



CITY COUNCIL

**Wednesday, November 22, 2023
1:00 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

This meeting is being broadcast live by Access Communications for airing on AccessNow Community Channel. By remaining in the room, you are giving your permission to be televised.

**Agenda
City Council
Wednesday, November 22, 2023**

Confirmation of Agenda

Adoption of Minutes

Minutes of the meeting held November 8, 2023

PUBLIC HEARING AND PUBLIC NOTICE BYLAWS

- 2023-87 Design Regina: The Official Community Plan Amendment Bylaw, 2023 (No. 6)
- 2023-88 The Regina Zoning Amendment Bylaw, 2023 (No. 21)
- 2023-89 Bylaw To Provide For The Closure And Sale Of A Portion Of The Right-Of-Way At Intersection Of Victoria Avenue And Highway No. 1
- 2023-92 The Regina Zoning Amendment Bylaw, 2023 (No. 22)

CITY MANAGER'S REPORT

- CM23-32 Buffalo Pound Water Treatment Corporation - 2023 Semi-Annual Report

Recommendation

That City Council receive and file this report.

COMMITTEE REPORTS

EXECUTIVE COMMITTEE

- CR23-119 Financial Scenario Model for Regina Exhibition Association Limited (REAL)

Recommendation

That City Council direct the Administration to report back by end of Q2 2024 with the steps and impacts of Scenario 2 as proposed in Appendix A, where REAL is dissolved and the City of Regina assumes full management of the



OFFICE OF THE CITY CLERK

portfolio of assets, including operational and governance changes and the potential windup of REAL's operations into the City of Regina.

CR23-120 Response to 2SLGBTQIAP+ Communities in Regina Motion

Recommendation

That City Council:

1. Endorse the Short-Term 2SLGBTQIAP+ Priority Recommendations in Appendix D, the Long-Term Action Plan for 2SLGBTQIAP+ Inclusion in Appendix E and the Equity, Diversity and Inclusion (EDI) Framework in Appendix F, and direct Administration to provide an action update to Council no later than November 30, 2024;
2. Refer the request to allocate \$100,000 in 2024 to move forward with the Short-Term 2SLGBTQIAP+ Priority Recommendations to the 2024 budget process for consideration;
3. Refer this report to the Regina Police Service, the Regina Public Library Board, and Community & Social Impact Regina for their review, as part of their ongoing progressive work in this area; and
4. Remove Item *MN22-4: 2SLGBTQIAP+ Communities in Regina*, from the List of Outstanding Items.

CR23-121 Industrial, Commercial and Institutional Sector Requirements for Waste Management

Recommendation

That City Council:

1. Approve the proposed requirements for all Industrial, Commercial, and Institutional businesses operating in the City of Regina to implement a multi-stream waste collection and processing program as outlined in the report and detailed in Appendix A;
2. Direct the City Solicitor to prepare the necessary bylaw amendments to *The Waste Management Bylaw, Bylaw No. 2012-63*, to be consistent with the recommendations outlined in Appendix B to be brought forward to the meeting of City Council following approval of these recommendations by City Council; and
3. Authorize the City Manager, or designate, to implement an Early Adopter Incentive Program for earlier adoption of a multi-stream waste



OFFICE OF THE CITY CLERK

system.

CR23-122 Revitalization and Intensification Incentives – Update & Tax Exemption Approvals

Recommendation

That City Council:

1. Direct Administration to revise the policy area to include the entire Warehouse District boundary;
2. Approve the *Intensification Incentives Policy* and *Revitalization Incentives Policy*, as amended in Appendices C-1 and C-2 with a further amendment to delegate the authority set out in the policies to reallocate unused funds between the IIP and RIP, and to approve minor amendments to the policies as needed, to be assigned to the City Manager or Designate;
3. Approve the property tax exemptions under the *Intensification Incentives Policy* and *Revitalization Incentives Policy*, for the properties listed in Appendix B-2 subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required;
4. Authorize the Executive Director, Financial Strategy and Sustainability or their delegate to apply for the approval of the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the property tax levies payable to the Government of Saskatchewan that is \$25,000 or greater on an annual basis;
5. Instruct the City Solicitor to prepare the necessary bylaws to give effect to recommendation #2, to be brought forward to a future Council date once the property owners have signed the agreements; and
6. Authorize the City Clerk to execute the tax exemption agreements on behalf of the City after the bylaws authorizing the tax exemptions have been passed.

CR23-123 AI Ritchie Drainage Improvement Project

Recommendation

That City Council:

1. Authorize the Executive Director of Citizen Services or designate, to initiate the process to engage consulting and professional engineering



OFFICE OF THE CITY CLERK

services for all remaining phases of the Al Ritchie Drainage Improvement Project;

2. Authorize the Executive Director of Citizen Services or designate to negotiate, award, enter into agreement with the highest ranked proponent, authorize any amendments to the agreement and authorize any ancillary agreements or documents required to give effect to the agreement; and
3. Authorize the City Clerk to execute the contract with the highest ranked proponent(s) upon review and approval of the City Solicitor.

CR23-124 Business Licence Fee Structure

Recommendation

That City Council:

1. Approve the business licence fee structure changes to:
 - a. Amend the definition of a resident business to include businesses that operate from a residential property (remove “has a total revenue for the year in excess of \$5,000”);
 - b. Update the definition of non-resident business to include all businesses that carry on business within the city, and do not maintain a permanent premise within the city;
 - c. Remove the discount fee for first time resident business applicants; and
 - d. Reduce the resident business licence fee to \$195 per year; and
2. Direct the City Solicitor to prepare the necessary bylaw amendments to *Bylaw No, 2006-86 The Licensing Bylaw, 2007* as outlined in Appendix A: Business Licence Fee Structure Amendments, to be brought forward to the meeting of City Council following approval of these recommendations by City Council.

CR23-125 Development Charges Exemption – RM of Sherwood Administration Office

Recommendation

That City Council deny the RM of Sherwood’s request for the City of Regina to waive the application of *The Development Charges Policy*, being Schedule A to *The Development Levy Bylaw, 2011* (The Development Charges Policy), and more specifically Development Charges for the RM of Sherwood Administration Office located at 4400 Campbell Street.



OFFICE OF THE CITY CLERK

CR23-126 Licence Term and Expiry Date Change

Recommendation

That City Council:

1. Approve the licence term and expiry date for all business and animal licences for 12 months from date of purchase; and
2. Direct the City Solicitor to prepare the necessary bylaw amendments to *Bylaw No. 2006-86 The Licensing Bylaw, 2007* and *Bylaw No. 2009-44 The Regina Animal Bylaw, 2009* as outlined in Appendix A: Licence Term and Expiry Date Amendments, to be brought forward to the meeting of City Council following approval of the recommendation by City Council.

CR23-127 2024 Pest Control Officers

Recommendation

That City Council:

1. Instruct the City Solicitor to amend *Bylaw No. 2009-71* being *The Appointment and Authorization of City Officials Bylaw, 2009* to:

Appoint the following people as Pest Control Officers under *The Pest Control Act*, and *The Plant Health Act*, from January 1, 2024, until December 31, 2024; unless the officer's employment with the City of Regina is terminated sooner:

<u>Name</u>	<u>Position</u>
Ashley Thompson	Coordinator Forestry, IPM & Horticulture
Ryan Johnston	Supervisor, Integrated Pest Management
Burton Gerspacher	Entomology Research Analyst

2. Instruct the City Clerk to notify the Ministry of Agriculture of the appointment of the Pest Control Officers within 14 days of Regina City Council passing the amendments to *Bylaw 2009-71*, as required by *The Pest Control Act*; and
3. Instruct the City Solicitor to amend *Bylaw No. 2009-71* being *The Appointment and Authorization of City Officials Bylaw, 2009* to delegate authority to the Director, Parks Recreation and Cultural Services to appoint Pest Control Officers under *The Plant Health Act* upon the coming into force of *The Plant Health Act*.



OFFICE OF THE CITY CLERK

MOTION

MN23-9 Accelerating Housing

Recommendation

THEREFORE BE IT RESOLVED that Administration be directed to prepare the necessary bylaw amendments to:

1. Allow more densification through the provision of additional units in the construction of new building or additions to existing buildings, subject to wastewater infrastructure limitations, specifically:
 - a. As a right zoning for up to 4 residential units within our intensification area (which covers 87% of the city) and two units as of right in greenfield developments;
 - b. Four-story residential buildings as of right zoning within 400 meters of main transit routes, to be expanded to within 800 meters upon commencement of rapid transit service;
2. Removal of parking minimums for developments in proximity to main transit routes.

BYLAWS

- | | |
|---------|---|
| 2023-69 | The Heritage Maintenance and Major Grant Agreement Execution Bylaw, 2023 (No. 3) |
| 2023-70 | The Conservation of Heritage Properties Tax Exemption Darke Block Located at 2125 11th Avenue Bylaw, 2023 (No. 2) |
| 2023-76 | The Appointment and Authorization of City Officials Amendment Bylaw, 2023 |
| 2023-79 | The Conservation of Heritage Properties Tax Exemption For The Patton Residence Located At 2398 Scarth Street Bylaw, 2023 |
| 2023-80 | The Conservation of Heritage Properties Tax Exemption for Qu'Appelle Apartments Located at 2105 Hamilton Street Bylaw, 2023 |
| 2023-82 | The Conservation of Heritage Properties Tax Exemption for the Ackerman Building Located at 2128/2132 Dewdney Avenue Bylaw, 2023 |
| 2023-83 | The Conservation of Heritage Properties Tax Exemption for the Mitchell Building Located at 1852/1856 Scarth Street Bylaw, 2023 |



OFFICE OF THE CITY CLERK

- 2023-84 The Conservation of Heritage Properties Tax Exemption for the Simson Residence Located at 205 Leopold Crescent Bylaw, 2023
- 2023-96 The Regina Civic Employees' Long Term Disability Plan Repeal Bylaw, 2023
- 2023-97 The Committee Amendment Bylaw, 2023 (No. 2)
- 2023-98 The Board of Police Commissioners Amendment Bylaw, 2023

Adjournment

AT REGINA, SASKATCHEWAN, WEDNESDAY, NOVEMBER 8, 2023

AT A MEETING OF CITY COUNCIL

AT 1:00 PM

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

Present: Mayor Sandra Masters, in the Chair
Councillor Lori Bresciani
Councillor Bob Hawkins
Councillor John Findura
Councillor Jason Mancinelli
Councillor Terina Nelson
Councillor Cheryl Stadnichuk
Councillor Andrew Stevens (Videoconference)
Councillor Shanon Zachidniak

Regrets: Councillor Dan LeBlanc
Councillor Landon Mohl

Also in Attendance: City Clerk, Jim Nicol
Council Officer, Martha Neovard
Senior Purchasing Agent, Shannon Farrell
Legal Counsel, Cheryl Willoughby
City Manager, Niki Anderson
Executive Director, City Planning & Community Development,
Deborah Bryden
Manager, City Planning, Ben Mario

(The meeting commenced in the absence of Councillor Andrew Stevens.)

CONFIRMATION OF AGENDA

Councillor Cheryl Stadnichuk moved, seconded by Councillor Jason Mancinelli, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted.

ADOPTION OF MINUTES

Councillor Bob Hawkins moved, seconded by Councillor Lori Bresciani, AND IT WAS RESOLVED, that the minutes for the meeting held on October 25, 2023 be adopted, as circulated.

PUBLIC HEARING AND PUBLIC NOTICE BYLAW AND RELATED REPORT

CR23-111 Concept Plan Amendment; Zoning Bylaw Amendment; Discretionary Use –
1501 West Market Street – PL202300102, PL202300103, PL202300104

Recommendation

That City Council:

1. Approve the proposed amended Westerra Phase 1 Concept Plan, as shown in Appendix E.
2. Approve the application to rezone Parcels 1 and 3, as shown on Appendix F, and legally described as, respectively, Blk/Par 1 – Plan 102412033 Ext 0 and Blk/Par 3 – Plan 102412033 Ext 0 from MH - Mixed High-Rise Zone to RL - Residential Low-Rise Zone.
3. Approve the discretionary use to allow planned group of dwellings on Parcels 1 and 3, as shown on Appendix F, and legally described as, respectively, Blk/Par 1 – Plan 102412033 Ext 0 and Blk/Par 3 – Plan 102412033 Ext 0, subject to compliance with the following development standards and conditions:
 - a. The development shall be generally consistent with the plan attached to this report as Appendix A-3.1, prepared by New Rock Developments, dated May 19, 2023.
 - b. Except as otherwise specified in this approval, the development shall comply with all applicable standards and regulations in *The Regina Zoning Bylaw, 2019*.
4. Instruct the City Solicitor to prepare the necessary bylaws to give effect to the recommendations, to be brought forward to a meeting of City Council following approval of the recommendations by City Council and the required public notice.

The following addressed City Council:

- DE23-148 Brian and Steph Lunde, Regina, SK
- DE23-149 Cam Ens, New Rock Development Corp., Regina, SK
- DE23-150 Blair Forster and Nathan Wilhelm, Forster Harvard Development Corp., Regina, SK

Councillor Bob Hawkins moved, seconded by Councillor Cheryl Stadnichuk, AND IT WAS RESOLVED, that the following communications be received and filed:

- **CP23-76 Trevor & Fallon Hack, Regina, SK**
- **CP23-77 Dalton and Faith Zwozdesky, Regina, SK**
- **CP23-78 Jared LaCoste, Regina, SK**

Councillor Bob Hawkins moved, seconded by Councillor Cheryl Stadnichuk that the recommendation contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Hawkins
SECONDER:	Councillor Stadnichuk
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

2023-85 The Regina Zoning Amendment Bylaw, 2023 (No. 20)

First Reading

Councillor Terina Nelson moved, seconded by Councillor Shanon Zachidniak that Bylaws No. 2023-85 be introduced and read a first time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Zachidniak
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

The Bylaw was read a first time.

The Clerk called for anyone present who wished to address City Council respecting Bylaws No. 2023-85 to indicate their desire.

No one indicated a desire to address Council.

Second Reading

Councillor Terina Nelson moved, seconded by Councillor John Findura that Bylaw No. 2023-85 be introduced and read a second time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Findura
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

The Bylaw was read a second time.

Third Reading Consent

Councillor Terina Nelson moved, seconded by Councillor John Findura that City Council hereby consent to Bylaw No. 2023-85 going to third and final reading at this meeting.

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

RESULT:	CARRIED UNANIMOUSLY AS REQUIRED BY LAW
MOVER:	Councillor Nelson
SECONDER:	Councillor Findura
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

Third Reading

Councillor Terina Nelson moved, seconded by Councillor Jason Mancinelli that Bylaw No. 2023-85 be read a third time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

The Bylaw was read a third and final time.

PUBLIC NOTICE REPORT

CR23-112 Zoning Bylaw Amendment – 500 Prince of Wales Drive - PL202300134

Recommendation

That City Council:

1. Approve the rezoning of the subject properties, as shown in Appendix A-1, from UH - Urban Holding Zone to IH – Industrial Heavy Zone (AP – Aquifer Protection Overlay Zone) consisting of:
 - a. Parcel B, Plan 101888556, Ext 0
 - b. Parcel B, Plan 101136574, Ext 58
 - c. NE Section 3, Township 18, Range 19, W2M
 - d. SE Section 3, Township 18, Range 19, W2M

2. Approve amendments to Design Regina: The Official Community Plan, Bylaw No. 2013-48, and The Regina Zoning Bylaw, 2019, Bylaw No. 2019-19, as outlined in Appendix B and amend Zoning Maps 3092(B), 3093(B), 3094(B), 3292(B), 3293(B), 3292(A), and 3293(A) accordingly.

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

Councillor Lori Bresciani moved, seconded by Councillor Jason Mancinelli that the recommendation contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Bresciani
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

PUBLIC NOTICE BYLAW

2023-81 The Procedure Amendment Bylaw, 2023 (No. 2)
First Reading

Councillor Terina Nelson moved, seconded by Councillor Lori Bresciani that Bylaw No. 2023-81 be introduced and read a first time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Bresciani
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

The Bylaw was read a first time.

Second Reading

Councillor Terina Nelson moved, seconded by Councillor John Findura that Bylaw No. 2023-81 be introduced and read a second time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Findura
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

The Bylaw was read a second time.

Third Reading Consent

Councillor Terina Nelson moved, seconded by Councillor Bob Hawkins that City Council hereby consent to Bylaw No. 2023-81 going to third and final reading at this meeting.

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

RESULT:	CARRIED UNANIMOUSLY AS REQUIRED BY LAW
MOVER:	Councillor Nelson
SECONDER:	Councillor Hawkins
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

Third Reading

Councillor Terina Nelson moved, seconded by Councillor Shanon Zachidniak that

Bylaw No. 2023-81 be read a third time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Zachidniak
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

The Bylaw was read a third and final time.

PUBLIC NOTICE REPORTS

CR23-113 Zoning Bylaw Amendments – Backyard Suite

Recommendation

That City Council:

1. Approve amendments to *The Regina Zoning Bylaw, 2019, Bylaw No. 2019-19* (Zoning Bylaw), relating to the Backyard Suite regulations as described in Appendix A; and
2. Instruct the City Solicitor to prepare the necessary bylaw amendments to give effect to the recommendations, to be brought forward to a meeting of City Council following approval of the recommendations by City Council and the required public notice.

Councillor Lori Bresciani moved, seconded by Councillor Terina Nelson that the following communications be received and filed:

- **CP23-79 Paul Moroz, Argyle Development Group Inc., Regina, SK**
- **CP23-80 Stu Niebergall, Regina & Region Home Builder’s Association, Regina, SK**
- **Delegation DE23-151 Wade Probe as communication CP23-81 as he did not appear at the time he was called to speak**

Councillor Lori Bresciani moved, seconded by Councillor Terina Nelson that the recommendation contained in the report be concurred in.

RECESS

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

City Council recessed at 2:34 p.m.

City Council reconvened at 2:54 p.m.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Bresciani
SECONDER:	Councillor Nelson
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

CITY MANAGER'S REPORT

CM23-31 Out-of-Country Travel Authorization

Recommendation

That City Council approve Mayor Sandra Masters travelling to Dubai, United Arab Emirates (UAE) from December 3 - 8, 2023.

Councillor Bob Hawkins moved, seconded by Councillor Jason Mancinelli that the recommendation contained in the report be concurred in.

(Mayor Sandra Masters temporarily left the meeting.)

The motion was put and declared CARRIED.

RESULT:	CARRIED [6 to 1]
MOVER:	Councillor Hawkins
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors Bresciani, Findura, Hawkins, Mancinelli, Nelson, Zachidniak
AGAINST:	Councillor Stadnichuk
AWAY:	Mayor Masters and Councillor Stevens

(Mayor Sandra Masters return to the meeting.)

COMMITTEE REPORTS EXECUTIVE COMMITTEE

CR23-114 Regina Civic Employees Long Term Disability Plan Governance Changes

Recommendation

That City Council:

1. Delegate authority to the City Solicitor or designate to negotiate and approve the City entering into the Sponsorship Agreement (which includes the list of participating employers, the Plan text, the Funding

Policy, the Trust Agreement and the Employer Participation Agreement as appendices), the Trust Agreement and the Participating Employers' Agreement as further described in this report and appendices, any amendments to these agreements that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to these agreements;

2. Authorize the City Clerk to sign the necessary agreements after review and approval by the City Solicitor;
3. Instruct the City Solicitor to bring forward a bylaw to repeal *The Regina Civic Employees' Long Term Disability Plan 1992 Bylaw*, being Bylaw 9566, with the repeal being effective January 1, 2024, on the following conditions:
 - a. that the Civic Pension and Benefits Committee and the City sign the Sponsorship Agreement and the Trust Agreement; and
 - b. that the participating employers in the Plan sign the Employer Participation Agreement; and
4. Delegate the authority to the City Manager to do the following:
 - a. appoint the member of the Sponsor Board and Administrative Board who are named by the other participating employers in the Plan in accordance with the Participating Employers' Agreement; and
 - b. appoint the City's representatives on the Sponsor Board and the Administrative Board.

DE23-152 Jackie Christianson, Joanne Alexiuk, Hugh Bigler, and Deron Waldo, Regina Civic Pension & Benefits Committee, Regina, SK, addressed City Council.

Councillor Cheryl Stadnichuk moved, seconded by Councillor Jason Mancinelli that the recommendation contained in the report be concurred in.

(Councillor John Findura temporarily left the meeting.)

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Stadnichuk
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillors Findura and Stevens

(Councillor John Findura returned to the meeting.)

CR23-115 Municipal Justice Building Neighbourhood Centre Naming

Recommendation

That City Council approve the renaming of the Municipal Justice Building to the Mitakuyé Owás'ā Centre.

Councillor Lori Bresciani moved, seconded by Councillor Jason Mancinelli that the recommendation contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Bresciani
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Zachidniak, and Mayor Masters
AWAY:	Councillor Stevens

CR23-116 Changes to Unanimous Member's Agreement – Regina Exhibition Association Limited

Recommendation

That City Council:

1. Approve amendments to the Unanimous Member's Agreement (UMA) respecting the Regina Exhibition Association Limited (REAL) restated as of May 10, 2023 as follows:
 - a. Amend the whereas clauses in the introduction section of the UMA to remove the destination marketing and promotion of tourism services for Regina and Region from paragraph D (iii);
 - b. Amend the mandate as outlined in Article 2.2 as follows:

“2.2 *Mandate of REAL*. REAL will:

 - 1) operate in the best interests of the community and enrich the quality of life for people in the community through hosting and delivery of local, regional, national and international events;
 - 2) develop, operate and maintain city and other lands and facilities to provide world-class hospitality for trade, agribusiness, sporting, entertainment and cultural events for placemaking and community development projects that bring innovation, enrichment and prosperity to the community;
 - 3) operate with an entrepreneurial spirit and to pursue expanded business ventures that could generate additional revenue;
2. Approve the special resolution of the City as the sole member of REAL, effective as of January 1, 2024, as described in Appendix A;

3. Direct the Executive Director, Financial Strategy and Sustainability and the Board of Directors of REAL, pursuant to Article 9.2 of the UMA, to take whatever steps are required to give effect to the amendments to the UMA and the articles of incorporation and continuance as are outlined in these recommendations;
4. Instruct the City Solicitor to make the necessary amendments to the UMA and authorize the City Clerk to:
 - a. Execute the amended UMA for REAL after review and approval by the City Solicitor and once executed provide an executed copy to the REAL Board of Directors;
 - b. Execute any other corporate documents that are required by the City to give effect to the changes approved by these recommendations;
5. Authorize the City Solicitor to take any steps necessary to file the amended articles of incorporation and continuance at the Saskatchewan Corporate Registry to bring effect to the changes outlined in these recommendations if the Board of Directors of REAL does not make the necessary filings; and
6. Direct the City Manager to take all necessary steps for the City of Regina to assume responsibility for destination marketing and tourism services for Regina and Region.
7. Direct the City Manager to report back to Council to the 2025/2026 Budget deliberations with an update on the transfer of Tourism Regina into Administration and recommendations on the best structure for Tourism Regina to ensure its continued success, whether that be within the City of Regina or as a stand-alone entity.

The following addressed City Council:

- DE23-153 Andrew Reist, Regina, SK
- DE23-154 Ahmed Malik, Kenric Exner, and Cathy Warner, Regina Exhibition Association Limited (REAL), Regina, SK

Councillor Bob Hawkins moved, seconded by Councillor Jason Mancinelli that the recommendation contained in the report be concurred in.

RECESS

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

City Council recessed at 4:18 p.m.

City Council reconvened at 4:41 p.m.

(Councillor Andrew Stevens joined the meeting.)

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Hawkins
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Stevens, Zachidniak, and Mayor Masters

CR23-117 2024 Elected Official Committee Appointments

Recommendation

That City Council:

1. Approve appointments to the vacant positions for elected member appointments for the boards and committees outlined in Appendix A;
2. Approve that all appointments be made effective with a term of office January 1, 2024 to December 31, 2024 unless otherwise noted, and continue to hold office for the term indicated or until their successor is appointed; and
3. Instruct the City Solicitor to prepare a bylaw to be brought forward to a meeting of City Council, following approval of the following bylaw amendments:
 - a. *Bylaw No. 8261 The Board of Police Commissioners Bylaw*, to facilitate two-year appointment terms as an option for all members appointed to the Board of Police Commissioners effective January 1, 2024;
 - b. *Bylaw No. 2009-40 The Committee Bylaw*, to remove one non-voting Council liaison from the composition of the Accessibility Advisory Committee.

Councillor Jason Mancinelli moved, seconded by Councillor Cheryl Stadnichuk that the recommendation contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Mancinelli
SECONDER:	Councillor Stadnichuk
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Stevens, Zachidniak, and Mayor Masters

CR23-118 2024 Citizen Appointments to Boards and Committees

Recommendation

That City Council:

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

John Bishop	January 1, 2024 to December 31, 2024
Jonathan Tremblay	January 1, 2024 to December 31, 2025
Patrick Chubb	January 1, 2024 to December 31, 2025
Michelle Busch	January 1, 2024 to December 31, 2026

2. Approve the following appointments to the Board of Police Commissioners for a term of office as indicated below:

Tanner Amyotte	January 1, 2024 to December 31, 2024
Yashu Bither	January 1, 2024 to December 31, 2024
Robert Nowosielski	January 1, 2024 to December 31, 2024
Pat Patton	January 1, 2024 to December 31, 2024

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

Olufemi Ogunrinde	January 1, 2024 to December 31, 2024
David Burlock	January 1, 2024 to December 31, 2025
Vacant	January 1, 2024 to December 31, 2025
Kirk Norine	January 1, 2024 to December 31, 2026
Robert Schultze	January 1, 2024 to December 31, 2026

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

Vacant	January 1, 2024 to December 31, 2024
Amber Smale	January 1, 2024 to December 31, 2025
Vacant	January 1, 2024 to December 31, 2025
Colleen Huber	January 1, 2024 to December 31, 2026

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

Vacant	January 1, 2024 to December 31, 2024
Cassandra Byblow	January 1, 2024 to December 31, 2026
Jacqueline Messer-LePage	January 1, 2024 to December 31, 2026
Kyle McCreary	January 1, 2024 to December 31, 2026

6. Approve the following appointments to the Regina Planning Commission

for a term of office as indicated below:

Biplob Das	January 1, 2024 to December 31, 2024
Jordan Gasior	January 1, 2024 to December 31, 2025
Maynard Sonntag	January 1, 2024 to December 31, 2026
Connor Chow	January 1, 2024 to December 31, 2026

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

Marj Gavigan	January 1, 2024 to December 31, 2025
Cindy Kobayashi	January 1, 2024 to December 31, 2025
Cheryl Zankl	January 1, 2024 to December 31, 2025

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

Anna Gardikiotis	January 1, 2024 to December 31, 2026
Lisa McIntyre	January 1, 2024 to December 31, 2026
Steve Tunison	January 1, 2024 to December 31, 2026
Kendra Wren	January 1, 2024 to December 31, 2026

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

Jason Carlston	January 1, 2024 to December 31, 2025
Jeffrey Boutilier	January 1, 2024 to December 31, 2026

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

Ryan Bast	January 1, 2024 to December 31, 2024
Sean Chase	January 1, 2024 to December 31, 2024
Josh Kramer	January 1, 2024 to December 31, 2024
Shauna Weninger	January 1, 2024 to December 31, 2024

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

Darren Boldt	January 1, 2024 to December 31, 2024
Sarah Cummings Truszkowski	January 1, 2024 to December 31, 2024
Naomi Mellor	January 1, 2024 to December 31, 2024
Lacey Weekes	January 1, 2024 to December 31, 2024

12. Approve the following private development representative appointment to the City Centre Core Development Advisory Committee for a term of office as indicated below:

Regina & Region Home Builder's Association:
Stu Niebergall January 1, 2024 to December 31, 2026

13. Approve the non-profit representative appointment to the City Centre Core Development Advisory Committee for a term of office as indicated below:

Regina Farmers' Market:
Holly Laird January 1, 2024 to December 31, 2026

14. Direct the City Clerk to report back with a recommended representative from Reconciliation Regina to fill the vacant position on the City Centre Core Development Advisory Committee for a term of office expiring December 31, 2026;

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

16. Direct the City Clerk to re-advertise to fill the vacant positions on the Board of Revision, Development Appeals Board, and Regina Appeal Board.

Councillor Lori Bresciani moved, seconded by Councillor Jason Mancinelli that the recommendation contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Bresciani
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Stevens, Zachidniak, and Mayor Masters

NOTICE OF MOTION

MN23-9 Accelerating Housing

Mayor Sandra Masters gave written notice that at the November 22, 2023 meeting of City Council, she intends to make the following recommendation:

THEREFORE BE IT RESOLVED that Administration be directed to prepare the necessary bylaw amendments to:

1. **Allow more densification through the provision of additional units in the construction of new building or additions to existing buildings, subject to wastewater infrastructure limitations, specifically:**
 - a. **As a right zoning for up to 4 residential units within our intensification area (which covers 87% of the city) and two units as of right in greenfield developments;**
 - b. **Four-story residential buildings as of right zoning within 400 meters of main transit routes, to be expanded to within 800 meters upon commencement of rapid transit service;**
2. **Removal of parking minimums for developments in proximity to main transit routes.**

BYLAW

2023-75 The Annual Low-Income Municipal Property Tax Deferral Program Bylaw
2024

First Reading

Councillor Terina Nelson moved, seconded by Councillor Jason Mancinelli that Bylaw No. 2023-75 be introduced and read a first time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Mancinelli
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Stevens, Zachidniak, and Mayor Masters

The Bylaw was read a first time.

Second Reading

Councillor Terina Nelson moved, seconded by Councillor Lori Bresciani that Bylaw No. 2023-75 be introduced and read a second time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Bresciani
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Stevens, Zachidniak, and Mayor Masters

The Bylaw was read a second time.

Third Reading Consent

Councillor Terina Nelson moved, seconded by Councillor Cheryl Stadnichuk that City Council hereby consent to Bylaw No. 2023-75 going to third and final reading at this meeting.

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

RESULT:	CARRIED UNANIMOUSLY AS REQUIRED BY LAW [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Stadnichuk
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Stevens, Zachidniak, and Mayor Masters

Third Reading

Councillor Terina Nelson moved, seconded by Councillor Bob Hawkins, that Bylaw No. 2023-75 be read a third time.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Nelson
SECONDER:	Councillor Hawkins
IN FAVOUR:	Councillors: Bresciani, Findura, Hawkins, Mancinelli, Nelson, Stadnichuk, Stevens, Zachidniak, and Mayor Masters

The Bylaw was read a third and final time.

ADJOURNMENT

Councillor Bob Hawkins moved, seconded by Councillor John Findura, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 5:27 p.m.

Chairperson

Secretary

BYLAW NO. 2023-87

DESIGN REGINA: THE OFFICIAL COMMUNITY PLAN
AMENDMENT BYLAW, 2023 (No. 6)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to amend *Design Regina: The Official Community Plan Bylaw* by revising Section F – Maps to reflect the new city boundaries and identify the annexed lands as a New Employment Area.
- 2 The authority for this Bylaw is Part IV, section 29(2) of *The Planning and Development Act, 2007*.
- 3 Schedule “A” of Bylaw No. 2013-48, being *Design Regina: The Official Community Plan Bylaw* is amended in the manner set forth in this Bylaw.
- 4 Section F: Maps is amended by repealing the following maps:
 - “a. Map 1 – Growth Plan;
 - b. Map 1b- Phasing of New Neighbourhoods;
 - c. Map 1c – Intensification Boundary;
 - d. Map 2 - Regina Census Metropolitan Area;
 - e. Map 3 – Regional Policy Context;
 - f. Map 4 – Environment;
 - g. Map 5 – Transportation;
 - h. Map 6 – Office Areas;
 - i. Map 7 – Parks, Recreation and Open Space;
 - j. Map 8 – Cultural Resources;
 - k. Map 9 – Health and Safety;
 - l. Map 10 – Airport Vicinity.”

and substituting the Maps 1, 1b, 1c, 2, 3, 4, 5, 6, 7, 8, 9 and 10, respectively, attached as Appendix “A” to this Bylaw.

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

City Solicitor

5 This Bylaw comes into force on the date of approval by the Ministry of Government Relations.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk (SEAL)

Approved by the Ministry of Government Relations
this _____ day of _____, 2023.

CERTIFIED A TRUE COPY

Ministry of Government Relations

City Clerk

APPENDIX A




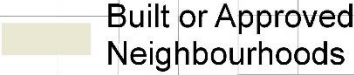
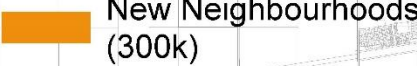
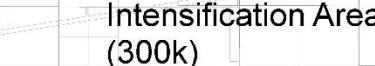
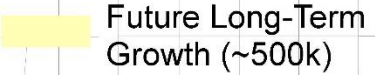


Map 1

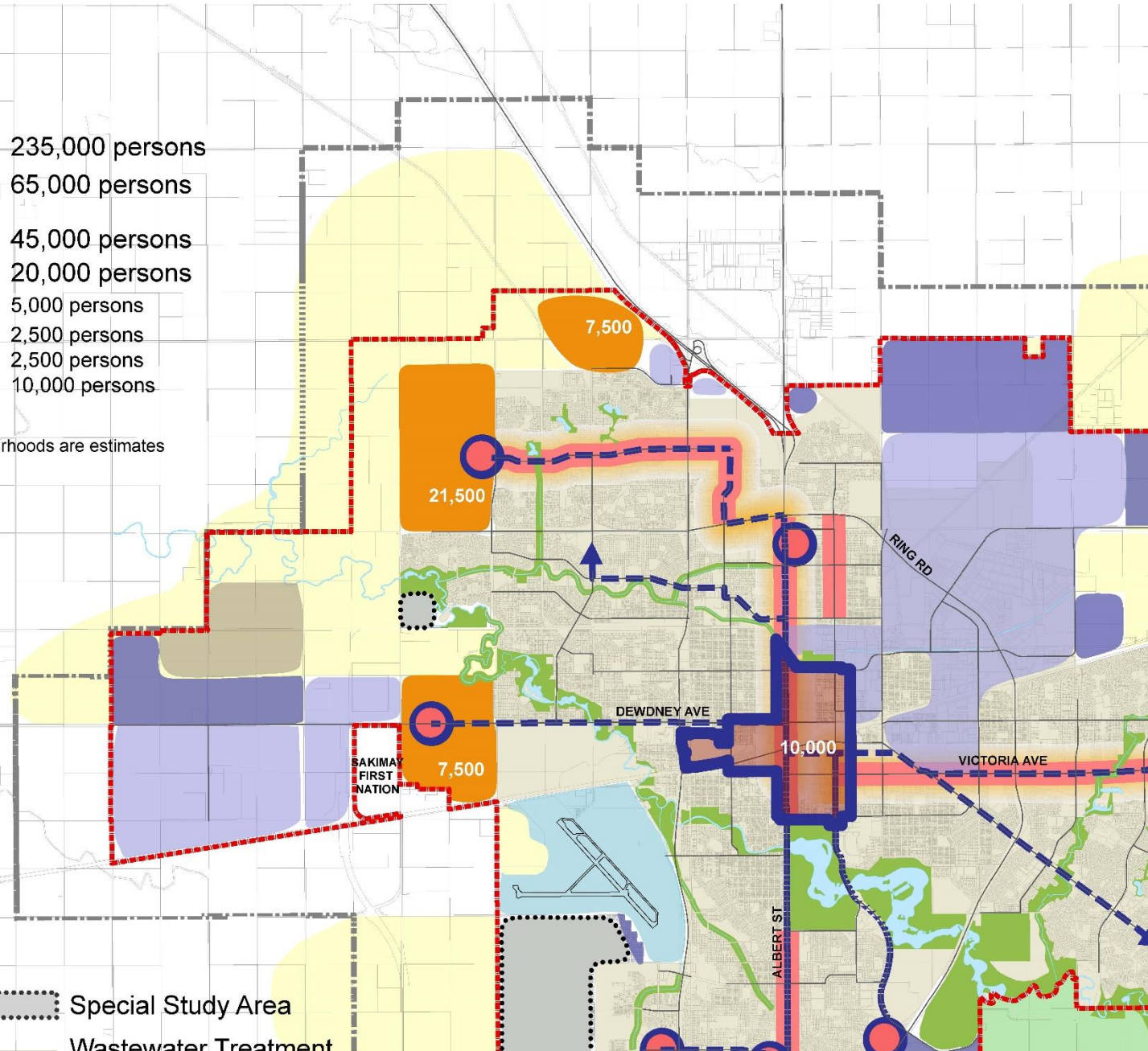
GROWTH PLAN

WITHIN BUILT OR APPROVED NEIGHBOURHOODS:	235,000 persons
TO REACH 300,000:	65,000 persons
New Neighbourhoods:	45,000 persons
Intensification:	20,000 persons
City Centre - Downtown:	5,000 persons
City Centre - RRI:	2,500 persons
City Centre - Elsewhere:	2,500 persons
Other Parts of the City:	10,000 persons

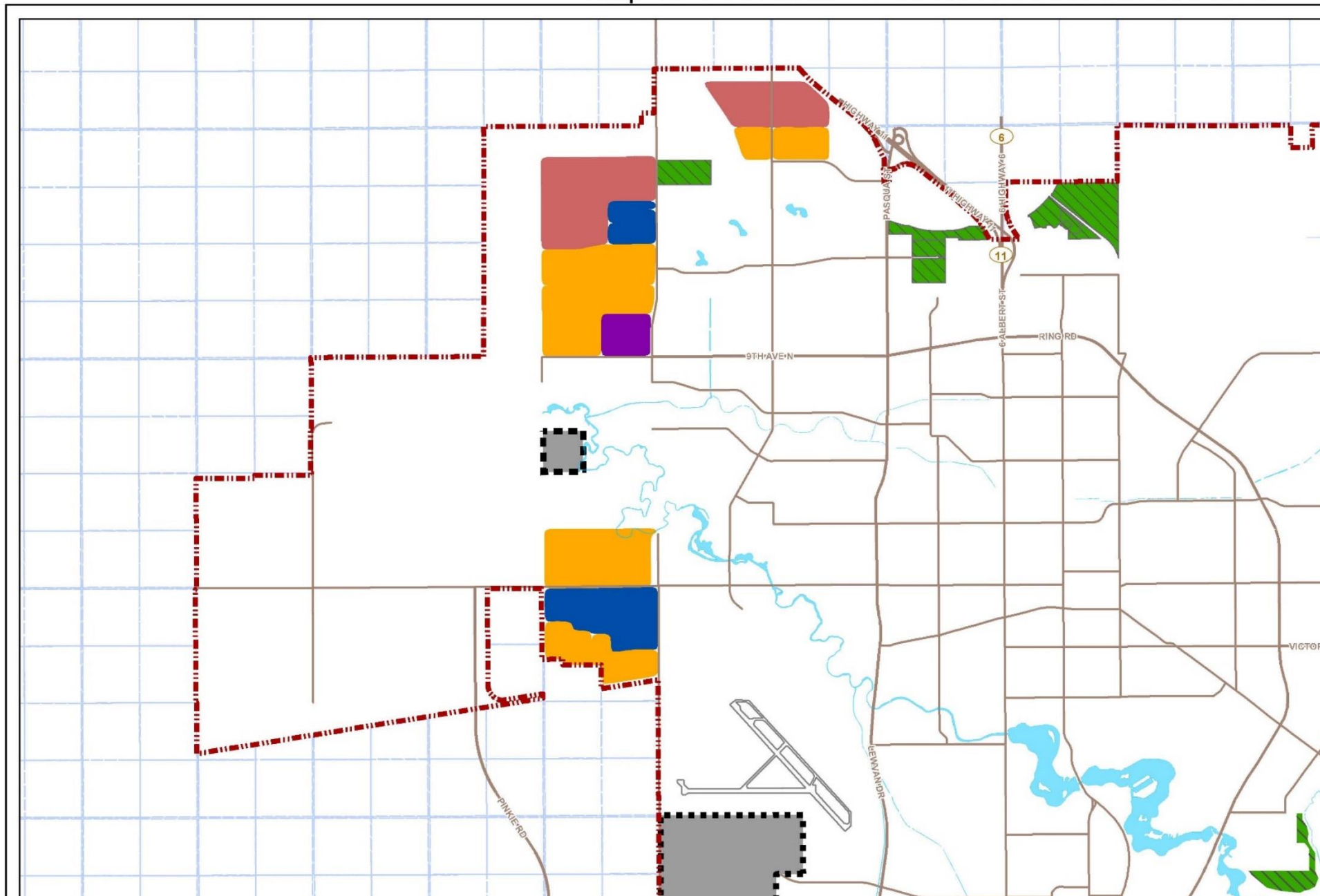
Note: Populations indicated for new neighbourhoods are estimates

LEGEND

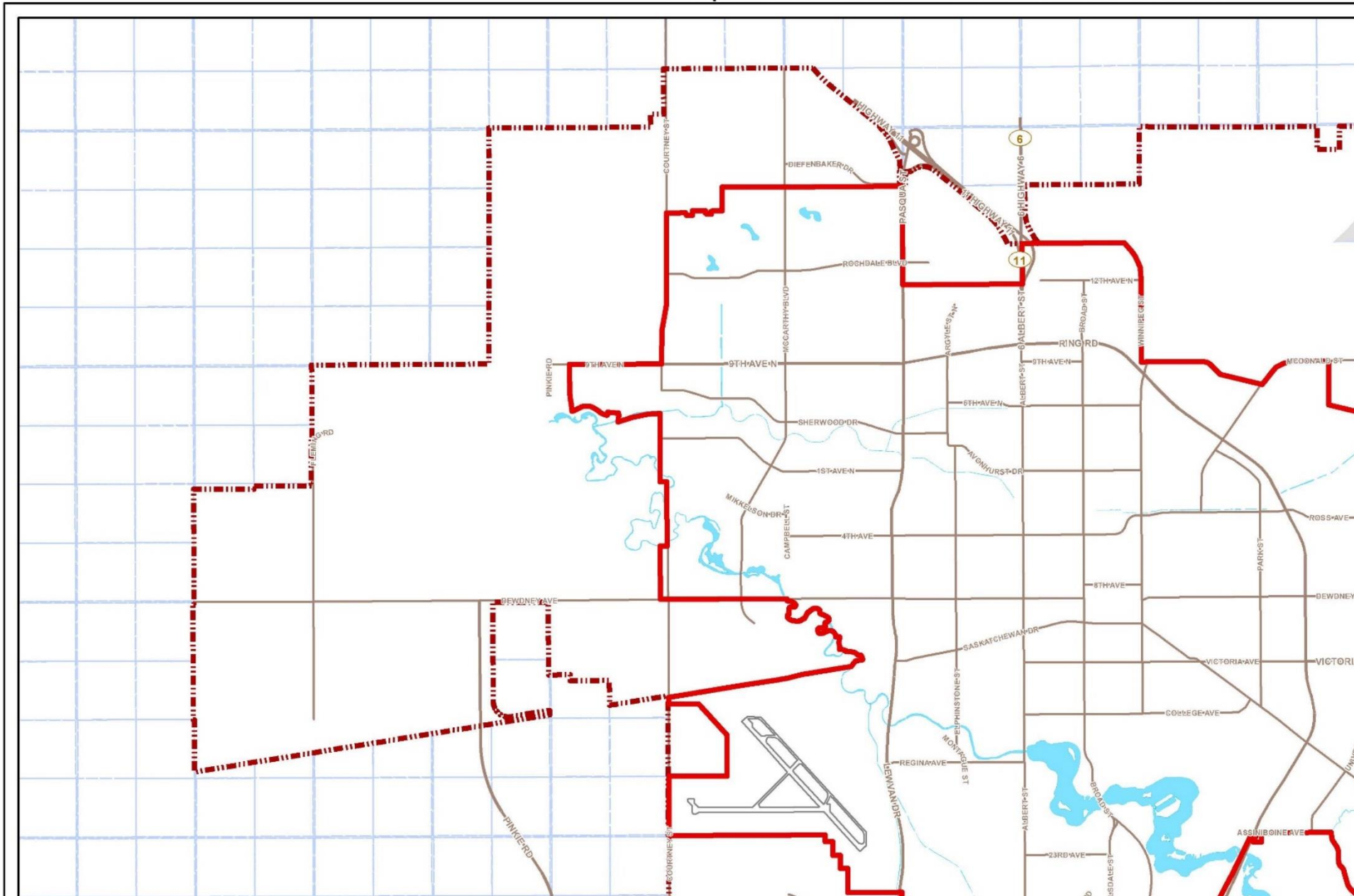
-  Joint Planning Area Perimeter
-  City Boundary
-  Major Road
-  Built or Approved Neighbourhoods
-  New Neighbourhoods (300k)
-  Intensification Area (300k)
-  Future Long-Term Growth (~500k)
-  Special Study Area
-  Wastewater Treatment

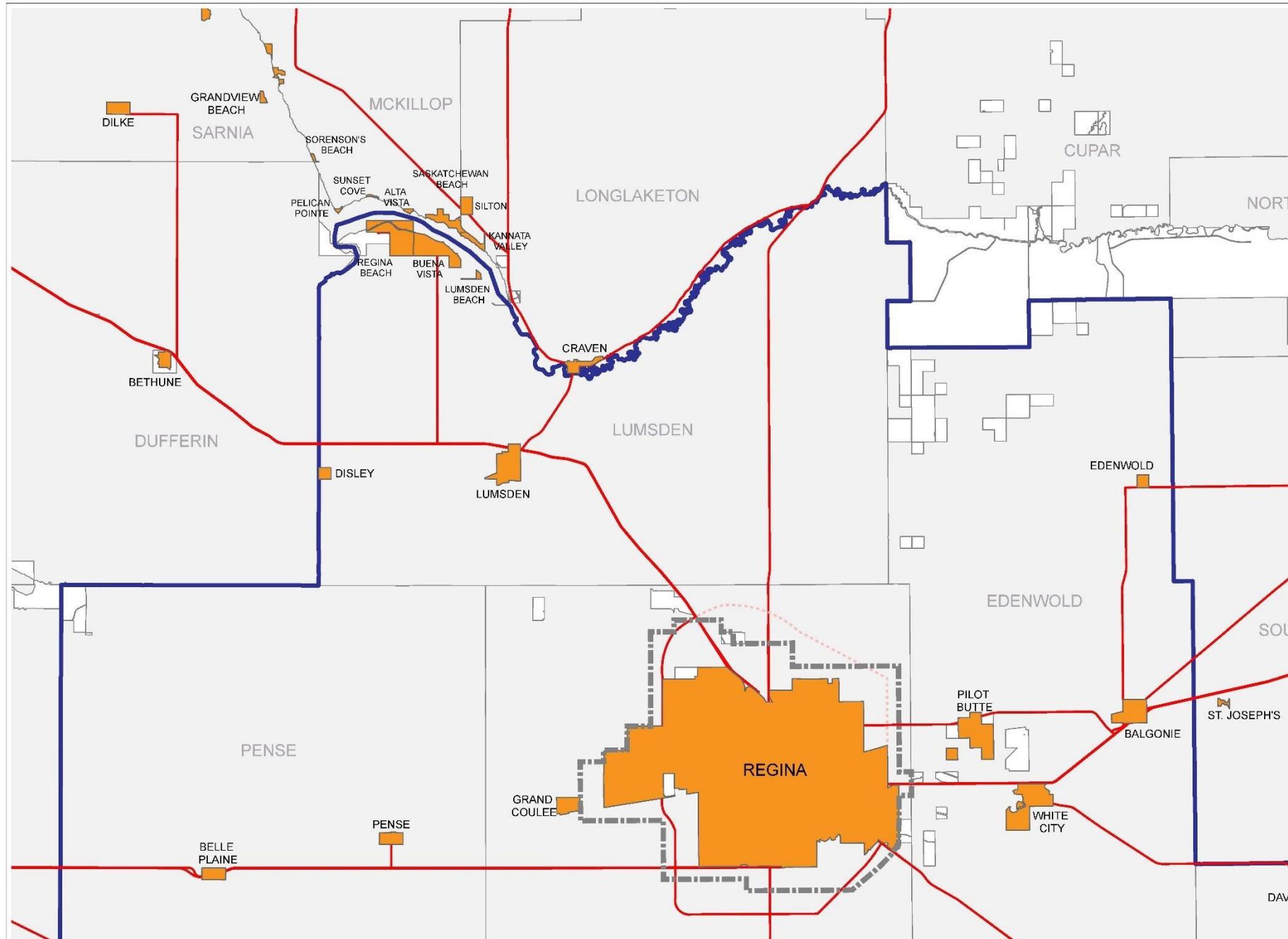


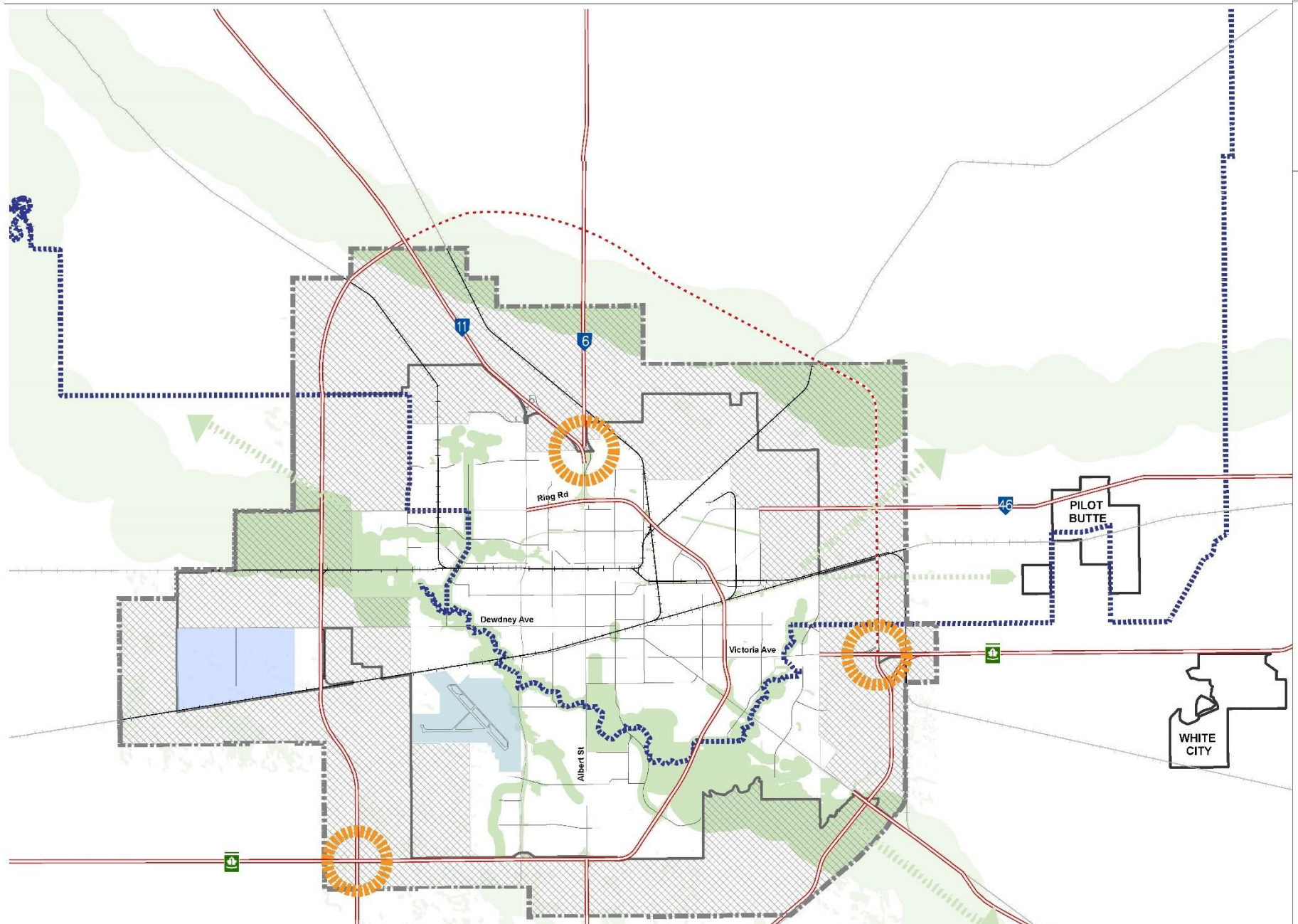
Map 1b: PHASING OF NEW NEIGHBOURHOODS

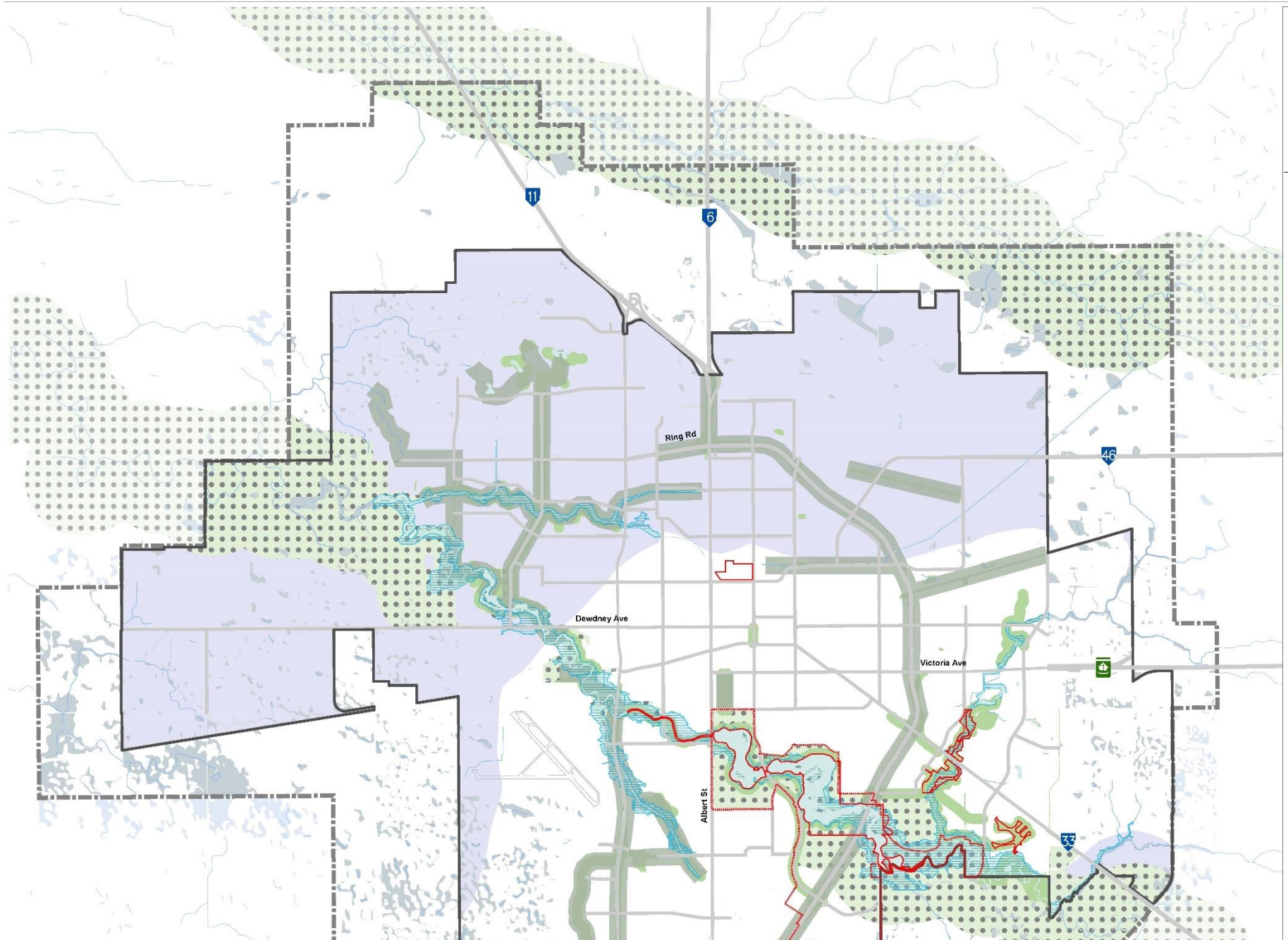


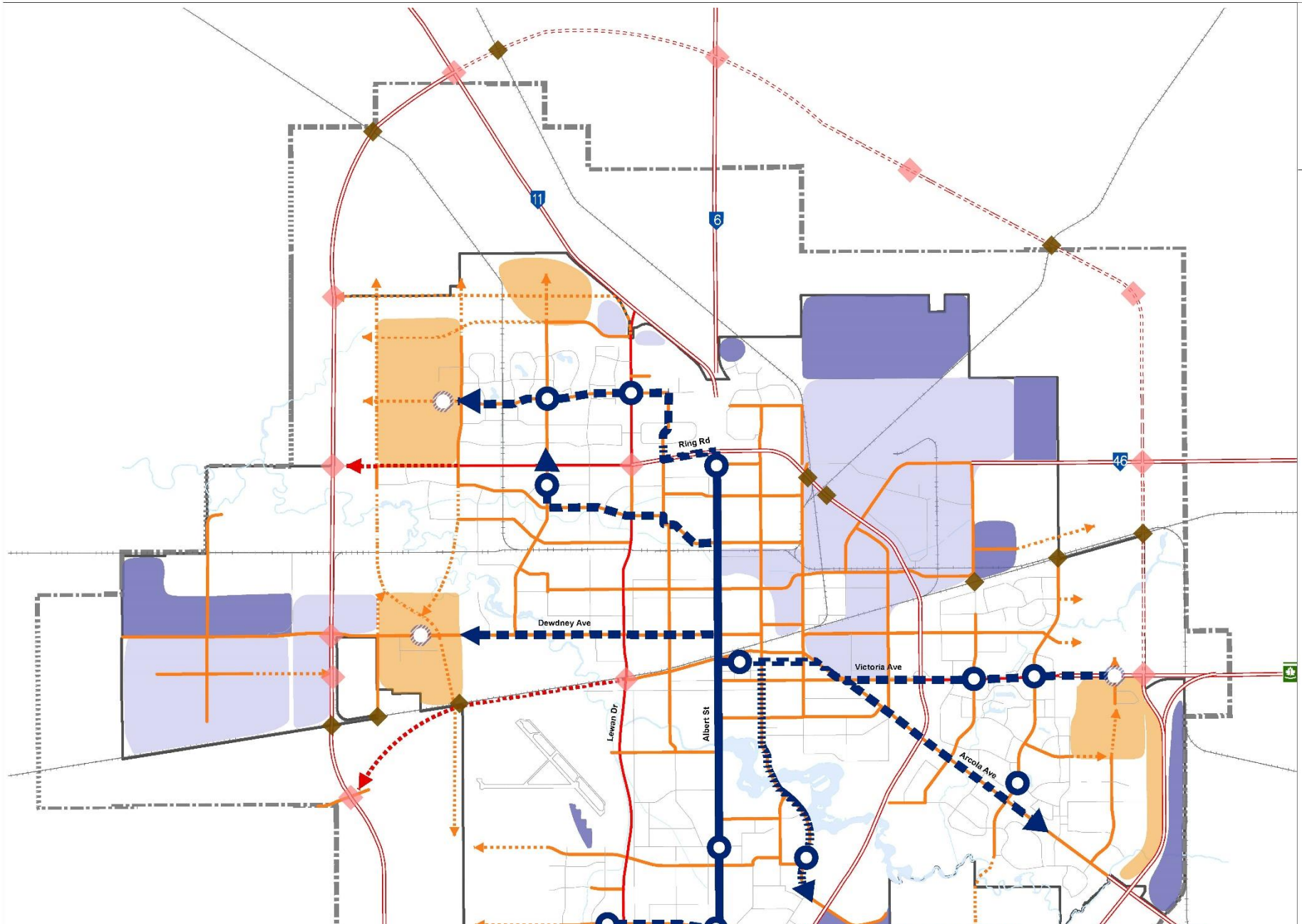
Map 1c: INTENSIFICATION BOUNDARY





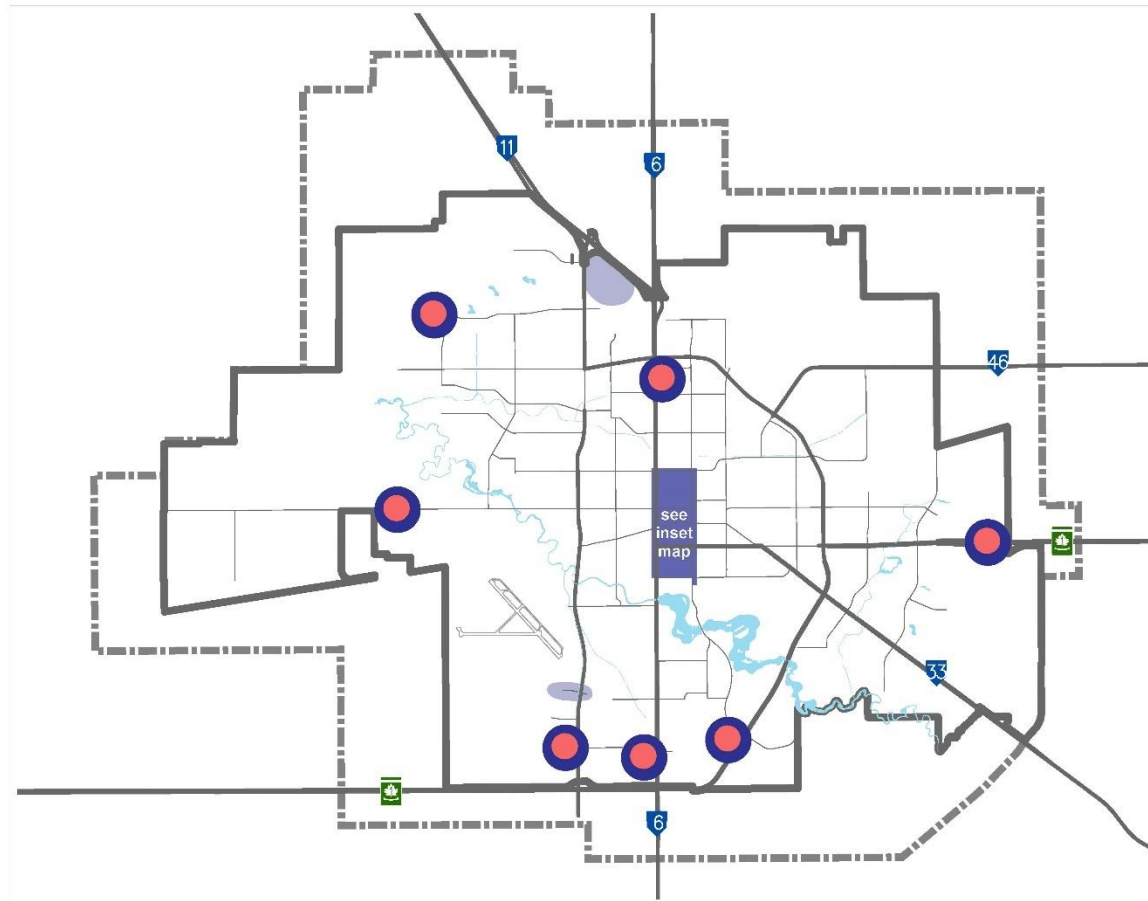











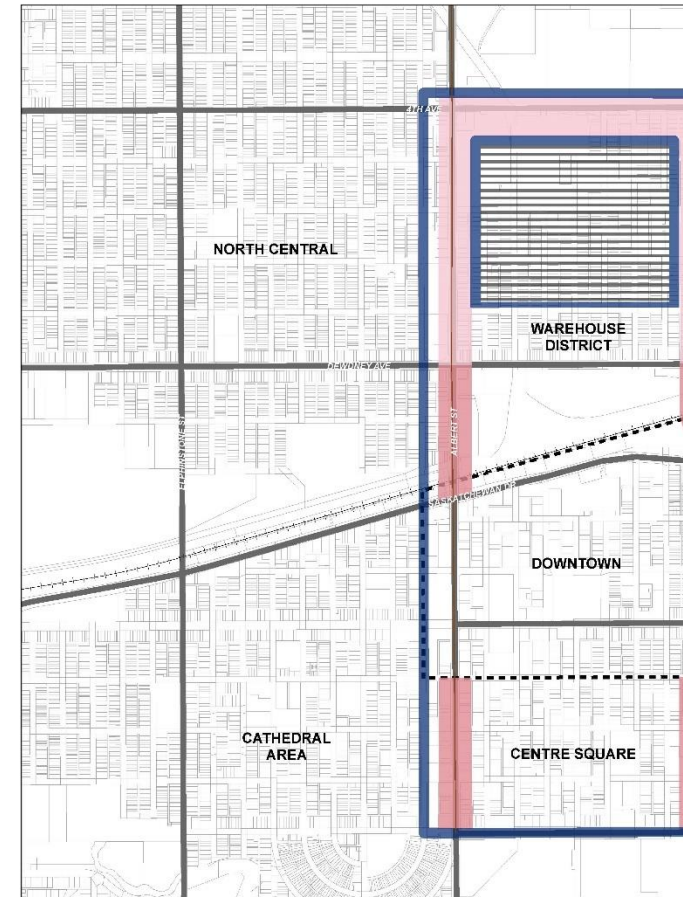
MAP 6



Office Areas

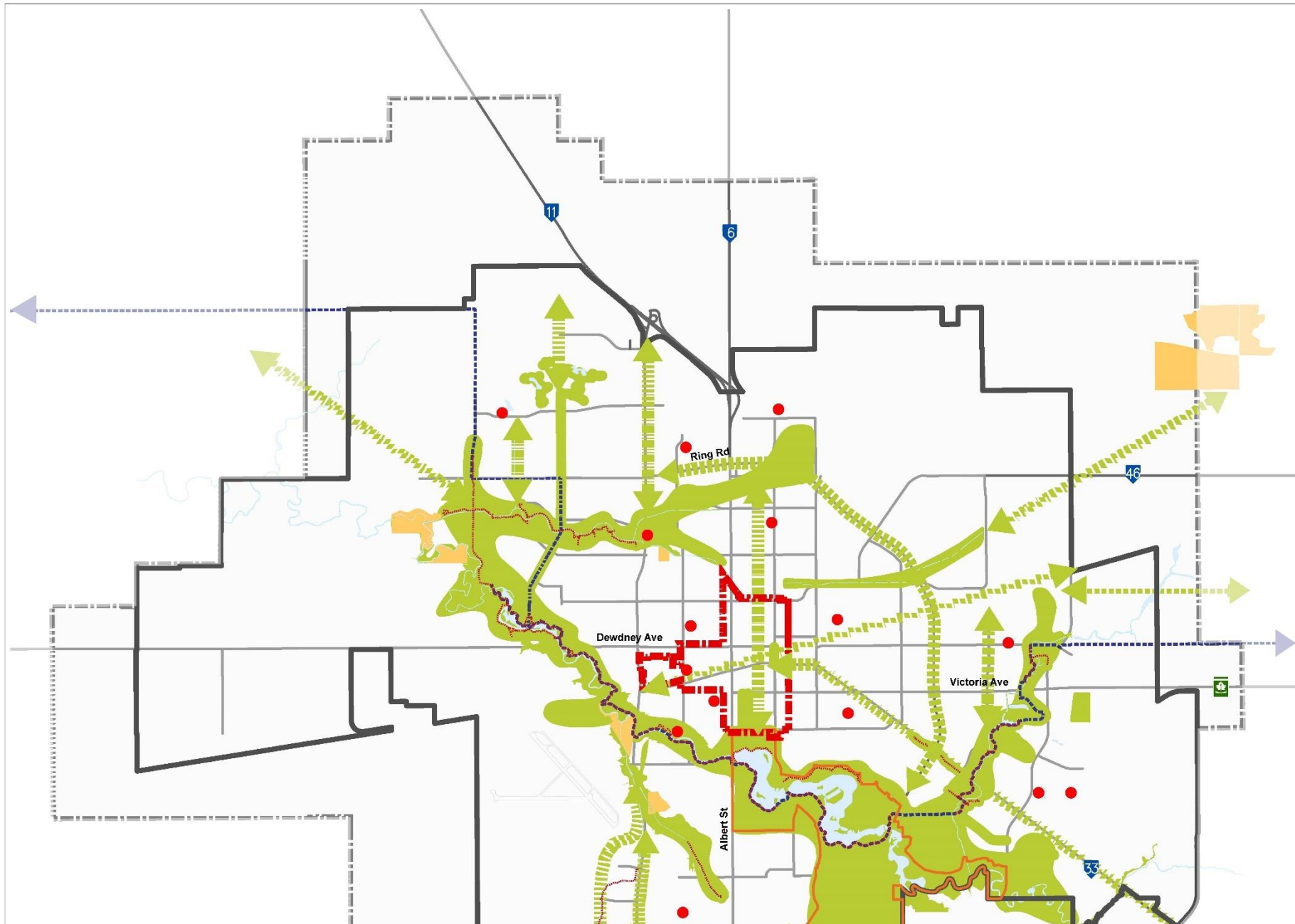


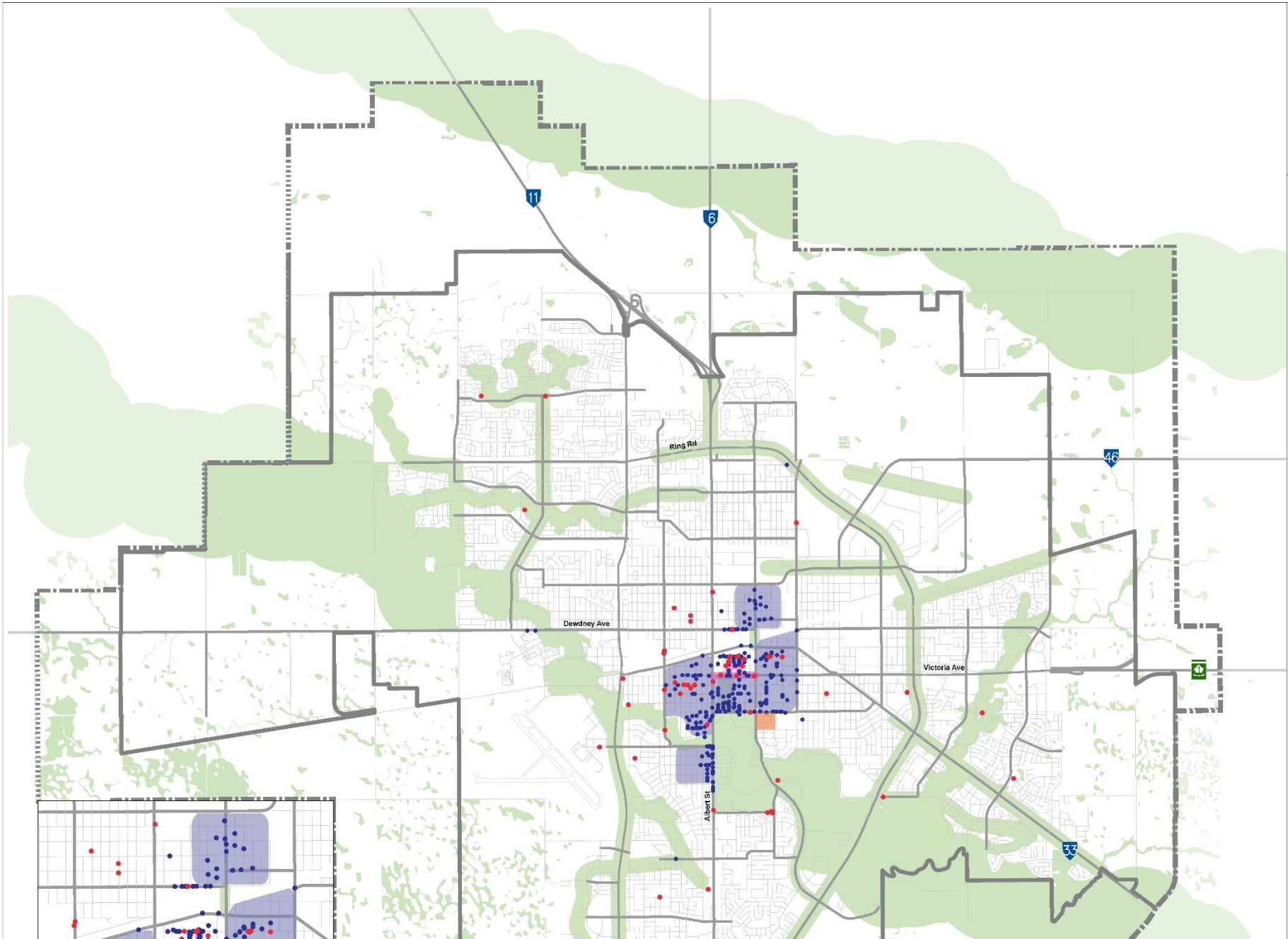
-  Downtown/Central City Office Area
-  Office Area
-  Urban Centre

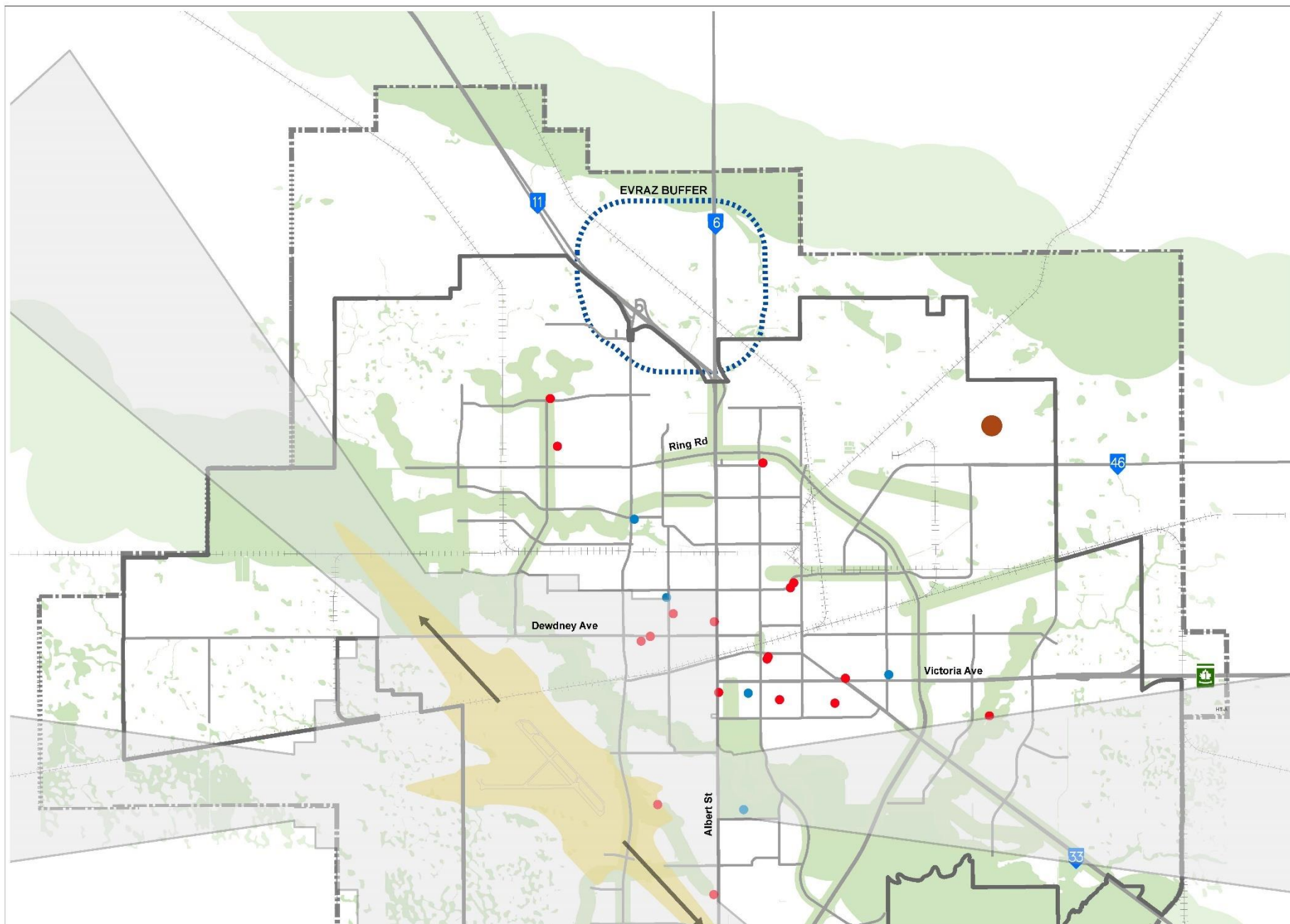
-  City Boundary
-  Joint Planning Area Perimeter
-  Highway or Major Road

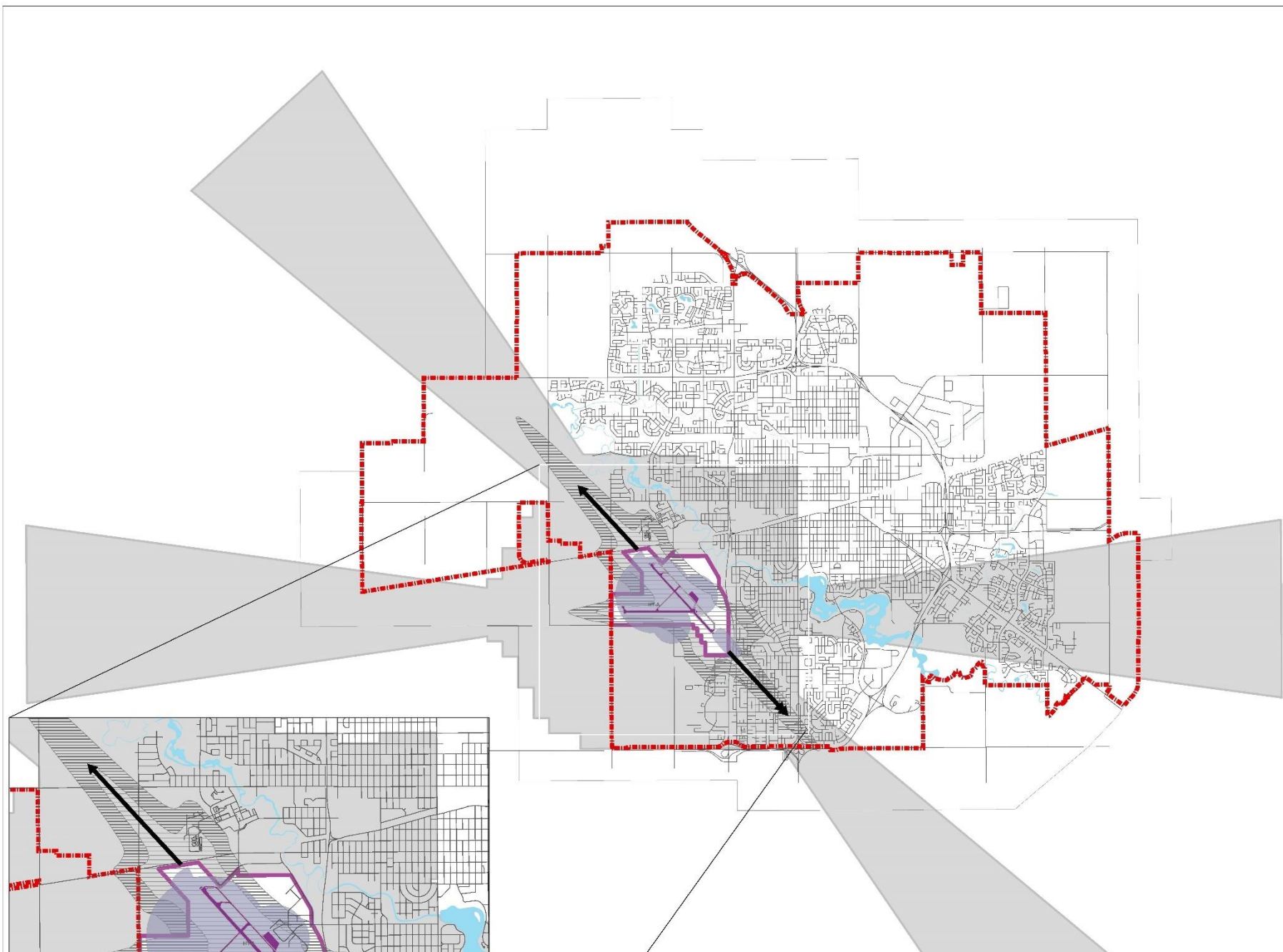


-  Downtown
-  Downtown/Central City Office Area
-  Downtown/Central City Office Area Policy N/A
- 
- 
- 









ABSTRACT

BYLAW NO. 2023-87

DESIGN REGINA: THE OFFICIAL COMMUNITY PLAN
AMENDMENT BYLAW, 2023 (No. 6)

PURPOSE:	The purpose of this Bylaw is to amend <i>Design Regina: The Official Community Plan Bylaw</i> by revising Section F – Maps to reflect the new city boundaries.
ABSTRACT:	The Bylaw amends <i>Design Regina: The Official Community Plan Bylaw</i> by revising Section F – Maps to reflect the new city boundaries.
STATUTORY AUTHORITY:	Part IV, section 29(2) of <i>The Planning and Development Act, 2007</i> .
MINISTER’S APPROVAL:	Required, pursuant to Part IV, section 39 of <i>The Planning and Development Act, 2007</i> .
PUBLIC HEARING:	A public hearing is required between first and second reading of this Bylaw pursuant to section 10 of <i>The Public Notice Policy Bylaw, 2020</i> and in accordance with <i>The Procedure Bylaw</i> .
PUBLIC NOTICE:	Required, pursuant to section 12 of <i>The Public Notice Policy Bylaw, 2020</i> . An advertisement for this Bylaw appeared in the Leader Post on November 4, 2023.
REFERENCE:	Regina Planning Commission, October 31, 2023, RPC23-28; City Council, November 8, 2023, CR23-112.
AMENDS/REPEALS:	Amends <i>Design Regina: The Official Community Plan Bylaw</i> .
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Planning & Community Development
INITIATING DEPARTMENT:	Planning & Development Services

BYLAW NO. 2023-88

THE REGINA ZONING AMENDMENT BYLAW, 2023 (No. 21)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to amend *The Regina Zoning Bylaw, 2019* to amend Figure 8B.F1 to include recently annexed land and amend Zoning Maps in Chapter 9 to apply the Aquifer Protection Overlay Zone those lands.
- 2 The authority for this Bylaw is section 46 of *The Planning and Development Act, 2007*.
- 3 Schedule “A” of *The Regina Zoning Bylaw, 2019* is amended in the manner set forth in this Bylaw.
- 4 Chapter 8, Part 8B is amended by repealing the figure labelled “Figure 8B.F1 Aquifer Protection Overlay Zones” and substituting the following figure as figure labeled ““Figure 8B.F1 Aquifer Protection Overlay Zones””

“

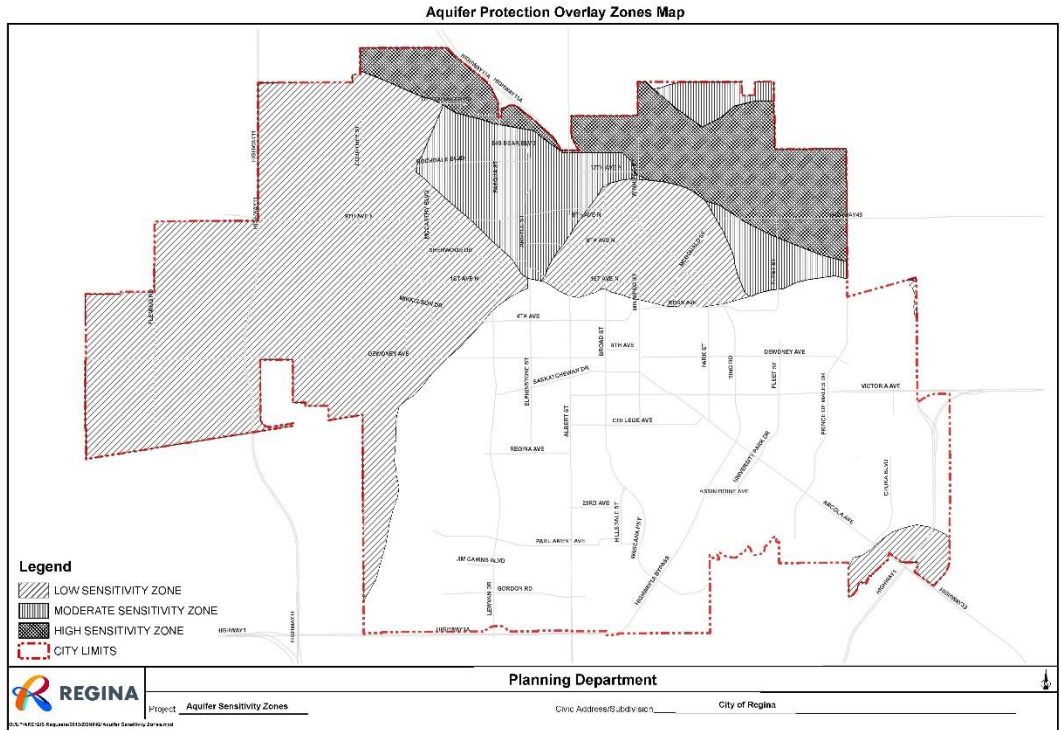


Figure 8B.F1: Aquifer Protection Overlay Zones”

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

City Solicitor

5 Chapter 9 – Zoning Maps 3092(B), 3093(B), 3094(B), 3292(B), 3293(B), 3292(A), and 3293(A) are amended by re-zoning the lands described in this section and shown as outlined on the map attached as Appendix “A” to this Bylaw as follows:

Land Description: Parcel B, Plan 101888556, Ext 0
Parcel B, Plan 101136574, Ext 58
NE Section 3, Township 18, Range 19, W2M
SE Section 3, Township 18, Range 19, W2M

Civic Address: 500 Prince of Wales

Current Zoning: UH – Urban Holding Zone

Proposed Zoning: IH – Industrial Heavy Zone (AP – Aquifer Protection Overlay Zone)

6 This Bylaw will come into force on the day of passage.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

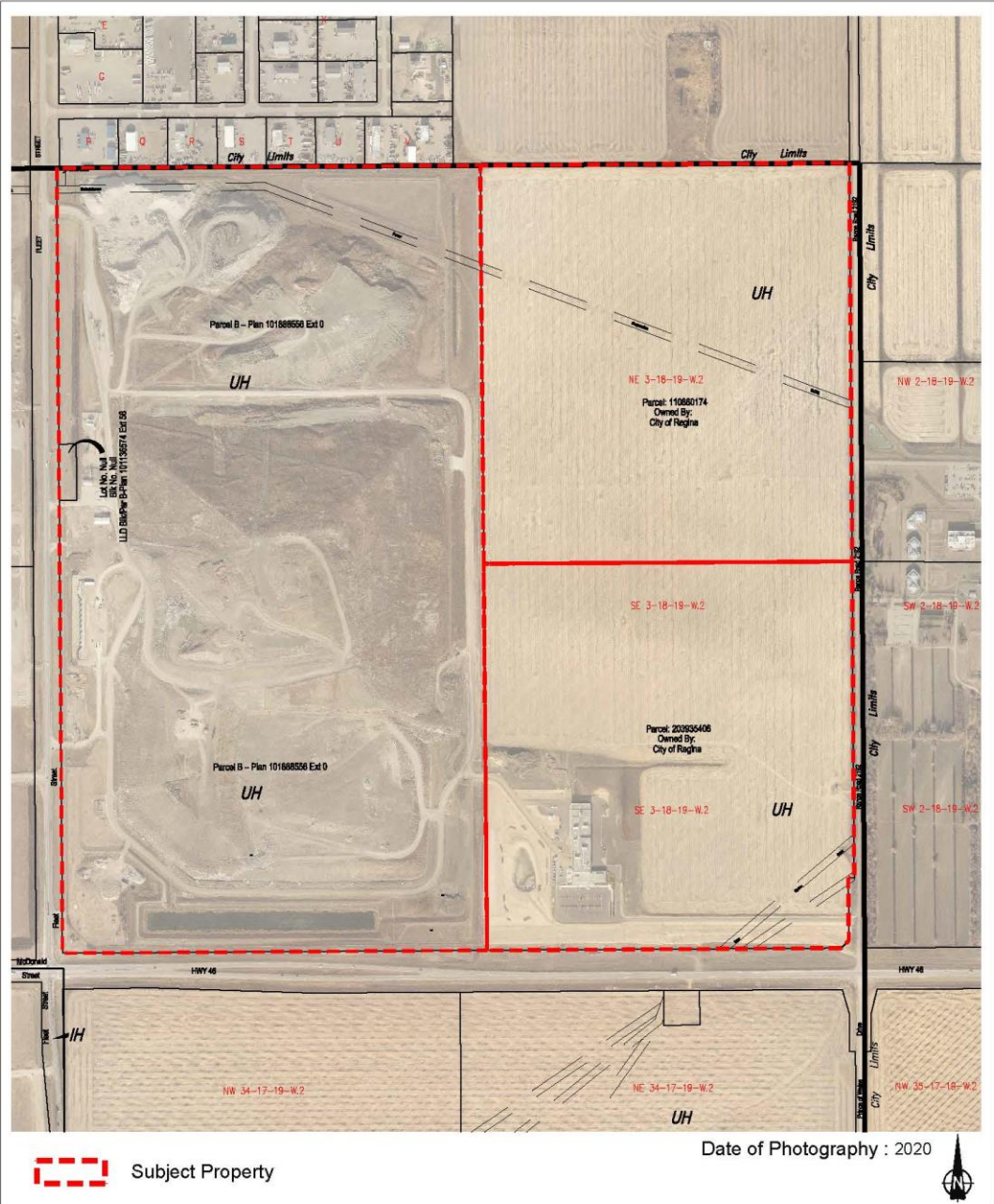
City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

APPENDIX "A"

Appendix A-1



Project PL202300134 Civic Address/Subdivision Schedule C - City Annexation

ABSTRACT

BYLAW NO. 2023-88

THE REGINA ZONING AMENDMENT BYLAW, 2023 (No. 21)

PURPOSE: The purpose of this Bylaw is to amend *The Regina Zoning Bylaw, 2019* to apply land use designations to lands recently annexed within the City's boundaries.

ABSTRACT: This Bylaw re-zones lands annexed within the City's boundaries from UH – Urban Holding Zone to IH – Industrial Heavy Zone (with AP - Aquifer Protection Overlay Zone).

STATUTORY AUTHORITY: Section 46 of *The Planning and Development Act, 2007*.

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: A public hearing is required between first and second reading of this Bylaw pursuant to section 10 of *The Public Notice Policy Bylaw, 2020* and in accordance with *The Procedure Bylaw*.

PUBLIC NOTICE: Required, pursuant to section 13 of *The Public Notice Policy Bylaw, 2020*. An advertisement for this Bylaw appeared in the Leader Post on November 4, 2023.

REFERENCE: Regina Planning Commission, October 31, 2023, RPC23-28; City Council, November 8, 2023, CR23-112.

AMENDS/REPEALS: Amends *The Regina Zoning Bylaw, 2019*.

