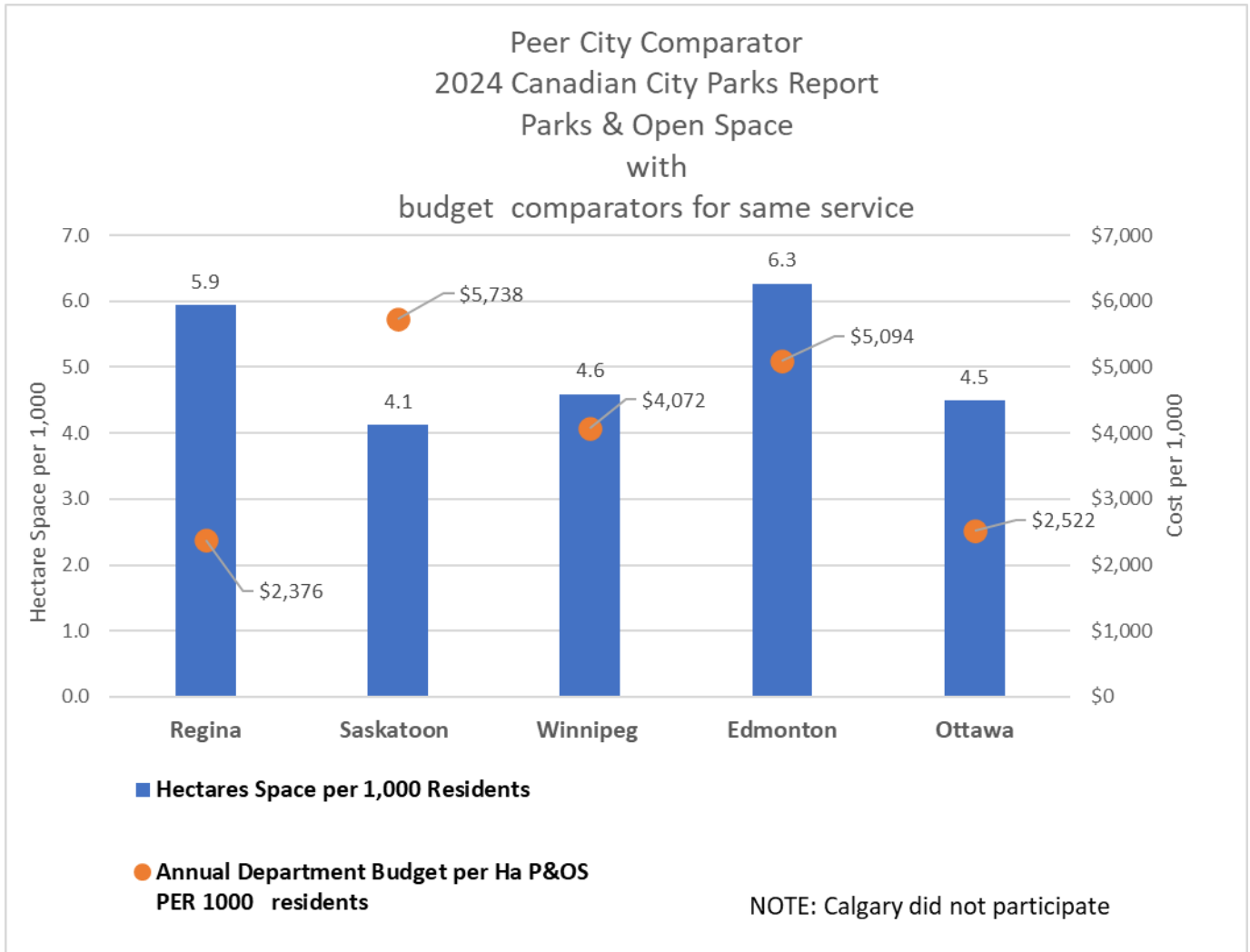
Further detail on the goals and targets advanced to date, along with their status, is provided in Appendix A: Principles Guiding Goals and Targetable Actions.

Comparator Cities

Regina's Strategic Plan additionally sets a Strategic Imperative to ensure that municipal property taxes are within the lowest 25 per cent of taxes among comparator Canadian cities. As part of this goal efficiency of service delivery is required to minimize pressure on taxation funded supported service. Parks & Open Space Operations is working to assist the City in achieving this goal.

The graph below compares both total funding spent and total hectares of space allocated for parks and open space activities; with both measures being displayed on a per 1,000 resident basis for comparative purposes. At an Operating and Capital investment combined for same service delivery, the City spends the lowest amount for its parks and open space per hectare while also providing the second highest quantity of overall hectares to maintain on a per 1,000 resident basis as compared to its comparator cities.