CLASSIFICATION: Regulatory

INITIATING DIVISION: City Planning & Community Development
INITIATING DEPARTMENT: Planning & Development Services

BYLAW NO. 2023-89

BYLAW TO PROVIDE FOR THE CLOSURE AND SALE OF A PORTION
OF THE RIGHT-OF-WAY AT
INTERSECTION OF VICTORIA AVENUE AND HIGHWAY NO. 1

WHEREAS pursuant to section 13 of *The Cities Act* and subject to the consent of the Minister of Highways and Infrastructure which has been received by the City, on November 7, 2023 the Council of the City of Regina has determined that a portion of right of way at the intersection of Victoria Avenue and Highway No.1 is no longer needed for use by the travelling public and Council wishes to close and sell such lands:

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

1 The street described as follows is closed and may be sold:

“All that portion of the right-of-way located at the intersection of Victoria Avenue and Highway No. 1 (being part of Surface Parcel #107278296, Reference Land Description: SE Sec 23 Twp 17 Rge 19 W2 Plan No 61R28144), and as identified as Parcel A on the plan of proposed subdivision attached as Appendix “A””

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

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

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

City Solicitor

APPENDIX "A"

N PROPOSED SUBDIVISION
OF PART OF
SE.23-17-19-W2,
PLAN 61R28144 (ROAD)
WITHIN
SE.1/4 SECTION 23
TWP.17 - RGE.19 - W.2M.
REGINA, SASKATCHEWAN
M.M. VANSTONE, S.L.S.
2023

CITY OF REGINA APPROVAL

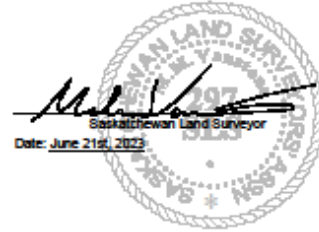
The subdivision proposed herein outlined in bold dashed line is approved under the provisions of Bylaw No. 7748 of the City of Regina

Dated this _____ day of _____, A.D. 20 23

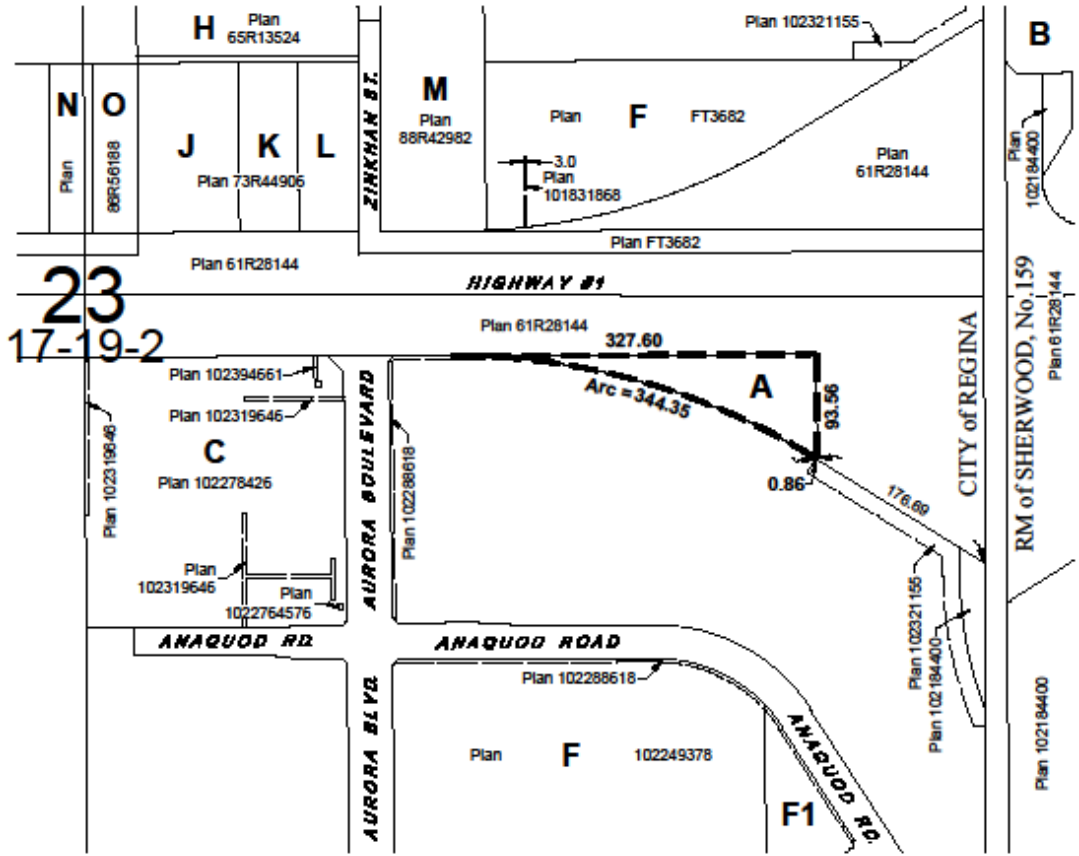
City Clerk

NOTE:

- Measurements are in metres and decimals thereof.
- Measurements shown with (s) are approximate & may vary by up to 2m subject to final survey.
- Area to be registered is outlined in bold dashed line and contains 9,855 sq.m (0.986 ha. / 2.44 acs)
- Easements registered on title have been plotted from available documents.
- Unregistered underground utilities are not shown.



OWNER: HER MAJESTY THE QUEEN
IN RIGHT OF SASKATCHEWAN



2020
GEOMATICS
Phone: 306-569-2020
Fax: 306-569-2026
Regina, SK
www.2020geomatics.com

REVISION:
1.) Amended Proposed Boundary. Sept.21, 2023

Scale: 1:5000	Project No.: 14156
Preliminary Survey: N/A	

ABSTRACT

BYLAW NO. 2023-89

BYLAW TO PROVIDE FOR THE CLOSURE AND SALE OF A PORTION
OF THE RIGHT-OF-WAY AT
INTERSECTION OF VICTORIA AVENUE AND HIGHWAY NO. 1

PURPOSE:	To close a portion of the dedicated right of way located at the intersection of Victoria Avenue and Highway One.
ABSTRACT:	The Bylaw authorizes the closure and sale of a portion of the dedicated right-of-way located at the intersection of Victoria Avenue and Highway One.
STATUTORY AUTHORITY:	Section 13 of <i>The Cities Act</i> .
MINISTER’S APPROVAL:	Required - received November 7, 2023
PUBLIC HEARING:	Required, pursuant to section 13(7) of <i>The Cities Act</i> .
PUBLIC NOTICE:	Required, pursuant to section 13(6) of <i>The Cities Act</i> . An advertisement appeared in the Leader Post on September 2, 2023 in advance of Council initially considering report CR23-95
REFERENCE:	Regina Planning Commission, September 5, 2023, RPC23-24, City Council, September 13, 2023, CR23-95.
AMENDS/REPEALS:	N/A
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Planning & Community Development
INITIATING DEPARTMENT:	Planning & Development Services

BYLAW NO. 2023-92

THE REGINA ZONING AMENDMENT BYLAW, 2022 (No.22)

- 1 The purpose of this Bylaw is to amend Bylaw 2019-19, being *The Regina Zoning Bylaw, 2019* to allow for backyard suites as a permitted use in most residential zones.
- 2 The authority for this Bylaw is section 46 of *The Planning and Development Act, 2007*.
- 3 Schedule “A” of *The Regina Zoning Bylaw, 2019*, is amended in the manner set forth in this Bylaw.
- 4 Chapter 2, Part 2C, TABLE 2C.T2: BACKYARD SUITE BUILDING TYPES AND ZONES is repealed and the following substituted:

“

TABLE 2C.T2: BACKYARD SUITE BUILDING TYPES AND ZONES		
Sec.	Building Type	Zone
T2.1	• Building, Detached	(1) Residential Zones: (a) RN – Residential Neighborhood (b) RU – Residential Urban (c) RL – Residential Low-rise (d) R1 – Residential Detached
T2.2	• Building, Row	(1) Residential Zones: (a) RL – Residential Low-rise (b) RH – Residential High-rise (c) RN – Residential Neighborhood (d) RU – Residential Urban

”

- 5 Chapter 2, Part 2C, Subsection 2C.3.2 (1) is repealed and the following substituted:

- “(1) A Dwelling, Backyard Suite shall not have a Floor Area more than the lesser of:
- (a) Floor area of the principal dwelling; or
 - (b) 80 square metres,

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

City Solicitor

where the calculation of gross floor area shall exclude the portions of the Accessory Building used as a garage.”

- 6 Chapter 3, Part 3A, Table 3A.T2: RESIDENTIAL NEIGHBOURHOOD ZONE LAND USES is amended by adding the following section after section T2.8:

“

T2.9	<ul style="list-style-type: none"> • Dwelling, Backyard Suite 	Permitted	---	Refer to Subpart 2C.3 in Chapter 2 of the Zoning Bylaw for land use specific regulations.
-------------	--	-----------	-----	---

”

- 7 Chapter 3, Part 3A, TABLE 3A.T5 RESIDENTIAL NEIGHBORHOOD ZONE DEVELOPMENT STANDARDS FOR ACCESSORY BUILDINGS OR STRUCTURES, in subsection T5.5(2) “5.8 metres” is repealed and “6.5 metres” substituted.

- 8 Chapter 3, Part 3B, Table 3B.T2: RESIDENTIAL URBAN ZONE LAND USE USES is amended by adding the following section after section T2.8:

“

T2.9	<ul style="list-style-type: none"> • Dwelling, Backyard Suite 	Permitted	---	Refer to Subpart 2C.3 in Chapter 2 of the Zoning Bylaw for land use specific regulations.
-------------	--	-----------	-----	---

”

- 9 Chapter 3, Part 3B, Table 3B.T5: RESIDENTIAL URBAN ZONE DEVELOPMENT STANDARDS FOR ACCESSORY BUILDINGS OR STRUCTURES, in subclause T5.3(1)(a)((ii)(B) “4.0 metres” is repealed and “3.0 metres” substituted.

- 10 Chapter 3, Part 3B, TABLE 3B.T5 RESIDENTIAL URBAN ZONE DEVELOPMENT STANDARDS FOR ACCESSORY BUILDINGS OR STRUCTURE, in subsection T5.5(2) “5.8 metres” is repealed and “6.5 metres” substituted.

- 11 Chapter 3, Part 3C, Table 3C.T2: RESIDENTIAL LOW-RISE ZONE LAND USES is amended by renumbering the second section “T2.7” to read “T2.8” and adding the following section after section T2.8:

“

T2.9	<ul style="list-style-type: none"> • Dwelling, Backyard Suite 	Permitted	---	Refer to Subpart 2C.3 in Chapter 2 of the Zoning Bylaw for land use specific regulations.
-------------	--	-----------	-----	---

”

- 12 Chapter 3, Part 3C, Table 3C.T5: RESIDENTIAL LOW-RISE ZONE DEVELOPMENT STANDARDS FOR ACCESSORY BUILDINGS OR STRUCTURES, in subclause T5.3(1)(a)((ii)(B) “5.0 metres” is repealed and “3.0 metres” substituted.

- 13 Chapter 3, Part 3C, TABLE 3C.T5 RESIDENTIAL LOW-RISE ZONE DEVELOPMENT STANDARDS FOR ACCESSORY BUILDINGS OR STRUCTURES, in subsection T5.5(2) “5.8 metres” is repealed and “6.5 metres” substituted.

- 14 Chapter 3, Part 3D, Table 3D.T2: RESIDENTIAL HIGH-RISE ZONE LAND USE CLASSIFICATION is amended by adding the following section after section T2.8:

“

T2.9	<ul style="list-style-type: none"> • Dwelling, Backyard Suite 	Permitted	---	Refer to Subpart 2C.3 in Chapter 2 of the Zoning Bylaw for land use specific regulations.
-------------	--	-----------	-----	---

”

- 15 Chapter 3, Part 3D, Table 3D.T5: RESIDENTIAL HIGH-RISE ZONE DEVELOPMENT STANDARDS FOR ACCESSORY BUILDINGS OR STRUCTURES, in subclause T5.3(1)(a)((ii)(B) “6.0 metres” is repealed and “3.0 metres” substituted.

- 16 Chapter 3, Part 3D, TABLE 3D.T5 RESIDENTIAL HIGH-RISE ZONE DEVELOPMENT STANDARDS FOR ACCESSORY BUILDINGS OR STRUCTURES, in subsection T5.5(2) “5.8 metres” is repealed and “6.5 metres” substituted.

- 17 Chapter 3, Part 3F, Table 3F.T2: RESIDENTIAL DETACHED ZONE LAND USES is amended by adding the following section after section T2.8:

“

T2.9	<ul style="list-style-type: none"> • Dwelling, Backyard Suite 	Permitted	---	Refer to Subpart 2C.3 in Chapter 2 of the Zoning Bylaw for land use specific regulations.
-------------	--	-----------	-----	---

”

- 18 Chapter 3, Part 3F, TABLE 3F.T5 RESIDENTIAL DETACHED ZONE DEVELOPMENT STANDARDS FOR ACCESSORY BUILDINGS OR STRUCTURES, in subclause T5.3(1)(a)(ii)(B) “7.0 metres” is repealed and “3.0 metres” substituted.

- 19 Chapter 3, Part 3F, TABLE 3F.T5 RESIDENTIAL DETACHED ZONE DEVELOPMENT STANDARDS FOR ACCESSORY BUILDINGS OR STRUCTURES, in subsection T5.5(2) “5.8 metres” is repealed and “6.5 metres” substituted.

- 20 This Bylaw comes into force on the date of passage.

READ A FIRST TIME THIS 22nd DAY OF November, 2023.

READ A SECOND TIME THIS 22nd DAY OF November, 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November, 2023.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

ABSTRACT

BYLAW NO. 2023-92

REGINA ZONING AMENDMENT BYLAW, 2023 (No. 22)

PURPOSE:	To amend <i>The Regina Zoning Bylaw, 2019</i> to allow for backyard suites as a permitted use in most residential zones.
ABSTRACT:	The proposed amendment allows for backyard suites as a permitted use in most residential zones.
STATUTORY AUTHORITY:	Section 46 of <i>The Planning and Development Act, 2007</i> .
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	A public hearing is required between first and second reading of this Bylaw pursuant to section 10 of <i>The Public Notice Policy Bylaw, 2020</i> and in accordance with <i>The Procedure Bylaw</i> .
PUBLIC NOTICE:	Required, pursuant to section 13 of <i>The Public Notice Policy Bylaw, 2020</i> . An advertisement for this Bylaw appeared in the Leader Post on November 4, 2023.
REFERENCE:	Regina Planning Commission, October 31, 2023, RPC23-29 and City Council, November 8, 2023, CR2-113.
AMENDS/REPEALS:	Amends <i>The Regina Zoning Bylaw, 2019</i> .
CLASSIFICATION:	Regulatory
INITIATING DIVISION:	City Planning & Community Development
INITIATING DEPARTMENT:	Planning & Development Services



Buffalo Pound Water Treatment Corporation - 2023 Semi-Annual Report

Date	November 22, 2023
To	City Council
From	Financial Strategy & Sustainability
Service Area	Financial Services
Item No.	CM23-32

RECOMMENDATION

That City Council receive and file this report.

ISSUE

The Buffalo Pound Water Treatment Corporation (Buffalo Pound) has presented its semi-annual report attached as Appendix A. The report has been prepared based on the requirements defined in the *Unanimous Membership Agreement (UMA)* between Buffalo Pound and the City. The report supports improved infrastructure stewardship, capital acquisition and capital reinvestments.

IMPACTS

Financial Impact

The Corporation provided the required financial information in accordance with the agreement. The September 30 forecast is projecting a deficit of \$1.14 million at the end of the year. The 2023 Capital budgets are either completed or in progress as planned. The 2024 and 2025 water, capital and electrical rates have been established and are presented as information. There is no financial impact to this report as it is presented to the Council annually for information purposes only.

Policy/Strategic Impact

This report and the work of Buffalo Pound aligns with the City’s Strategic Priorities of Community Safety & Well-being and Environmental Sustainability.

Labour Impact

None related to this report.

Environmental Impact

In an effort to enhance the environmental sustainability of the facility, various initiatives have been implemented. Within the framework of the Plant Renewal Project, the administration building will meet LEED building standards, 10 per cent of the Plant’s electricity will be generated on site with solar, water will be recycled reducing losses and power usage, and the facility will be more resilient to climate change.

OTHER OPTIONS

Pursuant to section 7.1 of the UMA, Buffalo Pound must submit a semi-annual report to the City for review. This report is presented to Council annually for information only. As such there are no other options with respect to this report.

COMMUNICATIONS

None with respect to this report.

DISCUSSION

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

The Corporation provides the cities of Regina and Moose Jaw with a reliable and affordable supply of safe, high quality drinking water which meets the needs and expectations of consumers.

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

The Buffalo Pound Water Treatment Corporation is exclusively managed by the Board of Directors who are independent from the Cities of Regina and Moose Jaw and have the full authority to make strategic business decisions.

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

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

Key information indicated in the semi-annual report is noted below:

2023 Third Quarter Forecast

The chart below outlines the third quarter operating forecast for the Corporation.

2023 Operating Forecast				
Reported in \$000's				
	Annual Budget	Annual Forecast	Annual Variance	% of Budget
Total Operating Revenue	14,447	14,174	(274)	(1.9%)
Total Operating Expenditures	14,442	15,312	(871)	(6.0%)
Net Operating Surplus/(Deficit)	5	(1,139)	(1,144)	(7.9%)

Revenues are projected to be slightly under budget.

The operating expenditure is projected to be over budget by \$0.871 million as expenditures are estimated at \$15.312 million by year-end. This overage is due to additional expenditures primarily related to the disposal of the sludge from the process lagoons.

Based on this year's operation, the deficit will reduce the operating reserves by \$1.10 million. The purpose of the operating reserve is to provide a cushion for years when water sales are below the forecast or unanticipated costs exceed budget. The operating reserve is projected to be \$1.10 million at the end of 2023, \$0.90 million below the target balance.

The capital expenditures for 2023 are forecasted at \$117.50 million by year end. There is the risk that expenditures will be lower based on the amount of work the contractors can deliver for the Plant

Renewal Project and Electrical Capital Upgrades by year end. All capital projects are either in progress or have been completed with the remaining funds placed in the Capital Reserve.

2024 & 2025 Budget.

The UMA outlines that Buffalo Pounds' Board of Directors has the authority to make strategic business decisions, including approving the annual operating and capital budgets for the Corporation and it is presented to City Council as information.

The 2024 and 2025 budgets are based on the previous budget with some inflationary adjustments. The Corporation is expecting a larger inflationary increase in the operating budget related to utilities, chemicals and fuel. The 2024 & 2025 Budget adopted by the Buffalo Pound Water Board of Directors includes the following increases:

2024

- Water Rate \$400.00/ML – 5.26% increase.
- Capital Water Rate \$361.50/ML – 20.50% increase.
- Electrical Rate \$0.16900/kWh – 5.26% increase.

2025

- Water Rate \$440.00/ML – 10.00% increase.
- Capital Water Rate \$365.00/ML – No increase.
- Electrical Rate \$0.18024/kWh – 6.65% increase.

Capital

There are no new major capital expenditures in excess of \$1 million commencing in 2024. All projects scheduled for 2024 have been previously identified and reported in previous years. The current ongoing project that exceeds \$1 million is:

- The Plant Renewal Project (PRP) which is now under construction, and it is anticipated to be completed by the end of 2025. This project is to ensure the long-term viability of the Buffalo Pound Water Treatment Plant and to ensure that the Corporation will be able to meet its mandate as a going concern into the future.

DECISION HISTORY


At its meeting held December 21, 2015, City Council considered item CR15-141 - Buffalo Pound Water Treatment Plant – Governance Review and Restructuring and adopted a resolution to approve the authorization and execution of a Unanimous Member’s Agreement (UMA). Section 7.1 of the UMA outlines the requirement for a semi-annual report to be submitted to Regina Council for information.

Respectfully Submitted,



Kim Krywulak
Director, Financial Services

Respectfully Submitted,



Barry Lacey
Executive Director, Financial Strategy & Sustainability

Prepared by: Abimbola Yusuf, Financial Reporting Advisor II

ATTACHMENTS

Appendix A - Buffalo Pound 2023 Semi-Annual Report

TO **Cities of Regina and Moose Jaw**
FROM **Dale Schoffer, Chair, Buffalo Pound Water Board of Directors**
DATE **October 31, 2023**
SUBJECT **2023 Semi-Annual Report**



PURPOSE:

The purpose of this report is to submit an executive summary of the Board’s activities in 2023 to the Cities of Regina and Moose Jaw in order to satisfy the conditions prescribed in Section 7.1 of the Unanimous Membership Agreement.

BACKGROUND:

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

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

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

DISCUSSION:

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

1.0 Strategic Plan

The Board approved a renewed Strategic Plan and Balanced Scorecard on September 30, 2020. The Strategic Plan 2020 – 2023 was rolled out to staff in October, 2020 and came into effect on January 1, 2021.

The 2020-2023 Strategic Plan was presented to the Cities at the December 3, 2020 Mid-Year Meeting with both Cities supporting the Plan.

There have been no changes to the Strategic Plan since its implementation.

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

The Corporation will be rolling out its refreshed 2024 – 2027 Strategic Plan over the next couple of months and take effect on January 1, 2024. The updated Plan will be presented to the Cities at the 2024 Annual General Meeting.

2.0 Plant Performance

Performance benchmarking employs Plan-Do-Check-Act methodology for making improvements. Annually, the Corporation “Check” its performance against peers and “Act” on it by identifying improvement opportunities.

In the last few years, the Corporation has “acted” on a number of improvement areas such filter performance, wastewater reduction and identification of green energy projects to reduce GHG emissions.

In the NWWBI system, the operational data is collected around 6 Goals: Ensure Adequate Capacity, Meet Service Requirements with Economic Efficiency, Protect Public Health and Safety, Protect the Environment, Provide Safe and Productive Workplace and Provide Reliable Service and Infrastructure. Each of these goals comprises several sub measures and it is left up to the utilities to determine which goals and sub measures to focus on. The Measures/Key Performance Indicators established under each goal have been defined in a manner such that like-for-like comparisons can be made amongst the utilities. Results of each sub measure is plotted individually on Power BI graphs (a Microsoft tool) and contrasted with other similar water treatment plant measures. Each graph includes 25th percentile, median and 75th percentile lines which helps utilities gauge its performance against peers.

Measuring performance against peers needs to be balanced with operating contexts and an organization's strategic priorities as performance below 25th and above 75th percentile is not necessarily inferior or superior. Only significant measures are discussed in each goal.

Ensure Adequate Capacity

The objective of this goal is to ensure that the utility has sufficient capacity to meet the customer demand. This goal consists of following sub measures:

1. Average Day Demand/Existing Water Licence Capacity
2. Days Plant Operated above 90 % Capacity
3. Days Plant Operated above 100 % Capacity

In 2021, the Plant produced slightly more water than in 2020 but the average daily demand didn't change much from the previous years at 96 ML. The daily average shows that Plant has excess capacity, but it is important to note that the maximum daily demand was significantly higher than the average. In 2021, the maximum daily demand was 172 ML demonstrating that the Plant continues to operate well within its capacity and has enough reserve capacity should the peak demand increases significantly due to weather conditions.

Meet Service Requirements with Economic Efficiency

The aim of this objective is to ensure that the utility provides value to its customers. The goal consists of the following subsequent sub-measures:

1. Annual O&M Cost as a Percentage of Replacement Value
2. Chemical Cost/Volume Treated
3. Energy Consumed/ML Treated
4. Energy Costs/ML Treated
5. FTEs relative to Volume Treated
6. O&M Cost + Capital Reinvestment Cost/ML Treated
7. O&M Cost relative to volume Treated

In 2021, the annual O&M cost was \$13.14M and was higher than 2020 (\$12.17M). The reduction in Annual O&M cost, as Percentage of Replacement Value, is the result of updating the estimated replacement value Plant assets. In 2021, the Plant was in the process of designing the new facility and became aware of the projected replacement cost. The revised cost of replacing the entire facility now stands at approximately \$400M. Previously the replacement cost was estimated to be \$200M.

Consumption of chemicals varies from year to year and is highly dependent upon the raw water quality. In 2021, the chemical cost remained similar to previous year (\$2.31M Vs \$2.25M). The Corporation continuously calibrates the chemical addition to the treatment process to ensure optimal usage.

In February 2020, in order to reduce the Total Trihalomethanes (TTHM) formation potential, the Plant made changes to its treatment process and ceased prechlorination. After the successful TTHM reductions in 2020, the Plant extended the discontinuation of prechlorination into 2021. However, in Spring, the rising clarifier turbidity necessitated restarting the prechlorination process which led to a slight increase in chlorine cost, but this increased cost was offset by lower coagulant cost.

While the Corporation has been filling positions left vacant by retiring employees, the overall FTE remain unchanged in 2021, resulting in no net increase in staff numbers.

Compared to other similar plants, the Plant has higher energy demand due to the elevation difference between the lake and Main Plant. The energy consumed in 2021 remained similar to previous years.

The O&M Cost + Capital Reinvestment Cost metric were similar to previous years. In 2021, the Plant was working with the Plant Renewal Project team to complete the design, executing the UV corrective work as well the Lake Pump Station renewal project which now has been completed.

Protect Public Health and Safety

The objective of this goal is to characterize the raw water and treated water quality. The goal consists of several sub measures:

1. Raw Water Total Organic Carbon
2. Raw Water Dissolved Carbon
3. Average Annual Treated Water Turbidity
4. Total Coliform Occurrence in Treated Water
5. Treated Water Dissolved Carbon
6. Average Total Chlorine Residual

In 2021, the lake water quality continued to improve due to sufficient water flows from Lake Diefenbaker and releases from Buffalo Pound Lake. Reduction of average rainfall since 2017 also reduced dissolved mineral and organic matter accumulation from erosion of the watershed surrounding Buffalo Pound Lake.

Protect the Environment

The objective of this goal to achieve sustainability in operations. This goal consists of three sub measures:

1. GHG Emissions form Energy Consumed
2. Water Wasted During Treatment Process
3. Percent of Backwash Waste Treated

The Green House Gas (GHG) generated by the Corporation remains stable but is higher than the group median due to the amount of electrical energy used to bring the water to the Plant from the lake and the amount of natural gas used to regenerate the granular activated carbon. The calculation of GHG emissions also factors in the Province in which the energy originates. As SaskPower utilizes a significant amount of coal in power generation, the Provincial Factor is very high.

In an effort to enhance the environmental sustainability of the facility, various initiatives have been implemented. Within the framework of the Plant Renewal Project, the administration building section has integrated LEED building standards into the design.

Saskpower has been actively working on developing green energy infrastructure and has introduced various programs to promote sustainable energy amongst its customers. One such program is the Renewal Subscription Service program, in which the Corporation is actively participating in 2023. Currently all energy consumed at the Plant is being sourced from green sources. In order to diversify the green energy sources further, the Corporation is implementing a solar project which, when completed, will supply up to 15 % of the Plant's needs. The Corporation will also be participating in the Saskpower Solar partnership project, called Renewable Partnership Offering, which includes co-building the offsite Solar power plant. It is anticipated that long term, about 65% of the power will come from the Renewable Subscription program, 25% from Renewal Partnership Offering and 10% from onsite solar power generation.

The Corporation re-commissioned the water recycling process in 2021 which led to significant improvements in the water wasted metric over the previous years. Upon the conclusion of the Plant Renewal Project, the amount of wasted water is expected to decrease by 50%, primarily due to extensive recycling of wasted water within the Plant. This not only results in significant reduction in water wastage but also contributes to enhanced energy efficiency, as the less water will be needed to be carried up from the lake.

Provide a Safe and Productive Workplace

The objective of this goal is to secure the sustained well-being of the employees while optimizing the utilization of Plant resources for the long term. The goal consists of the following sub measures:

1. Total Overtime Hours/Total Paid O&M Hours
2. Cost of Overtime Hours
3. Field Accidents with Lost Time
4. Lost Hours due to Field Accidents
5. Sick Days Taken

6. Unavailable O&M Hours/Total Paid O&M Hours

These measures remain largely consistent with the previous years, indicating effective resources management at the Plant. Both the total number of overtime hours and the cost of the overtime hours continue to stay comfortably below the group median.

The implementation of the four-day work schedule has resulted in a decrease in sick leave usage among employees. This positive trend can be attributed to the increased flexibility offered by the extended work hours which allows employees to better accommodate their personal commitments, such as medical appointments, during their designated days off. This schedule represents a win-win situation where employees can attend to their personal needs more conveniently while the organization benefits from reduced absenteeism and improved operational continuity. This schedule also lowers the organizational environmental impact and also alleviates employees commuting expenses which are significant due to the remote location of the Plant.

The unavailable O&M Hours measure includes sick, vacation, training, LTD and union hours and it remains within the trend.

Provide Reliable Service Infrastructure

The objective of this goal is to ensure the long-term viability of the operations. The goal has following sub measures:

1. Capital Reinvestment/Replacement Value
2. Reactive Maintenance Hours/Total Maintenance Hours
3. Total Maintenance Hours
4. Unit Filter Run Volume
5. Unplanned Hours that Plant could not operate at rated capacity

The significant increase in the replacement value led to drop in the Capital Reinvestment/Replacement value.

Total Maintenance Hours held steady compared to previous years, primarily because the Corporation has directed its attention towards maintaining critical equipment in light of the Plant Renewal Project. This strategic emphasis on critical equipment maintenance has proven effective, as evidenced by the consistently low levels of reactive maintenance hours. This strategy also allowed the Corporation to schedule adequate maintenance resources towards Plant Renewal Project related activities.

Due to the Corporation's continued effort on improving the filter performance and reinstatement of pre chlorination, the filter performance improved substantially and is in the top quartile.

In 2021, the Plant had few service interruptions triggered by utility power failures resulting in the Plant not being able to meet required water demand for 10 hours.

3.0 2023 STRATEGIC PLAN BALANCED SCORECARD

The Corporation utilizes both Operational and Corporate KPIs.

The Operational (Internal) KPIs are based on targets established by the Board, National Water & Wastewater Benchmarking Initiative results or regulatory requirements. These are reviewed annually by the Board with the targets being adjusted accordingly. The KPIs are rated based on a comparison of the Plant's score versus the target to determine the threshold which is assigned to a colour coded system similar to what other organizations use for reporting purposes. These are used to make decisions internally.

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

All of the objectives outlined in the 2020 – 2023 Strategic Plan were met, or forecasted to be met, at year end.

4.0 Q3 2023 Year-End Forecast

The Cities only require the 2023 mid-year operating and capital budget forecast and statement for June 30. However, the September statement and forecast are available which provides for more accurate data and has been used in place of the June 30 data.

Operating Budget

Revenues are projected to be slightly under budget. The revenues are estimated at \$14.2M by year end which is \$0.27M under the budgeted revenues.

The operating expenditures are projected to be over budget. The expenditures are estimated at \$15.3M by year end which is \$0.87M over the budgeted expenditures. Most of the overage is due to additional costs associated with the disposal of sludge from the process lagoons.

Based on this year's operations, the deficit will reduce the Operating Reserve by \$1.1M. The Operating Reserve, now forecasted at \$1.1M rather than the targeted \$2.0M, is to be utilized to provide a cushion for years when water sales are below forecast or unanticipated costs exceed budget.

Capital Budget

The water sales allocated to the Capital Budget are slightly below budget. The variance between the budget and actual is related to the timing of the PTIC-NRP and ICIP grant funding received. This resulted in \$4.2M less revenue than the 2023 budget anticipated.

The capital expenditures for 2023 are forecasted at \$117.5M by year end.

There is the risk that the expenditures will be lower based on the amount of work the contractors can deliver for the Plant Renewal Project and Electrical Capital Upgrades by year end.

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

The Capital Reserve at year end is estimated at \$42.5M. The large reserve is to manage the cash flow for the Plant Renewal Project and complete all the projects currently in progress.

5.0 2024 & 2025 Budget

The Operating Budgets for 2024 and 2025 are similar to the 2023 and 2024 budgets as the Corporation does not anticipate any new initiatives outside of the costs for the implementation of the Plant Renewal Project. The 2024 and 2025 budgets are generally based on the previous year budget with some inflationary adjustments. The Corporation is expecting larger inflationary increases to the operating budget related to utilities, chemicals and fuel. The balance of the Operating Budget did not anticipate large increases in costs.

The Capital Budgets for 2024 and 2025 are a continuation of the implementation of the Plant Renewal Project. The project will now cost \$295M for construction which includes allowances and contingency over the next 2 years. The Capital Water Rate is to fund the P & I payments and allow for a small capital program into the future.

The electrical rate was based on the Corporation moving to 100% renewable electrical power in 2023. Approximately 10% of the Corporation's power will be generated onsite with solar and the balance will be offsite with renewable power purchased from SaskPower. Renewable power has a cost premium but is required to move the Corporation to net-zero.

The 2024 rates are the same as was presented with the 2023 and 2024 budgets, with the exception of the power rate being slightly reduced based on actual costs.

2024

Water Rate	Cities of Regina and Moose Jaw	\$400.00/ML
	Sask Water	\$400.00/ML
	Provincial Park	\$504.36/ML
Capital Water Rate	Cities of Regina and Moose Jaw	\$361.50/ML
	Sask Water	\$676.11/ML
Electrical Rate	Cities of Regina and Moose Jaw	\$0.16900/KWh
	Sask Water	\$0.18590/KWh

2025

Water Rate	Cities of Regina and Moose Jaw	\$440.00/ML
	Sask Water	\$484.00/ML
	Provincial Park	\$925.75/ML
Capital Water Rate	Cities of Regina and Moose Jaw	\$365.00/ML
	Sask Water	\$401.50/ML
Electrical Rate	Cities of Regina and Moose Jaw	\$0.18024/KWh
	Sask Water	\$0.19826/KWh

The capital rate and electrical rate for Sask Water was calculated based on the January 14, 2009 agreement. The water rate for the Buffalo Pound Provincial Park was calculated based on the January 1, 2009 agreement. The 2025 Budget was established assuming that the Water Supply Agreement for both SaskWater and the Provincial Park are updated and approved by the Cities in 2024.

The water rates for the Cities increased 5.26% in 2024 from the 2023 rate and by 10.00% in 2025 from the 2024 rate. The Capital Water Rate increased 20.50% in 2024 from the 2023 rate and by 0.97% in 2025 from the 2024 rate. The electrical rate increased 5.26% in 2024 from the 2023 rate and 6.65% in 2025 from the 2024 rate.

6.0 Major Capital Expenditures in Excess of \$1 Million

There are no new major capital expenditures in excess of \$1 million commencing in 2024. All projects scheduled for 2024 have been previously identified and reported in previous years.

Ongoing Projects

1. The Plant Renewal Project (PRP), which encompasses the capital projects BAC Carbon and Desludge 6 Lagoons, is to ensure the long-term viability of the Buffalo Pound Water Treatment Plant and to ensure that the Corporation will be able to meet its mandate as a going concern into the future. The PRP is now under construction and is anticipated to be completed at the end of 2025 when the 2 year process validation period commences.

7.0 Board Performance and Reappointments

In April, the Board reappointed three (3) members whose terms expired in 2023 as well as two (2) additional members; those being; Daryl Posehn, Ben Boots, Patricia Warsaba, Pat Wilson and Jessica Theriault all with terms of office expiring in 2026.

Buffalo Pound Water Board of Directors	Position	Term of Office Expires	Sub- Committees
Daryl Posehn	Member	April, 2026	Capital Projects Committee; HR Committee (Chair)
Ben Boots	Member	April, 2026	Capital Projects Committee (Chair)
Patricia Warsaba	Member	April, 2026	HR Committee
Pat Wilson	Member	April, 2026	Capital Projects Committee; Finance & Audit Committee;
Jessica Theriault	Member	April, 2026	Capital Projects Committee; HR Committee
Dale Schoffer	Chair	April, 2025	Ex-Officio on all Committees
Judy May	Member	April, 2025	Finance & Audit Committee (Chair); Nominating Committee
Grant Ring	Member	April, 2024	Finance & Audit Committee
Dave Richards	Member	April, 2024	Capital Projects Committee; Nominating Committee

In early 2021, a recent initiative was implemented on the board evaluation and reappointment process for current board members. The goal of the new approach to matters was to streamline the reappointment process by including an internal evaluation component which was not a part of the original recruitment process. The complete Board Evaluation Process was reviewed and accepted by the Cities at the 2021 Annual General Meeting.

The 2023 evaluation process was facilitated by Allen-Hardisty Leadership Group as summarized below:

- Typically in July, Directors whose appointments were up for renewal were to advise the Chair if they wanted to seek reappointment. Mr. Grant Ring is desirous of seeking reappointment. As well, one Director is entering his final term, expiring in 2024. The Board is proposing his vacancy not be filled.
- On July 26, 2023 Ms. Linda Allen-Hardisty facilitated a change readiness session with the Board of Directors. This session prepared the Directors for their participation in the online evaluation process.

- Between July 27, 2023 and August 8, 2023, Directors completed their online assessments that included four surveys: Board assessment, Peer assessment, Self-assessment, and Diversity self-declaration & skills and experience inventory.
- On Thursday, August 13, 2023, the Board Chair received letter from Linda Allen-Hardisty, who had previously reviewed and analyzed the responses, outlining the results of the Board performance reviews.
- Between August 22 and August 30, 2023, the Board Chair met with each Director to discuss the results.
- On September 29, 2023, Ms. Linda Allen-Hardisty attended the Board meeting to officially present the results of the Board Evaluation Process.

Based on the performance evaluation of Mr. Ring, the Board recommends the reappointment of Mr. Ring for a three year period beginning in May, 2024.

On October 11, 2023, a letter was sent by the Corporation to the Cities of Regina and Moose Jaw recommending the appointment of Mr. Grant Ring to the Board of Directors for an additional three-year term commencing May, 2024. Further, the Corporation was seeking the Cities' input into its decision not to fill the vacancy created by Mr. Richards' once his term expires in 2024.

In 2019-20, the Board adopted a Board Diversity Policy to maintain and increase the diversity of its Board members. Diversity is now one of the categories in the directors' skills matrix with which potential new Board members' qualifications are assessed. The proposed reappointment of the existing Board member will maintain the level of diversity achieved with the previous appointments.

Up to the end of Q3 2023, there were: five (5) regular Board meetings; one (1) special Board meeting; five (5) Finance & Audit Committee meetings; six (6) Capital Projects Committee meetings and one (1) Governance & Human Resources Committee meeting. The Board also attended a one (1) day retreat in June.

The Board continues to work very well together and has accomplished a number of initiatives over the past year. The synergies with the diverse skill set continually improve the discussions at Board meetings resulting in more effective leadership and direction.

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

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

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

N/A

ATTACHMENTS:

1. 2020-2023 Strategic Plan and Environmental Strategic Plan.
2. KPI Balanced Scorecard.
3. Plant Renewal Project Report.
4. Q3 2023, September 30 Unaudited Financial Statements and Forecast – Operating and Capital Budget.

Respectfully submitted,



For: Dale Schoffer
Chair
Buffalo Pound Water Board of Directors
attachments

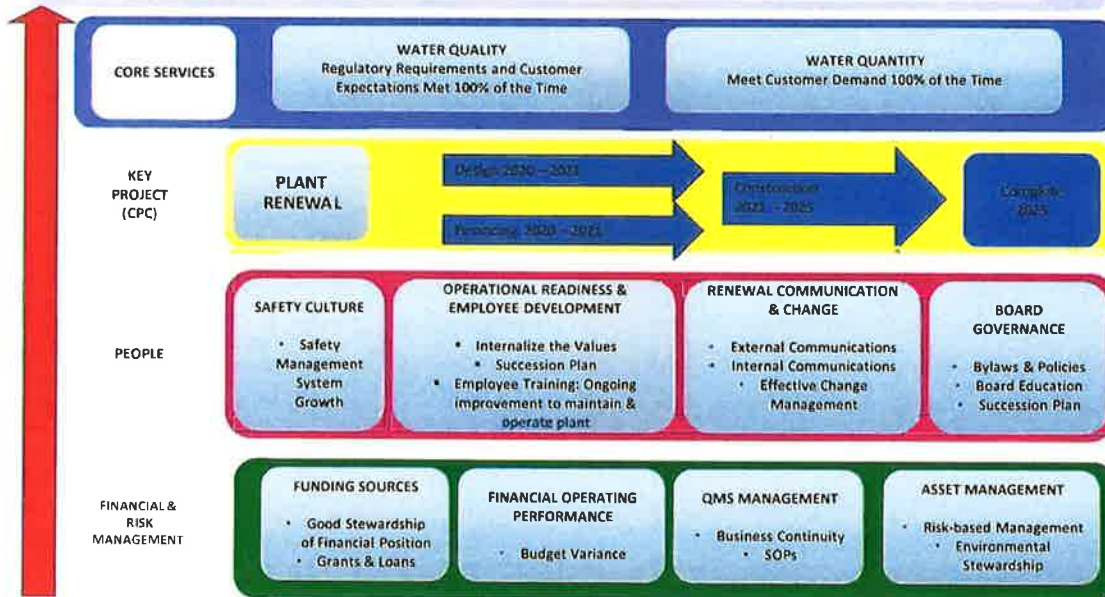
BUFFALO POUND WATER 2020 - 2023 Strategy Map (FINAL)

MISSION (Why We Exist): To provide for the Cities of Regina and Moose Jaw, a reliable and affordable supply of safe, high-quality drinking water which meets the needs and expectations of consumers.

VALUES (How we operate): SAFETY | TEAM CULTURE | PROCESS-DRIVEN | INNOVATION | CONTINUOUS IMPROVEMENT | OPERATIONAL EXCELLENCE

VISION (Where We Are Going): BPW is an expertly operated, independent, and trusted entity, that is positioned to provide sustainable and reliable water as a critical service, *for generations to come.*

3-YEAR BUSINESS PLAN 2020 – 2023
By 2023, Plant Renewal construction is underway and environmental stewardship is an enhanced practice.



Strategy Map

Vision

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

Mission

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

Mandate

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

Values

Safety

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

Team Culture

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

Accountability

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

Process Driven

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

Innovation

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

Continuous Improvement

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

Goal

Use 100% renewable power

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

Develop resource conscious maintenance and operations program and procedures.

Minimize water content of sludge/solids disposal to landfill.

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

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

Target

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

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

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

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

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

Develop public training, education, and promotion programs.

Tactic

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

Seek opportunities for grants and utility provider incentives to fund expansion of on-site renewable energy production and storage.
Identify mechanical, storage and cost requirements to convert backup diesel generators to biofuel.

Purchase energy efficient equipment.
Install energy monitoring system track usage and predict equipment failure.
Maximize the service life of equipment providing replacement parts are still available.
Recycle decommissioned equipment at the end of service life.

Stockpile sludge until the solids content exceeds 50%.
Freezing of lagoon sludge in Winter and adequate drying (draining/evaporation) in Summer.
Utilize new drying technologies and processes as they become commercially available.

Optimize use of renewable energy.
Maximize water recycling process in design of new plant to minimize wastewater discharge.
Continual technical process improvements for water recycling controls.

Work with municipal stakeholders to encourage promotion of the plant's sustainable operations through civic communications and inclusion of plant performance in Annual Reports.
Collaborate with local school boards to develop a program that would be beneficial to their students.
Engage with universities on research, training, internship, and education opportunities.
Promote public education through news releases, web content and public tours of the plant.

BALANCED SCORECARD (BSC): CORE SERVICES						
OBJECTIVES	MEASURES (Core Outcomes of Strategy)	2021	2022	2023	Status at September 30, 2023	INITIATIVES (RACI)
CORE SERVICES						
Water Quality: Objective - Meet regulatory requirements and customer expectations 100% of the time	% Regulatory requirements met. Taste and odor quality met.	100%	100%	100%	Quality 100%* *January 6th, minor incident where the GAIV was drilling a 3/8" hole to anchor a dowel for rebar had penetrated the GAC Clearwell. The GAIV immediately contacted the Plant Staff and the GAC Clearwell was isolated, took BACTI samples and removed that volume of water. WSA was notified and they did not have any concerns. The Plant continued production with the GAC Clearwell out of operation. The BACTI samples came back negative and the GAC Clearwell was put back into operation the next day. There was no impact to the public. *July 8th, backwash started and effluent valve did not close properly and ~8.46m3 of water which exceeded 1 NFU entered the filter clearwell over 40 seconds. WSA was notified and they did not have any concerns. The Plant continued production as there are 2 disinfection barriers in place post filtration, UV and chlorine disinfection. The SCADA programing was updated to prevent this situation from occurring in the future. There was no impact to the public. T&O 97.80% 8 Days in May with T&O Exceeded 8 TON	Quality: a) Ensure regulatory monitoring according to Permit to Operate, Annual Report Appendix 1 (Lab) b) Taste and odor of water leaving the Plant less than 8 TON (Threshold Odor Number) [Operations & Lab]
Water Quantity: Objective - To deliver water that meets customer demand 100% of the time	% Customer demand met without compromising Quantity	100%	100%	100%	100.0% Reliability (Customer Demands) Reliability (Plant Production - Unanticipated Downtime)	Quantity: Reliability (Operations, Maintenance) including e.g. immediate reporting of failure of critical assets (Maintenance)
KEY PROJECT - PLANT RENEWAL						
Design 2020 - 2021	Milestones established in project plan.	Complete.			Completed in 2022.	Oversight by the Capital Projects Committee (CPC) Complete 60% stage (Mgr. Maint. & Eng., PM) GMP 60% (Mgr. Maint. & Eng., PM)
Financing 2020 - 2021	Milestones established in project plan.	Financing acquired			Financing completed for \$295M of construction in 2022.	Oversight by the Finance & Audit Committee Finance strategy adopted by C. Iles (President & CEO) Obtain Council approval for financing shortfall (President & CFO)
Construction 2021 - 2025	Milestones established in project plan.	Construction commences pending financing		Complete 2025	Construction commenced June 2022. Completion Q4 2025 and Q4 2027 for performance validation.	Oversight by the Capital Projects Committee (CPC) Project management and oversight by Mgr. Maint. & Eng. and PM Commissioning 2024 Project Close out & warranty 2025- * accountabilities cascade to Managers' objectives
SAFETY CULTURE						
To achieve growth in the Safety Management System	a) Loss time b) First aid c) Near miss d) Property damage e) Audit - internal f) Audit - external g) % of incidents reported	0 0 0 0 Annual Bronze 100%	0 0 0 0 Annual 100%	0 0 0 0 Annual Silver 100%	0 1 1 0 Completed May 2023 Completed in 2022, passed Bronze with 90.2% 100%.	External audit: 2021 Maintain bronze: 2023 Prepare to earn silver Encourage reporting of all incidents
OPERATIONAL READINESS & EMPLOYEE DEVELOPMENT						
Internalize the values.	Development milestones of initiative.	Build values into HR practices starting with Managers' PDEs first			Completed in 2021.	2021: Build values into HR practices including recruitment processes, job descriptions, employee development plans, employee performance plans

Enhance the succession plan.	Renewed, updated, monitored Y/N	Y	Y	Y	Completed in 2021.	Renew/update succession plan & org chart for all Plant staff (President & CEO)
Keep improving employees' skills to maintain and operate the Plant.	Align Milestones with Renewal Project Plan Y/N	Y	Y	Y	Completed in 2022. Completed in 2021.	Develop Diversity Policy (President & CEO) Renew/update succession plan & org chart for all Plant staff (President & CEO)
RENEWAL COMMUNICATION & CHANGE						
Develop an inaugural External Communications Strategy	Milestones established Y/N	Y			Completed in 2021.	Engage external strategic communications consultant
Develop an Internal Communications Strategy	a) Response Rate for Employee Engagement Surveys every 2 years b) Action plans	Implement 2020	67% Develop & begin implementation	Implement	Surveys were sent to all staff on November 16, 2022. Data collection, analysis and reporting was completed with a 77% response rate. This information will feed into the 2024-2027 Strategic Plan renewal in 2023. Met with staff as followup; good general discussion.	Align with external communications strategies. Employee Engagement Surveys & Action Plans Communication is always a key theme to show progress and areas for growth
Continue effective Change Management Practices	% of major projects with Organizational Change Management Plans	100%	100%	100%	100%	Align to development milestones for the Capital and Plant Renewal Projects
BOARD GOVERNANCE						
Board to complete objectives for Bylaws, Policies, Board Education & Succession	(to be set by the Board)				Completed for 2023.	Annual review of Bylaws, Policies, Governance Manual, etc.
FUNDING SOURCES						
Run operations based on good stewardship of financial position	a) Rate stability: Year to year rate comparable	TBD	TBD	TBD	Rate Structures are sustainable.	
Acquire grants & loans to fully fund the Plant Renewal	b) % of critical projects funded	100%	100%	100%	Completed in 2022.	Links to Key Projects objectives
FINANCIAL OPERATING PERFORMANCE						
Meet budget variance targets	Sum of O & M budget under management control within 5%	5%	5%	5%	8.6% Deficit. This was planned to address the excess sludge to be landfilled.	
QMS MANAGEMENT						
Develop a Business Continuity Plan	a) Development milestones achieved	Plan developed			Completed in 2022.	Links to risk registry
Ensure effective SOPs	b) % of all procedures documented, compliance ensured, training followed	100%	100%	100%	Completed in 2022.	For each area: Operations, Maintenance & Lab
ASSET MANAGEMENT						
Complete the risk-based management phase	a) Development milestones achieved	Asset Management Policy, Objectives and Governance Framework development	Onboarding Plant Renewal assets; develop Asset Management plans	Onboarding Plant Renewal assets; develop Asset Management plans	Ongoing with new Plant Renewal Project Assets.	
Develop an Environmental Stewardship Strategy	b) Development milestones achieved		Strategy developed		Completed in 2021.	



BPWTP Renewal Owner's Advocate Services

Monthly Status Report

RPT-066

August 25, 2023

Buffalo Pound Water Treatment Corporation

W0130



BPWTP Renewal Owner's Advocate Services

Project No: 700749
Document Title: Monthly Status Report
Document No.: RPT-065
Revision: 00
Date: August 25, 2023
Client Name: Buffalo Pound Water Treatment Corporation
Client No: W0130
Project Manager: Barry Williamson
File Name: RPT-066_Project Status_2023-08

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

www.jacobs.com

Limitation: This document has been prepared on behalf of, and for the exclusive use of Jacobs' client, and is subject to, and issued in accordance with, the provisions of the contract between Jacobs and the client. Jacobs accepts no liability or responsibility whatsoever for, or in respect of, any use of, or reliance upon, this document by any third party.

Contents

1.	Project Overview	3
2.	Project Progress Summary	4
2.1	Planned Work for September 2023.....	4
2.2	Safety Incidents	5
3.	Financial Status.....	6
3.1	Owner’s Advocate Budget and Billings.....	6
3.2	Owner’s Advocate Earned Value	6
3.3	Owner’s Advocate Change Management.....	7
3.4	GAJV Budget and Billings	9
3.5	GAJV Earned Value.....	10
3.6	GAJV Change Management.....	10
4.	Schedule	13
5.	Project Impacts	16
5.1	Key Issues / Decisions	16
6.	Project Safety	19

List of Tables

Table 3.1: Owner’s Advocate Financial Summary as of August 25, 2023	6
Table 3.2: Contemplated Change Log	7
Table 3.3: Approved Change Log.....	8
Table 3.4: GAJV Construction Services August 31, 2023 Financial Summary.....	9
Table 3.5: GAJV Contemplated Change Log	10
Table 3.6: GAJV Approved Change Log	11
Table 4.1: Top Task Schedule Summary.....	14
Table 5.1: Issues Log	16
Table 6.1: Safety Log	19
Table 6.2: Project Hours	22
Table 6.3: Injury Performance Standards	22

List of Figures

Figure 3.1: Earned Value Tracking Chart.....	7
Figure 3.2: GAJV Earned Value Tracking Chart	10

1. Project Overview

The BPWTP is managed and operated by the Buffalo Pound Water Treatment Corporation and supplies an average of approximately 90 million liters per day (ML/d) of treated water to approximately 260,000 people living in the cities of Regina and Moose Jaw, Saskatchewan. The BPWTP obtains its raw water from Buffalo Pound Lake, a shallow reservoir located in the Qu'Appelle Valley approximately 50 km northwest of the City of Regina.

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

The Corporation elected to proceed with a Progressive Design Build procurement approach and is currently in the construction phase with Graham-Aecon Joint Venture being the design builder.

The overall project objectives for the Buffalo Pound Water Treatment Plant Renewal program are:

- Provide upgrades that will reliably meet system needs and regulatory requirements
- Provide additional capacity able to handle forecasted demand for the 25-year design period
- Allow operational flexibility to meet future needs, including anticipating future regulatory trends
- Minimize interruption to current operations
- Provide a cost-effective facility, with economical whole life cycle costs, that is an efficient and safe workplace for BPWTP personnel

2. Project Progress Summary

The following section details the project progress for Owner's Advocate Services for the BPWTP Renewal Project since the last project progress report.

1. Attended weekly construction progress meetings
2. Attended commissioning planning meetings
3. Attended calls with the CoR regarding plant reduced flows
4. Provided non-resident and resident engineering services
5. Contract Administration of DBA
6. Internal conference calls with delivery team
7. Administered the LOX Lease Agreement
8. Coordination of solar project with the Renewal Project
9. Facilitated monthly progress meeting
10. Prepared monthly status report

2.1 Planned Work for September 2023

The following tasks are planned for the upcoming reporting period:

1. Attend weekly construction progress meetings
2. Attend commissioning planning meetings
3. Provide non-resident and resident engineering services
4. Facilitate execution of LOX Lease Agreement
5. Contract Administration of DBA
6. Attend construction sequencing review meeting
7. Attend corrosion review meeting
8. Attend schedule review meeting
9. Attend lead pipe harvesting in the City of Regina
10. Internal conference calls with delivery team
11. Facilitate monthly progress meeting
12. Prepare monthly status report

2.2 Safety Incidents

For the month of August, there was no reportable safety incidents. Further details on Project Safety can be found in Section 6.

3. Financial Status

3.1 Owner’s Advocate Budget and Billings

The project budget and the current billings for the Owner’s Advocate services is presented in Table 3.1.

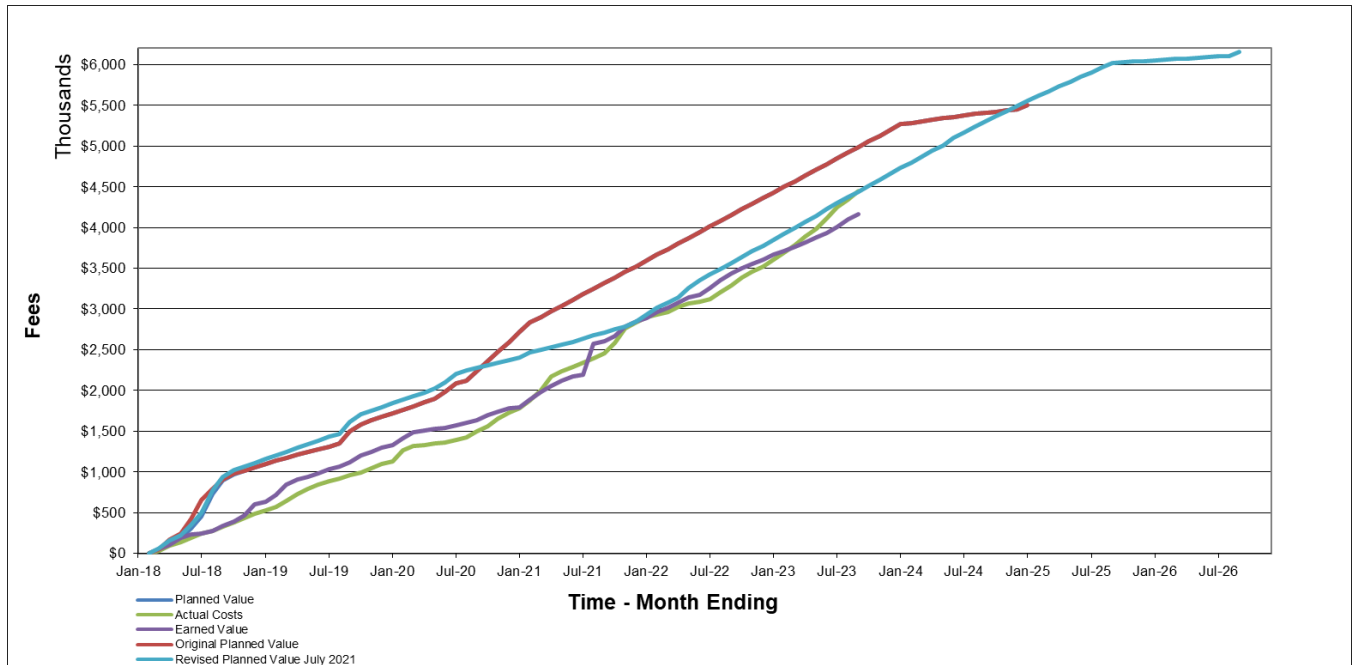
Table 3.1: Owner’s Advocate Financial Summary as of August 25, 2023

Task Breakout	Task Budget	Total Billed/Projected to Date	Budget Remaining	Percent Spent	Percent Complete
01 – PM	\$544,220.00	\$416,713.41	\$127,506.59	76.57%	75.46%
05 – Workshop & Meetings	\$242,028.48	\$242,376.98	(\$348.50)	100.14%	94.34%
10 – Phase 1 - RFQ	\$146,800.05	\$146,800.05	\$0.00	100.00%	100.00%
20 – Phase 2 - RFP	\$910,776.47	\$898,185.24	\$12,591.23	98.62%	100.00%
30 – Phase 3 – Design (60%)	\$886,762.00	\$900,142.11	(\$13,380.11)	101.51%	100.00%
40 – Phase 4 – Final Design / Construction	\$2,774,385.00	\$1,356,763.97	\$1,417,621.03	48.90%	38.92%
Sub-Totals	\$5,504,972.00	\$3,960,981.76	\$1,543,990.24	71.95%	66.01%
CO.1 – Zebra Mussels	\$49,664.00	\$49,664.00	\$0.00	100.00%	100.00%
CO.2 - Asset Handover to BIM	\$28,280.00	\$35,884.32	(\$7,604.32)	126.89%	100.00%
CO.3 DUIS	\$49,855.00	\$78,469.00	(\$28,614.00)	157.39%	100.00%
CO.5 Lead Loop Study	\$258,415.00	\$147,336.13	\$111,078.87	57.02%	57.00%
CO.6 CL, DCS, ESA, WIFI, RFPs					
Legal and Fairness RFPs	\$23,900.00	included in Phase 1 billings	\$0.00	100.00%	100.00%
RFQ Site Meetings and Workshops	\$25,900.00		\$0.00	100.00%	100.00%
CoR and CoMJ Sessions	\$21,600.00		\$0.00	100.00%	100.00%
Phase 1 ESA	\$20,300.00	\$19,064.00	\$1,236.00	93.91%	100.00%
DCS Modernization Coordination	\$38,300.00	\$26,534.00	\$11,766.00	69.28%	91.00%
WIFI Assessment	\$22,500.00	\$13,848.00	\$8,652.00	61.55%	100.00%
Climate Lens	\$96,600.00	\$89,527.69	\$7,072.31	92.68%	100.00%
Domestic Lagoon Survey	\$11,725.00	\$21,188.65	(\$9,463.65)	180.71%	100.00%
Disbursements	\$3,475.00	\$2,733.30	\$741.70	78.66%	70.00%
Sub-Totals	\$650,514.00	\$484,249.09	\$94,864.91	74.44%	82.35%
Totals	\$6,155,486.00	\$4,445,230.85	\$1,710,255.15	72.22%	66.01%

3.2 Owner’s Advocate Earned Value

The earned value chart that follows covers the period to August 25, 2023.

Similar to the previous month, the overall project continues to track behind schedule. However, construction activities for the past month appear to have maintained the current schedule without additional slippage. The cost of the Owner’s Advocate services is tracking well, however, as shown in the earned value calculation, the negative Cost Variance continues to indicate the potential for budget exceedance based on the current project schedule.



Schedule Variance (SV) (\$)	-\$278,922
Cost Variance (CV) (\$)	-\$283,491
Cost Performance Index (CPI)	0.94
Schedule Performance Index (SPI)	0.94
Status	0.94

Figure 3.1: Earned Value Tracking Chart

3.3 Owner's Advocate Change Management

Project changes are added to the contemplated change log (Table 3.2) once identified and transferred to the approved change log once approved.

Table 3.2: Contemplated Change Log

No.	Description	Reason	Cost	Status
1	March 13, 2018 – Support during 2-year demonstration period	Request from the Corporation to provide an additional year of support (from 1 year to 2 years) during the performance validation period. This is future work and will be discussed at a later time.	TBD	Open
2	December 2021 – sanitary lagoon investigation	Request from the Corporation to add sanitary lagoon investigation work to the BPWTP Renewal Project	\$23,000 (estimated)	Open
3	August 2022 – Site survey for stockpiles	Request from the Corporation to survey areas around the BPWTP for potential stock piling of excess material from excavations	TBD	Open

Table 3.2: Contemplated Change Log

No.	Description	Reason	Cost	Status
4	October 2022 – Engineering Support for Solar Power	Request from the Corporation to provide engineering services in support of the procurement of solar power	Approximately \$25,000 as of the end of June.	Open – Work to be provided under separate PO. Note, the approximate cost to date has been charged to the Renewal Project for Solar Power support services. A separate PO was issued August 1, 2023

Table 3.3: Approved Change Log

No.	Description	Reason	Cost	Status
1	February 19, 2019 - Review zebra mussel potential	Request from Corporation to analyze the potential for zebra mussel occurrence in BP Lake	\$48,416.00	Closed
2	August 31, 2020 – Assist in asset information handover and BIM Strategy	Request from Corporation to support the asset data transfer within the overall BIM strategy	\$28,280.00	Closed
3	October 18, 2020 – Conduct downstream use and impact study	Requirement from the WSA	\$49,855.00	Closed
4	January 22, 2021 – reallocate budgets from Phase 1 and 2 to Phase 3	Additional budget was required for phase 3 services. Unused budget from phases 1 and 2 used to provide the needed budget	\$0.00	Closed
5	April 23, 2021 – Lead loop study	Request from Corporation to develop a corrosion control study to determine the effectiveness of corrosion inhibitors on on lead services lines.	\$258,415.00	Closed
6	June 28, 2021 – Consolidation of various additional work performed from February 2018 to June 2021	Over a 2.5 year period, Jacobs provided various value added services. It was agreed that this work was to be tracked and if required, a scope change would be issued to restore budget used to perform these additional services.	\$264,300.00	Closed

3.4 GAJV Budget and Billings

The project budget and the billings as of August 31, 2023 for the GAJV Construction services is presented in Table 3.4.

Table 3.4: GAJV Construction Services August 31, 2023 Financial Summary

Item #	Description of Work	Cost	PST	Contract Price	Progress Value to Date	% Spent To Date
CONSTRUCTION SERVICES						
1	Mobilization Payment	\$ 5,027,557.00	\$301,653.42	\$ 5,329,210.42	\$5,329,210.42	100.0%
2	Area 000 - General Plant	\$ 35,091,873.00	\$2,105,512.38	\$ 37,197,385.38	\$11,600,149.71	31.2%
3	Area 000 - General Site	\$ 12,049,691.00	\$722,981.46	\$ 12,772,672.46	\$4,372,023.21	34.2%
4	Area 000 - Ponds	\$ 12,109,139.00	\$726,548.34	\$ 12,835,687.34	\$7,536,460.89	58.7%
5	Area 100/150 - Raw Water Pumphouse	\$ 330,798.00	\$19,847.88	\$ 350,645.88	\$0.00	0.0%
6	Area 200 - Pre-Treatment	\$ 7,964,559.00	\$477,873.54	\$ 8,442,432.54	\$2,587,362.29	30.6%
7	Area 250 - Waste Equalization Tank	\$ 1,689,726.00	\$101,383.56	\$ 1,791,109.56	\$278,608.43	15.6%
8	Area 300 - DAF Clarification	\$ 20,894,543.00	\$1,253,672.58	\$ 22,148,215.58	\$14,777,299.02	66.7%
9	Area 331 - Backwash Waste Clarifiers	\$ 4,481,932.00	\$268,915.92	\$ 4,750,847.92	\$1,546,328.94	32.5%
10	Area 341 - Filter Backwash System	\$ 5,045,346.00	\$302,720.76	\$ 5,348,066.76	\$752,512.15	14.1%
11	Area 400 - Ozone and Pumping	\$ 31,560,243.00	\$1,893,614.58	\$ 33,453,857.58	\$11,796,920.07	35.3%
12	Area 500 - BAC Filters and Filter Clearwells	\$ 23,204,782.00	\$1,392,286.92	\$ 24,597,068.92	\$10,251,122.75	41.7%
13	Area 600 - Clearwells and Distribution Pumping	\$ 2,421,353.00	\$145,281.18	\$ 2,566,634.18	\$899,374.57	35.0%
14	Area 680 - Distribution Pumping and Substation	\$ 239,805.00	\$14,388.30	\$ 254,193.30	\$10,824.30	4.3%
15	Area 700 - UV Disinfection	\$ 812,017.00	\$48,721.02	\$ 860,738.02	\$150,727.15	17.5%
16	Area 800 - Chemical Building	\$ 6,440,380.00	\$386,422.80	\$ 6,826,802.80	\$2,590,106.64	37.9%
17	Area 830 - Tunnel	\$ 276,870.00	\$16,612.20	\$ 293,482.20	\$170,593.51	58.1%
18	Area 900 - Administration & Maintenance Bldg.	\$ 33,027,712.00	\$1,981,662.72	\$ 35,009,374.72	\$12,889,563.08	36.8%
19	Professional Services	\$ 11,872,161.00	\$712,329.66	\$ 12,584,490.66	\$4,893,968.59	38.9%
20	Indirect Costs	\$ 38,108,668.00	\$2,286,520.08	\$ 40,395,188.08	\$15,709,239.80	38.9%
	Subtotals	\$ 252,649,155	\$15,158,950.00	\$267,808,105.00	\$ 108,142,395.51	40.38%
VARIATIONS						
21	Allowances via Variation Confirmation(s)					
	CS10 - Firewater Tank Piling	\$ 490,157.39	\$29,409.44	\$ 519,566.83	\$0.00	0.0%
	CS12 - Paint booth	\$ 18,660.84	\$1,119.65	\$ 19,780.49	\$0.00	0.0%
	CS13 - Pallet Racking	\$ 144,112.95	\$8,646.78	\$ 152,759.73	\$0.00	0.0%
	CS15 - Hazardous Materials	\$ 64,139.28	\$3,848.36	\$ 67,987.64	\$0.00	0.0%
	CS16 - Vent Hoods	\$ 167,162.27	\$10,029.74	\$ 177,192.01	\$0.00	0.0%
	CS17 - Sinks and Eyewashes	\$ 90,658.18	\$5,439.49	\$ 96,097.67	\$0.00	0.0%
	CS18 - Floc Channel Repair	\$ 46,855.60	\$2,811.34	\$ 49,666.94	\$0.00	0.0%
22	Additional Work					
	CS2 - Site Cameras	\$ 94,535.70	\$5,672.14	\$ 100,207.84	\$0.00	0.0%
	CS3 - Lead Skid Installation	\$ 60,671.88	\$3,640.31	\$ 64,312.19	\$0.00	0.0%
	CS5 - Dewatering Support	\$ 40,177.17	\$2,410.63	\$ 42,587.80	\$0.00	0.0%
	CS9 - Mens Washroom	\$ 8,149.73	\$488.98	\$ 8,638.71	\$0.00	0.0%
	CS14 - Gas Leak	\$ 17,369.72	\$1,042.18	\$ 18,411.90	\$0.00	0.0%
	Subtotals	\$1,242,650.71	\$74,559.04	\$1,317,209.75	\$0.00	0.0%
	TOTALS	\$253,891,805.71	\$15,233,509.04	\$269,125,314.75	\$ 108,142,395.51	40.18%

3.5 GAJV Earned Value

The earned value chart that follows covers the period to August 31, 2023.

As shown in the graph and summary table, indication is the construction schedule is tracking slightly behind schedule. The month of August showed a small negative change to the overall schedule.

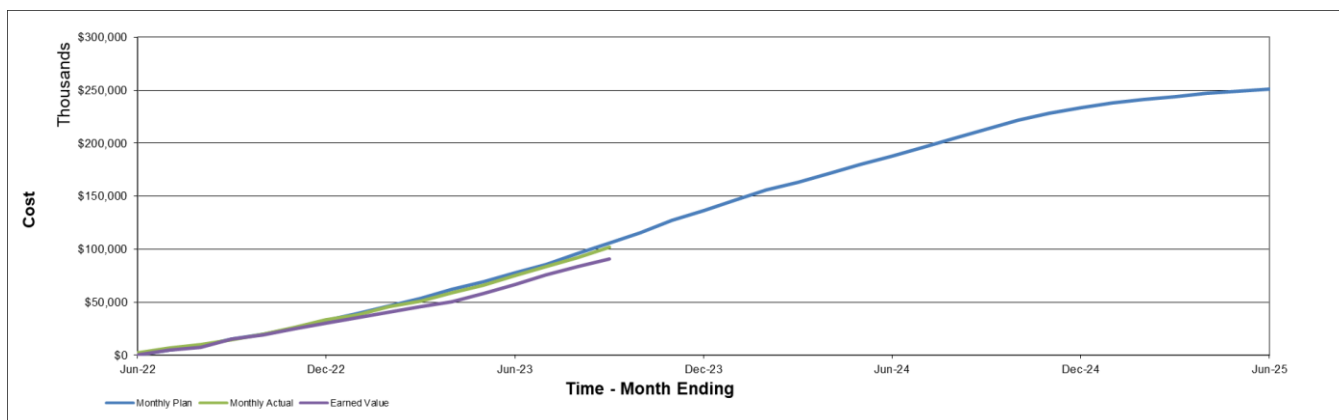


Figure 3.2: GAJV Earned Value Tracking Chart

Schedule Variance (SV) (\$)	-\$14,685,758
Cost Variance (CV) (\$)	-\$11,067,431
Cost Performance Index (CPI)	0.9
Schedule Performance Index (SPI)	0.9
Status	0.88

3.6 GAJV Change Management

Construction changes are added to the contemplated change log (3.5) once identified and transferred to the approved change log once approved.

Table 3.5: GAJV Contemplated Change Log

No.	Description	Reason	Cost	Status
1	Spartan Controls Novation	As per the Design Build Agreement, the Spartan Controls contract will be novated to the GAJV	TBD	Corporation is reviewing options to potential delete this from the DBA
2	Extension of backwash supply line for future	Extension of the backwash system to be able to pump into and out of filters C and D would facilitate future expansion more efficiently. Additional benefits include the ability to move or store media to/from BAC Filter D.	TBD	Variation Pending

Table 3.5: GAJV Contemplated Change Log

No.	Description	Reason	Cost	Status
-----	-------------	--------	------	--------

Table 3.6: GAJV Approved Change Log

No.	Description	Reason	Cost	Status
1	Change to Total Substantial Completion date from May 13 2025 to June 4 2025	GAJV noted delay to piling activities resulting from delay in natural gas line decommissioning by Sask Energy	\$0.00	Variation Issued
2	Addition of time lapse camera	Corporation requested the addition of time lapse cameras for recording the progress of construction	\$94,535.70	Variation Issued
3	Installation of Lead Loop Skids	Corporation requested the GAJV to provide a quote for the installation of the lead loop skids at BPWTP and in the CoMJ	\$60,671.88	Variation Issued
4	Pond Sludge Dewatering Support	The Corporation requested services from the GAJV to construct a laydown and drainage area for the geotubes for dewatering excavated sludge from the ponds	\$42,587.80	Variation Issued
5	Mens Washroom	The Corporation requested a small change to one of the men's washrooms that required the change from a urinal to a stall	\$8,149.73	Variation Issued
6	Firewater Tank Piling	Piling pricing for the proposed firewater tank was provided by the GAJV. This was an Allowance item carried in the DBA.	\$490,157.39	Variation Issued
7	Paint booth	Pricing for the paint booth was provided by the GAJV. This was an allowance item carried in the DBA.	\$18,660.84	Variation Issued
8	Pallet Racking	Pricing for pallet racking was provided by the GAJV. This was an allowance item carried in the DBA.	\$144,112.95	Variation Issued
9	Existing Gas Line Pressure Loss	GAJV identified that an existing natural gas line was not holding pressure and found that the line was leaking within a buried section of pipe. GAJV repaired the line and re-established service	\$17,369.72	Variation Issued
10	Hazardous Materials Abatement	GAJV has quantified the identified hazardous materials needing abatement.	\$64,139.28	Variation Issued
11	Vent Hoods	Pricing for the vent hoods was provided by the GAJV. This was an allowance item carried in the DBA.	\$167,162.27	Variation Issued
12	Sinks and Eyewashes	Pricing for the sinks and eyewash stations was provided by the GAJV. This was an allowance item carried in the DBA.	\$90,658.18	Variation Issued

Table 3.5: GAJV Contemplated Change Log

No.	Description	Reason	Cost	Status
13	Floc Channel Repair	GAJV identified areas within the floc channel requiring extensive concrete repair that was not previously identified in the DBA. GAJV repaired the concrete and re-established service	\$46,855.60	Variation Issued

4. Schedule

Work across all areas of the project continued from exterior improvements to the interior restorations and conversions.

In Pretreatment, minor works continue with tray and pipe supports for new tray and dosing lines. Alum tank A refurbishments are anticipated to begin prior to the low flow condition.

DAF clarification chambers D, E, and F are operational and now being operated by the Corporation producing high quality clarified water for their customers.

GAC Filter J coatings, concrete repairs and mechanical installations were completed in the period. Commissioning and testing is scheduled within the next reporting period. GAC Filter B was taken out of operation and the Corporation commenced cleaning in readiness for turnover to GAJV. GAC Filter K coating was completed, and the mechanical installations are progressing with scheduled completion in early September 2023. The Testing of GAC Filters K and J will be concurrent.

The concrete structures for the Ozone building continue to take shape and are progressing towards structural steel framing later this year. The current focus for this area continues to be the interior walls followed by the main floor slabs and a priority put upon the electrical room.

Administration building phase 1 structural steel, joists, decking is nearing completion. Main floor and 2nd floor concrete is nearing completion for phase 1. Mechanical, electrical and plumbing rough-ins continue on both main and second floor elevations.

The existing carbon regeneration building was demolished to the existing slab. Repairs to the slab are being completed where necessary. The next period will see the erection of the new Chemical Building and Chlorine Building extension structural steel. Preparations for roofing and M & E installations will follow.

The barrel roofing removals and replacements are nearing completion, with the tie in to the corridor roof remaining. The DAF South roof is complete with the new parapet on the east edge to follow with block wall installation occurring below. Pretreatment roof removals have begun, and materials were delivered for the administration building roofing.

Summer Pond A construction was completed late August and turned over to the Corporation.

The clearwell bypass line entry pit excavation and temporary works have been installed, and the casing push completed. The exit pit excavation has been completed & the carrier pipe installation is underway. This work is being completed in relatively close proximity to the distribution lines to Regina and Moose Jaw and care is being taken to protect the existing infrastructure through the means and methods of construction being employed for the necessary excavations and bypass line installations.

Plant service water piping installations have continued in multiple areas with a focus placed upon the main trunk runs with minor branches to follow.

To date, the overall construction schedule is progressing well, however, slight shifts in dates in completing some of the works continues. The Corporation continues working collaboratively with the design builder to shutdown specific plant process units to facilitate construction activities.

Table 4.1 summarizes the construction top commission task status and schedule. Note, the updated schedule was not provided by the GAJV in their monthly report for reason of a future schedule review to be conducted in September.

Table 4.1: Top Task Schedule Summary

Task	Proposed Completion Date	Schedule Adherence (On Schedule, Behind Schedule, Complete, Planning)	Adjusted Completion Date	Notes/Assumptions
New Summer Ponds A/B	April 6, 2023	Behind schedule	May 14, 2023	Earthworks did not get completed before winter. Recovery plan has improved adjusted completion date. Slippage of approximately 6-weeks from the May schedule update. Slippage of 5-months from June schedule update Actual completion date was late August 2023
DAF South	July 18, 2023	Behind schedule	August 18, 2023	DAF "D" to be online by mid-June, 2023. DAF D, E, F are operating. Handover documents are outstanding
Chlorine Building	September 15, 2023	Behind schedule	February 13, 2024	Slippage of approximately 1-month compared to June schedule update
GAC J,K,L,M Conversion – Phase 1	July 27, 2023	Behind schedule	September 20, 2023	Change in GAC/BAC construction means and methods
BAC J,K,L,M Conversion with new media – Phase 2	N/A	On schedule	June 10, 2024	Change in GAC/BAC construction means and methods
GAC H,G,F,E Conversion – Phase 2	April 26, 2024	Behind schedule	June 10, 2024	Change in GAC/BAC construction means and methods
BAC E-M – Phase 3	June 3, 2024	Behind schedule	September 9, 2024	
Decommission GAC A,B,C,D – Phase 4	Sept 18, 2024	Behind schedule	October 23, 2024	Improvement of 3-weeks from June schedule update
Existing Winter Ponds 601A/601B/602B	December 1, 2023	Behind schedule	August 8, 2024	Slippage of approximately 8-months from May schedule update. GAJV noted late start due to de-sludging activities
Existing Winter Ponds 601C/601D	January 22, 2024	On schedule	September 20, 2024	Slippage of approximately 9-months from May schedule update. GAJV noted late start due to de-sludging activities
Backwash Fill Tank "B"	April 2, 2023	Behind schedule	April 10, 2024	Slippage of approximately 2-months from June schedule update

Table 4.1: Top Task Schedule Summary

Task	Proposed Completion Date	Schedule Adherence (On Schedule, Behind Schedule, Complete, Planning)	Adjusted Completion Date	Notes/Assumptions
DAF North	April 15, 2024	Behind schedule	May 29, 2024	Slippage of approximately 1-month from June schedule update. GAJV noted this is due to handover of Clarifier E occurring 1-month later
Admin Building Phase 1	July 4, 2024	Behind schedule	August 21, 2024	Slippage of 1-month from June schedule update
Backwash Fill Tank "A"	August 9, 2024	Behind schedule	October 1 2024	Slippage of 1-month from June schedule update
Sludge Thickening Tanks	August 27, 2024	Behind schedule	September 13, 2024	Slippage of 2-weeks from May schedule update
Ozone Building and Low Lift Pumps	September 3, 2024	On schedule	September 4, 2024	
Existing Winter Pond 602A	October 2, 2024	Behind schedule	June 13, 2025	Slippage of approximately 7-months from May schedule update. GAJV noted late start due to de-sludging activities
Chemical Building	November 21, 2024	Behind schedule	November 27, 2024	
Admin Building Phase 2	April 29, 2025	Behind schedule	May 6, 2025	
Total Substantial Completion	May 13, 2025	Behind schedule	August 12, 2025	Variation to the Contract Dates to be completed.

5. Project Impacts

5.1 Key Issues / Decisions

A key issues and decisions list log will be kept for tracking potential and ongoing issues. The current project issues and status are identified in Table 5.1. Items in **BOLD** are changes/updates from the previous reporting period.

Table 5.1: Issues Log

No.	Issue	Discovery Date	Proposed Action	Status
1	Corporation procurement of GAC Media	June 2022	Corporation to develop RFP to solicit GAC media supply bids	GAC Awarded - Closed
2	Execution of Amended and Restated DBA	June 2022	Collaboratively work through DBA amendments and execute	Pending Close – Signed DBA currently held in escrow until Schedule 20 Documents are submitted by the Design Builder. The Corporation is reviewing options to remove this requirement from the DBA.
3	Novation of Spartan Agreement	June 2022	Collaborate with Spartan and Design Builder to complete novation agreement concurrent with the executed DBA	Open – Design Builder is currently reviewing the Novation Agreement. Spartan has accepted the Agreement. The Design Builder has indicated that they will not sign the Novation Agreement.
4	LOX Lease Agreement	June 2022	Corporation to develop LOX equipment RFP to facilitate a lease agreement	Open – Jacobs to develop RFP with input from Design Builder (Stantec). Completed. Award Pending
5	Unidentified pipe in ozone excavation	July 2022	Design Builder to cut and cap abandoned line	In progress. DB has suggested this has impacted their schedule and could lead to delay claim. - Closed
6	Installation of Lead Loop Skid	June 2022	Jacobs to issue Proposed Change Notice to Design Builder for the installation of the lead loop skid in the UV area	Change notice issued and cost estimate provided by GAJV. Variation Confirmation has been issued – Closed

Table 5.1: Issues Log

No.	Issue	Discovery Date	Proposed Action	Status
7	Lack of Remote Access to Plant SCADA will lead to commissioning delays and additional cost to the Corporation	June 2022	Jacobs to request tech memo from Stantec that will explain how their network architecture design can safely allow vendors to access the SCADA during commissioning and future trouble shooting and also protect from cyber attacks	Memo submitted by the GAJV. Follow up meeting with the Corporation is being scheduled. Meeting held and plan is to allow partial access for trouble shooting. Closed
8	Freight Elevator Capacity does not meet the DBA requirements	August 2022	GAJV advised the Corporation that the freight elevator capacity is designed for 5000 lbs, however, it is not designed for a single 5000 lbs load. The design had a single load limit of 1200 lbs for a total capacity of 5000 lbs. The Corporation noted that this will not be accepted and the GAJV to go back to the design team and vendor and revise.	Closed. GAJV advised that the freight elevator will be supplied and installed to accommodate a load of 5000lbs without restrictions.
9	Schedule Delay Notice	September 2022	GAJV advised the Corporation of a delay event resulting from a delay in decommissioning a natural gas line. Decommissioning of this line could only be done by the utility and construction activities within the location of the line could not resume until the decommissioning of this line.	Corporation is willing to accept a change to the Total Project Completion date with zero cost changes. GAJV noted willingness to accept this. Contract Variation issued. Closed
10	Long Term Delivery of Electrical Equipment	December 2022	Delivery of electrical equipment continues to see long lead times that could impact the overall project schedule if items are not procured in a timely manner	Monitor and track in collaboration with the GAJV

Table 5.1: Issues Log

No.	Issue	Discovery Date	Proposed Action	Status
11	Corrosion of new stainless steel piping	June 2023	Corrosion of newly installed stainless steel piping appears to be caused by chlorides in the atmosphere of BPWTP. Potential insurance claim or cost to the project. GAJV has been asked to improve ventilation and BPWTP has been asked to review pre-chlorination practices and discontinue if possible	Ongoing.
12	Various Notices of Delay – Potential Cost Impacts	Multiple Dates	The GAJV has increased its efforts in issuing Notices of Delay (allegedly caused by the Corporation). The Corporation and OA are working together to gather factual information to respond to each Notice in accordance with the Contract.	Ongoing
13	Additional Site Contamination	August, 2023	The GAJV has identified additional hydro carbon contamination near the admin building and is proceeding with removal as necessary.	Ongoing

6. Project Safety

Safety concerns identified by the Corporation and Jacobs will be kept for tracking potential and ongoing safety issues. The current project safety concerns and status are identified in Table 6.1.

Table 6.1: Safety Log

No.	Issue	Discovery Date	Proposed Action	Status
1	Two safety incidents occurred over the reporting period. One related to improper use of lifting equipment and the other related to improper de-energization of electrical equipment	August / September	The GAJV has addressed these safety incidents via more training and removal of staff. The Corporation has asked the GAJV for further commentary on industry averages related to safety incidents on projects of similar scale	Ongoing monitoring
2	Potential contamination of clearwell via sludge line leak	September 21, 2022	The GAJV will double check all connections before returning the equipment back to operations. BPWTC will witness.	Closed
3	subcontractor was in the process of removing a liftable scaffold tower from the DAF work area utilizing the tower crane. Worker was standing on top of the scaffold platform to accept the rigging and attach it to the scaffolding for removal. Rigging was lowered to the worker in order to release 2 of the 4 chains still tied back to the main hook to make a 4-point pick. As rigging was then raised back up to make the connection to the scaffold, the rigging became entangled with scaffolding tipping the scaffold over and causing the worker to fall with it. Worker suffered an injury to the foot.	November 9, 2022	The GAJV has addressed this safety incident via more training. Formal report was issued and OSHA has investigated and found no wrong doing.	Ongoing monitoring

Table 6.1: Safety Log

No.	Issue	Discovery Date	Proposed Action	Status
4	Potential contamination of a filter via unacceptable transport of fuel through the plant	November 30, 2022	The GAJV continues to educate its work force on the appropriate handling of hazardous materials within an active water treatment plant. The workers that did not follow procedure were relieved of their duties. The BPWTC took appropriate actions to test the potable water and confirm no contamination and notified the WSA.	Closed
5	Damage to existing building cladding caused by drill rig contacting cladding during piling operations	December 11, 2022	The GAJV has addressed the incident and reviewed drill procedures with the sub-contractor	Ongoing monitoring
6	Two safety incidents occurred over the reporting period where first aid was administered. One was a cut to the hand, the other was a sprain from a slip.	December 13 and 17, 2022	The GAJV has addressed these safety incidents via reviewing and reminding workers of the risks at morning meetings	Ongoing monitoring
7	Potential contamination of GAC clearwell via penetration through concrete floor (clearwell roof) during construction activities	January 6, 2023	Monitor – The GAJV was installing anchor bolts into the GAC clearwell roof. The drill bit penetrated the roof at a depth that was less than what was shown on the existing as-built drawings. GAJV’s responded appropriately by notifying the BPWTC and will modify their design to accommodate the newly identified thickness of the existing concrete roof. The BPWTC took appropriate actions test the potable water and confirm no contamination and notified the WSA.	Closed

Table 6.1: Safety Log

No.	Issue	Discovery Date	Proposed Action	Status
8	Loss of braking mechanism on tower crane leading to uncontrolled decent of load, The valve that holds the brakes had failed to hold pressure and was found to be particles in the hydraulic fluid which caused the valve not to fully engage. This caused the brakes not to hold and allowed the line to release. This was not a zero-gravity drop. But it did allow the load to land on the ground. All workers were clear of the load and no injuries were sustained.	January 2023	Proactive inspection and maintenance of critical equipment. Continue enforcing procedures related to lifting overhead and having workers clear of lifts	Ongoing monitoring
9	Electrical arc at welding receptacle smoldering of the outlet possibly due to not being inserted fully, contact from ladder, or dust contamination within the receptacle	March 6, 2023	Receptacle was replaced with new and raised to limit further contact from ladders etc. Future use of BPWTP receptacles will be inspected and replaced if necessary prior to GAJV use.	Closed
10	A worker had fallen through a dislodge hole cover. Worker fell approximately 8 feet and sustained bruising and abrasions	April 10, 2023	The GAJV will continue to proactively secure covers over openings	Ongoing monitoring
11	Food grade oil was spilled into idle clarifier E.	April 20, 2023	Food grade oil had leaked from a sight glass that was found knocked over. This sight glass had a breather hole that allowed the release. Approximately 5L of oil was spilled into the non-operating clarifier. This clarifier was locked out and non-operational at the time of release. The sight glass was fixed by the Corporation and the spill was cleaned by the GAJV.	Closed

Table 6.1: Safety Log

No.	Issue	Discovery Date	Proposed Action	Status
12	Electric Shock	May 23, 2023	A worker was working in a DAF panel completing the termination of a bond wire. A cover on the door contactor switch was bumped thereby leaving the terminals exposed. Worker's hand came into contact with the live terminals. Worker stopped work, reported the incident and was attended by the EHS Department.	Closed

The following is a summary of the safety statistics reported by the GAJV.

Table 6.2: Project Hours

	Week 1	Week 2	Week 3	Week 4	Week 5	Month Total	Year to Date	Project Inception
	5-Aug	12-Aug	19-Aug	26-Aug				
Salary Employee Hours	1,560	1,250	1,540	1,570		5,920	46,540	68,790
Hourly Employee Hours	3,300	2,850	3,270	3,160		12,580	156,370	213,450
Subcontractor Hours	3,790	3,650	4,970	4,670		17,080	91,940	127,159
Total Hours (Aecon Only)	4,860	4,100	4,810	4,730	0	18,500	202,910	282,240
Total Hours (Including Subs)	8,650	7,750	9,780	9,400	0	35,580	294,850	409,399

Table 6.3: Injury Performance Standards

Injury Performance Standards						Month Total	Year to Date	Project Inception
Non Occupational	0	0	0	0		0	0	0
Report Only	0	0	0	0		0	3	3
First Aid (FA)	0	0	0	0		0	0	0
First Aid (FA) Sub	0	0	0	0		0	3	8
Non Recordable Medical Aid (NRMA)	0	0	0	1		1	2	2
Non Recordable Medical Aid (NRMA) Sub	0	0	0	0		0	0	0
Recordable Medical Aid (MA)	0	0	0	0		0	0	0
Recordable Medical Aid (MA) Subs	0	0	0	0		0	0	1
Restricted Work Cases (RWC)	0	0	0	0		0	0	0
Restricted Work Cases (RWC) Subs	0	0	0	0		0	0	0
RWC Days (modified work)	0	0	0	0		0	0	0
RWC Days (modified work) Subs	0	0	0	0		0	0	0
Lost Time Injuries (LTI)	0	0	0	0		0	0	0
Lost Time Injuries (LTI) Subs	0	0	0	0		0	0	0
LTI Days Lost	0.00	0.00	0.00	0.00		0	0	0

BUFFALO POUND WATER TREATMENT CORPORATION
MONTHLY OPERATING REVENUE *September 30, 2023*

ACCOUNT	REVENUE	CURRENT MONTH ACTUAL	YEAR TO DATE ACTUALS	PREVIOUS YTD ACTUALS	2022 YEAR END ACTUALS	2023 APPROVED BUDGET (H)	2023 YEAR END FORECAST (I)	VARIANCE FROM BUDGET (I-H)	BUDGET LESS ACTUAL (H-E)	% BUDGET REMAINING (H-E/H)	COMMENT
TOTAL REVENUE	\$1,311,938.92	\$11,031,249.50	\$10,178,089.40	\$13,121,432.31	\$ 14,447,200.00	\$ 14,173,600.00	- \$	273,600.00	\$ 3,415,950.50	23.6%	

BUFFALO FOUNTAIN WATER TREATMENT CORPORATION
MONTHLY OPERATING EXPENSES
 - Period: 10, 2022

ACCOUNT	CURRENT MONTH ACTUAL	% TO ACTUAL	PREVIOUS TO ACTUALS	2022 YEAR END ACTUALS	2022 APPROVED BUDGET (A)	2022 YEAR END FORECAST (U)	VARIANCE FROM BUDGET (H)	BUDGET LESS ACTUAL (H-E)	% BUDGET REMAINING (+/-)	TOY \$ AMOUNT	COMMENT
OPERATING EXPENSES	\$ 546,931.21	\$	\$ 3,618,620.38	\$ 4,733,891.58	\$ 4,330,000.00	\$ 4,971,411.22	\$ 141,091.22	\$ 912,029.62	20.3%		
TOTAL WAGE & BENEFIT EXPENSES	\$ 13,388.66	\$	\$ 717,239.72	\$ 875,870.06	\$ 844,450.00	\$ 907,085.25	\$ 58,256.25	\$ 127,210.28	15.3%		
TOTAL ADMINISTRATION EXPENSES	\$ 38,919.05	\$	\$ 1,953,080.60	\$ 1,039,075.78	\$ 2,692,040.00	\$ 1,641,513.82	\$ 949,871.82	\$ 738,969.40	27.5%		
TOTAL MAINTENANCE EXPENSES	\$ 257,451.40	\$	\$ 2,238,108.83	\$ 1,384,417.79	\$ 2,578,000.00	\$ 2,695,000.00	\$ 130,000.00	\$ 296,891.17	11.7%		
TOTAL CHEMICAL EXPENSES	\$ 33,639.75	\$	\$ 238,357.03	\$ 269,672.38	\$ 389,650.00	\$ 411,000.00	\$ 41,450.00	\$ 151,282.97	38.8%		
TOTAL LABORATORY & RESEARCH EXPENSES	\$ 293,088.92	\$	\$ 2,141,100.14	\$ 1,563,966.68	\$ 3,450,000.00	\$ 1,900,000.00	\$ 450,000.00	\$ 1,308,899.86	37.9%		
TOTAL UTILITY EXPENSES	\$ 1,506,418.99	\$	\$ 10,906,506.70	\$ 8,350,098.28	\$ 14,441,800.00	\$ 15,112,471.50	\$ 870,671.30	\$ 3,535,293.30	24.5%		
TOTAL EXPENDITURES											

Operating Reserve	Operating Reserve	Operating Reserve	Operating Reserve
December 31, 2022 Operating Reserve	2,252,151.44		
Expenses in 2022 Forecasted Operating Reserve at YE	15,112,471.50		
Expenses in 2022 Forecasted Operating Reserve at YE	15,312,471.50		
December 31, 2022 Forecasted Operating Reserve at YE	1,090,280.24		
Forecasted Balance for Operating Reserve	2,000,000.00		

BUFFALO POUND WATER TREATMENT CORPORATION
MONTHLY CAPITAL REVENUE
 September 30, 2023

ACCOUNT	REVENUE	CURRENT MONTH ACTUAL	YTD ACTUAL	PREVIOUS YTD ACTUALS	2022 YEAR END ACTUALS	2023 APPROVED BUDGET (H)	BUDGET LESS ACTUAL (H/E)	% BUDGET REMAINING (H/E)	2023 YEAR END FORECAST (K)	VARIANCE FROM BUDGET (K-H)	COMMENT
Government Grants & Transfer Revenue											
TOTAL CAPITAL REVENUE		58,914.47	1,070,633.77	7,373,038.85	40,743,595.77	89,789,600.00	89,963,019.41	96%	89,789,600.00	(4,176,267.00)	
TOTAL CAPITAL EXPENDITURES			68,152,826.09			136,778,800.00			117,624,522		
NET SURPLUS (DEFICIT) FOR THE YEAR			(66,482,192.32)			(46,989,200.00)			(27,844,922)		

BUFFALO POUND WATER TREATMENT CORPORATION
MONTHLY CAPITAL EXPENSES

ACCOUNT	PROJECT	PR. 05 YEAR CARRY FORWARD	2022 FUNDING	2023 YE. FORECAST	CURRENT YEAR EXPENSES	TOTAL PROJECT BUDGET	2023 YE. FORECAST	CURRENT YEAR EXPENSES	2023 YE. FORECAST	2023 CARRY FORWARD	PM	TOP \$ AMOUNT	COMMENT
---------	---------	---------------------------	--------------	-------------------	-----------------------	----------------------	-------------------	-----------------------	-------------------	--------------------	----	---------------	---------

TOTAL BUFFALO POUND ALLOCATED CAPITAL 12,016,514.14 136,778,800.00 148,815,314.14 68,152,826.00 31,832,888.13

- PROJECT 01 2022 CAPITAL RESERVE 7,152,600.00
- PROJECT 02 2023 FORECASTED CAPITAL RESERVE 5,283,220.00
- PROJECT 03 2023 FORECASTED CAPITAL RESERVE 3,179,252.24
- PROJECT 04 2023 FORECASTED CAPITAL RESERVE 2,200,741.86



Financial Scenario Model for Regina Exhibition Association Limited (REAL)

Date	November 22, 2023
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Office of the City Manager
Item #	CR23-119

RECOMMENDATION

That City Council direct the Administration to report back by end of Q2 2024 with the steps and impacts of Scenario 2 as proposed in Appendix A, where REAL is dissolved and the City of Regina assumes full management of the portfolio of assets, including operational and governance changes and the potential windup of REAL's operations into the City of Regina.

HISTORY

At the November 15, 2023 meeting of Executive Committee, the Committee considered the attached report EX23-82 from the City Manager's Office.

Craig Kutarna Gates, representing MNP, made a PowerPoint presentation, a copy of which is on file in the Office of the City Clerk.

Tim Reid, Roberta Engel, and Cathy Warner, representing the Regina Exhibition Association Limited, Regina, SK addressed the Committee.

The Committee adopted the following resolution:

The Executive Committee recommends that City Council:

1. Direct the Administration to report back by end of Q2 2024 with the steps and impacts of

Scenario 2 as proposed in Appendix A, where REAL is dissolved and the City of Regina assumes full management of the portfolio of assets, including operational and governance changes and the potential windup of REAL's operations into the City of Regina; and

2. Approve this recommendation at its meeting on November 22, 2023.

Recommendation #2 above does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE


Jim Nicol, City Clerk 11/16/2023

ATTACHMENTS

EX23-82 - Financial Scenario Model for Regina Exhibition Association Limited (REAL)
Appendix A - MNP Report - REAL November 10, 2023



Financial Scenario Model for Regina Exhibition Association Limited (REAL)

Date	November 15, 2023
To	Executive Committee
From	City Manager's Office
Service Area	Office of the City Manager
Item No.	EX23-82

RECOMMENDATION

That Executive Committee receive and file this report.

ISSUE

On May 24, 2023 City Council directed Administration to return as part of Council's consideration of the 2024 Budget with a strategy to address REAL's long-term financial sustainability, including funding of principal and interest payments related to REAL's debt.

Administration contracted a third-party expert, MNP to develop an independent financial scenario model for REAL that would allow the City of Regina to better understand REAL's long-term sustainability and make informed decisions about the financial contribution from the City to REAL in 2024 and the future.

IMPACTS

Financial Impact

MNP's report shows that the current business model for REAL does not appear to be self sufficient in the short and medium term. With existing facility utilization and current rates, the majority of REAL's activities typically do not achieve the requisite contribution margin (43.8 per cent) needed for operational breakeven. The current model is forecasted to result in increasing operational losses in

future years. If changes are not made in the cost structure and revenues of REAL, the City would need to explore significant additional subsidy amounts or additional debt.

Policy/Strategic Impact

Consideration needs to be given during the 2024 Budget deliberation as to how much funding needs to be allocated to REAL and a strategy needs to be developed in collaboration with REAL to determine the path forward based on findings in the MNP report.

The information contained within the MNP report will help inform the future strategic direction of REAL as its current business model is not self sufficient now or into the future.

Labour Impact

The MNP report may help inform future decisions related to labour impacts at REAL.

Environmental Impact

None with respect to this report.

COMMUNICATIONS

None with respect to this report.

DISCUSSION

MNP worked directly with REAL to obtain financial information that is used for the report scenarios.

The objectives of MNP's report was to provide City Council and Administration with:

- Factual information and analysis on REAL's entire financial scenario;
- Comparator business models that are similar to REAL;
- Scenario analysis for the future state of REAL using a range of portfolios and assumptions; and
- An independent assessment of financial scenarios and implications.


Although City Council advised Administration to come forward with a strategy to address REAL's long term financial viability, it will take more time. The MNP report highlights that REAL's current business model is not sustainable now or into the future and that significant change is required.

In addition, the City must decide the degree of subsidization that REAL should receive alongside all services provided by the City.

DECISION HISTORY

On May 24, 2023 City Council directed Administration to return as part of Council's consideration of the 2024 Budget with a strategy to address REAL's long-term financial sustainability, including funding of principal and interest payments related to REAL's debt.

Respectfully Submitted,



Barry Lacey, Executive Director
Financial Strategy & Sustainability

Respectfully Submitted,



Niki Anderson
City Manager

ATTACHMENTS

Appendix A - MNP Report - REAL November 10, 2023

The 'Mosaic Stadium' sign is mounted on the top of the stadium building. The word 'Mosaic' is in a large, black, sans-serif font, and 'Stadium' is in a smaller, black, sans-serif font. Below the word 'Mosaic' is a colorful graphic consisting of several horizontal bars in shades of green, yellow, and red.

City of Regina

Financial Scenario Model for Regina Exhibition Association Limited (REAL)

Final Report: November 10, 2023



Wherever business takes you

MNP.ca



Report Table of Contents

Project Background and Context	4
Key Questions Considered	7
Jurisdictional Comparisons	11
Financial Analysis	20
Breakeven Analysis	28
Scenario Analysis	37
Debt Management & Restructuring Analysis	53
MNP Observations for the Shareholder	57
Revisiting the Key Questions Considered	60
Appendix	65

Report Disclaimer

This report was prepared by MNP LLP ("MNP") at the request of the City of Regina ("City"). Any use that a third party makes of this report or reliance thereon, or any decision made based on it, is the responsibility of such third party. MNP accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions taken based on this report.

The material in this report reflects MNP's best judgement in light of the information available at the time of its preparation. MNP has relied upon the completeness and accuracy of all the information, data, advice, opinion or representations obtained from public sources, comparative jurisdictions, reports prepared by other engineering firms City management, plus Regina Exhibition Association Limited (REAL) management. The findings in the report are conditional upon such completeness and accuracy of the Information provided. MNP has not verified independently the completeness and accuracy of the information. Key assumptions used in the financial model have been reviewed with City management and management representatives from REAL.

MNP has presented an evaluation of options for the City to consider in its role as the shareholder for REAL and is not responsible for any decisions made in connection with the implementation or use of this report. The report does provide options and analysis but does not propose recommendations. This document is intended to provide a basis for the City to assess potential alternatives and options related to the future direction of REAL.

MNP reserves the right at its discretion to withdraw or make revisions to the report should MNP be made aware of facts existing at the date of the report which were not known to MNP when it prepared the report. The options and analysis are given as of the date hereof and MNP is under no obligation to advise any person of any change or matter brought to its attention after such date which might affect the report's contents.

We understand the results of this study will be shared with other key stakeholders at the City's discretion. As well, results of the study may be made publicly available to broader public audiences.

Project Background and Context

Project Objective

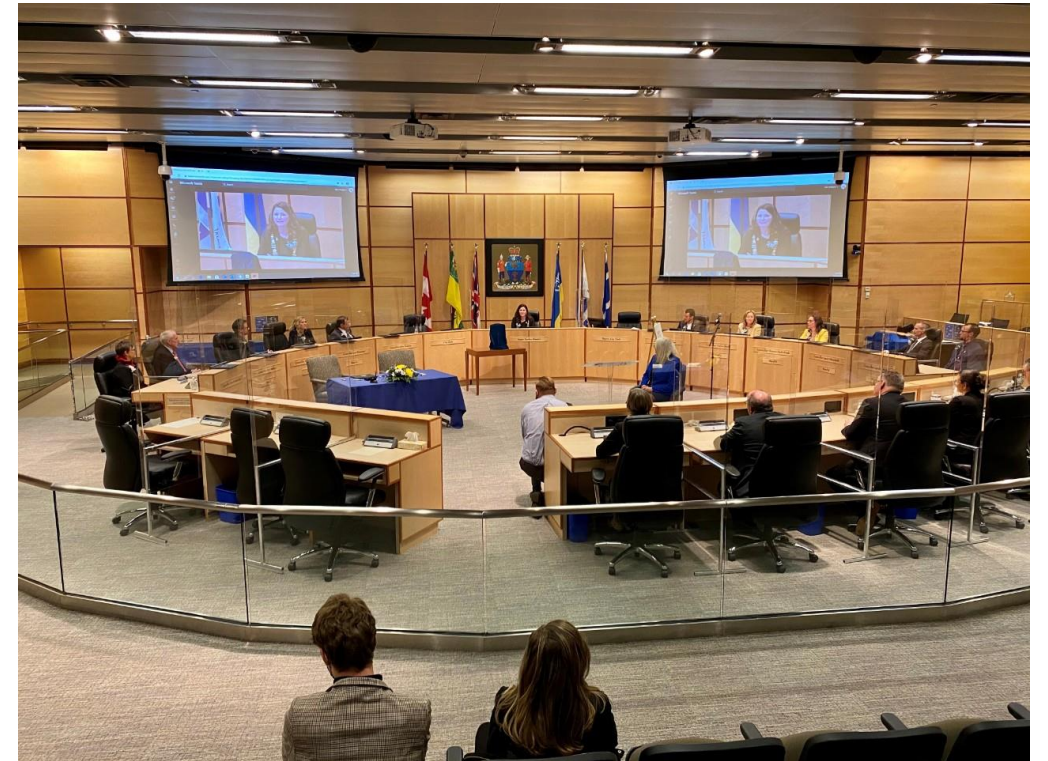
- This project's objective was to develop an independent financial scenario model for REAL, that would allow the City of Regina to better understand REAL's long-term sustainability and make informed decisions about REAL.
- Key considerations for the project included:
 - Providing factual information and analysis for City Council and Administration;
 - Comparing business models, infrastructure and the portfolio of REAL to other comparators;
 - Developing scenarios for future state of REAL using a range of portfolios and assumptions; and
 - Providing an independent assessment of financial scenarios and implications.
- The focus of this analysis was on understanding potential:
 - Revenues and Operating Costs in the future;
 - Infrastructure and Asset Management position; plus
 - Insights on Events, Activities, and Service Offerings.



City Council Direction

The origin of this project also aligns to the direction provided by City Council:

Direct administration to return as part of Council's consideration of the 2024 Budget with a strategy to address REAL's long-term financial sustainability, including funding of principal and interest payments related to REAL's debt.



Key Questions Considered by MNP

MNP's analysis considered the following key questions on behalf of the City of Regina:

1. How does REAL compare to other related entities in Canada?
2. How do the business lines at REAL currently perform financially?
3. What would REAL need to do to be breakeven and self-sufficient from external funding?
4. What is the anticipated future financial position of REAL based on its current model?
5. What additional observations or considerations are relevant for the City to consider?
6. What guidance might the City of Regina consider as the shareholder in terms of supporting a more sustainable financial position in the future?

Approach and Methodology

- This analysis was comprised of two major components: **jurisdictional comparisons** and **scenario modelling**.
- **Jurisdictional comparisons** enabled a qualitative review of REAL's portfolio and business model relative to other relevant organizations and provided industry context to support the scenarios we considered. Jurisdictional comparisons involved the following steps:
 - Identified comparators according to portfolio mix and population: Edmonton (Explore Edmonton), Saskatoon (SaskTel Centre, Prairieland Park), Winnipeg (Red River District), Brandon (Provincial Exhibition of Manitoba), London (Western Fair District). Additional research was completed on Vancouver (Pacific National Exhibition) and Calgary (Calgary Stampede);
 - Conducted online research of comparators and held interviews with a senior executives; and
 - Prepared qualitative assessment of REAL's portfolio and business model in the context of its comparators.
- **Scenario modelling** was a detailed quantitative exercise to test and assess the "strategic levers" that materially impact REAL's sustainability. Scenario modelling involved the following steps:
 - Collected REAL's detailed financial data (2019-2022) coded by business unit, by activity, and by location;
 - Held multiple meetings with REAL to develop, confirm, and refine our understanding of REAL's financials and business model and validate assumptions;
 - Developed an Excel-based financial scenario model to assess alternative paths forward and their long-range impacts on REAL's financial sustainability; and
 - Assessed the scenario model results and implications for consideration by Council and Administration.

Overview of REAL

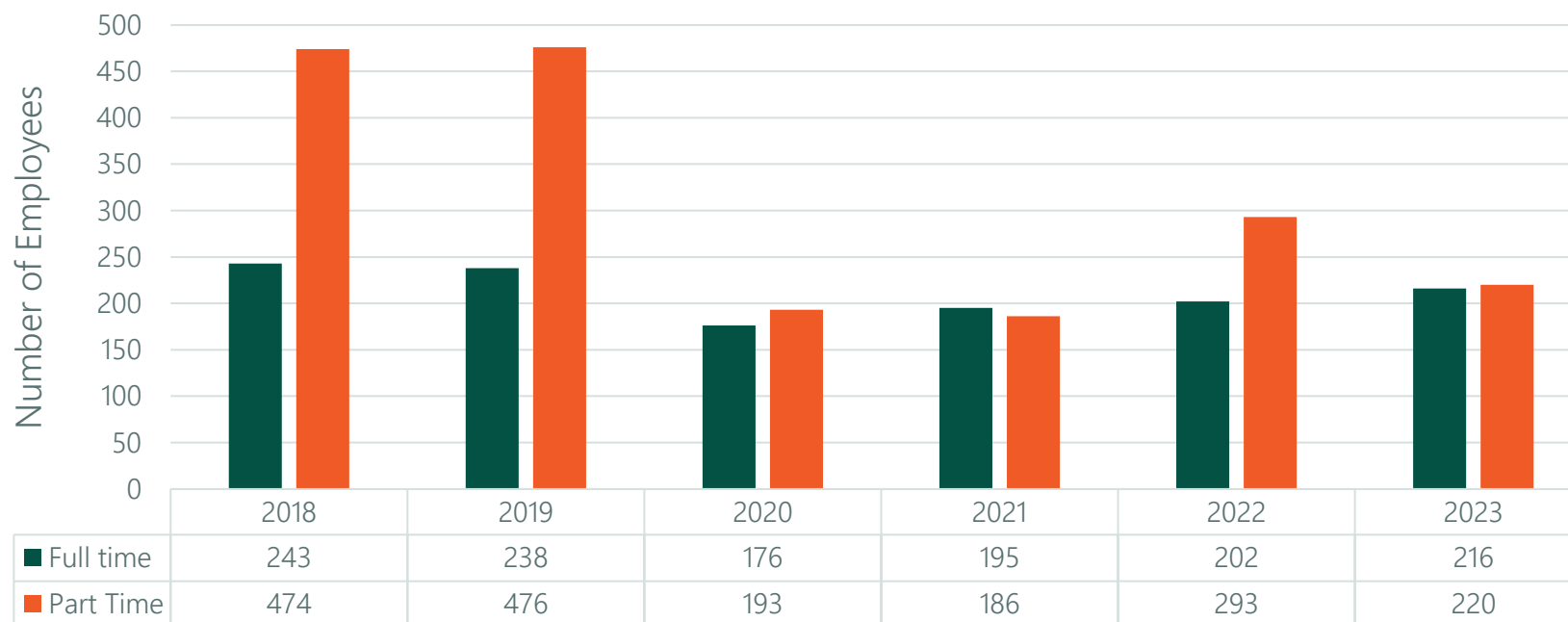
The following table provides an overview of REAL’s business model, infrastructure and offerings:

REAL	Business Model	Infrastructure Portfolio (facilities/ buildings)	Key Events & Offerings	Notes:
REAL (Regina Exhibition Association Limited) REAL District, formerly known as Evraz Place & Regina Exhibition Park	<ul style="list-style-type: none"> City of Regina is sole owner and sole shareholder REAL is a non-profit organization REAL functions in accordance with a Unanimous Members Agreement (UMA) Governed by Board of Directors (currently 12 members) Responsibility for REAL’s financial well-being falls to the Board of Directors 	<ul style="list-style-type: none"> 102-acre sport complex and Exhibition Grounds Brandt Centre AffinityPlex The Co-operators Centre Mosaic Stadium Queensbury Convention Centre Viterra International Trade Centre Avana Centre <ul style="list-style-type: none"> The total estimated capital backlog and future capital requirements identified by Stantec is \$46.98 million by the year 2039. Stantec recommended investments as follows in a 2019 report: <ul style="list-style-type: none"> Short term (by 2024): \$15.96 M, Medium term (by 2029): \$7.28 M Longer term (by 2039): \$23.74 M 	<p>Agriculture</p> <ul style="list-style-type: none"> Canada’s Farm Progress Show Pile O’Bones Rodeo Smoke “N” Bones BBQ Competition PBR Canada Cup Series <p>Entertainment</p> <ul style="list-style-type: none"> Concerts Queen City Ex Frost@REAL <p>Sports & Recreation</p> <ul style="list-style-type: none"> Kids’ Camp Hockey Leagues 2024 Montana Brier <p>Business</p> <ul style="list-style-type: none"> Upcoming tradeshow <p>Range of tenants includes Saskatchewan Roughriders, Canadian Western Exhibition, Regina Pats, YQR Distillery, and several community athletics organizations</p>	<ul style="list-style-type: none"> REAL has a large, complex portfolio of land, facilities, events and services, including both for-profit and community-focused activities, Many activities span multiple facilities, and many facilities host multiple events. Receives annual external funding from in the range of \$4.9 million (2022): <ul style="list-style-type: none"> \$2.6 M casino grant \$1.0 M term loan funding \$0.4 M community grant \$0.3 M tourism funding \$0.2 M for Frost \$0.2 M committee funding \$0.2 M for Farm Show According to REAL's reports, the organization employs 202 full-time staff members (average for Jan.-Dec. 2022), and based on reported labor expenses, the average annual cost per employee, including benefits, is approximately \$86,587. REAL is working with the City to transfer Tourism Regina to the City by Dec. 31, 2023.

REAL FTEs 2018 to 2023

REAL provided MNP with monthly counts of full-time and part-time employees from January 2018 through June 2023. The graph below shows the *average* number of REAL employees for each of those calendar years. Note that while the average number of full-time employees from January through June 2023 was 216, as of June 2023 (the most recently available data to MNP), REAL had a total of 246 full-time employees. This is near REAL's pre-COVID peak of 249 full-time staff in December 2018.

Average Number of REAL Full-Time and Part-Time Employees Between 2018-2023



■ Full time

■ Part Time

Jurisdictional Comparisons

Question 1: How does REAL compare to other related entities in Canada?

Approach to Identify Comparators

- In order to identify a suitable set of comparator organizations, MNP completed the following activities:
 - Consulted with REAL on their proposed list of relevant comparators to consider; and
 - Asked for input from the City of Regina administration. MNP selected the comparators to contact.
- The context MNP was provided is that there was unlikely to be a direct comparator for REAL that would have a similar portfolio of facilities and services.
 - After completing our own research, MNP was not able to identify a comparator entity that is directly comparable to REAL.
- As a result, MNP used the following criteria to select comparators, noting that comparators did not meet the full set of criteria in all cases, but they met most of the criteria:
 - Communities that operated as regional economic centres;
 - Communities in which agriculture was a significant focus including an agricultural exhibition;
 - Some mix of facilities including convention space, exhibition space, a Canadian Hockey League arena, etc.; and
 - Venues that aimed to host concerts and other special events.

Comparator Analysis - Summary

Comparator	Business Model	Infrastructure (facilities/buildings)	Events/Offering	Notes:
PrairieLand Park (Saskatoon)	<ul style="list-style-type: none"> • Not for Profit Agricultural Society • Financially sustainable, no funding from any outside source (no taxpayer dollars) • Lease the land from the City • Board of Directors (12) • No 3rd party support required 	<ul style="list-style-type: none"> • Trade and Convention Centre • Grandstand • Sports Bar Facility • Agricultural Centre • Own and maintain all buildings 	<ul style="list-style-type: none"> • Trade Show and Convention Center rentals (over 400 events/year) • Fairs • Two 10,000 sq ft Kitchens • Audio & Visual Equipment 	<ul style="list-style-type: none"> • Focused on financial sustainability, “lean and mean” operations. “Own their own destiny.” • Revenue driven by all departments – Crop Production Show, sports bar, food and beverage, audio/visual, exhibition, corporate sponsors • Includes all FTE (85-90 full-time, over 900 part-time/casual) and equipment needed to be self-sufficient • Recently declined the opportunity for a proposed professional soccer stadium project – not financially sustainable at this time
SaskTel Centre (Saskatoon)	<ul style="list-style-type: none"> • Not for Profit • Mandate to be profitable, aggressive business model • No subsidies from Province or City • Grants for capital including some seat expansion from Federal grants 	<ul style="list-style-type: none"> • One main arena • Looking to build a successor facility that would have better loading efficiency and capacity, plus wider concourse areas for patrons 	<ul style="list-style-type: none"> • Sports & Entertainment • Home for the Blades, Rush and Rattlers • 120-150 event days/year 	<ul style="list-style-type: none"> • “We look at everything through a ‘for-profit’ lens” • Focus on gross margin per event, booking as many profitable events as possible, analytics, recurring annual events • 51 FTEs (25 full-time, 80-100 part-time/casual); electrical, IT, A/V services are contracted; Ushers, ticket takers, security guards are 3rd party (PrairieLand Park provided FTE for Ushers & Ticket Takers)

Comparator Analysis - Summary

Comparator	Business Model	Infrastructure (facilities/ buildings)	Events/Offering	Notes:
Brandon Provincial Exhibition & Keystone Centre (Brandon)	<p>Provincial Exhibition (Prov Ex):</p> <ul style="list-style-type: none"> • 11-person Executive, 39 Directors, 6 FTE • Event-driven mandate • No grants from City, only ad hoc grants from Province <p>Keystone Centre:</p> <ul style="list-style-type: none"> • Owned by City, Province, Prov Ex • Not for Profit/10-member Board <ul style="list-style-type: none"> • 2 - City of Brandon, • 2 - The Province, • 2 - Provincial Exhibition, • 4 - Members at large • Large building to manage • \$750,000 in annual grants from the City and Province (half each) – 2021-22 Annual Report 	<ul style="list-style-type: none"> • Provincial Exhibition office: renovated historical building, Green Building • Provincial Exhibition is a tenant of Keystone Centre (Agricultural and Recreation Centre) • 90 acres of property offering 540,000 sq ft of multi-use space all under one roof 	<ul style="list-style-type: none"> • Provincial Exhibition • Brandon Wheat Kings • Brandon Curling 	<ul style="list-style-type: none"> • Provincial Exhibition costs are contained/minimized via staffing (6 FTE and 100+ volunteers) and building (49-year lease from Keystone Centre, no owned buildings) • Keystone: 45 to 50 full-time staff
Red River District (Winnipeg)	<ul style="list-style-type: none"> • Core legislative Not for Profit – 1960's mandate • Operate independently, no direct oversight from City or Province • 20-25 Members Governance Board • No recurring grants for operations from external sources; some one-off capital grants 	<ul style="list-style-type: none"> • Convention centre • New racetrack 	<ul style="list-style-type: none"> • Red River Exhibition • Marquee events include Halloween show, winter lights show, fair • Convention Hall rents space • Day Care 	<ul style="list-style-type: none"> • "Try to do more with less" • Have said no to large infrastructure expansion when ROI is too long term – try to use current space first • Currently going thru a rebranding, focus on giving back to the community • Food Trucks outside of Convention events • About 27-32 full-time staff for leadership team and core operational team; temporary staff as needed for events (80-90 for Red River Exhibition, 50 for box office); 50-60 volunteers

Comparator Analysis - Summary

Comparator	Business Model	Infrastructure (facilities/buildings)	Events/Offering	Notes:
Western Fair District (London)	<ul style="list-style-type: none"> Not for Profit Agricultural Society 13 Governors form the authoritative governing body of the Association (volunteers from membership) Programming Council: Advisory to the Board Senate: Advisory Federal development grant ~\$7M for capital No funding from City, minimal funding from Province (aside from some tax breaks as an Ag Society) 	<ul style="list-style-type: none"> The Grove: former exhibition space with tenants Racetrack Farmers market Ample parking (no charge) Sports Centre: 4-pad ice facility Replacement of old infrastructure 	<ul style="list-style-type: none"> The Fair Horse racing, yearling sale Farmers market Dining & Catering Farm show, Poultry show Lease office space (agrifood connection) Gaming lease 	<ul style="list-style-type: none"> "Everything has an ag connection, a community connection, or both" Long partnership (40+ years) with City of London Focus on evolving and adapting: "what does it mean to be an Ag Society in the 21st century?" Approximately 55 full-time and 160 part-time staff
Explore Edmonton (Edmonton)	<ul style="list-style-type: none"> City owned entity Board of Directors Revenues: 20% from City, 5-10% Destination Marketing Fee. \$1M from Travel Alberta, remainder of revenue self-generated from venues 	<ul style="list-style-type: none"> Convention Center & Expo (older, concrete buildings) Site master plan in progress – decommission legacy buildings, i.e., old Coliseum demolition in 2025 	<ul style="list-style-type: none"> Urban Farm Kay Days Rodeos Farm Fair 	<ul style="list-style-type: none"> 10-year Strategy (57 initiatives) <ul style="list-style-type: none"> Regenerative Strategy Indigenous Tourism Strategy Nighttime Economy Strategy Elevated Culinary Team and experience for both venues. Utilization of Urban Farm. Building out this strategy and testing with Alberta Gallery of Art Approx 300 volunteers, K-Days, bigger events and downtown ambassadors 95 FTE Head Office and 220 FTE Venues

Note: the Calgary Stampede and Vancouver's PNE are excluded from this summary as MNP did not interview representatives from those organizations

Staffing Comparisons

The following table summarizes the number of full-time employees by comparator organization. During 2022, REAL had an average of 202 employees which places REAL towards the high end of this comparator group.

Jurisdiction	Organization	Full Time Employees (Self-Reported)	Notes
Regina	REAL	202	Average of 202 full-time staff and 293 part-time employees (Jan. 2022-Dec. 2022)
Saskatoon	SaskTel Centre	25	51 FTEs: 25 full-time, 80-100 part-time/casual
	Prairieland Park	90	85-90 full-time, over 900 part-time/casual
Winnipeg	Red River District	32	27-32 full-time staff for leadership team and core operational team; temporary staff as needed for events (80-90 for Exhibition, 50 for box office); 50-60 volunteers
Brandon	Brandon Provincial Exhibition	6	6 FTE and 100+ volunteers
	Keystone Centre	50	45 to 50 full-time staff
London	Western Fair District	55	Approximately 55 full-time and 160 part-time staff
Edmonton	Explore Edmonton	315* (*FTE not headcount)	Comprised of 95 FTE head office, 220 FTE at venues
Vancouver	Pacific National Exhibition	150	Plus 1,200 part-time, year round staff and 2,400 seasonal part-time staff
Calgary	Calgary Stampede	1,200+	1,200+ year-round employees for day-to-day operations

Property to Property Comparison

Comparing REAL to the PNE

MNP completed a comparison of the PNE to the REAL District based on its similar size in acres and revenues in 2018.



Pacific National Exhibition
Vancouver, BC
114 acres
3 million visitors/year

	2018/19	2019/20	2020/21	2021/22	2022/23
Revenue	\$55.5M	\$60.9	\$14.6M	\$41.6M	\$85.4M
Expenses	\$53.6M	\$59.6M	\$22.6M	\$37.3	\$63.8M
Annual Surplus/Loss	\$1.9M	\$1.3M	(7.9M)	\$4.3M	\$21.6M

In 2018, the PNE and REAL started in similar positions in terms of revenue and expenses

Financial results went in divergent directions coming out of COVID.



REAL District
Regina, SK
102 acres
3.5 million visitors/year

	2018	2019	2020	2021	2022
Revenue	\$48.1M	\$44.4M	\$15.6M	\$28.3M	\$34.1M
Expenses	\$49.7M	\$44.3M	\$21.2M	\$32.2M	39.3M
Annual Surplus/Loss	(1.5M)	\$0.1M	(5.6M)	(3.9M)	(5.1M)

PNE Key Items:
Self-Sufficient
No Operating Funding from Gov't
Receives Capital Funding
150 FTES
1,200 part time, 2,400 seasonal staff

REAL Key Items:
Requires Annual Operating Funding from Gov't
Receives Capital Funding
208 FTES (Dec 2022)
Average of 293 part-time staff from Jan to Dec 2022
plus \$1.5M in contracted staff

All information from publicly available financial statements
Note: amounts on tables are rounded

MNP Observations – Comparative Analysis

Overall

- Among the comparators, there is no “direct” comparison to REAL in terms of asset mix and portfolio. The comparators have many overlapping facility types and activities; however, all have substantially different portfolios from REAL.
- Common “themes” around Financial Sustainability and Strategic Intent emerged from the comparisons.

Comparator Themes

Financial Sustainability

- A mindset and culture for “Lean and Mean” with a priority of being financially prudent and self-sufficient/overall profitable
 - Lean staffing models, rely on revenue-and profit-maximizing analytics
 - “Do more with less” mentality
 - For some entities, food and beverage (F&B) services are strategic and profitable
- Of the nine comparator organizations, six receive no or minimal subsidies are provided from municipal or province entities with the exception of capital
 - The organizations that receive regular subsidies are Calgary Stampede, Explore Edmonton, and Brandon’s Keystone Centre
- Every event is viewed as a profit center, and comparators use creative ways to optimize utilization of space
 - Selective of which events and infrastructure to add to their portfolios

Strategic Intent

- Focus on their market strengths, e.g., London Western Fair’s Ag Center of Excellence/Ag Innovation
- Build out strategies that build on your best assets, e.g., Agriculture, Indigenous, Events
- Piloting partnerships with Farm to Table for food and beverage

Questions for Consideration for the City of Regina, plus REAL Management and REAL Board of Directors:

Purpose/Mandate

- How can the balance between REAL's mandate for building community and achieving improved financial sustainability be clarified?
- What is the overall mandate for REAL for the next 5 to 10 years?
- What mandate and business model will best allow REAL to minimize operating losses and subsidies while delivering on community interests per its mandate?
- Should REAL continue to operate as an Independent Municipal Corporation? Should the assets and services be folded into City Administration? Is there benefit to models including a private operator or tenant partnerships?

Strategy

- What trends and market realities exist with Live Nation and other concert and event promoters, and how are these trends likely to impact REAL's ability to attract events/attendance and generate revenue?
- How does REAL's venues practically compare to others in Western Canada for concerts and events?
- Between Regina and Saskatoon consideration of large concerts, events:
 - Are there opportunities for coordination on events that want to make only one stop in the province?

Expense Management

- Explore more efficient resource and expense management
- In REAL's context and mandate, what is the optimal mix of volunteer base, part-time/3rd party, and full-time staff for its venue services and related events?

Financial Analysis

Question 2: How do the business lines at REAL currently perform financially?

REAL's Activity-Based Reporting Categories

REAL has defined business lines. Below is a categorization of activities as grouped and reported by REAL in a consolidated manner, which our financial analysis adheres to, ensuring consistent use of revenue and cost centres.

Sports, Recreational & Rentals	Major Tenants	Events	Signature Events	Major Events
<ul style="list-style-type: none"> • Minor Sports • Cougars Hockey • Sports & Rec Rentals • CCHL • Regina Soccer • Tim Hortons • Western Pizza • External vendors • Consolidated Catered Events • Consolidated Trade & Consumers* • Saskatchewan Health Authority Field Hospital • Tourism Regina 	<ul style="list-style-type: none"> • Canadian Western Agribition (CWA) • Riders • Regina Pats • WHL Hub 	<ul style="list-style-type: none"> • EP Community • REAL Community Events • REAL Kid Camp • REACH • Frost or Winter Festivals • Stadium Community Events • Consolidated Brandt Centre Events • Truth & Reconciliation • International Soccer Match 	<ul style="list-style-type: none"> • Queen City Ex (QCX) • Canada's Farm Show (CFS) 	<ul style="list-style-type: none"> • Consolidated Major Events** • Consolidated Stadium Concerts

* Contains Trade shows and consumer shows like "Spring Home Show", "Majestics", "What Women Want", etc.

** Contains Grey Cup Game and Grey Cup Event.

Sources of External Funding for REAL



In 2022, the following funding was provided to REAL from external sources including the City of Regina.

External funding	City	Federal, Provincial, Other	Source of the funds
Casino Grant (expires in 2027)		\$2,600,000	SK Provincial Government
Canada's Farm Show		\$192,313	PrairiesCan (Canada), AAIP, Ag in Class
Truth & Reconciliation Commission*	\$34,500	\$34,500	City of Regina, SK Provincial Gov
Community Grant	\$400,000		City of Regina
Tourism Regina Funding**	\$314,479		City of Regina
Frost and winter festivals	\$210,000		City of Regina
Committee Funding (Arena/Catalyst Committee)	\$193,005		City of Regina
Term Loan Funding – Principal and Interest	\$985,062		City of Regina
Other	\$(31,976)	\$(31,976)	Includes reversal of CEWs accrual from prior year (adjustment)
Total External Funding by Source in 2022	\$2,105,070	\$2,826,813	

The City provided REAL approximately \$2.1M in external funding or subsidy in 2022. The Federal Government, provincial government and other sources comprised approximately \$2.8M.

* REAL received \$69,000 from the City of Regina and Government of Saskatchewan for the Truth & Reconciliation Commission. The funding split between these two sources was not provided to MNP and, as such, MNP assumed a 50% split for each.

**Tourism Regina was transitioned to REAL in July 2022 and was with the organization for only 6 months of the fiscal year. We understand that Tourism Regina operates under a cost recovery basis through the funding provided by the City.

MNP Observations - Margin Analysis (1)

External funding has been excluded for conducting margin analysis in order to reflect the true operational performance of each of the activities.

According to the financials from 2022, the following activities have the highest EBITDA margin in % terms:

Activities:	Minor Sports	Cougars Hockey	Regina Soccer	External Vendors	S&R Rentals
EBITDA margin	78.6%	65.9%	65.2%	90.9%	67.8%

In terms of EBITDA amount, the following activities generate the highest EBITDA:

Activities:	Minor Sports	S&R Rentals	Consolidated Catered Events	Consolidated Major Events	CWA
EBITDA amount	\$1,344,626	\$1,302,409	\$1,252,364	\$1,158,939	\$754,883

Summary Observations:

Activities with both a high EBITDA amount and high EBITDA margin (i.e., Minor Sports and S&R Rentals) have the strongest positive impact on EBITDA overall. Four out of the five business lines for REAL are demonstrating a positive EBITDA on an overall basis.

MNP Observations - Margin Analysis (2)

MNP received guidance from REAL indicating that the persisting COVID restrictions throughout Q1 of 2022 impacted the fiscal year's earnings, which did not align with REAL's full profitability potential. Consequently, to present a true picture of REAL's operational profitability, financial adjustments were implemented. These adjustments captured the span of REAL's activities from the onset of Q2 2022 to the closure of Q1 2023, and this has been established as the "baseline year".

Post adjustments, the updated EBITDAs of the activities from the previous slide are shown below and these activities are still the ones with the highest EBITDA margin:

Activities:	Minor Sports	Cougars Hockey	Regina Soccer	External Vendors	S&R Rentals
EBITDA margin	77.0%	69.1%	63.7%	93.4%	63.1%
Compared to pre-adjustment	Declined	Improved	Declined	Improved	Declined

The updated EBITDA amounts are also listed below:

Activities:	Minor Sports	S&R Rentals	Consolidated Catered Events	Consolidated Major Events	CWA
EBITDA amount	\$1,370,920	\$1,322,305	\$1,304,479	\$1,158,939	\$754,217
Compared to pre-adjustment	Improved	Improved	Improved	N/A	Declined

MNP Observations - Margin Analysis (3)

After excluding external funding, the EBITDA & EBITDA margins of REAL's business lines present the following results:

	Sports, Recreational & Rentals	Major Tenants	Events	Signature Events	Major Events
EBITDA:	5,239,704	2,277,962	-324,373	905,726	1,158,940
EBITDA Margin:	41.3%	23.0%	-6.7%	19.0%	36.5%

Tourism Regina is currently under a cost-recovery agreement where expenses are fully recovered by the City. Thus, without Tourism Regina, the **EBITDA margin** of **Sports, Recreational & Rentals** is:



46.8%

Total EBITDA from All Business Lines:

\$9,257,959

The analysis reveals that Sports, Recreational & Rentals have the highest positive EBITDA margin in the baseline year compared to other categories. Conversely, Events have a negative impact in REAL's overall EBITDA margin. These activities together, generated **\$9,257,959 EBITDA** that can be used to cover the expenses incurred from the cost centres.

MNP Observations – Cost Centre Analysis

REAL has an operation centre where revenues and costs were not allocated to different business lines in the baseline year. The revenues in the operation centre are mainly sponsorship, facility rental, lease revenue and subsidies from the City to cover the cost of running the Mosaic Stadium.

Since the operations for Mosaic Stadium are under a cost-recovery agreement, the revenue and expenses associated with the cost-recovery agreement are **excluded** from our analysis.

Category	Amount	% of Revenue
Revenue w/o External Funding	\$3,749,210	100%
Variable Labour	\$5,933,865	158%
Non-Labour Expenses w/o Utilities	\$6,292,364	168%
Utilities	\$2,851,567	76%
Fixed Labour	\$7,077,362	189%
Total Expenses	\$22,155,158	591%
EBITDA	\$(18,405,948)	- 491%

Summary:

1. The operation centre is a Cost Centre.
2. Utility expenses were not allocated to business lines in REAL's financials; thus, they need to be allocated by total revenues for further analysis.
3. Labour expenses, including variable and fixed labour, are 347% of the revenue.

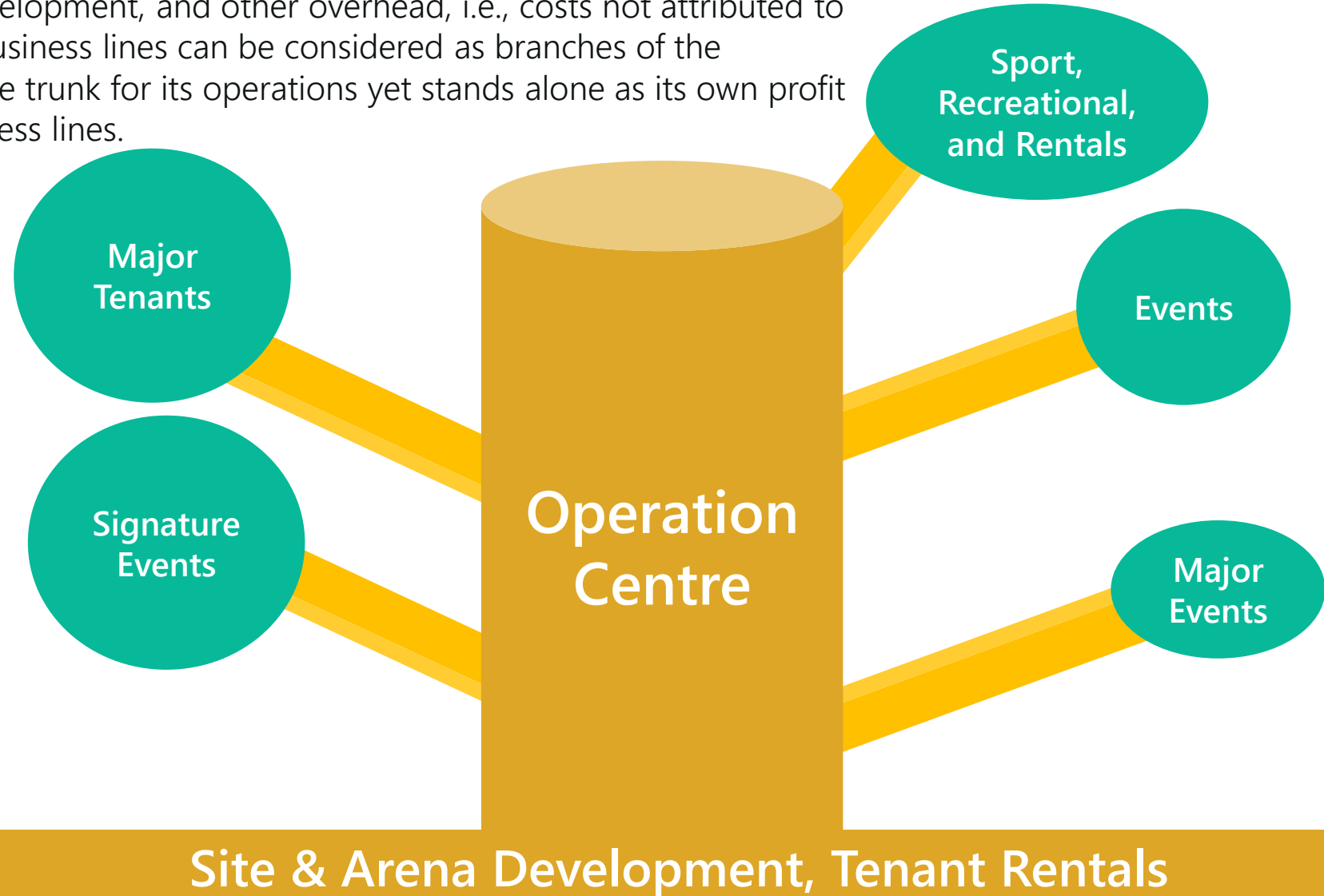
MNP Observations - Financial Analysis



In reflecting on REAL's business model, MNP focused on the analogy of a tree. The trunk of the tree is the day-to-day operations, site & arena development, and other overhead, i.e., costs not attributed to any specific business lines. REAL's various business lines can be considered as branches of the tree. Each branch draws on support from the trunk for its operations yet stands alone as its own profit and loss centre. REAL has five specific business lines.

Summary:

While business lines such as Sport, Recreational and Rentals, Major Tenants, Signature Events, Major Events, and Events generated a combined total of \$9.3 million positive EBITDA in the baseline year, the operation centre has incurred a negative EBITDA of \$18.4 million in the baseline year (external funding excluded). This indicates that positive EBITDA generated from those activities is not enough to offset the costs from daily operations in the current state, leaving a deficit of approximately \$9.1 million for REAL.



Breakeven Analysis

Question 3: What would REAL need to do to be breakeven and self-sufficient from external funding?

MNP Observations – Breakeven Analysis (1)

Objectives

- Excluding external funding, Day-to-Day operations and other activities with the cost centre regularly result in significant expenses. To cover these expenses, other business lines must produce sufficient profit to offset the costs in order to achieve an overall breakeven. This profit, generated by the business lines, is defined as “Contribution”.
- Some activities under the business lines generate negative contribution. Increasing the revenues of these activities will not produce positive impacts. Thus, if these activities cannot be eliminated, they should not be expanded either. The expansion of an activity that generates negative contribution creates an additional deficit pressure on the financial position of REAL and thus is contrary to financial sustainability objectives.
- MNP assumed a consistent **contribution margin** with the existing business lines. To perform the breakeven analysis, we increased the revenue of only those business lines that generate a positive contribution.

*Note that the Contribution is different from EBITDA in that expenses included in the calculation of Contribution are only the variable expenses, which includes utilities, the variable portion of the non-labour expenses, cost of sales and variable labour expenses.

MNP Observations – Breakeven Analysis (2)

Identifying activities that generate positive EBITDA

	Activities that Generate Positive Contribution	Contribution Margin by Activity
Sports, Recreational & Rentals	All activities except Tourism Regina	40.4%
Major Tenants	All activities	17.7%
Events	Only Brandt Centre Events, REAL Kids Camp, and Stadium Community Events	7.5% / 41.8% / 30.4%
Signature Events	All activities	23.6%
Major Events	All activities	32.2%

MNP Observations – Breakeven Analysis (3)

Weighted Contribution Margin for activities that produce positive contribution

Activities	Revenue (22Q2-23Q1)	Contribution \$	Contribution Margin %
Sport, Recreational, & Rentals w/o Tourism Regina	\$12,662,687	\$5,120,461	40.4%
Major Tenants (All)	\$9,883,000	\$1,746,353	17.7%
Signature Events (All)	\$4,558,226	\$1,077,068	23.6%
Major Events (All)	\$3,173,698	\$1,020,557	32.2%
Brandt Centre Events	\$3,412,955	\$255,207	7.5%
REAL Kid Camp	\$32,655	\$13,635	41.8%
Stadium Community Events	\$222,128	\$67,578	30.4%
Total	\$33,945,349	\$9,300,861	27.4%

Summary:

Activities run by REAL had a weighted contribution margin of 27.4%, which means 27.4% of the total gross revenues generated by these activities can be used to cover fixed expenses as well as REAL's day to day operations.

Revenue Weighted
Contribution Margin

MNP Observations – Breakeven Analysis (4)

Assumptions

- The cost-recovery mechanism for Mosaic Stadium & Tourism Regina are anticipated to continue through the projection period. Note that if a decision were made to transition Tourism Regina, it would not have an impact on the financial position of REAL because it is funded at cost recovery.
- Assuming variable expenses remain consistently efficient, an increase in revenue is expected to proportionally increase the following variable costs:
 - Variable labour expenses,
 - Utilities, and
 - The variable portion of the non-labour expenses.
- The contribution margin for activities yielding a positive contribution margin are expected to remain constant.
- Revenue is presumed to have the capacity for expansion.

MNP Observations – Breakeven Analysis (5)

To achieve a breakeven point in overall operations, the contribution from profitable activities must be sufficient to offset the following:

1. The negative contributions from non-profitable activities, such as the Frost or Winter Festivals, Truth & Reconciliation events, International Soccer Matches, and any other events under the 'Event' category that fail to yield a positive financial contribution.
2. The losses or negative contributions incurred through daily operations, site and arena development, and tenant rentals.
3. Fixed expenses, which include both fixed labour costs (or out-of-scope labour) and the fixed portion of non-labour expenses, such as essential repair and maintenance.

(Note that effects from the Stadium O&M and the Tourism Regina are excluded)



MNP Observations – Breakeven Analysis (6)

The total amount of deficit that needs to be covered by the contribution from the profitable activities is:

\$17,741,504

As the profitable activities generate 27.4% contribution margin, revenues required from the profitable activities for the overall operations to breakeven is \$64,751,160 ($27.4\% \times \$64.7\text{M} = \17.7M), which would represent a 90.8% increase from the current revenue level.

\$64,751,160

OR

90.8% higher from the current level

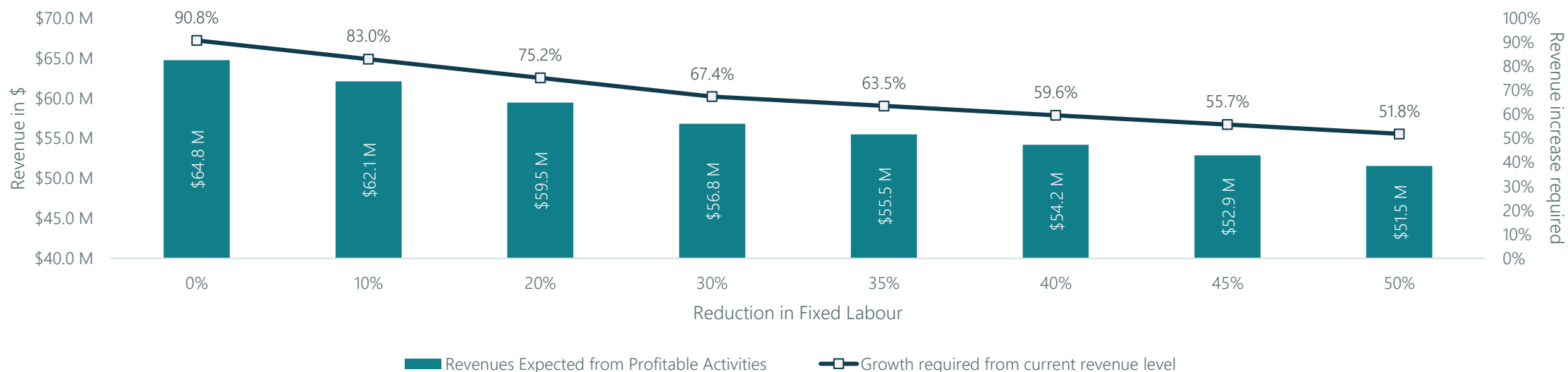
Knowing that REAL's day-to-day operations cost a significant amount, without the introduction of significantly profitable events or the improvement in efficiencies of existing activities, there are two (2) ways to materially improve REAL's bottom line:

1. Increase the revenue from activities that generate positive contribution margin.
2. Decrease overhead expenses.

MNP Observations – Breakeven Analysis (7)

Sensitivity of breakeven revenue by reduction in fixed labour

A reciprocal relationship exists between fixed labour reduction and required revenue growth from profitable activities for breakeven. For instance, if a 20% reduction in fixed labour is achieved in 2023, revenue must increase by 75.2% in 2023 to break even. Conversely, if fixed labour is reduced by 50% in 2023, only a 51.8% revenue increase is required from the profitable activities.



Based on MNP’s projections, there does not appear to be a viable path for REAL to achieve breakeven on its operating EBITDA with the current mandate and portfolio of assets. The organization is unlikely to be able to achieve the degree of cost reductions and revenue increases required to achieve a full breakeven on operations. Therefore, MNP anticipates that REAL will require some basis of subsidy and support in the long run from the City.

MNP Observations – Breakeven Analysis (8)

Table below shows how REAL's **EBITDA, excluding fundings from external sources**, is affected by increasing the revenues from the profitable activities and/or decreasing the fixed labour costs.

		Increase in Revenue (Contribution)							
		20%	30%	40%	50%	60%	65%	70%	75%
Reduction in Fixed Labour	15%	(\$5,032,218.78)	(\$4,063,647.03)	(\$3,095,075.28)	(\$2,126,503.53)	(\$1,157,931.78)	(\$673,645.90)	(\$189,360.03)	\$294,925.85
	20%	(\$4,670,077.11)	(\$3,701,505.37)	(\$2,732,933.62)	(\$1,764,361.87)	(\$795,790.12)	(\$311,504.24)	\$172,781.63	\$657,067.51
	25%	(\$4,307,935.45)	(\$3,339,363.70)	(\$2,370,791.95)	(\$1,402,220.20)	(\$433,648.45)	★ \$50,637.42	\$534,923.29	\$1,019,209.17
	30%	(\$3,945,793.79)	(\$2,977,222.04)	(\$2,008,650.29)	(\$1,040,078.54)	(\$71,506.79)	\$412,779.08	\$897,064.96	\$1,381,350.83
	35%	(\$3,583,652.13)	(\$2,615,080.38)	(\$1,646,508.63)	(\$677,936.88)	\$290,634.87	\$774,920.74	\$1,259,206.62	\$1,743,492.49
	40%	(\$3,221,510.47)	(\$2,252,938.72)	(\$1,284,366.97)	(\$315,795.22)	\$652,776.53	\$1,137,062.41	\$1,621,348.28	\$2,105,634.16
	45%	(\$2,859,368.80)	(\$1,890,797.06)	(\$922,225.31)	\$46,346.44	\$1,014,918.19	\$1,499,204.07	\$1,983,489.94	\$2,467,775.82

Conclusion:

Achieving breakeven for REAL's overall operations requires increasing revenue from profitable activities by 65% and reducing fixed labor costs by 25%. However, a sudden 65% increase in prices poses a risk of losing customers, which could adversely cause a negative impact on the topline revenue. Accordingly, the scenario analysis plans for these adjustments in revenue and fixed labor costs to be spread out over multiple years.

Scenario Analysis

Question 4: What is the anticipated future financial position of REAL based on MNP's model?

External Funding for REAL

In 2022, REAL received external funding or revenue from the City of Regina (City), the Government of Saskatchewan (GoS), Government of Canada (Canada):

REAL External Funding by Source

Funding Type	City	GoS	Canada	Total
Casino Grant		\$2.6 M		\$2.6 M
Community Grant	\$0.4 M			\$0.4 M
Tourism Funding				\$0.3 M
Frost Regina	\$0.2 M			\$0.2 M
Committee Funding	\$0.2 M			\$0.2 M
Farm Show			\$0.2M	\$0.2 M
Debt Servicing	\$1.0 M			\$1.0 M
Total	\$1.8 M	\$2.6 M	\$0.2 M	\$4.9 M

REAL received approximately **\$4.9 million** in government funding in 2022 including debt servicing support.

REAL relies on significant government funding today. In March 2027, the Casino Grant of \$2.6M annually from GoS will expire. Any future plan needs to consider how this amount will be replaced, otherwise it risks significantly increasing operating losses.

Allocation of REAL's External Funding

Where is external funding allocated?

The following tables summarize REAL's external funding by allocation. It should be noted that REAL's financial data reports its external funding by the business unit, activity, and location (i.e., building) to which it is *allocated*; however, this data does not show external funding amounts by funding *source*. The external funding (revenue) by the allocations shown below were originated directly from REAL's financial data.

REAL External Funding by Allocation (Activity, Business Unit, Location)

Activity	Amount
Day to Day	\$4.0 M
Events (e.g., Frost/Winter Fest)	\$0.3 M
Tourism Regina	\$0.3 M
QCX, CFS	\$0.2 M
Site & Arena Development	\$0.1 M
Total	\$4.9 M

Business Unit	Amount
Enterprise Efficiency	\$2.6 M
Finance	\$0.8 M
Base Building & Op's	\$0.4 M
PET Department	\$0.4 M
Tourism Regina	\$0.3 M
Exec Office	\$0.2 M
Marketing	\$0.1 M
Corporate Partnerships	\$0.1 M
Total	\$4.9 M

Location	Amount
Admin Building	\$3.8 M
Campus	\$0.6 M
Off Grounds	\$0.3 M
Mosaic Stadium	\$0.1 M
Brandt Centre, Cooperators	\$0.0 M
Total	\$4.9 M

Baseline Year for the Model

In order to ensure that the financial model was specific to REAL and its business, MNP worked with the REAL Finance Team to select a baseline year for the model. The period of time that was selected was Q2 2022 to Q1 2023. REAL was facing health restrictions in Q1 2022 so that period's data was not utilized as it would not be representative.

Considerations

- MNP used one full year of financial data to capture the seasonal nature of REAL's revenues.
- In 2022, Regina hosted the Grey Cup that provided an EBITDA of \$1.1 million and a 36.5% gross margin – therefore one large event is included in the baseline scenario. This amount is equivalent to about 1.5 large scale concerts in a year.
- Connor Bedard was playing with the Regina Pats which had a positive impact on attendance.
- Other facilities had some lower utilization and revenues based on the post-Covid period. However, MNP believes these baselines are reasonable initial baselines for the short- and medium-term utilization for REAL.

The main assumptions for the model are outlined on the following page.

Model Assumptions

Baseline Year Representation:

- REAL's fiscal 2022 is generally representative of a standard operational year for forecasting purposes, with certain adjustments.
- Specific adjustments have been made to account for COVID-19-related restrictions in Q1 2022 by contrasting it with Q1 2023 to better reflect normalized operations.

Inflation and Price Movements:

- The Consumer Price Index (CPI) represents inflation and dictates trends for revenues and expenses in this analysis. For 2023, a CPI of 4.1%, based on the monthly average up to September, is used.¹ In 2024, the Bank of Canada (BOC)'s projected 3% CPI will be applied, and from 2025 onward, the Bank's target CPI of 2.0% will be used.²
- This CPI-based adjustment is assumed to reflect the general inflationary pressures on REAL's operation costs and pricing strategies. Higher inflation would require additional new revenue or expenditure reductions.

Variable Expenses Assumptions:

- Variable expenses, inclusive of variable labor costs and selected non-labor expense items, are positioned to fluctuate in direct proportion with revenue changes. This correlation assumes a consistent ratio of variable expenses to revenues across the projection period.

Allocation of Unspecified Expenses:

- Certain expense items, such as utilities, which were not directly allocated to specific activities, have been proportionately allocated based on revenue streams. This allocation method assumes that utility costs are distributed evenly across all revenue-generating activities, following a consistent pattern.

Consistency in Financial Ratios:

- Key financial ratios, namely gross profit margin, EBITDA margin, and contribution margins, from the baseline year are projected to persist into future periods. This assumption implies that operational efficiency and cost structures remain relatively stable throughout the forecasted period.

Revenue and Expense Predictability:

- The predictive model assumes a stable and predictable relationship between revenues, expenses, and operational activities, notwithstanding any unforeseen external factors. This implies that unexpected events, which could materially impact these relationships, are not accounted for within the model's projections.

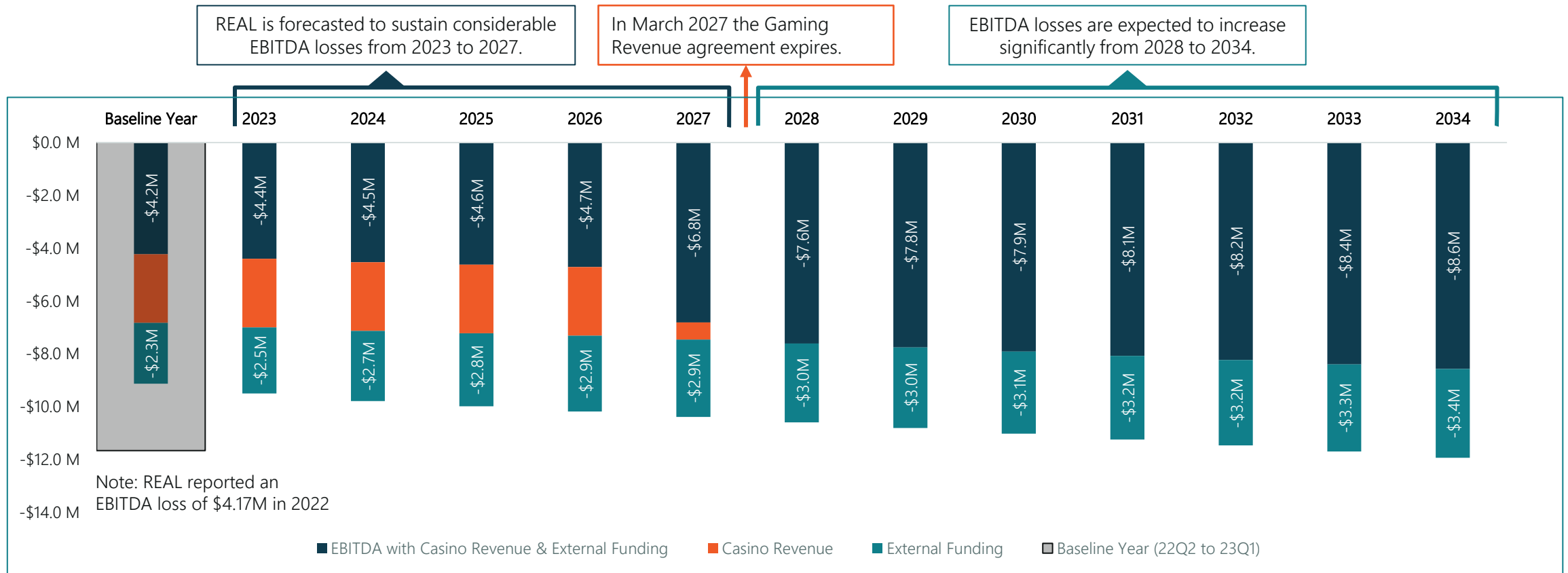
¹Statistics Canada. (2023). 12-month change in the Consumer Price Index (CPI) and CPI excluding gasoline. Table 18-10-0004-01. <https://www150.statcan.gc.ca/n1/daily-quotidien/231017/cg-a001-eng.htm>

²Bank of Canada. (2023, July 12). Bank of Canada raises policy rate 25 basis points, continues quantitative tightening. <https://www.bankofcanada.ca/2023/07/fad-press-release-2023-07-12/>

Status Quo Model - Forecast



Based solely on the baseline year and adjusted for inflation, **without external funding support** (beyond Casino Revenue) and significant operational changes, the REAL operation would be projected to incur a \$6.9 million EBITDA loss in 2023. EBITDA losses are forecasted to increase significantly in 2028 after the gaming revenue agreement expires in 2027.



MNP believes that expenses will exceed revenues during the projected period. The current business model for REAL does not appear self sufficient and sustainable in the short and medium term. The end of the gaming revenue agreement is forecasted to significantly increase EBITDA losses and require significantly higher levels of subsidization based on the status quo.

Scenario Analysis

We have developed multiple scenarios outlining potential operational adjustments to evaluate REAL's potential future financial performance. The following three scenarios were analyzed by MNP to better understand REAL's financial position and options to improve REAL's financial bottom line.

Scenario Process

Scenario Implications

Scenario	Scenario Process		Scenario Implications	
Scenario 1: Leaner Management	1. Increase Revenues of Profitable Activities by 30-40% by 2027	2. Reduce 30-40% Fixed Labour by 2026	5.4 to 7% increase per year in rates or new sources of revenue (Net of CPI adjustment)	8.5 to 12% reduction per year on fixed labour for 4 years
Scenario 2: REAL is City Managed	1. Increase Revenues of Profitable Activities by 42% by 2027	2. Reduce 45% Fixed Labour by 2026	7.3% increase per year in rates or new sources of revenue (Net of CPI adjustment)	13.9% reduction per year on fixed labour over 4 years
Scenario 3: Commercial-Only Operations	Return Affinity Plex and the Cooperators Centre to the City's management		The City earns Rental and Sponsorship, and is responsible for their expenses; REAL earns Events and Food & Beverages and is responsible for their expenses	

Scenario 1: Leaner Management

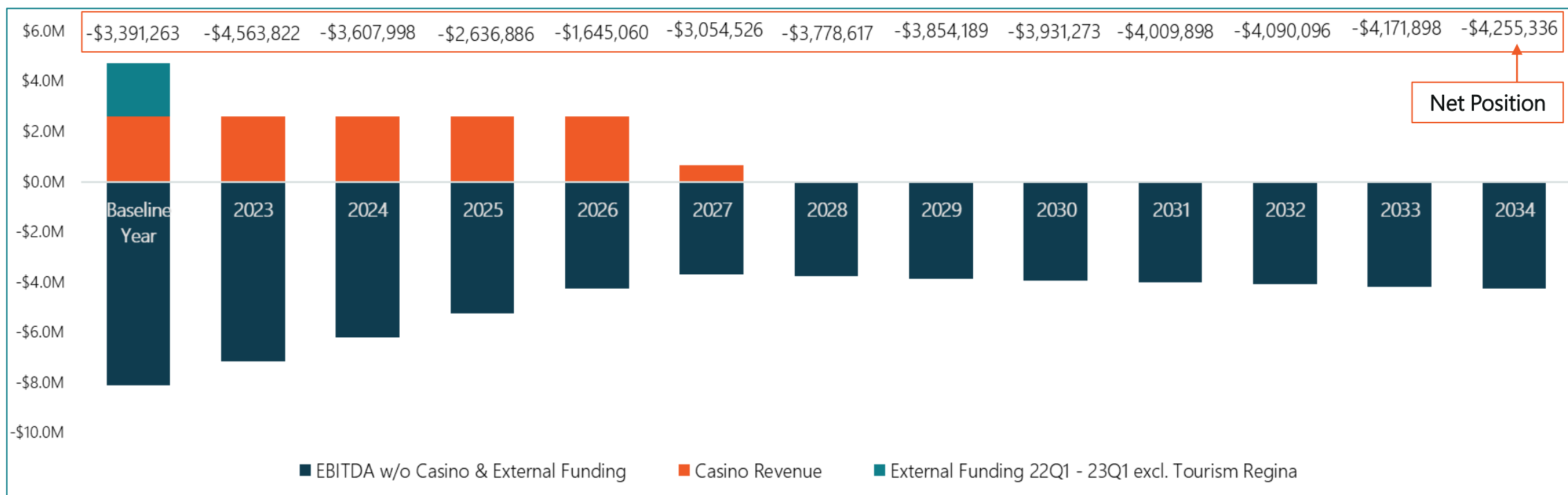
In a scenario where REAL adopts a leaner operational approach compared to the current model, it is anticipated that the organization could simultaneously boost revenue from profitable activities and decrease fixed labor costs. The projected targets for revenue growth and fixed labour cost reduction are as follows in three related scenarios:

- A. Based on a 40% increase in revenue from profitable activities by 2027, coupled with a 30% reduction in fixed labour costs by 2026.
- B. Uses a more moderate 30% increase in revenue from profitable activities by 2027, alongside a 30% reduction in fixed labour costs by 2026.
- C. Based on a 30% increase in revenue from profitable activities by 2027, with a more substantial 40% reduction in fixed labour costs by 2026.

The following three slides will outline the projected impact of these changes on REAL's net financial position, providing a clear picture of the potential future state of the organization's finances.

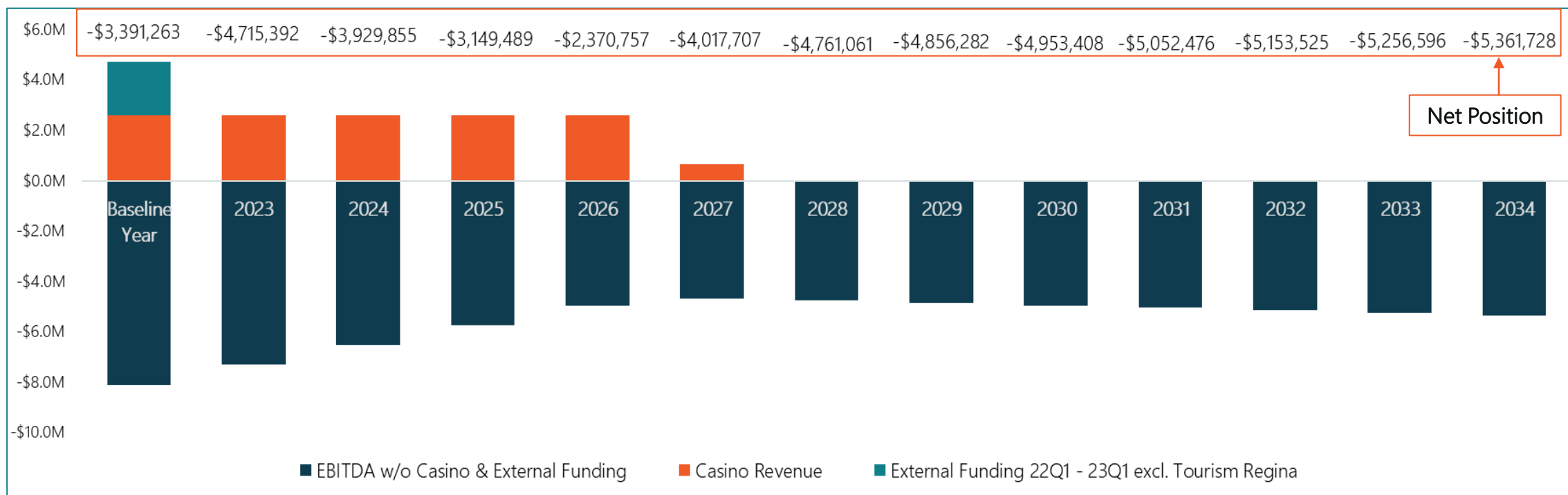
Scenario 1A

- To achieve a **30% fixed labour reduction** by 2026, fixed labour needs to be reduced **by 8.5% per annum for four (4) years**.
- To achieve a **40% revenue increase** from profitable activities by 2027 assuming consistent contribution margin, **rate charged by REAL needs to increase by 7.0% annually in the next five (5) years**, inflation included.



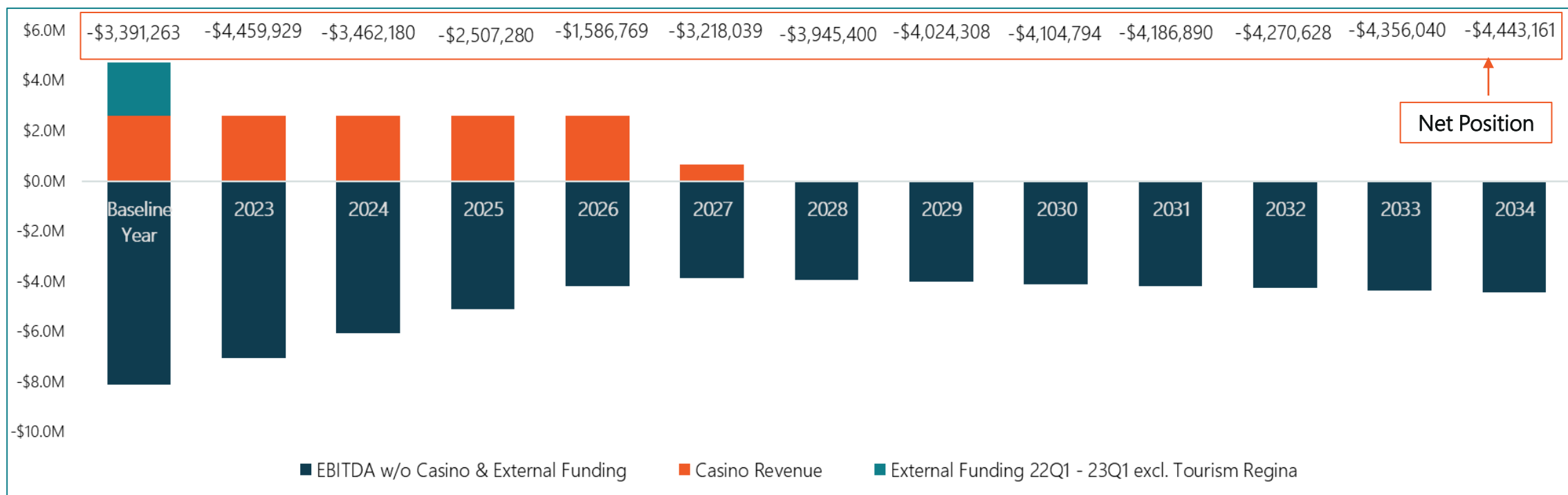
Scenario 1B

- To achieve a **30% fixed labour reduction** by 2026, fixed labour needs to be reduced **by 8.5% per annum for four (4) years**.
- To achieve a **30% revenue increase** from profitable activities by 2027 assuming consistent contribution margin, **rate charged by REAL needs to increase by 5.4% annually in the next five (5) years**, inflation adjustment inclusive.



Scenario 1C

- To achieve a **40% fixed labour** reduction by 2026, fixed labour needs to be reduced **by 12.0% per annum for four (4) years**.
- To achieve a **30% revenue increase** from profitable activities by 2027 assuming consistent contribution margin, **rate charged by REAL needs to increase by 5.4% annually in the next five (5) years**, inflation adjustment inclusive.



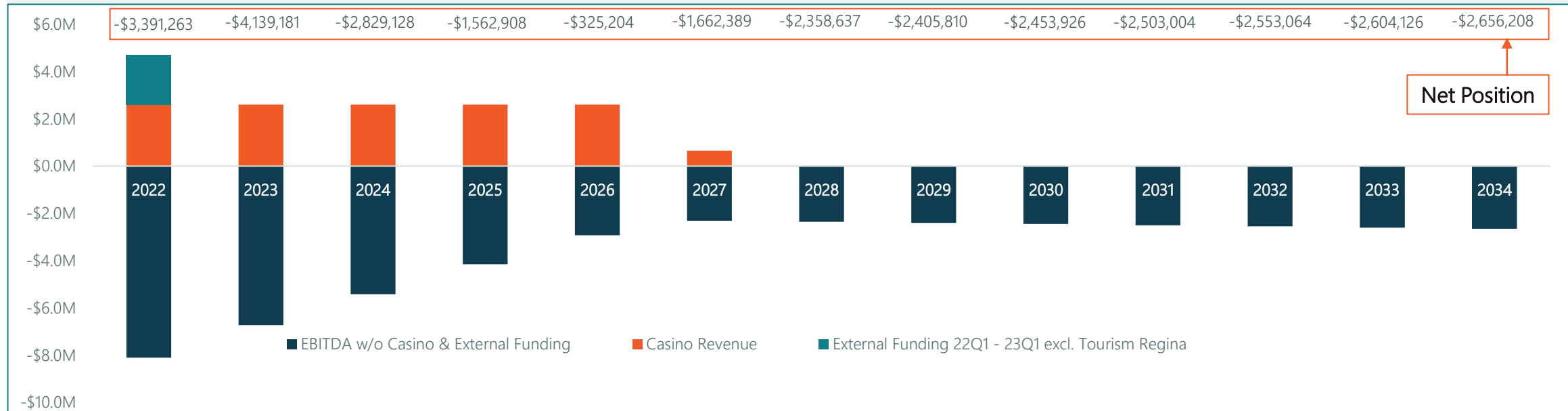
Scenario 1: Summary

From testing various rates of revenue growth and fixed labour cost reduction, the following observations can be drawn:

- 1. Casino Revenue Grant Will Expire:** With casino revenue slated to cease by April 2027, REAL's net operating financial positions (EBITDA) are forecasted to erode. With under four years remaining in the agreement, REAL and the City need to devise a viable solution.
- 2. Dependence on External Funding:** In the absence of a substantial revenue surge from profitable activities, REAL will require ongoing financial subsidy from the City.
- 3. Escalating Financial Needs:** REAL is on a trajectory towards an increasing financial shortfall. If the deficit is expected to be fully funded by the City, the financial burden is expected to intensify with each passing year according to the model.

Scenario 2: City Managed

- This scenario assumes that REAL is dissolved and that the City of Regina assumes full management of the portfolio of assets. Under this scenario we have assumed more **fixed labour can be reduced, 45% by 2026**, implying an **annual reduction of 13.9%**.
- Assuming a moderate challenge for the City to grow incremental revenue relative to REAL, the target for rate increases or new sources of **revenue has been set at a 42% increase by 2027**. This goal equates to **an average annual increase of 7.3% through 2027**, followed by a 2% increase per year thereafter.



Without the support from the Casino Agreement, REAL's EBITDA will remain negative and will not be able to achieve profitability.

Scenario 3: Commercial Only Operations



- In this scenario, AffinityPlex and Cooperators would be owned and operated by the City.
- REAL is assumed to only generate revenues on event sales and food and beverages while the City keeps the profit generated from sponsorship sales and rentals.

	AffinityPlex	Cooperators Centre
EBITDA in 2022	\$404,733	\$1,550,098 (External funding excluded)
EBITDA Margin in 2022	23.97%	25.64%
Gross margin of Rental, Lease and Sponsorship Sales	94.3%	99.6%
Gross margin of Event, and Food & Beverage Sales	67.03%	84.83%
Maintenance & Utilities	\$240,871	\$1,220,867

Both AffinityPlex and Cooperators were profitable for REAL in 2022, and sponsorship and rentals are large profit contributors for those buildings. Thus, removing these buildings from REAL's portfolio does not contribute positively to EBITDA and **would make REAL less profitable than the status quo**. An exception to this may be if the City were to become solely responsible for maintenance and utilities, as well as the estimated capital expenditures on Page 48 & 49.

Observations for Scenarios 1 to 3

1. Returning the ownership of public entities like Affinity Plex and Cooperators adversely contributes to REAL's bottom line.

2. REAL faces a significant, sustained and growing financial deficits in its operations. The operating deficit is forecasted to increase significantly with the loss of gaming revenues.

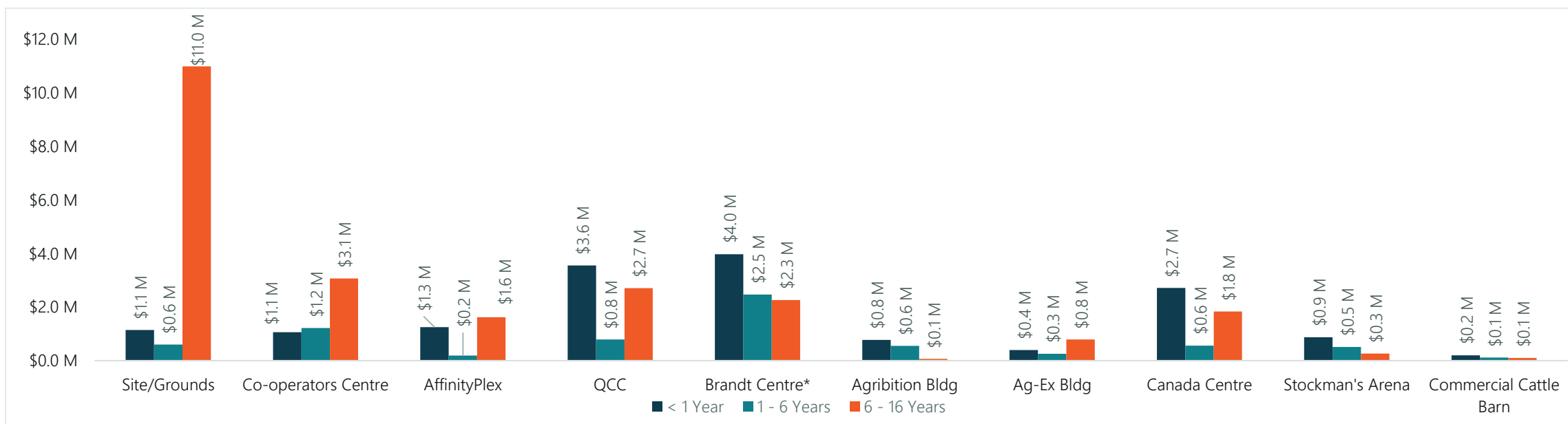
3. Solely increasing rates, including rental rates, may lower REAL's ability to compete. While overly reducing fixed labor could compromise productivity and base capacity. Therefore, neither revenue augmentation nor labor cost reduction alone is sufficient to achieve breakeven for REAL.

4. The current business model and cost structure at REAL is not financially self-sufficient.

Estimated Capital Expenditures

Note that **the previous scenarios do not include capital expenditures**. The expenditure estimates for each facility, provided below, were initially projected by Stantec Architecture Ltd. (Stantec) in 2019. At that time, short-term expenditures were assessed for a period of less than 5 years, mid-term for 5-10 years, and long-term for 10-20 years. Given that we are now in 2023, the present categorizations have been updated to reflect that four years have since elapsed. Note that REAL has not undertaken any of the significant upgrades recommended by Stantec yet since the recommendations were made.

Based on this assessment, the total expenditure is estimated to be **\$15.96 million within 1 year, \$7.28 million from year 1 to year 6, and \$23.74 million from year 6 to year 16**. The cumulative capital investments required at REAL are **\$46.98 million** according to the Stantec report. Furthermore, this assessment does not include necessary expenditures associated with the Mosaic Stadium, which is currently under a cost-recovery agreement between REAL and the City.



*Expenditure estimated for Brandt Centre also includes Stantec Recommended expenditures for the Ice Plant.

Source: Stantec Architecture Ltd. (2019). **Facility Condition Assessments for EVRAZ Place, Regina, Saskatchewan**. Regina Exhibition Association Ltd. (Project No. 144401740)

Debt Management & Restructuring Analysis

Question 5: What additional observations or considerations are relevant for the City to consider?

Overview of REAL's Debt Position

Authorized Limits and Current Balance

MNP reviewed REAL's Statement of Financial Position for September 30, 2023, By-Law No. 2023-57 (REAL Borrowing and Guarantee Amendment By-Law, 2023), plus conversations with officials from City Finance and REAL administration to understand the debt position and obligations of REAL.

- On August 16, 2023, City Council approved amendments to REAL's authorized debt limits.
- REAL was authorized to incur debt obligations not exceeding a principal amount of \$19,406,339 for the purposes of its capital plan and general operations.
- Based on REAL's Statement of Financial Position and its Current Liabilities for September 30, 2023 the total debt balance for REAL is \$17,059,950
 - Bank Indebtedness: \$5,596,550
 - Current portion of term loans due on demand: \$1,126,458
 - Term loans due on demand: \$10,336,942
- REAL is anticipated to have approximately \$2.7M in debt servicing costs in 2024 based on interest payments estimated at \$1.3M and principal payments estimated at \$1.4M.

REAL currently has \$17,059,950 in debt obligations. If REAL sustains operating losses, it will be limited in its ability to service its own debt.

REAL's Existing Debt Facilities

Based on the Appendix in By-Law No. 2023-57 (REAL Borrowing and Guarantee Amendment By-Law, 2023), REAL has the following debt capacity as an organization. Additional details are provided in the report Appendix. REAL's existing debt facilities provide up to \$19,406,339 of credit capacity.

Facility	Loan Amount/Capacity	Purpose	Source for Repayment
Facility A – Revolving Operating	\$6,800,000	Support daily operating requirements	REAL regular operating cash flow
Facility C – Food and Beverage Equipment Loan	\$1,371,339	Finance food and beverage equipment for the new stadium	REAL regular operating cash flow
Facility F – MasterCard Corporate Expense Program	\$400,000 (CAD) \$100,000 (USD)	To assist with travel, entertaining and small item purchases	REAL regular operating cash flow
Facility G – Multi-Draw Demand Non-Revolutioning Credit	\$7,300,000	To assist with the cashflow impact of COVID-19; working capital financing	City for principal and interest REAL regular operating cash flow
Facility H – Demand Non-Revolutioning Capital and Working Capital Loan	\$3,400,000	Working capital and capital improvement needs	REAL regular operating cash flow
Total	\$19,406,339		

Debt Analysis Key Takeaways

MNP provides the following key takeaways specific to REAL's debt position:

- REAL's debt obligations put additional strain on the cash flows. In addition to the negative EBITDA, REAL is also faced with an obligation to service over \$17M in debt.
- Under REAL's existing operating model, the entity does not appear able to produce sufficient cash flow to meet the necessary debt servicing costs.
- To fulfill the debt servicing obligations, REAL is likely to require financial supports from external sources such as the City, the assumption of additional debt or changes in its business model in order to improve cash flow from operations.

MNP Observations for the Shareholder

Question 6: What guidance might the City of Regina consider as the shareholder in terms of supporting a more sustainable financial position in the future?

MNP's Key Observations (1)

MNP provides the following observations for City Administration and City Council to consider:

- With existing facility utilization and current rates, the majority of REAL's activities typically do not achieve the requisite contribution margin (43.8%) needed for operational breakeven. The current model is forecasted to result in increasing operational losses in future years. If changes are not made in the cost structure and revenues of REAL, the City would need to explore significant additional subsidy amounts or additional debt.
- This substantial contribution margin requirement stems from high fixed costs in daily operations relative to revenue levels. REAL appears to be overbuilt in terms of FTEs relative to the comparators.
- The insufficient contribution margin from activities/events is impacted by the rates charged to customers and challenges in revenue generation, which can be explained by: 1. Level of facility utilization, and 2. The variable costs per revenue dollar generated.
- Based on the breakeven analysis, REAL could only achieve operational breakeven through a substantial rate increase and a significant cut in fixed labour that would not likely to be feasible. Implementing both mechanisms, when utilizing numbers derived from the breakeven analysis, potentially risks customer attrition due to rate increases and/or a loss in productivity for staff. MNP does not believe that REAL will be able to operate on a full breakeven on operations in the future.

MNP's Key Observations (2)

MNP provides the following additional observations for City Administration and City Council to consider:

- The opportunity for the City, together with the REAL Board, is to adjust the cost and revenue model of the organization to manage the size of operational losses and prevent them from escalating in the future. REAL's cost model should be aligned to market conditions, the degree of subsidy that the City is comfortable providing and its other financial realities.
- None of the financial scenarios generated by MNP provide a clear path forward. Additional conversation should occur between the City and REAL to identify changes to its business model.
- MNP expects that REAL will require a subsidy for operations on a sustained basis in the future. In addition, Stantec has identified that the complex has an estimated \$46 million in capital backlog and capital improvements required over the next 16 years. These projected capital expenditures present additional financial demands, necessitating a long-term capital plan for the organization.
- REAL's existing debt obligations together total over \$17M. The projected performance of REAL indicates that it is unlikely to generate sufficient cash flow to service its own debt. The City is expected to on-going financial support to service REAL's debt within the current business model.

Revisiting the Key Questions Considered

At this point in the report, MNP revisits the key questions outlined at the outset:

1. How does REAL compare to other related entities in Canada?
2. How do the business lines at REAL currently perform financially?
3. What would REAL need to do to be breakeven and self-sufficient from external funding?
4. What is the anticipated future financial position of REAL based on its current model?
5. What additional observations or considerations are relevant for the City to consider?
6. What guidance might the City of Regina consider as the shareholder in terms of supporting a more sustainable financial position in the future?

MNP Summary of Key Questions (1)

1. How does REAL compare to other related entities in Canada?

- There are no other facilities in Canada that have the same mix of assets and services as REAL. MNP looked at range of comparators to gain perspective on REAL.
- Most of the other facilities MNP reviewed are self sufficient on operations and only receive subsidies for capital.
- REAL appears to have higher FTEs relative to other comparators.

2. How do the business lines at REAL currently perform financially?

- Four out of five of the business lines at REAL provide a positive EBITDA. Page 25 of the report provides a breakdown of EBITDA by business line. Community events is the one business line that has a small negative EBITDA.
- The amount of EBITDA generated is not sufficient to cover the total operations costs of REAL. In addition, the EBITDA levels are not forecasted to provide the ability for REAL to fund its debt or capital investments.
- REAL has been asked to fulfill a series of events for the community that provide an EBITDA loss including Frost Regina, National Truth and Reconciliation day ceremonies and special events such as hosting an international soccer match. The City should consider if these remain important community events and if they are prepared to subsidize community events of this nature in the future.

MNP Summary of Key Questions (2)

3. What would REAL need to do to be breakeven and self-sufficient from external funding?

- MNP does not believe REAL can achieve a break-even in the immediate term. The cost reductions and revenue increases required to achieve break-even are not practical and would need to be too severe.
- The long-term forecast based on the existing business model does not indicate that breakeven or operational self-sufficiency is plausible. To cover REAL's forecasted deficit/negative EBITDA in 2028 and beyond with the current state model, REAL would need to host an equivalent of more than 4 to 7 Grey Cups per year, according to the financial performance of the Grey Cup event in 2022.

4. What is the anticipated future financial position of REAL based on its current model?

- Based on our analysis using REAL's financial information, MNP has observed that REAL is likely to sustain operating losses in the next 3 years in the range of \$4M to \$5M per year over and above the existing sources of external funding.
- More significantly, the Gaming Revenue agreement expires in 2027 and will no longer provide REAL with \$2.6 million annually. As a result, MNP reasonably observes that operating losses could grow to \$7M to \$8M per year, plus debt servicing and capital.
- The existing business model does not appear to be sustainable and self-sufficient without significant operating subsidies from the City and/or other external funders.
- The financial position of REAL could be made more sustainable through shareholder direction to adjust revenues and costs in the future. There is also the option to explore alternative models with private sector operators and key tenants.

MNP Summary of Key Questions (3)

5. What additional observations or considerations are relevant for the City to consider?

- Through our stakeholder engagement, MNP has heard a range of concerns about the headwinds that REAL faces in the marketplace.
- We have heard anecdotal comments that Regina's physical location and facility attributes can make it a less attractive location for certain concerts.
- We believe that the City should assume that REAL's ability to attract large events and concerts will be more challenging in the future compared to the pre-Covid period. The City should take a conservative position on the number of large events and concerts and re-assess based on how market conditions evolve.
- If REAL were to buy concerts and take on the majority or all of the promotions risk in the future, this could materially increase the amount of financial risk for the City who is ultimately responsible for REAL's financial performance.
- We understand that attendance levels at REAL have been lower in the post-Covid period. MNP believes the City should remain conservative in forecasted attendance levels and re-assess based on how market conditions evolve.
- Our forecast indicates that REAL will not have sufficient EBITDA to service the principal and interest on its debt. The City is expected to have to continue servicing REAL's debt.
- The financial projection indicates that REAL will be limited in its ability to address the total estimated capital backlog and future capital requirements identified by Stantec of \$46.98 million by the year 2039.

MNP Summary of Key Questions (4)

6. What guidance might the City of Regina consider as the shareholder in terms of supporting a more sustainable financial position in the future?

- Based on the market conditions and the headwinds that exist, the City would be well served by taking a conservative approach to attendance projections and REAL's ability to attract large scale events and concerts. The City has ultimate accountability for the financial performance of REAL.
- MNP sees the opportunity to build a long-term business plan for REAL that balances key factors including: practical revenue assumptions, opportunities to reduce costs, a predictable level of subsidy for the organization, a plan to address the pending loss of \$2.6M in gaming revenues, plus consideration for how debt will be serviced and how the capital needs of the property will be met.
- As the sole shareholder, the City has the authority to set strategic expectations and parameters for REAL as an entity as context for developing this long-term business plan. Options for the City to consider include:
 1. Defining a target level of annual subsidy that is acceptable to the City as shareholder;
 2. Possibly defining a desired level of reductions to expenses or revenue; and
 3. Defining the level of business and financial risk that the City feels comfortable with REAL assuming in terms hosting, promoting or buying large events or concerts in the future.
- City Council could direct REAL and City Administration to work together to develop a business plan within a specific time period.
- The City may also choose to assess the potential benefits of using private sector operators for parts or all of the facilities, plus explore conversations with key tenants about alternative operating models that they would envision. These could be explored as part of the business planning process.

Appendix

Summary of REAL Debt Position (1)

The following is an excerpt from By-Law No. 2023-57 which outlined REAL's debt position and terms in August 2023.