Source Data is from the 2024 Canadian City Parks Report with data that was collected from 35 participating cities.



Administration will continue to implement actions to meet the targets of the PMP.

DECISION HISTORY & AUTHORITY

On May 8, 2024, City Council considered report *CR24-45 Parks Master Plan* and approved the Parks Master Plan. As part of its approval, City Council directed Administration to report back to Executive Committee with an implementation update annually.

Respectfully Submitted,



Russell Eirich, Director
Parks & Open Space Services

Respectfully Submitted,



Deborah Bryden, Deputy City Manager
City Planning & Community Services

Prepared by: Ashley Thompson, Manager, Parks Technical Services

ATTACHMENTS

Appendix A - Principles Guiding Goals and Targetable Actions

Appendix A: Principles Guiding Goals and Targetable Actions

Note: The following summarizes the progress on actions to date. The entire list is published in the Parks Master Plan.

Principle 1: Regina's Parks are Sustainable			
	Recommendation	Timeframe	2025 Activities
Goal 1.1: Mitigate and adapt to climate change			
1.1.3	Update the Regina Urban Forest Management Strategy	Medium-term	Data collection and analysis was completed by a consultant. Community and Indigenous engagement work completed by City staff.
1.1.4	Update seed specifications, develop new hardy plant lists	Short-term	Specifications and lists completed and published.
1.2.2	Find opportunities to reduce potable water use for irrigation in parks	Short-term	2025 irrigation volume was reduced by 15.3 per cent from the five-year average, see KPI 4. This reduction was based on a multi-year Evapotranspiration (ET) study on six test sites. This additionally reduced reliance on potable water supply.
1.3.3	Improve coordination of infrastructure and initiatives that may impact parks and open spaces	Short-term	Parks Technical Services staff attend weekly construction scheduling meetings hosted by Sustainable Infrastructure department.
Principle 2: Regina's Parks Connect Communities to Nature and Place			
	Recommendation	Timeframe	2025 Activities
Goal 2.2: Expand Interpretation			
2.2.2	Update park naming policies to foster collaboration with the Indigenous community	Short-term	This work is in progress. An update on the Civic Naming Committee Guidelines Policy is scheduled to come to Council in Q4 2026.

2.2.4	Continue to engage and work with Indigenous groups to identify appropriate and meaningful ways to approach incorporating Indigenous medicinal and traditional plants into the park landscape	Short-term	This is completed on a case-by-case basis. The Grandfather Teachings project included native plants (installed at Ken Jenkins Park).
Principle 3: Regina's Parks are Equitable, Accessible and Welcoming			
	Recommendation	Timeframe	2025 Activities
Goal 3.1: Ensure that parks are inclusive, accessible and safe for all			
3.1.2	Establish an inclusive and welcoming location within the parks system dedicated to supporting Indigenous ceremony	Short-term	An Indigenous ceremony site was designated in 2023. The process of designing a building that includes ceremony spaces as well as other education, support and cultural programming spaces has begun. Future construction will be dependent on City budget and public and private partnership development. More details regarding the timeline and budget will be known in Q4 2026.
3.1.3	Use universal design principles when designing and improving park amenities including pathways, washrooms, seating, picnic areas, access to natural spaces and wayfinding.	Short-term/Ongoing	All projects are designed with universal design principles.
3.1.4	Create a washroom strategy	Short-term, recommending medium term	A strategy has been drafted but due to costs to build and maintain washrooms in parks, Administration recommends moving this recommendation to a medium-term timeframe.

Goal 3.2: Work towards equitable distribution of parks and park resources			
3.2.3	Develop a Park Condition Assessment Tool	Short-term	Consultants developed an asset rating tool to complete an asset inventory in 2025. Internal geospatial staff will be transferring the data collected to City systems later in 2026 for use by City staff. Once that work is complete, the geospatial team will create an inhouse field collection tool for continual updating of asset records and maintenance tracking.
3.2.4	Utilize the Park Condition Assessment Tool to identify parks most in need of park resources or renewal and develop renewal plans	Short-term, recommending medium term	Next steps are data integration into City systems and development of a field app to maintain updates. Due to staff capacity this work will be moved to the medium-term.
3.2.5	Create asset inventories to form a comprehensive database for use in planning, management and budgeting	Short-term, recommending medium term	Parks asset data was collected as part of the park condition assessment project in 2025. Next steps are data integration into City systems and development of a field app to maintain updates. Due to staff capacity, this work will be moved to the medium-term.