Facility	Loan Amount	Purpose	Term and Repayment	Interest Rate	Source for Repayment
Facility A - Revolving Operating Facility	\$6,800,000	To support daily operating requirements	Demand facility with no fixed term or set duration of repayment	Banker's Acceptance Rate + 1% or Prime Rate - .30%* Payable monthly	Regina Exhibition Association Limited's regular operating cash flow
Facility C - Food and Beverage Equipment Loan	\$1,371,339	To finance the food and beverage equipment for the new stadium	Demand facility structured with a 5 year loan amortization and repayable through monthly principal repayments being made from July to November with no repayment of principal required for the remaining seven months	Banker's Acceptance Rate +1% or Prime Rate-.30%* Payable monthly except during construction period	Regina Exhibition Association Limited's regular operating cash flow

Summary of REAL Debt Position (2)

Facility F - MasterCard Corporate Expense Program	\$400,000 (Canadian dollars -CAD) \$100,000 (United States dollars -USD)	To assist with travel, entertaining and small ticket purchases	No fixed term or set duration of repayment of principal	Maximum interest rate is 21.9% Payable monthly	Regina Exhibition Association Limited's regular operating cash flow
Facility G - Multi-Draw Demand Non- Revolving Credit Facility	\$7,300,000	To assist with the cashflow impact of COVID-19 and to assist in financing working capital expenditures	Demand facility structured with a 12 year amortization and repayable through minimum annual principal repayments of the lesser of the loan balance or \$700,000	Banker's Acceptance Rate + 1% or Prime Rate - .30%* Payable monthly	For principal and interest payments the repayment source is the City of Regina operating grant and

Summary of REAL Debt Position (3)

					Regina Exhibition Association Limited's regular operating cash flow
Facility H - Demand Non-Revolving Capital and Working Capital Loan Facility	\$3,400,000	To assist with working capital and capital improvement needs	Demand facility structured with a 12 year amortization and repayable through minimum annual principal repayments of the lesser of the loan balance or \$283,333.33	Banker's Acceptance Rate + 1% or Prime Rate - .30%* Payable monthly	Regina Exhibition Association Limited's regular operating cash flow
Total	\$19,406,339**				

MNP



Wherever business takes you

[MNP.ca](https://www.mnp.ca)

PRAXITY[™]
Empowering Business Globally



Response to 2SLGBTQIAP+ Communities in Regina Motion

Date	November 22, 2023
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Community Well-Being
Item #	CR23-120

RECOMMENDATION

That City Council:

1. Endorse the Short-Term 2SLGBTQIAP+ Priority Recommendations in Appendix D, the Long-Term Action Plan for 2SLGBTQIAP+ Inclusion in Appendix E and the Equity, Diversity and Inclusion (EDI) Framework in Appendix F, and direct Administration to provide an action update to Council no later than November 30, 2024;
2. Refer the request to allocate \$100,000 in 2024 to move forward with the Short-Term 2SLGBTQIAP+ Priority Recommendations to the 2024 budget process for consideration;
3. Refer this report to the Regina Police Service, the Regina Public Library Board, and Community & Social Impact Regina for their review, as part of their ongoing progressive work in this area; and
4. Remove Item *MN22-4: 2SLGBTQIAP+ Communities in Regina*, from the List of Outstanding Items.

HISTORY

At the November 15, 2023 meeting of Executive Committee, the Committee considered the attached report EX23-84 from the City Manager's Office.


Jacq Brasseur, representing Ivy + Dean Consulting and Dr. Charity Marsh, representing the Humanities Research Institute, University of Regina, made PowerPoint presentations, copies of which are on file in the Office of the City Clerk.


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

Recommendation #5 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE


Jim Nicol, City Clerk


11/16/2023

ATTACHMENTS

- EX23-84 - Response to 2SLGBTQIAP+ Communities in Regina Motion
- Appendix A - Motion MN22-4 2SLGBTQIAP+ Communities in Regina
- Appendix B1 - IDC Executive Summary
- Appendix B2 - IDC Report
- Appendix C - UofR Report Communities in Regina Project Jurisdictional Scan
- Appendix D - Short Term 2SLGBTQIAP+ Priority Recommendations
- Appendix E - Long Term Action Plan for 2SLGBTQIAP+ Inclusion
- Appendix F - EDI Framework



Response to 2SLGBTQIAP+ Communities in Regina Motion

Date	November 15, 2023
To	Executive Committee
From	City Manager's Office
Service Area	Community Well-Being
Item No.	EX23-84

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Endorse the Short-Term 2SLGBTQIAP+ Priority Recommendations in Appendix D, the Long-Term Action Plan for 2SLGBTQIAP+ Inclusion in Appendix E and the Equity, Diversity and Inclusion (EDI) Framework in Appendix F, and direct Administration to provide an action update to Council no later than November 30, 2024;
2. Refer the request to allocate \$100,000 in 2024 to move forward with the Short-Term 2SLGBTQIAP+ Priority Recommendations to the 2024 budget process for consideration;
3. Refer this report to the Regina Police Service, the Regina Public Library Board, and Community & Social Impact Regina for their review, as part of their ongoing progressive work in this area;
4. Remove Item *MN22-4: 2SLGBTQIAP+ Communities in Regina*, from the List of Outstanding Items; and
5. Approve these recommendations at its meeting on November 22, 2023.

ISSUE

On June 15, 2022, Council requested a report on how the City can improve the lives of 2SLGBTQIAP+ people. This report responds to that request.

IMPACTS

Financial Impact

If approved during the 2024 budget process, the cost is \$100,000 in 2024. Administration will also reallocate existing resources in 2024 to have one FTE solely focus on action items. Budget requests for future fiscal years will be submitted once Administration has assessed progress to date and explored opportunities to support and build on the work that is already underway.

Policy/Strategic Impact

The City's Strategic Priorities lens: "Recognizing our relationship to the land, we grow our community and improve quality of life" reinforces an Indigenous world view that our relationship to the land, and the people who take care of it, is foundational. This recognition is an acknowledgement to the community we serve and that we, the City of Regina, have a collective responsibility to ensure that the land's use, viability and stewards are looked after for future generations. It is out of respect and care for our relationship with the land and its people that all City decisions are made.

One of the City's strategic priorities is to promote community safety and well-being by advancing diversity, equity, inclusion and accessibility.

The recommendations in this report will be an important step in strengthening that strategy and supporting diversity and inclusion as both an employer and in the City's public service. Not only will the recommendations have a significant impact on the City's ability to attract and retain diverse employees, they will also make the City more trusted and welcoming to the City's diverse communities, and better able to serve those communities.

Additionally, while it is difficult to quantify the economic impact, there is a growing body of evidence that cultural diversity – a place's openness to different cultures, religions, sexual orientations – plays a key role in economic growth.¹

There are no accessibility, environmental, labour, legal/risk or other impacts.

OTHER OPTIONS

There are two alternative options to the recommendation:

¹ How Diversity Leads to Economic Growth, Richard Florida in Bloomberg December 12, 2011 at <https://www.bloomberg.com/news/articles/2011-12-12/how-diversity-leads-to-economic-growth>.

Option 1: Endorse the Short-Term 2SLGBTQIAP+ Priority Recommendations in Appendix D, the Long-Term Action Plan for 2SLGBTQIAP+ Inclusion in Appendix E and the EDI Framework in Appendix F and refer to the 2024 budget process a request to allocate \$572,000 in 2024 and an ongoing annual cost of \$492,000 to begin in 2025. (Not Recommended)

This option would provide the City with both the mandate and the resources to fully implement the Priority Recommendations and the Action Plan by 2025 and maintain it on an ongoing basis.

This would allow the City to develop expanded programs, services and supports for 2SLGBTQIAP+ residents, improve the cultural competency of City staff, programs and services, and retain new staff to lead and support the work outlined in the plan.

However, this option would require a significant funding investment, which is not feasible at this time given the City's immediate and long-term community needs, business plans and budget.

Option 2: Endorse the Short-Term 2SLGBTQIAP+ Priority Recommendations in Appendix D, the Long-Term Action Plan for 2SLGBTQIAP+ Inclusion in Appendix E and the EDI Framework in Appendix F and direct Administration to move forward with the Priority Recommendations and the Action Plan with no new resources. (Not Recommended)

This option would provide the City with the mandate to implement the Priority Recommendations and the Action Plan on a limited basis as time and resources permit.

This option would do little to restore trust with the 2SLGBTQIAP+ community and would not position the City to make meaningful changes necessary for the inclusion of all 2SLGBTQIAP+ people.

COMMUNICATIONS

Administration engaged an external consultant with lived experience in the 2SLGBTQIAP+ community to lead the community and employee engagement.

The engagement strategy and results are contained in the consultant's final report and recommendations in Appendix B.

All individuals and organizations consulted have been included on a list of interested parties and have been provided with notice of this meeting and a link to the report.

DISCUSSION

Background. At its meeting on June 15, 2022, Council considered *Notice of Motion MN22-4: 2SLGBTQIAP+ Communities in Regina*. The motion is reprinted in Appendix A.

Council directed Administration to prepare a report by Q2 of 2023 that explores and makes recommendations in six key areas as an employer, a service provider and as a funder.

To address these questions, Administration appointed a multidisciplinary team with participation from across the corporation. The team retained two consultants:

- Ivy + Dean Consulting (IDC) led the employee and community engagement. IDC has lived experience and holds a position of trust with the 2SLGBTQIAP+ community. IDC established a reference group to advise on key decision points. This trust and expertise ensured that the engagement was as safe and meaningful as possible.
- Led by Dr. Charity Marsh with student support, the University of Regina (U of R) provided research into other municipalities and best practices.

Together, the consultants' reports provide a thorough examination of the issues addressed by the motion, as well as what the consultants learned from their research and consultations with employees, residents, community organizations and other municipalities. IDC makes 69 recommendations, including 23 priority recommendations, and the U of R makes 50.

Due to the detailed nature of the motion, this report is structured as follows:

Cover Report	Overview of the motion, discussion and recommendations
Appendix A	Motion approved by Council on June 15, 2022
Appendix B	IDC executive summary and final report on the employee and public engagement
Appendix C	University of Regina final report on the review of other municipalities and best practices
Appendix D	Short-Term 2SLGBTQIAP+ Priority Recommendations
Appendix E	Long-Term Action Plan for 2SLGBTQIAP+ Inclusion
Appendix F	EDI Framework

Analysis. It is well documented that members of 2SLGBTQIAP+ communities are routinely and disproportionately excluded from civic life. They experience discrimination and harassment in accessing housing, education, food, medical services and employment.²

A survey released by Statistics Canada in 2020 found transgender people had a greater likelihood of experiencing physical or sexual violence than non-transgender people in Canada. They were also more likely to experience "inappropriate behaviours" in public, at work, and online, which Statistics Canada defined as acts that "make people feel unsafe or uncomfortable" and have a lasting impact on mental and physical health.³

2SLGBTQIAP+ people are also often victims of hate-motivated violence, including physical attacks, arbitrary arrest, torture, sexual assault and murder.⁴ The rise of hate activities is also increasing in Canada and abroad. According to Statistics Canada, the number of police-reported hate crimes related to sexual orientation rose 64 per cent in 2021 over the previous year.⁵

Consultants' Reports. IDC's report – *There aren't enough spaces to exist here* – outlines the challenges faced by 2SLGBTQIAP+ people in Regina. IDC's consultations with stakeholders point to gaps from a lack of all-gender spaces to consistent negative experiences by participants who access City facilities and programming, a fear of public transit and lack of funding for community organizations. These consultations were the basis for IDC's recommendations for the City in three key areas:

- as an employer
- as a service provider
- as a funder

IDC identified a list of short-term priorities that would be most urgent to address and the most impactful immediately (see Appendix D). The list includes actions related to:

- training for City staff and leadership in 2SLGBTQIAP+ inclusion (which Administration will initiate using the \$100,000 funding request in 2024),

² Experiences of violent victimization and unwanted sexual behaviours among gay, lesbian, bisexual and other sexual minority people, and the transgender population, in Canada, 2018 Statistics Canada at <https://www150.statcan.gc.ca/n1/pub/85-002-x/2020001/article/00009-eng.htm>.

³ Experiences of violent victimization and unwanted sexual behaviours among gay, lesbian, bisexual and other sexual minority people, and the transgender population, in Canada, 2018 Statistics Canada at <https://www150.statcan.gc.ca/n1/pub/85-002-x/2020001/article/00009-eng.htm>.

⁴ The human rights of lesbian, gay, bisexual, transgender, queer, 2-spirit and intersex persons, Government of Canada at https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/human_rights-droits_homme/rights_lgbti-droits_lgbti.aspx?lang=eng.

⁵ Police-reported hate crime in Canada, 2020 Statistics Canada at <https://www150.statcan.gc.ca/n1/pub/85-002-x/2022001/article/00005-eng.htm>.

- reviews and updates to policies and practices, and community outreach (which Administration will begin in 2024 with existing resources by reallocating an FTE), and
- grants and other investments in community supports (for which planning will begin in 2024 with existing resources, including preparation of a budget request for 2025).

The U of R's report provides findings from its jurisdictional scan of best practices for how other municipalities are actively supporting 2SLGBTQIAP+ communities. Within this scan, the research shows that many cities, including both large urban centres and smaller municipalities, are engaged in a variety of supportive initiatives and activities, demonstrating an understanding of the role of the municipality in assessing the needs of all its members and implementing actions to support its many constituents, including 2SLGBTQIAP+ communities.

The U of R report identifies nine key areas in which municipalities are providing support to 2SLGBTQIAP+ communities.

Equity, Diversity, and Inclusion Frameworks	Gender-Inclusive Washrooms and Change Rooms	Funding
Advisory Committees	Recreation and Wellness	Awareness Campaigns
Safety	Housing and Shelters	Resources

Recommendation. Administration is recommending that its initial focus be on the short-term priorities recommended by IDC in Appendix D. The funding request for \$100,000 would provide the resources to start addressing these immediate priorities in 2024. Administration will also reallocate existing resources in 2024 to have one FTE solely focus on action items.

Over the long term, Administration is proposing that three interrelated pillars be applied to make significant and meaningful advancements in equity, diversity and inclusion:

1. On October 11, 2023, City Council endorsed work to commence on developing an Indigenous Framework, which will center Indigenous perspectives, values, and priorities into City practices, policies and procedures. By enshrining this perspective into everyday work, the Indigenous Framework will provide informed fundamental guiding principles and direction for the City, which will last as long as the sun shines, the grass grows, and the waters/rivers flow. The Framework is expected to be completed in Fall 2024.
2. The City has developed an EDI Framework that is informed by the proposed Indigenous Framework, is supported by work through the Community Well-being team, and will soon be complemented by an Accessibility Plan. The EDI Framework is committed to ongoing engagement alongside the community, and supports three tenets:

- **City as an Employer:** Our workplace is inclusive and representative of the community.
- **City as Community Builder:** Our facilities and planning consider the diverse needs of the community.
- **City as a Service Provider:** Our services meet the needs of our community and prioritize underrepresented groups.

3. Administration has developed a Long-Term Action Plan for 2SLGBTQIAP+ Inclusion in Appendix E to explore and implement the recommendations made by IDC and the U of R. Table 2 provides a summary of the plan as it relates to each part of the motion.

These three pillars will work together to advance the City’s strategic directions on matters related to diversity, equity and inclusion, identify systemic barriers and discrimination and prioritize areas for focus and action.

Table 2: Summary of Long-Term Action Plan for 2SLGBTQIAP+ Inclusion

Prepare a report which explores and makes recommendations regarding:	Recommendation Highlights
Concrete steps to improve the lived experience of 2SLGBTQIAP+ people	<p>Since its inception in 2022, this project has highlighted the need to develop two integrally related and key pieces of work:</p> <ul style="list-style-type: none"> ▪ an Indigenous Framework, and ▪ an Equity, Diversity and Inclusion (EDI) Framework <p>Together with the Long-Term Action Plan for 2SLGBTQIAP+ Inclusion set out in Appendix E, these three pillars ensure that the City’s work – as a service provider, as a funder and as an employer – is guided by its commitments to reconciliation, accessibility, equity, anti-oppression, intersectionality, anti-racism, inclusion, collaboration, and diversity.</p> <p>These commitments will translate into concrete steps to improve programs, services and facilities for 2SLGBTQIAP+ communities specifically, and diverse and marginalized populations more broadly.</p> <p>Examples can be found throughout the Action Plan – and range from accessible policies to programs and washroom facilities, to collaborative relationships with 2SLGBTQIAP+ community leaders.</p>
A 2SLGBTQIAP+ advisory committee and/or community consultant	<p>Appoint a Gender & Sexual Diversity Reference Group to provide informed advice to the City that drives and supports the City’s EDI values and principles.</p> <p>Explore the addition of 2.3 new full-time equivalents (FTEs) to lead and support the work outlined in this report.</p>

<p>Inclusion of a gender-based analysis plus tool</p>	<p>As part of the comprehensive EDI Framework noted above, ensure that a gender-based analysis plus tool is assessed and used in the City's operations, including in Council and committee reports.</p>
<p>City of Regina as an employer</p>	<p>Based on the new EDI Framework, develop a strategy for measuring and increasing the number of 2SLGBTQIAP+ employees.</p> <p>Ensure new and prospective employees can self-identify.</p> <p>Revise the name change policy to reflect IDC's recommendations.</p> <p>Convert gendered single-stall washrooms and change rooms to all-gender rooms.</p> <p>Develop a plan to expand access to all-gender washrooms and change rooms in City facilities.</p> <p>Develop a comprehensive mandatory training program for staff on 2SLGBTQIAP+ inclusion.</p> <p>Develop materials to help prepare managers for new employees from diverse groups.</p> <p>Develop an Employee Resource Group for 2SLGBTQIAP+ employees.</p> <p>Amend Council and committee application materials to invite prospective and existing members to self-identify.</p>
<p>City of Regina as a service provider</p>	<p>Review recreation policies and forms to support EDI generally and 2SLGBTQIAP+ specifically.</p> <p>Provide new or expanded 2SLGBTQIAP+ recreation and leisure programming.</p> <p>Assess the equity of the Civic Art Collection to ensure representation from 2SLGBTQIAP+ artists.</p> <p>Develop a communications plan to better share facility booking information and support community and volunteer groups.</p> <p>Ensure future transit reviews and public engagement continue to include 2SLGBTQIAP+ voices.</p> <p>Work with Community & Social Impact Regina to explore these recommendations further.</p> <p>Consult with the Gender & Sexual Diversity Reference Group and other stakeholders on the development of a hate activity policy.</p>

City of Regina as a funder	Create a new Community Investment Grants Program funding stream for initiatives that specifically support 2SLGBTQIAP+ inclusion, recreation, awareness, housing and safety. Host a series of information sessions on City funding opportunities and invite all 2SLGBTQIAP+ organizations.
-----------------------------------	--

If endorsed, the recommendations in this report will be an important step in fulfilling the City’s strategic priority of community safety and well-being and supporting diversity and inclusion as both an employer and in the City’s public service. They will position the City as a strong and committed ally of diverse communities and demonstrate its efforts to make the City safer for everyone.

Administration will report back to Council on the progress of the three pillars. Budget requests for future fiscal years will be submitted at that time once Administration has assessed progress to date and explored opportunities to support and build on the work that is already underway.

DECISION HISTORY

On June 15, 2022 Council considered Item *MN22-4: 2SLGBTQIAP+ Communities in Regina* and resolved that Administration prepare this report in Q2 of 2023.

Respectfully Submitted,



Dave Slater
Manager, Community Wellbeing

Respectfully Submitted,



Niki Anderson
City Manager

Prepared by: Community Wellbeing Branch
Policy & Grants Branch

ATTACHMENTS

- Appendix A - Motion MN22-4 2SLGBTQIAP+ Communities in Regina
- Appendix B1 - IDC Executive Summary
- Appendix B2 - IDC Report
- Appendix C - UofR Report Communities in Regina Project Jurisdictional Scan
- Appendix D - Short Term 2SLGBTQIAP+ Priority Recommendations
- Appendix E - Long Term Action Plan for 2SLGBTQIAP+ Inclusion
- Appendix F - EDI Framework

Appendix A

June 15, 2022, Motion MN22-4: 2SLGBTQIAP+ Communities in Regina

This appendix contains an excerpt from the minutes of the June 15, 2022 meeting of City Council.

Councillor Dan LeBlanc moved, seconded by Councillor Andrew Stevens that Administration prepare a report for Executive Committee in Q2 of 2023 which explores and makes recommendations regarding:

1. Concrete steps, funding, programs and approaches which the City of Regina can implement to improve the lived experience of 2SLGBTQIAP+ people based on research and a jurisdictional scan of other cities.
2. The inclusion of a 2SLGBTQIAP+ advisory committee and/or a dedicated 2SLGBTQIAP+ Community Consultant within the Community Wellbeing & Inclusion Branch to inform future decisions and programs.
3. The inclusion of a gender-based analysis plus that includes meaningful inclusion of 2SLGBTQIAP+ realities in all reports and matters coming before City Council or committees of Council – in the same way that such reports currently identify potential environmental impacts.
4. The City of Regina as an employer:
 - a. Including 2SLGBTQIAP+ people under all employee equity policies.
 - b. Streamlined name change process (respecting employee identification, email addresses, etc.) for all city staff.
 - c. Provision of all gender change rooms and washrooms.
 - d. Develop expansive education for all leadership and front-line staff;
 - e. Analysis regarding how the part-time nature of City Councillor positions dissuades 2SLGBTQIAP+ people and other marginalized people from seeking those positions. Recommendations flowing from this analysis.
5. The City of Regina as a Service Provider:
 - a. Include 2SLGBTQIAP+ needs such as all gender changing rooms and trans affirming changing room policies in all facility upgrades and developments.
 - b. Include 2SLGBTQIAP+ specific space/programming such as all-body swimming or gym time, all gender youth sports, etc.
 - c. Create priority facility booking and/or permit process for 2SLGBTQIAP+ community events.
 - d. An analysis of the City's existing "family" programming, including exploration of whether the implied meaning of family includes family as commonly understood amongst 2SLGBTQIAP+ people.
6. The City of Regina as a funder:
 - a. Create 2SLGBTQIAP+ funding streams. This funding to include intergenerational programs and serving 2SLGBTQIAP+ people at all stages of life.
 - b. Target funding for 2SLGBTQIAP+ within ethnoracial communities.
 - c. Require as a condition of all funding that the applicant/recipient provides services which are available and inclusive of 2SLGBTQIAP+ people.

EXECUTIVE SUMMARY

“There aren’t enough safe spaces to exist here”

A report on the experiences of 2SLGBTQIAP+ people with the City of Regina



ANDREA NORBERG // QUEEN CITY PRIDE

About the Report

Provided by Ivy + Dean Consulting, the full report includes the details and findings of a project commissioned by the City of Regina to consult with 2SLGBTQIAP+ and allied communities about their experiences interacting with and working for the City of Regina.

About this Executive Summary

This Executive Summary was prepared by Amanda Guthrie at Ivy + Dean Consulting.

Acknowledgements

The full report was written by Jacq Brasseur with contributions from Julian Wotherspoon. Thank you to Amanda Guthrie and Kale Maclellan at Ivy + Dean Consulting for their support in editing and reviewing the full report.

Thank you to the following people at the City of Regina for their support in reviewing and finalizing the full report:

- Shayna Stock, *Social Inclusion*
- Donna Mitchell, *Policy & Grants*
- Bobbie Selinger, *Parks, Recreation & Cultural Services*
- Jamie Lewis, *Communications & Engagement*
- Abby Schneider, *Communications & Engagement*
- Maria Burns, *People & Organizational Culture*
- Nancy Amyotte, *Indigenous Relations*
- Jamie Hanson, *Facilities Engineering*
- Paul Hoffart, *Facilities Engineering*
- Lindsay DesRochers, *Parks, Recreation & Cultural Services*
- Chrisandra Dezotell, *Parks, Recreation & Cultural Services*
- Nathan Luhnig, *Transit & Fleet*
- Kelly Husack, *Community Wellbeing*
- Laura Pfeifer, *Planning & Development Services*

Thank you to the 2SLGBTQIAP+ Reference Group members, including the individuals not named in this Executive Summary to allow confidentiality. Reference Group members include:

- Ari Giroux, *UR Pride Centre*
- Bren Henderson, *TransSask*
- Nathan Labatt, *Gay & Lesbian Community of Regina*
- Lisa Phillipson, *Queen City Pride*
- Jessica Ramsdel, *Employee representative*
- Carla Harris
- Mwila Munganama
- Mirtha Rivera

Thank you to the Community Organizations who supported the project by hosting their own consultation activities:

- Creative Options Regina
- John Howard Society
- Listen to Dis' Community Arts
- Queen City Pride
- Two-Spirit Group (Newo Yotina Friendship Centre)
- UR Pride Centre for Sexuality & Gender Diversity
- YWCA Regina

Thank you to Queen City Pride for their willingness to supply photos of local people at their festival to accompany this report.

Table of Contents

Background	4
About MN22-4 2SLGBTQIAP+ Communities in Regina.....	4
Project Approach, Scope & Development	4
2SLGBTQ+ Reference Group.....	5
Community Engagement Plan.....	5
Employee Engagement Activities	6
Data Collection, Analysis & Review	6
Policy Review & Recommendations.....	6
Summary of Findings	7
The City as an Employer	7
1. <i>Employee Equity, Hiring & Recruitment</i>	7
2. <i>Human Resources Processes</i>	7
3. <i>Physical Space & Infrastructure</i>	7
4. <i>Education & Professional Development</i>	8
5. <i>Workplace & Culture</i>	8
<i>Additional Themes</i>	8
The City as a Service Provider	9
1. <i>Education & Awareness for City Staff</i>	9
2. <i>Safety & Visibility</i>	9
3. <i>Perception of the Mayor & City Council</i>	9
4. <i>2SLGBTQIAP+ Inclusive Programming & Spaces</i>	9
5. <i>Regina Public Library as an Inclusive Space</i>	10
6. <i>Expansive Definitions of Family</i>	10
7. <i>Social & Health Needs of 2SLGBTQIAP+ People</i>	10
The City as a Funder.....	10
1. <i>Underfunding of 2SLGBTQIAP+ Organizations</i>	11
2. <i>Misunderstanding of 2SLGBTQIAP+ Sector & Needs by Funders</i>	11
3. <i>Collaborations for 2SLGBTQIAP+ Communities</i>	11
4. <i>2SLGBTQIAP+ Inclusion in City-funded Organizations</i>	12
5. <i>Capacity Building of City-funded Organizations</i>	12
6. <i>Responsibility of Funders in Supporting 2SLGBTQIAP+ Inclusion</i>	13
Recommendations from Findings	14
Conclusion	19

Background

About MN22-4 2SLGBTQIAP+ Communities in Regina

On March 5th 2022, Councillors Dan LeBlanc and Andrew Stevens hosted an online Zoom panel discussion titled: “We’ve Banned Conversion Therapy: Now What?”. Ivy + Dean Consulting was hired by Councillor LeBlanc to provide community outreach, and support in the planning, hosting, and facilitation of this discussion.

The online event featured 2SLGBTQIAP+¹ community experts and researchers who shared their insights about how the City of Regina could tangibly support 2SLGBTQIAP+ communities. During this event, 2SLGBTQIAP+ community members were asked to participate in a conversation where they answered the question: “What does a 2SLGBTQ+ Action Plan look like for the City of Regina?”

Based on this community engagement, Councillor LeBlanc wrote motion MN22-4 2SLGBTQIAP+ Communities in Regina. The motion was considered at City Council and passed unanimously on June 15, 2022.

In September 2022, Ivy + Dean Consulting was hired by the City of Regina to lead the community engagement activities required to fulfill the obligations in MN22-4.

¹ 2SLGBTQIAP+ is an acronym which refers to Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex, asexual, pansexual and more. While the acronym used to refer to gender and sexually diverse communities may differ depending on the individual, cultural community, or organization, this acronym was selected for this report as it mirrors the acronym used in the City of Regina motion that led to the commissioning of this work. A full glossary of terms can be found in the appendix of this report.



ALLAN HALL // QUEEN CITY PRIDE

Project Approach, Scope & Development

In the spirit of the City of Regina’s Community Safety & Well-being Plan (CSWB), our team approached this project through the CSWB Plan’s Foundational Commitments of:

- Accessibility
- Anti-oppression
- Anti-racism
- Collaboration
- Diversity
- Equity
- Intersectionality
- Inclusion; and
- Reconciliation.

This project included the following scope:

- Development and facilitation of a 2SLGBTQ+ Reference Group
- Community engagement plan on points 4, 5 and 6 of MN22-4 (with exception of point 4.e)
- Policy review and recommendations relating to the City of Regina's human resources policies
- Report summarizing results of engagement, including concrete steps, funding, programs and approaches which the City of Regina can implement to improve the lived experience of 2SLGBTQIAP+ people

2SLGBTQ+ Reference Group

A 2SLGBTQIAP+ Reference Group was recruited and established early in the project to guide and approve the community engagement plan, develop exploratory questions, identify potential collaborators, and to review the final report and recommendations submitted to the City.

This Reference Group included representatives from the four 2SLGBTQIAP+ organizations that serve Regina: Queen City Pride, the Gay & Lesbian Community of Regina, TransSask Support Services, and UR Pride Centre for Sexuality & Gender Diversity, as well as from Newo Yotina Friendship Centre's Two Spirit Group. Additionally, the Reference Group included three employee representatives from the City of Regina, and five representatives made up of 2SLGBTQIAP+ community members with professional experience in topics related to the motion. All Reference Group members identified as belonging to 2SLGBTQIAP+ communities, and also included individuals who identify as BIPOC², disabled, trans, newcomers, and/or seniors.

Reference Group members were selected collaboratively by Shayna Stock, Coordinator, Community Wellbeing & Inclusion at the City of Regina and Jacq Brasseur, Lead Consultant at Ivy + Dean Consulting.

Community Engagement Plan

In determining the community engagement activities, Ivy + Dean presented the 2SLGBTQ+ Reference Group with a draft list of activities, their targeted audience, and connection to MN22-4. The Reference Group reviewed this plan and provided the following prioritized activities:

- Discussion group with 2SLGBTQIAP+ people
- Interviews with 2SLGBTQIAP+ people
- Research survey for all people living in Regina
- Discussion group with 2SLGBTQIAP+ civil society organizations (CSOs)
- Survey for CSOs funded by the City of Regina
- CSO-led discussion groups
- Community recreation and family events

A list of the activities including the date they were hosted, location, and more can be found in the full report.

In addition to these activities, we hosted a webinar for CSOs to learn how to host their own discussion group. Organizations that hosted their own discussion groups included YWCA Regina, Queen City Pride, Listen to Dis', Newo Yotina Two-Spirit Group, Creative Options Regina, John Howard Society Regina, UR Pride's Youth Group, and UR Pride's 55+ Club.

We invited the following organizations to host their own discussion groups, however they were unable to do so due to issues of capacity: Black in Sask, Gay & Lesbian Community of Regina, TransSask Support Services, Regina Seniors' Centre and the Regina Open Door Society.

² BIPOC is an acronym used to describe people who are Black, Indigenous or People of Colour.



Employee Engagement Activities

The following employee engagement activities were developed in collaboration with People & Organizational Culture (P&OC) at the City of Regina, and validated by employee representatives on the 2SLGBTQ+ Reference Group:

- Discussion groups with 2SLGBTQ+ employees
- Online discussion forum for 2SLGBTQ+ employees
- Discussion group with allied employees
- Discussion group with Indigenous employees
- Interviews with 2SLGBTQ+ employees
- Written survey for all employees

A list of the activities including the date they were hosted, location, and more can be found in the full report.

Data Collection, Analysis & Review

All Ivy + Dean hosted interviews and discussion groups were recorded, transcribed, and anonymized. Due to the close and tight-knit 2SLGBTQ+ community in Regina, participants who requested interviews were invited to speak with a member of the team that they did not know personally.

CSOs who hosted their own discussion groups were asked to submit notes taken throughout their discussion group. They were encouraged to identify two note-takers to mitigate bias.

Survey data was collected using SurveySparrow, a platform similar to SurveyMonkey.

This data was analyzed using thematic coding, capturing consistent or reoccurring themes or topics shared by participants. No codes were pre-established. Our Research & Data Analysis Consultant performed an initial reading of all data and identified codes for use by all research team members. Initial findings were shared with the 2SLGBTQ+ Reference Group, who were invited to share feedback and concerns. Reference Group Members did not share any concerns.

Policy Review & Recommendations

Ivy + Dean undertook a policy review of relevant human resources policies and provided an assessment to People & Organizational Culture (P&OC) regarding which policies should be reviewed more fully based upon our recommendations.

These policy review documents were provided directly to Nancy Amyotte, Senior Human Resources Advisor, and are not included in the full report.

Summary of Findings

The City as an Employer

Consultations with City of Regina employees were incredibly rich. Employees were asked questions related to five key areas and the following findings emerged:

1. Employee Equity, Hiring & Recruitment

Experiences of 2SLGBTQIAP+ employees at the City of Regina were varied and diverse, based upon age, identity, the department that they worked within, and the extent to which they are out³ in the workplace. Overall, 2SLGBTQIAP+ employees agreed that current data collection on employee demographics lack adequate opportunities for 2SLGBTQIAP+ employees to identify themselves. Employees disagreed on whether their gender or sexual identity impacted their advancement, but that any impact is due to unconscious bias rather than malicious action. Employees also commented on the lack of 2SLGBTQIAP+ representation within leadership at the City which, again, was thought to be related to unconscious bias. Finally, employees spoke about the potential divide between office and operational departments at the City, with one employee referencing a feeling of “luxury” that they work in a department that seems to understand the importance of diversity more so than other departments.

2. Human Resources Processes

Employees spoke to both the City’s Respectful Workplace Policy and Name Change Policy. While both 2SLGBTQIAP+ and non-2SLGBTQIAP+ employees agreed that the Respectful Workplace policy provides clear directions and expectations to mitigate discriminatory behaviour in the workplace, some employees shared their concerns with how policy procedure expects employees to first engage with the person who they are in conflict with in order to begin the resolution process. This procedural first step does not account for employees who do not feel safe to stand up for themselves.

Regarding the Name Change Policy, employees believe the process to be quite simple, however upon further questions it became clear that further education and information is needed for employees to confidently understand the process and how to access information on the policy procedure.

Furthermore, employees shared that information was only accessible through CityConnect which is not available to all City of Regina employees. Finally, Indigenous employees shared how this policy connects to the importance of Indigenous names and how name-related practices at the City, such as character limits on emails, prevents Indigenous employees from being able to express their sense of self.

3. Physical Space & Infrastructure

Gender neutral spaces were the main focus of discussion regarding physical space and infrastructure within City facilities and the lack of both gender neutral washrooms and change rooms within all City buildings. Of particular note was that gender neutral washrooms are often also the accessible washroom within a building, leading to increased demand from both disabled employees and citizens and transgender employees and citizens.

Additional findings included the lack of adequate access to women’s change rooms and washrooms for employees within operational settings, along with feedback from Indigenous employees who noted that at present noteworthy rooms within City buildings are named after Colonial Figures and that a change to using Indigenous leader’s names may make City buildings feel more inclusive, welcoming, and safe.

3 3 “Being out” refers to a 2SLGBTQIAP+ person being open about their identity in certain contexts.

4. Education & Professional Development

Employees consistently rated education and professional development as valued and important, and overwhelmingly expressed that they believed training should be mandatory for City employees and elected officials. Varied experiences were shared regarding the current Positive Spaces Network Training, however overall employees view education as critically necessary in order to create a more 2SLGBTQIAP+ inclusive work environment.

5. Workplace & Culture

Overall, employees agree that the City of Regina as an employer is making efforts to be more inclusive and were able to identify examples such as the “I Love Regina” Pride t-shirts, the Mayor’s involvement in a drag fundraiser, and participation in Pride Festival events. However, employees were also hesitant that these actions lack depth and may not lead to necessary culture change. When asked for personal experiences within the workplace, 2SLGBTQIAP+ employees gave a very wide array of answers from extremely positive to negative. This wide range of experiences points to a high degree of variability between City departments and how different 2SLGBTQIAP+ identities experience varying degrees of acceptance.

Additional Themes

Outside of these key focus areas, additional themes emerged including:

- Polyamorous Identities in the Workplace
- Employee Resource Group
- Elected Leaders and Impact on Sense of Safety
- Gender Affirming Care and Health Benefits
- Responsibility to the Public

These additional themes are discussed and explored more fully in the full report.



The City as a Service Provider

1. Education & Awareness for City Staff

Similar to feedback from employees regarding educational training, participants who took part in our community-based discussion groups also voiced support for mandatory training for all staff. However certain departments, such as Transit, were flagged as especially needing training. Additionally, many participants requested that training be intersectional in approach in order to ensure that City staff have an understanding of how 2SLGBTQIAP+ identity intersects with other identities (e.g. being Indigenous and 2SLGBTQIAP+). Finally, the Mayor and Council were also flagged as a group that many participants wanted to see complete mandatory training.

2. Safety & Visibility

Feedback included the need for identifiable 2SLGBTQIAP+ imagery and symbolism within City spaces and that the addition of gender neutral washrooms within spaces makes them feel included, comfortable, and safe. Beyond flags and symbols, participants expressed desire to see 2SLGBTQIAP+ art and visibly 2SLGBTQIAP+ employees working at the City, and that the current lack of visibility leads to feel a lack of confidence in City staff or programs to be safe and inclusive spaces, free of harassment. Of particular note, was feedback from an entirely Two Spirit discussion group where all participants expressed only negative thoughts about living in Regina.



ALLAN HALL // QUEEN CITY PRIDE

3. Perception of the Mayor & City Council

Connected to feelings of safety and visibility, participants repeatedly spoke of the harm and feelings of animosity between City Council and the 2SLGBTQIAP+ community. Participants shared their concerns that opinions openly shared by Councillors during the conversion therapy debate may also be held by City employees. While some participants acknowledged that Mayor Sandra Masters has made meaningful and purposeful efforts to engage with 2SLGBTQIAP+ organizations and communities, such as her participation in the Drag Fundraiser with Lulu's Lodge, it was clear that recent Council debates have caused harm for many participants.

4. 2SLGBTQIAP+ Inclusive Programming & Spaces

While our findings showed consistent negative experiences by participants who access City facilities and programming, some participants shared that while they weren't comfortable to be fully out and open when accessing City facilities, they did feel safe. Participants voiced strong enthusiasm for 2SLGBTQIAP+ specific events and programming, primarily at aquatic and fitness centres, and stated they were extremely interested in 2SLGBTQIAP+ family programming, whether they were part of the community or not. Finally, participants offered the idea that by providing 2SLGBTQIAP+ specific programming, community members may then feel more comfortable to visit City facilities and programming outside of 2SLGBTQIAP+ specific events.

5. Regina Public Library as an Inclusive Space

Regina Public Library (RPL) was consistently identified as a place that offered positive experiences for 2SLGBTQIAP+ people and families, with some participants saying that RPL was the only City space that they felt safe in. Participants identified that RPL employs visibly 2SLGBTQIAP+ staff and seemed intentional within their programming and leadership, resulting in an overall feeling of safety and trust from participants.

6. Expansive Definitions of Family

Both 2SLGBTQIAP+ and allied participants stated that the City's current definition of family, "2 adults over 25 years of age and up to 8 additional members of the same household", does not adequately work for their family. Whether coming from a family with young parents, families with multiple parents, or families who do not all live within one household, participants expressed confusion with the current definition. While participants were certain City staff would not challenge them while accessing City facilities, the definition left participants feeling alienated and confused.

7. Social & Health Needs of 2SLGBTQIAP+ People

In every engagement activity participants highlighted their social and health needs as they relate to accessing City services. Of particular note, participants routinely tied their social and health outcomes to City of Regina transit, and therefore the need to feel safe and included when utilizing transit services. Housing was also listed as a consistent theme, related to the fact that since 2SLGBTQIAP+ people are more likely to be low income, 2LGBTQIAP+ people can often struggle to find inclusive and safe housing.

The full report goes into depth on each of the following areas and how 2SLGBTQIAP+ identities intersect with the following identities to create specific needs:

- Specific Needs of 2SLGBTQIAP+ Older Adults
- Specific Needs of Two Spirit and 2SLGBTQIAP+ Indigenous People
- Specific Needs of Disabled 2SLGBTQIAP+ People and 2SLGBTQIAP+ People with Disabilities
- Specific Needs of 2SLGBTQIAP+ Youth Under 19

The City as a Funder

Consultations with community organizations were done with two audiences: 2SLGBTQIAP+ organizations who may or may not access City of Regina funding, and all community service organizations (CSOs) who do currently access City of Regina funding. Consultations were structured through a discussion group with 2SLGBTQIAP+ organizations and a survey administered to CSOs who received City funding in 2022.

The City of Regina currently provides the following funding streams:

- Cultural Grants
- Social Development Grants
- Adapted Sport & Recreation Grant
- Hosting Grants
- Special Events Grants
- Harm Reduction Grants
- Snow Angels Community Grants
- Winter Initiative Grants

Of grants awarded within the 2022/23 fiscal year, the following was found regarding 2SLGBTQIAP+ outcomes:

- 3 grants were awarded to 2SLGBTQIAP+ organizations
- \$29,040 in total funding was distributed amongst these 3 grants
- 100% of 2SLGBTQIAP+ organizations who applied for funding, were awarded at least partial funding
- 0.95% of Social Development and Cultural Grant funds were awarded to 2SLGBTQIAP+ organizations

Our consultations with 2SLGBTQIAP+ organizations and general CSOs resulted in the following findings:

1. Underfunding of 2SLGBTQIAP+ Organizations

Leaders within 2SLGBTQIAP+ organizations unanimously reported trends of underfunding, both by the City of Regina and other funders, which is supported by our analysis of the City of Regina’s funding distribution. 2SLGBTQIAP+ Organization Leaders spoke to potential reasons for underfunding such as: potential bias of funding adjudicators, lack of awareness of funding opportunities, and a lack of capacity to apply for funding. The organizations also spoke to the barriers created by annual funding cycles and also suggesting the creation of designated funding for 2SLGBTQIAP+ organizations, in order to mitigate the risk of bias from adjudicators and to counter the history of 2SLGBTQIAP+ organizations being underfunded.



2. Misunderstanding of 2SLGBTQIAP+ Sector & Needs by Funders

2SLGBTQIAP+ organizations also spoke to the need for funders at all levels to better understand the range of programs, services, and events that 2SLGBTQIAP+ organizations provide. A particular focus of the conversation was Gay & Lesbian Community of Regina, which owns and operates Q Nightclub, Regina’s only gay bar. Participants noted that mainstream understandings of a bar fail to fully encapsulate all that Q Nightclub offers to the community, and that within 2SLGBTQIAP+ communities gay bars offer events and programming outside of what is typically thought of in terms of “bar culture”.

3. Collaborations for 2SLGBTQIAP+ Communities

Another theme that emerged was the need for collaboration between 2SLGBTQIAP+ organizations and that the current City of Regina funding models can result in competition rather than collaboration between organizations.



4. 2SLGBTQIAP+ Inclusion in City-funded Organizations

In order to fully assess 2SLGBTQIAP+ inclusion within City-funded organizations, Ivy + Dean distributed a funding survey to all organizations that received funding in 2022. Thirty organizations responded to the survey and provided the following insights:

- 96.5% of respondents support or want to support 2SLGBTQIAP+ inclusion within their organization
- 73% of respondents agreed or strongly agreed that CSOs have an obligation to build 2SLGBTQIAP+ inclusion and capacity for inclusion
- 83% if respondents agreed or strongly agreed that CSOs should be expected to provide services or programs that are welcoming of 2SLGBTQIAP+ people
- 76% of respondents agreed or strongly agreed that funders have an obligation to ensure that organizations they fund are inclusive of all communities, including 2SLGBTQIAP+ people
- 3.5% of respondents agreed or strongly agreed that if the City of Regina required them to be inclusive of 2SLGBTQIAP+ communities, that it would impact their ability to apply for funding

The City of Regina's current funding applications require applicants to indicate their commitment to reconciliation and the TRC's Calls to Action. So while 2SLGBTQIAP+ CSOs and community members gave mixed feedback on how to navigate the addition of 2SLGBTQIAP+ inclusion within City of Regina funding applications, the City of Regina has in fact found ways to adjudicate applications in regards to the need and calls for reconciliation, so similar approaches could be used for 2SLGBTQIAP+ inclusion.

5. Capacity Building of City-funded Organizations

Within the survey that was administered to City-funded organizations within the 2022/23 fiscal year, CSOs were invited to describe their current level of 2SLGBTQIAP+ inclusion, which included indicated which practices had already been implemented within their operational activities. These activities were:

- **Leadership & Governance:** the organization's capacity for inclusive hiring practices, supporting 2SLGBTQIAP+ people in leadership positions, and professional development for working with 2SLGBTQIAP+ communities.
- **Services & Environment:** the organization's ability to maintain a professional service environment that is safe for 2SLGBTQIAP+ people, address potential challenges or harms when they happen, and consult 2SLGBTQIAP+ communities in key areas of service provision.
- **Intersectionality:** the extent to which the organization integrates 2SLGBTQIAP+ inclusion into their work targeting other demographic groups and vice-versa.

Through our survey with these organizations, we invited them to self-report regarding their level of 2SLGBTQIAP+ inclusion. We invited these organizations to share details about their inclusion activities, and, using our own assessment framework, provided them a ranking based on our expertise within the sector. More details about this assessment framework can be found in the full report.

Level of 2SLGBTQIAP+ Inclusion:	Self-Assessment (n=30)	Total Score (n=29)
Affirming (30 - 40)	43%	0%
Well on our way (20 - 29)	7%	10%
Made some progress (10 - 19)	31%	31%
Requires attention (1 - 9)	17%	58%
Not a priority	3.5%	N/A

The assessments show that organizations who accessed Special Event funding scored the lowest followed by organizations who accessed Sport & Recreation funding. This suggests that specific interventions targeting these two groups could provide the most benefit to increasing 2SLGBTQIAP+ inclusion capacity levels.

6. Responsibility of Funders in Supporting 2SLGBTQIAP+ Inclusion

Survey results showed that 76% of respondents agreed or strongly agreed that funders have an obligation to ensure the organizations they fund are inclusive of all communities, including the 2SLGBTQIAP+ community. This suggests an openness to the City including 2SLGBTQIAP+ inclusion as a requirement in funding applications. Only one organization indicated that this requirement would impact their organization.

Finally, in discussing a 2SLGBTQIAP+ specific funding stream, it was noted that both 2SLGBTQIAP+ specific and non-2SLGBTQIAP+ specific organizations offer important and necessary programming for 2SLGBTQIAP+ people. Therefore, if the City were to offer a specific funding stream that it would be inclusive of 2SLGBTQIAP+ programming along with 2SLGBTQIAP+ organizations.

Recommendations from Findings

The following recommendations are representative of both community recommendations and recommendations from Ivy + Dean. The full report provides details regarding which recommendations stem directly from consultants versus community.

City of Regina as an Employer	
MN22-4: 4a.	Including 2SLGBTQIAP+ people under all employee equity policies
C1.	Include 2SLGBTQIAP+ people as a prioritized equity group in hiring
P1.	Develop materials for managers on how to prepare for incoming 2SLGBTQIAP+ employees.
P2.	Ensure interview processes allow and encourage both managers and applicants to share about their experiences and perspectives about inclusion.
P3.	Allow digital or Microsoft Team interviews, when possible.
P4.	Include protections for polyamorous people in anti-harassment and respectful workplace policies.
MN22-4: 4b.	Streamlined name change process for all City staff
P5.	Create material relating to name change processes in the workplace that are available to all employees, including casual, seasonal and temporary employees.
P6.	Develop a name change policy that addresses the urgency of these requests.
P7.	Investigate and implement options for employees to be able to include Indigenous syllabics in their names at work.
P8.	Ensure that employees can change their names in City systems without requiring the provision of legal documentation.
MN22-4: 4c.	Provision of all gender change rooms and washrooms
C2.	Maintain a list of gender neutral change rooms and washrooms in City facilities and make this list available online to the public.
C3.	Write into policy that trans and gender diverse employees have the right to access washrooms and change rooms they are most comfortable in.
C4.	Perform a review of access for women's change rooms and washrooms in City facilities, with a particular emphasis on operational environments.
P9.	Ensure that existing gender neutral washrooms in City Hall and other City facilities are maintained to an appropriate standard.
MN22-4: 4d.	Develop expansive education for all leadership and front-line staff
C5.	Integrate and incorporate the requirement to take mandatory training related to inclusion, such as Truth & Reconciliation training and Positive Spaces Network Training, into the Employee Code of Conduct.
P10.	Identify 2SLGBTQIAP+ employees who can work to co-develop training with existing providers, and pursue a co-facilitation model.
P11.	Provide designated training sessions for employees who are required or urged by their managers to take the Positive Spaces Network training.
P12.	Require 2SLGBTQIAP+ diversity training to be mandatory for all employees, as well as Mayor and City Councillors.
P13.	Perform a review of the Positive Spaces Network training program.

Additional Recommendations Regarding the City as an Employer

- C6. Offer opportunities for employees impacted by anti-2SLGBTQIAP+ discourse surrounding debates at City Council to share their stories with City Administration and leadership.
- P14. Work with managers to identify ways they can address homophobia, transphobia, bullying and harassment when they notice it, even if the person impacted does not want to file an official complaint.
- P15. Implement an Employee Resource Group or Affinity Group for 2SLGBTQIAP+ employees.
- P16. Explore the creation of spaces that can be adapted for employee wellness rooms, breastpumping and chestpumping rooms, prayer rooms, or other private spaces for City employees.



ALLAN HALL // QUEEN CITY PRIDE

City of Regina as a Service Provider

MN22-4: 5a. Include 2SLGBTQIAP+ needs such as all gender changing rooms and trans affirming changing room policies in all facility upgrades and developments

- P17. Renovate older buildings to include more gender neutral washrooms and change rooms, and ensure new buildings have adequate gender neutral facilities.
- P18. Develop policy that affirms trans peoples' rights to use whichever gendered washrooms or change rooms they feel comfortable accessing.
- P19. Review registration forms and similar documents to ensure that 2SLGBTQIAP+ people can properly describe themselves and their families.
- P20. Commission local 2SLGBTQIAP+ artists to create visual art in City facilities and spaces.

MN22-4: 5b.	Include 2SLGBTQIAP+ specific space/programming such as all-body swimming or gym time, all gender youth sports, etc.
<p>C7. Develop program policy that affirms trans and gender non-conforming people, including children, to be able to participate in gendered programs that feel the best for them.</p> <p>C8. Leverage the Public Library’s role as an inclusive space for many 2SLGBTQIAP+ people, and increase visiting hours.</p> <p>P21. Host more 2SLGBTQIAP+ specific programs.</p> <p>P22. Ensure any 2SLGBTQIAP+ specific programs are accessible to disabled people and people with disabilities.</p> <p>P23. Ensure 2SLGBTQIAP+ specific programs are early in the day to allow for families to participate.</p> <p>P24. Collaborate with Two-Spirit and/or Indigenous groups to host programming and spaces that are specifically designed to support Two-Spirit communities.</p> <p>P25. Host non-gendered equivalents of leisure and recreation programs for people of all ages.</p> <p>P26. Seek out community facilitators / instructors who would facilitate 2SLGBTQIAP+ specific programming.</p> <p>P27. Indicate in the leisure / recreation guide which community facilitators / instructors have participated in a Positive Spaces Network training.</p> <p>P28. Create spaces for 2SLGBTQIAP+ specific programming that does not include police presence or symbols of police.</p>	
MN22-4: 5c.	Create priority facility booking and/or permit process for 2SLGBTQIAP+ community events
<p>C9. Improve communication regarding existing staff members (e.g. Community Consultant Special Events, Community Consultant Sport Facilities) at the City of Regina who can act as liaisons for community and volunteer groups who need support on facility booking or permitting processes.</p> <p>P29. Encourage City programming, rec centre and community centre staff to collaborate with 2SLGBTQIAP+ organizations to host events and programs in City spaces.</p> <p>P30. Create event grants to 2SLGBTQIAP+ and other groups led by marginalized communities to be able to host their own programs or events in City spaces.</p>	
MN22-4: 5d.	An analysis of the City’s existing “family” programming, including exploration of whether the implied meaning of family includes family as commonly understood amongst 2SLGBTQIAP+ people
<p>C10. If admission is based on household, change the name of “Family Admission” to “Household Admission”.</p> <p>C11. Adopt and promote a more expansive understanding of family for staff across program development purposes.</p> <p>C12. Adopt a “Group Admission” which would allow for families who are in multiple households or chosen families to still use facilities or programs together.</p> <p>P31. Remove the age identify for adults, as well as the requirement for two adults, in the definition of family used for admissions.</p>	

Additional Recommendations Regarding the City as a Service Provider - Local Governance

- C13. In future consultation activities, invite 2SLGBTQIAP+ and other organizations that serve marginalized communities to host their own discussions.
- C14. Consider appointing a Special Advisor to the Mayor on 2SLGBTQIAP+ issues.
- C15. Strike and maintain a 2SLGBTQIAP+ advisory group for City administration.
- P32. Pursue / recruit 2SLGBTQIAP+ inclusion on City committees.
- P33. City Administration and Council should explore offering a formal apology to 2SLGBTQIAP+ communities for how the motion related to conversion therapy ban overwhelming contributed to a negative public discourse about queer and trans people.
- P34. Ensure that the Mayor, City Manager and Council meet regularly with 2SLGBTQIAP+ organizations and groups.

Additional Recommendations Regarding the City as a Service Provider - Transit

- C16. Write a complementary appendix to the Regina Transit Master Plan that includes 2SLGBTQIAP+ voices, expertise and perspectives regarding topics explored. Ensure that future Transit reviews, or public engagement related to transit include 2SLGBTQIAP+ voices.
- C17. Develop a “Supporting 2SLGBTQIAP+ Riders” resource for transit staff.
- P35. Provide targeted 2SLGBTQIAP+ inclusion training to transit staff, including accessible transit staff.

Additional Recommendations Regarding the City as a Service Provider - Houselessness

- C18. Ensure the inclusion of 2SLGBTQIAP+ voices in any plans or reports related to housing or addressing houselessness in Regina.
- P36. Work with community partners and organizations to fill the gap of safe shelters and housing supports for 2SLGBTQIAP+ adults.

Additional Recommendations Regarding the City as a Service Provider - Policing & Addressing Violence

- P37. Identify alternatives to armed responders for mental health crises.
- P38. Invest in supports and resources for survivors and perpetrators of violence in the 2SLGBTQIAP+ community that are alternatives from police.



ALLAN HALL // QUEEN CITY PRIDE

City of Regina as a Funder	
MN22-4: 6a.	Create 2SLGBTQIAP+ funding streams. This funding to include intergenerational programs, and serving 2SLGBTQIAP+ people at all stages of life
<p>C19. Encourage existing seniors' organizations or programs that access City of Regina funding to provide information about their inclusion of 2SLGBTQIAP+ older adults.</p> <p>P39. Pilot a 2SLGBTQIAP+ project funding stream for community organizations.</p> <p>P40. Ensure 2SLGBTQIAP+ representation on all grant adjudication committees, and ensure that this representation includes somebody with an understanding of the 2SLGBTQIAP+ sector in Regina.</p> <p>P41. Prioritize 2SLGBTQIAP+ organizations who are seeking investment in capital projects to improve infrastructure for older adults and/or people with disabilities.</p>	
MN22-4: 6b.	Target funding for 2SLGBTQIAP+ within ethno-racial communities
<p>C20. Facilitate and promote partnerships and collaborations between 2SLGBTQIAP+ and ethno-racial organizations for City-funded projects.</p> <p>P42. In any 2SLGBTQIAP+ project funding stream, ensure that ethno-racial organizations, even those that are not 2SLGBTQIAP+ led, can apply and be considered for funding.</p>	
MN22-4: 6c.	Require as a condition of all funding that the applicant/recipient provides services which are available and inclusive of 2SLGBTQIAP+ people
<p>C21. Any changes to City funding application requirements should be accompanied by supportive capacity building initiatives.</p> <p>P43. Amend the application for City funding to ask if proposed projects are open and inclusive of all people, including 2SLGBTQIAP+ communities.</p>	
Additional Recommendations Regarding the City as a Funder	
<p>C22. Ensure that existing grant or program officers at the City are knowledgeable about the 2SLGBTQIAP+ community sector, and hire people with experience in the 2SLGBTQIAP+ community sector.</p> <p>C23. Review The Enchanté Network's recommendations for funders regarding supporting 2SLGBTQ+ organizations.</p> <p>P44. Promote the existence of City staff who act as community liaisons in the City of Regina funding departments.</p> <p>P45. Host webinars and information sessions for community organizations in Regina to learn more about funding opportunities.</p> <p>P46. Specifically invite 2SLGBTQIAP+ organizations to apply for City funding.</p>	

Conclusion

2SLGBTQIAP+ people and our allies are an important part of what makes Regina such a vibrant place to live. We have unique experiences of this place, and this city is our home, just as much as it is anybody else's.

It has been an honour for our team to be able to work on this project. Supporting the city that we live in to better help and meet the needs of our community has felt like a big start in building a meaningful, reciprocal, and respectful relationship between 2SLGBTQIAP+ people and our City government.

Whether participants were sharing stories of negative experiences at City facilities, or positive memories of some of their favourite places and interactions at the City, we took our responsibility seriously in translating all of the data and information we learned into purposeful and tangible recommendations to contribute to a more inclusive municipality for all.

Unfortunately, as we heard from one participant, "there aren't enough safe spaces to exist here" for 2SLGBTQIAP+ people in the City. We hope, that one day, this city will be safe for everyone, no matter their gender or sexuality.

We believe that this work commissioned by the City, and the deep, genuine commitment from employees at the City who worked on this project, brings us one step closer to accomplishing this goal.



CHRISTINE SELINGER // QUEEN CITY PRIDE



“There aren’t enough safe spaces to exist here”

A report on the experiences of 2SLGBTQIAP+ people with the City of Regina



ANDREA NORBERG // QUEEN CITY PRIDE



REGINA

February & March 2023

About this Report

Provided by Ivy + Dean Consulting, this report includes the details and findings of a project commissioned by the City of Regina to consult with 2SLGBTQIAP+ and allied communities about their experiences interacting with and working for the City of Regina.

Acknowledgements

This report was written by Jacq Brasseur with contributions from Julian Wotherspoon. Thank you to Amanda Guthrie and Kale Maclellan at Ivy + Dean Consulting for their support in editing and reviewing the report.

Thank you to the following people at the City of Regina for their support in reviewing and finalizing this report:

- Shayna Stock, *Social Inclusion*
- Donna Mitchell, *Policy & Grants*
- Bobbie Selinger, *Parks, Recreation & Cultural Services*
- Jamie Lewis, *Communications & Engagement*
- Abby Schneider, *Communications & Engagement*
- Maria Burns, *People & Organizational Culture*
- Nancy Amyotte, *Indigenous Relations*
- Jamie Hanson, *Facilities Engineering*
- Paul Hoffart, *Facilities Engineering*
- Lindsay DesRochers, *Parks, Recreation & Cultural Services*
- Chrisandra Dezotell, *Parks, Recreation & Cultural Services*
- Nathan Luhning, *Transit & Fleet*
- Kelly Husack, *Community Wellbeing*
- Laura Pfeifer, *Planning & Development Services*

Thank you to the 2SLGBTQIAP+ Reference Group members, including the individuals not named in this report to allow confidentiality. Reference Group members include:

- Ari Giroux, *UR Pride Centre*
- Bren Henderson, *TransSask*
- Nathan Labatt, *Gay & Lesbian Community of Regina*
- Lisa Phillipson, *Queen City Pride*
- Jessica Ramsdel, *Employee representative*
- Carla Harris
- Mwila Munganama
- Mirtha Rivera

Thank you to the Community Organizations who supported the project by hosting their own consultation activities:

- Creative Options Regina
- John Howard Society
- Listen to Dis' Community Arts
- Queen City Pride
- Two-Spirit Group (Newo Yotina Friendship Centre)
- UR Pride Centre for Sexuality & Gender Diversity
- YWCA Regina

Thank you to Queen City Pride for their willingness to supply photos of local people at their festival to accompany this report.

Table of Contents

Background	6
About MN22-4 2SLGBTQIAP+ Communities in Regina.....	6
About Ivy + Dean Consulting.....	6
Project Team	6
Project Approach, Scope & Development.....	7
<i>MN22-4 2SLGBTQIAP+ Communities in Regina.....</i>	<i>9</i>
Community Engagement Plan.....	11
<i>Community & Public Engagement Activities</i>	<i>12</i>
<i>Employee Engagement Activities</i>	<i>13</i>
<i>Data Collection, Analysis and Review</i>	<i>13</i>
Policy Review & Recommendations.....	14
Narrative Approach in Results & Findings	14
The City of Regina as an Employer.....	16
<i>Employee Equity, Hiring & Recruitment.....</i>	<i>16</i>
<i>Human Resources Processes.....</i>	<i>17</i>
<i>Physical Space and Infrastructure.....</i>	<i>18</i>
<i>Education and Professional Development.....</i>	<i>19</i>
<i>Workplace and Culture</i>	<i>20</i>
<i>Additional Themes.....</i>	<i>21</i>
<i>Polyamorous Identities in the Workplace.....</i>	<i>21</i>
<i>Employee Resource Group.....</i>	<i>22</i>
<i>Elected Leaders and Impact on Sense of Safety.....</i>	<i>23</i>
<i>Gender Affirming Care and Health Benefits.....</i>	<i>23</i>
<i>Responsibility to the Public.....</i>	<i>24</i>
The City of Regina as a Service Provider.....	25
<i>Education and Awareness for City Staff.....</i>	<i>25</i>
<i>Safety and Visibility</i>	<i>26</i>
<i>Perception of the Mayor and City Council.....</i>	<i>27</i>
<i>2SLGBTQIAP+ Inclusive Programming and Space.....</i>	<i>28</i>
<i>Regina Public Library as an Inclusive Space.....</i>	<i>29</i>
<i>Expansive Definitions of Family.....</i>	<i>30</i>
<i>Social and Health Needs of 2SLGBTQIAP+ People.....</i>	<i>31</i>
<i>Specific Needs of 2SLGBTQIAP+ Older Adults.....</i>	<i>32</i>
<i>Specific Needs of Two-Spirit and 2SLGBTQIAP+ Indigenous People.....</i>	<i>33</i>
<i>Specific Needs of Disabled 2SLGBTQIAP+ People and 2SLGBTQIAP+ People with Disabilities.....</i>	<i>33</i>
<i>Specific Needs of 2SLGBTQIAP+ Youth Under 19.....</i>	<i>34</i>
The City as a Funder.....	36
<i>About City of Regina Grants & 2SLGBTQIAP+ Organizations</i>	<i>36</i>

<i>List of 2SLGBTQIAP+ Organizations and Groups in Regina</i>	37
Key Themes	39
<i>Underfunding of 2SLGBTQIAP+ Organizations and Programs</i>	39
<i>Misunderstandings of 2SLGBTQIAP+ Sector and Needs by Funders</i>	40
<i>Collaborations for 2SLGBTQIAP+ Communities</i>	41
<i>2SLGBTQIAP+ Inclusion in City-funded Organizations</i>	41
<i>Responsibility of Funders in Supporting 2SLGBTQIAP+ Inclusion</i>	43
Recommendations from Findings	45
Recommendations Relating to the City of Regina as an Employer	45
<i>MN22-4: 4a. Including 2SLGBTQIAP+ people under all employee equity policies</i>	45
<i>MN22-4: 4b. Streamlined name change process (respecting employee identification, email addresses, etc.) for all city staff</i>	47
<i>MN22-4: 4c. Provision of all gender change rooms and washrooms</i>	48
<i>MN22-4: 4d. Develop expansive education for all leadership and front-line staff</i>	49
<i>Other Recommendations</i>	51
Recommendations Relating to the City of Regina as a Service Provider	53
<i>MN22-4: 5a. Include 2SLGBTQIAP+ needs such as all gender changing rooms and trans affirming changing room policies in all facility upgrades and developments</i>	53
<i>MN22-4: 5b. Include 2SLGBTQIAP+ specific space/programming such as all-body swimming or gym time, all gender youth sports, etc.</i>	54
<i>MN22-4: 5d. An analysis of the City’s existing “family” programming, including exploration of whether the implied meaning of family includes family as commonly understood amongst 2SLGBTQIAP+ people</i>	57
<i>Other Recommendations</i>	58
<i>Recommendations Relating to Transit</i>	60
<i>Recommendations Relating to Houselessness</i>	61
<i>Recommendations Relating to Policing & Addressing Violence</i>	62
Recommendations Relating to the City of Regina as a Funder	62
<i>MN22-4: 6a. Create 2SLGBTQIAP+ funding streams. This funding to include intergenerational programs, and serving 2SLGBTQIAP+ people at all stages of life</i>	62
<i>MN22-4: 6b. Target funding for 2SLGBTQIAP+ within ethno-racial communities</i>	64
<i>MN22-4: 6c. Require as a condition of all funding that the applicant/recipient provides services which are available and inclusive of 2SLGBTQIAP+ people</i>	64
<i>Other Recommendations</i>	65
Limitations & Considerations	67
Scope of Work and Timeline	67
Capacity of Community Organizations to Host Consultations	67
Outreach and Recruitment for Participants.....	67
<i>Recruitment of Employees</i>	68
Tight-Knit and Connected 2SLGBTQIAP+ Communities.....	68

Conclusion.....69

Appendices..... 70

Appendix: Complete Table of Recommendations 71

Appendix: Short Term Priorities 75

Appendix: 2SLGBTQ+ Reference Group Terms of Reference77

Appendix: Glossary 82

Background

About MN22-4 2SLGBTQIAP+ Communities in Regina

On March 5th 2022, Councillors Dan LeBlanc and Andrew Stevens hosted an online Zoom panel discussion titled: “We’ve Banned Conversion Therapy: Now What?”. Ivy + Dean Consulting was hired by Councillor LeBlanc to provide community outreach, and support in the planning, hosting, and facilitation of this discussion.

The online event featured 2SLGBTQIAP+¹ community experts and researchers who shared their insights about how the City of Regina could tangibly support 2SLGBTQIAP+ communities. During this event, 2SLGBTQIAP+ community members were asked to participate in a conversation where they answered the question: “What does a 2SLGBTQ+ Action Plan look like for the City of Regina?”

Based on this community engagement, Councillor LeBlanc wrote motion MN22-4 2SLGBTQIAP+ Communities in Regina. The motion was considered at City Council and passed unanimously on June 15, 2022.

In September 2022, Ivy + Dean Consulting was hired by the City of Regina to lead the community engagement activities required to fulfill the obligations in MN22-4.

About Ivy + Dean Consulting

Based in Regina, Ivy + Dean Consulting is a bilingual consulting firm specifically designed to support non-profit and public organizations in incorporating equity into their governance and programming processes. Ivy + Dean’s core team of consultants have over 30 combined years of experience in the non-profit and community sector, mostly within the 2SLGBTQIAP+ human services area.

Ivy + Dean is a Certified LGBT+ Supplier with the CGLCC: Canada’s LGBT+ Chamber of Commerce, meaning that we are certified by Supplier Diversity Alliance Canada as a business that is owned, operated and controlled by a member of the LGBT+ community.

Ivy + Dean is also a member of the Regina & District Chamber of Commerce.

Project Team

The team for this project included:

- **Jacq Brasseur** (they/them), Lead Consultant
- **Julian Wotherspoon** (she/her), Research & Data Analysis Consultant
- **Renée Wahl** (she/her), Jr. Consultant
- **Harmony Grassing** (she/they), Research & Data Analysis Support
- **Kale Maclellan** (she/her), Cultural Consultant
- **Amanda Guthrie** (she/her), Policy Analysis Consultant
- **Nova Latham** (she/her), Administrative Support & Transcription

While not a member of the project team, we also recognize the involvement of Whitney Blaisdell, of Project Play YQR, for her support with data collection during one consultation event.

¹ 2SLGBTQIAP+ is an acronym which refers to Two-Spirit, lesbian, gay, bisexual, transgender, queer, intersex, asexual, pansexual and more. While the acronym used to refer to gender and sexually diverse communities may differ depending on the individual, cultural community, or organization, this acronym was selected for this report as it mirrors the acronym used in the City of Regina motion that led to the commissioning of this work. A full glossary of terms can be found in the appendix of this report.

Project Approach, Scope & Development

In the spirit of the City of Regina's Community Safety & Well-being Plan (CSWB), our team approached this project through the CSWB Plan's Foundational Commitments of **accessibility, anti-oppression, anti-racism, collaboration, diversity, equity, intersectionality, inclusion and reconciliation**.

Accessibility

It was fundamentally important to our team that everybody had access to participating in community engagement activities. We integrated accessibility during activities by using wheel-chair accessible and scent-free facilities when hosting in-person activities, using closed captioning in virtual activities, and offering transportation and childcare support to participants who needed help getting to and participating fully in engagement activities.

Anti-oppression

Our team deeply considered how power may have impacted how participants engaged with us and our work with the City. When designing engagement activities, we made efforts to identify and mitigate the impacts of systemic discrimination on participants.

Our anti-oppressive approach informed the decision to ensure that raw data stemming from this consultation would not be shared directly with the City of Regina, as sharing personal information was identified as a barrier to engagement for participants. This is because many 2SLGBTQIAP+ people distrust institutions of power, including municipalities, due to a long history of shared information being used to target and discriminate against 2SLGBTQIAP+ people.

Anti-racism

QTBIPOC² communities are impacted by both racism and heterocissexism³. When designing and hosting engagement activities, our team made efforts to specifically connect with organizations and community groups that serve Black, Indigenous and people of colour. This included an acknowledgement that mainstream 2SLGBTQIAP+ serving organizations may lack QTBIPOC leadership or deep connections with QTBIPOC communities.

Collaboration

When approaching any community engagement work, our team always prioritizes meaningful collaboration. This entire project, from the development of consultation instruments to hosting consultation activities to finalizing recommendations, was done through collaboration with both 2SLGBTQIAP+ people in Regina, and with civil society organizations (CSOs) in Regina.

Diversity

Leading a large-scale community engagement project requires valuing the diverse experiences that people may bring with them when sharing their perspectives. We aimed to design consultation instruments that made as few assumptions as possible, as we understand that the experience and perspectives of every 2SLGBTQIAP+ person provides valuable insight. Further to this, we invited non-2SLGBTQIAP+ people to share their perspectives and experiences of inclusion with the City of Regina.

2 QTBIPOC is an acronym used to refer to queer and trans Black, Indigenous and people of colour.

3 See glossary.

Equity

While we provided ample opportunities for participation from non-2SLGBTQIAP+ people, we also made efforts to ensure that our community engagement focused on activities that would facilitate “outcomes that are most appropriate for”⁴ 2SLGBTQIAP+ people.

This meant recognizing that not all 2SLGBTQIAP+ people would be comfortable speaking to or working directly with consultants. We provided opportunities for 2SLGBTQIAP+ people in Regina to participate in discussion groups hosted by a wide range of organizations, creating options for community members to participate even if they did not feel comfortable sharing their experiences directly with the consulting team.

Intersectionality

When selecting the consulting team and Reference Group members, it became vital to recognize how the different parts of people’s identities offered them unique insight into how 2SLGBTQIAP+ experiences can intersect and be compounded by other forms of oppression and privilege. This means that we made efforts to build a project team and Reference Group that included trans people, Indigenous 2SLGBTQIAP+ people, 2SLGBTQIAP+ women, QTBIPOC people, 2SLGBTQIAP+ newcomers, 2SLGBTQIAP+ seniors, and 2SLGBTQIAP+ people impacted by poverty.

Inclusion

It was very important to our team that our community engagement activities were not one-size-fits-all. By developing a wide-range of activities, from traditional surveys and discussion groups to community recreation and family events, and hosting these activities in different physical and virtual spaces, we were able to create space for different people to participate.

Reconciliation

Throughout the project, our team aimed to incorporate the spirit of reconciliation and decolonization into all of our work. This included prioritizing needs of Two-Spirit⁵ groups to participate in consultation activities, and in hosting a closed discussion group for Indigenous employees at the City. These purposeful choices acknowledged that Indigenous communities’ relationships to gender, sexuality, and 2SLGBTQIAP+ identities are complex, being deeply tied to culture and the impacts of colonialism.

Through embodying the spirit of these foundational commitments within all activities, we are confident that the community engagement activities, data collection methodology, data analysis, development of recommendations, and provision of this final report accurately provides the City with deep insight into the experiences of 2SLGBTQIAP+ people in Regina.

This project included the following scope:

- Development and facilitation of a 2SLGBTQ+ Reference Group
- Community engagement plan on points 4, 5 and 6 of MN22-4 (with exception of point 4.e)
- Policy review and recommendations relating to the City of Regina’s human resources policies
- Report summarizing results of engagement, including concrete steps, funding, programs and approaches which the City of Regina can implement to improve the lived experience of 2SLGBTQIAP+ people

This scope is explored in further detail on page 11.

4 City of Regina - Community Safety & Well-Being Plan, p. 14

5 See glossary.

Excerpt from the minutes of June 15, 2022 meeting of City Council

MN22-4 2SLGBTQIAP+ Communities in Regina

The following addressed City Council:

- DE22-111 Ariana Giroux, representing UR Pride, Regina, SK
- DE22-112 Aspen Huggins, Regina, SK
- DE22-113 Whitney Blaisdell, representing Project Play YQR, Regina, SK
- DE22-114 Cat Haines, Regina, SK
- DE22-116 Melissa Coomber-Bendtsen, representing YWCA Regina, Regina, SK
- DE22-117 Julian Wotherspoon, Regina, SK
- DE22-118 Jacq Brasseur, Regina, SK

Councillor Dan LeBlanc moved, seconded by Councillor Lori Bresciani, AND IT WAS RESOLVED, that communication CP22-42 Colin Druhan and Patrick Lin, Pride at Work, Toronto, ON, be received and filed.

...

Councillor Dan LeBlanc moved, seconded by Councillor Andrew Stevens that Administration prepare a report for Executive Committee in Q2 of 2023 which explores and makes recommendations regarding:

1. Concrete steps, funding, programs and approaches which the City of Regina can implement to improve the lived experience of 2SLGBTQIAP+ people based on research and a jurisdictional scan of other cities.
2. The inclusion of a 2SLGBTQIAP+ advisory committee and/or a dedicated 2SLGBTQIAP+ Community Consultant within the Community Wellbeing & Inclusion Branch to inform future decisions and programs.
3. The inclusion of a gender-based analysis plus that includes meaningful inclusion of 2SLGBTQIAP+ realities in all reports and matters coming before City Council or committees of Council – in the same way that such reports currently identify potential environmental impacts.
4. The City of Regina as an employer:
 - a. Including 2SLGBTQIAP+ people under all employee equity policies.
 - b. Streamlined name change process (respecting employee identification, email addresses, etc.) for all city staff.
 - c. Provision of all gender change rooms and washrooms.
 - d. Develop expansive education for all leadership and front-line staff;
 - e. Analysis regarding how the part-time nature of City Councillor positions dissuades 2SLGBTQIAP+ people and other marginalized people from seeking those positions. Recommendations flowing from this analysis.
5. The City of Regina as a Service Provider:
 - a. Include 2SLGBTQIAP+ needs such as all gender changing rooms and trans affirming changing room policies in all facility upgrades and developments.
 - b. Include 2SLGBTQIAP+ specific space/programming such as all-body swimming or gym time, all gender youth sports, etc.
 - c. Create priority facility booking and/or permit process for 2SLGBTQIAP+ community events.

- d. An analysis of the City’s existing “family” programming, including exploration of whether the implied meaning of family includes family as commonly understood amongst 2SLGBTQIAP+ people.

6. The City of Regina as a funder:

- a. Create 2SLGBTQIAP+ funding streams. This funding to include intergenerational programs, and serving 2SLGBTQIAP+ people at all stages of life.
- b. Target funding for 2SLGBTQIAP+ within ethnoracial communities.
- c. Require as a condition of all funding that the applicant/recipient provides services which are available and inclusive of 2SLGBTQIAP+ people.

RESULT: CARRIED [Unanimous]

MOVER: Councillor LeBlanc

SECONDER: Councillor Stevens

IN FAVOUR: Councillors: Bresciani, Findura, Hawkins, LeBlanc, Stadnichuk, Stevens, Zachidniak, and Mayor Masters

ABSENT: Councillor Mohl

AWAY: Councillor Nelson¹

¹ When this motion was passed, Councillor Nelson used a different name. In the spirit of supporting people’s chosen names and identities, we have amended Councillor Nelson’s name to reflect the name she uses when this report was written.



2SLGBTQ+ Reference Group

A 2SLGBTQIAP+ Reference Group was recruited and established early in the project to guide and approve the community engagement plan, develop exploratory questions, identify potential collaborators, and to review the final report and recommendations submitted to the City.

A public and open call was posted on social media and distributed to 2SLGBTQIAP+ organizations in Regina to recruit Reference Group members.

This Reference Group included representatives from four 2SLGBTQIAP+ organizations that serve Regina: Queen City Pride, the Gay & Lesbian Community of Regina, TransSask Support Services, and UR Pride Centre for Sexuality & Gender Diversity, as well as from Newo Yotina Friendship Centre's Two-Spirit Group. Additionally, the Reference Group included three employee representatives from the City of Regina, and five representatives made up of 2SLGBTQIAP+ community members with professional experience in topics related to the motion.

Reference Group members were selected collaboratively by Shayna Stock, Coordinator, Social Inclusion at the City of Regina and Jacq Brasseur, Lead Consultant at Ivy + Dean Consulting. Applications for the Reference Group were reviewed with the aim of including a cross-section of lived experiences, professional experience, length of time working at the City, and department representation across the City.

All Reference Group members identified as belonging to 2SLGBTQIAP+ communities. The Reference Group also included individuals who identify as BIPOC, as disabled, as trans, as newcomers, and as seniors.

To respect the confidentiality of Reference Group members, only those individuals who indicated that they were comfortable with their names being included are listed in this report's acknowledgements. The 2SLGBTQ+ Reference Group Terms of Reference is included in the appendices.

Community Engagement Plan

In determining the community engagement activities, Ivy + Dean presented the 2SLGBTQ+ Reference Group with a draft list of activities, their targeted audience, and connection to MN22-4. The Reference Group reviewed this plan and provided recommendations to improve it. Following these recommendations, the Reference Group prioritized the activities in order to ensure that those activities deemed most important took place during the community engagement period.

The final community engagement plan included the following activities throughout January 2023:

- Discussion group with 2SLGBTQIAP+ people
- Interviews with 2SLGBTQIAP+ people
- Research survey for all people living in Regina
- Discussion group with 2SLGBTQIAP+ civil society organizations (CSOs)
- Survey for CSOs funded by the City of Regina
- CSO-led discussion groups
- Community recreation and family events
- Discussion group with 2SLGBTQIAP+ employees
- Online discussion forum for 2SLGBTQIAP+ employees
- Discussion group with allied employees
- Discussion group with Indigenous employees
- Interviews with 2SLGBTQIAP+ employees
- Written survey for all employees

Community & Public Engagement Activities

The following community engagement activities were developed with support from the 2SLGBTQ+ Reference Group. All activities were promoted online using Ivy + Dean's social media and information on our website. Information regarding all engagement activities was also shared with City Councillors.

<p>Discussion groups with 2SLGBTQ+ People Took place on January 15th 2023 • 1pm - 3pm Hosted on Zoom and in-person at the Regent Place Branch, Regina Public Library Meeting Room RP-1 <i>MN22-4 Focus: Section 5</i></p>	<p>Interviews with 2SLGBTQ+ People Available upon request from January 10th to 25th 2023 • 11am - 3pm daily Hosted on Zoom or over the phone <i>MN22-4 Focus: Section 5</i></p>
<p>Research survey open to any person living in Regina Open from January 11th to 27th 2023 Hosted on SurveySparrow <i>MN22-4 Focus: Section 5</i></p>	<p>Family Movie Day Open from January 21st 2023 • 11am - 2pm Hosted at the RPL Film Theatre, Central Children's Branch, Regina Public Library <i>MN22-4 Focus: Section 5.b & 5.d</i> Collaboration with Project Play YQR</p>
<p>All Bodies Swim Open from January 27th 2023 • 9pm - 10:30pm Hosted at the Northwest Leisure Centre <i>MN22-4 Focus: Section 5.a</i> Collaboration with City of Regina, Social Inclusion</p>	<p>CSO-led Discussion Groups Took place between January 19th and February 3rd 2023 Hosted at CSO-identified venues <i>MN22-4 Focus: Section 5</i> Discussions hosted by YWCA Regina, Queen City Pride, Listen to Dis', Newo Yotina Two-Spirit Group, Creative Options Regina, John Howard Society Regina, UR Pride's Youth Group, and UR Pride's 55+ Club</p>
<p>Discussion group with 2SLGBTQIAP+ organizations in Regina Took place on January 18th 2023 • 5pm - 7pm Hosted on Zoom <i>MN22-4 Focus: Section 5.c, 6.a & 6.b</i></p>	<p>Survey for CSOs funded by the City of Regina Open from January 12th to 27th 2023 Hosted on SurveySparrow Emailed to all City-funded CSOs <i>MN22-4 Focus: Section 6.c</i></p>

In addition to these activities, we hosted a webinar for CSOs to learn how to host their own discussion group. CSOs interested in hosting discussion groups were provided with logistical support in the form of a discussion guide, resources for honorariums, and administrative support as needed.

We invited the following organizations to host their own discussion groups, however they were unable to do so due to issues of capacity: Black in Sask, Gay & Lesbian Community of Regina, TransSask Support Services, Regina Seniors' Centre and the Regina Open Door Society. A list of organizations that did participate can be found in the activity schedule above.

Employee Engagement Activities

The following employee engagement activities were developed in collaboration with People & Organizational Culture (P&OC) at the City of Regina, and validated by employee representatives on the 2SLGBTQ+ Reference Group. Information regarding these engagement activities was sent over email to City staff, posted on CityConnect, and were available on Ivy + Dean's website to ensure access for casual and temporary staff.

<p>Discussion groups with 2SLGBTQ+ employees Took place on January 19th 2023 • 1pm - 3pm Hosted on Zoom <i>MN22-4 Focus: Section 4</i></p>	<p>Online discussion forum for 2SLGBTQ+ employees Took place between January 23rd and 27th 2023 Hosted on Discord <i>MN22-4 Focus: Section 4</i></p>
<p>Discussion group with allied employees Took place on January 19th 2023 • 9am - 11am Hosted on Zoom <i>MN22-4 Focus: Section 4</i></p>	<p>Discussion group with Indigenous employees Took place on January 25th 2023 • 9am - 11am Hosted on Zoom <i>MN22-4 Focus: Section 4</i></p>
<p>Interviews with 2SLGBTQ+ employees Available upon request from January 10th to 18th 2023 • 11am - 3pm daily Hosted on Zoom, over text message, in-person (off-site), in-person (on-site) or over the phone <i>MN22-4 Focus: Section 4</i></p>	<p>Written survey for all employees Available upon request from January 10th to 18th 2023 Hosted on SurveySparrow <i>MN22-4 Focus: Section 4</i></p>

Data Collection, Analysis and Review

Data collection for each activity looked somewhat different, depending on the focus or goal of the activity.

All Ivy + Dean hosted interviews and discussion groups were recorded, transcribed, and anonymized. During the recreation and family event, attendees were invited to participate in a short conversation with a member of the research team. These conversations were recorded, transcribed, and anonymized. Due to the close and tight-knit 2SLGBTQIAP+ community in Regina, participants who requested interviews were invited to speak with a member of the team that they did not know personally.

Survey data was collected using SurveySparrow, a platform similar to SurveyMonkey.

CSOs who hosted their own discussion groups were asked to submit notes taken throughout their discussion group. They were encouraged to identify two note-takers to mitigate bias. Some notes shared with us from CSOs included direct quotations of participants while other notes included only major themes or points.

This data was analyzed using thematic coding, capturing consistent or reoccurring themes or topics shared by participants. No codes were pre-established. Our Research & Data Analysis Consultant performed an initial reading of all data and identified codes for use by all research team members.



These codes were organized into categories, which were then explored in an initial report of findings by our Research & Data Analysis Consultant.

These initial findings were shared with the 2SLGBTQ+ Reference Group, who were invited to share any concerns about misinterpretation of data, gaps in data, and areas for future exploration. Reference Group Members did not share any concerns.

Policy Review & Recommendations

Ivy + Dean undertook a policy review of relevant human resources policies and provided recommendations to People & Organizational Culture (P&OC) regarding further analysis.

We requested a list of policies from P&OC, and identified relevant policies for review. Our Policy Analysis Consultant performed a high level review of policies using our professional experience within the 2SLGBTQIAP+ inclusion sector, and provided recommendations regarding their content.

This policy review was not extensive, and did not include specific recommendations regarding each policy. Instead, it involved providing an assessment to P&OC relating to which policies should be reviewed more fully.

These policy review documents were provided directly to Nancy Amyotte, Senior Human Resources Advisor, and are not included in this report.

Narrative Approach in Results & Findings

As a consulting firm with deep roots in community, we made a choice to present our results and findings from community engagement activities using a narrative approach. We want to remind all readers of this report, especially those from the City of Regina, that 2SLGBTQIAP+ people in our City informed every finding, and participated actively in this process.

Too often, 2SLGBTQIAP+ people's voices are unheard or are spoken over. In this report, we have provided direct quotes from the very people in our City who are impacted by these topics and issues. 2SLGBTQIAP+ people generously provided important and insightful perspectives with the goal of making our City a safer and more inclusive place for everyone. We owed it to them to include their voices and stories directly, rather than exclusively through the interpretation of consultants.

A Message from the 2SLGBTQIAP+ Reference Group

The Reference Group would like to commend Ivy & Dean and the City of Regina for their efforts to ensure that this research was undertaken with a diverse group of community members at the helm.

Too often inclusive programs and policy development is undertaken with the best of intentions and unfortunately goes awry of best practice early on due to the lack of consultation with those directly affected by the aforementioned inclusive programs and policy. 2SLGBTQIAP+ people are all too aware of the infinite forms of diversity in infinite combinations that make up our communities, and unless the community is directly and openly consulted in the development and implementation research initiatives there is no way any small group can breach the depth of that diversity. Due to the considerable depth of intersectionality that this endeavor affects, it is vital that this initiative continue to involve members of the 2SLGBTQIAP+ community at all levels. By striking the Reference Group, Ivy & Dean helped set new precedent for how new policy, procedure, and research be undertaken in a positive way.

By striking the Reference Group, the City of Regina and furthermore the Consultant have ensured that 2SLGBTQIAP+ communities are able to determine its own future in Regina. This Reference Group shows a positive step forward toward a future wherein the 2SLGBTQIAP+ community is empowered and valued by the City of Regina. It is our belief that by continuing this initiative a brighter future for all can be achieved. The Reference Group would encourage members of the community from all walks of life to consider the results of this research as significant and important. Through regular consultation with the Reference Group, Ivy & Dean has ensured a reduction in bias and perceptual filters throughout the research process.

Having a consultant enter this project with the intent to develop an inclusive community reference group to direct their research methods is bold, forward, and vital. Ivy & Dean has, by striking the Reference Group, created a vital resource for the City of Regina's further inclusive development and future.

— Written by Ariana Giroux & Carla Harris

On behalf of the 2SLGBTQIAP+ Reference Group

Summary of Findings

We heard from a significant number of 2SLGBTQIAP+ and allied people living in and working at the City of Regina, and much of what we heard supports the jurisdictional scan performed by the University of Regina commissioned by the City for the same project. Overall, we consulted with over 45 employees, over 105 members of the public, and over 30 community organizations.⁶

While our consultations were designed to focus on items directly mentioned in MN22-4, it is important to acknowledge the additional themes that arose from these consultations. When possible and appropriate, we will provide our professional opinion on the connections between these additional themes and their potential future implications.

The City of Regina as an Employer

Consultations with City of Regina employees were incredibly rich. Employees were asked questions related to five key areas:

1. Employee Equity, Hiring and Recruitment;
2. Human Resources Processes;
3. Physical Space and Infrastructure;
4. Education and Professional Development;
5. Workplace and Culture.

Outside of these key focus areas, additional themes emerged including:

1. Polyamorous Identities in the Workplace
2. Employee Resource Group
3. Elected Leaders and Impact on Sense of Safety
4. Gender Affirming Care and Health Benefits
5. Responsibility to the Public

Employee Equity, Hiring & Recruitment

A wide range of experiences exist for 2SLGBTQIAP+ employees in the workplace, depending on factors such as department, age, identity within the 2SLGBTQIAP+ communities, and extent to which they are out⁷ in the workplace. Different employees offered perceptions of barriers that may exist for 2SLGBTQIAP+ people when applying for work at the City and opportunities for 2SLGBTQIAP+ employee's advancement.

2SLGBTQIAP+ employees reported that existing data collection regarding employee demographics lack adequate opportunities for 2SLGBTQIAP+ employees to identify themselves as belonging to an equity-seeking group.

2SLGBTQIAP+ employees disagreed about whether their gender or sexual identity impacted their advancement at the City, with some suggesting that there may be some negative impact. In general, employees considered this to be unconscious bias rather than malicious action. Other 2SLGBTQIAP+ employees shared that they felt their performance was the only factor impacting their advancement. This outcome was similar when participants were asked about opportunities for advancement. Some pointed to the lack of 2SLGBTQIAP+ people in leadership roles at the City and hypothesized about why this might be the case, making connections between unconscious bias and career growth:

6 It should be noted that some of those consulted may have participated in multiple activities, and they would have been counted twice.

7 "Being out" refers to a 2SLGBTQIAP+ person being open about their identity in certain contexts.

“I’ve also only been here a couple of years and maybe haven’t seen enough to know for sure but I suspect that like, unconscious bias, contributes to easier promotion for straight people.” *(2SLGBTQIAP-identified employee)*

Some 2SLGBTQIAP+ managers did participate in the consultation, some who were closeted and some who were out at work. 2SLGBTQIAP+ people in management and leadership positions indicated that they’re often approached by less senior employees, and encouraged to speak out on behalf of those who feel less comfortable or secure in their positions. This suggests that there is an important role for 2SLGBTQIAP+ managers and leaders to play at the organization, in acting as a voice for those who are not comfortable challenging anti-2SLGBTQIAP+ behaviour in the workplace.

On recruitment, few employees identified specific barriers they faced personally when applying to work at the City of Regina. However, many spoke about the potential divide between office and operational departments at the City. For example, one 2SLGBTQIAP+ employee referenced a feeling of “luxury”, working within a department that seemed to understand the importance of diversity and inclusion more so than others. Another 2SLGBTQIAP+ employee shared that when they make efforts to encourage 2SLGBTQIAP+ friends to apply into labour roles, there is a hesitancy because of a concern that those spaces “aren’t safe for people like [them].”

Human Resources Processes

Both 2SLGBTQIAP+ and non-2SLGBTQIAP+ employees agreed that the City of Regina's Respectful Workplace policy does provide clear directions and expectations to mitigate risk of anti-2SLGBTQIAP+ behaviour occurring in the workplace. Some employees suggested that while P&OC would most likely interfere when instances of homophobia or transphobia in the workplace were brought to their attention, there are some scenarios where this type of discrimination or workplace violence is not recognized by those within P&OC.

When considering how employees are often expected to address interpersonal conflicts individually before bringing them to the attention of management, one 2SLGBTQIAP+ manager offered this perspective:

"If employees have an issue with another employee, the first step an employee is supposed to do is confront the person they're having a problem with and try to deal with it between themselves. [...] I've always been worried about that because, let's face it, not everyone stands up for themselves, and we need the policies for people like that. That's what you need, they need to know this city has their back." *(2SLGBTQIAP-identified manager)*

Employees were invited to share their insight into the name change process at the City of Regina, and while the majority of employees explained that they believed the process was pretty simple, few employees could describe the process itself. Most employees were confident that they would be able to find the information about how to change their name in the workplace. However, it was identified that this information is only available on CityConnect or directly from your manager. While this may seem like an effective way of sharing this information, many employees do not have access to City of Regina email addresses and databases, managers may not have up-to-date knowledge, and employees may not be willing to approach their manager with this issue.

There was a difference of understanding amongst employees about whether or not City employees could change their names without having gone through a legal or governmental name change. Throughout employee consultations, we did not hear from any employee who expressed a concern about their colleagues being able to use non-legal names in the workplace. Some employees recognized that it may not be possible to only use a person's chosen name throughout the entire organization (on their benefit documents, for instance), but there was agreement that employees should be able to have their chosen name appear on any front-facing materials.



While name change processes are an important tool for transgender employees to exist authentically at work, Indigenous employees offered insightful perspectives into how processes around names also impact them in negative ways. Indigenous employees were unsure about their ability to use Indigenous or family names that have syllabics, or are longer than most European names. These employees offered a cultural understanding that names carry importance for people's identities and sense of self, and expressed concern that processes requiring shortened names such as in City email addresses are inappropriate.

Physical Space and Infrastructure

A major finding in relation to physical space at the City of Regina is that there are not enough gender neutral washrooms and change rooms for non-binary employees. The first floor gender neutral bathroom at City Hall was discussed at length throughout multiple consultation activities with employees expressing concern that this bathroom was broken or out of order for significant periods of time. Employees also offered concerns that this washroom is only one of the few accessible washrooms, meaning that there may be increased demand from both disabled employees and trans or non-binary employees.

Throughout discussion about gender neutral and trans-inclusive washrooms, it became evident that it is not only 2SLGBTQIAP+ communities being impacted by how gendered washrooms and change rooms have been set up in City facilities. We heard overwhelmingly from employees in operational settings that there is also a lack of adequate access to women's change rooms and washrooms. This is a particular concern in older buildings.

While consultation instruments related to physical space and infrastructure for City employees focused mostly on gender neutral washrooms and change rooms, employees offered some insight into the way in which City spaces could be more welcoming to both their colleagues and to the public.

"[...] City Hall, which in my mind should be a more public building than it is and usually people come into pay, their taxes or whatever and leave, but when the homelessness motion was happening at Budget at Council, and there were, like, so many people in there feeding each other, just hanging out chatting. Animating our spaces, I think, goes a long way to making me feel more like I'm a part of a community and not just, like, in this sterile, alienating environment." (2SLGBTQIAP-identified employee)

Indigenous employees in particular offered important insight into how their physical workplaces could improve and become more welcoming for both 2SLGBTQIAP+ and non-2SLGBTQIAP+ employees alike:

"All of our rooms are named after Colonial Figures. I think a few name changes of a few rooms to Indigenous leaders, or whatever that may be, to make them a little more inclusive, and a welcoming safe environment. I think a small thing [like that] goes a long way." (*Indigenous and allied employee*)



Education and Professional Development

Education and professional development training were consistently valued by the vast majority of employees, including both 2SLGBTQIAP+ and non-2SLGBTQIAP+ employees. However, varied opinions were given on the existing Positive Spaces Network training program that is currently being offered for City employees.

Employees overwhelmingly expressed that they believed the training program should be mandatory for all City representatives, including elected officials. This was named multiple times, throughout almost every consultation activity and conversation. Employees felt that with only voluntary participation, it felt like "preaching to the choir", while their peers who may need more help in challenging ignorance or anti-2SLGBTQIAP+ sentiments were unlikely to attend on their own. Access to training was also identified as an issue, as learning calendars are posted in locations that are not accessible to all employees, particularly casual or seasonal staff.

It was acknowledged that making any training mandatory could lead to undesired outcomes, such as 2SLGBTQIAP+ people being forced to share space with people who may express anti-2SLGBTQIAP+ attitudes. Employees suggested offering multiple trainings, one for those who require some extra support in challenging ignorance, and one for others who already consider themselves allies.

Both 2SLGBTQIAP+ and non-2SLGBTQIAP+ employees expressed negative experiences with the facilitators of the Positive Spaces Network training, explaining that it did not feel like a safe space where people could learn or ask questions, with various employees recounting specific examples.

"The [...] facilitator has not made it a safe space and I again have had employees come to me, and this breaks my heart, come to me and apologise to me and I'm like 'What're you talking about? You haven't done anything!' I just think that a training session that is supposed to be about celebrating and acknowledging people's differences has become a very traumatising experience for people that is actually really not doing our community a service." (*2SLGBTQIAP-identified manager*)

Other employees expressed positive experiences with the training, expressing an interest in being able to take it more regularly and have opportunities to apply their learnings in the workplace. Aside from the Positive Spaces Network training, employees expressed an appreciation of other kinds of training that the City offers such as bystander training, unconscious bias training, and respectful workplace training.

"I think I took that training like a while back. It's a good reminder to retake it, actually, because it's been a while. I mean, I think, that the criticism that I have of almost all training, and probably any organisation, is that, like the training is good, but you actually have to use what's in the training regularly afterwards for it to stick." *(allied employee)*

"In that [Positive Space] training I took I learned things I didn't even realize. Like, where, say, someone says 'what did you do on the weekend?' and everyone else says 'I did this with my wife' or whatever, I didn't realize that maybe, even though the person's gay, and out, open, they might not say 'Well I went with my husband or my boyfriend to the movies.' They might not even say that because they don't feel safe enough, even though they're open." *(2SLGBTQIAP-identified employee)*

"I will say that a lot of the training that I've done at the city around like creating safe spaces, bystander training, is that I'm always amazed at the, like the broad spectrum of departments that are represented, and how active a lot of people are in the conversations that, like my own assumptions, are like 'Wow! Amazing, someone who works over the landfill is like super-dedicated to making sure that space is like open and supportive and that's amazing', you know?" *(allied employee)*

Workplace and Culture

Overall, employees agree that the City of Regina is making efforts to be supportive and incorporate 2SLGBTQIAP+ inclusion into the organization. Examples of these efforts described by employees include the "I love Regina" Pride t-shirts, participating in the Pride parade, and the current Mayor's involvement in a drag fundraiser. While appreciating these efforts, 2SLGBTQIAP+ employees expressed that they felt this work was often symbolic and performative, rather than meaningful inclusion.

"It's kind of the rainbow washing that comes with pride month, and I don't believe that that's any of the City's intention, but [...] it's more like: 'everybody's doing it, so we're doing it' kind of thing, and it should be more of the community." *(2SLGBTQIAP-identified employee)*

Allied employees echoed this concern and shared more insight into how these performative actions furthered the divide between office and operational departments:

"I participated in at City Hall last year, during Pride Month, which was pretty well attended, but to my assessment there, I don't think there were very many employees from operational areas... like, how many people were told: 'Okay, you can stop doing forestry work for three hours to go downtown if you want to'... like, inviting [them] specifically to stop [their] work to go and attend this." *(allied employee)*

Employees across the organization expressed an overall sense that some managers may lack understanding of how participating in any kind of workplace or community event benefits the City as a whole. We heard from employees about a fear that some supervisors perceive their desires to participate in events as an interest in getting paid time off work, which indicates unequal access to participation between hourly and salaried employees. For instance, an hourly employee who wants to participate at the Pride festival during the work day ends up losing a whole days' pay, while a salaried employee is able to attend as part of their day-to-day activities.

Some 2SLGBTQIAP+ employees identified that the City of Regina was a welcoming and inclusive place to work, and that they felt as though they could be their authentic selves in the workplace. A lot of these employees identified specific individuals in their department or office that contributed to these inclusive spaces.

"It comes down to individual relationships and I think about all the people that I've interacted with [that] have been very accepting, understanding, [and] inclusive. [...] I recently facilitated a training for supervisors and I could openly talk about my husband [...] and everyone was just like, [...] there was no judgement in that space and so I would say overall, incredibly accepting and welcoming and there are some key leaders. I think about my boss, he has always been fantastic and just really understanding." (2SLGBTQIAP-identified manager)

Other 2SLGBTQIAP+ employees shared negative experiences that contrasted heavily with their peers who shared positive stories. Many expressed feeling as though they shouldn't speak about their identity or personal lives in the workplace. Incidents described by 2SLGBTQIAP+ employees included use of anti-2SLGBTQIAP+ slurs in the workplace. Employees also described situations and events that led them to remain closeted at work, despite their desire to live authentically as who they are at work:

"Last [year], I was like: 'This is the [year] I'm going to come out to everybody. It's gonna be great, it's gonna be awesome.' And then the City had this workplace harassment thing where everybody could like, jump in and say things, and a lot of things got said. [...] It went into like LGBTQ issues and all of that stuff and people were voicing their comments and stuff [in the anonymous presentation], there were a ton of like 'leftist brainwashing' and that was the nicest of the bunch. [Just saying things] about queer people in general. And I took a quick look at all the managers standing in the back row and they were all mortified, and nobody said anything. [...] Like, looking at the managers and everybody in charge, they were like, obviously not going to agree with everything, but you know, this is a workplace, a company, and you can't have that." (2SLGBTQIAP-identified employee)

Other 2SLGBTQIAP+ employees described a workplace that had more of a "Don't Ask, Don't Tell" culture, whereby they were not necessarily ever instructed or given the direct suggestion to not mention their gender or sexual identities, but still had concerns about how they would be treated or supported by their peers if they did come out in the workplace.

The wide range of both positive and negative experiences points to a high degree of variability between City departments. It also represents how different 2SLGBTQIAP+ identities experience varying levels of acceptance and discrimination. All positive workplace experiences were shared by employees who identified themselves as cisgender⁸. Transgender employees were more likely to describe experiences of discrimination and harassment, or general feelings of isolation in their workplace.

Additional Themes

Polyamorous Identities in the Workplace

While MN22-4 does not specifically address questions of polyamory⁹ with regards to the City as an employer, it is important to acknowledge that section 5.d of MN22-4 includes taking on more expansive definitions of family. Doing so includes recognizing polyamorous families.

It should be noted that while polyamorous people are not all members of 2SLGBTQIAP+ communities, the realities of these two groups often intersect because both are impacted by stereotypes, stigma and discrimination related to norms connected to gender, sexuality and relationships.

⁸ Not transgender. For more detail, see glossary.

⁹ See glossary.

It was made clear during consultations with employees, that there are employees at the City of Regina who identify as polyamorous or practice polyamory in their relationships. Employees who felt comfortable enough to disclose this during discussion groups or interviews expressed an immense amount of fear and concern about their ability to be safely open about this part of their life at work.

"I am also polyamorous, and that is definitely something I, like, have not shared with anyone at the City and yeah, wouldn't feel comfortable doing so right now. I think there's still, like, a lot of stigma, and I just don't even hear it talked about at all, like in all of the discussion around harassment and discrimination, and all of that, it's not ever something that there's even like an awareness of so just to have those conversations would be... It just feels [...] impossible." (2SLGBTQIAP-identified employee)

Polyamorous identified employees expressed that their fear of being out at work was related to the fact that polyamory is not protected grounds in the human rights act.



THE GENDER SPECTRUM COLLECTION // VICE

Employee Resource Group

Throughout conversations with employees, participants expressed an interest in developing more meaningful opportunities for 2SLGBTQIAP+ employees to contribute to workplace safety and culture. Moreover, employees discussed at length the importance of representation and not feeling alone as 2SLGBTQIAP+ in the workplace. For some 2SLGBTQIAP+ employees who participated in the peer discussion group, this activity itself was an example of what kinds of employee resources could exist to build more of a sense of inclusion:

"I keep feeling like if we had some familiar faces, like people who are in the City, who work for the City, for example - Me. I'm not volunteering, but just saying... If we had that, it would just feel more open - like it is a community [...] We find allyship amongst each other, so maybe that's the commonality that I've kind of detected today [at the discussion group.]" (2SLGBTQIAP-identified employee)

Being able to participate in an Employee Resource Group, Affinity Group or Workplace Gender/ Sexuality Alliance (GSA) was a particularly exciting idea for those 2SLGBTQIAP+ employees who had indicated that they didn't know any other 2SLGBTQIAP+ person in their workplace.

Elected Leaders and Impact on Sense of Safety

Despite the fact that no questions were asked to employees relating specifically to elected officials or City government, consultations with both 2SLGBTQIAP+ and non-2SLGBTQIAP+ employees included discussion regarding the behaviour of City Council during the Conversion Therapy Ban debate that took place in July 2021.

Both 2SLGBTQIAP+ and non-2SLGBTQIAP+ employees offered personal testimonies to how the conversations that played out at City Hall during this debate, and the lack of response by City Administration leadership, harmed them and contributed to low employee morale.

"I think that realistically the failure of leadership to say anything during the conversion therapy conversation, I think, impacted my perception of this organisation." *(2SLGBTQIAP-identified employee)*

"[...] After we have witnessed brutal events at Council related to discussion regarding 2SLGBTQIAP+ topics, [...] there is obviously a lot of work that needs to be done and a repairing of relationships that have been damaged that is going to take a significant amount of work on the part of the City to undertake. I think one point I would really like to make is that the environment at the City is pretty dismal for all staff at the moment." *(allied employee)*

"You have a duty to represent your employees, and it's just, you've failed. I think that acknowledging that. [...] I recognize it's hard to have those conversations, it's hard to know when you've done something wrong. But when somebody has told you that you've done something wrong, just take some [...] accountability and apologise for it rather than blaming [others]." *(2SLGBTQIAP-identified employee)*

"It would have been very great if the City of Regina had made a statement following certain political comments that were made over the course of the summer, that was basically the City of Regina's employer and a model for [...] all employers Regina-wide." *(allied employee)*

Employees did acknowledge that elected officials and hired leadership are different, and that the behaviour of one group does not necessarily indicate support from the other. However, some employees shared a general sense of disappointment about what they perceived as a lack of willingness from City Administration leadership to speak up and address potential harm that was done to 2SLGBTQIAP+ employees. That being said, other 2SLGBTQIAP+ employees shared that they had felt a collective sense of support and care from individual managers or allied colleagues who checked in with them to provide emotional support and care after the events of the conversion therapy debate.

Gender Affirming Care and Health Benefits

During consultation with employees, some individuals mentioned their lack of knowledge in relation to the City's health benefits plan and how it might provide access to gender affirming care for trans and non-binary employees.

"How do people know what kind of benefits they have? Do they have access to check their benefits? So, if somebody is considering a medical appointment or requires surgery for whatever, you know? If they're going through a change, like if a trans person would like to seek out those opportunities, can they even access that information? Do they know what they have access to? I would encourage communication to be a number one priority for that." *(allied employee)*

Responsibility to the Public

Throughout our consultations with City employees, it became clear that many employees see their responsibility in supporting 2SLGBTQIAP+ peers and citizens as a matter of public duty as civil servants.

"I don't think that [anti-2SLGBTQIAP+] ideology should really have a place in the City of Regina... understanding that we are here to serve the citizens in our city, and that means all citizens." (*allied employee*)

"I think it's my duty, but this is me, being a helper or whatever. It is my duty and that is my job. It is my job to advocate. I recognize that." (*2SLGBTQIAP-identified employee*)

While perhaps more relevant to our consultation activities regarding section 5 of the motion, we felt that it was important to recognize and celebrate City employees who work hard to build a more inclusive city for the people who live here.



ALLAN HALL // QUEEN CITY PRIDE

The City of Regina as a Service Provider

In order to capture community input related to the comprehensive list of items in MN22-4, we hosted a significant number of engagement activities, each with its own unique focus. This was different than our employee consultations, which focused on five key areas in each activity. Instead, our community and public consultations invited more general perspectives.

Through the analysis of this data, we were able to identify the following major themes:

1. Education and Awareness for City Staff
2. Safety and Visibility
3. Perception of the Mayor and City Council
4. 2SLGBTQIAP+ Inclusive Programming and Spaces
5. Regina Public Library as an Inclusive Space
6. Expansive Definitions of Family
7. Social and Health Needs of 2SLGBTQIAP+ People

Some of these conversations invited clear suggestions and recommendations directly from community members in Regina. These recommendations will be presented within the recommendations section of this report.

Education and Awareness for City Staff

Civil society organizations (CSOs) who hosted their own discussion groups reported participants describing negative interactions with City employees where they are misgendered¹⁰ or assumed to be heterosexual. While many CSOs shared that their participants wanted to see mandatory 2SLGBTQIAP+ inclusion training for all staff, certain departments within the City were identified as having gaps when it comes to knowledgeable and culturally competent staff.

Participants from CSO conversations expressed that they often feel unsafe on public transit, where it seems as though transit operators aren't inclusive or knowledgeable about 2SLGBTQIAP+ communities.

"But you know, the person running the info desk at the front City Hall should not misgender people. Especially customer facing services like the bus drivers, should make sure that they go through some various trainings and conflict resolutions and stuff, because there's definitely instances on the bus where people don't feel safe."
(2SLGBTQIAP+ community member)

It was especially important for many community members to see training for City employees that is intersectional, in order to provide City staff with understandings of how 2SLGBTQIAP+ identity intersects with other identities, such as being disabled or being Indigenous. Many Indigenous participants shared stories of harassment and City staff being rude or refusing to respect their chosen pronouns.

While transit employees were specifically named as needing more awareness around 2SLGBTQIAP+ communities, participants articulated clearly that they wanted diversity education for everyone, from frontline staff, to senior managers, to the Mayor and City Councillors.

"We need safe space training for everybody, starting from [the] Mayor to the one who cleans the toilets at City Hall. Just to be clear that this is how people are going to feel welcome. And this is how people are going to be feeling comfortable enough to ask for services."
(2SLGBTQIAP+ community member)

¹⁰ To misgender somebody means referring to them with gendered terms that align with a gender different than how they identify.



JUSTIN BUKOWSKI // GLOBAL NEWS

Safety and Visibility

Community members indicated that being able to identify 2SLGBTQIAP+ culture, imagery or symbols in the physical environment and being represented in the overall culture of the space leads directly to feelings of safety when accessing those spaces and services. Some community members offered appreciation for the City of Regina's involvement in supporting the Queen City Pride festival, and for raising the Pride flag every year, but most agreed that these activities seem performative and symbolic, rather than tangible ways the City is building an inclusive community.

Some participants expressed that Regina may sometimes seem like it's inclusive of 2SLGBTQIAP+ people, based on these performative actions, but that upon closer look, it is actually not really a safe place.

"It feels progressive until you go out into larger centers. There aren't enough safe spaces to exist here. A lot of people don't feel safe being themselves in Regina. I find that concerning. It hit me when a person reached out to me the other day; they were at a bible study and were told that being gay is wrong. And this is a young person, and it affects their relationships in the community." (2SLGBTQIAP+ community member)

Participants expressed feeling like outside of Pride month, the City seems to lack representation or visibility of 2SLGBTQIAP+ people and imagery. Many 2SLGBTQIAP+ people in Regina indicated that they feel included and welcome when they see symbols of the 2SLGBTQIAP+ community in City facilities, such as Pride flags or stickers. Participants also shared that the presence of a gender neutral bathroom provided a sense of comfort and safety for them in City spaces.

Beyond flags and symbols, participants frequently expressed desire to see 2SLGBTQIAP+ culture reflected in City spaces through increased art in City facilities and through an increase of visibly 2SLGBTQIAP+ employees working at the City.

"I think this is a safe and welcoming place to live for 2SLGBTQIAP+ people."

57% disagreed

percentage of all survey respondents (n=33) who somewhat disagreed, disagreed or strongly disagreed with this statement.

"I think this is a safe and welcoming place to live for trans and non-binary people."

74% disagreed

percentage of all survey respondents (n=33) who somewhat disagreed, disagreed or strongly disagreed with this statement.

"I think representation. I think seeing staff, at least for me, seeing staff that are openly queer or openly disabled, I feel like would be so good for me, because, as a queer autistic person, I often go into spaces and like, meet someone and immediately feel like they're judging me or [...] something, and [...] I would love to just, not even just with City of Regina facilities or services, but like, any services." *(2SLGBTQIAP+ community member)*

This lack of representation and imagery in City spaces leads to 2SLGBTQIAP+ peoples' feelings of isolation and feeling unsafe to show affection to partners or present themselves the way they'd like to. This causes a lack of confidence in City staff or program leaders to look out for them or enforce anti-harassment policies.

Indigenous 2SLGBTQIAP+ participants shared important insight into feeling unsafe in various City spaces, often related to the intersection of anti-Indigenous racism, and homophobia or transphobia. In one consultation that was hosted with a Two-Spirit Group in Regina, all participants expressed only negative thoughts and ideas around living in Regina.

Perception of the Mayor and City Council

Related to feelings of safety in Regina, we repeatedly heard how the public discourse and behaviour of elected City leaders create harm and feelings of animosity between the City and 2SLGBTQIAP+ people.

"When Councillors are still publically arguing over conversion therapy it's hard to feel safe in this city. It's clear that a number of City Councillors do not care about LGBTQIAP2+ people and that they haven't bothered to try and learn about experiences of people different than them." *(2SLGBTQIAP+ community member)*

Participants also expressed a concern that what they perceive as anti-2SLGBTQIAP+ behaviours and attitudes of elected leaders may also be shared by City staff and administrators.

"To tell the truth, the City Council, with some of the stuff that's been going on, it makes you wonder, about the City Administration and [City staff], do they think the same way? City staff are a reflection of the City, and if those negative attitudes are happening within our Council, then that's giving liberty or permission to other folks that work for the City to have those negative attitudes." *(2SLGBTQIAP older adult)*

Community members shared additional insight into how City Council's behaviour affected them in their personal lives, outside of only their interactions with City services, but also in impacting the culture amongst people who live in Regina.

"It's definitely weird, having elected officials debate whether you should have the right to exist. Very uncomfortable, because it almost like, allows for people in your life to be like, 'Wow, these people who are in charge don't really think that you should exist, so I don't either,' and it like, allows them to like, it trickles down... the hate trickles down, even if [they don't believe that] their ideas are [...] rooted in hate, it fuels other people's hate." *(2SLGBTQIAP+ community member)*

While discussion often focused on more recent events at City Council, we did hear from participants about the positive influence that Regina's current Mayor has had on their perception of the City's commitment to 2SLGBTQIAP+ communities and issues. For example, one 2SLGBTQIAP+ community organization explained that Mayor Sandra Masters is the only mayor in recent history who has ever explicitly reached out and requested a meeting with them. Moreover, there were multiple community members who mentioned and appreciated the Mayor's involvement in the Drag Competition fundraiser for Lulu's Lodge.

"When [Mayor Masters] got into office, she specifically reached out to [our organization] to have a meeting with us, to find out what our needs were. [...] She's been the only mayor I know of in the history of Regina thus far who has actually done that. [...] That was pretty neat. It gave me more faith. Yeah, it gave me more faith that there was going to be someone who cared at the top." *(2SLGBTQIAP+ organization leader)*

2SLGBTQIAP+ Inclusive Programming and Space

Participants communicated a lack of trust in spaces promoted as inclusive due to prior negative experiences accessing spaces that were poorly facilitated and therefore not safe.

"There's a lot of distrust with the City of Regina, for, like my age group, I guess, at least and so, I think, queer specific events would really encourage people to participate. Like, if it's like a queer basketball night, or whatever [...] something like that, where it's like, specified for queer people, but, like, allies are welcome. [...] Then it is for everyone, but it specifies that, like, the focus is making sure that queer people are welcome, because I know, like, I have friends who grew up playing sports, but then, once they came out as trans, for example, they didn't really have access to the same sports and then, there's a lot of like intimidation, and just generally not being safe accessing sports leagues... even like, rec sports leagues as a trans person, because, if you're outed it could be dangerous." *(2SLGBTQIAP+ community member)*



FREPIK

While we mostly heard from 2SLGBTQIAP+ people who had negative experiences accessing City programming and spaces, there were some individuals who shared that they had positive experiences.

"In a related area, my friends (all of whom are queer) and I feel safe in City of Regina facilities, not necessarily to the point of being fully open with who we are, as other members of the public are there and effect this, but to the point where we view the actual facility as a safe enough space, with workers present to support/diffuse discriminatory confrontations." *(2SLGBTQIAP+ survey respondent)*

Community members consistently discussed the importance of having access to recreation spaces that were 2SLGBTQIAP+ specific, primarily aquatic and fitness facilities. While participants appreciated the recent initiative of the City in hosting All Bodies Swim nights, they named the late start time of the event as a barrier to participation. This is tied to findings that there is a big interest for programming and spaces that are targeted towards families. Interestingly, both 2SLGBTQIAP+ and allied people recognized 2SLGBTQIAP-inclusive programming as important for their families:

"One of my concerns is making sure that my child and children are exposed to good influences and diverse influences. And so, for example, though I'm not a part of the queer community, I would feel safer, better, having her exposed to people at explicitly queer friendly and queer focused events than I would at other events." *(allied caregiver)*

Related to the desire for family programming, parents and caregivers of 2SLGBTQIAP+ children expressed concern that ungendered sports and recreation opportunities became harder to find as their children grew, which indicates a need to focus on all age groups—whether it's young children, young adults, adults, or older adults—when developing 2SLGBTQIAP+ inclusive programs.

Participants connected the notion of 2SLGBTQIAP+ specific space and programs to ideas of community building. 2SLGBTQIAP+ specific spaces could be a partial solution to the social isolation described by many participants. Further to this, participants indicated that it was necessary to ensure that these spaces are fully accessible in order to support intersecting disabled and 2SLGBTQIAP+ identities.

Interestingly, community members suggested that providing 2SLGBTQIAP+ specific spaces may allow for people to become more comfortable in City spaces leading to increased use of facilities by 2SLGBTQIAP+ people outside of specific programming.

"The way to start that is to do specific programming, to get people comfortable with the space and comfortable with the people, because much like we talked about, some of the buildings are kind of intimidating." (2SLGBTQIAP+ community member)

Participants also indicated interest in being able to identify which City programs are facilitated by either 2SLGBTQIAP+ instructors, or by facilitators who have completed the Positive Spaces Network training.

CSOs indicated interest in collaborating with the City on creating these spaces or programs but shared frustration that they were often asked to collaborate without compensation for their time or expertise. While organizers and community leaders want to support the creation of more inclusive spaces, they are often responsible for delivering vital services in community with few resources. Taking on additional responsibility with the City of Regina adds to their workload without compensating them for their time.

Regina Public Library as an Inclusive Space

The Regina Public Library was consistently identified as a place that offered positive experiences for 2SLGBTQIAP+ people and families. Some 2SLGBTQIAP+ community members went as far as to say that the Regina Public Library was the only service and space at the City of Regina that they felt safe accessing.



ALLAN HALL // QUEEN CITY PRIDE

"[I'm] happy that the library is so awesome. It's clear that the library is a little step ahead of some of the other City programming in terms of inclusion and initiatives. I think it's by definition of who they serve and how they've evolved. I'm always proud of Regina Public Library." *(caregiver in a 2SLGBTQIAP+ family)*

2SLGBTQIAP+ community members mentioned multiple times that they noticed that trans people worked at the Library, which helped them feel safer and represented. While participants generally appreciated the Library as a whole, there were some mentions of specific branches of Regina Public Library that seemed to offer more of a sense of 2SLGBTQIAP+ inclusion, notably the Connaught Library, the māmawêyatitân centre, and the Central Children's Branch.

"I really like that [...] there seems to often be, like, in the children's area, like, you know the area where there's books sitting, like, up on display versus only seeing their spines and I noticed there seems to be a push for like, more inclusive books that are showing, you know, about kids who are [...] different genders, [...] and then, like, books about where there's all different skin types represented and things like that and that's been really nice!" *(2SLGBTQIAP+ community member)*

This finding clearly indicates that the Regina Public Library could be leaders in building inclusion within the City.

Expansive Definitions of Family

Throughout all the community engagement activities, 2SLGBTQIAP+ and allied community members shared how their families participated in City programs and accessed City spaces.

"In my experience, registration forms leave room for me to properly describe my family or family arrangement."

36% agreed

percentage of all survey respondents (n=33) who somewhat agreed, agreed, or strongly agreed with this statement.

"In my experience, registration forms leave room for me to properly describe my family or family arrangement."

11% agreed

percentage of all 2SLGBTQIAP+ respondents who somewhat agreed, agreed, or strongly agreed with this statement.

The current definition of family that is used by the City of Regina for admissions is: "2 adults over 25 and up to 8 additional members of the same household". Both 2SLGBTQIAP+ and allied community members expressed that this definition doesn't work for their family.

"It's just like, when we're filling out forms, it's like, there's a spot for mom and a spot for dad and then there's no spot for our third parents, [step parent]. So, I would like to see just like, more friendly notices and forms when we're filling out, just more inclusive, like, ways to incorporate our family more so that we don't have to scribble in and make an extra column for [our family]." *(caregiver in a 2SLGBTQIAP+ family)*

"The last time that I went to go to a family swim time, I saw [the City's definition of 'family'] and I was like, literally haven't gone back because it feels so... just to see that: 'Okay, so I guess we're not a family.' And I know that like, logistically I could just pay for myself and my kid but that definition of family is really important and when you have people from marginalized groups who get to see stuff like that every single day and then we have to actually [...] visually see it." *(caregiver in an allied family)*

Some participants expressed confusion at the reference to a "household" in the definition provided by the City, particularly those who may be a part of divorced families, intergenerational families, or polyamorous families.

"With my family, we don't all live in the same household but we're still a family, so you know, if someone got nit-picky about it, it would get awkward." (*caregiver in an allied family*)

"To me, family would be one adult with two children, not necessarily two at any given point. I'm a divorced dad with shared custody, it's one adult with two kids, that's my family." (*caregiver in an allied family*)

"I have some friends who [...] have families with more than two adults, like polyamorous families, that are definitely not seen in that definition." (*caregiver in a 2SLGBTQIAP+ family*)

Generally, community members with expansive families seemed to trust that City staff would not challenge them in accessing City programs via a family admission. However, they still reported feelings of alienation due to the definition used by the City.



ALLAN HALL // QUEEN CITY PRIDE

Social and Health Needs of 2SLGBTQIAP+ People

In every engagement activity, community members spoke about their social and health needs in the City. When offering their insights, participants expressed a deep desire for self-determination and self-leadership—meaning any service or policy designed for 2SLGBTQIAP+ people must be designed by 2SLGBTQIAP+ people. There was also shared understanding across discussion groups and interviews that 2SLGBTQIAP+ identities intersect heavily with other marginalized communities, and these community needs often align. The desire for inclusive spaces, infrastructure, programs, and culture in the City was often related to the needs of others, just as much as 2SLGBTQIAP+ people.

After safety and accessible physical spaces within the City, the most commonly mentioned community need was transit. 2SLGBTQIAP+ people in Regina reported often relying on public transit systems that are unsafe, inefficient, and inaccessible. The reliance on public transit is important to note as many 2SLGBTQIAP+ people spoke about the isolation they feel living in Regina, and not being able to connect with other 2SLGBTQIAP+ people easily.

"One thing for Regina that always sticks out is transport. You must have a vehicle, or you have to live within a pocket of people that do, or spaces that are familiar like you have to live downtown, because that's where the queer bar is, that's where employment is." (*2SLGBTQIAP+ community member*)

"I would like to attend [City leisure programs], but the online registration is not accessible and I can't drive. I live nowhere near these facilities and I can only go during the hours when Regina transit is running on an hourly schedule. That means if I bus to a place it takes an extra hour to bus home." (*2SLGBTQIAP+ survey respondent*)

"Navigating [transit] sucks, getting a bus pass is hard. Staff can be mean, staff can be condescending. [They] don't slow down or care about invisible mobility issues. No regard for safety and [they] deny people entry on cold days. The bus is not a safe space. Queer people already have hard experiences with people in public [...] and it makes it harder when staff are accosting people. I feel anxious about using the bus. I have been using the bus for years, it needs to be safer." *(2SLGBTQIAP+ community member)*

In addition to public transit, participants identified that housing was a big concern for 2SLGBTQIAP+ communities in Regina. 2SLGBTQIAP+ people experience housing discrimination, are more likely to be low income, and are often barred from accessing emergency or crisis services that are gendered or run by religious groups. Community members articulated a need for 2SLGBTQIAP+ shelters for youth (such as Lulu's Lodge), as well as for adults. Participants felt that the City has a responsibility to care for the people who live here, including those who are unhoused.

"I worked in a shelter for too long, and there were a couple of trans women who needed shelter, and they were not let in, because I don't know, I guess, because they were not born female. That was totally something that was unfair, and I ran into lots of problems because I don't think it should be like that, and I don't know if the City has anything to do with it. But this city needs to change that mentality." *(2SLGBTQIAP+ older adult)*

Finally, insights offered thanks to the discussion groups hosted by CSOs were particularly informative when it comes to understanding the unique social and health needs of 2SLGBTQIAP+ people who belong to other marginalized groups.

Specific Needs of 2SLGBTQIAP+ Older Adults

2SLGBTQIAP+ older adults reported being isolated from what programs and services do exist due to the inaccessibility of transit and the lack of adequate snow/ice removal from the City. This group also pointed out that, as those with the longest histories of being forced to hide, the lack of access to 2SLGBTQIAP+ inclusive or specific programming for older adults is harmful. This isolation is described by participants as being effectively forced back into the closet.

"[For] the older generation to feel safe right now, it [...] has changed a bit, but we still live in our minds in the time we were illegal, with no rights. We keep the defensiveness, and to protect us, we don't want to be out, we don't wanna be recognized, we are really careful... Who do we talk to? Which places do we go?" *(2SLGBTQIAP+ older adult)*

2SLGBTQIAP+ older adults shared stories about past police interactions that can help to understand the continued resistance to police presence in 2SLGBTQIAP+ spaces. Regina Police have a history of violence and over-policing in some 2SLGBTQIAP+ communities, while ignoring or dismissing calls for help in others. These historic injustices have never been meaningfully addressed, and understanding the full scope of past police behaviour toward 2SLGBTQIAP+ people in Regina is necessary.

"What we did in those times, is try to get the police on our side... invite them to meetings, to the parade. And they didn't respond, [or they gave excuses]. Eventually, we had a big gathering, I don't remember the year, at the [gay] club, with the Chief of Police. But it didn't change much, in terms of the people who were the frontline responders to our calls for protection. [...] We don't feel safe with them. That's the bottom line." *(2SLGBTQIAP+ older adult)*

Finally, some 2SLGBTQIAP+ older adults expressed frustration when explaining that current mainstream seniors organizations receive all funding for older adult programming but do not consider their needs.



Specific Needs of Two-Spirit and 2SLGBTQIAP+ Indigenous People

Two-Spirit and 2SLGBTQIAP+ Indigenous people who participated in the discussion groups shared that there was a significant lack of resources like housing and shelter that are safe and inclusive, explaining that they felt that the City seems to "focus too much on the suburbs."

These participants expressed a desire for improved comprehensive cultural programming with Two-Spirit Elders or Elders who are Two-Spirit-affirming so that urban Two-Spirit people can access ceremonial spaces in Regina.

While many non-Indigenous 2SLGBTQIAP+ people who participated in community consultation activities alluded to complicated and tense relationships between police and 2SLGBTQIAP+ communities, Two-Spirit and 2SLGBTQIAP+ Indigenous community members specifically identified that they had a need for unarmed crisis intervention services in the City that do not include calling police, that would de-escalate situations and link people with services like 2SLGBTQIAP+ inclusive peer support.

Specific Needs of Disabled 2SLGBTQIAP+ People and 2SLGBTQIAP+ People with Disabilities¹¹

Throughout the consultation, participants consistently referenced the large overlap of 2SLGBTQIAP+ identity and disability. We heard from a large number of 2SLGBTQIAP+ people with experiences of disability, including physical disabilities, intellectual disabilities, as well as those who identify as autistic and/or neurodivergent. Participants expressed a need for 2SLGBTQIAP+ inclusion at the City to incorporate considerations of accessibility.

"There needs to be more inclusive spaces and information for people who are both 2SLGBTQ+ and have an intellectual or physical disability. A lot of 2SLGBTQ+ groups or services that exist are simply not accessible to a lot of people, and that could be because of the physical accessibility of the building, literacy level, lighting/surroundings, duration, or the need for a caregiver, to name a few." *(2SLGBTQIAP+ community member with experiences of disability)*

¹¹ We recognize that some people with lived experiences of disability may prefer people-first language (i.e. "people with disabilities"), while others may prefer identity-first language (i.e. "disabled people"). We have chosen to use both phrases to encompass both of these preferences. Disabled members of the 2SLGBTQIAP+ Reference Group during this project expressed a preference for identity-first language, and requested an acknowledgement of this difference in preferred language.

Some community members with experiences of disability expressed a desire to spend time in current 2SLGBTQIAP+ spaces that exist in the City, such as Q Nightclub, but were frustrated at a lack of accessibility in these spaces.

"I know there are like, queer spaces in Regina, but they're not all accessible, so I don't know if, like, the City of Regina would... if they wanted to invest in ramps, or whatever like accessibility tools are needed to make these spaces more accessible, that would be a way that the City could like, support the queer community." (2SLGBTQIAP+ community member with experiences of disability)

Transit and transportation were strongly identified as barriers for participants with experiences of disability, reiterating what we heard throughout all consultation activities. These participants reported that operators were often rude or rough when getting them onto the bus, and they pointed out that it's hard to access services this way.

Participants who spend a lot of time in facilities or programs run by disability organizations shared concern about how some organizations limit access to information about 2SLGBTQIAP+ identities and health information on public computers.

Specific Needs of 2SLGBTQIAP+ Youth Under 19

CSOs that hosted consultations with 2SLGBTQIAP+ youth under 19 in Regina reported similar themes that we have already explored. Youth discussed the importance of 2SLGBTQIAP-inclusive programming and spaces, of accessible and affordable transit, and their perception of elected officials and leaders of the City of Regina.

2SLGBTQIAP+ youth shared a love of the Regina Public Library, particularly those branches that have easy access to gender neutral bathrooms. Youth primarily reported accessing aquatic recreation spaces and indicated that the lack of all gender changing facilities at the Lawson Aquatic Centre are a source of stress.



ALLAN HALL // QUEEN CITY PRIDE

Some youth shared that they don't interact with City programs or services at all, because they don't feel safe due to past experiences. Young people expressed a desire to see funds currently spent on policing redirected to social programs that benefit 2SLGBTQIA+ communities. Other youth described their hope for more queer art and representation to be added to City facilities and spaces, along with the development of City programs and spaces that help educate the community about 2SLGBTQIAP+ people and experiences.

2SLGBTQIAP+ youth reported wanting fare free transit for high school students, explaining that lack of free transportation makes high school students, particularly queer and trans students, more vulnerable to violence while walking home before and after school. Youth also shared that before and after high school transit buses are too full and over-crowded, creating unsafe environments for 2SLGBTQIAP+ students and a lack of access for disabled students.

Echoing what adults shared throughout engagement activities, 2SLGBTQIAP+ youth had concerns about their perception of some elected officials at the City of Regina being unsupportive or "opposed" to 2SLGBTQIAP+ issues. Young people reported feeling like some neighbourhoods, particularly North Central, are being completely neglected by City leadership. Finally, 2SLGBTQIAP+ youth expressed clear desire for the City to publicly denounce hateful demonstrations that occur in the City, and to clearly, publicly, explicitly communicate and meaningfully enforce anti-harassment policies in City spaces.

The City as a Funder

Consulting with community organizations about the City as a funder required two key audiences: 2SLGBTQIAP+ organizations who may or may not access funding, and all CSOs who currently access funding at the City of Regina. While funding was mentioned throughout various consultation activities, we curated two specific activities focused on funding: a discussion group with 2SLGBTQIAP+ organizations, and a survey of CSOs who received funding from the City of Regina in 2022.

About City of Regina Grants & 2SLGBTQIAP+ Organizations

The City of Regina's funding programs are comprehensive. We received a full list of CSOs that received funding in the past year from the City of Regina in all funding streams. These included organizations funded through:

- Cultural Grants
- Social Development Grants
- Sport & Recreation Grants
- Adapted Sport & Recreation Grant
- Hosting Grants
- Special Event Grants
- Harm Reduction Grants
- Snow Angels Community Grants
- Winter Initiative Grants

There are a significant number of 2SLGBTQIAP+ organizations, or 2SLGBTQIAP-specific programs from mainstream organizations that serve populations in Regina. Some of these organizations provide direct human service work such as mental health support, youth programs, seniors programs, and housing. Some of these organizations provide arts and culture programming, and some of these organizations provide social connection.

Despite this rich and populated sector, the City of Regina's grant programs are currently only being accessed by three organizations that are serving 2SLGBTQIAP+ communities in Regina: Regina Pride (known as Queen City Pride), UR Pride Centre for Sexuality & Gender Diversity, and Queer City Cinema. In 2022, the City of Regina only received three applications from 2SLGBTQIAP+ serving organizations. All three applications were funded, meaning that in 2022, 2SLGBTQIAP+ organizations had a 100% success rate in being awarded funding. This suggests that the City's grant adjudication committees are keen to award funding to 2SLGBTQIAP+ organizations, but many aren't applying.

3

number of City of Regina grants that were applied for and received by 2SLGBTQIAP+ organizations in 2022

100%

percentage of 2SLGBTQIAP+ applicant organizations who received funding in 2022

\$29,040

funds distributed from City of Regina grants to 2SLGBTQIAP+ organizations in 2022

0.95%

percentage of Social Development and Cultural Grant funds that were awarded to 2SLGBTQIAP+ organizations in 2022

List of 2SLGBTQIAP+ Organizations and Groups in Regina

2SLGBTQIAP+ Organizations in Regina	Description
UR Pride Centre for Sexuality & Gender Diversity	Human service organization providing services to both students at the University of Regina, and to the public at large
SPACE for Saskatchewan Queer & Trans Youth	Youth centre run by UR Pride Centre (closing March 31st 2023)
Regina Pride	Hosts community events in Regina, including the annual Queen City Pride Festival; completely volunteer run
Gay & Lesbian Community of Regina	Longest running 2SLGBTQIAP+ organization in Regina; owns and operates the Q Nightclub & Lounge, the last community owned and operated gay bar in Canada, if not North America; completely volunteer run
Imperial Sovereign Court of the Governing Body Golden Wheat Sheaf Empire - Regal Social Association of Regina	Regina chapter of the International Imperial Court System (IICS), one of the oldest and largest LGBT organizations in the world; a collective of drag artists who fundraise for Regina charities having raised over \$500,000 since 1991
Breadbasket Sisters of Perpetual Indulgence	Regina chapter of the Sisters of Perpetual Indulgence, a charity, protest, and street performance organization; volunteers at local 2SLGBTQIAP+ events and distributes micro-grants to youth-led projects
Queer City Cinema	Arts organization that runs a biennial annual film and performing arts festival in Regina
Camp fYrefly	Summer camp run by UR Pride Centre and OUTSaskatoon; based in Regina every second year
TransSask Support Services	Provincial transgender rights organization; has staff based in Regina; has hosted Regina's Trans Pride
PFLAG Saskatchewan	Saskatchewan chapter of PFLAG; lead volunteer based in Regina
Lulu's Lodge	2SLGBTQIAP+ youth group home run by John Howard Society - Regina Branch

This list is based on Ivy + Dean's knowledge, and may not be complete.



ALLAN HALL // QUEEN CITY PRIDE

2SLGBTQIAP+ Groups & Collectives in Regina	Description
Lesbian Avengers YQR	Grassroots collective of lesbian people providing mutual aid to communities in Regina
55+ Club	Group of 2SLGBTQIAP+ seniors, hosted under UR Pride
2SLGBTQIA+ Addictions Support Group	Group for 2SLGBTQIAP+ people seeking support through addiction, hosted under UR Pride
Two-Spirit Group	Group of Two-Spirit and Indigenous 2SLGBTQIAP+ people, hosted under Newo Yotina Friendship Centre
En toute fierté	Provincial program and group of 2SLGBTQIAP+ francophone and francophiles, hosted under l'Association communautaire fransaskoise; hosts events in Regina
PRISM Choir	2SLGBTQIAP+ choir, hosted by a community member
Queer Mass & Support Group	Group for 2SLGBTQIAP+ liturgical people of faith, hosted by a community member

This list is based on Ivy + Dean's knowledge, and may not be complete.

Key Themes

Throughout consultations with CSOs about City of Regina funding, a handful of key themes emerged:

1. Underfunding of 2SLGBTQIAP+ Organizations
2. Misunderstanding of 2SLGBTQIAP+ Sector and Needs by Funders
3. Collaborations for 2SLGBTQIAP+ Communities
4. 2SLGBTQIAP+ Inclusion in City-funded Organizations
5. Capacity Building of City-funded Organizations
6. Responsibility of Funders in Supporting 2SLGBTQIAP+ Inclusion

Underfunding of 2SLGBTQIAP+ Organizations and Programs

Leaders of 2SLGBTQIAP+ organizations reported consistent trends of underfunding for their work, both by the City of Regina and by other funders. Our analysis of City of Regina's funding distribution in 2022 supports these experiences, whereby only three 2SLGBTQIAP+ community organizations received funding from the City.

2SLGBTQIAP+ CSO representatives shared a range of ideas about why they may be underfunded. These insights included potential bias of adjudicators for funding, the need for funding that is not project based, lack of awareness of funding opportunities, the need to compete in order to access funding, and lack of capacity to apply for funding.

"A thing for the City to keep in mind is, for our smaller community organizations, like even the smaller barriers, just due to, like, our small staff sizes... like, those are just due to our capacity... some of those can just become huge mountains. So, having everything as streamlined as possible is really important for smaller orgs." *(2SLGBTQIAP+ organization leader)*

Some organizations expressed frustration at the need to re-apply for funding every year, explaining that this is often burdensome for volunteer-ran organizations. Considering that the majority of 2SLGBTQIAP+ organizations in Regina are volunteer-run, this finding is particularly relevant.

"Every year, they give you 15,000 bucks for X, Y and Z. Why do you have to apply every year? Just give it to us annually, and get it over with, and then give us 6 months notice that you're going to cancel it, as opposed to the other way around." *(2SLGBTQIAP+ organization leader)*

Organizations did seem to prefer the idea of designated funding for 2SLGBTQIAP+ organizations in Regina, to both mitigate the risk of potential bias from adjudicators who prefer to fund more mainstream groups and to counter the long history of 2SLGBTQIAP+ CSOs being chronically underfunded. Although a designated 2SLGBTQIAP+ funding stream was preferred, one participant did recognize that this may not be realistic to expect from the City. They explained that, in this case, they hoped that the City would specifically name 2SLGBTQIAP+ communities as an underserved sector in their evaluation criteria:

"It doesn't necessarily need to be a dedicated fund specifically for trans folks, but I need to know in your evaluation criteria that we are like, an underserved sector that is going to be considered as part of the adjudication." *(2SLGBTQIAP+ organization leader)*

A designated funding pot for 2SLGBTQIAP+ organizations could also reduce feelings of 'competition' amongst 2SLGBTQIAP+ organizations in Regina. Representatives of 2SLGBTQIAP+ CSOs who focus more on providing opportunities for community members to socialize shared they could understand that the financial need for 2SLGBTQIAP+ CSOs who provide human services are greater, and felt conflicted about trying to compete for funding with these organizations.

While discussion of underfunding mostly occurred during consultations with 2SLGBTQIAP+ organizations themselves, some community members throughout the public consultation activities expressed fears that the organizations they rely on to feel safe, supported and healthy in their communities would be forced to close programs and services because of a lack of funding.

"[The City should] create continuous funding for 2SLGBTQIA services so we can stop asking 'When is this funding going to run out and I'm going to lose my main support group?'" (Chris Kelly, *Indigiqueer community member*¹²)

Misunderstandings of 2SLGBTQIAP+ Sector and Needs by Funders

Throughout community engagement activities with the public, 2SLGBTQIAP+ people shared a diverse range of experiences, needs, and interests. They also spoke about the wide range of programs and services that they accessed in community from different kinds of 2SLGBTQIAP+ organizations. Various 2SLGBTQIAP+ CSOs were mentioned by community members as being important and vital resources for them, and expressed that each organization had value in the community landscape in Regina.

Leaders from 2SLGBTQIAP+ CSOs reported feeling frustrated that funders had a consistent practice of conceptualizing all 2SLGBTQIAP+ related activities and projects as "the same", rather than seeing the important role that different kinds of resources play in serving a diverse community.

"Often organizations, like governments or funders think, you know, 'Okay. Well, we gave. You know, we gave one gay organization money and so now we've helped. We've helped the LGBT community," without recognizing that actually, one organization can't and shouldn't do everything because everybody's not gonna feel served by the same organization and so recognizing the importance of supporting multiple different groups who might be able to support people in different places." (2SLGBTQIAP+ organization leader)

There was also concern from these organizations that if "too many" 2SLGBTQIAP+ organizations applied for the same funding, that funders could perceive it as greed from the 2SLGBTQIAP+ community, despite this not being the case for other community sectors.

"If Q Nightclub applied for a grant, then TransSask applied for the same grant, and then Queen City Pride applied for the same grant, and then UR Pride applied for the same grant, they'd like: 'Oh, that's weird! The queers are trying to double dip! Oh, we should just give one of these queers the money, because, obviously all queers are the same queers.' ... And I'm just like, 'Yes, because all the churches are the same church also!'" (2SLGBTQIAP+ organization leader)

12 While every other direct quote from participants are anonymous to maintain confidentiality, this participant explicitly requested that we attribute this statement to them. As we heard from the individual who facilitated the space where we heard from this participant: "[attributing this quote] gives people a sense that our group was real people not just faceless 'participants' in this project".



ALISA WOODS // QUEEN CITY PRIDE

Community members, particularly 2SLGBTQIAP+ older adults, shared the vital role that gay bars have played in their lives and sense of safety in Regina. 2SLGBTQIAP+ organization leaders, not only those from the Gay & Lesbian Community of Regina (which owns and operates Regina's only gay bar, Q Nightclub), expressed the belief that people outside of the 2SLGBTQIAP+ community lack understanding of the role the local gay bar plays as a gathering place for those who feel isolated and alone. For example, many people may not be aware that the Gay & Lesbian Community of Regina hosts a Christmas dinner on Christmas Day every year that provides opportunities for 2SLGBTQIAP+ people, many of whom are older adults, to come together and socialize.

"People who aren't deeply connected to LGBTQ communities don't understand the important role that community bars play in the lives and well-being and social community and social fabric of LGBTQ communities. So, I think that, you know, it's like, well, it's not just a bar, actually. And if you were a member of the LGBT community who was like, knowledgeable about that, then would it be more duly considered [for funding]?"

(2SLGBTQIAP+ organization leader)

Collaborations for 2SLGBTQIAP+ Communities

While not necessarily discussed at length, both community members and 2SLGBTQIAP+ CSOs themselves identified the need for greater collaboration between 2SLGBTQIAP+ organizations, as well as between both mainstream and 2SLGBTQIAP+ organizations.

One CSO who held their own discussion group with community members reported that conversation took place around the competitive relationships between 2SLGBTQIAP+ groups, and how if there were more chances to work together within Regina, that might help increase access to community resources.

Reasons for these competitive relationship were not explored within community consultations.

2SLGBTQIAP+ Inclusion in City-funded Organizations

In order to understand how City-funded organizations currently integrate 2SLGBTQIAP+ inclusion in their work, we distributed a funding survey to all organizations that received funding in 2022. Information about this survey was sent over email to a list provided by the City of Regina, and 30 organizations responded to the survey.

The results of this survey strongly indicate that a large majority of City-funded organizations are interested in incorporating 2SLGBTQIAP+ inclusion into their programming and work.

30

number of City-funded CSOs who completed the funding survey

96.5%

percentage of survey respondents who support or want to support 2SLGBTQIAP+ inclusion within their organization

73%

percentage of survey respondents who agreed or strongly agreed that CSOs have an obligation to build 2SLGBTQIAP+ inclusion and capacity

83%

percentage of survey respondents who agreed or strongly agreed that CSOs should be expected to provide services or programs that are welcoming of 2SLGBTQIAP+ people

76%

percentage of survey respondents who agreed or strongly agreed that funders have an obligation to ensure the organizations they fund are inclusive of all communities, including 2SLGBTQIAP+ people

3.5%

percentage of survey respondents who agreed or strongly agreed that it would impact their ability to apply for funding if the City required them to be inclusive of 2SLGBTQIAP+ communities

The City of Regina currently does not require applicant organizations to indicate whether or not their programs or services are inclusive of 2SLGBTQIAP+ communities. Of the 30 organizations who responded to this survey, only one indicated that such a requirement would impact their ability to access City of Regina funding.

It was discussed by both 2SLGBTQIAP+ CSOs, as well as 2SLGBTQIAP+ community members, that such a requirement could be complicated, as "inclusive" is a subjective term. Even more so, community consultation participants expressed concern that the City could accidentally perceive an organization as being "inclusive" without necessarily having assessed if this was true.

While these are important considerations, it was also identified that the City's funding applications currently require applicants to indicate their commitment to reconciliation and the TRC's Calls to Action. An organization's "commitment" to reconciliation is also subjective, and the City has found ways to adjudicate these applications.

Need for 2SLGBTQIAP+ Capacity Building Amongst City-funded Organizations

In the funding survey¹³, City-funded CSOs were invited to describe themselves in relation to their level of 2SLGBTQIAP+ inclusion within their organizations. Following this question, they were asked to indicate which practices for 2SLGBTQIAP+ inclusion had already been implemented in their organizational activities. These best practices represented three areas:

- **Learnership & Governance**, which represents the organization's capacity for inclusive hiring practices, supporting 2SLGBTQIAP+ people in leadership positions, and professional development for working with 2SLGBTQIAP+ communities.
- **Services & Environment**, which represents an organization's ability to maintain a professional and service environment that is safe for 2SLGBTQIAP+ people, address potential challenges or harms when they happen, and consult with 2SLGBTQIAP+ communities in key areas of service provision
- **Intersectionality**, which represents the extent to which organizations integrate 2SLGBTQIAP+ inclusion into their work targeting other demographic groups and vice-versa.

Our analysis of this data included comparing the self-assessment of each CSO with their description of current practices within the organization. These actions were tallied out of a possible score of 40. For the purposes of this study, a score of:

- 30 - 40 would indicate an affirming organization,
- 20 - 29 would indicate an organization that is well on its way to integrate affirming practices into their work,
- 10 - 19 would indicate that some important progress has been made with lots of opportunity to grow, and
- 1 - 9 would indicate an organization that has not yet had the opportunity to address 2SLGBTQIAP+ inclusion.

¹³ The survey provided to City-funded CSOs is included in the Appendix.

Level of 2SLGBTQIAP+ Inclusion:	Self-Assessment (n=30)	Total Score (n=29)
Affirming (30 - 40)	43%	0%
Well on our way (20 - 29)	7%	10%
Made some progress (10 - 19)	31%	31%
Requires attention (1 - 9)	17%	58%
Not a priority	3.5%	N/A

Organizations who accessed Special Event funding scored the lowest, with an average score of 3.6, followed by Sports & Recreation funding (average: 5.8), Snow Angels / Winter Initiatives (average: 8.9), Social Development (average: 10.2), and Culture (average: 11.4). These findings suggest that specific interventions in special event and Sports and Recreation Funding could be the most beneficial in building capacity amongst City-funded organizations.

While most CSOs surveyed considered themselves to be welcoming and affirming of 2SLGBTQIAP+ people and communities, our survey shows that most organizations would benefit from organizational capacity building and education about 2SLGBTQIAP+ people. However, respondents to the survey largely indicated an openness to and support for 2SLGBTQIAP+ inclusion. CSO's identified funding and volunteer capacity as barriers to taking on more work in this area. Our survey responses also indicate that a lack of knowledge as to the specific needs of 2SLGBTQIAP+ communities is associated with a lower inclusion score on the survey measure.



ANGELA GZOWSKI // IVY + DEAN CONSULTING

Responsibility of Funders in Supporting 2SLGBTQIAP+ Inclusion

Amongst the 30 City-funded organizations who responded to the survey, 76% percent agreed or strongly agreed that funders have an obligation to ensure the organizations they fund are inclusive of all communities, including 2SLGBTQIAP+ people. This suggests that the majority of City-funded organizations believe that the City of Regina has a responsibility to support the agencies they fund to be 2SLGBTQIAP+ inclusive.

While exploring the possibility for a 2SLGBTQIAP+ specific stream of funding, community members expressed a concern that only allowing 2SLGBTQIAP-led organizations to apply for funding could lead to some important programs and services not receiving funding. It was noted that many 2SLGBTQIAP+

organizations in Regina are led by mostly white and non-Indigenous people, while there are a significant number of other CSOs in the City who provide targeted programming and services to 2SLGBTQIAP+ communities, including those who experience multiple forms of marginalization.

Leaders of 2SLGBTQIAP+ CSOs agreed that a 2SLGBTQIAP+ specific stream of funding could be made available to organizations who aren't 2SLGBTQIAP+ focused, however they also indicated that, in this case, the City of Regina would have an obligation to ensure that successfully funded organizations had the respect of and meaningful connections with 2SLGBTQIAP+ communities.

"If there was LGBTQ specific funding from the City, it would be important that any organization who applies for that money is respected or seen amongst 2SLGBTQ community members, as you know, as an appropriate sort of service, provider, or sort of space, because I think, even to the point from earlier around the [mainstream organization], who, you know, they heard this thing from queer [people and implemented it themselves without queer input], and then, they're like, 'oh, we'll do that!' and it's like, well, but, are you the right people to be doing that work?" *(2SLGBTQIAP+ organization leader)*

Recommendations from Findings

We presented the finding of these consultations thematic to provide a comprehensive picture of 2SLGBTQIAP+ perspectives. In presenting these recommendations, we have proposed them by each corresponding line item in section 4, 5 and 6 of MN22-4 (with exception to 4.e), along with general recommendations stemming from additional findings.

It is important to acknowledge that a large number of these recommendations come directly from community members in Regina, and not as coming from consultants. When providing recommendations, we will clearly indicate whether or not a recommendation came from our team's combined lived experiences as 2SLGBTQIAP+ people and professional expertise working in the 2SLGBTQIAP+ sector, or if the recommendation is informed directly by perspectives or suggestions from community members.

These recommendations are available in an abbreviated list as an Appendix.

Recommendations Relating to the City of Regina as an Employer

Employees at the City of Regina were incredibly forthcoming with ideas and suggestions for how to improve the experiences of 2SLGBTQIAP+ and allied staff at the City.

MN22-4: 4a. Including 2SLGBTQIAP+ people under all employee equity policies

Include 2SLGBTQIAP+ people as a prioritized equity group in hiring.

Ivy + Dean Recommendation

The purpose of equity in hiring practices are to ensure that a workforce is representative of the people they serve and work with. 2SLGBTQIAP+ people experience barriers to employment, and while there are 2SLGBTQIAP+ people who work at the City of Regina, many reported not knowing of any 2SLGBTQIAP+ colleagues in their workplace.

Moreover, 2SLGBTQIAP+ community members in Regina clearly articulated that they would feel more safe and included in their City if they could see more 2SLGBTQIAP+ people working for the City.

Develop materials for managers on how to prepare for incoming 2SLGBTQIAP+ employees.

Recommendation informed directly by participants

Managers who participated in consultations reported a sense of uncertainty about how to adequately support their 2SLGBTQIAP+ staff. This was particularly true for managers who were seeking information about how best to provide a safe and welcoming work environment for transgender and non-binary staff members. Participants suggested that topics for these materials could include a list of what accommodations may be possible (e.g. name change processes, expansive family leave) or what requests they might expect from 2SLGBTQIAP+ employees.

It is important to note that any materials developed should include clear communication that 2SLGBTQIAP+ communities are not a monolith, and each individual person may need unique things to feel safe or comfortable in the workplace.

Ensure interview processes allow and encourage both managers and applicants to share about their experiences and perspectives about inclusion.

Recommendation informed directly by participants

In recounting their experiences of being hired at the City, many employees reported that they perceived the interview to be very formal and business focused. For some employees, they shared that this led them to feel like they were unable to ask questions about inclusion or other topics that may not seem relevant to a specific role. Employees explained that being able to ask inclusion-related questions would allow them to gauge whether a hiring manager was safe for them to disclose their 2SLGBTQIAP+ (or other marginalized) identity to.

At Ivy + Dean, our professional experience in inclusive hiring has led us to integrate a question like: "What do you expect from an inclusive workplace?" This question allows us to get a sense of whether a candidate shares our values and expectations, while also indicating a deep desire on our part to create a supportive workplace for them.

Allow digital or Microsoft Team interviews, when possible.

Recommendation informed directly by participants

Employees shared that for trans and gender diverse candidates, coming to City facilities can be stressful. When we consider added context we learned from community members with regards to access to transit and experiences of City facilities, it can be easy to understand how requiring a trans or gender diverse person to come to a space they aren't comfortable in would most likely lead to an interview where they underperform.

Until City facilities are able to provide bathrooms that everyone can access and facilities that feel welcome and inclusive for all, allowing candidates to interview through digital means will allow for marginalized people to be able to focus on their interview performance, rather than on anxiety associated with being in an uncomfortable space.



THE GENDER SPECTRUM COLLECTION // VICE

Include protections for polyamorous people in anti-harassment and respectful workplace policies.

Recommendation informed directly by participants

The few polyamorous employees who felt comfortable enough to disclose about their polyamorous identities clearly articulated a fear of stigma and workplace violence associated with people finding out about their relationship style. Participants directly linked this to the fact that polyamory is not a protected ground under existing human rights legislation.

While including protections from harassment and violence for polyamorous people in the workplace may not completely erase fears from polyamorous employees, it could go a long way in terms of communicating to polyamorous employees that they should be able to talk about and celebrate their whole families at work.

MN22-4: 4b. Streamlined name change process (respecting employee identification, email addresses, etc.) for all city staff

Create material relating to name change processes in the workplace that are available to all employees, including casual, seasonal and temporary employees.

Recommendation informed directly by participants

We consistently heard from employees that they were unsure of the process of how to change your name in the workplace. Participants were also uncertain if you required a legal name change in order to change your name in the City's system. Developing material to help raise awareness for employees about what this process looks like could help address the uncertainty that most employees seem to have.

When developing material, it is important that it be made available to all employees, even those without access to CityConnect or Regina.ca email addresses. Furthermore, People & Organizational Culture (P&OC) could consider creating a publicly available link on the City's website to provide this information to trans and gender diverse people who may be pursuing a career at the City of Regina.

Some examples of materials could include a FAQ document, a brochure, incorporating information into onboarding processes, or developing physical signage for employee facilities.

Develop a name change policy that addresses the urgency of these requests.

Recommendation informed directly by participants

Employees felt that the City lacked an understanding of the urgency of name change requests, particularly for trans and gender diverse employees, and shared concerns that having to wait for a change to propagate through the entire system could cause undue stress for some staff. Participants acknowledged that changing a person's name in an organizational wide system may be complicated for IT and other City departments, and suggested that if these things cannot be addressed quickly, that public and workplace facing areas such as emails, log-ins, timesheets, schedules and directories, should be prioritized when changing names of employees.

Investigate and implement options for employees to be able to include Indigenous syllabics in their names at work.

Recommendation informed directly by participants

Indigenous employees who participated in the consultation activities identified that name change processes go further than only supporting trans and gender diverse employees. They articulated that an inability to add syllabics in their names could cause frustration and a sense of stigma for Indigenous employees who have to instead choose to use English and/or colonial names in the workplace.

City Administration should direct IT to review existing IT infrastructure and systems and explore options for adding Indigenous syllabics into these systems.

Ensure that employees can change their names in City systems without requiring the provision of legal documentation.

Recommendation informed directly by participants

Navigating legal requirements to change one's name can be complex and cumbersome. For some employees, particularly gender diverse employees and Indigenous employees, there may be various personal reasons why they have not chosen to legally change their name.

Identifying a chosen name for use in the workplace at the City of Regina should not require having to prove a legal name change.



MN22-4: 4c. Provision of all gender change rooms and washrooms

Ensure that existing gender neutral washrooms in City Hall and other City facilities are maintained to an appropriate standard.

Recommendation informed directly by participants

Throughout the course of employee consultations, we became more and more confident that we would hear mention of the broken gender neutral washroom on the first floor of City Hall. While this wasn't the only gender neutral washroom that was described as being consistently unavailable for use, it was the most notable one.

These discussions suggest that the maintenance concerns related to gender neutral washrooms are not addressed in a timely manner, particularly when so many employees, both 2SLGBTQIAP+ and allied, have expressed frustration.

City's maintenance departments should make consistent efforts to fix and maintain gender neutral washrooms so that all employees have access to a washroom at work.

Maintain a list of gender neutral change rooms and washrooms in City facilities and make this list available online to the public.

Ivy + Dean Recommendation

When asked about the number of gender neutral washrooms and facilities at the City, employees were generally unable to reference more than just one or two. Overwhelmingly, employees indicated that there weren't enough at the City, despite not knowing how many may exist.

Providing a list of gender neutral spaces in facilities could accomplish two things: providing trans and non-binary people with the knowledge of where they can go to the washroom comfortably, and communicating to all employees about the City's commitment to building accessible spaces.

Write into policy that trans and gender diverse employees have the right to access washrooms and change rooms they are most comfortable in.

Ivy + Dean Recommendation

A number of managers expressed concerns that they were fearful for their trans or gender diverse staff when they accessed washrooms, being unsure if transgender employees ever experienced negative comments or bullying for using their chosen washroom.

By incorporating the right for trans and gender diverse employees to use their chosen washroom directly into policy, it provides a clear document to point to if managers or employees express discriminatory and anti-trans sentiments about transgender staff members using the washroom.

Perform a review of access for women's change rooms and washrooms in City facilities, with a particular emphasis on operational environments.

Ivy + Dean Recommendation

When asked about gender neutral washrooms and change rooms at the City, women who worked in operational departments provided insight into a lack of equitable and appropriate facilities for women. Many of these employees explained that while their work environment lacked gender neutral options, they also lacked options for women.

While gender neutral washrooms and change rooms are important, it is equally important to recognize the need for women to have equal access to change rooms and washrooms that they feel comfortable in.

This recommendation is not to suggest that the provision of trans-inclusive washrooms and of women's washrooms are contradictory—women's washrooms and change rooms should be made available to all women, including transgender women, while gender neutral washrooms and change rooms are available to any person who would rather be in an ungendered space.

MN22-4: 4d. Develop expansive education for all leadership and front-line staff

Identify 2SLGBTQIAP+ employees who can work to co-develop training with existing providers, and pursue a co-facilitation model.

Recommendation informed directly by participants

Employees who participated in the Positive Spaces Network training expressed an interest in seeing training that was more specific and knowledgeable about the realities and culture at the City of Regina.

By combining the professional and educational expertise of local 2SLGBTQIAP+ providers such as UR Pride Centre with the City of Regina workplace experience of 2SLGBTQIAP+ employees, the training provided could be more relevant to specific needs within the City, and be more responsive in addressing questions and issues within the corporate culture. Furthermore, providing opportunities for 2SLGBTQIAP+ employees to see role models in their workplace could contribute to increased satisfaction amongst 2SLGBTQIAP+ employees as a whole.

Any 2SLGBTQIAP+ employees who take on the role of co-facilitation or co-development of training need to be properly provided the time and resources to do this work. At Ivy + Dean, we have heard from other employers and organizations who select employees with experiences of marginalization to do work specifically related to diversity, equity and inclusion education, without their managers understanding that this work will require them to unload other work responsibilities.

Moreover, it is particularly important for any 2SLGBTQIAP+ employee involved in delivering of training to be emotionally supported by their workplace. Providing 2SLGBTQIAP+ education can be difficult, emotional, disheartening and hurtful because of the way that it requires facilitators to be somewhat vulnerable to anti-2SLGBTQIAP+ sentiments and attitudes in the classroom.



FREPIK

Provide designated training sessions for employees who are required or urged by their managers to take the Positive Spaces Network training.

Recommendation informed directly by participants

Employees shared stories of attending trainings or seminars with staff members who perpetuated harmful and discriminatory ideas, and how this impacted them as 2SLGBTQIAP+ employees or how this impacted their 2SLGBTQIAP+ colleagues. While participants were generally in support of employees who perpetuated workplace disrespect against 2SLGBTQIAP+ people being expected to take training, they were also worried about how it could cause harm against 2SLGBTQIAP+ people who have to share space with them.

Splitting up training sessions could allow for 2SLGBTQIAP+ people to be shielded from homophobic or transphobic attitudes, but it could also allow for the development of more targeted education. After all, the learning needs of allies and 2SLGBTQIAP+ people differ greatly from the learning needs of people who are still at the beginning of their journey in understanding gender and sexual diversity.

Require 2SLGBTQIAP+ diversity training to be mandatory for all employees, as well as Mayor and City Councillors.

Recommendation informed directly by participants

Both employees and community members overwhelmingly agreed that any 2SLGBTQIAP+ education needs to be mandatory for all employees, especially managers and senior administrative leaders. Employees pointed out consistently that voluntary training means that those who need it the most and are the least uninformed are the same people who will refuse to take it.

Furthermore, employees expressed a concern that some employees had less access to training as others, such as hourly employees, seasonal and casual workers, and temporary staff. By requiring training for all employees, it eliminates the possibility of a manager or supervisor discouraging staff from taking the training.

Finally, both community members and employees named that it was important for Positive Spaces Network Training to extend to Mayor and City Councillors, and not to stop only at staff members.

Perform a review of the Positive Spaces Network training program.

Recommendation informed directly by participants

Experiences of the Positive Spaces Network training program were incredibly varied. Some employees reported fantastic learning experiences that helped them learn more about a community they didn't know much about, while others shared negative experiences of employees feeling mocked or berated for making mistakes. Multiple 2SLGBTQIAP+ employees expressed their own disappointment by the training, explaining that they felt like it didn't create conducive spaces for their non-2SLGBTQIAP+ colleagues to be able to safely ask questions or seek clarification about sensitive topics.

Additionally, Indigenous employees who participated in the Positive Spaces Network training shared that they had alternative understandings of cultural and Indigenous related gender and sexual diversity topics, and felt like the training didn't properly incorporate the various and multitude of ways that Two-Spirit identities are understood.

P&OC should undertake a review of the Positive Spaces Network Training either independently through tools like evaluation surveys or workshop auditing, or by engaging a third-party organization who may be more knowledgeable about effective training.

If hiring a third-party, P&OC could consider collecting initial evaluation data to identify clear gaps, and select an ideal third-party to perform a review. For example, if evaluation data suggested that the 2SLGBTQIAP+ content was missing the mark, hiring another 2SLGBTQIAP+ organization such as OUTSaskatoon or Pride at Work Canada could help address this gap, whereas, if evaluation data suggested that the course structure was ineffective, P&OC may choose instead to hire a curriculum developer or instructional designer from the University of Regina.

Integrate and incorporate the requirement to take mandatory training related to inclusion, such as Truth & Reconciliation training and Positive Spaces Network Training, into the Employee Code of Conduct.

Reference Group Recommendation

In discussing other recommendations related to training, employee representatives on the Reference Group provided the suggestion that the Employee Code of Conduct be amended to include a recognition that if an employee is asked to take training related to inclusion, that they are expected to do so.

By clearly stating this in a Code of Conduct, employees who are asked to take Positive Spaces Network Training (as well as other types of training related to inclusive workplaces) would have already acknowledged their responsibility to do so when accepting a job at the City of Regina.



ALLAN HALL // QUEEN CITY PRIDE

Other Recommendations

Work with managers to identify ways they can address homophobia, transphobia, bullying and harassment when they notice it, even if the person impacted does not want to file an official complaint.

Recommendation informed directly by participants

Managers who consulted throughout the engagement activities reported feeling concerned that they weren't adequately addressing workplace homophobia or transphobia, often because they didn't feel like it's appropriate to intervene when there hasn't been a formal or official complaint from a 2SLGBTQIAP+ employee.

Because of the identified process whereby employees are expected to address conflict individually before bringing it to the attention of a manager, there could very well be situations where employees simply choose to ignore homophobia or transphobia rather than have to approach an anti-2SLGBTQIAP+ colleague about having hurt them.

Managers at the City of Regina are clearly wanting to reduce instances of homophobia and transphobia in the workplace, and to address instances of workplace bullying in a meaningful way, but currently lack the knowledge of how to do so appropriately.

Implement an Employee Resource Group or Affinity Group for 2SLGBTQIAP+ employees.

Recommendation informed directly by participants

A consistent theme throughout our consultations with 2SLGBTQIAP+ employees was the feeling of isolation or loneliness as 2SLGBTQIAP+ people at work. Many 2SLGBTQIAP+ participants indicated that they didn't know a lot of other people like them at the City, and suggested strongly that building a sense of community amongst 2SLGBTQIAP+ employees could help in improving attachment to the organization and in creating a more inclusive and welcoming workplace culture.

P&OC should identify potential 2SLGBTQIAP+ employees and leaders within the City to implement the creation of an Employee Resource Group (ERG) for 2SLGBTQIAP+ employees. Running an Employee Resource Group is hard work, and the City of Regina could provide resources to employees interested in leading this group. Pride at Work Canada's FLOURISH program is an eight-week course designed for 2SLGBTQIAP+ ERG leaders, and the CGLCC: Canada's LGBT Chamber of Commerce has a Toolkit for employers about starting an employee resource group that is available on their website.

Explore the creation of spaces that can be adapted for employee wellness rooms, breastpumping and chestpumping rooms, prayer rooms, or other private spaces for City employees.

Recommendation informed directly by participants

Indigenous employees in particular identified that the lack of privacy for a lot of employees at the City of Regina could potentially cause feelings of unsafety for 2SLGBTQIAP+ and allied employees. While not specifically a recommendation related to 2SLGBTQIAP+ needs, during the discussion group with Indigenous employees, participants reported having an interest in establishing space for employees to be able to have peaceful, private time without being in a large group.

The conversation amongst employees related to this recommendation was not extensive, meaning that it could be beneficial to explore this idea in more detail with other employee groups, such as the Joint Culture Committee.

Offer opportunities for employees impacted by anti-2SLGBTQIAP+ discourse surrounding debates at City Council to share their stories with City Administration and leadership.

Ivy + Dean Recommendation

Throughout every consultation activity, both with employees and with the general public, people disclosed that they were significantly impacted by the conversion therapy ban debate in July 2021. Employees, both 2SLGBTQIAP+ and non-2SLGBTQIAP+, reported feeling angry and deeply disheartened by the discourse that came from the conversion therapy debate, with some expressing a worry that the harmful rhetoric on display during City Council meetings reflected poorly on them as employees of the City. Some 2SLGBTQIAP+ employees reported feeling as though there weren't considerations from City Administration about how these events impacted them.

Multiple employees made mention of the hope for an apology from City Administration and City Council about how this discourse perpetuated homophobia and transphobia within both the City and the community. We imagine that the full impacts of the events from July 2021 are still not fully understood or grasped, and we sincerely urge the City to identify ways for employees to have Administration and leadership witness their stories about these impacts.

Recommendations Relating to the City of Regina as a Service Provider

MN22-4: 5a. Include 2SLGBTQIAP+ needs such as all gender changing rooms and trans affirming changing room policies in all facility upgrades and developments

Renovate older buildings to include more gender neutral washrooms and change rooms, and ensure new buildings have adequate gender neutral facilities.

Recommendation informed directly by participants

Participants recognized that it may not be possible for all City facilities, especially older buildings, to have gender neutral washrooms and change rooms, however it was a consistent theme that the City does not have enough gender neutral spaces.

With the recently built māmawêyatitân centre in 2017, the City built 21 gender neutral washrooms and change rooms within this facility. The City should continue this trend with new builds, ensuring that gender neutral facilities are available to all those who may need them. When renovating older buildings, the City should make all efforts to include gender neutral washrooms and change rooms.

Develop policy that affirms trans peoples' rights to use whichever gendered washrooms or change rooms they feel comfortable accessing.

Recommendation informed directly by participants

Some trans and non-binary people shared about negative experiences when accessing gendered washrooms City facilities. It is important to understand that trans and non-binary people are at heightened risk of violence in washrooms and change rooms, and that they often make choices to use specific gendered spaces in order to protect themselves.

The City should develop clear policy and procedure that affirms trans peoples' rights to use the washroom or change room that they feel more comfortable accessing. Staff who may provide directions or instructions regarding washrooms and change rooms should be fully aware of this policy and procedure, and should be able to communicate it to facility-users who ask.

Signage and posters can be created and posted in City facilities that communicates this policy.

There may be some facility-users may be uncomfortable sharing washrooms or change rooms with trans or non-binary people. When this happens, City staff should provide alternative options to those who are uncomfortable, such as staff washrooms or single stall/private spaces.

Review registration forms and similar documents to ensure that 2SLGBTQIAP+ people can properly describe themselves and their families.

Recommendation informed directly by participants

Some community members reported that City's registration forms and documents often don't include options for them to describe their families and relationships.

The City should review these documents and update all templates to include expansive language and options in relation to gender, family and relationships. For instance, including room for more than two parents and caregivers to be listed, listing gender as an open box or removing gender altogether if it is not relevant to a program, and inviting chosen names and pronouns to be indicated on forms.



FREPIK

Commission local 2SLGBTQIAP+ artists to create visual art in City facilities and spaces.

Recommendation informed directly by participants

Various 2SLGBTQIAP+ and allied people in Regina who participated in the community engagement activities spoke about how the City of Regina's buildings and facilities feel formal, cold and unwelcoming. Employees spoke about how positive it felt to work in City facilities that feel warm and inviting to community members.

Multiple community members suggested the addition of 2SLGBTQIAP+ and queer art to existing City facilities and spaces. To address this suggestion, the City should commission local 2SLGBTQIAP+ artists to create visual art that reflects the diversity and experiences of the vibrant 2SLGBTQIAP+ community in Regina.

If deemed cost prohibitive, the City could consider accessing SKArts' Artists in Communities funding to allow for this work.

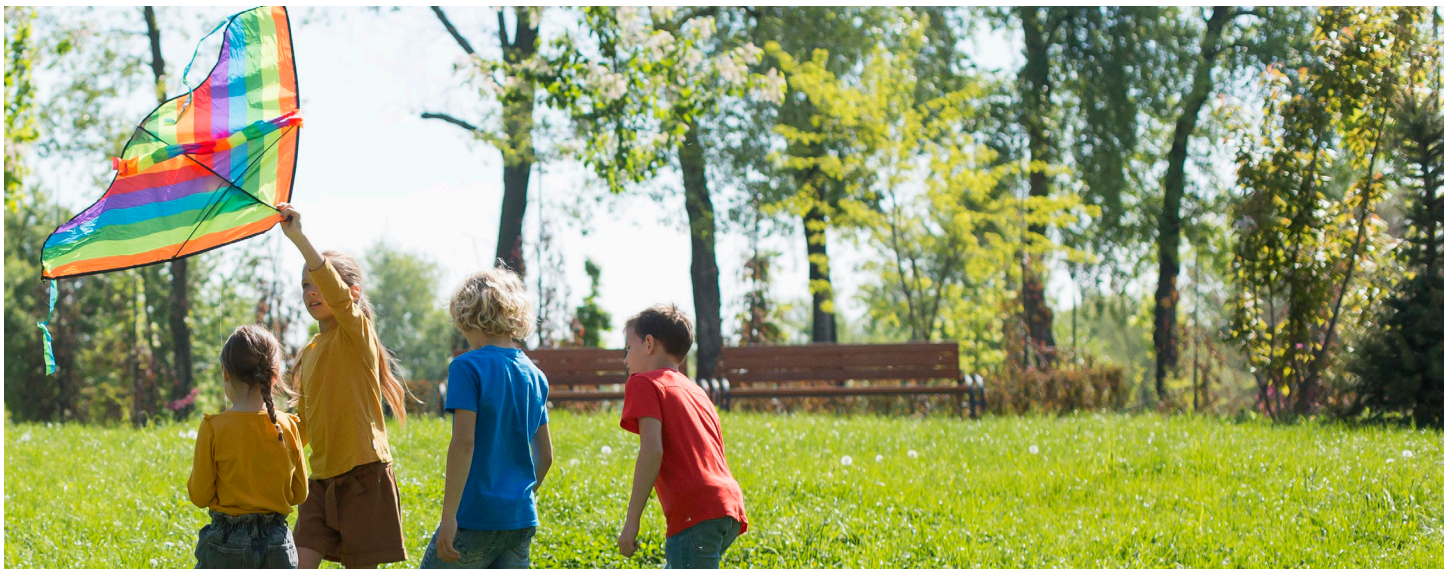
MN22-4: 5b. Include 2SLGBTQIAP+ specific space/programming such as all-body swimming or gym time, all gender youth sports, etc.

Host more 2SLGBTQIAP+ specific programs.

Recommendation informed directly by participants

The recent announcement of the All Bodies Swim program through Social Inclusion was exciting for many participants who heard about it for the first time during these consultations. 2SLGBTQIAP+ community members offered other ideas about what kinds of programs specifically targeted to 2SLGBTQIAP+ people could help promote a more inclusive City. These suggestions included dance and movement classes, life skills classes, and arts & culture programs. Family focused programming was particularly identified as important resources for 2SLGBTQIAP+ people.

While it remains important that the City make efforts to ensure that all of their programming is welcoming of all people, including 2SLGBTQIAP+ people, the City should still pursue opportunities to host programs that are specifically targeted to 2SLGBTQIAP+ people.



FREEPIK

Ensure any 2SLGBTQIAP+ specific programs are accessible to disabled people and people with disabilities.

Recommendation informed directly by participants

Significant discussions took place throughout the consultations that indicated that there is a large crossover between 2SLGBTQIAP+ people and disabled people and people with disabilities. When the City hosts 2SLGBTQIAP+ specific programs, it is fundamental that these programs are accessible to all people, and that unique considerations regarding accessibility are kept in mind.

Ensure 2SLGBTQIAP+ specific programs are early in the day to allow for families to participate.

Recommendation informed directly by participants

The family event that was hosted as part of these consultation activities was incredibly well attended, and both 2SLGBTQIAP+ and allied families expressed immense joy at being able to find opportunities for their children to exist in 2SLGBTQIAP+ spaces.

In developing and hosting programs for 2SLGBTQIAP+ people in Regina, the City needs to consider the interest of families in participating. Hosting events too late in the evening means that many families aren't able to attend.

Collaborate with Two-Spirit and/or Indigenous groups to host programming and spaces that are specifically designed to support Two-Spirit communities.

Recommendation informed directly by participants

2SLGBTQIAP+ Indigenous people suggested that the City create cultural programming with Two-Spirit Elders or Elders who are Two-Spirit affirming. This would provide opportunities for urban Two-Spirit people to access ceremonial spaces in Regina. Participants expressed an interest for 2SLGBTQIAP+ specific programs, and the same rings true for Two-Spirit communities.

Throughout existing Indigenous programs and spaces led by the City, it is also important that those involved, especially Elders, are welcoming and inclusive of Two-Spirit and 2SLGBTQIAP+ Indigenous people. Two-Spirit and Indigenous 2SLGBTQIAP+ people should be invited and embraced to participate in the work of Reconciliation Regina, and other cultural and Indigenous initiatives.

Develop program policy that affirms trans and gender non-conforming people, including children, to be able to participate in gendered programs that feel the best for them.

Ivy + Dean Recommendation

Similarly to gendered spaces, trans and gender non-conforming children and adults should be able to access gendered programming that feels best for them. Trans and non-binary people may prefer one gendered space over others, often relating to their sense of safety and comfort in those spaces.

Host non-gendered equivalents of leisure and recreation programs for people of all ages.

Recommendation informed directly by participants

Parents of non-binary children shared frustrations at their children aging out of non-gendered leisure and recreation programming. The City of Regina should implement non-gendered equivalents for programs for people other than only young children.

When identifying programs to pilot, the City should focus on programs that were described as priorities for participants, including aquatic programs, fitness spaces and equipment for those who've been traditionally excluded from those spaces, and arts and culture programs.

Seek out community facilitators / instructors who would facilitate 2SLGBTQIAP+ specific programming.

Recommendation informed directly by participants

2SLGBTQIAP+ community members want those that teach City leisure and recreation programs to have similar lived experiences as they do. The City should make efforts to recruit and hire 2SLGBTQIAP+ people in Regina to facilitate programs and activities, which will provide a sense of safety and comfort to those who are nervous about experiencing homophobia or transphobia from instructors.

Indicate in the leisure / recreation guide which community facilitators / instructors have participated in a Positive Spaces Network training.

Recommendation informed directly by participants

In addition to hiring more facilitators and instructors who are part of the 2SLGBTQIAP+ community, existing facilitators and instructors who have taken Positive Spaces Network training should be identified as such in the leisure guide.



Leverage the Public Library's role as an inclusive space for many 2SLGBTQIAP+ people, and increase visiting hours.

Ivy + Dean Recommendation

Community members shared their love of the Regina Public Library throughout consultations, explaining that it was an inclusive and welcoming space for 2SLGBTQIAP+ people. Two-Spirit people and 2SLGBTQIAP+ youth also shared that they often had a hard time finding safe spaces to go downtown in Regina in the evenings.

Considering this, the City of Regina should leverage the Library's role as an inclusive space and increase visiting hours on weekends past 5pm. This could potentially be a venue and time for the City to host 2SLGBTQIAP+ specific programming.

Create spaces for 2SLGBTQIAP+ specific programming that does not include police presence or symbols of police.

Recommendation informed directly by participants

Community members reported negative experiences with police, and feeling unsafe around police or symbols of police. 2SLGBTQIAP+ people, particularly trans, non-binary and 2SLGBTQIAP+ people of colour, experience police violence at an increased rate compared to other groups. Because of this, spaces that are designed to be inclusive of 2SLGBTQIAP+ people should generally lack police presence and symbols of police.

When implementing 2SLGBTQIAP+ specific programming, the City should aim to do so in police-free spaces.

MN22-4: 5c. Create priority facility booking and/or permit process for 2SLGBTQIAP+ community events

Encourage City programming, rec centre and community centre staff to collaborate with 2SLGBTQIAP+ organizations to host events and programs in City spaces.

Recommendation informed directly by participants

2SLGBTQIAP+ CSOs expressed interest in collaborating with the City on promoting more inclusive spaces. The City should take advantage of this willingness and encourage City programming departments to seek out partnerships with 2SLGBTQIAP+ organizations.

Create event grants to 2SLGBTQIAP+ and other groups led by marginalized communities to be able to host their own programs or events in City spaces.

Recommendation informed directly by participants

The majority of 2SLGBTQIAP+ organizations are volunteer-run, meaning that they often lack capacity and funds to plan additional activities or events outside of their regular programming. Despite this, they are keen to support the City in encouraging 2SLGBTQIAP+ community members to spend time in City facilities and spaces.

The City should provide small event grants or bursaries to community groups that serve marginalized communities in exchange for hosting 2SLGBTQIAP+ specific programming in City facilities.

Improve communication regarding existing staff members (e.g. Community Consultant Special Events, Community Consultant Sport Facilities) at the City of Regina who can act as liaisons for community and volunteer groups who need support on facility booking or permitting processes.

Ivy + Dean Recommendation

2SLGBTQIAP+ CSOs reported difficulty in navigating the myriad of ways that they have to book City facilities or apply for permits. Groups described feeling confused at all the different documents or paperwork they may need to complete, and how these bureaucratic processes especially hindered volunteer-run organizations who may not have the resources or time to follow through.

By identifying a staff member who can support organizations in booking facilities or getting permits, the City could see an increase in facility use and community events. Meanwhile, event organizers and volunteers will experience reduced stress during their planning, leaving them to focus instead on providing services and events to the communities they serve.

MN22-4: 5d. An analysis of the City’s existing “family” programming, including exploration of whether the implied meaning of family includes family as commonly understood amongst 2SLGBTQIAP+ people

Remove the age identify for adults, as well as the requirement for two adults, in the definition of family used for admissions.

Recommendation informed directly by participants

Families in Regina are expansive and do not only include two adult families. Families might include parents under 25, fewer than two parents, and more than two parents, and more. While participants reported that they had generally not had issues with City staff questioning their family in the case of a family admission, some did express that it felt alienating to see a definition of family that excludes their own.

The City should remove the requirements for two adults as well as the age requirement, and instead use language such as "at least one caregiver", which would allow for young parents (including those who are under 18, and therefore, not "adults"), as well as both single parents and more than two parent families.



ALLAN HALL // QUEEN CITY PRIDE

If admission is based on household, change the name of “Family Admission” to “Household Admission”.

Ivy + Dean Recommendation

Family and household mean two different things, and while there is often overlap, many families exist throughout multiple households.

To capture the spirit of this admission type, the City should change the name to "Household Admission", which would maintain an 8-person group, without labelling those who don't "fit" in that group structure as "not a family".

Adopt and promote a more expansive understanding of family for staff across program development purposes.

Ivy + Dean Recommendation

The definition of family for purpose of admission is alienating for some families who see an ill-fitting definition. If those responsible for developing and hosting family programs in Regina also use this definition, it means that City programs aren't being created with all families in mind.

The City should implement a clear and expansive descriptions of family and distribute amongst programming departments. This will lead to programs being more responsive to the needs of all people who live in Regina, and not only those in traditional families.

Adopt a “Group Admission” which would allow for families who are in multiple households or chosen families to still use facilities or programs together.

Ivy + Dean Recommendation

Regina families offered clear examples of how their families are more expansive than only a traditional family or one household. One family we heard from shared about their family being spread across multiple households, with step parents. Another talked about their friends in polyamorous families, with more than two partners. Another described a family made up of parents, grandparents, and aunties.

With this in mind, the City should adopt a group admission option that would allow for chosen families to access and use facilities together. This admission type could allow for multiple households, and for childless families.

Other Recommendations

Recommendations Relating to Local Governance

Pursue / recruit 2SLGBTQIAP+ inclusion on City committees.

Recommendation informed directly by participants

The impacts of lack of representation for 2SLGBTQIAP+ community members should be addressed through multiple approaches. As discussed in the recommendations regarding the City as an Employer, hiring 2SLGBTQIAP+ people can help improve this gap. However, community members also shared a frustration at City committees that seemed to be composed of only non-2SLGBTQIAP+ people.

The City should make efforts to recruit 2SLGBTQIAP+ inclusion on City committees. This can be done through targeted recruitment, and through integrating 2SLGBTQIAP-inclusion measures across committees, such as encouraging committee members to include their pronouns on their listings in the Meeting Portal.



ALLAN HALL // QUEEN CITY PRIDE

City Administration and Council should explore offering a formal apology to 2SLGBTQIAP+ communities for how the motion related to conversion therapy ban overwhelming contributed to a negative public discourse about queer and trans people.

Recommendation informed directly by participants

Both 2SLGBTQIAP+ and allied community members expressed the hurt they experienced when witnessing the debate and discourse that took place in July 2021 around conversion therapy in the City. People feel unsafe, ignored, and disrespected by their City government because of this situation.

The City's choice to offer an apology and acknowledgement of harm could go an immensely long way in beginning to redevelop trust and a sense of community for 2SLGBTQIAP+ and allied people. It could also signal to community members that the City takes their commitment to diversity and community safety seriously.

In future consultation activities, invite 2SLGBTQIAP+ and other organizations that serve marginalized communities to host their own discussions.

Ivy + Dean Recommendation

Research survey respondents indicated that traditional kinds of consultation activities that the City undertakes lack meaningful and safe options for 2SLGBTQIAP+ and other marginalized people to participate. Many participants shared that this consultation process was the first time that they felt really engaged by the City as members of the 2SLGBTQIAP+ community.

Findings suggest that 2SLGBTQIAP+ people don't feel comfortable engaging in traditional consultations. The City should identify consistent expectations for both internal and external consultants to be inviting community organizations to host their own consultation activities related to topics the City is exploring. Potentially, this could be done through a standing interagency group made up of community organizations serving marginalized people, acting as a community consultation steering board for the City.

Ensure that the Mayor, City Manager and Council meet regularly with 2SLGBTQIAP+ organizations and groups.

Recommendation informed directly by participants

2SLGBTQIAP+ CSOs discussed the positive impact it had on them when Regina's current Mayor reached out to begin a relationship with them. This helped organizations feel considered and understood.

The City Manager should make meaningful efforts to meet with 2SLGBTQIAP+ organizations regularly, which could help rebuild relationships that have been tense following July 2021. City Administration should also strongly encourage the Mayor and Council to do the same.

Consider appointing a Special Advisor to the Mayor on 2SLGBTQIAP+ issues.

Ivy + Dean Recommendation

Community members, both 2SLGBTQIAP+ and allied, report feeling as though there is a lack of understanding from Council about how 2SLGBTQIAP+ communities experience living and working here.

Applying a similar framework as the Prime Minister of Canada did in 2016 when the Federal government was working to build strong relationships with 2SLGBTQIAP+ communities, the Mayor could appoint a Special Advisor on 2SLGBTQIAP+ issues. This Advisor would have a deep understanding of the 2SLGBTQIAP+ community sector in Regina, a strong grasp on municipal city issues, and would be able to act as a liaison between the community and the Mayor's office.

Strike and maintain a 2SLGBTQIAP+ advisory group for City administration.

Ivy + Dean Recommendation

Throughout this work, it became abundantly clear that no one person can speak with full authority about what is best for the 2SLGBTQIAP+ community in Regina. The Reference Group that has provided guidance for Ivy + Dean for this project has been instrumental in ensuring meaningful intersectionality and developing comprehensive strategies for engaging with community.

The City should formally strike a paid Advisory Group on 2SLGBTQIAP+ issues for City Administration. We recommend transitioning the existing Reference Group to an interim Advisory Group, and doing a promoted, month-long open call for applicants to join a permanent Advisory Group next fiscal year. Existing Reference Group members could support the City in identifying members for the first permanent Advisory Group.

Recommendations Relating to Transit

Write a complementary appendix to the Regina Transit Master Plan that includes 2SLGBTQIAP+ voices, expertise and perspectives regarding topics explored. Ensure that future Transit reviews, or public engagement related to transit include 2SLGBTQIAP+ voices.

Ivy + Dean Recommendation

Transit was the most discussed City-related social issue amongst 2SLGBTQIAP+ people. While the City recently released a Regina Transit Master Plan, 2SLGBTQIAP+ communities are not mentioned once throughout this document. This community engagement work indicates that 2SLGBTQIAP+ people have unique perspectives that could have contributed meaningfully to this plan, and providing a follow up appendix, even just incorporating findings from this report and this project's jurisdictional scan, could ensure that those working to address gaps within transit at the City incorporate 2SLGBTQIAP+ realities.

Any review of the transit system needs to include voices of 2SLGBTQIAP+ people, particularly those who have intersectional lived experiences of both gender and sexual diversity, as well as disability.



Provide targeted 2SLGBTQIAP+ inclusion training to transit staff, including accessible transit staff.

Recommendation informed directly by participants

Employees expressed concerns that existing 2SLGBTQIAP+ inclusion training isn't adequately educating all staff who need to learn more about gender and sexual diversity. Meanwhile, employees also indicated that there is a divide between office workers and operational workers in terms of accessing information about training and workplace diversity initiatives.

Considering these findings, P&OC should work to co-develop unique training that addresses experiences of 2SLGBTQIAP+ riders of transit for provision to transit staff and operators. It is vital that any training includes accessible transit operators, and incorporates education about the intersection of 2SLGBTQIAP+ identity and disability.

Develop a “Supporting 2SLGBTQIAP+ Riders” resource for transit staff.

Ivy + Dean Recommendation

Operational staff reported having a difficult time accessing learning opportunities or other inclusion activities because of the requirement to leave their assigned post for long periods of time, without support from managers. Implementing a second approach to education for transit staff will mitigate this barrier, by providing opportunities for transit operators to learn on their own time, if they're unable to access a training session.

The City should identify internal employees within Social Inclusion and Transit who can work together to develop an educational resource about how transit staff can support 2SLGBTQIAP+ riders. It is important that any resource is developed or reviewed by people who are knowledgeable about 2SLGBTQIAP+ issues, as well as issues for people with disabilities.

Recommendations Relating to Houselessness

Ensure the inclusion of 2SLGBTQIAP+ voices in any plans or reports related to housing or addressing houselessness in Regina.

Ivy + Dean Recommendation

Houselessness in Regina has been a big topic at City Hall and across departments for a long time. The City has a number of reports that have been written over the years about housing, including the Plan to End Homelessness released in 2019. The full technical report includes a small section about LGBTQ2S+ experiences of homelessness, but the Executive Summary lacks any mention of gender and sexual diversity.

Housing is a 2SLGBTQIAP+ issue. The City must ensure that any work done on housing includes 2SLGBTQIAP+ considerations and a 2SLGBTQIAP+ lens. This means ensuring that future committees or advisory groups on housing include a representative from organizations addressing 2SLGBTQIAP+ homelessness, and that staff working on housing files have an understanding of 2SLGBTQIAP+ issues.

Work with community partners and organizations to fill the gap of safe shelters and housing supports for 2SLGBTQIAP+ adults.

Recommendation informed directly by participants

Lulu's Lodge, a shelter for 2SLGBTQIAP+ youth, is a necessary resource for 2SLGBTQIAP+ young people navigating houselessness in Regina. It is also the only shelter in the City, for any age group, that focuses on serving 2SLGBTQIAP+ people. 2SLGBTQIAP+ adults in Regina who need access to housing resources often have to rely on mainstream community organizations, which may not provide culturally appropriate care.

The City of Regina should work with their housing partners, through the Plan to End Homelessness, to incorporate meaningful resources for 2SLGBTQIAP+ adults seeking safe shelter and housing supports.

Recommendations Relating to Policing & Addressing Violence

Identify alternatives to armed responders for mental health crises.

Recommendation informed directly by participants

Two-Spirit and Indigenous 2SLGBTQIAP+ people clearly indicated that emotional and mental health services that rely on police don't meet their needs. Additional community members, such as 2SLGBTQIAP+ youth, shared similar perspectives, providing their perspective that police don't create a sense of safety for marginalized 2SLGBTQIAP+ people, particularly trans, non-binary and 2SLGBTQIAP+ people of colour.

The City should work closely with their community partners, such as the Community Support Program, to ensure that 2SLGBTQIAP+ people, especially Two-Spirit and Indigenous 2SLGBTQIAP+ communities, have access to mental health crisis responders who are unarmed and unaffiliated with police.

Invest in supports and resources for survivors and perpetrators of violence in the 2SLGBTQIAP+ community that are alternatives from police.

Recommendation informed directly by participants

Community members shared a desire for supports to address violence within the 2SLGBTQIAP+ community without being required to call the police. 2SLGBTQIAP+ people expressed concerns that police are unable to respond to the needs of 2SLGBTQIAP+ communities, and suggested that the City of Regina should be investing in alternatives to police, such as youth programs, mental health support, accessible transit, and housing.

As older adults expressed during consultation, until the painful history of police violence and inaction with 2SLGBTQIAP+ peoples is meaningfully addressed, non-police responses to crisis within 2SLGBTQIAP+ communities is necessary to ensure that people feel safe and supported in their City.

Recommendations Relating to the City of Regina as a Funder

MN22-4: 6a. Create 2SLGBTQIAP+ funding streams. This funding to include intergenerational programs, and serving 2SLGBTQIAP+ people at all stages of life

Pilot a 2SLGBTQIAP+ project funding stream for community organizations.

Recommendation informed directly by participants

2SLGBTQIAP+ CSOs received less than 1% of City of Regina funding in 2022. Community members in Regina report relying strongly on community organizations and programs to provide them with the social and well-being support they need. The organizations that run these programs and social supports are chronically underfunded, leading to unsustainable and unstable programs.

To help local 2SLGBTQIAP+ groups support their communities, the City of Regina should pilot a 2SLGBTQIAP+ funding stream. This funding stream should be open to 2SLGBTQIAP+ organizations, and organizations with specific 2SLGBTQIAP+ programs and services. Organizations that are not led-by or governed-by 2SLGBTQIAP+ people would need to provide a letter of collaboration / support from a 2SLGBTQIAP+ organization, to ensure that funding focuses on serving the needs of 2SLGBTQIAP+ people.

When planning this pilot funding stream, the City should put together a 2SLGBTQIAP+ community advisory group to design the funding stream and review applications. This could be the same Advisory Group recommended earlier, or a unique committee specifically for this purpose.

Ensure 2SLGBTQIAP+ representation on all grant adjudication committees, and ensure that this representation includes somebody with an understanding of the 2SLGBTQIAP+ sector in Regina.

Recommendation informed directly by participants

The individuals who serve on City of Regina grant adjudication committees have immense responsibility to distribute funding to the arts, culture, recreation and social development sectors in Regina.

Including 2SLGBTQIAP+ people on these adjudication groups will ensure that 2SLGBTQIAP+ organizations who apply will have people who understand their sector and work. This inclusion will also allow for informed grant adjudicators who can better assess whether or not funded projects will be welcoming to 2SLGBTQIAP+ people.

The City of Regina should work to purposefully recruit 2SLGBTQIAP+ people, particularly 2SLGBTQIAP+ people of colour and 2SLGBTQIAP+ people with disabilities on these adjudication committees.



FREPIK

Encourage existing seniors' organizations or programs that access City of Regina funding to provide information about their inclusion of 2SLGBTQIAP+ older adults.

Ivy + Dean Recommendation

2SLGBTQIAP+ seniors reported concerns that mainstream seniors' organizations lack the skills, interest or competency to properly consider their needs in programs, services and resources for older adults. The City of Regina can act as a facilitator to improve this gap.

As a funder, the City is well positioned to challenge seniors' organizations in considering the needs of 2SLGBTQIAP+ older adults in their programs, and to encourage collaborations between the 55+ Club, the only 2SLGBTQIAP+ seniors' group in Regina, and existing senior agencies.

Prioritize 2SLGBTQIAP+ organizations who are seeking investment in capital projects to improve infrastructure for older adults and/or people with disabilities.

Recommendation informed directly by participants

2SLGBTQIAP+ CSOs want to be able to provide accessible spaces for people with disabilities and for seniors, but the financial investment is too cumbersome for most agencies. Meanwhile, people with disabilities are wanting to participate in existing 2SLGBTQIAP+ organizations' programs, but are unable to because of a lack of accessibility.

The City of Regina should strongly encourage these 2SLGBTQIAP+ organizations to apply for City grant programs that would allow them to invest in large scale capital projects to improve accessibility in their spaces.

MN22-4: 6b. Target funding for 2SLGBTQIAP+ within ethno-racial communities

Facilitate and promote partnerships and collaborations between 2SLGBTQIAP+ and ethno-racial organizations for City-funded projects.

Ivy + Dean Recommendation

2SLGBTQIAP+ people of colour are underserved by community organizations in our City, often experiencing either racism or homophobia and transphobia when accessing services or participating in programs. While there aren't any established 2SLGBTQIAP+ BIPOC organizations in Regina, there are organizations that serve ethno-racial communities that are interested in or are already providing supports to 2SLGBTQIAP+ BIPOC communities.

The City of Regina should provide support to 2SLGBTQIAP+ and ethno-racial organizations who are seeking opportunities for collaboration and partnerships, so they can access funding for joint projects.

In any 2SLGBTQIAP+ project funding stream, ensure that ethno-racial organizations, even those that are not 2SLGBTQIAP+ led, can apply and be considered for funding.

Recommendation informed directly by participants

Because there are no established 2SLGBTQIAP+ BIPOC organizations in Regina, community members expressed fears that a 2SLGBTQIAP+ project funding stream with restrictive eligibility criteria could end up creating a situation where the only funded projects are those that have mostly white participants.

When the City implements a pilot funding stream for 2SLGBTQIAP+ organization, it's important that any criteria leaves space for BIPOC-led organizations to be able to access funding to focus on their 2SLGBTQIAP+ clients' needs and interests.

MN22-4: 6c. Require as a condition of all funding that the applicant/recipient provides services which are available and inclusive of 2SLGBTQIAP+ people

Amend the application for City funding to ask if proposed projects are open and inclusive of all people, including 2SLGBTQIAP+ communities.

Recommendation informed directly by participants

Of the City-funded organizations who responded to our survey, only one reported that a requirement for 2SLGBTQIAP+ inclusive programs and projects could impact their ability to access funding. This suggests that the community sector in Regina overwhelmingly recognizes the responsibility of the City in ensuring that the projects they fund are inclusive of all people who live in Regina.

The City should include a question regarding 2SLGBTQIAP+ inclusion of applicant organizations. Before amending the application, the City could implement a one-time funding stream for capacity building around 2SLGBTQIAP+ inclusion for community groups in Regina to be able to prepare for this future requirement.

If funding this capacity building is cost-prohibitive, the City should instead consider engaging a 2SLGBTQIAP+ organization or hiring a temporary staff member to provide consultation and support to community organizations in Regina to build capacity around 2SLGBTQIAP+ inclusion.

Any changes to City funding application requirements should be accompanied by supportive capacity building initiatives.

Ivy + Dean Recommendation

City-funded community organizations overwhelmingly agreed that their projects and organizations should be 2SLGBTQIAP+ inclusive. However, findings suggest that organizations may not have the skills and knowledge to implement tangible actions that promote 2SLGBTQIAP+ inclusion, despite wanting to do so.

To address this gap, it's important that the City of Regina accompany any changes to funding requirements or criteria with resources so organizations can realistically meet these expectations. This may include education and professional development opportunities, best practice or policy recommendation summaries, or evaluation tools to help organizations meet inclusion requirements while continuing to offer their usual programming.

Other Recommendations

Ensure that existing grant or program officers at the City are knowledgeable about the 2SLGBTQIAP+ community sector, and hire people with experience in the 2SLGBTQIAP+ community sector.

Ivy + Dean Recommendation

A major barrier for accessing funding by 2SLGBTQIAP+ organizations is the concern that those in charge of fund distribution don't understand the nuances and complex histories of 2SLGBTQIAP+ community groups and the sector at large.

The City of Regina should invest in professional development for existing grant and program officers at the City to gain more knowledge in the 2SLGBTQIAP+ civil society sector. The City should also seek out potential employees who have direct experience within these sectors.

Promote the existence of City staff who act as community liaisons in the City of Regina funding departments.

Recommendation informed directly by participants

Volunteer-run 2SLGBTQIAP+ CSOs reported feeling confused and overwhelmed by grant writing or funding processes, explaining that for smaller organizations, even the smallest barriers can feel like mountains to overcome.

Participants expressed a desire for designated staff to help them understand and apply for funding with the City. While these staff exist, it is clear that 2SLGBTQIAP+ groups (and potentially other volunteer-run organizations focusing on marginalized communities) don't know about them.

The City should prioritize these activities for these staff members, and promote the existence of these roles. Other funders, for example, SaskCulture and SKArts, indicate staff liaisons directly on their websites and encourage interested applicants to connect with them.



PRESSMASTER // FREEPIK

Host webinars and information sessions for community organizations in Regina to learn more about funding opportunities.

Recommendation informed directly by participants

Many 2SLGBTQIAP+ leaders were unaware of grant programs and potential funding opportunities through the City of Regina. Organizations were surprised to learn that the City has funding that they would even be eligible for.

Other funding bodies, such as the Federal government and private foundations, regularly host webinars or information sessions that promote their grant programs, and answer frequently asked questions for community organizations who are interested in applying.

The City of Regina should implement a regular webinar and information session for community organizations who are seeking funding, and should promote these webinars and information sessions on social media and through word-of-mouth.

Specifically invite 2SLGBTQIAP+ organizations to apply for City funding.

Recommendation informed directly by participants

2SLGBTQIAP+ CSOs were confused as to how they had never heard of City funding opportunities, particularly if they might be eligible for them. This suggests a communications gap for the City's grant department in reaching community organizations who are underresourced.

The City of Regina should purposefully invite 2SLGBTQIAP+ organizations to apply for funding, while ensuring to communicate that they are not guaranteed funds, and provide them with support in developing grant applications. These invitations can be made by sending emails, contacting groups over social media, and by relying on word-of-mouth from 2SLGBTQIAP+ organizations that already have partnerships with the City of Regina.



ALLAN HALL // QUEEN CITY PRIDE

Review The Enchanté Network's recommendations for funders regarding supporting 2SLGBTQ+ organizations.

Ivy + Dean Recommendation

The Enchanté Network, a network of 2SLGBTQIAP+ service providers across Canada, recently released a report about how funders can best support organizations. This report could help provide additional insight into the City of Regina's grant programs, and how they can better facilitate the work of 2SLGBTQIAP+ organizations in the City.

This report is available on The Enchanté Network's website.

Limitations & Considerations

MN22-4 was a comprehensive motion that required an incredibly broad consultation process, in order to seek out answers to each item described. Our team is proud of the work that we did in hearing from community members about the City's role in 2SLGBTQIAP+ people's lives. We made extensive efforts to hear from a broad range of people with different lived experiences.

While we're confident that our consultation has led us to important insights and recommendations that we know will impact the lives of 2SLGBTQIAP+ people for the better, we also acknowledge that there are some limitations and considerations with regards to this project.

Scope of Work and Timeline

Generally, for a project of this magnitude with over 14 separate consultation activities, we would have identified a longer timeline that would've allowed for deeper investigation and research, and a longer period for community outreach.

The entire consultation process, from development to collection to analysis, took place between September 2022 and February 2023 over a period of only five months. The bulk of data collection activities took place in mid/late January 2023. Because the project was partially designed by a Reference Group, the consultation activities were not finalized until mid-December, meaning that activities weren't promoted until the first week of January.

Despite the condensed timeline, we successfully hosted or facilitated more than 14 separate consultation activities that contributed to a significant body of data to review about 2SLGBTQIAP+ experiences.

Capacity of Community Organizations to Host Consultations

We were pleased to have eight community groups participate in hearing from their community about 2SLGBTQIAP+ inclusion in Regina. However, we had hoped to see as many community organizations as possible hosting their own discussion groups.

We sought out involvement from organizations that were identified by our Reference Group as serving underrepresented communities, such as Black in Sask and the Regina Open Door Society, but multiple organizations we asked to participate didn't have capacity to participate because they had other projects they had to focus on. For example, Black in Sask explained that they would have appreciated being able to participate, but were too busy with planning for Black History Month in February to host something with us in January.

As we learned throughout these consultation activities, 2SLGBTQIAP+ organizations are overwhelmingly volunteer-run and under-funded in Regina. Ironically, this is the main reason why some of these 2SLGBTQIAP+ organizations were unable to host their own consultation activities.

For future community-focused consultation projects, we anticipate inviting community organizations a lot earlier into the process, so that they can help identify and confirm schedules.

Outreach and Recruitment for Participants

Throughout the project, we connected with over 45 employees, over 105 members of the public, and over 30 community organizations. While we are satisfied with the number of participants we learned from, we're also thoughtful that there are significantly more 2SLGBTQIAP+ people and organizations serving 2SLGBTQIAP+ people who may have been interested in participating, but hadn't learned about the project in time.

Because the bulk of activities took place in January, we spent much of December doing recruitment and outreach work. December is not a good time of year to do outreach, as a lot of people are on

holidays or are directing attention to year end projects rather than starting new ones. This was made apparent when we sent out a major outreach email in mid-December, only to receive dozens of out-of-office replies.

Additionally, we were uncomfortable asking the City to rely on their social media channels for promotion of consultation activities, because of the possibility of anti-2SLGBTQIAP+ comments being made on social media networks. This meant that we relied on our company's social media following to get the word out about the project activities. We know that this helped us recruit many participants, but we also know that our social media following tends to be more people who work within the Saskatchewan non-profit sector, rather than the general public living in Regina.

Recruitment of Employees

While we did our best to communicate consultation activities to all employees, we learned part way through the project that some employees, such as seasonal, casual and term employees, may have not received communication via official employer/employee channels due to the constraints of current communication procedures at the City.

The other likelihood is that there were many employees who were simply unable to participate in ways that felt comfortable for them. While we did hear from some operational employees, including those who don't work in an office setting, the majority of employee participants worked in similar departments and similar settings.

The information we learned from participating 2SLGBTQIAP+ and allied employees was incredibly insightful. However, we also know that there are perspectives that may have been missed because of some of these constraints mentioned.

Tight-Knit and Connected 2SLGBTQIAP+ Communities

2SLGBTQIAP+ communities in Regina are diverse and include thousands of people, but 2SLGBTQIAP+ communities are also notoriously tight-knit social spaces, where many people are already familiar with one another. In developing this project, we anticipated this limitation and tried our best to mitigate it. However, we acknowledge that this may have been a barrier for some potential participants.

As experienced 2SLGBTQIAP+ organizers and community leaders, a lot of the participants had worked with members of our team in other contexts, or had friendships with members of our team. We anticipated this limitation at the beginning of the project, and purposefully sought out professionals to join the project team without extensive relationships within the 2SLGBTQIAP+ community. This allowed us to ensure that throughout all consultations, no participant was required to share vulnerable stories or perspectives with people they may have close personal relationships with.

Mitigating this possibility was also why we incorporated community-hosted consultation activities, ensuring that community members who may have been uncomfortable with our team even knowing they had participated to remain completely anonymous from us.

Conclusion

2SLGBTQIAP+ people and our allies are an important part of what makes Regina such a vibrant place to live. We have unique experiences of this place, and the City is our home, just as much as it is anybody else's.

It has been an honour for our team to be able to work on this project. Supporting the City that we live in to better help and meet the needs of our community has felt like a big start in building a meaningful, reciprocal, and respectful relationship between 2SLGBTQIAP+ people and our City government.

Whether participants were sharing stories of negative experiences at City facilities, or positive memories of some of their favourite places and interactions at the City, we took our responsibility seriously in translating all of the data and information we learned into purposeful and tangible recommendations to contribute to a more inclusive municipality for all.

Unfortunately, as we heard from one participant, **"there aren't enough safe spaces to exist here"** for 2SLGBTQIAP+ people in the City. We hope, that one day, this City will be safe for everyone, no matter their gender or sexuality.

We believe that this work commissioned by the City, and the deep, genuine commitment from employees at the City who worked on this project, brings us one step closer to accomplishing this goal.



CHRISTINE SELINGER // QUEEN CITY PRIDE

Appendices

Appendix: Complete Table of Recommendations

City as an Employer

MN22-4: 4a. Including 2SLGBTQIAP+ people under all employee equity policies	
<i>Recommendations informed directly by participants</i>	
P1. Develop materials for managers on how to prepare for incoming 2SLGBTQIAP+ employees.	Ivy + Dean Recommendations
P2. Ensure interview processes allow and encourage both managers and applicants to share about their experiences and perspectives about inclusion.	
P3. Allow digital or Microsoft Team interviews, when possible.	
P4. Include protections for polyamorous people in anti-harassment and respectful workplace policies.	
MN22-4: 4b. Streamlined name change process (respecting employee identification, email addresses, etc.) for all city staff	
<i>Recommendations informed directly by participants</i>	
P5. Create material relating to name change processes in the workplace that are available to all employees, including casual, seasonal and temporary employees.	Ivy + Dean Recommendations
P6. Develop a name change policy that addresses the urgency of these requests.	
P7. Investigate and implement options for employees to be able to include Indigenous syllabics in their names at work.	
P8. Ensure that employees can change their names in City systems without requiring the provision of legal documentation.	
MN22-4: 4c. Provision of all gender change rooms and washrooms	
<i>Recommendations informed directly by participants</i>	
P9. Ensure that existing gender neutral washrooms in City Hall and other City facilities are maintained to an appropriate standard.	Ivy + Dean Recommendations
<i>A recommendation regarding the addition of gender neutral washrooms is included under MN22-4: 5a.</i>	
C2. Maintain a list of gender neutral change rooms and washrooms in City facilities and make this list available online to the public.	
C3. Write into policy that trans and gender diverse employees have the right to access washrooms and change rooms they are most comfortable in.	
C4. Perform a review of access for women's change rooms and washrooms in City facilities, with a particular emphasis on operational environments.	
MN22-4: 4d. Develop expansive education for all leadership and front-line staff	
<i>Recommendations informed directly by participants</i>	
P10. Identify 2SLGBTQIAP+ employees who can work to co-develop training with existing providers, and pursue a co-facilitation model.	Ivy + Dean Recommendations
P11. Provide designated training sessions for employees who are required or urged by their managers to take the Positive Spaces Network training.	
P12. Require 2SLGBTQIAP+ diversity training to be mandatory for all employees, as well as Mayor and City Councillors.	
P13. Perform a review of the Positive Spaces Network training program.	<i>Reference Group Recommendations</i>
	C5. Integrate and incorporate the requirement to take mandatory training related to inclusion, such as Truth & Reconciliation training and Positive Spaces Network Training, into the Employee Code of Conduct.

Additional Recommendations Regarding the City as an Employer	
<i>Recommendations informed directly by participants</i>	
P14. Work with managers to identify ways they can address homophobia, transphobia, bullying and harassment when they notice it, even if the person impacted does not want to file an official complaint.	Ivy + Dean Recommendations
P15. Implement an Employee Resource Group or Affinity Group for 2SLGBTQIAP+ employees.	
P16. Explore the creation of spaces that can be adapted for employee wellness rooms, breastpumping and chestpumping rooms, prayer rooms, or other private spaces for City employees.	
C6. Offer opportunities for employees impacted by anti-2SLGBTQIAP+ discourse surrounding debates at City Council to share their stories with City Administration and leadership.	

City as a Service Provider

MN22-4: 5a. Include 2SLGBTQIAP+ needs such as all gender changing rooms and trans affirming changing room policies in all facility upgrades and developments	
<i>Recommendations informed directly by participants</i>	
P17. Renovate older buildings to include more gender neutral washrooms and change rooms, and ensure new buildings have adequate gender neutral facilities.	Ivy + Dean Recommendations
P18. Develop policy that affirms trans peoples' rights to use whichever gendered washrooms or change rooms they feel comfortable accessing.	
P19. Review registration forms and similar documents to ensure that 2SLGBTQIAP+ people can properly describe themselves and their families.	
P20. Commission local 2SLGBTQIAP+ artists to create visual art in City facilities and spaces.	
MN22-4: 5b. Include 2SLGBTQIAP+ specific space/programming such as all-body swimming or gym time, all gender youth sports, etc.	
<i>Recommendations informed directly by participants</i>	
P21. Host more 2SLGBTQIAP+ specific programs.	Ivy + Dean Recommendations
P22. Ensure any 2SLGBTQIAP+ specific programs are accessible to disabled people and people with disabilities.	
P23. Ensure 2SLGBTQIAP+ specific programs are early in the day to allow for families to participate.	
P24. Collaborate with Two-Spirit and/or Indigenous groups to host programming and spaces that are specifically designed to support Two-Spirit communities.	
P25. Host non-gendered equivalents of leisure and recreation programs for people of all ages.	
P26. Seek out community facilitators / instructors who would facilitate 2SLGBTQIAP+ specific programming.	
P27. Indicate in the leisure / recreation guide which community facilitators / instructors have participated in a Positive Spaces Network training.	
P28. Create spaces for 2SLGBTQIAP+ specific programming that does not include police presence or symbols of police.	
MN22-4: 5c. Create priority facility booking and/or permit process for 2SLGBTQIAP+ community events	
<i>Recommendations informed directly by participants</i>	
P29. Encourage City programming, rec centre and community centre staff to collaborate with 2SLGBTQIAP+ organizations to host events and programs in City spaces.	Ivy + Dean Recommendations
P30. Create event grants to 2SLGBTQIAP+ and other groups led by marginalized communities to be able to host their own programs or events in City spaces.	
C9. Improve communication regarding existing staff members (e.g. Community Consultant Special Events, Community Consultant Sport Facilities) at the City of Regina who can act as liaisons for community and volunteer groups who need support on facility booking or permitting processes.	

MN22-4: 5d.	<p>An analysis of the City's existing "family" programming, including exploration of whether the implied meaning of family includes family as commonly understood amongst 2SLGBTQIAP+ people</p> <p><i>Recommendations informed directly by participants</i></p> <p>P31. Remove the age identify for adults, as well as the requirement for two adults, in the definition of family used for admissions.</p>	<p><i>Ivy + Dean Recommendations</i></p> <p>C10. If admission is based on household, change the name of "Family Admission" to "Household Admission".</p> <p>C11. Adopt and promote a more expansive understanding of family for staff across program development purposes.</p> <p>C12. Adopt a "Group Admission" which would allow for families who are in multiple households or chosen families to still use facilities or programs together.</p>
<p>Additional Recommendations Regarding the City as a Service Provider - Local Governance</p>		
<p><i>Recommendations informed directly by participants</i></p>		
<p>P32. Pursue / recruit 2SLGBTQIAP+ inclusion on City committees.</p> <p>P33. City Administration and Council should explore offering a formal apology to 2SLGBTQIAP+ communities for how the motion related to conversion therapy ban overwhelming contributed to a negative public discourse about queer and trans people.</p> <p>P34. Ensure that the Mayor, City Manager and Council meet regularly with 2SLGBTQIAP+ organizations and groups.</p>	<p><i>Ivy + Dean Recommendations</i></p> <p>C13. In future consultation activities, invite 2SLGBTQIAP+ and other organizations that serve marginalized communities to host their own discussions.</p> <p>C14. Consider appointing a Special Advisor to the Mayor on 2SLGBTQIAP+ issues.</p> <p>C15. Strike and maintain a 2SLGBTQIAP+ advisory group for City administration.</p>	
<p>Additional Recommendations Regarding the City as a Service Provider - Transit</p>		
<p><i>Recommendations informed directly by participants</i></p>		
<p>P35. Provide targeted 2SLGBTQIAP+ inclusion training to transit staff, including accessible transit staff.</p>	<p><i>Ivy + Dean Recommendations</i></p> <p>C16. Write a complementary appendix to the Regina Transit Master Plan that includes 2SLGBTQIAP+ voices, expertise and perspectives regarding topics explored. Ensure that future Transit reviews, or public engagement related to transit include 2SLGBTQIAP+ voices.</p> <p>C17. Develop a "Supporting 2SLGBTQIAP+ Riders" resource for transit staff.</p>	
<p>Additional Recommendations Regarding the City as a Service Provider - Houselessness</p>		
<p><i>Recommendations informed directly by participants</i></p>		
<p>P36. Work with community partners and organizations to fill the gap of safe shelters and housing supports for 2SLGBTQIAP+ adults.</p>	<p><i>Ivy + Dean Recommendations</i></p> <p>C18. Ensure the inclusion of 2SLGBTQIAP+ voices in any plans or reports related to housing or addressing houselessness in Regina.</p>	
<p>Additional Recommendations Regarding the City as a Service Provider - Policing & Addressing Violence</p>		
<p><i>Recommendations informed directly by participants</i></p>		
<p>P37. Identify alternatives to armed responders for mental health crises.</p>	<p><i>Ivy + Dean Recommendations</i></p>	
<p>P38. Invest in supports and resources for survivors and perpetrators of violence in the 2SLGBTQIAP+ community that are alternatives from police.</p>		
<p>City as a Funder</p>		
<p>MN22-4: 6a. Create 2SLGBTQIAP+ funding streams. This funding to include intergenerational programs, and serving 2SLGBTQIAP+ people at all stages of life</p>		
<p><i>Recommendations informed directly by participants</i></p>		
<p>P39. Pilot a 2SLGBTQIAP+ project funding stream for community organizations.</p> <p>P40. Ensure 2SLGBTQIAP+ representation on all grant adjudication committees, and ensure that this representation includes somebody with an understanding of the 2SLGBTQIAP+ sector in Regina.</p> <p>P41. Prioritize 2SLGBTQIAP+ organizations who are seeking investment in capital projects to improve infrastructure for older adults and/or people with disabilities.</p>	<p><i>Ivy + Dean Recommendations</i></p> <p>C19. Encourage existing seniors' organizations or programs that access City of Regina funding to provide information about their inclusion of 2SLGBTQIAP+ older adults.</p>	

MN22-4: 6b.	Target funding for 2SLGBTQIAP+ within ethno-racial communities		
	<i>Recommendations informed directly by participants</i>		<i>Ivy + Dean Recommendations</i>
P42.	In any 2SLGBTQIAP+ project funding stream, ensure that ethno-racial organizations, even those that are not 2SLGBTQIAP+ led, can apply and be considered for funding.		C20. Facilitate and promote partnerships and collaborations between 2SLGBTQIAP+ and ethno-racial organizations for City-funded projects.
MN22-4: 6c.	Require as a condition of all funding that the applicant/recipient provides services which are available and inclusive of 2SLGBTQIAP+ people		
	<i>Recommendations informed directly by participants</i>		<i>Ivy + Dean Recommendations</i>
P43.	Amend the application for City funding to ask if proposed projects are open and inclusive of all people, including 2SLGBTQIAP+ communities.		C21. Any changes to City funding application requirements should be accompanied by supportive capacity building initiatives.
	Additional Recommendations Regarding the City as a Funder		
	<i>Recommendations informed directly by participants</i>		<i>Ivy + Dean Recommendations</i>
P44.	Promote the existence of City staff who act as community liaisons in the City of Regina funding departments.		C22. Ensure that existing grant or program officers at the City are knowledgeable about the 2SLGBTQIAP+ community sector, and hire people with experience in the 2SLGBTQIAP+ community sector.
P45.	Host webinars and information sessions for community organizations in Regina to learn more about funding opportunities.		C23. Review The Enchanté Network's recommendations for funders regarding supporting 2SLGBTQ+ organizations.
P46.	Specifically invite 2SLGBTQIAP+ organizations to apply for City funding.		

Appendix: Short Term Priorities

Upon reviewing the complete list of recommendations, we were asked by the City of Regina to identify short term priorities.

The 2SLGBTQIAP+ Reference Group was consulted to identify these priorities. While the list included here are the recommendations that the Reference Group felt would be the most urgent to address, and the most impactful immediately, it is important to note that the Reference Group expressed concern that by reducing these recommendations to "short term priorities", that other recommendations would be ignored.

This list is not meant to be a list of recommendations that are more important than others. All recommendations are important, however the recommendations that are listed here were identified by the Reference Group and Ivy + Dean as being urgent.

Priority Recommendations - Short Term	
C3	Write into policy that trans and gender diverse employees have the right to access washrooms and change rooms they are most comfortable in.
P10	Identify 2SLGBTQIAP+ employees who can work to co-develop training with existing providers, and pursue a co-facilitation model.
P11	Provide designated training sessions for employees who are required or urged by their managers to take the Positive Spaces Network training.
P12	Require 2SLGBTQIAP+ diversity training to be mandatory for all employees, as well as Mayor and City Councillors.
P13	Perform a review of the Positive Spaces Network training program.
C5	Integrate and incorporate the requirement to take mandatory training related to inclusion, such as Truth & Reconciliation training and Positive Spaces Network Training, into the Employee Code of Conduct.
C6	Offer opportunities for employees impacted by anti-2SLGBTQIAP+ discourse surrounding debates at City Council to share their stories with City Administration and leadership.
P18	Develop policy that affirms trans peoples' rights to use whichever gendered washrooms or change rooms they feel comfortable accessing.
P29	Encourage City programming, rec centre and community centre staff to collaborate with 2SLGBTQIAP+ organizations to host events and programs in City spaces.
P30	Provide event grants to 2SLGBTQIAP+ and other groups led by marginalized communities to be able to host their own programs or events in City spaces.
C11	Adopt and promote a more expansive understanding of family for staff across program development purposes.
P31	Remove the age identify for adults, as well as the requirement for two adults, in the definition of family used for admissions.
P32	Pursue / recruit 2SLGBTQIAP+ inclusion on City committees.
P33	City Administration and Council should explore offering a formal apology to 2SLGBTQIAP+ communities for how the motion related to conversion therapy ban overwhelming contributed to a negative public discourse about queer and trans people.
P34	Ensure that the Mayor, City Manager and Council meet regularly with 2SLGBTQIAP+ organizations and groups.

Priority Recommendations - Short Term	
P35	Provide targeted 2SLGBTQIAP+ inclusion training to transit staff, including accessible transit staff.
P36	Work with community partners and organizations to fill the gap of safe shelters and housing supports for 2SLGBTQIAP+ adults.
C18	Ensure the inclusion of 2SLGBTQIAP+ voices in any plans or reports related to housing or addressing houselessness in Regina.
P37	Identify alternatives to armed responders for mental health crises.
P38	Invest in supports and resources for survivors and perpetrators of violence in the 2SLGBTQIAP+ community that are alternatives from police.
P40	Ensure 2SLGBTQIAP+ representation on all grant adjudication committees, and ensure that this representation includes somebody with an understanding of the 2SLGBTQIAP+ sector in Regina.
P44	Promote the existence of City staff who act as community liaisons in the City of Regina funding departments.
P46	Specifically invite 2SLGBTQIAP+ organizations to apply for City funding.

Terms of Reference

2SLGBTQ+ Reference Group

Purpose

This document supports the administration and provides direction on the operation of the 2SLGBTQ+ Reference Group. The Group will provide expert advice to Ivy + Dean Consulting on the design and implementation of the **2SLGBTQ+ Communities Engagement Project** with the City of Regina. The Group serves in an advisory capacity only and does not have decision making authority.

Scope

This document guides the selection and implementation of the Group including; composition, roles and responsibilities, qualifications, time commitment, membership term length, honorarium, quorum, decision making, and confidentiality.

Reporting

The Group shall report to Ivy + Dean Consulting.

Composition

The Group is composed of up to 15 members.

- **Chairperson** - The Lead Consultant of the project will chair the Group
- **City Member(s)** - Between one and three members of the Group shall be City staff members, at least one of whom must be within scope
- **Organizational Members** - Shall include one member representative of each of the following community organizations: UR Pride Centre, Queen City Pride, TransSask, GLCR, Newo Yotina Friendship Centre's 2SLGBTQ+ Support Group
- **Community Members** - Between three and six members of the Group shall be community members based in Regina. Community members will be chosen to represent a variety of experience within touching on items listed in Appendix A.

Roles & Responsibilities

All members will be expected to:

- Sign the Reference Group Member Agreement;
- Abide by the City of Regina's Code of Conduct;
- Maintain confidentiality of the Reference Group;
- Prioritize the dignity and spirit of the project;
- Be honest and transparent while working towards consensus and compromise on decisions

The **Chairperson** is a non-voting member and is responsible for keeping the Group on task, providing context and information of the project expectations and ensuring decisions are made in consideration of the goals of the project. The Chairperson will facilitate Group Member selection, oversee the scheduling of meetings, and the preparation of documentation.

The **City Member(s)** are voting members who are responsible for providing informed insight into the experiences of 2SLGBTQIAP+ people who work at the City of Regina, and for providing feedback about how the project can meaningfully engage with 2SLGBTQIAP+ people who work or may work in the future at the City of Regina.

The **Organizational Members** are voting members who are responsible for providing informed insight into the experiences of the 2SLGBTQIAP+ people they serve in Regina, and for providing feedback about how the project can meaningfully engage with 2SLGBTQIAP+-serving organizations in Regina.

The **Community Members** are voting members who are responsible for providing informed insight into the intersection of their specific field of expertise and the experiences of 2SLGBTQIAP+ people.

Qualifications

All Group Members shall:

- Be eighteen years of age or older, self identify as 2SLGBTQIAP+, and be based in Regina or the surrounding area;
- Have good communication and interpersonal skills; and
- Have the ability to analyze information and participate in making recommendations through Group consensus.

City Members shall:

- Be currently employed by the City of Regina;

Regina Office
2138 McIntyre Street

Yellowknife Office
200 - 5112 52nd Street

- Have understanding of workplace barriers for 2SLGBTQIAP+ people at the City of Regina; and
- Be supported by their manager to participate on this Group as part of their existing role.

Organizational Members shall:

- Be endorsed by the organization they represent at the Group;
- Have a broad understanding of the experiences and needs of 2SLGBTQIAP+ people the organization serves; and
- Have authority to make decisions regarding the participation of the organization in the project.

Community Members shall:

- Have professional expertise related to one or more of the following:
 - Human Resources;
 - Social work with youth;
 - Social work with families;
 - Indigenous social work;
 - Community work with Indigenous communities;
 - Community work with BPOC communities;
 - Recreation and sport;
 - Facilities and maintenance;
 - Gerontology or work with seniors;
 - Law;
 - Fund development; and/or
 - Community-led research.
- Have understanding of 2SLGBTQIAP+ communities and issues.

Meeting & Communication Format

All virtual meetings shall include live transcribing.

Any deadlines should be included the subject line of any email correspondence among the Reference Group.

Time Commitment

The Group will meet a minimum of six (6) times from October 2022 to March 2023. The length of the meetings will be dependent on discussions held. The Group will also be expected to review and provide feedback on documentation or project work outside of meetings. Administration may schedule additional meetings as required.

Membership Term Length

The length of the term on the 2SLGBTQ+ Reference Group shall be from October 2022 to March 2023.

Honorarium

The **Chairperson** and **City Members** shall not be remunerated for their time on the Group.

Organizational Members shall be provided with an honorarium of \$50 per meeting, payable to the Organization they represent.

Community Members who are receiving employment earnings to take part in the Group are not eligible for an honorarium. If a Community Member is self-employed or is not receiving employment earnings to take part in the Group shall be provided with an honorarium of \$50 per meeting.

Quorum

Quorum is achieved when 50% + 1 members of the Group are present. Final decisions and recommendations made by the Group, however, cannot be made unless all Group Members have had an opportunity to review those recommendations and have their input considered.

Group Members who are not in attendance of meetings shall be encouraged to provide feedback within five (5) business days of receiving notice of the proposed recommendations. Ivy & Dean will try to encourage the City of Regina to include feedback beyond deadlines, however, it should be noted that the City may decide not to implement feedback provided after the deadline.

Confidentiality

- All deliberations, discussions, and preliminary decisions of the Group are confidential
- No decisions of the Group shall be communicated to any parties until they are made public by Ivy + Dean Consulting or the City of Regina.
- Any questions regarding confidentiality or questions from the public regarding the Group deliberations and decisions must be forwarded to the Group Chairperson.

Decision Making

Group Members are expected to work together to come to a consensus on recommendations or decisions.

If a decision cannot be reached, a simple vote of Group Members may be called at the discretion of the Chairperson.

Resignation

Group Members must provide signed letters of resignation should they be unable to complete their role as a Group member for whatever reason.

Removal

The Chairperson may dismiss a member of the Group if it is deemed that they are not abiding by these Terms of Reference.

Vacancies

Depending on the timing and number of vacancies, the Chairperson shall determine whether to proceed with the number of existing Group Members or to solicit new members to the Group.

SOGIE Glossary

This glossary was developed by i+d as part of their **Queer & Trans Equity** workshops and trainings.

All definitions and terms are defined by Jacq Brasseur, CEO & Principal Consultant, unless otherwise specified. It is important to remember that these definitions are just a starting point, and that different people understand words differently.

Furthermore, these terms have been defined in a particular sociocultural context, one that is entrenched in colonial, Eurocentric practices and perspectives. Please consider seeking additional information from anti-racist and anti-colonial SOGIE organizers and educators.

This glossary was last updated on **February 16th 2023** and we urge readers to remember that language shifts and evolves constantly within 2SLGBTQ+ communities. To suggest a correction or change, please contact us.

Note: If you would like to use a portion or the entirety of this document for any purpose other than personal use, please contact us to inquire.

Affectionality

See romantic orientation.

Agender

Agender is an adjective used to describe a person who feels as though they are genderless.

Androgynous

Androgynous is a term used to describe a collection of behaviours, objects, appearances, or attitudes that include both masculine and feminine components, or a combination of both. It is important to note that what is or is not considered androgynous by any person is often intimately tied to a person's culture and to a specific time period, meaning that there is often disagreement amongst individuals about what is or is not androgynous.

Aromantic

Often shortened to aro, aromantic is a term used to describe people who experience little to no romantic attraction. It is important to recognize that aromanticism is a spectrum, and includes a wide range of experiences related to lacking romantic attraction. An aromantic individual may be asexual, or may have a different sexual orientation.

Asexual

Often shortened to ace, asexual is a term used to describe people who experience little to no sexual attraction. It is important to recognize that asexuality is a spectrum, and includes a wide range of experiences related to lacking sexual attraction. An asexual individual may be aromantic, or may have a different romantic orientation.

Assigned sex at birth

Assigned sex at birth refers to the sex (and usually gender) a person was assigned at birth, usually based on the outward appearance of their genitals.

Biromantic

Biromantic is a term used to describe people who experience romantic attraction to people of the same or different gender than themselves.

Bisexual

Coined in a similar medicalized context as the term 'homosexual', bisexual was originally a term used to describe a person who experiences sexual attraction to both people of the same gender and people of other genders. While the term is sometimes defined as attraction to both men and women, this definition is overwhelmingly challenged by most bisexual scholars and theorists. Today, many bisexuals understand the prefix bi- to refer to a combination of hetero- and homo-, meaning that bisexuality is an attraction to both the same gender ("homo-") and different genders ("hetero-").

Boy

Boy is a noun generally used to describe a young person who identifies as part of the binary, masculine gender category. How any person understands the term 'boy' will differ depending on their social, religious or cultural context.

Cisgender

Coined in the 1990s but popularized by Julia Serano in her book *Whipping Girl*¹, cisgender is an adjective used to describe a person who is the same gender that they were assigned at birth. Florence Ashley describes cisgender as a gender modality, rather than a gender itself. The term includes the prefix "cis-", which can be interpreted as meaning "on the same side of" in Latin.

Cissexism

Referring to a kind of structural form of oppression, cissexism is the systemic force that prioritizes cisgender people over transgender and non-binary experiences.

Demiromantic

Considered a part of the aromantic spectrum, demiromantic is a term used to describe a person who experiences romantic attraction to a person only when they have developed an intimate emotional bond with them.

Demisexual

Considered a part of the asexual spectrum, demisexual is a term used to describe a person who experiences sexual attraction to a person only when they have developed an intimate romantic bond with them.

Female

When referencing a human's biological sex, female is a term used to describe a person who has XX chromosomes, produces ova, and generally who has an internal reproductive system

¹ Julia Serano - Julia Serano's compendium on cisgender, cissexual, cissexism, cisgenderism, cis privilege, and the cis/trans distinction <http://juliaserano.blogspot.com/2014/12/julia-seranos-compendium-on-cisgender.html>

including a vagina, a uterus, ovaries and fallopian tubes. It is important to note that people are often assigned female based on the appearance of a vulva as their external genitalia. This happens despite the fact that some people may have a vulva, but not have XX chromosomes, produce ova or have other characteristics generally understood as part of a female reproductive system.

Feminine

Feminine is a term used to describe behaviours, objects, appearances, or attitudes that are socially accepted as being traits associated with women or girls. It is important to note that what is or is not considered feminine by any person is often intimately tied to a person's culture and to a specific time period, meaning that there is often disagreement amongst individuals about what is or is not feminine.

Gay

Gay is an adjective often used as an umbrella term to describe a person who is sexually and/or romantically attracted to people of the same gender. Originally used to only refer to men who were exclusively sexually attracted to other men, the term has been adopted by many as a catch-all term to include any person who is not heterosexual. Some people amongst the 2SLGBTQ+ community disagree on whether or not this is an appropriate use of the term.

Gender

Gender, sometimes redundantly referred to as gender identity, refers to the way a person identifies with regards to the social and cultural categories of "woman", "man" or other words. According to the World Health Organization, "[g]ender refers to the characteristics of women, men, girls and boys that are socially constructed. This includes norms, behaviours and roles associated with being a woman, man, girl or boy, as well as relationships with each other. As a social construct, gender varies from society to society and can change over time."²

Gender attribution

Gender attribution refers to the way that other people assign a gendered category to us, based on a shared sociocultural understanding of gender. Gender attribution was studied and explored extensively by Suzanne J. Kessler & Wendy McKenna in their book *Gender: An Ethnomethodological Approach*³.

Gender expression

Gender expression refers to how a person chooses to express their gender through their appearance, clothing, mannerisms and more.

Genderfluid

Genderfluid is an adjective used to describe a person who feels as though their gender ebbs and flows over time. A person may identify as just "genderfluid", or may use the term as an addendum to another gender such as "genderfluid woman" or "genderfluid man".

² World Health Organization - Gender and health https://www.who.int/health-topics/gender#tab=tab_1

³ Kessler, S. J. & McKenna, W. - Gender: An Ethnomethodological Approach. <https://press.uchicago.edu/ucp/books/book/chicago/G/bo3629888.html>

Gender modality

Proposed by scholar Florence Ashley⁴, gender modality refers to how a person's assigned gender relates to their current gender. For instance, a person who was assigned male at birth and identifies as a woman may have a *transgender* gender modality, while a person who was assigned female at birth and identifies as a woman may have a *cisgender* gender modality. Both of these people's genders are *woman*, however their relationship to their gender (i.e. womanhood) may differ.

Gender neutral

Gender neutral is a term used to describe behaviours, objects, appearances, or attitudes that are not necessarily associated with any gender. This is different from androgyny, in that gender neutral is not associated with any gender, rather than a combination of genders.

Genderqueer

Genderqueer is an adjective used to describe a person who identifies as having a gender that disrupts societal understandings of gender and gender expression. A person may identify as just "genderqueer", or may use the term as an addendum to another gender such as "genderqueer woman" or "genderqueer man".

Girl

Girl is a noun generally used to describe a young person who identifies as part of the binary, feminine gender category. How any person understands the term 'girl' will differ depending on their social, religious or cultural context.

Heterocissexism

Referring to a kind of structural form of oppression, heterocissexism is the combined systemic forces of heterosexism and cissexism that prioritizes cisgender, straight people over transgender, non-binary and 2SLGBTQIAP+ people.

Heterosexism

Referring to a kind of structural form of oppression, heterosexism is the systemic force that prioritizes straight people over people who gay, lesbian, bisexual, pansexual and other sexual minorities.

Heterosexual

Originally used to describe a pathologized obsessive attraction to people of the 'opposite' sex, the term heterosexual is modernly used to refer to any person who experiences attraction to genders different than their own. Hetero- is a Latin prefix meaning "different".

Homosexual

Originally coined in a medicalized context to describe same sex attraction as a psychological disorder, the term homosexual is modernly used to refer to any person who experiences attraction to the same gender as their own. Homo- is a Latin prefix meaning "same". Some people find this term offensive or triggering due to its history as a medical term used to institutionalize or criminalize LGBTQ+ people.

⁴ Florence Ashley - 'Trans' is my gender modality: A modest terminological proposal.
https://www.florenceashley.com/uploads/1/2/4/4/124439164/florence_ashley_trans_is_my_gender_modality.pdf

Intersex

According to InterACT, “[i]ntersex is an umbrella term for differences in sex traits or reproductive anatomy. Intersex people are born with these differences or develop them in childhood. There are many possible differences in genitalia, hormones, internal anatomy, or chromosomes, compared to the usual two ways that human bodies develop.”⁵

Lesbian

Lesbian is a term that, historically, has meant to describe any woman who is sexually and/or romantically attracted to people of the same gender, while the term today is generally used to describe women who are exclusively sexually and/or romantically attracted to other women. Today, people who identify as lesbians often disagree on who the term includes, for example, whether the term includes non-binary people who are attracted to women, people who are attracted to women and non-binary people, or women who are attracted to women but may experience attraction to other genders from time to time. It is important to remember that the term “lesbian” has a complex, rich and political history, and may mean different things to different people who identify with the term.

Male

When referencing a human’s biological sex, male is a term used to describe a person who has XY chromosomes, produces sperm that fertilize ova, and generally who has an external reproductive system including testicles, scrotum and a penis. It is important to note that people are often assigned male based on the appearance of a penis and scrotum as their external genitalia. This happens despite the fact that some people may have a penis, but not have XY chromosomes, be able to produce sperm or have other characteristics generally understood as part of a male reproductive system.

Man

Man is a noun generally used to describe an adult person who identifies as part of the binary, masculine gender category. How any person understands the term ‘man’ will differ depending on their social, religious or cultural context.

Masculine

Masculine is a term used to describe behaviours, objects, appearances, or attitudes that are socially accepted as being traits associated with men or boys. It is important to note that what is or is not considered masculine by any person is often intimately tied to a person’s culture and to a specific time period, meaning that there is often disagreement amongst individuals about what is or is not masculine.

Monoromanticism

Monoromanticism is used as an umbrella term to describe any affectionality that involves a romantic attraction to only one gender, such as gay or straight.

Monosexuality

Monosexuality is used as an umbrella term to describe any sexuality that involves a sexual

⁵ InterACT - Frequently Asked Questions: What is the definition of intersex?
<https://interactadvocates.org/faq/#definition>

attraction to only one gender, such as gay or straight. Mono- is an ancient Greek prefix meaning “one”.

Non-binary

When referring to gender, non-binary is an adjective used to describe a person whose gender is neither “man”/“boy” nor “woman”/“girl”. In most Eurocentric societies, gender is seen as a binary social system, meaning that non-binary people identify as falling outside of this binary.

Pansexual

Popularized in the late ‘90s, pansexual is a term used to describe people who experience an attraction to all genders or to people irregardless of their gender. Sometimes described simply as ‘gender blindness’, the prefix pan- is Latin for “all”.

Personal pronouns

Personal pronouns refer to the words a person uses to refer to themselves in the third person.

Polyamory

Polyamory refers to a practice where a person may have multiple, concurrent, consensual romantic and/or sexual partnerships. This may also be referred to as ethical non-monogamy. Polyamory should not be confused with polygamy, which refers to multiple marriages, or confused with cheating, which refers to the practice of engaging in a romantic and/or sexual relationship with another person without your partner's consent.

Polyromanticism

Polyromanticism is used as an umbrella term to describe any affectionality that involves a romantic attraction to only one gender, such as panromantic or biromantic.

Polysexuality

Polysexuality is used as an umbrella term to describe any sexuality that involves a sexual attraction to more than one gender, such as pansexual or bisexual. Poly- is an ancient Greek prefix meaning “many”.

Queer

Originally used to describe things that are considered weird, strange or bizarre, the term queer became known as a slur used against gender and sexually diverse people in the early 1900s. Around the 1990s, many LGBTQ and AIDS organizations began using the term queer in a type of reclamation process, eventually leading to the common phrase: “We’re Here, We’re Queer, Get Used to It!”

Today, the term is used in different ways by people within the 2SLGBTQ+ community, most common as an umbrella term to refer to any person who is not heterosexual (straight) and cisgender. Some people use it as a political identity to refer to a sexual or gender identity that actively challenges or disrupts society norms around SOGIE. The term is also often used in academic or scholarly contexts while referencing the field of queer studies.

While many in the 2SLGBTQ+ community continue to reclaim the term, it is important to note that there are many people who are offended, harmed and triggered by the term.

Relationship Dynamic

Relationship dynamic refers to how a person decides to have personal, romantic or sexual partnerships with other people.

Romantic orientation

Romantic orientation refers to how a person experiences romantic attraction to other people.

SOGIE

SOGIE is an acronym used for sexual orientation, gender identity & expression, referring to the different aspects of a person's identity related to their sexuality and gender. SOGIESC may also be used to include the addition of sex characteristics. These acronyms do not only refer to 2SLGBTQ+ people.

Sexuality

See sexual orientation.

Sexual orientation

Sexual orientation refers to how a person experiences sexual attraction to other people.

Straight

Straight is a term used to describe a person who is sexually and/or romantically attracted to people of a different gender.

Transgender

Transgender is an adjective used to describe a person who is a gender different than the gender they were assigned at birth. Florence Ashley describes transgender as a gender modality, rather than a gender itself. Often used as an umbrella term to describe a wide range of diverse experiences of those who identify as a gender across from their assigned gender at birth, the term includes the prefix "trans-", which can be interpreted as meaning "across" in Latin.

Two Spirit

Dr. Myra Laramée explains that Two Spirit "cannot be defined."⁶

According to OUTFSaskatoon, "Two Spirit is meant to be an umbrella term that points to the important roles that Two Spirit people held prior to colonization; however, as an umbrella term, specific teachings, roles, meanings, and language must come from the community. For example a Cree 'Two Spirit' person from the plains area could go by aayahkwew (roughly translates to "neither man nor woman") while a Mohawk 'Two Spirit' person could go by Onón:wat (I have the pattern of two spirits inside my body). Furthermore, the teachings, roles, and responsibilities for a Two Spirit person differs from community to community."⁷

It is important to note that Two Spirit is a term that should only be used by Indigenous people to describe themselves. Non-Indigenous people should not use the term to refer to their own identities or experiences. That being said, some Indigenous people, particularly Elders, may choose to describe non-Indigenous people as Two Spirit when applying their own cultural worldview to help them understand other people's identities.

⁶ Two Spirit - A Movement born in Winnipeg (Video) - youtube.com/watch?v=Eu4xNUq2hGE

⁷ OUTFSaskatoon - Two-Spirit. https://www.outfsaskatoon.ca/two_spirit1

Woman

Woman is a noun generally used to describe an adult person who identifies as part of the binary, feminine gender category. How any person understands the term 'woman' will differ depending on their social, religious or cultural context.





MN 22-24 2SLGBTQIAP+ Communities in Regina Project Jurisdictional Scan

February 2023



| City of Regina



Research Team

Dr Charity Marsh (she/her), Director Humanities Research Institute, University of Regina

Evie Johnny Ruddy (they/them), PhD Candidate, Carleton University

Liz Bailey (she/her), MA, Independent Researcher

Jaecy Bells (she/her), Graduate Student Research Assistant, University of Regina

Maggie Robertson (she/they), Student Research Assistant, University of Regina

Ringo Jedlic (he/him), Graduate Student Research Assistant, University of Regina

Rey Hesterman (they/them), Student Research Assistant, University of Regina

This jurisdictional scan was commissioned by the City of Regina as part of the MN 22-24 2SLGBTQIAP+ Communities in Regina Project.

The views expressed in this report are based on the analysis of the research data collected and do not necessarily reflect the views of the City of Regina.

Table of Contents

Land Acknowledgement	4
Executive Summary	5
Background	12
Overview of Jurisdictional Scan	13
Research Design and Implementation	14
Objectives	14
Parameters	14
Methodology	15
Summary of Research Findings and Best Practices	16
1. Equity, Diversity, and Inclusion	17
2. Advisory Committees	35
3. Safety	38
4. Gender-Inclusive Washrooms & Change Rooms	44
5. Recreation & Wellness	49
6. Housing and Shelters	53
7. Funding	56
8. Awareness Campaigns	61
9. Resources	65
Conclusion	68
References	69
Appendices	78
Appendix A	79
Appendix B	81
Appendix C	85

Land Acknowledgement

All members of the team who contributed to the research and writing of the jurisdictional scan are hopeful that these findings, along with the results from the community consultations, will assist the City of Regina as it works to create policies, add services, and follow an action plan for implementation and accountability in supporting 2SLGBTQIAP+ communities in Regina.

The research team also recognizes the importance of acknowledging the ongoing impacts of colonialism and that it is critical to reflect on how colonialism intersects with other forms of systemic discrimination, including discrimination faced by 2SLGBTQIAP+ communities in Regina.

All members of the research team live on Treaty 4 lands. We recognize that these lands are the territories of the nêhiyawak, Anihšīnāpēk, Dakota, Lakota, and Nakoda, and the homeland of the Métis/Michif Nation.

“The nêhiyawak originally referred to Regina as *oskana kā-asastēki* which literally means ‘The place where bones are piled up.’ This is why Regina’s nickname is ‘Pile O’Bones’ and this is the origin of the name of our current location in Wascana Park.”¹

¹ <https://www.uregina.ca/indigenous-engagement/resources/territorial-acknowledgement.html>

Executive Summary

This report provides findings from the jurisdictional scan of best practices for how municipalities in Canada are actively supporting 2SLGBTQIAP+ communities. Within this scan, the research shows that many cities, including both large urban centres and smaller municipalities, are engaged in a variety of supportive initiatives and activities, demonstrating an understanding of the role of the municipality in assessing the needs of all its members and implementing actions to support its many constituents, including 2SLGBTQIAP+ communities.

In this report, we focus primarily on municipality-initiated actions as directed by the motion 22-24. This report also highlights some examples wherein cities have determined some work is best led by community partners but with ongoing and meaningful support from the city.² We have also included examples from the provincial and federal levels that seem either adaptable for the municipal level or that may assist the City of Regina in moving forward with its development and implementation of support for 2SLGBTQIAP+ communities.³ Moreover, some cities have realized the importance of collaborating with and/or hiring expert consultants in developing anti-oppressive, anti-colonial, accessible, and gender-inclusive policies and procedures.⁴

The data reveal that municipalities demonstrate nuanced understandings of gender discrimination through the adoption of an intersectional lens. Intersectionality is “a lens through which you can see where power comes and collides, where it interlocks and intersects.”⁵ The City of Victoria, for example, has committed to reconciliation in its action plan, which states: “Honouring 2S identity cannot be isolated from the City’s approach to decolonization and reconciliation.”⁶ The City of Vancouver has framed its work on EDI through an anticolonial lens, recognizing the ongoing impacts of colonialism and how these connect to other forms of oppression such as gender discrimination, homophobia, transphobia, and transmisogyny.

From the data collected, this jurisdictional scan identifies nine key areas in which municipalities are providing support to 2SLGBTQIAP+ communities. This report provides an overview and analysis of best practices in these key areas and also details some of the practical steps that municipalities have taken and are taking to enact support for 2SLGBTQIAP+ communities, many of which could be adopted (and adapted) by the City of Regina.

2 For example, see the programs and services of The 519, a community organization in Toronto. <https://www.the519.org>

3 Refer to the section on Funding, specifically the Federal Initiatives.

4 Refer to the the CAWI toolkits created for the City of Ottawa. <https://www.cawi-ivtf.org/publications/>

5 Crenshaw, Kimberlé. Columbia Law School, 2017. <https://www.law.columbia.edu/news/archive/kimberle-crenshaw-intersectionality-more-two-decades-later>

6 City of Victoria. “Transgender, Non-Binary and Two-Spirit + Inclusion: A City of Victoria Action Plan”. (Public report, prepared by MNP LLP, August 2019). <https://www.google.com/url?q=https://pub-victoria.escribemeetings.com/filestream.ashx?DocumentId%3D44514&sa=D&source=docs&ust=1676060508972495&usg=AOvVaw2v0Z-YsWxWMAzYdRIR80MA>

The nine key areas are:

1. Equity, Diversity, and Inclusion
2. Advisory Committees
3. Safety
4. Gender-Inclusive Washrooms and Change Rooms
5. Recreation and Wellness
6. Housing and Shelters
7. Funding
8. Awareness Campaigns
9. Resources

These categories provide a systematic way for thematically assessing the large amount of research data collected.

Below are the recommendations for each of the above nine areas. These recommendations are derived from and supported by the research on best practices for supporting 2SLGBTQIAP+ communities at the municipal level in Canada.

1. Equity, Diversity, and Inclusion

This section highlights best practices from within municipalities that have developed comprehensive Equity, Diversity, and Inclusion (EDI) frameworks. Such frameworks adopt an intersectional approach, acknowledging that all members of 2SLGBTQIAP+ communities are not the same, and that a wide range of support is necessary to address the diverse lived experiences of 2SLGBTQIAP+ persons. These EDI frameworks recognize the ways in which gender and sexuality intersect with the effects of colonialism, racism, ableism, ageism, and so on.

Recommendations for Equity, Diversity, and Inclusion:

1. Create a comprehensive EDI framework that includes EDI policies and guidelines for implementation across all areas, using an analytical tool such as Gender-Based Analysis Plus (GBA+).⁷
2. Prioritize the development of an inclusive workplace culture with the creation of designated employee or affinity groups.
3. Develop mandatory training and learning opportunities on 2SLGBTQIAP+ issues, EDI policies, and implementation for all city managers, supervisors, and employees across all sectors, as well as for city councilors.
4. Apply a GBA+ and equity lens to current HR practices and develop an inclusive hiring policy that includes strategies for: recruitment; training hiring managers and recruitment staff; inviting candidates to self identify as members of equity groups and ensuring they feel safe to do so; eliminating barriers in the hiring process such as unconscious biases; collecting data on applicants to assess outcomes and measure progress in order to refine strategies.
5. Set measurable goals and implement data gathering processes and accountability measures to track progress for all areas of the EDI framework.
6. Prioritize working with 2SLGBTQIAP+ community leaders to establish trust and build community partnerships; develop

⁷ For a description of GBA+, refer to the section: Creation of EDI Policies.

a variety of processes for community engagement.

2. Advisory Committees

Many municipalities in Canada have created 2SLGBTQIAP+ advisory committees, which allow for people with lived experience and expertise to advise and make recommendations to City Council.

Recommendations for Advisory Committees:

1. Create a 2SLGBTQIAP+ Advisory Committee with diverse representation.
2. Develop a policy to ensure that recruitment to this committee is transparent.
3. Develop a mandate for the work of this Advisory Committee.
4. Develop a process for the Advisory Committee to review City Administration and City Council decisions impacting 2SLGBTQIAP+ residents.
5. Develop a process for the Advisory Committee to report directly to both City Council and City Administration.

3. Safety

Municipalities are creating strategies and policies to address the root causes of violence against 2SLGBTQIAP+ persons. Some municipalities are also publicly denouncing the speech and actions of hate groups, including anti-trans rhetoric and violence, which are on the rise in Canada.

Recommendations for Safety

1. Join the United Nations Safe Cities Initiative.
2. Conduct an audit of violence against 2SLGBTQIAP+ persons in city public space and review how the City is working to prevent and address such violence.
3. Survey 2SLGBTQIAP+ residents about their experiences with violence in city public spaces.
4. Develop a strategic plan in partnership with community organizations that both acknowledges and targets the root causes of gender-based and anti-2SLGBTQIAP+ violence from an intersectional lens.
5. Educate and engage the public through an awareness campaign.
6. Develop a hate activity policy that: publicly condemns the actions of hate groups; denies people and organizations that spread hate access to public city facilities and spaces; and requires anyone using public city spaces, facilities, and properties to sign a declaration of compliance with the City's anti-harassment policy.
7. Adopt a bylaw that makes harassment in city public spaces an offence, requiring violators to pay a fine.

4. Gender-Inclusive Washrooms and Change Rooms

Many municipalities are addressing the need for gender-inclusive or universal washrooms and change rooms through the development or revision of policy, from building codes to mandating gender-inclusive washrooms and change rooms in all municipal buildings. In

2022, it was acknowledged that the National Building Code is being misinterpreted and as such a change was proposed to the current Code that, if approved, would clarify that the National Building Code “only requires that a minimum number of water closets be made available to the building’s occupants.”⁸ In other words, contrary to how it has been interpreted, the National Building Code does not require that separate washrooms be provided for men and women. If approved, the changes will be implemented in the 2025 release of the Code. Meanwhile, a number of jurisdictions are voluntarily making changes to their facilities at a national, provincial, and territorial level.

Recommendations for Gender-Inclusive Washrooms and Change Rooms:

1. Review the City’s interpretation of the National Building Code and be proactive in amending current practices; communicate with all city establishments operating under the National Building Code that they are not required to provide separate washrooms for men and women.
2. Develop policy to ensure that all municipal buildings have accessible gender-inclusive washrooms.
3. Develop policy to ensure that all relevant municipal buildings have accessible gender-inclusive change rooms.
4. Develop policy that allows service clients to safely use whichever washroom and/or change room aligns with their gender identity.
5. Follow best practice design principles when

creating inclusive washrooms and change rooms to promote safety for 2SLGBTQIAP+ people.

6. Change signage to clearly indicate gender-inclusive or universal washrooms and change rooms.
7. Provide information to the public on the locations of all gender-inclusive washrooms and change rooms in municipal buildings; indicate which are wheelchair accessible.

5. Recreation and Wellness

It is becoming increasingly common for swimming and fitness facilities to offer dedicated gym and swim times exclusively for Two Spirit, trans, and gender diverse (2STGD) people in an effort to create safe(r) spaces for 2STGD communities. The City of Vancouver is leading the way in this area. In addition to offering weekly swim sessions and workout times, the City of Vancouver also offers arts and social programming exclusively for 2SLGBTQIAP+ persons.

Recommendations for Recreation and Wellness:

1. Create a 2SLGBTQIAP+ Working Group that works to improve the health and well-being of 2SLGBTQIAP+ residents and ensure that 2SLGBTQIAP+ people have access to safe activities, programs, and social opportunities.
2. Develop an inclusive recreation policy taking into account the needs of 2SLGBTQIAP+ communities.
3. Provide 2STGD competency training to staff

8 Government of Canada. “Proposed Change 1750”. (From National Research Council Canada/Certifications, evaluations and standards/Codes Canada/Codes development process/Public Reviews/Public Review 2022. Code Reference NBC20 Div.B 3.7.2.2.). https://nrc.canada.ca/en/certifications-evaluations-standards/codes-canada/codes-development-process/public-review/2022/pcfs/nbc20_divb_03.07.02.02_001750.html

at all City leisure facilities.

4. Offer initiatives in City facilities, such as: weekly swim sessions for 2STGD people, supervised by pool staff who have received 2STGD competency training; programs in spaces exclusively reserved for 2STGD people and their friends and families; weekly 2STGD workout classes led by fitness instructors who are members of the 2STGD communities; weekly 2SLGBTQIAP+ art and gym programs for children and youth.
5. Provide access to gender-inclusive or universal washrooms and change rooms in all municipal recreational facilities.

6. Housing and Shelters

When it comes to housing and the need for emergency shelters, some municipalities are providing funding to, and/or partnering with, community organizations to play an integral role in supporting the creation of shelters for 2SLGBTQIAP+ persons, as well as shelters for the general population, which includes 2SLGBTQIAP+ persons. Alberta's LGBTQ2S Youth Housing and Shelter Guidelines open with a description of the challenges faced by LGBTQ2S youth in Canada: that nearly a third of Canada's youth experiencing homelessness identify as LGBTQ2S; that the primary reason for homelessness is family rejection based on LGBTQ2S identification; that these youth are at higher risk to experience violence and discrimination in shelters than those who do not identify as LGBTQ2S; that these youth experience a higher incidence of mental health concerns, self-abuse and suicidality; and

that an overall insufficient base of knowledge and training for those working in shelters has led to youth experiencing further marginalization when accessing the service of shelters.⁹

Recommendations for Housing and Shelters

1. Allocate funding to support 2SLGBTQIAP+ shelters.
2. Work to strengthen the City's relationship with the federal and provincial governments to increase public investments for affordable housing for 2SLGBTQIAP+ people.
3. Develop trans-inclusive guidelines for municipal shelters to ensure they have trans-inclusive policies and procedures in place.
4. Connect 2SLGBTQIAP+ people who are accessing shelters and housing with 2SLGBTQIAP+ community supports.

7. Funding

Funding from all levels of government is a necessary support to the local organizations that provide direct support, resources, and community connections to 2SLGBTQIAP+ communities in Canada. The kinds of initiatives that municipalities are funding include research funding; initiatives that promote community and connectivity; and initiatives that enhance health and safety. This section also includes an overview of the federal government's \$45-million commitment over three years "to improve access to sexual and reproductive health care support, information, and services for people in Canada who face the greatest barriers to access."¹⁰

9 Government of Alberta. "LGBTQ2S youth housing and shelter guidelines". (Public report, updated September 1, 2017). <https://open.alberta.ca/publications/lgbtq2s-youth-housing-and-shelter-guidelines>

10 Health Canada. "Government of Canada Improves Sexual and Reproductive Health Services for LGBTQ2 Communities". (News release, Toronto, Ontario. June 28, 2022).

Recommendations for Funding

1. Establish a fund dedicated to the initial start up and ongoing maintenance of municipally-led services aimed at supporting 2SLGBTQIAP+ residents.
2. Conduct a scan of current municipally funded social services in Regina using a framework such as GBA+ to determine where 2SLGBTQIAP+ communities may be underserved.
3. Conduct a review of provincially funded initiatives in order to:
 - a. determine whether municipal funding could enhance the current provincially funded initiatives;
 - b. explore the potential for new collaborative funding opportunities to enhance the services that may currently be provincially funded.
3. Invite community-led groups to share with the City the initiatives they undertake to support the needs of 2SLGBTQIA+ residents, and what services they could offer with the support of municipal funding.
4. Work collaboratively with community-led groups, offering financial support for, and visible promotion of, the work being done.

8. Awareness Campaigns

Awareness campaigns that are created and/or promoted by municipal, provincial/territorial, and national bodies can effectively educate the public and communicate a commitment to inclusion, especially when developed in consultation and partnership with 2SLGBTQIAP+

community organizations. The City of Toronto created an awareness campaign to demonstrate support for trans youth of colour and educate the public about issues faced by this group. This campaign was created in partnership with Black Coalition for AIDS Prevention (Black CAP) and a committee of trans youth of colour. The City of Edmonton has also created campaigns to raise awareness about gender-based violence.

Recommendations for Awareness Campaigns

1. Establish a fund dedicated to the creation of municipally-backed awareness campaigns.
2. Conduct research within the city to determine the attitudes and beliefs held by Regina residents to best understand the current climate, enabling the creation of an informed strategy for awareness campaigns; commit to ongoing research to be able to evolve the strategy as required.
3. Establish metrics by which to judge the effectiveness of the campaigns.
4. Partner and consult with community-led groups to create targeted campaigns and a plan for implementation; offer campaigns in a number of languages to reflect the make-up of the city.
5. Ensure that awareness campaigns are clearly being endorsed by the City.

9. Resources

The creation and promotion of resources for 2SLGBTQIAP+ communities and those wishing to support 2SLGBTQIAP+ persons is a fundamental necessity. Many cities are involved in the creation and/or provision of such resources. Documenting and centralizing information, supports, and

resources across multiple platforms that are easily accessible to the public helps to facilitate uptake and engagement, and builds trust between community and municipalities.

Recommendations for Resources

a. Resources for 2SLGBTQIAP+ Individuals and Communities

1. Create a list of 2SLGBTQIAP+ resources that can easily be accessed online or in community centres.
2. Ensure that the City's front line workers have up-to-date knowledge of resources.
3. Work with community-led groups to determine gaps in resources; create a plan to address those gaps.
4. Create policy for a review of resources and community offerings at a regular cadence to ensure that supports continue to meet the needs of the 2SLGBTQIAP+ communities.

b. Resources for People Providing Support and Allyship to 2SLGBTQIAP+ Individuals and Communities

1. Work with 2SLGBTQIAP+ community groups to create resources, including toolkits, for 2SLGBTQIAP+ allies.
2. Ensure resources that promote allyship are clearly endorsed by the City.
3. Work with community groups to determine how best to reach residents in their preferred language, translating documents and knowledge offerings.

Background

MN 22-24 2SLGBTQIAP+ Communities in Regina Project

Recognizing the significant need and lack of current support for 2SLGBTQIAP+ communities in Regina, City Council passed Motion 22-24. This Motion mandates the City of Regina administration to prepare a report for the Executive Committee, exploring how the City could better serve the needs of 2SLGBTQIAP+ communities in Regina, as well providing recommendations for implementation.

The motion¹¹ outlines a number of specific tasks to be undertaken as part of these preparations, including a proposal for guidance around “Concrete steps, funding, programs and approaches, which the City of Regina can implement to improve the lived experience[s] of 2SLGBTQIAP+ people based on research and a jurisdictional scan of other cities.”

The City Manager contacted the Vice President Research (University of Regina) in July 2022 to discuss possibilities for conducting research for the work of the motion. On July 27, 2022, Dr. Chris Yost, VP Research, and Dr. Charity Marsh, Director of Humanities Research Institute (HRI), met with J. Reid and L. Usick, confirming that the University of Regina would take on the jurisdictional scan of best practices for supporting 2SLGBTQIAP+ Communities in Canada.

The findings of this jurisdictional scan serve as one resource to support the City of Regina Administration as they craft their final report for the Executive of Council. Most importantly, this jurisdictional scan is an aid to understanding and addressing the needs of Regina’s 2SLGBTQIAP+ communities, as voiced by the communities themselves via thorough community consultations facilitated by Ivy + Dean Consulting.

As is illuminated throughout this report, the key to serving and caring for communities who are marginalized begins with processes of consultation, providing communities the opportunity to voice their lived experiences, articulate their needs, and share avenues for having those needs met.

¹¹ See Appendix A.

Overview of Jurisdictional Scan

This document summarizes best practices adopted by municipalities in Canada for supporting 2SLGBTQIAP+ communities and also provides links to resource materials for review in the footnotes and references list. As the data-gathering process began, it became clear that in order to provide a range of best practices that speak to the kinds of supports needed within 2SLGBTQIAP+ communities, the scope of the scan needed to widen beyond a review of municipalities. The research team broadened its search to also include key initiatives implemented at all levels of governance in Canada. This approach acknowledges the varied relationships, responsibilities, and duties served within and between jurisdictions given that across the provinces and territories, there are key differences in which level of governing body is responsible for funding particular services. Additionally, there are variations in how provinces/territories and municipalities provide and share resources. This approach to the research enriched the data set and provided a more comprehensive list of resources for analysis. After all data collection and analysis were complete, the research team placed primary focus on municipality-led initiatives that could be adopted or adapted by the City of Regina to move forward with its drive to better meet the needs of 2SLGBTQIAP+ communities in the city.

Research Design and Implementation

Objectives

1. Complete a jurisdictional scan of the best practices for supporting 2SLGBTQIAP+ communities in other Canadian municipalities, including some initiatives from provinces, territories, and at the federal level;
 2. Provide a summary and analysis of the findings within each of the identified categories;
 3. Provide an executive summary outlining the process, findings, and recommendations;
 4. Provide links to resource materials.
-

Parameters

The parameters of the jurisdictional scan were discussed in a number of meetings with the project co-leads, Donna Mitchell, Senior Policy Consultant, Policy & Grants, and Shayna Stock, Social Inclusion Coordinator, as well as at the project team meetings. As part of these discussions, Dr Marsh recommended moving beyond the scope of municipalities to include supports and initiatives offered by provinces/territories and at the national level. Expanding the scope provided a more comprehensive and richer data set, enabling more detailed analysis and possibilities for offering vital services and supports for 2SLGBTQIAP+ communities in Regina.

Methodology

To meet the needs of the timeline and respond to the scope of the jurisdictional scan, the research team engaged in a comprehensive collection of data through online resources, searching keywords associated with many variations of 2SLGBTQIAP+ communities (i.e. LGBT, Trans, Queer, Two Spirit, etc.), and using the search functions on the websites of municipalities across all regions, including the northern territories. The research team then shifted the focus of the search to gathering initiatives, services, policies, and other resources at the provincial, territorial, and federal levels.

Once the initial data sets were collected, Dr Marsh reviewed the data and sought out additional research, identifying nine thematic areas under which to summarize and analyze the findings. Working within these nine themes provided an efficient and effective way to organize, summarize, and analyze the data; however, it is important to acknowledge that many of these designations are interconnected. For example, the theme of gender-inclusive washrooms is connected to the theme of equity, diversity, and inclusion (EDI) as well as safety; the theme of housing and shelter is connected to the theme of funding as well as resources. The data collected, including policies, campaigns, strategies, and more, were considered through an equity lens that is founded upon an intersectional framework as discussed above.

Once these categories were determined, the research team conducted an additional scan for any missed municipal-led initiatives and began assigning the collected data into the appropriate themes. This allowed for a more robust analysis of each area and assisted with the organization of extra resources that could be useful for future conversations and action. In the analysis, the research team highlighted a number of examples representing best practices associated with each of the categories and analyzed them in detail. The report offers a summary, descriptions of initiatives, and recommendations for each category relating to the MN 22-24 2SLGBTQIAP+ Communities in Regina Project.

Summary of Research Findings and Best Practices

1. Equity, Diversity, and Inclusion

According to the 2014 In & Out study of Canadian workplaces, “almost 30% of LGBT-identified [sic.] respondents experienced discrimination in the workplace as opposed to 2.9% of the general population. Specifically, 4.1% of LGBT respondents reported some type of daily discrimination in their workplace, as opposed to 0.8% of the general population.”¹² In a 2022 survey of Two Spirit, trans, non-binary and gender non-conforming (2STNBGN) people living in Saskatchewan, “almost 50% of participants indicated that they avoided applying for a job because of their gender.”¹³ The report goes on to state that “gender-inclusive work policies and practices could boost 2STNBGN employment rates and create more diverse and dynamic workplace environments.”¹⁴



Photo credit: The Gender Spectrum

Further, the City of Ottawa’s Corporate Diversity and Inclusion Plan explains the significance of building a more inclusive workforce for improving service delivery and meeting the needs of the diverse communities the City serves:

“The City’s goal of having a workforce that is reflective of the community is driven by a desire to achieve service excellence through removing barriers, building trust in communities, strengthening the way it conducts business, promoting and integrating Equity, Diversity, and Inclusion (EDI) strategies in all operations. In creating equitable and inclusive workplaces, the City is better positioned to serve the residents and visitors of Ottawa, and contribute to building social cohesion, civic engagement and pride.”¹⁵

The municipalities of Toronto, Ottawa, Edmonton, and Vancouver were recipients of the 2022 Award for Canada’s Best Diversity Employers. “This national competition organized by Mediacorp Canada Inc. recognizes employers for their programs that support women, members of visible minorities, persons with disabilities, Indigenous Peoples, and lesbian, gay, bisexual, transgender, queer and two-spirited peoples.”¹⁶ Canada’s Best Diversity Employers state that “these outstanding employers understand that real change

12 Grenier, Alison & Hixson-Vulpe, Jacq. “Beyond Diversity: An LGBT Best Practice Guide for Employers”. (Public report by Great Place to Work® and Pride at Work Canada), 5. <https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT-Guide.pdf>

13 Fayant-McLeod, T., Bergen, J., Loewen Walker, R., Yacishyn, C., & Bird, N. “So they know we’re here”: The Trans Sask community report.” (Public report by Trans Sask Support Services, 2022), 10. <https://www.transsask.ca/research/community-report/>

14 Fayant-McLeod, T., et al., 10.

15 City of Ottawa, “Corporate Diversity and Inclusion Plan”. (Report to Finance and Economic Development Committee on 7 September 2021 and Council 22 September 2021, File Number: ACS2021-CSS-GEN-010). <https://pub-ottawa.escribemeetings.com/filestream.ashx?documentid=86344>

16 Canada’s Top 100 Employers, “Canada’s Best Diversity Employers (2022)”. <https://www.canadastop100.com/diversity/>

begins with more inclusive leadership, with accountability and transparency built in across their organizations.”¹⁷

In addition to these four cities, Calgary’s EDI framework also proved to be useful for the analysis of EDI strategies. The ways in which these five municipalities enact equity, diversity, and inclusion in relation to 2SLGBTQIAP+ communities are varied; however, the following themes emerged:

1. Creation of EDI Policies
2. Creating an Inclusive Workplace Culture
3. Training, Learning, and Awareness
4. Inclusive Hiring
5. Implementing Data Gathering Processes and Accountability Measures
6. Community Partnerships and Engagement

Creation of EDI Policies

EDI policies provide guidance for behaviour, expectations, and a prescription for a desired state. It is important to understand these policies as fluid and shifting, as concepts of equity and inclusion evolve. The overarching commitments in the creation of EDI policies that truly live up to the spirit of inclusion involve emphasis on dignity to be afforded to all persons; to be ever mindful of the need to regularly scan the environment for signs that not all are being afforded the equity

that is intended in the policy; and to be open to revisiting and revising as required.

An important step in creating an EDI strategy is to conduct a review of the City’s current policies, processes, and programs. Since 2014, the City of Calgary has engaged in such a review “to ensure fair and equitable practices” and to “identify perceived or real systemic barriers from a Diversity & Inclusion lens.”¹⁸ The City of Calgary reviewed its HR policies, processes, and programs and, in 2018, conducted a comprehensive assessment of the City’s recruitment processes.

Despite having had a Diversity and Inclusion Workplace Framework since 2011, the City of Calgary proposed “new and enhanced strategic actions” that built on the initial framework with the creation of the Gender Equity, Diversity, and Inclusion Strategy in 2019. The primary focus of the new strategy is to ensure

“gender equity in planning and decision making within City service delivery, Council Boards, Commissions and Committees, and the City’s workforce. A central concept is intersectionality, which recognizes that every person has multiple identity factors that impact who they are and may bring advantages or disadvantages to their participation in daily life.”¹⁹

17 Canada’s Top 100 Employers, “Canada’s Best Diversity Employers (2022)”. <https://www.canadastop100.com/diversity/>

18 City of Calgary. “Gender Equity, Diversity and Inclusion Strategy”. (Public report). <https://www.calgary.ca/content/dam/www/cspcs/cns/documents/gedi-strategy.pdf>

19 City of Calgary. “Gender Equity, Diversity and Inclusion Strategy”

The Strategy includes four areas of focus: leadership accountability; data-informed decision making; education and awareness; and addressing barriers to participation. Within each of these focus areas, the City of Calgary proposes several actions that can be taken in three areas of City operations: City Service Delivery; City Council and its Committees; and the City Workforce.

Since adopting its first set of goals around Diversity and Inclusion in 2007, the City of Edmonton has worked to continually update and forward more inclusive policies throughout City operations. Most recently, Edmonton published *The Art of Inclusion: Our Diversity & Inclusion Framework*.²⁰ The City of Edmonton focuses on “structural changes that dedicate expertise, focus, and resources to a positive employee experience and diversity and inclusion, including establishing”:

- The Employee Services Department, designed to create a positive employee experience
- A section within Employee Services to focus on Respect in the Workplace, which includes a Diversity & Inclusion Unit
- A Corporate Diversity & Inclusion Advisory Committee
- Department Diversity & Inclusion Committees
- Department Employee Engagement teams

- The Anti-Racism Advisory Committee to provide advice and perspectives to City Council.²¹

The City also “adopted policies, plans, processes and practices that put the employee experience and inclusion front and centre in [their] work,”²² including Gender-Based Analysis Plus (GBA+) embedded throughout the organization. “Gender-Based Analysis Plus (GBA+) is an analytical tool often used with the intention of advancing gender equality. The “plus” in the name highlights that Gender-Based Analysis goes beyond gender, and includes the examination of a range of factors such as age, education, race, language, geography, culture, and income.”²³ This process prompts the City to:

“Reflect on our own perspectives and biases

Understand how perspectives and biases can impact our work

Understand the experiences of groups and individuals who are marginalized

Identify how we can do our work in more inclusive ways.

We use it to assess how our work might impact diverse groups of people and ask: Who is excluded? What contributes to this exclusion? What will we do about it?”²⁴

20 City of Edmonton. “The Art of Inclusion: Our Diversity & Inclusion Framework”. (Public report, 2019). https://www.edmonton.ca/sites/default/files/public-files/assets/DI_ArtofInclusion_Final.pdf?cb=1675612886

21 City of Edmonton, “The Art of Inclusion: Our Diversity & Inclusion Framework,” 14

22 City of Edmonton, “The Art of Inclusion: Our Diversity & Inclusion Framework”.

23 City of Edmonton, “The Art of Inclusion: Our Diversity & Inclusion Framework”.

24 City of Edmonton, “The Art of Inclusion: Our Diversity & Inclusion Framework,” 22

GBA+ training was mandated for senior leaders in the Administration and for City Councilors. Further, staff in role-specific positions, predominantly in the areas of research, policy and program development, human resource, and communication, receive in-depth City of Edmonton-customized GBA+ training.²⁵ The City of Calgary also adopted GBA+ as part of its EDI strategy.

Vancouver City Council approved Getting Our House in Order: The City of Vancouver’s Equity Framework²⁶ in July 2021. Rather than an action plan, the Equity Framework “is a conceptual, grounding, foundational document, out of which a number of toolkits and action plans flow, and from which ongoing departmental strategies will be drawn going forward.”²⁷ This framework is an anti-colonial approach as it “centres Indigenous rights,” while recognizing that the “ongoing colonialism faced by the Host Nations and urban Indigenous people is unique and separate from the oppression that other equity-denied²⁸ groups face.”²⁹ However, the framework also acknowledges that there are some similarities among the oppression experienced by all equity-denied groups. The framework states: “embedding equity in our work is needed in all

parts of the organization [...]. Accountability for the realization of [the Equity Framework] vision lies with leaders across all City departments and governing bodies. It will be most effective when everyone working on behalf of the City enacts its principles in their day-to-day work and routine decision-making.”³⁰

The purpose of the Equity Framework is “to create a unified vision and shared understanding of equity across City departments, and to define the City’s orientation to this work.”³¹ The Equity Framework’s vision consists of six equity commitments: 1. Long-term engagement; 2. Spaces for Learning; 3. Representation in Leadership; 4. Fostering Relationships; 5. Adequate Resourcing; and 6. Shared Accountability.

In 2019, the City of Vancouver created a policy titled Diversity on Advisory Bodies, which establishes targets for “achiev[ing] diverse demographic composition on advisory bodies.”³² This policy stipulates that:

“1.1. Each advisory body [established by City Council] shall be comprised of a membership of fifty percent (50%) or greater of people from

25 City of Edmonton. “Gender-Based Analysis Plus (GBA+). (Public report, 2017). https://webdocs.edmonton.ca/siredocs/published_meetings/120/677815.pdf

26 City of Vancouver. “Equity Framework: Getting our house in order”. (Public report approved by City Council July 20, 2021). <https://vancouver.ca/files/cov/equity-framework.pdf>

27 City of Vancouver, 4. “Equity Framework: Getting our house in order”.

28 The Federal Employment Equity Act introduced the term equity-seeking groups to refer to the four designated groups facing discrimination (women, aboriginal peoples, persons with disabilities, and members of visible minorities). The term equity-denied groups, used throughout the City of Vancouver Equity Framework, is an alternative to that term, and includes more than just these four groups.

29 City of Vancouver, “Equity Framework: Getting our house in order,” 3

30 City of Vancouver, “Equity Framework: Getting our house in order,” 4

31 City of Vancouver, “Equity Framework: Getting our house in order,” 4

32 City of Vancouver. “Diversity on Advisory Bodies”. (Corporate Policy, Policy Number COUN-004, Public access, 2019). <https://policy.vancouver.ca/COUN004.pdf>

equity-seeking groups.

1.2. Each advisory body shall be comprised of a membership of fifty percent (50%) or greater of people who self-identify as women.

1.3. Additional recruitment objectives specific to individual advisory bodies will be provided in the respective Terms of Reference.

1.4. Despite sections 1.1, 1.2 and 3.1, the City will aspire, but is not required, to achieve the established composition objectives in the appointment of members to advisory bodies which provide technical advice to staff.”³³

Toronto City Council adopted a Vision Statement on Access, Equity, and Diversity in 2003 and a Workforce Equity and Inclusion Plan in 2019. This plan involves three strategic focus areas: “1. Enabling Data Informed Decision-Making; 2. Fostering a Culture of Engagement and Inclusion; and 3. Embedding an Equity Lens throughout the Employee Life Cycle.”³⁴ The City of Toronto has also created an Accommodation Policy, which includes Guidelines for Accommodating Gender Identity and Gender Expression. The broader

Accommodation Policy includes procedures for how to assess and verify the need for accommodation and engage in dialogue with the person seeking accommodation. What’s significant about this accommodation policy is that it makes clear the need for the employer to be creative in finding solutions, the need to offer many possibilities, and the importance of closely considering the preferred solution of the person seeking accommodation.³⁵ To make a request, an employee can fill out and submit a form titled [Request/Document Accommodation Plans](#).³⁶

According to the City of Toronto’s Guidelines for Accommodating Gender Identity and Gender Expression,³⁷ good accommodation is “individualized, promotes integration and full participation, is consistent with inclusive design whenever possible and respects privacy.”³⁸ One example of how they enact individualized accommodations is how they handle requests from trans employees for informing other staff about pronoun changes. For example, “some trans employees may request that Management communicate a particular message about the use of pronouns to their team in the workplace, [whereas] other trans employees may request the opportunity to communicate with their team directly about a change in pronoun.”³⁹ Further,

33 City of Vancouver. “Diversity on Advisory Bodies”.

34 City of Toronto. “Workforce Equity & Inclusion Plan”. <https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion/workforce-equity-inclusion-plan/>

35 City of Toronto. “Accommodation”. (Policy statement). <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/accommodation/>

36 See Appendix B.

37 City of Toronto. “Guidelines for Accommodating Gender Identity and Gender Expression”. City of Toronto, revised 2021. <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/accommodation/guidelines-for-accommodating-gender-identity-and-gender-expression/>

38 City of Toronto. “Guidelines for Accommodating Gender Identity and Gender Expression”.

39 City of Toronto. “Guidelines for Accommodating Gender Identity and Gender Expression”.

recognizing the harm that forms can cause to trans and non-binary people, the guidelines state, “City forms should be reviewed and edited for inclusivity at the design stage, negating the need for people to request changes that better accommodate gender identity and expression once the form is in use.”⁴⁰

These guidelines also provide a number of examples of common accommodation requests based on gender expression and/or gender identity and tips for providing accommodation. For example the report states:

“If people request the use of a particular pronoun as an accommodation, grant that accommodation and use the correct pronoun. Do not refer to people by an incorrect pronoun once the correct pronoun has been established. If a mistake occurs, acknowledge it and work to correct it. If there is uncertainty about their pronoun, ask respectfully. To increase inclusivity at events, include a space for participants to include their pronouns on name cards.”⁴¹

Another common request that the City of Toronto accommodates is name and gender title changes during legal name change processes. The guidelines state, “Legal name changes can take time to process depending on the circumstances. During the processing period and upon request, use the new name and gender title

(Ms., Mr., Mrs., etc.) for emails, phone directories, corporate identification/access cards, name plates, etc.”⁴² For transitioning employees, the guidelines suggest developing an individualized accommodation plan. This is further supported through the City of Toronto’s Accommodation Framework for Transitioning Employees.⁴³

Other common requests that are accommodated include leave requests for gender-affirming surgery, which may require the employee to provide medical documentation; requests to use washrooms that correspond to a person’s gender identity, which “do not require medical documentation or any other form of ‘proof’” but merely “self-identification.” The guidelines further state,

“City employees and Management should not direct people to a gendered washroom, but should instead inform people of the various washroom options available so they can decide which one to use for themselves. If people raise concerns about trans or gender non-conforming people’s use of a multi-stall washroom, kindly suggest to those who raise the concerns that they may use a single-stall washroom if one is available. When possible, create and/or offer an accessible gender-neutral washroom.”⁴⁴

The City of Ottawa has developed an Equity

40 City of Toronto. “Guidelines for Accommodating Gender Identity and Gender Expression”.

41 City of Toronto. “Guidelines for Accommodating Gender Identity and Gender Expression”.

42 City of Toronto. “Guidelines for Accommodating Gender Identity and Gender Expression”.

43 City of Toronto. “Accommodation Framework for Transitioning Employees”. (Public document, 97b4). <https://www.toronto.ca/wp-content/uploads/2020/10/97b4-Accommodation-Framework-for-Transitioning-Employees-102120.docx>

44 City of Toronto. “Guidelines for Accommodating Gender Identity and Gender Expression”.

and Diversity Policy,⁴⁵ which outlines the responsibilities of City managers and staff, as well as persons acting on behalf of the City (e.g., consultants, contractors) and job applicants, to ensure that the City of Ottawa meets its EDI goals. For example, General Managers/Directors are expected to make the City's Equity and Diversity Policy accessible to all staff and support them in understanding and abiding by it by "empower[ing] supervisors and managers to reinforce diversity and inclusion and provide opportunities for capacity-building and action."⁴⁶ They are also responsible for "ensuring that equity and diversity are considered in all aspects of departmental planning, processes and strategies" and for "consulting with Diversity and Inclusion staff, as appropriate, during the development of policies and programs..."⁴⁷

To further protect workers, three of the five cities (Vancouver, Toronto, and Ottawa) have created Anti-Harassment policies⁴⁸ while Edmonton and Calgary have created a Respectful Workplace policy. Edmonton's policy states:

"A respectful workplace is one that is free of harassment and discrimination, and where all employees are treated fairly, diversity is acknowledged and valued, communication is open and civil, expectations around behaviour

are clearly communicated, resources and training to resolve disputes are provided, conflict is addressed early, and there is a culture of inclusion, empowerment and cooperation."⁴⁹

Creating an Inclusive Workplace Culture

A strong workplace culture is one that values all employees and sends a strong one-team message. In order to do so, employees must be on the same playing field, which can be difficult for minority groups who can experience discrimination in the workplace. While training and education on challenging biases is necessary for all staff in the workplace, it is also important for minority groups to be able to see themselves reflected in the larger work community. One way to support this view is in helping those individuals find each other within the organization, providing opportunities to connect, advocate for themselves and each other, and partnering with the organization on addressing issues of inclusion in the workplace.

The Cities of Ottawa, Toronto, and Vancouver support 2SLGBTQIAP+ employee groups, also referred to as affinity groups. The City of Ottawa Rainbow Employees Network is one of nine employee-initiated and employee-run groups that fosters an inclusive workplace for

45 City of Ottawa. "Equity and Diversity Policy." Revised 2017. <https://ottawa.ca/en/city-hall/city-manager-administration-and-policies/policies-and-administrative-structure/administrative-policies#section-c6d8f135-5756-45fd-ae1b-024b7249c05c>

46 City of Ottawa, "Equity and Diversity Policy"

47 City of Ottawa, "Equity and Diversity Policy"

48 City of Toronto. "Human Rights and Anti-Harassment/Discrimination (HRAP)". 2022. <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/human-rights-and-anti-harassment-discrimination-hrap/>; City of Vancouver. "Human Rights and Harassment Policy". Updated 2016. <https://policy.vancouver.ca/AE00205.pdf>; City of Ottawa. "Workplace Harassment - Policy". <https://app06.ottawa.ca/calendar/ottawa/citycouncil/csedc/2010/06-01/08%20-%20FINAL%20-%20ACS2010-COS-HRS-0002%20-%20Bill%20168%20Report%20-%20May%202027.htm#:~:text=The%20City%20of%20Ottawa%20prohibits,be%20known%20to%20be%20unwelcome>

49 City of Edmonton. "Respectful Workplace." (Administrative Policy, Number A1127, approved 2020). <https://www.edmonton.ca/public-files/assets/document?path=PoliciesDirectives/A1127AdministrativePolicy.pdf>

the City’s 2SLGBTQIA+ employees and allies. A City of Ottawa web story states, “Employee-driven initiatives help create environments where everyone is treated fairly, respectfully and with dignity, and the City has committed to supporting employees wanting to create and participate in affinity groups.”⁵⁰

Similarly, the Toronto Public Service Pride Network is “a network of City staff who support 2SLGBTQI+ employees to bring their whole selves to work, to achieve their full potential, and to deliver excellent public service. The Network organizes events and advocates for a safer, more equitable and respectful working environment for 2SLGBTQI+ employees of the Toronto Public Service.”⁵¹

The City of Vancouver has 12 Employee Resource Groups, which “provide spaces where employees from marginalized groups can come together for social connection, sense of community, networking, and mutual support.”⁵² They also serve to “formalize the connection between City’s leadership and staff from marginalized groups, building relationships and channels for two-way exchange and co-creation of solutions.”⁵³ These groups include Queer Change

Makers; QTBIPOC Network; and Trans, Gender Diverse, and Non-Binary Employees.

An additional strategy for creating an inclusive workplace culture is to reward employees for enacting EDI values in their day-to-day work. The City of Ottawa Equity and Diversity Award Program⁵⁴ “recognizes individuals or teams who have demonstrated a clear commitment to making the City an inclusive workforce of individuals in all designated groups and creating a culture of respect and diversity.”⁵⁵

Further, the City of Toronto fosters a “culture of inclusion and engagement” through “consult[ing], partner[ing], and develop[ing] actions to increase engagement and build inclusion of Indigenous, Black, and equity-seeking groups,” and through “work[ing] with City divisions to support areas that have below average scores in the areas of diversity and inclusion by developing action plans to create a more inclusive work environment.”⁵⁶

50 City of Ottawa. “Meet the Rainbow Employees Network: A City affinity group helping 2SLGBTQIA+ employees bring their whole selves to work”. 2022. <https://ottawa.ca/en/news/meet-rainbow-employees-network-city-affinity-group-helping-2slgbtqia-employees-bring-their-whole-selves-work>

51 City of Toronto Seniors Services and Long-Term Care division. “Leading & Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors”. <https://www.toronto.ca/wp-content/uploads/2022/06/8ef3-Leading-Learning-WITH-PRIDE-A-Revitalized-Tool-Kit-on-Supporting-2SLGBTQI-Seniors.pdf>

52 City of Vancouver. “Employee Resource Groups”. https://jobs.vancouver.ca/content/employee-resource-groups/?locale=en_US

53 City of Vancouver. “Employee Resource Groups”.

54 See also [The Public Service Pride Awards](#) by the Public Service Pride Network, an organization that represents thousands of 2SLGBTQIA+ public servants and allies in 70 federal departments and agencies across Canada.

55 City of Ottawa and City for All Women Initiative. “LGBTQ: Equity & Inclusion Lens Snapshot”. (Public report, 2016 version). https://www.cawi-ivtf.org/wp-content/uploads/Snapshots/LGBTQ-Snapshot_En.pdf

56 City of Toronto. “Workforce Equity & Inclusion Plan”. <https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion/workforce-equity-inclusion-plan/>

Training, Learning & Awareness

Inclusion in the workplace is not possible without putting the appropriate emphasis on training and educating staff at all levels of the organization. Training provides an opportunity to level set, giving all staff a common understanding of gender and sexual diversity; an introduction to language and terminology that might be unfamiliar or incorrect; examples of inclusive behaviours and concrete ways to challenge discrimination; challenge unconscious bias; and promote a vision for an engaged and allied workplace culture.

The City of Ottawa offers 24 EDI learning opportunities for staff, including several mandatory learning modules. For example, Leading a Diverse Workforce is a learning module that is mandatory for managers and supervisors; Respectful Workplace, Violence, and Harassment training is mandatory training for City employees; and The Equity and Inclusion Lens training, which “provides the tools required to consider equity, and to build inclusive practices into the day-to-day work of City employees, is mandatory for new employees.”⁵⁷

The City of Toronto has created the Understanding Sexual Orientation and Gender Identity Curriculum, which is a “40 minute e-learning module available to all City staff that introduces the concepts of gender, sexual orientation, and other key terms; obligations under the Human Rights and Anti-Harassment/

Discrimination Policies; and, practical tips for being 2SLGBTQI+ inclusive in daily practice.”⁵⁸ Positive Space Toronto is a “city-wide program that seeks to increase awareness and inclusion of 2SLGBTQI+ employees by training staff to be knowledgeable about the barriers experienced by Queer and Trans people, and how to be a better ally to their 2SLGBTQI+ colleagues.”⁵⁹

Further, the City of Toronto has embedded training on the City’s equity and human rights policies in the onboarding of new employees at all levels (staff, management, executives). To do this, the City takes the following actions:

- “Apply inclusive design principles to the new employee orientation program.
- Include materials regarding diversity and inclusion in pre-boarding materials for new hires and ensure all orientation materials and sessions are AODA compliant.
- Provide divisional staff with a diversity and inclusion recommendation checklist, including human rights policies, to guide divisional orientation activities.
- Increase equity, accessibility, human rights and inclusion learning content in the Management and Executive Onboarding curricula.”⁶⁰

The City of Toronto also tracks its equity learning content by continuously monitoring, assessing, and adjusting it. Further, when

57 City of Ottawa, “Corporate Diversity and Inclusion Plan”.

58 City of Toronto Seniors Services and Long-Term Care division. “Leading & Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors”.

59 City of Toronto. “Leading and Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors”. (Public report). <https://www.toronto.ca/wp-content/uploads/2022/06/8ef3-Leading-Learning-WITH-PRIDE-A-Revitalized-Tool-Kit-on-Supporting-2SLGBTQI-Seniors.pdf>

60 City of Toronto. “Workforce Equity & Inclusion Plan”.

the City of Toronto hires vendors to facilitate training workshops, the City conducts “ongoing vendor orientation sessions to ensure learning accessibility is addressed with external facilitators” and it audits vendor content to “ensure equity and inclusion lens criteria are addressed to identify and remove barriers and support an inclusive learning environment.”⁶¹

After embedding Gender Based Analysis Plus (GBA+) throughout the City of Edmonton operations, the City took the following steps to support employees with “understand[ing] and feel[ing] comfortable working with GBA+” and to embed it throughout City operations:

- Centres of Excellence have been established in each department to help build capacity to use GBA+
- A GBA+ Advisory Committee of diverse employees from across the organization has been created to provide advice and feedback on how to continue to integrate GBA+ throughout the City
- A training program was developed to practice applying GBA+
- A City-specific tool was created to guide employees in using GBA+

The City also “created and embraced programs and resources that help all of us learn more about what makes us diverse and how to help create inclusion, including:

- Work experience programs for equity-seeking individuals

- Information and training sessions on sexual and gender minorities
- Toolbox talks on diversity and inclusion speakers on diversity and inclusion topics
- Programs specifically for diverse community groups (e.g., Indigenous youth)⁶²

As part of the City of Vancouver Equity Framework, managers across departments will work with

“their teams on the definitions and approaches put forward by this Framework [to embed] them into day-to-day practices... Training and ongoing internal and external communications are a key component in this group of activities. Finally, this group connects the City’s equity work with finance, legal, sustainability and other key departments at the City. Responsibility for this group of activities will sit with the City Manager’s Office and will include partnerships across the organization.”⁶³

Further, in 2019, the City of Edmonton created an Inclusive Language Guide for City employees. The guide discusses best practices for using inclusive language, as well as words to avoid, with respect to gender, LGBTQ2S persons, Indigenous people, mental health, people with disabilities, and race and ethnicity. There is also a section titled “It’s OK to make mistakes” with suggestions for what to do if you make a mistake.⁶⁴

61 City of Toronto. “Workforce Equity & Inclusion Plan”.

62 City of Edmonton. “The Art of Inclusion: Our Diversity & Inclusion Framework”, 15.

63 City of Vancouver. “Equity Framework: Getting our house in order,” 21-22

64 City of Edmonton. “Inclusive Language Guide”. (Public document, Diversity & Inclusion Employee Services, January 2019). <https://>

The City of Calgary provides awareness and education training to its staff, including education on unconscious biases, human rights, and bridging cultures. The City also developed tools and resources to support leaders and employees in advancing inclusion in the workplace. For example, 144 Diversity & Inclusion sessions were held with 5,505 participants between 2015 and 2018; 279 Respectful Workplace sessions were held with 6,522 participants between 2015 and 2018; and 14,498 employees completed the Code of Conduct training between 2018 and 2019.⁶⁵

Inclusive Hiring

The City of Calgary's [Gender, Equity, Diversity and Inclusion Strategy](#) opens with the following quote by a leader in the organization:

“As a municipal government, trusted to make decisions in the best interests of our citizens, how can we say to those same citizens that their experiences and concerns are well understood and fairly considered if they do not even see themselves represented amongst staff and decision makers? We must reflect the community that surrounds us to deliver the services that are expected of us.”⁶⁶

Hiring practices that emphasize inclusion have been shown to be beneficial not only

to candidates, but also to the organization itself. Catalyst, a global non-profit that seeks to enhance the inclusion of women in the workplace by supporting organizations in implementing hiring practices that promote equity, has found that equitable hiring correlates with significant positive impacts on “talent, innovation and group performance, reputation and responsibility, and financial performance.”⁶⁷ Citing a variety of sources, Catalyst makes a strong business case for the strategic implementation of inclusive hiring. Workplaces that value and model equity and inclusion enhances employee attraction, engagement and retention, and reduces incidence of discrimination and harassment. In addition, Catalyst outlines the ways in which inclusive hiring enhances productivity and creativity; helps reduce groupthink; increases team performance; enhances an organization’s reputation; helps to mitigate risk by bringing a variety of viewpoints to the table; and sets an organization up to better meet its objectives in environmental, social, and governance activities.

In January 2020, the City of Ottawa’s Senior Leadership Team approved the Corporate Diversity and Inclusion Plan (CDIP). The objective of this seven-year plan is “to achieve a representative workforce and an inclusive workplace.”⁶⁸ To achieve this, the plan is organized around three pillars of collective priorities:

www.edmonton.ca/public-files/assets/document?path=PDF/InclusiveLanguageGuide2019.pdf

65 City of Calgary. “Gender Equity, Diversity and Inclusion Strategy”.

66 City of Calgary. “Gender Equity, Diversity and Inclusion Strategy”.

67 Catalyst. “Why Diversity and Inclusion Matter (Quick Take)”. (Research publication, June 24, 2020). <https://www.catalyst.org/research/why-diversity-and-inclusion-matter/>

68 City of Ottawa, “Corporate Diversity and Inclusion Plan”. <https://pub-ottawa.escribemeetings.com/filestream.ashx?documentid=86344>

1. Recruit and Hire: Eliminate barriers and enhance knowledge
2. Retain and Promote: Respectful workplaces and opportunities for all
3. Safe to Self-ID: Candidates and employees feel safe to self-identify.

The City of Ottawa has developed 52 concrete actions, stemming from the above three pillars, “that are grounded in evidenced-based best practices in the field of EDI.”⁶⁹ Below are some examples of the steps they are taking.

The City of Ottawa successfully piloted Leverage Equity to Achieve Diversity and Inclusion Targets (LEAD IT) in four departments in 2020 and 2021. With LEAD IT, the City was able to “track candidates who self-identify as belonging to one or more of the equity groups along every stage of the hiring process.”⁷⁰ The purpose of LEAD IT is to “identify and address any barriers in [the City’s] application and hiring process,” said Diversity and Inclusion Specialist Sheila James. “LEAD IT presents new ways of scoring and ranking people applying for jobs. It asks managers to apply an equity lens and to be aware of their own biases when screening. It also ensures diverse candidates are being considered.”⁷¹

As part of LEAD IT, hiring panels include more

diverse representation and perspectives, interview questions “allow all candidates to demonstrate their skills and experiences related to equity and diversity,”⁷² and City of Ottawa job postings include inclusive language. For example, all City of Ottawa job postings include the following equal opportunity statement:

“The City of Ottawa promotes the principles of diversity and inclusion and adheres to the tenets of the Canadian Human Rights Act and the Ontario Human Rights Code. We encourage applications from members of Indigenous, Black and other racialized communities, persons with disabilities, women and non-binary persons, persons of all ethnic origins, religions, sexual orientations, classes, gender identities and expressions. Candidates are encouraged to self-identify as a member of one or more designated employment equity groups in the self-identification questionnaire.”⁷³

Further, the City’s Designated Position Programs, as part of LEAD IT, allows managers to identify positions that are to be filled by members of employment equity groups “based on bona fide occupational requirements in job descriptions or significant gaps in workforce representation.”⁷⁴ The City of Ottawa has also developed a comprehensive toolkit⁷⁵ for hiring

69 City of Ottawa, “Corporate Diversity and Inclusion Plan”.

70 City of Ottawa. “In the City’s journey to build a more representative workforce, Sheila James is LEADing the way”. (Archived web content, 2022). <https://ottawa.ca/en/news/citys-journey-build-more-representative-workforce-sheila-james-leading-way>

71 City of Ottawa. “In the City’s journey to build a more representative workforce, Sheila James is LEADing the way”.

72 City of Ottawa. “In the City’s journey to build a more representative workforce, Sheila James is LEADing the way”.

73 See Appendix C.

74 City of Ottawa, “Corporate Diversity and Inclusion Plan”. <https://pub-ottawa.escribemeetings.com/filestream.ashx?documentid=86344>

75 City of Ottawa, “Corporate Diversity and Inclusion Plan”.

managers that includes practical steps to support hiring processes and remove biases in the interview process. In addition, the City put a variety of practices in place to assist candidates' ability to compete fairly, including sharing interview questions 15 minutes in advance; using prompting questions; offering bias awareness tips for the hiring panel; and offering accommodation to all candidates. For example, all job postings include this statement: "The City of Ottawa provides accommodation during all parts of the hiring process, upon request, to applicants with disabilities. If contacted to proceed to the selection process, please advise us if you require any accommodation. Accessible formats and communication supports are available upon request."⁷⁶

The City of Calgary is addressing barriers to participation for current and prospective City employees by applying a GBA+ lens on HR initiatives to:

- "ensure fair and equitable opportunities for current and prospective employees.
- decrease the potential for bias in the recruitment process by conducting a feasibility study on integrating technology to scrub names/addresses of candidates from resumes."⁷⁷

The City of Calgary also strives to identify and reduce barriers to participation on Boards, Commissions, and Committees by exploring ways to eliminate bias in the recruitment and selection

process and in "continu[ing] to assess applicants based on information collected via standard application forms rather than resumes."⁷⁸ The City is also investigating methods to anonymize applications to Boards, Commissions, and Committees.

The City of Toronto aims to "increase representation of Indigenous, Black, and equity-seeking groups through recruitment practices such as:

- Implement foundational training for recruitment staff and hiring managers to cover areas including: unconscious bias, diversity and inclusion fundamentals, managing bias in hiring, confronting anti-Black racism, Indigenous cultural competency training, accessibility and human rights education.
- Broaden outreach to diverse communities and ensure diverse talent pools are aware of City employment opportunities.
- Apply an equity lens to job postings, assessments and reference checks to remove systemic barriers.
- Collect diversity data at time of application.
- Establish divisional talent forums and leadership pipelines.
- Increase diversity in talent pool for leadership positions through focused and deliberate efforts.

76 See Appendix C. <https://jobs-emploi.ottawa.ca/city-jobs/job/Ottawa%2C-ON-Program-Manager%2C-Workplace-Equity%2C-Inclusion%2C-Belonging-ON/727234847/>

77 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy". (Public report). <https://www.calgary.ca/content/dam/www/cspcs/cns/documents/gedi-strategy.pdf>

78 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy".

- Apply a diversity lens to hiring panel compositions.
- Assess hiring outcomes annually to inform strategies for subsequent years.”⁷⁹

Implementing Data Gathering Processes & Accountability Measures

Planning for a desired future state requires a clear understanding of the current state on which to build the roadmap. Gathering data at the outset of an initiative against which to benchmark allows for data-informed decision making, and also helps to define the problem to be solved. In looking to measure something as intangible as equity and inclusion, markers must be developed early on, as well as indicators that signal change has been made. Setting and reporting on targets, and defining success early on creates objectives, accountabilities, and commitments that will drive the work forward. Without these deliberate first steps, there is no way to concretely demonstrate the shifts that may have been made.

The City of Edmonton has identified four pillars of inclusion – diversity, equity, skill, and growth. To hold the City accountable and ensure they are making progress, they have set three objectives for each pillar; developed a five year action plan for each pillar; and committed to monitoring their progress through data gathering processes. For example, under the pillar diversity, the City has identified three objectives and committed

to taking 19 concrete actions in order to reach these goals, as well as proposed a timeframe for achieving each action. To assess how well the City’s actions support its objectives, the City has established “quantitative measures of success and processes to track them” as well as “qualitative analysis to understand and report on people’s experiences of progress toward [the City’s] Shared Goal for Inclusion.”⁸⁰ This data is collected annually and reported on to the Executive Leadership Team. Quantitative data gathering processes include a survey of employees to determine the degree to which they feel included and qualitative data involves gathering personal stories from employees to determine what they are “doing well and need to pay attention to going forward.”⁸¹

Similarly, the City of Ottawa’s EDI actions are “tracked, measured, and reported, using process and outcome indicators to ensure the City of Ottawa is meeting its corporate diversity and inclusion objectives.”⁸² To monitor progress and evaluate and report on outcomes, the Equity Secretariat has developed “a model that maps EDI corporate activities and corresponding key performance indicators to measure progress”⁸³; a reporting template for all departments to track how they are reaching their targets; and a city-wide questionnaire.

The City of Ottawa has also created the Equity Secretariat, as well as a Workplace Equity, Inclusion, and Belonging Branch in the City’s

79 City of Toronto. “Workforce Equity & Inclusion Plan”. <https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion/workforce-equity-inclusion-plan/>

80 City of Edmonton. “The Art of Inclusion: Our Diversity & Inclusion Framework”.

81 City of Edmonton. “The Art of Inclusion: Our Diversity & Inclusion Framework”.

82 City of Ottawa, “Corporate Diversity and Inclusion Plan”. <https://pub-ottawa.escribemeetings.com/filestream.ashx?documentid=86344>

83 City of Ottawa, “Corporate Diversity and Inclusion Plan”.

Department of Community and Social Services. “The mandate of the Workplace Equity, Inclusion, and Belonging Branch is to function as a centre of expertise to advance equity and inclusion commitments across the organization.”⁸⁴ Within this branch, the City has created Diversity and Inclusion staff and manager positions. As the City’s Corporate Diversity and Inclusion Plan states, “...all employees are expected to apply the City’s equity lens into their work. This requires the Equity Secretariat to work across all departments to advise and input into policies, procedure documents, processes and initiatives.”⁸⁵

In 2015, the City of Calgary refreshed its Corporate Employee Survey “to collect demographic data and introduced for the first time questions around gender identity, gender expression, and the LGBTQ community.”⁸⁶ It also introduced in 2016 an Inclusion index “to measure how different groups perceive [their] workplace, with the ability to analyze the employee experience by demographic data and identify areas of gaps.”⁸⁷

The City of Toronto is committed to data-informed decision making and takes the following actions to support this goal:

- “Implement strategies to increase the overall response rate for the City’s workforce survey, Count Yourself In.

- On an annual basis, develop and share divisional aggregated diversity data to help identify opportunities for improvement in recruitment and retention efforts.
- Disaggregate corporate diversity data to identify systemic barriers experienced by Indigenous, Black, and equity-seeking groups.
- Continue to monitor diversity data across the City, in order to help to inform decision-making and address gaps in representation across all levels of the Public Service.”⁸⁸

The City of Vancouver hired a Chief Equity Officer and created an Equity Office, which will oversee the implementation of the City’s vision for equity. “It is the responsibility of each department at the City to align their strategic plans, annual work plans, and day-to-day decisions with the directions provided by the Equity Framework. The City’s Equity Office will act as a resource to support this work, and as an oversight body to ensure accountability.”⁸⁹ The City of Vancouver will measure progress based on three equity imperatives: the Justice Imperative; the Compliance Imperative; and the Effectiveness Imperative.

“From a justice perspective, [the City] might gauge progress towards equity by measuring, for example: indicators of community health and wellbeing ...

84 See Appendix C.

85 City of Ottawa, “Corporate Diversity and Inclusion Plan”.

86 City of Calgary. “City of Calgary Annual Corporate Employee Survey”. <https://www.calgary.ca/employees/corporate-survey.html>

87 City of Calgary. “Equity, diversity, inclusion and belonging”. <https://www.calgary.ca/employees/inclusion.html>

88 City of Toronto. “Workforce Equity & Inclusion Plan”.

89 City of Vancouver. “Equity Framework: Getting our house in order”, 20-21

strength of relationship with Host Nations and urban Indigenous communities, number of City policies and programs significantly modified to remove barriers for equity-denied communities, representation of equity-denied groups in workforce, elected and leadership positions, and their self-reported sense of belonging and wellbeing at work.”⁹⁰

The Compliance Imperative works to hold the City of Vancouver accountable for the legislation found within the British Columbia Human Rights Code, WorkSafeBC legislation, as well as responsibilities of the municipal government “to provide members of the public with access to its services and facilities in a nondiscriminatory way.”⁹¹ One way to enact accountability from a compliance perspective would be to “gauge progress towards equity by tracking, for example, strength and accessibility of internal policies and procedures, and trust in the City as an employer.”⁹²

Drawing on the growing body of research on the effects of developing inclusive policies in the workplace,⁹³ the Effectiveness Imperative guides the City of Vancouver on how successful the equity framework is being implemented. “From an effectiveness perspective, we might gauge progress towards equity by assessing, for example: participation and trust in government

reported by marginalized groups, level of interest from equity-denied groups to work at the City, success in promotion and retention, prevalence of outside-the-box solutions, and overall corporate performance.”⁹⁴

Community Partnerships and Engagement

Community partnerships are a vital aspect of creating initiatives that aim to enhance inclusion. Engaging early on with community leaders builds trust, and it places emphasis on holding space for marginalized groups to speak for themselves and their community on issues and policies that impact them. Successful municipal initiatives that look to enhance equity in the larger community are initiatives that focus on collaboration and consultation, strengthening community networks, and creating collective, lasting change.

In 2020, Toronto joined Pride at Work Canada, “a leading national non-profit organization that promotes workplace inclusion on the grounds of gender expression, gender identity and sexual orientation.”⁹⁵ Through this network, employees have “access to resources and supports that can help create more inclusive spaces and contribute to deepening inclusion of Toronto’s Lesbian, Gay, Bisexual, Transgender, Queer, Two-Spirit (LGBTQ2S+) communities.”⁹⁶

90 City of Vancouver. “Equity Framework: Getting our house in order”, 12

91 City of Vancouver. “Equity Framework: Getting our house in order”, 13

92 City of Vancouver. “Equity Framework: Getting our house in order”, 13

93 See one summary here <https://www.catalyst.org/research/why-diversity-and-inclusion-matter/>.

94 City of Vancouver. “Equity Framework: Getting our house in order”, 14.

95 City of Toronto. “City of Toronto joins Pride at Work Canada to promote workplace inclusion for LGBTQ2S+ people”. (News release, 2020). <https://www.toronto.ca/news/city-of-toronto-joins-pride-at-work-canada-to-promote-workplace-inclusion-for-lgbtq2s-people/>

96 City of Toronto. “City of Toronto joins Pride at Work Canada to promote workplace inclusion for LGBTQ2S+ people”.

One of Pride at Work’s resources, “Beyond Diversity: An LGBT Best Practice Guide,” outlines the “top 12 strategies to promote inclusion of LGBT people in the workplace.”⁹⁷ Such strategies include creating a written, formal policy detailing an employer’s stance on 2SLGBTQIAP+ inclusion and expectations that all employees behave accordingly; using gender-neutral language throughout the organization; providing a benefits package that meets the needs of 2SLGBTQIAP+ employees (for example, one software company cited in the guide provides nearly full coverage to employees undergoing gender affirmation surgery, including pre-surgery counseling, the surgery itself, and medications); providing diversity training to all employees; supporting employees undergoing gender transition; and allocating money in the budget toward creating an inclusive workplace.

Integral to the successful development and implementation of the City of Ottawa’s EDI initiatives is the City’s collaboration with City For All Women Initiative (CAWI). CAWI is a grassroots non-profit organization that works to create

“a city where everyone can thrive. Where diverse voices are heard, valued and honoured. Where social equity, inclusion and justice are priorities. [...] To pursue [the CAWI’s] vision, we work with women, non-binary and gender-non-conforming residents with lived

experience of marginalization, as well as partners and City decision makers.”⁹⁸

In partnership with CAWI in 2010 (2nd ed. 2015), the City of Ottawa developed The Equity and Inclusion Lens, “a tool to support the work of City staff, management and Council.”⁹⁹ The Equity and Inclusion Lens, which is regularly updated, helps [the City] to be consistent and coherent in [its] efforts to move equity and inclusion forward in [its] services, through [its] people and to the benefit of [Ottawa].¹⁰⁰ Funded by the City of Ottawa and the Status of Women Canada, CAWI also created the Equity and Inclusion Lens Handbook, which is a comprehensive guide providing detailed steps for staff and management of municipalities on how to assess and revise “their planning and program development and delivery activities to ensure they are inclusive of the full diversity of residents.”¹⁰¹ The handbook includes eleven Snapshots, including the LGBT Equity & Inclusion Lens Snapshot. Section 5 of the LGBT Equity & Inclusion Lens Snapshot outlines a vision for what an LGBTQ-friendly city would look like:

- The City incorporates LGBTQ-inclusive language and approaches in everyday City business.
- LGBTQ communities are visibly or symbolically included in all civic initiatives and events in the city.

97 Grenier, Alison & Hixson-Vulpe, Jacq. “Beyond Diversity: An LGBT Best Practice Guide for Employers”.

98 City for All Women Initiative. “Our approach”. <https://www.cawi-ivtf.org/our-approach/>

99 “To access them in an electronic version, visit the City of Ottawa Internal Site (Ozone) or the Equity and Inclusion Lens webpage, or the City for All Women Initiative (CAWI) Equity and Inclusion webpage.”

100 City of Ottawa and City for All Women Initiative. “LGBTQ: Equity & Inclusion Lens Snapshot”. (Public report, 2016 version). https://www.cawi-ivtf.org/wp-content/uploads/Snapshots/LGBTQ-Snapshot_En.pdf

101 City of Ottawa and City for All Women Initiative. “LGBTQ: Equity & Inclusion Lens Snapshot”.

- LGBTQ people feel safe and welcomed in the workplace, community centres, stores, or City Hall. There are no assumptions that exclude LGBTQ people or that out us in public.
- LGBTQ individuals can access and receive services without complications or worrying about potential homophobic or transphobic encounters (e.g., health care, marriage services, housing, using washrooms, etc.).
- When LGBTQ people experience homophobia or transphobia, clear and efficient processes can help us access the services we are seeking.
- Information on LGBTQ issues is visible and easily accessible through the City intranet and mainstream services.
- Programs and services have clear and relevant outcomes to LGBTQ communities.
- Health centres provide dignified, non-judgemental services to LGBTQ individuals and address specific LGBTQ health issues.
- Police are there to protect us, not harass us.
- Equitable hiring and career development practices are in place and implemented.¹⁰²

102 City for All Women Initiative. "LGBTQ: Equity & Inclusion Lens Snapshot".

2. Advisory Committees

In a 2020 opinion piece published in the *Edmonton Journal*, Dr. Kristopher Wells, Canada Research Chair for the Public Understanding of Sexual and Gender Minority Youth at MacEwan University in Edmonton, shared his thoughts about the role municipalities can play in supporting the queer community. He writes, “It has often been said that municipalities are the level of government closest to the people. The types of policies and everyday practices that municipalities support can have a direct impact on building communities that are diverse, inclusive, open, and welcoming for vulnerable minorities.”¹⁰³ Within that article, Wells includes the question, “Does your city have an LGBTQ2 advisory group?” The answer for a number of Canadian cities is yes – city councils have recognized the need for the voices of the queer community to have a direct link to city council.

In Vancouver, the 2SLGBTQ Advisory Committee exists “to advise Council and staff on enhancing access and inclusion for lesbian, gay, bisexual, transgender, gender diverse, Two-Spirit and queer communities to fully participate in City services and civic life.”¹⁰⁴ The City of Welland, Ontario created a committee that looks to serve the same purpose, “The LGBTQ2+ Advisory Committee is a volunteer committee established to provide leadership and advice to Council

on enhancing access and inclusion for lesbian, gay, bisexual, transgender, two-spirit and queer (LGBTQ2+) communities to fully participate in city services and civic life.”¹⁰⁵ Following the same mandate, St. Catharines describes the purpose of its LGBTQ2 Advisory Committee as follows:

- “Promote St. Catharines as a welcoming city to all residents and visitors
- Provide knowledge and perspectives to encourage diverse decision making
- Advise on delivery of public programs, services and spaces
- Review the City’s policies and programs within their mandate
- Work with community groups to create events that promote equity, inclusion and removal of discrimination
- Engage the community to educate on relevant programs, services or and issues of interest.”¹⁰⁶

Meanwhile, the City of Winnipeg has taken more of a blanket approach by amalgamating committees, relying on its “Human Rights Committee Council to focus on human rights, diversity, equity, peace and inclusion.”¹⁰⁷

In Hamilton, the Expanding Housing and Support Services for Women, Non-Binary, and

103 Wells, Kristopher. “Opinion: How municipalities can support the LGBTQ community,” *Edmonton Journal*, June 3, 2020. <https://edmontonjournal.com/opinion/columnists/opinion-how-municipalities-can-support-the-lgbtq-community>

104 City of Vancouver. “2SLGBTQ+ Advisory Committee”. (Webpage subsection of City of Vancouver’s ‘Your Government’). <https://vancouver.ca/your-government/lgbtq-advisory-committee.aspx>

105 City of Welland. “LGBTQ2+ Advisory Committee”. (Webpage subsection of Welland’s committees, revised 2022.) <https://www.welland.ca/committees/LGBTQ2Committee.asp>

106 City of St. Catharines. “LGBTQ2 Advisory Committee”. (Webpage subsection of St. Catharines’ Advisory Committees of Council). <https://www.stcatharines.ca/en/council-and-administration/lgbtq2-advisory-committee.aspx>

107 City of Winnipeg. “Citizen Equity Committee”. <https://clkapps.winnipeg.ca/dmis/SelectDocumentType.asp?CommitteeType=CEQ>

Transgender Community Sub-Committee reports to the Emergency and Community Services Committee. The sub-committee is

“empowered by and responsible to City Council for its activities; [serving the Council by] reporting on emerging issues as required pertaining to expanding housing and support services for women, transgender, and gender non-binary identified persons to address the intersections of identities such as race, sexual orientation, and gender identity which create unique experiences of housing instability and homelessness.”¹⁰⁸

In 2019, the City of Toronto established the 2SLGBTQ+ Advisory Committee, looking to “bring government, policy, and community leaders together to focus on both service level barriers as well as structural and systemic challenges faced

by Queer and Trans communities.”¹⁰⁹ Following a request from the Committee, the City announced that it was considering “creating a dedicated unit focused on 2SLGBTQ+ issues” given that such units exist for other equity-deserving groups within the City of Toronto administration. A vote is expected in the second quarter of 2023. One outcome of having this unit in place is that every city report would include any impact to the queer community. The committee Chair explains, “It’s just having an extra set of eyes that says, ‘we’re going to make this policy change.’ We don’t want it to have unintended consequences for groups we’ve identified as needing or deserving to have a different view.”¹¹⁰ The committee is clear in its intention to see that the unit, if approved, is properly representative of the multitude of 2SLGBTQ+ voices in Toronto. One committee member says,

108 City of Hamilton. “Expanding Housing and Support Services for Women, Non-Binary and Transgender Community Sub-Committee”. <https://bm-public-hamilton.escribemeetings.com/BoardDetails/BoardInformation/76>

109 City of Toronto. “Two-Spirit, Lesbian, Gay, Bisexual, Transgender and Queer (2SLGBTQ+) Advisory Committee”. <https://secure.toronto.ca/pa/decisionBody/782.do>

110 Amin, Faiza and Bond, Meredith. “Toronto exploring the creation of a unit dedicated to 2SLGBTQ+ issues,” CityNews Toronto, June 20, 2022. <https://toronto.citynews.ca/2022/06/20/toronto-2slgbtq-dedicated-unit/>



“Toronto exploring the creation of a unit dedicated to 2SLGBTQ+ issues,” CityNews Toronto, June 20, 2022.



“Hamilton Farmers’ Market”. (Facebook post, February 16, 2021).

“I’d like to see Black communities, people from the Two-Spirit Indigenous community, people that are working in homeless and drug communities, people that are sex workers. We have such a diversity of people in our communities that are most often overlooked when it comes to implementing services to the city or policies that currently affect people’s lives and how they’re treated.”¹¹¹

The City of Hamilton also has an LGBTQ Advisory Committee “to eliminate barriers

experienced by 2S & LGBTQIA communities by giving voice to the perspectives of 2S & LGBTQIA individuals and evaluating the City on its related efforts.”¹¹² This committee makes recommendations to City Council and staff to ensure the City of Hamilton excels in providing services to, and in its interactions with, 2S and LGBTQIA community members. Similar to the City of Toronto 2SLGBTQ+ Advisory Committee, Hamilton’s advisory committee passed a motion in 2019 to support diversifying its membership by increasing the number of seats on the committee from nine to 15 and improving the transparency of the selection process.¹¹³

111 Amin, Faiza and Bond, Meredith. “Toronto exploring the creation of a unit dedicated to 2SLGBTQ+ issues.”

112 “Hamilton Farmers’ Market”. (Facebook post, February 16, 2021). <https://www.facebook.com/HamiltonFarmersMarket/posts/the-lgbtq-advisory-committee-for-the-city-of-hamilton-exists-to-eliminate-barrie/3527035664061214/>

113 Kouniak, Amy. “City of Hamilton’s LGBTQ Advisory Committee Looks to Diversify,” Insauga Hamilton, September 6, 2019. <https://www.insauga.com/city-of-hamiltons-lgbtq-advisory-committee-looks-to-diversify/>

3. Safety

According to a 2020 Statistics Canada study, sexual minority Canadians are more likely than heterosexual Canadians to report experiencing inappropriate behaviours in public (57% versus 22%).¹¹⁴ Further, transgender people in Canada are more likely to have experienced violence and are also more likely than cisgender Canadians to experience inappropriate behaviours in public.¹¹⁵ Statistics and community members' experiences further indicate that crimes based on sexual orientation and anti-trans hate are on the rise in Canada.¹¹⁶

In 2022, Ottawa was targeted by what appeared to have been “a co-ordinated campaign by an anti-trans group that was postering in major cities around the world.”¹¹⁷ Frustrated with the lack of response by the city, six advocacy groups came together to demand that the City of Ottawa take further action. As part of a response effort, “local advocacy groups – including 2SLGBTQ+ led groups – felt the need for a public forum to speak against the hate being expressed while outlining specific actions the City should take to create a safer community for trans people.”¹¹⁸ The Ottawa groups organized a virtual panel called Safe(r) Cities for Trans Folks, with members from advocacy groups and gender diverse and

transgender individuals living in Ottawa. Further, “organizers wrote calls to action for the City of Ottawa [...] with gender diverse and transgender individuals playing a crucial role in ensuring the messaging resonated and spoke from lived experience.”¹¹⁹ In the statement, they called on the City of Ottawa to:

- Publicly and unequivocally denounce anti-trans hate, rhetoric, and violence in the City Of Ottawa
- Respond to the recommendations identified in Wisdom2Action’s report, Ottawa 2SLGBTQ+ Community Service Needs, Gaps, and Recommendations, with a clear plan for implementation
- Create a designated 2SLGBTQ+ Secretariat within the City of Ottawa
- Establish a municipal 2SLGBTQ+ Advisory Council with community members and representatives from local 2SLGBTQ+ organizations, to inform and guide municipal efforts on 2SLGBTQ+ health, safety, and rights.¹²⁰

114 Jaffray, Brianna. “Experiences of violent victimization and unwanted sexual behaviours among gay, lesbian, bisexual and other sexual minority people, and the transgender population, in Canada, 2018”.

115 Jaffray, Brianna. “Experiences of violent victimization and unwanted sexual behaviours among gay, lesbian, bisexual and other sexual minority people, and the transgender population, in Canada, 2018”.

116 Boynton, Sean. “As anti-LGBTQ2 hate grows in Canada, advocates say it’s ‘never been as scary,’” Global News, January 8, 2023. <https://globalnews.ca/news/9393280/canada-lgbtq-hate-trans-west-block/>

117 Rudnicki, Jonathan. “Advocacy groups call on city to make Ottawa safer for trans people,” Capital Current, 2022. <https://capitalcurrent.ca/advocacy-groups-call-on-city-to-make-ottawa-safer-for-trans-people/>

118 Rudnicki, Jonathan. “Advocacy groups call on city to make Ottawa safer for trans people”.

119 Rudnicki, Jonathan. “Advocacy groups call on city to make Ottawa safer for trans people”.

120 Rudnicki, Jonathan. “Advocacy groups call on city to make Ottawa safer for trans people”.



City of Toronto. "Safe TO: Toronto's Ten-Year Community Safety and Well-Being Plan," 2-3

Further, during the 2022 Ottawa municipal election, activists created nowwhatottawa.ca to encourage and support voters in "keeping equity front and centre" during the election. Activists called on all municipal candidates to commit to the following:

- Addressing the housing crisis in Ottawa from an intersectional feminist perspective, to ensure that safe and deeply affordable housing is available to all.
- Ensuring that our city is safer for trans, gender diverse and 2SLGBTQIA+ communities.
- Developing a non-police mental health response and reinvesting in community-based resources that meet the needs of survivors of gender-based violence.
- Creating a Women and Gender Equity Advisory Body to provide expertise and engage in collaborative decision-making with the City.¹²¹

Gender-based violence is defined as "violence that is committed against someone based on their gender identity, gender expression, or perceived gender."¹²² The City of Toronto acknowledges on its website that "patriarchy is the root cause of gender-based violence, and is intensified by other forms of discrimination, including racism, colonialism, ableism, homophobia, transphobia, and poverty."¹²³ The City further acknowledges that gender-based violence disproportionately impacts LGBTQI2S persons and gender non-conforming people.

In 2021, Toronto City Council adopted SafeTO: Toronto's Ten-Year Community Safety and Well-Being Plan,¹²⁴ which includes "26 priority actions across seven strategic goals: reduce vulnerability; reduce violence; advance truth and reconciliation; promote healing and justice; invest in people; invest in neighbourhoods, and drive collaboration and accountability."¹²⁵

121 "Will YOU help keep gender equity front and center in the upcoming municipal election?" (2022). <https://nowwhatottawa.ca/>

122 Jaffray, Brianna. "Experiences of violent victimization and unwanted sexual behaviours among gay, lesbian, bisexual and other sexual minority people, and the transgender population, in Canada, 2018," (Public report, Canadian Centre for Justice and Community Safety Statistics. Published by Statistics Canada on September 9, 2020). <https://www150.statcan.gc.ca/n1/pub/85-002-x/2020001/article/00009-eng.htm>

123 City of Toronto. "Gender-Based Violence". <https://www.toronto.ca/community-people/health-wellness-care/health-programs-advice/gender-based-violence/>

124 City of Toronto. "Safe TO: Toronto's Ten-Year Community Safety and Well-Being Plan". (Public report, July 2021). <https://www.toronto.ca/legdocs/mmis/2021/ex/bgrd/backgroundfile-168551.pdf>

125 City of Toronto. "Safe TO: Toronto's Ten-Year Community Safety and Well-Being Plan".

The document opens with a message from the Mayor of Toronto:

“...systemic inequities are still present that threaten our city’s values and work to drive divide. Rather than being able to enjoy and participate in Toronto’s prosperity, many Torontonians, particularly those from Indigenous, Black and equity denied communities, must navigate a city where such inequities negatively contribute to their safety and well-being. As Mayor, I believe it is vital to acknowledge this as we strive to build a ‘Toronto for All’ and live by our values which see us striving to be the most inclusive city in the world. We are actively building:

A Toronto that acknowledges and actively works to reconcile the historical and contemporary injustices on the lives of Indigenous peoples;

A Toronto that introduces systemic changes to eradicate racism, discrimination and other forms of marginalization;

A Toronto where everyone feels a sense of belonging;

A Toronto that produces equitable opportunities for residents to participate;

A Toronto where everyone is safe, healthy and well.”¹²⁶

The City of Toronto describes the plan as “a bold and different approach to advancing community safety by working collaboratively across sectors, communities, and governments.”¹²⁷ The plan addresses safety issues by:

- “expanding the definition of community safety beyond crime or policing to include well-being
- redefining what trauma means and deepening the ability of the City and its partners to be informed by it and respond to it
- enhancing our ability to act early and advance preventive approaches
- developing innovative mechanisms to use multi-sector data to inform decision making and integrate investments
- implementing an effective multi-sector governance structure that brings our critical partners into co-ordinated leadership and action
- committing to a long-term vision of community safety and well-being and a comprehensive plan to realize it.”¹²⁸

SafeTO also provides a roadmap for how the City, as well as community services, healthcare systems, education systems, justice systems, police, and businesses “can work collaboratively across different sectors and across governments to support community safety and well-being. An implementation plan was presented to City Council for approval on February, 2022 (report [EX29.2](#)).”¹²⁹

126 City of Toronto. “Safe TO: Toronto’s Ten-Year Community Safety and Well-Being Plan”.

127 City of Toronto. “SafeTO: A Community Safety & Well-Being Plan”. (July 14, 2021). <https://www.toronto.ca/community-people/public-safety-alerts/community-safety-programs/community-safety-well-being-plan/>

128 City of Toronto. “Safe TO: Toronto’s Ten-Year Community Safety and Well-Being Plan”.

129 City of Toronto. “Item - 2022.EX29.2”. (City Council agenda item, adopted February 2, 2022). <https://secure.toronto.ca/council/agenda-item>.

The City of Toronto has also created a Hate Activity policy with the objective of “establishing and maintaining a hate-free city.”¹³⁰ As part of this policy, the City of Toronto commits to eliminating hate by “publicly condemning the actions of hate groups/individuals and racist organizations.”¹³¹ The policy explicitly names LGBTQ2S community members as frequent targets of hate, and denies people and organizations who spread hate access to public city facilities and spaces. It states:

“Public space, facilities, and properties within the jurisdiction of the City of Toronto will not be available or accessible to any individual or group that promotes views and ideas which are likely to promote discrimination, contempt or hatred for any person or group on the basis of race, ethnic origin, place of origin, citizenship, colour, ancestry, language, creed (religion), age, sex, gender identity, gender expression, marital status, family status, sexual orientation, disability, political affiliation, membership in a union or staff association, receipt of public assistance, level of literacy or any other similar factor.”¹³²

The City of Toronto further requires users of City public spaces, facilities, and properties, as well as City grant recipients using such spaces to sign the City’s [Declaration of Compliance with Anti-Harassment/Discrimination Legislation and City Policy form](#)¹³³ to ensure they are not conducting business that violates the Criminal Code of Canada, including hate propaganda laws, and the Ontario Human Rights Code.

The City of Vancouver is one of six Canadian cities participating in the [United Nations Safe Cities Initiative](#),¹³⁴ which “aims to address gender-based and sexualized violence and harassment by focusing on city policies, planning, programs and services and how they can be changed and applied to increase safety and build safer public spaces.”¹³⁵ In 2021, the City of Vancouver launched a survey to gain a better understanding of residents’ experiences with gender-based and sexualized violence and harassment in public spaces, which includes “unwanted touching, cat-calling, being followed, and homophobic, transphobic, and racist harassment.”¹³⁶ The survey results will inform the City’s strategy

[do?item=2022.EX29.2](#)

130 City of Toronto. “Hate Activity”. (Policy statement). Revised 2021. <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/hate-activity/>

131 City of Toronto. “Hate Activity”.

132 City of Toronto. “Hate Activity”.

133 City of Toronto. “Declaration of Compliance with Anti-Harassment/Discrimination Legislation and City Policy”. (Form 95b1). <https://www.toronto.ca/wp-content/uploads/2021/04/95b1-Declaration-of-Compliance-with-Anti-Harassment-and-Discrimination.docx>

134 United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). “Safe Cities and Safe Public Spaces: Global results report”. (Public report, 2017). <https://www.unwomen.org/en/digital-library/publications/2017/10/safe-cities-and-safe-public-spaces-global-results-report>

135 “City of Vancouver launches survey to better understand gender-based, sexualized violence in public,” CBC News British Columbia, August 8, 2021. <https://www.cbc.ca/news/canada/british-columbia/vancouver-violence-survey-1.6131294>

136 “City of Vancouver launches survey to better understand gender-based, sexualized violence in public”.

for “reduc[ing] violence against women and transgender, two-spirited, and gender-diverse people.”¹³⁷

In 2019, the City of Halifax joined the United Nations Women Safe Cities and Safe Public Spaces Global Flagship Program Initiative, which supports cities across the globe to develop locally relevant and administered strategies for addressing gender-based and sexual violence. In 2021, as part of its participation in this UN program, the City of Halifax published a “scoping study,” which is “a process that explores what a municipality knows about sexual and gender-based violence in it’s [sic.] public spaces, who is doing work to respond [to] and prevent this violence, what the municipality doesn’t know, and, as a result, where it needs to go next.”¹³⁸ After the City conducted “a review of local, provincial and national data, interviews with several key stakeholders, and [engaged in] conversations with the program’s guiding committees,” the City of Halifax identified nine priority areas that will inform the City’s next steps in developing a strategy to address gender-based and sexual violence. The scoping study acknowledges that some groups of people are more at risk of gender-based and sexual violence than others:

“Women and girls; young people; racialized women; Black and Indigenous women; women with disabilities; 2SLGBTQ+ people, particularly trans women and trans feminine people; unhoused or precariously housed people; and those living below the poverty line were all named as people who are at an elevated risk of experiencing gender-based and sexual based violence in public spaces.”¹³⁹

The study adopts an intersectional approach to this issue in recognizing that “these populations and demographics are, of course, not discrete, meaning that individual people may, and often do, hold more than one of these identities or backgrounds.”¹⁴⁰ The study also explicitly names Two Spirit people in its discussion of colonialism, misogyny, and racism, and explicitly refers to the crisis of Missing and Murdered Indigenous Women, girls, and Two Spirit people as genocide.¹⁴¹

The City of Edmonton created the It’s Time initiative, which “targets the root causes [of gender-based violence]: inequality and discrimination.”¹⁴² The City of Edmonton also recognizes that “Gender based violence is rooted in and intensified by other forms of discrimination such as racism, colonialism,

137 “City of Vancouver launches survey to better understand gender-based, sexualized violence in public”.

138 Brierly, A.; Whitford, B.; Siciliano, A.; Travers, K. “The HRM UN Safe Cities & Safe Public Spaces Program: Scoping Study”. (Halifax Regional Municipality Public Safety Office, September 2021). <https://cdn.halifax.ca/sites/default/files/documents/city-hall/boards-committees-commissions/210909wachsp911.pdf>

139 Brierly, A.; Whitford, B.; Siciliano, A.; Travers, K. “The HRM UN Safe Cities & Safe Public Spaces Program: Scoping Study”.

140 Brierly, A.; Whitford, B.; Siciliano, A.; Travers, K. “The HRM UN Safe Cities & Safe Public Spaces Program: Scoping Study”.

141 Brierly, A.; Whitford, B.; Siciliano, A.; Travers, K. “The HRM UN Safe Cities & Safe Public Spaces Program: Scoping Study”.

142 City of Edmonton. “Gender Based Violence and Sexual Assault Prevention Initiative”. https://www.edmonton.ca/city_government/initiatives_innovation/gender-based-violence-and-sexual-assault-prevention

homophobia, transphobia, ableism and poverty.”¹⁴³ Through its engagement with stakeholders, non-profit and private sectors, educational institutions, and private citizens, the City of Edmonton is committed to ending gender-based violence by taking the following actions:

- Raising awareness of the issues and root causes
- Creating dialogue about the problem and potential solutions
- Learning from those with lived experiences

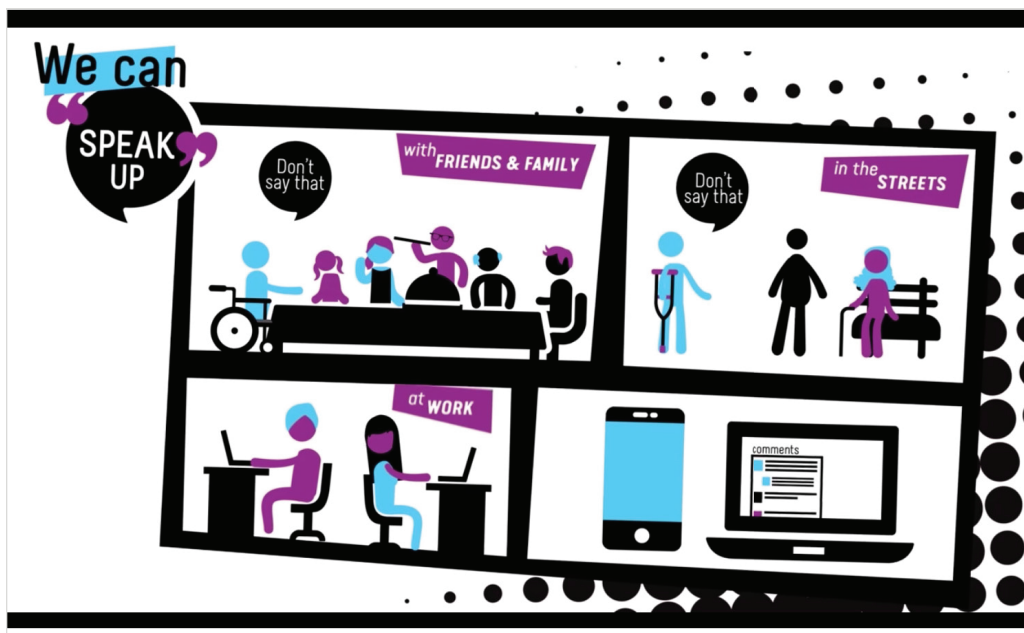
- Changing attitudes in young people
- Teaching Edmontonians - especially young men and boys - how to be great allies and stop the cycle of violence¹⁴⁴

In 2021, the City of Edmonton made harassment in public places an offence. The bylaw authorizes “a fine of \$250 for a first offence and double that for subsequent ones.”¹⁴⁵ Similarly, in December 2022, in response to a rise in Islamophobia and antisemitism, the City of Saskatoon said that it will explore the creation of a street harassment law.

143 City of Edmonton. “Gender Based Violence and Sexual Assault Prevention Initiative”.

144 City of Edmonton. “Gender Based Violence and Sexual Assault Prevention Initiative”.

145 “City of Saskatoon will look at potential bylaw to address street harassment like slurs, hateful comments,” CBC News Saskatoon, December 6, 2022. <https://www.cbc.ca/news/canada/saskatoon/street-harassment-bylaw-1.6676305>



City of Edmonton, “What is gender based violence?”, YouTube video (3:30).

4. Gender-Inclusive Washrooms & Change Rooms

In 2017, an amendment to the Human Rights Act specified that it was the “right of all people to use a washroom or change room that corresponds to their gender identity. Since that time, there has been a growing discussion in Canada on the availability and accessibility of washroom spaces and how they can be adapted to be more inclusive.”¹⁴⁶ A toolkit created by The Coalition of Inclusive Municipalities (CIM) introduces the importance of gender-neutral washrooms as being one connected to the physical and mental health of transgender and non-binary residents looking for equal access to municipal facilities. They say,

“Facilities should be positive environments that are safe and inclusive for all users. Unfortunately, many facilities continue to maintain binary gendered washrooms and change rooms putting trans, and non-binary individuals at a higher risk of experiencing violence, hate, and harassment. Many trans and non-binary individuals avoid these spaces for fear of being harassed, ostracized or discriminated against. In fact, 57% of trans Ontarians avoided using public washrooms due to fear for their safety and 97% of those who had experienced violence due to being trans reported avoiding public spaces.”¹⁴⁷ Many trans individuals do not

use public washrooms and/or restrict their water intake to limit their need to use washroom facilities. These tactics can result in physical and/or mental health problems, including higher rates of urinary tract infections and other kidney-related issues. (CIM Toolkit for LGBTQ2+ Inclusiveness).”¹⁴⁸

In 2013, Vancouver had already amended building codes to add a provision for public buildings to provide gender-neutral washrooms, and was Canada’s first municipality to do so. The City’s LGBTQ and women’s advisory committees were included in the creation of the amendment. Considerations for safety were made in the writing of the code; for example, doors are required to have locks that indicate whether the washroom is in use; and washroom doors are to have a grill above it to ensure that someone inside the washroom could be heard calling for help if required.¹⁴⁹

Codes continue to undergo amendments at the municipal, provincial/territorial, and national levels. The National Building Code includes requirements for a set number of water closets to be made available in buildings based on occupancy type and expected occupancy load. In 2022, a change was proposed to the current Code (2020). It was acknowledged that the wording “could be misinterpreted to mean that separate washrooms for males and females must be provided. ... While washrooms have historically

146 City of Winnipeg. “City makes washrooms in Council Building more inclusive for all users.” (“Our City, Our Stories” section, published June 3, 2020). <https://www.winnipeg.ca/people-culture/our-city-our-stories/city-makes-washrooms-council-building-more-inclusive-all-users>

147 Toolkit cites this report for stats Bauer GR, Scheim AI, for the Trans PULSE Project Team. “Transgender People in Ontario, Canada: Statistics to Inform Human Rights Policy”. London, ON. 1 June 2015.

148 Unesco Canadian Commission. “Coalition of Inclusive Municipalities”. <https://en.ccunesco.ca/networks/coalition-of-inclusive-municipalities>

149 Lewis, Shauna. “Vancouver passes gender-neutral washrooms in public buildings,” Xtra*, September 25, 2013. <https://xtramagazine.com/power/vancouver-passes-gender-neutral-washrooms-in-public-buildings-53912>

been separated according to gender, it is becoming more common to have non-gender-specific washroom spaces. This proposed change to explanatory Note A-3.7.2.2.(1) clarifies that the NBC only requires that a minimum number of water closets be made available to the building's occupants."¹⁵⁰ The proposed wording change to Note A-3.7.2.2.(1) is as follows:

“Although the NBC contains no implied or explicit requirements for the provision of separate gender-identified washrooms, traditional industry practice has been to provide separate washrooms. The Code only requires that certain total numbers of water closets and urinals be provided based on the expected number and demographics of building occupants. Features such as full-height partitions for the privacy of washroom users and lockable stall doors for their safety should be considered in the design of the space. Where washrooms are required to be accessible, Section 3.8. Applies.”¹⁵¹

Following Canada's code development process, the public was given the opportunity to respond to the proposed changes in the fall of 2022. The proposed changes now sit with the review committee; if approved the changes will be

implemented in the 2025 release of the Code.¹⁵² The Code has been adopted or adapted province and territory wide through the majority of the country, with just a few provinces currently publishing their own codes based on the national Code.¹⁵³

As codes are being revised, a number of jurisdictions are voluntarily making changes to their facilities at a national, provincial, and territorial level. In 2022, following visitor feedback and a report on facility inclusivity, the Canadian Human Rights Museum, which is a federal Crown corporation located in Winnipeg, took steps to designate *all* washroom facilities to be gender neutral rather than making accommodations for a select few washrooms, despite the availability of existing single occupancy washrooms in the building. In making this change, rather than having signage announcing a gendered washroom, they now “identify the amenities that are in the washroom, whether it's a toilet, a urinal, multiple stalls, or a change table for infants.”¹⁵⁴

In 2021, the Government of Yukon shared the design of inclusive spaces, outlined in a policy surrounding gender-inclusive washrooms and change rooms. The document states, “the Government of Yukon's building portfolio includes many owned and leased facilities.

150 Government of Canada. “Proposed Change 1750”. (From National Research Council Canada/Certifications, evaluations and standards/ Codes Canada/Codes development process/Public Reviews/Public Review 2022. Code Reference NBC20 Div.B 3.7.2.2.). https://nrc.canada.ca/en/certifications-evaluations-standards/codes-canada/codes-development-process/public-review/2022/pcfs/nbc20_divb_03.07.02.02_001750.html

151 Government of Canada. “Proposed Change 1750”.

152 Government of Canada. “On now! Participate in the public review of proposed changes to the 2020 National Model Codes”. (News story from National Research Council Canada, published October 24, 2022). <https://nrc.canada.ca/en/stories/now-participate-public-review-proposed-changes-2020-national-model-codes>

153 Canadian Commission on Building and Fire Codes/ Commission canadienne des codes du bâtiment et de prévention des incendies. “National Model Codes provincial/territorial adoption”. <https://ccbcf-cccbpi.ca/en/national-codes-provincial-territorial-adoption/>

154 Lefebvre, Charles. “The reason why the Canadian Museum for Human Rights is adding gender-neutral washrooms,” CTV News Winnipeg, May 17, 2022. <https://winnipeg.ctvnews.ca/the-reason-why-the-canadian-museum-for-human-rights-is-adding-gender-neutral-washrooms-1.5907175>

The Department of Highways and Public Works Property Management Division (PMD) is the primary agent involved in planning, construction, operation and maintenance of the facilities for the government and is moving towards integrating gender-inclusive washrooms and change rooms in government-owned and leased buildings.¹⁵⁵ The intention is that this policy will lead to the implementation of gender-inclusive washrooms in all government buildings, promoting safety and inclusion among 2SLGBTQIAP+ people in these locations. This plan also includes the revisal of change rooms in government buildings. The policy had been in development since 2017, however recognizing that there was an opportunity to take incremental steps while the policy was being created, 21 single stall washrooms around Whitehorse were designated gender neutral in 2017. The 2021 document outlines the features of an adequate gender-neutral change room, indicating that design is based on the functional intent of the space, the National Building Code,

and best practice design principles:

- Stall partitions to be the full height with dedicated mechanical and lighting for each stall
- STC rating of partitions to be 35 or greater
- The door locking mechanism on stall doors with an indicator for occupancy
- A minimum of 20% of stalls to be accessible to accommodate more than one (1) person, including grab bars
- Benches
- Clothing hooks
- Lockers in a common area
- Maze-type entrance — two (2) recommended
- Signage to indicate gender-inclusive

155 “Welcome to Queer Yukon Society!”. <https://www.queeryukon.com/>

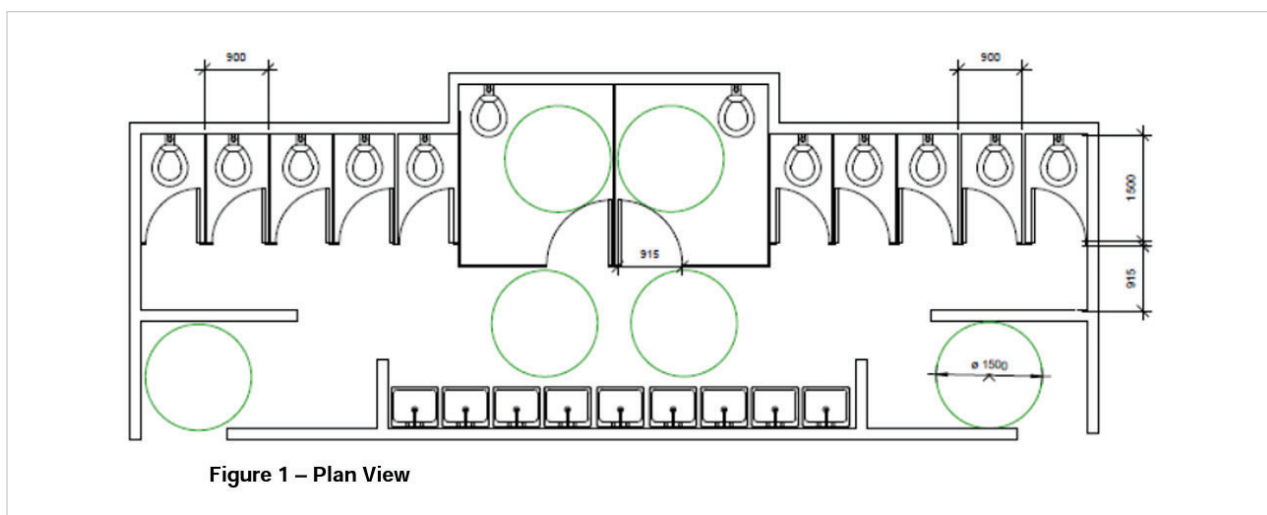


Figure 1 – Plan View

Universal Washroom Design Option - Multi-user, Common Sink Area. Province of Alberta. “Guidelines for Inclusive Design Universal Washroom Facilities,” 9.

Choosing to adopt ‘universal washroom’ as the preferred terminology, the province of Alberta released their [guidelines for inclusive washroom design](#) for provincial infrastructure in 2019.¹⁵⁶ The guide was released with the intention of supporting “discussions around access and use of public spaces, and [to] provide direction to consultants, facility managers, and client ministries.”¹⁵⁷ Outlining several strategies for design options, the province has considered

“a range of design factors including: access and circulation, physical security, operation and maintenance costs, capital construction costs, signage, and other design strategies. The GOA is committed to being a leader in the advancement of gender equality and the development of best practices in universal design standards, policies, and procedures.”¹⁵⁸

These designs include: universal toilet room (single toilet and sink in a lockable room); multi-user, non-gender designated space, enclosed ganged stalls, common sink; multi-user, non-gender designated space, enclosed stalls containing private sink, and integrated barrier-free access area, and separate universal cubicles; multi-user, non-gender designated space with enclosed stalls containing private sink; and modifications to existing gendered washrooms, ganged stalls, and common sink area. The guide’s plans for each of the five potential

designs includes a sample diagram, a list of guidelines for the space as well as considerations for use.

At the municipal level, the City of Winnipeg includes universal and gender-neutral washrooms in the design of its newer buildings; retrofitting is underway to create these spaces in existing buildings. In 2020, the City announced that the City Council building would designate existing single stall washrooms as gender neutral, seeking to make “these spaces more inclusive by installing new signage that focuses on the functionality of the washroom, as opposed to the previous signage that displayed the genders it is available to.”¹⁵⁹ In 2019, the City of Charlottetown also began designating gender-neutral washrooms in city-owned buildings. The plan for implementation included a strategy of quick wins by immediately designating a dozen or so washrooms as gender-neutral spaces, while indicating that “at budget time, council will consider allocating money for more extensive renovations, such as converting multi-stall bathrooms into single-use, gender-neutral bathrooms ... The plan would be to eventually have gender-neutral washrooms in rinks, fire stations, police stations and all other city-owned buildings.”¹⁶⁰ These initiatives are not limited to larger municipalities. In 2022, the City of St. Albert, AB began construction of a gender-neutral washroom in the city’s St. Albert Place, a city building that serves as City Hall but also

156 Province of Alberta. “Guidelines for Inclusive Design Universal Washroom Facilities”. (Public report, published February 2019 - Version 1.1). <https://www.alberta.ca/assets/documents/tr/tr-guide-universal-washroom.pdf>

157 Province of Alberta. “Guidelines for Inclusive Design Universal Washroom Facilities”.

158 Province of Alberta. “Guidelines for Inclusive Design Universal Washroom Facilities,” 3.

159 City of Winnipeg. “City makes washrooms in Council Building more inclusive for all users.”

160 Ross, Shane. “Gender-neutral washrooms planned for city-owned buildings in Charlottetown,” CBC News, November 23, 2019. <https://www.cbc.ca/news/canada/prince-edward-island/pei-gender-neutral-washrooms-city-hall-1.5371141>



All bathrooms at the Canadian Museum for Human Rights have been made gender-neutral (CTV News Photo Jamie Dowsett). <https://winnipeg.ctvnews.ca/the-reason-why-the-canadian-museum-for-human-rights-is-adding-gender-neutral-washrooms-1.5907175>

houses community supports, a theatre, a library and a museum. This renovation was planned in consultation with community organizations including Outloud St. Albert, a non-profit organization supporting the city’s queer youth. A representative of Outloud St. Albert shared that approximately “... 50 per cent of the kids we’re serving right now are members of the transgender community ... A lot of time, for these kids, neither bathroom is safe, and it gets really complicated and uncomfortable. [The addition of the washroom will provide these youth with] a whole new level of safety” in accessing the building.¹⁶¹ Funding for the renovation came through an approved application “for \$100,000 through the federal government’s enabling

accessibility fund to construct a gender-neutral washroom and add more power door operators to St. Albert Place.”¹⁶²

Beyond providing safe access to washroom facilities for residents, visitors are also looking for these spaces when travelling to an unfamiliar city. As a city that looks to define itself as welcoming of queer visitors, Tourism Victoria’s website includes resources for the 2SLGBTQIAP+ community, including a map of inclusive washrooms that can be found throughout the city and surrounding areas, a service that benefits not just tourists but residents themselves.¹⁶³

161 Narvey, Rachel. “City plans first gender-neutral washroom in St. Albert Place,” St. Albert Gazette, February 23, 2022. <https://www.stalbertgazette.com/local-news/city-plans-first-gender-neutral-washroom-in-st-albert-place-5081510>

162 Narvey, Rachel. “City plans first gender-neutral washroom in St. Albert Place”.

163 Tourism Victoria. “Thrones For Everyone”. (LGBTQ2* travel resource showing map of all gender washrooms in city of Victoria). <https://www.tourismvictoria.com/plan/resources/lgbtq-travel/thrones-for-everyone>

5. Recreation & Wellness

When it comes to recreation and wellness programming for 2SLGBTQIA+ persons, the City of Vancouver is leading the way. Beginning in 2010, trans community members in Vancouver rented a City of Vancouver swimming facility, Templeton Park Pool, once per month for five years until they held their first public “trans-inclusive” swim in 2015 at the Templeton pool.¹⁶⁴ During that time, the City of Vancouver had a Trans and Gender Variant Inclusion Working Group led by co-chair Kai Scott who said to CBC, “For some people this will be the first time that they’re entering a swim facility in their lives. They’re joining a group of friends to do something very exciting, but that also causes them a lot of fear.”¹⁶⁵ To create a more welcoming environment, the male and female symbols on the change rooms at the City swimming pool were permanently replaced with signs that read “universal change room.”¹⁶⁶ This was one of 77 recommendations that the City of Vancouver Park Board had accepted in 2013 from the Trans and Gender Variant Inclusion Working Group to improve the safety and belonging of Two Spirit, trans, and gender diverse people in parks and recreation spaces in the areas of public space; signage; programming; financial accessibility; forms and literature; human resources and training; and community partnerships.¹⁶⁷

Today, the City of Vancouver has a 2SLGBTQIA+ Park Board Pride, which works to:

- improve the health and wellbeing of 2SLGBTQIA+ residents;
- ensure 2SLGBTQIA+ people have access to safe activities, programs, and social opportunities;
- include 2SLGBTQIA+ residents in Park Board and City planning events;
- listen and respond to 2SLGBTQIA+ people to better understand community barriers and needs.¹⁶⁸

In 2022, the Vancouver Park Board created two new full-time Recreation Programmer positions, including “one with a broad focus on 2SLGBTQIA+ inclusion to be filled by a queer person and a second with a narrower focus on Two Spirit, trans, and gender diverse (2STGD) inclusion to be filled by a person who identifies as a member of this community.”¹⁶⁹ These two staff members are part of the City of Vancouver’s “queer inclusion team,” which collaborates with staff throughout the city to:

- increase the 2STGD-accessible programs;
- refresh employee training;
- develop more education materials for the public;

164 The Early Edition. “Transgender-friendly swim at Templeton Pool welcomes everyone,” CBC News, updated January 11, 2015. <https://www.cbc.ca/news/canada/british-columbia/transgender-friendly-swim-at-templeton-pool-welcomes-everyone-1.2895173>

165 The Early Edition. “Transgender-friendly swim at Templeton Pool welcomes everyone”.

166 The Early Edition. “Transgender-friendly swim at Templeton Pool welcomes everyone”.

167 City of Vancouver. “2SLGBTQIA+ Park Board Pride/Goals”. <https://vancouver.ca/parks-recreation-culture/park-board-pride.aspx#goals>


168 City of Vancouver. “2SLGBTQIA+ Park Board Pride/Goals”.

169 City of Vancouver. “2SLGBTQIA+ Park Board Pride/Goals”.

- engage with the 2SLGBTQIA+ community for an updated understanding of their barriers and needs in the realm of parks, leisure, and recreation programming.¹⁷⁰

Currently, the City of Vancouver Park Board and Community Centre Associations offer the following initiatives:

- a weekly swim session for Two-Spirit, trans, and gender diverse (2STGD) people;
- programs in spaces exclusively reserved for 2STGD people and their friends and families;
- financial assistance for residents with low-incomes, including specific low-barrier access for 2STGD people in recognition of the extra challenges presented by name and ID changes;
- strategies to employ staff who identify as 2SLGBTQIA+ and can provide support and resources targeted to the needs of this community.¹⁷¹



2STGD swim and gym

Swim or enjoy the fitness centre in a relaxed and safe environment.

The 2STGD swim and gym is for folks who identify as Two-Spirit, trans, and gender diverse, as well as their friends and family.

All ages and abilities welcome. Fitness centre users must be 13+ years. There is no fitness staff on site.

Pool staff have received 2STGD competency training.

2STGD swim event listing on vancouver.ca. City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals".

Further, the City of Vancouver has recently begun offering specialized programming that centres Two Spirit, trans, and gender diverse people, as well as 2SLGBTQIA+ children and youth. This new programming includes:

- “weekly 2STGD drop-in swims for all ages supervised by pool staff who have received 2STGD competency training;
- weekly 2STGD workout classes for 13 years and up led by a fitness instructor who is a member of the 2STGD community;
- weekly 2SLGBTQIA+ art and gym programs for 7 to 12 years and 12 to 18 years, including *Get Creative*, which provides space for 2STGD children to “collaborate on visual storytelling projects and discuss topics related to being 2STGD”; *Rainbow Rebels: Queering Comics*, which provides space for queer youth to “collaborate on visual storytelling projects and discuss topics related to being a 2SLGBTQIA+ youth”; and *Queer Fit Athletes and Allies*, which provides space for 2SLGBTQIA+ youth to “exercise, learn new sports, and play in an accessible, body-positive gym environment.”
- weekly 2SLGBTQIA+ social craft nights for 16 years and up, including monthly nights that are exclusively for Indigenous, Black, and People of Colour (IBOC) who are 2SLGBTQIA+.”¹⁷²

170 City of Vancouver. “2SLGBTQIA+ Park Board Pride/Goals”.

171 City of Vancouver. “2SLGBTQIA+ Park Board Pride/Goals”.

172 City of Vancouver. “2SLGBTQIA+ Park Board Pride/Goals”.

In addition, the City of Vancouver TGD2S team, with guidance from the Vancouver LGBTQ2+ Advisory Committee, organized the City's first Two Spirit community feast and gathering as part of a pre-pride social in 2018. This event was offered "in the spirit of reconciliation" and aimed to "foster engagement and meaningful dialogue between the Two Spirit community, the City of Vancouver, and the Vancouver Park Board."¹⁷³

Since June 2022, another city that has offered dedicated swim times to trans and non-binary adults and their family and friends is Kitchener. "It's important that all members of our community have the opportunity to access pools without barriers related to gender identity or expression," said Kitchener Mayor Berry Urbanovic in a news release¹⁷⁴ announcing the "BE U Swim" program. To design the program and develop the swim schedule, the City consulted members of the trans and non-binary community. To further support this programming, the staff working at the participating pools received 2SLGBTQ+ inclusion training.

The City of Calgary Recreation department is developing a Sports Policy, which will "work to design and deliver sport programs and initiatives

in a manner that removes barriers that prevent underrepresented groups, such as women and girls, LGBTQ, and other equity-seeking groups from participating and enjoying sport."¹⁷⁵ Further, approximately 1,400 Calgary Recreation staff were trained on facilitating access for transgender customers.¹⁷⁶

The 519, a community organization that is funded by the City of Toronto, offers a variety of 2SLGBTQIAP+ recreation and wellness programs, including yoga; a physical activity program for LGBTQ+ newcomers and refugees; a weekly virtual social afternoon for 2SLGBTQ+ seniors; ballroom dancing; "Swingin' OUT," Canada's first LGBTQ swing dance club; and "Out and Out," North America's largest LGBT activities club.¹⁷⁷

Several community organizations, including Queen City Pride¹⁷⁸ in Regina, Ten Oaks Project¹⁷⁹ in Ottawa, Skipping Stone¹⁸⁰ in Calgary, and others, have organized and/or helped to fund inclusive swim nights and swim nights exclusively for trans, non-binary, and gender non-conforming people at City swimming pools. In addition, several university facilities in Canada offer gym time and/or swim times exclusively for trans, non-binary and gender non-conforming people, including Trans & Allies fitness three

173 City of Vancouver. "2SLGBTQIA+ Park Board Pride/Goals".

174 City of Kitchener. "BE U Swim program launches at City pools, providing safe, welcoming, and inclusive spaces for Kitchener's trans and non-binary community". (News story published June 14, 2022). <https://www.kitchener.ca/en/news/be-u-swim-program-provides-welcoming-spaces-for-trans-and-non-binary-community.aspx>

175 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy". (Public report). <https://www.calgary.ca/content/dam/www/csps/cns/documents/gedi-strategy.pdf>

176 City of Calgary. "Gender Equity, Diversity and Inclusion Strategy".

177 City of Toronto. "The 519 - Sport and Recreation". (Program listing). <https://www.the519.org/programs/category/sport-and-recreation/>

178 Eneas, Bryan. "Inclusive swim event in Regina creates safe space for LGBTQ youth," CBC News, June 9, 2019. <https://www.cbc.ca/news/canada/saskatchewan/inclusive-swim-night-regina-1.5168208>

179 Ten Oaks Project. "Trans Children and Youth Swim Night". (Public Facebook group). <https://www.facebook.com/groups/1678973415679163/>

180 Skipping Stone. "Inclusive Swim". (Event listing, August 16, 2022). <https://www.skippingstone.ca/events/inclusive-swim-pllb9-9346p>

times per week at Carleton University;¹⁸¹ fitness times exclusively for women (cis and trans) twice per week as well as fitness times exclusively for Two Spirit, trans, gender non-conforming people and women (cis included) at the University of British Columbia;¹⁸² four time slots per week for women, trans, and non-binary people at Acadia University;¹⁸³ a weekly trans and gender-diverse swim time at Metropolitan University;¹⁸⁴ a weekly trans-positive swim night at the University of Toronto;¹⁸⁵ and more.

Beyond inclusive sports, both day and sleep away camps are spaces that are important for 2SLGBTQIAP+ children and youth who may not otherwise have an opportunity to engage with other youth in an environment that is designed to be fun. The website for Ontario's Camp Ten Oaks, a sleepaway camp, says it best - they are looking to offer "the intentional magic of summer camp" in an environment in which 2SLGBTQIAP+ kids can thrive.¹⁸⁶ For parents who are looking for a safer space for their child, knowing that the programming is designed for inclusivity or specifically for 2SLGBTQIAP+ persons can be a deciding factor in where to register their child(ren). This can alleviate concerns

of outing, safe washroom and change space, and of bullying and discrimination. Similarly, Yellowknife's Rainbow Centre Day Camps are a week-long summer camp aimed specifically at 2SLGBTQIAP+ children and youth from ages 4 to 12.¹⁸⁷ In Alberta¹⁸⁸ and Saskatchewan,¹⁸⁹ Camp fyrefly provides not only a fun space for older youth and young adults to connect with peers, but also focuses on fostering a sense of belonging and teaches leadership skills.

181 Carleton Athletics. "Carleton Athletics Introduces Women's Only and Trans & Allies Fitness Bookings". (News post, January 27, 2022). <https://athletics.carleton.ca/2022/carleton-athletics-introduces-womens-only-and-trans-allies-fitness-bookings/>

182 The University of British Columbia, Vancouver Campus. "Women's (Trans Welcome) & W2STGD Fitness Hours". <https://recreation.ubc.ca/fitness-classes/fitness-centres/women-fitness-hours/>

183 Acadia University Recreation. "Who can access the Women, Transgender, and Non-Binary Gym Times?". <https://recreation.acadiau.ca/recreation-aquatics/inclusive-gym-time.html#:~:text=Who%20can%20access%20the%20Women,anywhere%20in%20the%20transgender%20spectrum>

184 Toronto Metropolitan University. "Pool Schedule". <https://www.torontomu.ca/recreation/schedules/pool-schedule/>

185 University of Toronto/ Faculty of Kinesiology & Physical Education. "Drop-In Trans-Positive Swim". <https://kpe.utoronto.ca/drop-trans-positive-swim>

186 Ten Oaks Project. <https://www.tenoaksproject.org/>

187 Northern Mosaic Network. "Rainbow Centre Day Camps". <https://www.northernmosaic.net/rc-camps>

188 University of Alberta/ Faculty of Education. "Camp fyrefly". <https://www.ualberta.ca/camp-fyrefly/index.html>

189 Camp fyrefly. "Camp fyrefly Saskatchewan". (Community Facebook page). <https://www.facebook.com/campfyreflySK/>

6. Housing and Shelters

Some municipalities are providing funding to and/or partnering with community organizations to play an integral role in supporting the creation of shelters for 2SLGBTQI+ persons as well as shelters for the general population, which includes 2SLGBTQI persons. In December 2020, under the leadership of Egale Canada, the City of Toronto supported the opening of Canada's first custom-built housing facility for 2SLGBTQI+ youth, Friends of Ruby. In addition to transitional housing, Friends of Ruby also provides 2SLGBTQI+ youth with mental health support, drop-in services and programming, and case management and practical support.

More recently, in November 2022, the City of Toronto announced the opening of a transitional shelter for 2SLGBTQIAP+ adults as a result of a partnership between the City, the 519, and Homes First Society. The shelter provides beds for up to 20 people and prioritizes “temporary housing to 2SLGBTQIAP+ refugees with a focus on trans women.”¹⁹⁰

The City of Toronto provided substantial funding for this initiative, including \$30,000 to the 519 to help support the development of a comprehensive program model; a one-time start-up amount of nearly \$121,000 to support initial site renovations; and an annual operating budget.¹⁹¹

The City of Montreal makes affordable, accessible, and clean housing available “by facilitating access to subsidies and improving the city’s affordable housing stock.”¹⁹² In the City’s Solidarity, Equity, and Inclusion Plan, the City of Montreal commits to strengthen its relationship with the federal and provincial governments to increase public investments for affordable housing and aims to develop 1,500 housing units for vulnerable people, at risk of or experiencing homelessness. The City considers this to be an initiative that impacts LGBTQ2 people, as it categorizes the initiative as such in its Solidarity, Equity, and Inclusion Plan.

The City of Calgary’s Mental Health Services department provides Mental Health and Addiction funding for programs and services “to enhance support for existing evidence-based community programs and services that respond to mental health and addiction-related issues affecting Calgarians...”¹⁹³ One of these programs is RESET Society of Calgary’s EXploitation Intervention & Transition (EXIT) Program, which provides “immediate rapid-exit programming including housing, intensive case management, and comprehensive wrap-around support to women and girls 16+ exiting sexual exploitation.”¹⁹⁴ In 2022-23, Calgary Mental Health and Addiction funding provided \$131,290 to this initiative. Of note, RESET Society of Calgary recently held a Sexual Exploitation

190 City of Toronto. “City of Toronto, The 519 and Homes First Society announce Toronto’s first dedicated shelter for 2SLGBTQ+ adults”. (News release, November 30, 2022). <https://www.toronto.ca/news/city-of-toronto-the-519-and-homes-first-society-announce-torontos-first-dedicated-shelter-for-2slgbtq-adults>

191 City of Toronto. “City of Toronto, The 519 and Homes First Society announce Toronto’s first dedicated shelter for 2SLGBTQ+ adults”.

192 City of Montréal. “Solidarity, Equity and Inclusion Plan: So No One Is Left Behind”. (News story, September 30, 2021). <https://montreal.ca/en/articles/solidarity-equity-and-inclusion-plan-so-no-one-left-behind-20662>

193 City of Calgary. “Calgary’s Mental Health and Addiction Investment Framework Funding Allocations”. <https://www.calgary.ca/social-services/funding/prevention/funding-allocations.html>

194 City of Calgary. “Calgary’s Mental Health and Addiction Investment Framework Funding Allocations”.

and Trafficking Awareness conference, which included a workshop for service providers on the unique characteristics of trafficked LGBTQ+ folks.¹⁹⁵

As part of the LGBTQ2 Community Capacity Fund announced by the Federal government in 2021, OUTSaskatoon was one of 76 successful organizations to receive funding. The project, A Place to Belong: Building Capacity for 2SLGBTQ Youth Housing,

“while coordinated out of Saskatoon, Saskatchewan will service and support urban centres across the prairie provinces. In particular, we will work with 2SLGBTQ Centres and related housing agencies in the following locations: Winnipeg, MB, Regina, SK, Prince Albert, SK, and Edmonton, AB. The project staff will travel to each site throughout the project and work closely with local agencies and stakeholders to support capacity building around 2SLGBTQ youth housing.”¹⁹⁶

The project serves as an extension to the existing Pride Home, a six-bedroom home that offers queer youth a space to be themselves and live in a supported independent living environment, for youth aged 16-21.

When municipalities oversee shelters, it is important that they develop trans-inclusive guidelines for shelters to ensure that shelters have trans-inclusive policies and procedures in

place. The City of Toronto includes the following trans-inclusive guidelines in its Toronto Shelter Standards:

“8.1. Intake/Assessment:

(ii) Shelter providers will support the choices of transgender clients to gain access to sleeping areas designated for the gender the client identifies with and/or that will best preserve their safety and dignity. (iii) In instances where transgender clients express concerns about their safety or dignity, shelter providers will accommodate requests for a bed in a genderneutral/private room, if possible, or in a sleeping area that the client believes will best preserve their safety and dignity, regardless of their gender identity.”¹⁹⁷

These shelter standards also include specialized program requirements and supports for 2SLGBTQIAP+ clients such as the following:

“10.3.3 LGBTQ2S Clients

(a) Shelter providers will

- (i) Have a board-approved policy that details how services are provided to LGBTQ2S clients in a manner that preserves their safety and dignity**
- (ii) Submit a copy of the policy to SSHA, and resubmit a copy whenever the document(s) are updated or otherwise revised**

195 Reset Calgary. “SETA Conference”. <https://resetcalgary.ca/conference/>

196 OUTSaskatoon. “A Place To Belong: Building Capacity For 2SLGBTQ Youth Housing”. <https://www.outsaskatoon.ca/a-place-to-belong-building-capacity-for-2slgbtq-youth-housing/>

197 City of Toronto. “Toronto Shelter Standards”. (Public report. Shelter, support, & housing administration, Version 4), 41. https://www.toronto.ca/wp-content/uploads/2018/12/954f-A1600035_TSS_FinalDraft_V3_Dec4_Blue_Functional_NE.pdf

(iii) Provide a copy of the policy or a plain language version of the policy (e.g., simplified orientation brochure) to clients upon their request.

(b) Shelter providers will ask all clients for their gender identity rather than assume. (c) Shelter providers will accept gender identity and gender expression as defined by a client.

(i) In all their interactions, staff will use a client's chosen name and pronoun. (d) Shelter providers will make their services accessible to transgender clients in their self-identified gender.

(e) Shelter providers will support the choices of transgender clients to gain access to sleeping areas designated for the gender the client identifies with and/or that will best preserve their safety and dignity.

(i) In instances where transgender clients express concerns about their safety

or dignity, shelter providers will accommodate requests for a bed in a genderneutral/private room, if possible, or in a sleeping area that the client believes will best preserve their safety and dignity, regardless of their gender identity.

(f) Emergency shelter providers will continue to provide toiletries and hygiene supplies based on the client's need for the duration of the client's shelter stay.

(g) Shelter providers may discontinue providing toiletry and hygiene products if a client's service plan requires it or if a client has an income and is able to purchase them.

(h) Transgender clients may have a need for toiletries and hygiene supplies that is greater than other clients. Shelter providers will work with transgender clients to provide additional supplies.

(i) Shelter providers will provide a minimum of one (1) washroom that is barrier-free, fully accessible and designated gender neutral in each shelter.

(j) Shelter providers will inform transgender and/or disabled clients of the availability and location of gender neutral and/or accessible washrooms.

(k) Shelter providers will take all reasonable measures to ensure that clients have privacy while showering.

(i) Shelter providers will ensure that communal showers have shower curtains or equivalent privacy feature(s), or provide transgender clients with sole access to communal shower facilities at alternate times.

(l) Shelter providers will treat hormones that belong to transgender clients as any other medication and will not consider them a prohibited substance nor confiscate them.

(m) Shelter providers are encouraged to seek partnerships with LGBTQ2S-positive health/ services providers. (n) Shelter providers that are not able to provide health or support services to LGBTQ2S clients will provide appropriate referrals to LGBTQ2S-positive health/ services providers.”¹⁹⁸

198 City of Toronto. “Toronto Shelter Standards”. (Public report. Shelter, support, & housing administration, Version 4), 75-76.

7. Funding

Funding from all levels of government is a necessary support to the local organizations that provide direct support, resources, and community connections to the 2SLGBTQIAP+ community in Canada. Below are examples of some of the ways in which funding has been allocated and for what types of initiatives.

Research funding

The City of Montreal funded a research project that was looking to better understand the needs of the city's queer residents, then providing in the report recommendations to the City to meet those needs, which included the creation of an advisory committee made up of members of the 2SLGBTQIA+ community. The study included an online survey as well as interviews with community organizations and individual community members.¹⁹⁹

Vancouver-based QMUNITY, a 2SLGBTQIA+ organization, receives both provincial and municipal funding. They offer a range of social services, as well as initiating research to benefit the queer community. A project underway is data collection for the Safer Trans Communities survey, a project “to support trans, nonbinary, and gender non-conforming folks in their experiences of harm due to gender-based violence, in particular intimate partner and sexual violence.”²⁰⁰

Connection, community

As noted, Vancouver's QMUNITY offers a host of social services. Importantly, QMUNITY provides a physical gathering space, which was recently supported by city council in the acquisition of a permanent location that will allow the enhancement of programs and services. City Mayor Kennedy Stewart supported this vision, saying,

“The mixed-use social services and housing project featuring QMUNITY is one of the most transformative projects we’ve invested in to date ... This new permanent location will help QMUNITY expand their work and reach even more people. And perhaps most importantly, it will be a visible meeting place, a tangible symbol of how taking up space – real physical space – matters and lives into its mission to improve queer, trans, and Two-Spirit lives through services, connection and leadership.”²⁰¹

Offering a number of programs and services, such as services geared towards youth, seniors and peer support, QMUNITY seeks to meet the needs of residents directly, and also provides advisory services, resources, advocates on behalf of 2SLGBTQIA+ Canadians on a national scale, and undertakes research to better understand the needs of the community.

Through city funding, as well as other funding sources, the Gay and Grey Montreal creates a

199 A number of applications in the Prairie region were successful in receiving funding, including two applications from Saskatchewan: one through OUTSaskatoon, focusing on youth housing and homelessness within a network of municipalities; the second with TransSask Support Services, looking to enhance networks and collaboration as well as to support the overall creation of strategic plans and outreach initiatives.

200 Qmunity. “Safer Trans communities: new project”. (News, published May 26, 2022). <https://qmunity.ca/news/safer-trans-communities-survey-new-project/>

201 Qmunity. “What is QMUNITY?” <https://qmunity.ca/about/>

space to connect the City’s queer population over 50:

“Gay and Grey Montreal is a social, mutual aid and sensitization network for English-speaking 2S.L.G.B.T.Q.I.A.+ individuals over the age of 50 in Montreal and the surrounding area. We are committed to reducing isolation and improving the quality of life for 2S.L.G.B.T.Q.I.A.+ seniors, while promoting appropriate services in a positive, caring environment for 2-spirited, lesbian, gay, bisexual, trans, queer , intersex, asexual and anyone who identifies as belonging within this rainbow umbrella who live in Montreal and Quebec.

Gay and Grey Montreal promotes a lifestyle where 2S.L.G.B.T.Q.I.A.+ English speaking seniors can live their lives with dignity in an affirming, inclusive, supportive and healthy environment.”²⁰²

The group produces a podcast and will soon be releasing a podcast and film project titled “Queer Elders Sharing.” The Gay and Grey website lists a number of local resources for seniors, both as 2SLGBTQIAP+ resources and generally aimed at seniors in the city.

Health & Safety

Looking to enhance access to safe spaces in the city, Winnipeg’s 24/7 Safe Space Grant Program “aims to enhance the hours of operation and the services provided to clients by agencies offering safe space services for the following priority populations: Indigenous people; women; people who use drugs; youth; 2SLGBTQ+; and sexually exploited girls and women.”²⁰³ The program provides up to \$75,000 per year over four years to successful individual applicants, with increased funding possible for partnering organizations.

“Examples of activities that could be funded:

- **Organizations already operating a safe space that can use grant funding to expand hours or seasons of operation, to be open 24 hours a day, 7 days a week.**
- **Organizations that currently offer 24/7 services and can use grant funding to enhance the areas of expertise within their staff team to support mental health and/or addictions services to clients.**
- **Organizations that can leverage grant funding to provide 24/7 safe space services to support priority populations, specifically: Indigenous people, women, people who use drugs, youth, 2SLGBTQ+ communities, and sexually exploited girls and women.”**

²⁰² Gay and Grey Montréal. <https://gayandgreymontreal.com/>

²⁰³ The City of Winnipeg. “24/7 Safe Space Grant”. (Grant application, deadline listed as July 31, 2020). https://legacy.winnipeg.ca/cms/pdfs/safe_space_application.pdf

Recognizing the need for inclusive health care, a Vancouver organization, Health Initiative for Men (HIM), funded by the City of Vancouver and health authorities, began as a response to

“decades of inequitable access to the healthcare system and years of discussion among gay men in Vancouver about the need for a stand-alone gay men’s health organization, Health Initiative for Men (HIM) was founded in the heart of Vancouver’s gay village in 2008 as a grassroots initiative. In 2009, HIM entered a formal contract with the Vancouver Coastal Health Authority to facilitate the delivery of health promotion services to gay men. In 2014, HIM entered a partnership with Fraser Health Authority to expand the reach of its health-based programming and services to Fraser region – ultimately establishing five health centres and numerous health-based programs in the Lower Mainland. In 2020, we expanded our reach beyond the Lower Mainland to the Northern, Island and Interior health regions. ... [HIM offers] a full spectrum of health-based programming and services to meet the sexual, mental, physical and social health needs of communities of self-identified GBQ men and gender diverse people in BC.”²⁰⁴

In Calgary, municipal funding has been allocated to address mental health and addiction, looking to “enhance support for existing evidence-based community programs and services that respond to mental health and addiction-related

issues affecting Calgarians and to test innovative ideas that bring change at the individual, family, community, and policy or system levels.”²⁰⁵

The city’s Centre for Sexuality Society was awarded \$85,000 from the 2022-23 program funds to address “2S/LGBTQ+ mental health and wellbeing and enhance individual and community inclusion and resiliency.



More Than Sex

More Than Sex is a guide about queer sex, diverse bodies, health and our communities. It shares information to help navigate a queer world, learn about different kinds of sex, explore sexual health and pleasure, and start conversations about some of the forces and experiences that shape our lives as queer people.

Example of health services at HIM | Health Initiative for Men.

204 HIM | Health Initiative for Men. <https://checkhimout.ca/>

205 City of Calgary. “Calgary’s Mental Health and Addiction Investment Framework Funding Allocations”. <https://www.calgary.ca/social-services/funding/prevention/funding-allocations.html>

Federal Initiatives

Over the past three budget years, the Government of Canada has been allocating funds to various 2SLGBTQIAP+ groups and initiatives. Most recently, this included the allocation of over \$100 million to the recently announced *Federal 2SLGBTQI+ Action Plan 2022*. Managed through Women and Gender Equality Canada, Prime Minister Trudeau “said 75 per cent of the funding will go toward community organizations focused on diversity and inclusion because that’s “where the real work of support comes from.”²⁰⁶ The announcement for the plan shared that of the “up to \$75 million for 2SLGBTQI+ community organizations that advocate for and serve their communities,” funding would be allocated as follows:

- \$40 million in new capacity-building support, prioritizing funding for 2SLGBTQI+ communities experiencing additional marginalization, such as Black, racialized, and Indigenous 2SLGBTQI+ communities, 2SLGBTQI+ persons with disabilities, seniors, youth, official language minority communities, and those living in rural communities; and
- \$35 million in new project-focused support aimed at addressing specific barriers to 2SLGBTQI+ equality;
- \$11.7 million for the 2SLGBTQI+ Secretariat to oversee and implement the Action Plan;

- \$7.7 million for data collection and community-led policy research to support federal action on 2SLGBTQI+ issues; and
- \$5.6 million to develop and implement awareness campaigns that focus on breaking down stigma and ending discrimination for 2SLGBTQI+ Canadians.

The Action Plan was developed with community leaders, researchers, and organizations. It speaks to the concerns of diverse members of 2SLGBTQI+ communities across the country and uses an intersectional, holistic, and long-term approach to breaking down barriers and fighting the discrimination and oppression of 2SLGBTQI+ Canadians.²⁰⁷

In 2021, the federal government committed \$45 million over three years “to improve access to sexual and reproductive health care support, information, and services for people in Canada who face the greatest barriers to access.”²⁰⁸ From this funding, a number of community organizations have the opportunity to enhance access to care in a number of ways:

More than \$5.1 million in funding from the Sexual and Reproductive Health Fund for projects by the Community-Based Research Centre (CBRC), the Canadian Centre for Gender and Sexual Diversity (CCGSD), Egale Canada and Sherbourne Health. These nation-wide projects will help improve sexual and reproductive health services, as well as develop resources and tools to support

206 The Canadian Press. “Canada invests \$100M in ‘historic’ action plan for 2SLGBT communities,” CBC News, August 28, 2022. <https://www.cbc.ca/news/politics/federal-action-plan-lgbtq-1.6564977>

207 Government of Canada. “Prime Minister launches Canada’s first Federal 2SLGBTQI+ Action Plan to continue building a more inclusive future, with pride”. (August 28, 2022). <https://pm.gc.ca/en/news/news-releases/2022/08/28/prime-minister-launches-canadas-first-federal-2slgbtqi-action-plan>

208 Health Canada. “Government of Canada Improves Sexual and Reproductive Health Services for LGBTQ2 Communities”. (News release, Toronto, Ontario. June 28, 2022). <https://www.canada.ca/en/health-canada/news/2022/06/government-of-canada-improves-sexual-and-reproductive-health-services-for-lgbtq2-communities.html>

LGBTQ2 communities in getting the care and supports they need.

The CBRC will receive \$2,856,327 to work with partner organizations to foster health promotion leadership within LGBTQ2 communities; improve health care providers' capacity to provide sexual and reproductive care to community members; and create health promotion and policy resources for community members, health care providers, and policy-makers.

The CCGSD will receive \$1,090,624 to develop and deliver new educational resources and tools related to LGBTQ2 inclusive sexual health education. In five Canadian cities, this curriculum will be taught to teachers, as well as health and social service providers to increase their capacity to support LGBTQ2 youth and marginalized individuals. Through this curriculum, it will help improve access and promote greater equity in sexual and reproductive health care.

Egale Canada will receive \$584,941 to develop training in intersex health for health care providers as well as peer support resources for intersex individuals and parents/guardians of intersex children. By developing these resources, this project will help providers ensure that intersex individuals receive patient-oriented care, as well as provide opportunities for mutual support and knowledge-sharing within this community.

Sherbourne Health will receive \$569,443 to improve the quality of and access to sexual and reproductive health services for LGBTQ2 communities. The project will develop, pilot,

and promote resources for health care providers on sexual and reproductive health options and considerations for community members.²⁰⁹

The 2019 budget saw an investment of \$20 million in the LGBTQ2 Community Capacity Fund, which saw the approval of 76 capacity building projects nationally.²¹⁰

209 Health Canada. "Government of Canada Improves Sexual and Reproductive Health Services for LGBTQ2 Communities".

210 Government of Canada. "LGBTQ2 Community Capacity Fund: Funded projects". <https://women-gender-equality.canada.ca/en/funding/funding-programs/lgbtq2-community-capacity-fund-funded-projects.html>

8. Awareness Campaigns

Awareness campaigns that are created and/or promoted by municipal, provincial/territorial, and national bodies can effectively educate the public and communicate a commitment to inclusion, especially when developed in consultation and partnership with 2SLGBTQIAP+ community organizations.

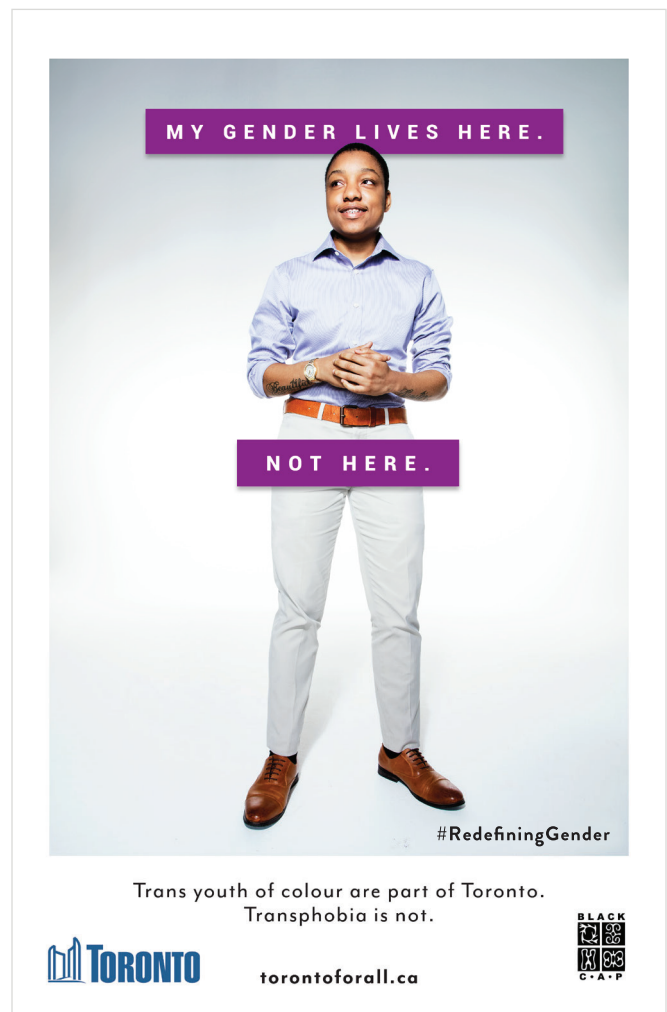
Examples of municipal campaigns can be seen in Toronto. Recognizing that “trans youth of colour are part of Toronto’s LGBTQ community yet they

are underserved and often experience neglect, bias, and violence because of transphobia and racism,” the city’s community initiative Toronto For All partnered with community group “Black Coalition for AIDS Prevention (Black CAP) and a committee of trans youth of colour from across the city to develop this campaign and inform, educate, and create opportunities to learn about these issues.”²¹¹

211 City of Toronto. “Trans Youth of Colour”. <https://www.toronto.ca/community-people/get-involved/community/toronto-for-all/transphobia/>



Trans Youth of Colour Poster #1, from TorontoForAll campaign

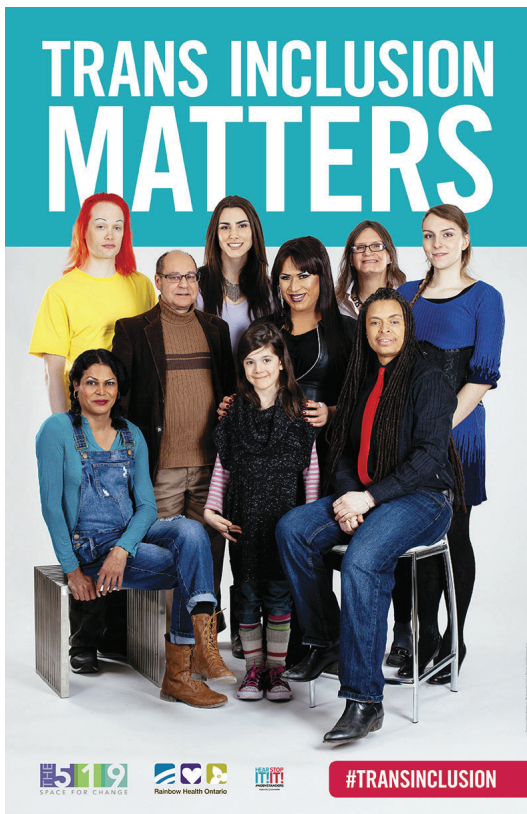


Trans Youth of Colour Poster #2, from TorontoForAll campaign



Also in Toronto, The 519 is a City of Toronto Agency that has run a number of awareness campaigns, covering multiple topics:

- [*Stop cuts to legal aid:*](#) Promoting access to legal services for queer and trans refugees
- [*I am Enough:*](#) Sharing stories of queer and trans Muslims in Canada
- [*Proud to Be Me:*](#) a “campaign has been developed for EarlyON centres across the city, child-care environments, schools, and any space accessed by children and their families. This campaign is to remind everyone in those spaces of the beautiful diversity that exists among children, young people and their families, and of the celebration this diversity deserves.”
- [*Trans Inclusion Matters:*](#) an educational campaign seeking to address transphobia and promote the diversity of gender identity and gender expression
- [*Hear It! Stop It!:*](#) A campaign encouraging employees to challenge homophobia, biphobia and transphobia in the workplace
- [*No Sidelines:*](#) a documentary short examining barriers to sport faced by trans and genderqueer youth





- *Respect Your Elders*: A campaign seeking support and “LGBTQ inclusive environments for older people. The current generation of older LGBTQ people have experienced a lifetime of discrimination due to their sexual orientation, gender identity and gender expression, and they face very specific challenges as they age:
 - They are less likely to seek health care when they need it
 - They often do not disclose their sexual orientation and/or gender identity and expression to their care providers for fear of discrimination
 - They are at a higher risk for negative health outcomes later in life, including depression, suicide, substance abuse, smoking
 - They report more feelings of isolation from their communities

Another municipal campaign is the City of Edmonton's efforts to raise awareness about gender-based violence. In 2017, 600 Edmontonians were engaged through telephone interviews "to understand their perspectives on sexual and gender based violence."²¹² When the [research findings](#)²¹³ revealed the need to increase awareness and understanding of gender-based violence, the City responded by creating the campaign "It's Time," which included this [educational video](#)²¹⁴ on gender identity and gender-based violence with the aim of "starting conversations, shaping attitudes and building awareness to prevent all forms of gender-based violence."²¹⁵ The City of Edmonton says, "We can't end gender-based violence alone. It's time for all of us to demonstrate our commitment to ending gender-based violence and sexual assault by standing as allies with the women, gender minorities, and men affected by violence. We need your help. Be part of our movement. Be part of the change."²¹⁶

In 2018, the City of Edmonton also partnered with Men Edmonton and Hollaback Alberta to create "This is What It Feels Like" – an auditory art exhibition that "aims to shift attitudes and beliefs about street harassment by providing individuals

the experience of being on the receiving end of catcalling and sexual harassment."²¹⁷ Here is [video documentation](#)²¹⁸ of the installation, which invites participants to "walk into a dimmed enclosure to the sound of voices making harassing and objectifying comments commonly heard on the streets."²¹⁹ Recognizing that this may be triggering to certain people, staff and resources were available on site.

As part of the *Federal 2SLGBTQI+ Action Plan 2022*, the first ever federally backed 2SLGBTQIAP+ awareness campaign is being launched, with up to \$5.6 million in funding. The intent is to:

"enhance inclusion and break down underlying and long-standing stigma and discrimination against 2SLGBTQI+ communities through a multi-pronged Awareness Campaign, led by Women and Gender Equality Canada. The design of the awareness campaign will be done in collaboration with 2SLGBTQI+ communities to reflect their realities and needs."²²⁰

This awareness campaign addresses the challenges faced by 2SLGBTQIAP+ Canadians, but is transferable from region to region.

212 City of Edmonton. "Gender Based Violence and Sexual Assault Prevention Initiative". https://www.edmonton.ca/city_government/initiatives_innovation/gender-based-violence-and-sexual-assault-prevention

213 City of Edmonton. "Citizen Perspectives on Sexual & Gender Based Violence: Executive Summary". (Public report, study conducted by Leger on behalf of the City of Edmonton). <https://www.edmonton.ca/sites/default/files/public-files/assets/PDF/GBVPExecutiveReport.pdf?cb=1676131427>

214 City of Edmonton, "What is gender based violence?", YouTube (unlisted), January 13, 2018. https://youtu.be/hsSNT0IOT_Q

215 City of Edmonton, "What is gender based violence?"

216 City of Edmonton, "What is gender based violence?"

217 City of Edmonton. "Gender Based Violence and Sexual Assault Prevention Initiative".

218 City of Edmonton, "This is what it feels like," YouTube, February 12, 2018. <https://youtu.be/GYM1P78yITI>

219 City of Edmonton. "Gender Based Violence and Sexual Assault Prevention Initiative".

220 Government of Canada. "GBA (Gender-Based Analysis) Plus: An intersectional approach". https://women-gender-equality.canada.ca/en/free-to-be-me/federal-2slgbtqi-plus-action-plan/federal-2slgbtqi-plus-action-plan-2022.html#gba_plus

9. Resources

The creation and promotion of resources for 2SLGBTQIAP+ communities and those wishing to support 2SLGBTQIAP+ persons is a fundamental necessity. Many cities are involved in the creation and/or provision of such resources. Below are a few examples.

Resources for 2SLGBTQIAP+ Individuals and Communities

Through the Winnipeg Public Library, the City of Winnipeg offers numerous resources for 2SLGBTQIAP+ persons, including an online list of local 2SLGBTQIAP+ organizations and support groups; local and national resources for Two Spirit people; local post-secondary 2SLGBTQIAP+ organizations that provide resources on campus; youth-focused 2SLGBTQIAP+ organizations; and national and provincial 2SLGBTQIAP+ organizations beyond Manitoba.²²¹

The Winnipeg Public Library also has a Rainbow Resource Centre, which features an online collection and a physical room of resources “dedicated to LGBT2SQ+ topics and content.” The room is described as “a sunny and peaceful space” as well as “an affirming, safer space that is community supported.”²²² On a webpage titled, “Your Next Queer Read!” the Winnipeg Library provides book recommendations by and about

2SLGBTQQA+ people and communities, a list of blogs and sites that review 2SLGBTQQA+ books, and numerous book titles that have been organized into a variety of themes and genres, including everything from Lambda Awards 2022 Finalists to 2SLGBTQQA+ graphics and comics, fiction, non-fiction, and documentaries.²²³ The library also offers a webpage²²⁴ with advice on how to search the library’s catalogue for LGBTQQA+ materials and a webpage²²⁵ devoted to LGBTQQA+ history, which features a number of archival and historical resources and LGBTQQA+ biographies and memoirs. In terms of programming, the Winnipeg library has also partnered with Sunshine House to offer Read by Queens, a family program that features local drag performers reading stories to children.

The City of Winnipeg also offers resources for safety on its website and includes a category for 2SLGBTQ+ safety-related resources, which lists an LGBTQ Resource Guide on Safe and Caring Schools; LGBT resources on Tourism Winnipeg’s website; a Winnipeg transgender support group; resources on LGBTQ+ addiction; and websites for LGBTQ centres and groups.²²⁶

The City of Toronto provides resources on its website for sexual health clinics in the province of Ontario, including hours and locations for each clinic and the services they provide.²²⁷

221 City of Winnipeg. “Organizations”. (2SLGBTQQA+ Info Guides). <https://guides.wpl.winnipeg.ca/c.php?g=535512&p=3663784>

222 City of Winnipeg. “Organizations”.

223 City of Winnipeg. “Your Next Queer Read!”. (2SLGBTQQA+ Info Guides). <https://guides.wpl.winnipeg.ca/2SLGBTQQA/yournextqueerread>

224 City of Winnipeg. “Searching for 2SLGBTQQA+ Materials”. (2SLGBTQQA+ Info Guides). <https://guides.wpl.winnipeg.ca/2SLGBTQQA/findresources>

225 City of Winnipeg. “2SLGBTQQA+ History”. (2SLGBTQQA+ Info Guides). <https://guides.wpl.winnipeg.ca/2SLGBTQQA/history>

226 City of Winnipeg. “Winnipeg Committee for Safety”. (List of resources, updated June 15, 2020). <https://legacy.winnipeg.ca/clerks/boards/WpgCommitteeForSafety/resources.stm#undefined>

227 City of Toronto. “Sexual Health Clinics”. (List of resources and map). <https://www.toronto.ca/community-people/health-wellness-care/health-clinics/sexual-health-clinics/>

The City of Toronto also provides condom resources on its website, including information on how to put on a condom, resources on the “ins and outs of condoms for gay and bisexual men,” a sexual device manual for persons with disabilities, resources on sexually transmitted infections, and where to get condoms for free.²²⁸

The British Columbia provincial government provides a list of gender equity and 2SLGBTQ+ resources on its website. These resources cover a wide range of issues, including gender affirming health care in the province and how to support trans and gender diverse employees in the workplace.²²⁹

Resources for People Providing Support and Allyship to 2SLGBTQIAP+ People and Communities

In 2004, the City of Toronto division of Seniors Services and Long-Term Care became one of the first in North America to offer a model of long-term care that addresses the needs of 2SLGBTQI+ persons. In 2008, the division created the “LGBT Tool Kit: For Creating Lesbian, Gay, Bisexual and Transgender Culturally Competent Care at Toronto Long-Term Care Homes & Services.” This toolkit was revised in 2017 and again in 2022. Co-developed with the 519,

Senior Pride Network, and 2SLGBTQI+ seniors, the 2022 iteration is a 225-page toolkit that “aims to advance Recommendation 22 of the [Toronto Seniors Strategy 2.0](#),²³⁰ which directs City staff to educate and build awareness against homophobia, biphobia, and transphobia affecting Toronto seniors.”²³¹ According to the toolkit, “Recommendation 22 recognizes that the current generation of 2SLGBTQI+ Seniors have experienced a lifetime of discrimination due to their sexual orientation, gender identity and gender expression and face very specific challenges as they age.”²³² The toolkit is a resource specifically for

“service providers and care partners working to support 2SLGBTQI+ seniors. This might include professionals in long-term care homes, retirement homes, hospitals, social service settings, homecare agencies, or other community-based organizations. Content in this tool kit might also be relevant to those providing support and allyship to 2SLGBTQI+ Seniors, such as family, friends, community members, caregivers, and substitute decision makers.”²³³

228 City of Toronto. “Condom Resources”. (List of resources). <https://www.toronto.ca/community-people/health-wellness-care/health-programs-advice/sexual-health-promotion/condomto/condom-resources/>

229 Government of British Columbia. “Gender equity and 2SLGBTQ+ resources”. <https://www2.gov.bc.ca/gov/content/gender-equity/resources#lgbtq2s>

230 City of Toronto. “Toronto Seniors Strategy”. <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/toronto-seniors-strategy/>

231 City of Toronto. “City of Toronto releases revitalized 2SLGBTQI+ Tool Kit for seniors”. (News release June 23, 2022). <https://www.toronto.ca/news/city-of-toronto-releases-revitalized-2slgbtqi-tool-kit-for-seniors/>

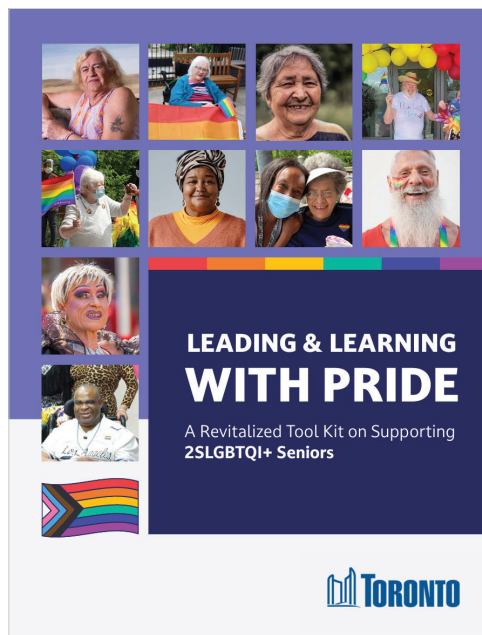
232 City of Toronto. “Leading and Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors”. (Public report). <https://www.toronto.ca/wp-content/uploads/2022/06/8ef3-Leading-Learning-WITH-PRIDE-A-Revitalized-Tool-Kit-on-Supporting-2SLGBTQI-Seniors.pdf>

233 City of Toronto. “Leading and Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors,” 20

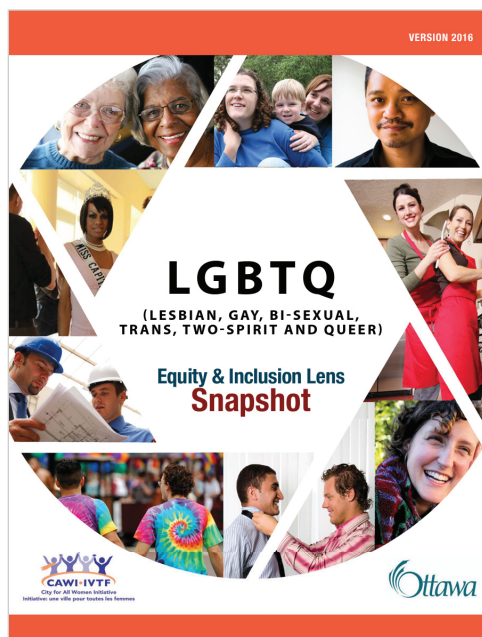
A similar toolkit was published by the Government of Alberta in 2020.²³⁴

The City of Toronto also offers a toolkit for supporting LGBTQI2S+ youth throughout the job search process. This toolkit discusses employment challenges faced by LGBTQI2S+ youth; how to interact with and support LGBTQI2S+ youth with employment and in the workplace; and how to support the mental health of LGBTQI2S+ youth. The toolkit also encourages organizations to create an inclusive climate for LGBTQI2S+ youth.²³⁵

The City of Ottawa, in partnership with the City for All Women Initiative, compiled an informative document, LGBTQ Equity & Inclusion Lens Snapshot. The 2016 document is one of 11 of such booklets as part of an initiative committed to overall equity and inclusion for the city and its residents. The booklet provides a broad base of information about gender identity, sexual orientation, discrimination, safe spaces, and challenges faced by the 2SLGBTQIAP+ community, and more. The booklet also provides a number of ways in which to be an effective ally, including challenging expectations of heterosexuality as being the default, broadening one's understanding of gender identity and expression, challenging discrimination, and being an active, visible ally.²³⁶



Cover. City of Toronto. "Leading and Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors".



Cover. City of Ottawa and City for All Women Initiative. "LGBTQ: Equity & Inclusion Lens Snapshot".

234 Government of Alberta. "Aging with pride: a guide to creating inclusive services for LGBTQ2S+ older adults". (Public report, updated June 1, 2020). <https://open.alberta.ca/publications/aging-with-pride-a-guide>

235 City of Toronto. "TYES Frontline Workers' Toolkit - Supporting LGBTQI2S+ Youth Throughout the Job Search Process". (Public report). https://www.toronto.ca/wp-content/uploads/2021/04/9735-Supporting-LGBTQI2S_ToolkitFinal.pdf

236 City of Ottawa and City for All Women Initiative. "LGBTQ: Equity & Inclusion Lens Snapshot".

Conclusion

A jurisdictional scan of best practices for supporting 2SLGBTQIAP+ communities at the municipal level provides critical information needed to inform how the City of Regina could enact providing support for 2SLGBTQIAP+ communities. When analyzed alongside the community consultations, the City of Regina will have the necessary information to move forward with developing a plan for creating and implementing supports for 2SLGBTQIAP+ communities. To assist with this forward momentum, this report also provides specific details on how other municipalities have taken, and are continuing to take, steps to support 2SLGBTQIAP+ communities. This report also details how other municipalities are measuring the impact of their EDI initiatives and holding themselves accountable to their stated values and objectives.

This report highlights that when developing and implementing supports for 2SLGBTQIAP+ communities, it is critical to take into consideration the diversity of lived experiences within these communities, and to consult with

community members on how best to support them. By applying an intersectional lens, there is an understanding of how inequities within marginalized groups play out; for example, trans women of colour are disproportionately impacted by discrimination and violence, and simultaneously experience racism and transmisogyny. As the research demonstrates, the key to serving and caring for communities that are marginalized begins with processes of consultation, providing the opportunity for people to voice their lived experiences, articulate their needs, and make suggestions for a path forward.

The findings of this jurisdictional scan serve as one resource to support the City of Regina Administration as they craft their final report for the Executive of Council. Most importantly, this jurisdictional scan is meant to support current efforts to understand and address the needs of Regina's 2SLGBTQIAP+ communities as voiced by the communities themselves within a thorough community consultation process.

References

Acadia University Recreation. “Who can access the Women, Transgender, and Non-Binary Gym Times?”. <https://recreation.acadiau.ca/recreation-aquatics/inclusive-gym-time.html#:~:text=Who%20can%20access%20the%20Women,anywhere%20in%20the%20transgender%20spectrum>

Alison Grenier & Jacq Hixson-Vulpe, “Beyond Diversity: An LGBT Best Practice Guide for Employers”. (Public report by Great Place to Work® and Pride at Work Canada), page 5. <https://prideatwork.ca/wp-content/uploads/2017/09/Beyond-Diversity-LGBT-Guide.pdf>

Amin, Faiza and Bond, Meredith. “Toronto exploring the creation of a unit dedicated to 2SLGBTQ+ issues,” *CityNews Toronto*, June 20, 2022. <https://toronto.citynews.ca/2022/06/20/toronto-2slgbtq-dedicated-unit/>

Amin, Faiza and Bond, Meredith. “Toronto exploring the creation of a unit dedicated to 2SLGBTQ+ issues.”

Boynton, Sean. “As anti-LGBTQ2 hate grows in Canada, advocates say it’s ‘never been as scary,’” *Global News*, January 8, 2023. <https://globalnews.ca/news/9393280/canada-lgbtq-hate-trans-west-block/>

Brierly, A.; Whitford, B.; Siciliano, A.; Travers, K. “The HRM UN Safe Cities & Safe Public Spaces Program: Scoping Study”. (Halifax Regional Municipality Public Safety Office, September 2021). <https://cdn.halifax.ca/sites/default/files/documents/city-hall/boards-committees-commissions/210909wachsp911.pdf>

Camp fYrefly. “Camp fYrefly Saskatchewan”. (Community Facebook page). <https://www.facebook.com/campfyreflySK/>

Canada’s Top 100 Employers, “Canada’s Best Diversity Employers (2022)”. <https://www.canadastop100.com/diversity/>

Canadian Commission on Building and Fire Codes/ Commission canadienne des codes du bâtiment et de prévention des incendies. “National Model Codes provincial/territorial adoption”. <https://ccbfc-cccipi.ca/en/national-codes-provincial-territorial-adoption/>

Carleton Athletics. “Carleton Athletics Introduces Women’s Only and Trans & Allies Fitness Bookings”. (News post, January 27, 2022). <https://athletics.carleton.ca/2022/carleton-athletics-introduces-womens-only-and-trans-allies-fitness-bookings/>

Catalyst. “Why Diversity and Inclusion Matter (Quick Take)”. (Research publication, June 24, 2020). <https://www.catalyst.org/research/why-diversity-and-inclusion-matter/>

City for All Women Initiative. “Our approach”. <https://www.cawi-ivtf.org/our-approach/>

City of Calgary. “Calgary’s Mental Health and Addiction Investment Framework Funding Allocations”. <https://www.calgary.ca/social-services/funding/prevention/funding-allocations.html>

City of Calgary. “Calgary’s Mental Health and Addiction Investment Framework Funding Allocations”. <https://www.calgary.ca/social-services/funding/prevention/funding-allocations.html>

City of Calgary. “City of Calgary Annual Corporate Employee Survey”. <https://www.calgary.ca/employees/corporate-survey.html>

References

City of Calgary. “Equity, diversity, inclusion and belonging”. <https://www.calgary.ca/employees/inclusion.html>

City of Calgary. “Gender Equity, Diversity and Inclusion Strategy”. (Public report). <https://www.calgary.ca/content/dam/www/csps/cns/documents/gedi-strategy.pdf>

City of Edmonton, “This is what it feels like,” YouTube, February 12, 2018. <https://youtu.be/GYM1P78yITl>

City of Edmonton, “What is gender based violence?”, YouTube (unlisted), January 13, 2018. https://youtu.be/hsSNTOIOT_Q

City of Edmonton. “Citizen Perspectives on Sexual & Gender Based Violence: Executive Summary”. (Public report, study conducted by Leger on behalf of the City of Edmonton). <https://www.edmonton.ca/sites/default/files/public-files/assets/PDF/GBVPExecutiveReport.pdf?cb=1676131427>

City of Edmonton. “Gender-Based Analysis Plus (GBA+)”. (Public report, 2017). https://webdocs.edmonton.ca/siredocs/published_meetings/120/677815.pdf

City of Edmonton. “Gender Based Violence and Sexual Assault Prevention Initiative”. https://www.edmonton.ca/city_government/initiatives_innovation/gender-based-violence-and-sexual-assault-prevention

City of Edmonton. “Inclusive Language Guide”. (Public document, Diversity & Inclusion Employee Services, January 2019). <https://www.edmonton.ca/public-files/assets/document?path=PDF/InclusiveLanguageGuide2019.pdf>

City of Edmonton. “Respectful Workplace.” (Administrative Policy, Number A1127, approved 2020). <https://www.edmonton.ca/public-files/assets/document?path=PoliciesDirectives/A1127AdministrativePolicy.pdf>

City of Edmonton. “The Art of Inclusion: Our Diversity & Inclusion Framework”. (Public report, 2019). https://www.edmonton.ca/sites/default/files/public-files/assets/DI_ArtofInclusion_Final.pdf?cb=1675612886

“Hamilton Farmers’ Market”. (Facebook post, February 16, 2021). <https://www.facebook.com/HamiltonFarmersMarket/posts/the-lgbtq-advisory-committee-for-the-city-of-hamilton-exists-to-eliminate-barrie/3527035664061214/>

City of Hamilton. “Expanding Housing and Support Services for Women, Non-Binary and Transgender Community Sub-Committee”. <https://bm-public-hamilton.escribemeetings.com/BoardDetails/BoardInformation/76>

City of Kitchener. “BE U Swim program launches at City pools, providing safe, welcoming, and inclusive spaces for Kitchener’s trans and non-binary community”. (News story published June 14, 2022). <https://www.kitchener.ca/en/news/be-u-swim-program-provides-welcoming-spaces-for-trans-and-non-binary-community.aspx>

City of Montréal. “LGBTQ2+ communities”. <https://montreal.ca/en/topics/lgbtq2-communities>

City of Montréal. “Solidarity, Equity and Inclusion Plan: So No One Is Left Behind”. (News story, September 30, 2021). <https://montreal.ca/en/articles/solidarity-equity-and-inclusion-plan-so-no-one-left-behind-20662>

References

City of Montréal. “Solidarity, Equity and Inclusion Plan: So No One Is Left Behind”. (News, September 20, 2021). <https://montreal.ca/en/articles/solidarity-equity-and-inclusion-plan-so-no-one-left-behind-20662>

City of Ottawa and City for All Women Initiative. “Equity & Inclusion Lens Handbook”. (Public report, 2018 version). https://documents.ottawa.ca/sites/documents/files/ei_lens_hb_en.pdf

City of Ottawa and City for All Women Initiative. “LGBTQ: Equity & Inclusion Lens Snapshot”. (Public report, 2016 version). https://www.cawi-ivtf.org/wp-content/uploads/Snapshots/LGBTQ-Snapshot_En.pdf

City of Ottawa, “Corporate Diversity and Inclusion Plan”. (Report to Finance and Economic Development Committee on 7 September 2021 and Council 22 September 2021, File Number: ACS2021-CSS-GEN-010). <https://pub-ottawa.escribemeetings.com/filestream.ashx?documentid=86344>

City of Ottawa. “Equity and Diversity Policy.” Revised 2017. <https://ottawa.ca/en/city-hall/city-manager-administration-and-policies/policies-and-administrative-structure/administrative-policies#section-c6d8f135-5756-45fd-ae1b-024b7249c05c>

City of Ottawa. “In the City’s journey to build a more representative workforce, Sheila James is LEADing the way”. (Archived web content, 2022). <https://ottawa.ca/en/news/citys-journey-build-more-representative-workforce-sheila-james-leading-way>

City of Ottawa. “Meet the Rainbow Employees Network: A City affinity group helping 2SLGBTQIA+ employees bring their whole selves to work”. 2022. <https://ottawa.ca/en/news/meet-rainbow-employees-network-city-affinity-group-helping-2slgbtqia-employees-bring-their-whole-selves-work>

City of Ottawa. “Program Manager, Workplace Equity, Inclusion, Belonging”. (City of Ottawa job posting. Requisition ID: 6748. 2023). <https://jobs-emplois.ottawa.ca/city-jobs/job/Ottawa%2C-ON-Program-Manager%2C-Workplace-Equity%2C-Inclusion%2C-Belonging-ON/727234847/>

“City of Saskatoon will look at potential bylaw to address street harassment like slurs, hateful comments,” *CBC News Saskatoon*, December 6, 2022. <https://www.cbc.ca/news/canada/saskatoon/street-harassment-bylaw-1.6676305>

City of St. Catharines. “LGBTQ2 Advisory Committee”. (Webpage subsection of St. Catharines’ Advisory Committees of Council). <https://www.stcatharines.ca/en/council-and-administration/lgbtq2-advisory-committee.aspx>

City of Toronto Seniors Services and Long-Term Care division. “Leading & Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors”. <https://www.toronto.ca/wp-content/uploads/2022/06/8ef3-Leading-Learning-WITH-PRIDE-A-Revitalized-Tool-Kit-on-Supporting-2SLGBTQI-Seniors.pdf>

City of Toronto. “Accommodation Framework for Transitioning Employees”. (Public document, 97b4). <https://www.toronto.ca/wp-content/uploads/2020/10/97b4-Accommodation-Framework-for-Transitioning-Employees-102120.docx>

City of Toronto. “Accommodation”. (Policy statement). <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/accommodation/>

References

- City of Toronto. “City of Toronto joins Pride at Work Canada to promote workplace inclusion for LGBTQ2S+ people”. (News release, 2020). <https://www.toronto.ca/news/city-of-toronto-joins-pride-at-work-canada-to-promote-workplace-inclusion-for-lgbtq2s-people/>
- City of Toronto. “City of Toronto releases revitalized 2SLGBTQI+ Tool Kit for seniors”. (News release June 23, 2022). <https://www.toronto.ca/news/city-of-toronto-releases-revitalized-2slgbtqi-tool-kit-for-seniors/>
- City of Toronto. “City of Toronto, The 519 and Homes First Society announce Toronto’s first dedicated shelter for 2SLGBTQ+ adults”. (News release, November 30, 2022). <https://www.toronto.ca/news/city-of-toronto-the-519-and-homes-first-society-announce-torontos-first-dedicated-shelter-for-2slgbtq-adults/>
- City of Toronto. “Condom Resources”. (List of resources). <https://www.toronto.ca/community-people/health-wellness-care/health-programs-advice/sexual-health-promotion/condomto/condom-resources/>
- City of Toronto. “Declaration of Compliance with Anti-Harassment/Discrimination Legislation and City Policy”. (Form 95b1). <https://www.toronto.ca/wp-content/uploads/2021/04/95b1-Declaration-of-Compliance-with-Anti-Harassment-and-Discrimination.docx>
- City of Toronto. “Gender-Based Violence”. <https://www.toronto.ca/community-people/health-wellness-care/health-programs-advice/gender-based-violence/>
- City of Toronto. “Guidelines for Accommodating Gender Identity and Gender Expression”. Revised 2021. <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/accommodation/guidelines-for-accommodating-gender-identity-and-gender-expression/>
- City of Toronto. “Hate Activity”. (Policy statement). Revised 2021. <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/hate-activity/>
- City of Toronto. “Human Rights and Anti-Harassment/Discrimination (HRAP)”. 2022. <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/corporate-policies/people-equity-policies/human-rights-and-anti-harassment-discrimination-hrap/>; City of Vancouver. “Human Rights and Harassment Policy”. Updated 2016. <https://policy.vancouver.ca/AE00205.pdf>; City of Ottawa. “Workplace Harassment - Policy”. <https://app06.ottawa.ca/calendar/ottawa/citycouncil/csedc/2010/06-01/08%20-%20FINAL%20-%20ACS2010-COS-HRS-0002%20-%20Bill%20168%20Report%20-%20May%2027.htm#:~:text=The%20City%20of%20Ottawa%20prohibits,be%20known%20to%20be%20unwelcome>
- City of Toronto. “Item - 2022.EX29.2”. (City Council agenda item, adopted February 2, 2022). <https://secure.toronto.ca/council/agenda-item.do?item=2022.EX29.2>
- City of Toronto. “Leading and Learning With Pride: A Revitalized Tool Kit on Supporting 2SLGBTQI+ Seniors”. (Public report). <https://www.toronto.ca/wp-content/uploads/2022/06/8ef3-Leading-Learning-WITH-PRIDE-A-Revitalized-Tool-Kit-on-Supporting-2SLGBTQI-Seniors.pdf>

References

City of Toronto. “Safe TO: Toronto’s Ten-Year Community Safety and Well-Being Plan”. (Public report, July 2021). <https://www.toronto.ca/legdocs/mmis/2021/ex/bgrd/backgroundfile-168551.pdf>

City of Toronto. “SafeTO: A Community Safety & Well-Being Plan”. (July 14, 2021). <https://www.toronto.ca/community-people/public-safety-alerts/community-safety-programs/community-safety-well-being-plan/>

City of Toronto. “Sexual Health Clinics”. (List of resources and map). <https://www.toronto.ca/community-people/health-wellness-care/health-clinics/sexual-health-clinics/>

City of Toronto. “The 519 - Sport and Recreation”. (Program listing). <https://www.the519.org/programs/category/sport-and-recreation/>

City of Toronto. “Toronto Seniors Strategy”. <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/toronto-seniors-strategy/>

City of Toronto. “Toronto Shelter Standards”. (Public report. Shelter, support, & housing administration, Version 4), 41. https://www.toronto.ca/wp-content/uploads/2018/12/954f-A1600035_TSS_FinalDraft_V3_Dec4_Blue_Functional_NE.pdf

City of Toronto. “Trans Youth of Colour”. <https://www.toronto.ca/community-people/get-involved/community/toronto-for-all/transphobia/>

City of Toronto. “Two-Spirit, Lesbian, Gay, Bisexual, Transgender and Queer (2SLGBTQ+) Advisory Committee”. <https://secure.toronto.ca/pa/decisionBody/782.do>

City of Toronto. “TYES Frontline Workers’ Toolkit - Supporting LGBTQI2S+ Youth Throughout the Job Search Process”. (Public report). <https://www.toronto.ca/wp-content/uploads/2021/04/9735-Supporting-LGBTQI2StoolkitFinal.pdf>

City of Toronto. “Workforce Equity & Inclusion Plan”. <https://www.toronto.ca/city-government/accessibility-human-rights/equity-diversity-inclusion/workforce-equity-inclusion-plan/>

“City of Vancouver launches survey to better understand gender-based, sexualized violence in public,” *CBC News British Columbia*, August 8, 2021. <https://www.cbc.ca/news/canada/british-columbia/vancouver-violence-survey-1.6131294>

City of Vancouver. “2SLGBTQ+ Advisory Committee”. (Webpage subsection of City of Vancouver’s ‘Your Government’). <https://vancouver.ca/your-government/lgbtq-advisory-committee.aspx>

City of Vancouver. “2SLGBTQIA+ Park Board Pride/Goals”. <https://vancouver.ca/parks-recreation-culture/park-board-pride.aspx#goals>

City of Vancouver. “Diversity on Advisory Bodies”. (Corporate Policy, Policy Number COUN-004, Public access, 2019). <https://policy.vancouver.ca/COUN004.pdf>

City of Vancouver. “Employee Resource Groups”. https://jobs.vancouver.ca/content/employee-resource-groups/?locale=en_US

References

- City of Vancouver. “Equity Framework: Getting our house in order”. (Public report approved by City Council July 20, 2021). <https://vancouver.ca/files/cov/equity-framework.pdf>
- City of Victoria. “Transgender, Non-Binary and Two-Spirit + Inclusion: A City of Victoria Action Plan”. (Public report, prepared by MNP LLP, August 2019). <https://www.google.com/url?q=https://pub-victoria.escrimeetings.com/filestream.ashx?DocumentId%3D44514&sa=D&source=docs&ust=1676060508972495&u sg=AOvVaw2v0Z-YsWxWMAzYdRIR80MA>
- City of Welland. “LGBTQ2+ Advisory Committee”. (Webpage subsection of Welland’s committees, revised 2022.) <https://www.welland.ca/committees/LGBTQ2Committee.asp>
- City of Winnipeg. “2SLGBTQIA+ History”. (2SLGBTQIA+ Info Guides). <https://guides.wpl.winnipeg.ca/2SLGBTQIA/history>
- City of Winnipeg. “Citizen Equity Committee”. <https://clkapps.winnipeg.ca/dmis/SelectDocumentType.asp?CommitteeType=CEQ>
- City of Winnipeg. “City makes washrooms in Council Building more inclusive for all users.” (“Our City, Our Stories’ section, published June 3, 2020). <https://www.winnipeg.ca/people-culture/our-city-our-stories/city-makes-washrooms-council-building-more-inclusive-all-users>
- City of Winnipeg. “Organizations”. (2SLGBTQIA+ Info Guides). <https://guides.wpl.winnipeg.ca/c.php?g=535512&p=3663784>
- City of Winnipeg. “Searching for 2SLGBTQIA+ Materials”. (2SLGBTQIA+ Info Guides). <https://guides.wpl.winnipeg.ca/2SLGBTQIA/findresources>
- City of Winnipeg. “Winnipeg Committee for Safety”. (List of resources, updated June 15, 2020). <https://legacy.winnipeg.ca/clerks/boards/WpgCommitteeForSafety/resources.stm#undefined>
- City of Winnipeg. “Your Next Queer Read!”. (2SLGBTQIA+ Info Guides). <https://guides.wpl.winnipeg.ca/2SLGBTQIA/yournextqueerread>
- Eneas, Bryan. “Inclusive swim event in Regina creates safe space for LGBTQ youth,” *CBC News*, June 9, 2019. <https://www.cbc.ca/news/canada/saskatchewan/inclusive-swim-night-regina-1.5168208>
- Fayant-McLeod, T., Bergen, J., Loewen Walker, R., Yacishyn, C., & Bird, N. “‘So they know we’re here’: The Trans Sask community report.” (Public report by Trans Sask Support Services, 2022). <https://www.transsask.ca/research/community-report/>
- Gay and Grey Montréal. <https://gayandgreymontreal.com/>
- Government of Alberta. “Aging with pride: a guide to creating inclusive services for LGBTQ2S+ older adults”. (Public report, updated June 1, 2020). <https://open.alberta.ca/publications/aging-with-pride-a-guide>
- Government of Alberta. “LGBTQ2S youth housing and shelter guidelines”. (Public report, updated September 1, 2017). <https://open.alberta.ca/publications/lgbtq2s-youth-housing-and-shelter-guidelines>

References

Government of British Columbia. “Gender equity and 2SLGBTQ+ resources”. <https://www2.gov.bc.ca/gov/content/gender-equity/resources#lgbtq2s>

Government of Canada. “GBA (Gender-Based Analysis) Plus: An intersectional approach”. https://women-gender-equality.canada.ca/en/free-to-be-me/federal-2slgbtqi-plus-action-plan/federal-2slgbtqi-plus-action-plan-2022.html#gba_plus

Government of Canada. “LGBTQ2 Community Capacity Fund: Funded projects”. <https://women-gender-equality.canada.ca/en/funding/funding-programs/lgbtq2-community-capacity-fund-funded-projects.html>

Government of Canada. “On now! Participate in the public review of proposed changes to the 2020 National Model Codes”. (News story from National Research Council Canada, published October 24, 2022). <https://nrc.canada.ca/en/stories/now-participate-public-review-proposed-changes-2020-national-model-codes>

Government of Canada. “Prime Minister launches Canada’s first Federal 2SLGBTQI+ Action Plan to continue building a more inclusive future, with pride”. (August 28, 2022). <https://pm.gc.ca/en/news/news-releases/2022/08/28/prime-minister-launches-canadas-first-federal-2slgbtqi-action-plan>

Government of Canada. “Proposed Change 1750”. (From National Research Council Canada/Certifications, evaluations and standards/Codes Canada/Codes development process/Public Reviews/Public Review 2022. Code Reference NBC20 Div.B 3.7.2.2.). https://nrc.canada.ca/en/certifications-evaluations-standards/codes-canada/codes-development-process/public-review/2022/pcf/nbc20_divb_03.07.02.02_001750.html

Health Canada. “Government of Canada Improves Sexual and Reproductive Health Services for LGBTQ2 Communities”. (News release from Health Canada, Toronto, Ontario. June 28, 2022). <https://www.canada.ca/en/health-canada/news/2022/06/government-of-canada-improves-sexual-and-reproductive-health-services-for-lgbtq2-communities.html>

HIM | Health Initiative for Men. <https://checkhimout.ca/>

Jaffray, Brianna. “Experiences of violent victimization and unwanted sexual behaviours among gay, lesbian, bisexual and other sexual minority people, and the transgender population, in Canada, 2018,” (Public report, Canadian Centre for Justice and Community Safety Statistics. Published by Statistics Canada on September 9, 2020). <https://www150.statcan.gc.ca/n1/pub/85-002-x/2020001/article/00009-eng.htm>

Kouniak, Amy. “City of Hamilton’s LGBTQ Advisory Committee Looks to Diversify,” *Insauga Hamilton*, September 6, 2019. <https://www.insauga.com/city-of-hamiltons-lgbtq-advisory-committee-looks-to-diversify/>

Lefebvre, Charles. “The reason why the Canadian Museum for Human Rights is adding gender-neutral washrooms,” *CTV News Winnipeg*, May 17, 2022. <https://winnipeg.ctvnews.ca/the-reason-why-the-canadian-museum-for-human-rights-is-adding-gender-neutral-washrooms-1.5907175>

Lewis, Shauna. “Vancouver passes gender-neutral washrooms in public buildings,” *Xtra**, September 25, 2013. <https://xtramagazine.com/power/vancouver-passes-gender-neutral-washrooms-in-public-buildings-53912>

Narvey, Rachel. “City plans first gender-neutral washroom in St. Albert Place,” *St. Albert Gazette*, February 23, 2022. <https://www.stalbertgazette.com/local-news/city-plans-first-gender-neutral-washroom-in-st-albert-place-5081510>

References

- Northern Mosaic Network. “Rainbow Centre Day Camps”. <https://www.northernmosaic.net/rc-camps>
- Olson, Isaac. “How can the city better serve its LGBTQ+ community? Montreal wants to know,” *CBC News*, May 26, 2019. <https://www.cbc.ca/news/canada/montreal/lgbtq-survey-montreal-1.5148442>
- OUT Saskatoon. “Trans Health Navigator Project”. <https://www.outsaskatoon.ca/trans-health-navigator/>
- OUT Saskatoon. <https://www.outsaskatoon.ca/>
- Planned Parenthood Toronto. <https://ppt.on.ca/>
- Province of Alberta. “Guidelines for Inclusive Design Universal Washroom Facilities”. (Public report, published February 2019 - Version 1.1). <https://www.alberta.ca/assets/documents/tr/tr-guide-universal-washroom.pdf>
- Qmunity. “Safer Trans communities: new project”. (News, published May 26, 2022). <https://qmunity.ca/news/safer-trans-communities-survey-new-project/>
- Qmunity. “What is QMUNITY?” <https://qmunity.ca/about/>
- Reset Calgary. “SETA Conference”. <https://resetcalgary.ca/conference/>
- Ross, Shane. “Gender-neutral washrooms planned for city-owned buildings in Charlottetown,” *CBC News*, November 23, 2019. <https://www.cbc.ca/news/canada/prince-edward-island/pei-gender-neutral-washrooms-city-hall-1.5371141>
- Rudnicki, Jonathan. “Advocacy groups call on city to make Ottawa safer for trans people,” *Capital Current*, 2022. <https://capitalcurrent.ca/advocacy-groups-call-on-city-to-make-ottawa-safer-for-trans-people/>
- Sask Health Authority. “Trans Health Navigator pilot project changing lives”. (News story, published July 8, 2021). <https://www.saskhealthauthority.ca/news-events/news/trans-health-navigator-pilot-project-changing-lives>
- Skipping Stone. “Inclusive Swim”. (Event listing, August 16, 2022). <https://www.skippingstone.ca/events/inclusive-swim-pllb9-9346p>
- Ten Oaks Project. “Trans Children and Youth Swim Night”. (Public Facebook group). <https://www.facebook.com/groups/1678973415679163/>
- Ten Oaks Project. <https://www.tenoaksproject.org/>
- The Canadian Press. “Canada invests \$100M in ‘historic’ action plan for 2SLGBT communities,” *CBC News*, August 28, 2022. <https://www.cbc.ca/news/politics/federal-action-plan-lgbtq-1.6564977>
- The City of Winnipeg. “24/7 Safe Space Grant”. (Grant application, deadline listed as July 31, 2020). https://legacy.winnipeg.ca/cms/pdfs/safe_space_application.pdf

References

The Early Edition. “Transgender-friendly swim at Templeton Pool welcomes everyone,” *CBC News*, updated January 11, 2015. <https://www.cbc.ca/news/canada/british-columbia/transgender-friendly-swim-at-templeton-pool-welcomes-everyone-1.2895173>

The University of British Columbia, Vancouver Campus. “Women’s (Trans Welcome) & W2STGD Fitness Hours”. <https://recreation.ubc.ca/fitness-classes/fitness-centres/women-fitness-hours/>

Toronto Metropolitan University. “Pool Schedule”. <https://www.torontomu.ca/recreation/schedules/pool-schedule/>

Tourism Victoria. “Thrones For Everyone”. (LGBTQ2* travel resource showing map of all gender washrooms in city of Victoria). <https://www.tourismvictoria.com/plan/resources/lgbtq-travel/thrones-for-everyone>

Unesco Canadian Commission. “Coalition of Inclusive Municipalities”. <https://en.ccunesco.ca/networks/coalition-of-inclusive-municipalities>

United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). “Safe Cities and Safe Public Spaces: Global results report”. (Public report, 2017). <https://www.unwomen.org/en/digital-library/publications/2017/10/safe-cities-and-safe-public-spaces-global-results-report>

University of Alberta/ Faculty of Education. “Camp fyrefly”. <https://www.ualberta.ca/camp-fyrefly/index.html>

University of Saskatchewan. “TRANS Health Navigator”. <https://research-groups.usask.ca/transnavigator/index.php>

University of Toronto/ Faculty of Kinesiology & Physical Education. “Drop-In Trans-Positive Swim”. <https://kpe.utoronto.ca/drop-trans-positive-swim>

“Welcome to Queer Yukon Society!”. <https://www.queeryukon.com/>

Wells, Kristopher. “Opinion: How municipalities can support the LGBTQ community,” *Edmonton Journal*, June 3, 2020. <https://edmontonjournal.com/opinion/columnists/opinion-how-municipalities-can-support-the-lgbtq-community>

“Will YOU help keep gender equity front and center in the upcoming municipal election?” (2022). <https://nowwhatottawa.ca/>

Appendices

Appendix A - City Motion

Appendix B - City of Toronto 9677 - Request Document Accommodation Plan

Appendix C - City of Ottawa job posting (screenshot)

Appendix A

MN22-4 2SLGBTQIAP+ Communities in Regina

Notice of Motion

Excerpt from the minutes of the June 15, 2022 meeting of City Council

* * *

MN22-4 2SLGBTQIAP+ Communities in Regina

Councillor Dan LeBlanc moved, seconded by Councillor Lori Bresciani, AND IT WAS RESOLVED, that communication CP22-42 Colin Druhan and Patrick Lin, Pride at Work, Toronto, ON, be received and filed.

Councillor Dan LeBlanc moved, seconded by Councillor Andrew Stevens that Administration prepare a report for Executive Committee in Q2 of 2023 which explores and makes recommendations regarding:

1. Concrete steps, funding, programs and approaches which the City of Regina can implement to improve the lived experience of 2SLGBTQIAP+ people based on research and a jurisdictional scan of other cities.
2. The inclusion of a 2SLGBTQIAP+ advisory committee and/or a dedicated 2SLGBTQIAP+ Community Consultant within the Community Wellbeing & Inclusion Branch to inform future decisions and programs.
3. The inclusion of a gender-based analysis plus that includes meaningful inclusion of 2SLGBTQIAP+ realities in all reports and matters coming before City Council or committees of Council – in the same way that such reports currently identify potential environmental impacts.
4. The City of Regina as an employer:
 - a. Including 2SLGBTQIAP+ people under all employee equity policies.
 - b. Streamlined name change process (respecting employee identification, email addresses, etc.) for all city staff.
 - c. Provision of all gender change rooms and washrooms.
 - d. Develop expansive education for all leadership and front-line staff;
 - e. Analysis regarding how the part-time nature of City Councillor positions dissuades 2SLGBTQIAP+ people and other marginalized people from seeking those positions.Recommendations flowing from this analysis.

Appendix A

5. The City of Regina as a Service Provider:
 - a. Include 2SLGBTQIAP+ needs such as all gender changing rooms and trans affirming changing room policies in all facility upgrades and developments.
 - b. Include 2SLGBTQIAP+ specific space/programming such as all-body swimming or gym time, all gender youth sports, etc.
 - c. Create priority facility booking and/or permit process for 2SLGBTQIAP+ community events.
 - d. An analysis of the City's existing "family" programming, including exploration of whether the implied meaning of family includes family as commonly understood amongst 2SLGBTQIAP+ people.

6. The City of Regina as a funder:
 - a. Create 2SLGBTQIAP+ funding streams. This funding to include intergenerational programs, and serving 2SLGBTQIAP+ people at all stages of life.
 - b. Target funding for 2SLGBTQIAP+ within ethnoracial communities.
 - c. Require as a condition of all funding that the applicant/recipient provides services which are available and inclusive of 2SLGBTQIAP+ people.

The motion was put and declared CARRIED.

Appendix B



Request

Request/Document Accommodation Plans Private & Confidential

Applicant Information

First Name		Last Name	
<input type="checkbox"/> Check this box if First Name and Last Name do not apply to you because you have either a registered Birth Certificate or Change of Name Certificate bearing a Single Name. Provide your name below.			
Single Name			
Street Number	Street Name	Suite/Unit Number	
City/Town	Province	Postal Code	
Telephone Number		Mobile Number	
Are you an employee of the City of Toronto? <input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, please indicate your:			
Division/Unit: _____	Work Location: _____	Work Email: _____	
Position: _____	Bargaining Unit: _____	Supervisor/Manager: _____	

Identifying the Accommodation Requirement*

*Please attach a letter if you require additional space

Is your request for accommodation linked to one or more protected/prohibited grounds in the City of Toronto's Accommodation Policy ? <input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, identify the protected/prohibited ground(s): <input type="checkbox"/> Creed <input type="checkbox"/> Disability <input type="checkbox"/> Family Status <input type="checkbox"/> Gender expression <input type="checkbox"/> Gender identity <input type="checkbox"/> Sex (including pregnancy and breast feeding) <input type="checkbox"/> Other prohibited ground _____
See Guidelines for Accommodating Creed , Disabilities , Family Status , Gender Identity & Expression , Pregnancy & Breastfeeding

Appendix B

Request

Request/Document Accommodation Plans

A. If you are a City of Toronto employee: What is the specific job duty/requirement you are unable to meet? <hr/> <hr/>
What is the barrier or restriction (functional limitation) that prevents you from meeting that job requirement? <hr/> <hr/>
B. If you are receiving service from the City of Toronto or using a City facility: What is the specific service or facility location you are unable to access? <hr/> <hr/>
What is the barrier or restriction (functional limitation) that prevents you from accessing that service or location? <hr/> <hr/>
C. If you are a City of Toronto job applicant: What part of the job application process are you unable to fully participate in? <hr/> <hr/>
What is the barrier or restriction (functional limitation) that prevents you from fully participating in that part of the job application process? <hr/> <hr/>

Additional Information	
Note that requests for accommodation are required to include sufficient information, including objective documentation, to confirm the need for accommodation and the type of accommodation required. Supporting documentation must be verifiable. Supporting documentation may not be required for those seeking accommodation on the grounds of gender identity and/or gender expression or creed.	
See the Accommodation Procedures for more information.	
Signature	Date (yyyy-mm-dd)

Office Use Only	
Is there a link between the restrictions/functional limitations provided and a protected/prohibited ground (creed, disability, family status, gender expression/identity, sex, etc.)? <input type="checkbox"/> Yes <input type="checkbox"/> No	
If unsure, consult with the Human Rights Office at 416-392-8383	

Appendix B

Request

Request/Document Accommodation Plans

<p>Have you reviewed the Accommodation Procedures? Guidelines for Accommodating Creed, Disabilities, Family Status, Gender Identity & Gender Expression, or Pregnancy & Breastfeeding as applicable? <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>Has the requester clearly identified their restrictions/functional limitations? If no, identify questions to ask the requester and/or seek expert input from the Human Rights Office or Employee Health & Rehabilitation as appropriate. Document questions and responses and attach to this form. <input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>Has the requester provided adequate information/documentation that supports the requester requires accommodation? <input type="checkbox"/> Yes <input type="checkbox"/> No If no, request supporting documentation and/or seek expert input</p>	
<p>Note details of who was contacted and what expert input was provided (eg., Employee Health & Rehabilitation, medical specialists, Human Rights Office). Attach details of all expert input to this form</p>	
Restrictions/ Functional Limitations	
What task(s) or service need(s) are impacted by the restrictions/limitations?	
Is the task or service essential? What modification options would ensure the individual is able to perform the task or access the service?	
<p>Is accommodation required? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, contact the requester to discuss accommodation options. Continue to document the process including the steps identified below. If no, Consult with the Human Rights Office at 416-392-8383.</p>	

Appendix B

Request

Request/Document Accommodation Plans

Description of Accommodation Measure(s):			
Requirement(s) or task(s) requiring accommodation			
Objective of the accommodation			
Accommodation strategies & tools to facilitate task(s)			
Costs (if appropriate)			
Roles & Responsibilities:			
Outstanding actions to implement accommodation			
Assigned to: (name/position)			
Due date (yyyy-mm-dd):			
Timeline: Start Date (yyyy-mm-dd) _____ End Date (yyyy-mm-dd) _____ Review Date (yyyy-mm-dd) _____			
Is this plan prepared for an employee with a disability who requires workplace emergency response information? <input type="checkbox"/> Yes <input type="checkbox"/> No			
If yes, indicate date when emergency response information provided to employee: _____			
If an employee, has the requester been provided with an individualized accommodation plan and signed off on the plan? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Manager's Signature		Date (yyyy-mm-dd)	
Requester's Signature		Date (yyyy-mm-dd)	

Notice of collection

The personal information on this form is collected under the authority of the City of Toronto Act, 2006, S.O. 2006, Chapter 11, Schedule A, s. 136 (c), the Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005, Chapter 11, Ontario Regulation 191/11, Integrated Accessibility Standards, s. 28, the Ontario Human Rights Code, R.S.O. 1990, Chapter H. 19, Part I and the City of Toronto Accommodation Policy. The information is used to assess and respond to requests for accommodation, and to document individualized accommodation plans. Questions about this collection can be directed to the Senior Human Rights Consultant, Human Rights Office, City of Toronto, 100 Queen Street West, 14W, Toronto, Ontario, M5H 2N2 or by telephone at 416-392-8383.

Appendix C

Program Manager, Workplace Equity, Inclusion, Belonging



Requisition ID: 6748
Department: Community & Social Services Dept.
Service: Gender&RaceEqu,Incl,IndRel&SocDevSrv
Branch: Workplace Equity,Incl & Belonging Branch
Employment Type: 1 Full-time Permanent
Work Hours: 35.00 /hours per week
Affiliation: MPE
Salary Information: \$105,581.84 - \$133,531.58 annually (2022 rates of pay)
Location: 100 Constellation, Nepean
City: Ottawa, ON
Job Category: Community and Social Services
Application Close: 16/02/2023

Candidates are encouraged to self-identify as a member of one or more designated employment equity groups using the self-identification questions as part of the on-line application process.

The City of Ottawa is committed to an equitable, strategic and inclusive hiring process and supports a workforce that reflects the diverse population of Ottawa. In addition to meeting the requirements of the position, the following are considered assets:

- Member of Indigenous, Black or racialized community, persons with disabilities, women and other equity- deserving groups
- Experience working with a diversity of communities from the many intersecting social identities, such as race, gender identities and expressions, sexual orientation, disability, class and religions facing the greatest systemic and structural barriers
- Knowledge of community demographics and the related socio-economic realities of diverse groups
- Demonstrated understanding of the value of diversity and inclusion in the workplace
- Ability to apply an equity and inclusion lens to service and to internal decision-making processes
- Ability to communicate in a language other than French or English

JOB SUMMARY

The mandate of Workplace Equity, Inclusion, and Belonging Branch is to function as a centre of expertise to advance equity and inclusion commitments across the organization.

You are responsible for planning and managing the day-to-day delivery and operations of the Branch to initiate, inform and monitor service and policy decisions, action plans and other municipal strategies, including the Corporate Diversity and Inclusion plan that foster an inclusive workplace and a workforce that is representative of the City/residents. You will play a special liaison role to support Human Resources to ensure the integration of efforts and application of equity and inclusion lenses in HR policies, training and programs.

Programs, services, projects and activities include:

- Corporate Diversity and Inclusion Plan - monitoring and evaluation
- Stakeholder/partner outreach and relationship management and partnership development
- Community and internal partnership development to advance common priorities
- Setting, monitoring, evaluating and reporting on strategic and operational equity and diversity performance indicators and objectives for unit and Service
- Commitment to the City's diversity and outreach strategy and innovative programs
- Evaluating the performance and making recommendations to improve existing Diversity and Outreach programs and plans
- Developing of innovative tools to promote knowledge exchange
- Supporting various projects and transformational strategies and initiatives for the City that relate to Equity and Inclusion

You are also responsible for managing the unit's human (including contracted services) resources, and stakeholder and partner relationships.

EDUCATION AND EXPERIENCE

Completion of a 4-year university degree in Social Sciences, Business Administration or other related field

Minimum of 5 years of related experience in community services, equity, inclusion and/or anti-oppression fields supporting the development, planning, management, and delivery of programs, projects, and events related to advancing structural or systemic changes in large organizations, including a minimum of 2 years in the management of human and financial resources

KNOWLEDGE

- Community networks and systems
- Familiarity with relevant legislation including the Ontario Human Rights Code, Canadian Charter of Rights and Freedoms and other relevant human rights legislation.
- Ability to exercise and demonstrate cultural understanding including a demonstrated understanding of intersectionality, namely how racism, gender, etc. intersects with other identities including gender identity, sex, religion, sexual orientation, ability/disability, family status, etc.
- Understanding and knowledge of the negative impacts of colonialism, racism, oppression, and other forms of discrimination on specific individuals and communities.

Appendix C

- Ability to apply diversity and inclusion lens in decision making process.
- Understanding of the effects of colonialism and assimilation policies such as the Residential School System, the Sixties Scoop on current systems and structures.
- Knowledge of and familiarity with the goals and strategies of social movements and reports including Black Lives Matter, Truth and Reconciliation Commission Report, Report on Missing and Murdered Indigenous Women and Girls, with the demonstrated ability to engage meaningfully with community groups, coalitions and networks.
- Familiarity with the City of Ottawa's organizational, governance and administrative structures and an ability to work within a political environment
- Current related practices of equity, diversity and inclusion in other organizations
- Legislation, regulations, policies, standards and guidelines relevant to the work
- Industry trends and developments
- Business administration concepts, theories, principles and methodologies
- MS Office
- Must be familiar with applicable health and safety legislation, have knowledge of any potential or actual danger to health or safety in the work place, and have knowledge of appropriate actions to be taken in order to ensure the health and safety of staff in accordance with applicable legislation and City policies and procedures

COMPETENCIES, SKILLS AND ABILITIES

Leadership Competencies

The key competencies that describe the skills and behaviours expected to be demonstrated by managers and supervisors at the City of Ottawa are available on Ozone. The seven Leadership Competencies, which align with Servant Leadership, are:

- **Strategic Leadership** - Sets/implements the strategic direction, understands internal and external trends, the political sensitivities of the organization and applies this knowledge to support the long-term vision and success of the City
- **Demonstrates Business Sense** - Understands the impact of decisions on the business and the ability to strive to improve business performance; requires an awareness of business issues, processes and outcomes as they impact the community, the City's reputation and strategic direction
- **Builds Collaborative Relationships** - Proactively communicates, builds and utilizes professional relationships and partnerships with all internal and external stakeholders
- **Fosters Innovation and Change** - Develops an environment that embraces innovation and efficiently integrates change into the organization
- **Engages Employees** - Leads, coaches, mentors and develops an engaged, diverse workforce of individuals and teams, where work is performed in a safe, respectful environment and successes are recognized and celebrated regularly
- **Delivers Results** - Creates effective plans and performance measures, holds themselves and others accountable for measurable, high quality, timely and cost-effective results
- **Client-centric Focus** - Serves the client interest through focusing individual, team and organization effort on identifying and meeting key and diverse client needs (the term client includes both internal and external clients)

WHAT YOU NEED TO KNOW

- Language Requirement: English oral, reading, writing
- Experience and formal training combined with demonstrated performance and ability may substitute for stipulated academic requirements.
- Please save a copy of the job poster. Once the closing date has passed, it will no longer be available.

We wish to thank all applicants for their interest and effort in applying for this position. Only candidates selected for interviews will be contacted.

The City of Ottawa promotes the principles of diversity and inclusion and adheres to the tenets of the Canadian Human Rights Act and the Ontario Human Rights Code. We encourage applications from members of Indigenous, Black and other racialized communities, persons with disabilities, women and non-binary persons, persons of all ethnic origins, religions, sexual orientations, classes, gender identities and expressions. Candidates are encouraged to self-identify as a member of one or more designated employment equity groups in the self-identification questionnaire.

The City of Ottawa provides accommodation during all parts of the hiring process, upon request, to applicants with disabilities. If contacted to proceed to the selection process, please advise us if you require any accommodation.

Accessible formats and communication supports are available upon request. Please contact the HR Service Centre at 613-580-2424, extension 47411.

[Apply now »](#)

Appendix D

Short-Term 2SLGBTQIAP+ Priority Recommendations

This appendix contains the short-term 2SLGBTQIAP+ priority recommendations identified by Ivy + Dean Consulting (IDC).

Short-Term 2SLGBTQIAP+ Priority Recommendations

Note: The numbering system is drawn from IDC's report (Appendix B). "P" means the recommendation came from participants in the community consultations. "C" means the recommendation came from consultants based on what they heard in the community consultations.

C3	Write into policy that trans and gender diverse employees have the right to access washrooms and change rooms they are most comfortable in.
P10	Identify 2SLGBTQIAP+ employees who can work to co-develop training with existing providers, and pursue a co-facilitation model.
P11	Provide designated training sessions for employees who are required or urged by their managers to take the Positive Spaces Network training.
P12	Require 2SLGBTQIAP+ diversity training to be mandatory for all employees, as well as Mayor and City Councillors.
P13	Perform a review of the Positive Spaces Network training program.
C5	Integrate and incorporate the requirement to take mandatory training related to inclusion, such as Truth & Reconciliation training and Positive Spaces Network Training, into the Employee Code of Conduct.
C6	Offer opportunities for employees impacted by anti-2SLGBTQIAP+ discourse surrounding debates at City Council to share their stories with City Administration and leadership.
P18	Develop policy that affirms trans peoples' rights to use whichever gendered washrooms or change rooms they feel comfortable accessing.
P29	Encourage City programming, rec centre and community centre staff to collaborate with 2SLGBTQIAP+ organizations to host events and programs in City spaces.
P30	Provide event grants to 2SLGBTQIAP+ and other groups led by marginalized communities to be able to host their own programs or events in City spaces.
C11	Adopt and promote a more expansive understanding of family for staff across program development purposes.
P31	Remove the age identify for adults, as well as the requirement for two adults, in the definition of family used for admissions.
P32	Pursue / recruit 2SLGBTQIAP+ inclusion on City committees.
P33	City Administration and Council should explore offering a formal apology to 2SLGBTQIAP+ communities for how the motion related to a conversion therapy ban overwhelmingly contributed to a negative public discourse about queer and trans people.
P34	Ensure that the Mayor, City Manager and Council meet regularly with 2SLGBTQIAP+ organizations and groups.
P35	Provide targeted 2SLGBTQIAP+ inclusion training to transit staff, including accessible transit staff.

P36	Work with community partners and organizations to fill the gap of safe shelters and housing supports for 2SLGBTQIAP+ adults.
C18	Ensure the inclusion of 2SLGBTQIAP+ voices in any plans or reports related to housing or addressing houselessness in Regina.
P37	Identify alternatives to armed responders for mental health crises.
P38	Invest in supports and resources for survivors and perpetrators of violence in the 2SLGBTQIAP+ community that are alternatives from police.
P40	Ensure 2SLGBTQIAP+ representation on all grant adjudication committees, and ensure that this representation includes somebody with an understanding of the 2SLGBTQIAP+ sector in Regina.
P44	Promote the existence of City staff who act as community liaisons in the City of Regina funding departments.
P46	Specifically invite 2SLGBTQIAP+ organizations to apply for City funding.

Appendix E

Long-Term Action Plan for 2SLGBTQIAP+ Inclusion

This appendix presents the recommendations made by Ivy + Dean Consulting and the University of Regina, along with Administration’s analysis and action plan.

Recommendations that are **bolded in dark blue** are short-term priorities, as identified by Ivy + Dean’s reference group.

1. Concrete Steps to Improve the Lived Experience of 2SLGBTQIAP+ People

Equity, Diversity & Inclusion (EDI) Framework			
Ivy + Dean Consulting	University of Regina	Administration’s Analysis	Administration’s Action Plan
	<p>1.1 Create a comprehensive EDI framework that includes EDI policies and guidelines for implementation across all areas, using an analytical tool such as Gender-Based Analysis Plus (GBA+).</p> <p>1.5 Set measurable goals and implement data gathering processes and accountability measures to track progress for all areas of the EDI framework.</p>	<p>The City is releasing an EDI Framework alongside this Action Plan. The EDI Framework will guide the development of policies, guidelines, goals, and data gathering processes. It will include consideration of an equity-based analytical tool such as Gender-Based Analysis Plus (GBA+).</p> <p>Existing City initiatives to advance EDI include:</p> <ul style="list-style-type: none"> ▪ Indigenous Framework ▪ 2018-2022 Diversity & Inclusion Plan ▪ internal Diversity & Inclusion Advisory Committee ▪ Respectful workplaces, anti-harassment, community well-being and Indigenous procurement policies 	<p>Ensure the City’s Indigenous Framework is informed by employees and community members who are Two-Spirit, or both Indigenous and LGBTQIAP+.</p> <p>Ensure the EDI Framework takes an inventory of the programs, projects, services and strategies currently underway to advance diversity.</p> <p>Ensure that the new Gender & Sexual Diversity Reference Group proposed in Item #2 below, is engaged in reviews or updates to the Indigenous Framework and EDI Framework.</p>

		<ul style="list-style-type: none"> ▪ Collaboration with community partners to support Reconciliation Regina ▪ Fire & Protective Services' Diversity & Inclusion Plan (2021) ▪ Hiring a Director of Indigenous Relations (IR) (2022), followed by a senior Human Resources advisor and an IR Senior Advisor ▪ Community Well-being branch with a mandate to build relationships with Indigenous and marginalized communities, including 2SLGBTQIAP+ communities ▪ Creation of Community & Social Impact Regina (CSIR) (2022) to create, facilitate and monitor coordinated community and social impact strategies to support the well-being, health, safety, and social inclusion of residents. 	
Inclusion and Engagement			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>P32.¹ Pursue / recruit 2SLGBTQIAP+ inclusion on city committees.</p> <p>P33. City Administration and Council should explore offering a formal apology to 2SLGBTQIAP+</p>	<p>1.6 Prioritize working with 2SLGBTQIAP+ community leaders to establish trust and build community partnerships; develop a variety of processes for community engagement.</p>	<p>The City does not currently ask prospective or new committee members to self-identify.</p> <p>The consultations related to both the Community Safety & Wellbeing Plan and this 2SLGBTQIAP+ work let</p>	<p>Amend the committee application and other materials to let prospective and new committee members self-identify.</p> <p>Review the terms of reference for City committees to ensure there is representation from</p>

¹ A "P" means this recommendation came from participants in the community consultations.

<p>communities for how the motion related to conversion therapy ban overwhelming contributed to a negative public discourse about queer and trans people.</p> <p>P34. Ensure that the Mayor, City Manager and Council meet regularly with 2SLGBTQIAP+ organizations and groups.</p> <p>C13.² In future consultation activities, invite 2SLGBTQIAP+ and other organizations that serve marginalized communities to host their own discussions.</p>		<p>organizations serving marginalized communities host their own consultations. This practice can be continued.</p> <p>Through work on this report and other projects, City staff have begun to work with and build trust with 2SLGBTQIAP+ community leaders. This relationship-building can continue.</p>	<p>2SLGBTQIAP+ and other diverse communities.</p> <p>Recruit new members as needed to ensure representation from diverse voices.</p> <p>Once the new Gender & Sexual Diversity Reference Group proposed in Item #2 below is established, promote this group as a corporate-wide resource.</p> <p>Encourage business areas to consult with the group on any project or issue that may impact 2SLGBTQIAP+ communities.</p> <p>In the job description for the new gender & sexual diversity advisor proposed in Item #2 below, include a responsibility for developing and maintaining strong, collaborative relationships with 2SLGBTQIAP+ community leaders.</p>
--	--	--	---

2. A 2SLGBTQIAP+ Advisory Committee and/or Community Consultant

Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>C14. Consider appointing a Special Advisor to the Mayor on 2SLGBTQIAP+ issues.</p> <p>C15. Strike and maintain a 2SLGBTQIAP+ advisory</p>	<p>2.1 Create a 2SLGBTQIAP+ Advisory Committee with diverse representation.</p> <p>2.2 Develop a policy to ensure that recruitment to this committee is transparent.</p>	<p>The City has an internal Diversity & Inclusion Advisory Committee to implement, monitor and update the 2018-2022 Diversity & Inclusion Plan for employees.</p>	<p>Appoint a Gender & Sexual Diversity Reference Group, facilitated by the Community Wellbeing branch, to provide advice on projects and operations. This will entail:</p>

² A "C" means this recommendation came from consultants based on what they heard in the community consultations.

<p>group for City administration.</p>	<p>2.3 Develop a mandate for the work of this Advisory Committee.</p> <p>2.4 Develop a process for the Advisory Committee to review City Administration and City Council decisions impacting 2SLGBTQIAP+ residents.</p> <p>2.5 Develop a process for the Advisory Committee to report directly to both City Council and City Administration.</p> <p>5.1 Create a 2SLGBTQIAP+ Working Group that works to improve the health and well-being of 2SLGBTQIAP+ residents and ensure that 2SLGBTQIAP+ people have access to safe activities, programs, and social opportunities.</p>	<p>In 2015 Council voted to disband six of its seven advisory committees – Arts, Community Leaders, Community Services, Crime Prevention, Environment, and Youth. The Accessibility Committee was retained.</p> <p>The rationale was twofold:</p> <ol style="list-style-type: none"> 1. It had been two years since any new committee appointments had occurred. During that time there was little, or no, public interest in serving on the committees. 2. The ongoing redesign of Regina.ca would provide new and creative platforms by which to engage the public. <p>Following the Black Lives Matter rallies in Regina in 2020 the City consulted with representatives from Black Lives Matter, African Canadian Resource Network, Black in Sask, and Indigenous Elders and Knowledge Keepers on how the City could work to address racism and discrimination in Regina.</p> <p>A motion to form an EDI committee, in principle, was passed by Council in August 2020 and Administration was directed to undertake extensive consultations with Black, Indigenous and other visible minority residents and organizations to determine the committee’s mandate and goals</p>	<ul style="list-style-type: none"> ▪ transitioning the Ivy + Dean Reference Group to an interim advisory group, ▪ running a promoted, month-long call for applicants to join a permanent advisory group in 2024, ▪ developing terms of reference with the group’s mandate, scope, recruitment process, engagement expectations, and reporting structure, ▪ ensuring representation from Indigenous or Two-Spirit people, ethno-cultural minorities, transgender people, and older adults, and ▪ ensuring members are compensated for their time and expertise. <p>Explore the addition of 2.3 new full-time equivalents (FTEs) at an operating cost of approximately \$187,000 as follows:</p> <ul style="list-style-type: none"> ▪ a full-time gender & sexual diversity advisor in the Community Wellbeing branch to lead and support the work outlined in this report, ▪ a full-time 2SLGBTQIAP+ community consultant / programmer in the Parks, Recreation & Cultural Services department to liaise with 2SLGBTQIAP+ community-based organizations and community members, develop 2SLGBTQIAP+ recreation
---------------------------------------	--	--	---

		<p>and assess best practices for EDI committees from other cities.</p> <p>These consultations indicated broad support for an EDI advisory committee. However, it was decided that the new municipal corporation for Community Safety and Well-being was better positioned to form an EDI advisory committee.</p> <p>Feedback from members of the Accessibility Advisory Committee and the City's Disability Reference Group suggests both play a valuable role. They provide advice to Council and Administration on accessibility issues, ensuring projects and reports are reviewed through an accessibility lens.</p>	<p>and leisure programming, and advise on 2SLGBTQIAP+ inclusion within existing recreation programs and services, and</p> <ul style="list-style-type: none"> ▪ casual recreation worker wages to support an expansion of recreation and leisure programming.
--	--	--	---

3. Inclusion of a Gender-Based Analysis Plus Tool

Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
	<p>1.1 Create a comprehensive EDI framework that includes EDI policies and guidelines for implementation across all areas, using an analytical tool such as Gender-Based Analysis Plus (GBA+).</p>	<p>The City is releasing an EDI Framework alongside this Action Plan to guide the development of policies, guidelines, goals, and data gathering processes. It will address an equity-based analytical tool such as Gender-Based Analysis Plus (GBA+).</p>	<p>Develop policies, guidelines, goals, and data gathering processes as guided by the EDI Framework.</p> <p>Introduce an analytical tool such as Gender-Based Analysis Plus (GBA+).</p>

4. City of Regina as an Employer

Employee Equity Policies			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>C1 Include 2SLGBTQIAP+ people as a prioritized equity group in hiring.</p> <p>C5. Integrate and incorporate the requirement to take mandatory training related to inclusion, such as Truth & Reconciliation training and Positive Spaces Network Training, into the Employee Code of Conduct.</p> <p>P2. Ensure interview processes allow and encourage both managers and applicants to share about their experiences and perspectives about inclusion.</p> <p>P3. Allow digital or Microsoft Team interviews, when possible.</p> <p>P4. Include protections for polyamorous people in anti-harassment and respectful workplace policies.</p>	<p>1.4 Apply a GBA+ equity lens to current HR practices and develop an inclusive hiring policy that includes strategies for: recruitment; training hiring managers and recruitment staff; inviting candidates to self-identify as members of equity groups and ensuring they feel safe to do so; eliminating barriers in the hiring process such as unconscious biases; collecting data on applicants to assess outcomes and measure progress in order to refine strategies.</p>	<p>The City is reviewing its process for collecting EDI information from staff and consulting with the Saskatchewan Human Rights Commission on defined categories, use of information, consent and collection of data.</p> <p>The City conducts digital and Microsoft Teams interviews when needed – i.e., during the pandemic, for out-of-city applicants, etc.</p> <p>All job postings make applicants aware of their ability to request accommodations during the interview process.</p>	<p>Based on the EDI Framework, develop a strategy for measuring and increasing the number of employees from equity-deserving groups, including 2SLGBTQIAP+ employees.</p> <p>Review the process to collect EDI information from prospective and current employees. In the interim, provide an option for prospective and new employees to self-identify.</p> <p>Integrate the requirement to take mandatory training related to inclusion, such as Indigenous Awareness and Positive Spaces Training, into the Employee Code of Conduct.</p> <p>Review and revise anti-harassment and respectful workplace policies to include protections for polyamorous people.</p> <p>Review the interview and recruitment processes to ensure both managers and applicants have an opportunity to share their experiences and perspectives about inclusion.</p>

Streamlined Name Change Process			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>P5. Create material relating to name change processes in the workplace that are available to all employees, including casual, seasonal and temporary employees.</p> <p>P6. Develop a name change policy that addresses the urgency of these requests.</p> <p>P7. Investigate and implement options for employees to be able to include Indigenous syllabics in their names at work.</p> <p>P8. Ensure that employees can change their names in City systems without requiring the provision of legal documentation.</p>		<p>The City's name change policy requires employees to submit evidence of a legal name change. However, a review of the policy is already underway, to be completed in 2023.</p> <p>While the Canada Review Agency (CRA) requires employers to match an employee's legal name with their CRA registered name registered for payroll purposes, there are opportunities for improvement. This includes the option to use chosen names on email addresses and identification badges (without a legal name change) and the option to include Indigenous syllabics.</p>	<p>Revise the name change policy to reflect Ivy + Dean's recommendations.</p> <p>Create material relating to name change processes in the workplace that are available to all employees, including casual, seasonal and temporary employees.</p>
All Gender Change Rooms and Washrooms			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>C2. Maintain a list of gender neutral change rooms and washrooms in City facilities and make this list available online to the public.</p> <p>C3. Write into policy that trans and gender diverse employees have the right to access washrooms and</p>	<p>4.1 Review the City's interpretation of the National Building Code and be proactive in amending current practices; communicate with all city establishments operating under the National Building Code that they are not required to provide separate</p>	<p>The City's interpretation of the National Building Code aligns with the University's recommendation.</p> <p>New public City facilities have between 60 to 100 per cent all-gender washrooms. New or renovated non-public City facilities have at least one all-gender washroom and there are</p>	<p>Convert gendered single-stall washrooms and change rooms into all-gender washrooms or change rooms by replacing signage.</p> <p>Develop a plan to expand access to all-gender washrooms and change rooms in City facilities.</p>

<p>change rooms they are most comfortable in.</p> <p>C4. Perform a review of access for women’s change rooms and washrooms in City facilities, with a particular emphasis on operational environments.</p> <p>P9. Ensure that existing gender neutral washrooms in City Hall and other City facilities are maintained to an appropriate standard.</p> <p>P.17 Renovate older buildings to include more gender neutral washrooms and change rooms, and ensure new buildings have adequate gender neutral facilities.</p> <p>P18. Develop policy that affirms trans peoples’ rights to use whichever gendered washrooms or change rooms they feel comfortable accessing.</p>	<p>washrooms for men and women.</p> <p>4.2 Develop policy to ensure that all municipal buildings have accessible gender-inclusive washrooms.</p> <p>4.3 Develop policy to ensure that all relevant municipal buildings have accessible gender-inclusive change rooms.</p> <p>4.4 Develop policy that allows service clients to safely use whichever washroom and/or change room aligns with their gender identity.</p> <p>4.5 Follow best practice design principles when creating inclusive washrooms and change rooms to promote safety for 2SLGBTQIAP+ people.</p> <p>4.6 Change signage to clearly indicate gender-inclusive or universal washrooms and change rooms.</p> <p>4.7 Provide information to the public on the locations of all gender-inclusive washrooms and change rooms in municipal buildings; indicate which are wheelchair accessible.</p> <p>5.5 Provide access to gender-inclusive or universal washrooms and change</p>	<p>plans to add more.</p> <p>Existing facilities can have space and infrastructure limitations, but through renovation projects the City is increasing the number of all-gender washrooms and change rooms. The adapted recreation capital program will see many recreation facilities upgraded between 2023 and 2028, and all-gender washrooms and change rooms will be added to some facilities.</p> <p>The City is developing a corporate accessibility plan in 2023 which will provide more opportunities to address washroom access for 2SLGBTQIAP+ people.</p> <p>The City is compiling a list of all-gender washrooms and change rooms in the City’s public recreation facilities. This can be expanded to include other City facilities.</p> <p>The City’s current practice is to allow residents to access the washroom or change room that aligns with their gender identity. There is a draft Inclusive Washroom and Change Room policy for City recreation facilities, to formalize this practice. There is an opportunity to expand it to apply to all City facilities.</p> <p>The City approved an Accessible Signage policy in April 2023 which ensures clear, consistent</p>	<p>The Plan should include:</p> <ul style="list-style-type: none"> ▪ minimum standards, ▪ targets, priorities and timelines for renovations to existing facilities, and ▪ a review of access to women’s washrooms and a plan to address any gaps. <p>Update the Accessibility & Inclusion Guide for public facilities to identify accessibility and inclusion features including all-gender washrooms and change rooms.</p> <p>Expand the Inclusive Washroom and Change Room policy to affirm that trans and gender-diverse residents and employees may access their preferred washrooms and change rooms in any City facility. Include a communications and implementation plan that prepares and supports front-line staff and informs the public.</p>
--	--	--	---

	rooms in all municipal recreational facilities.	signage for all-gender washrooms and change rooms.	
Training & Resources for Staff			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>P1. Develop materials for managers on how to prepare for incoming 2SLGBTQIAP+ employees.</p> <p>P10. Identify 2SLGBTQIAP+ employees who can work to co-develop training with existing providers, and pursue a co-facilitation model.</p> <p>P.11 Provide designated training sessions for employees who are required or urged by their managers to take the Positive Space Network training.</p> <p>P12. Require 2SLGBTQIAP+ diversity training to be mandatory for all employees, as well as Mayor and City Councillors.</p> <p>P.13 Perform a review of the Positive Spaces Network training program.</p> <p>C6. Offer opportunities for employees impacted by anti-2SLGBTQIAP+</p>	<p>1.3 Develop mandatory training and learning opportunities on 2SLGBTQIAP+ issues, EDI policies, and implementation for all City managers, supervisors, and employees across all sectors, as well as for City Councilors.</p>	<p>The City offers six EDI learning opportunities for staff.</p> <p>Two are mandatory:</p> <ul style="list-style-type: none"> ▪ <i>Respectful Workplace Training and Bystander Awareness Training</i> are designed to ensure safe and harassment-free workspaces. <p>Four are voluntary:</p> <ul style="list-style-type: none"> ▪ <i>Positive Spaces</i> training provides education on gender and sexual diversity. This training is under review while the City pilots a new vendor. ▪ <i>Indigenous Awareness Training – Modules I and II</i> cover terminology, demographics, Treaty Negotiations, the <i>Indian Act</i> and the Métis story. ▪ <i>Understanding our Unconscious Bias</i> training teaches participants how to identify the impact of bias and strategies to eliminate bias in day-to-day interactions. <p>The City has recruitment training in place for managers and supervisors, which includes</p>	<p>Develop a comprehensive training program for all staff on 2SLGBTQIAP+ inclusion, to be phased in over the next three years, and then delivered as part of employee onboarding.</p> <p>This training will be informed and/or co-facilitated by the new Employee Resource Group proposed below.</p> <p>Invite the Mayor and City Councillors to attend this training.</p> <p>Review the results of the pilot for Positive Spaces training and retain a vendor.</p> <p>Arrange separate sessions for employees who are required or urged by supervisors to attend.</p> <p>Target training for transit staff and paratransit staff.</p> <p>Develop a “Supporting 2SLGBTQIAP+ Riders” resource for transit staff.</p> <p>Develop materials to help prepare managers for new employees from diverse groups, including 2SLGBTQIAP+ people.</p> <p>Work with the new Employee</p>

<p>discourse surrounding debates at City Council to share their stories with City Administration and leadership.</p> <p>P.14 Work with managers to identify ways they can address homophobia, transphobia, bullying and harassment when they notice it, even if the person impacted does not want to file an official complaint.</p> <p>P35. Provide targeted 2SLGBTQIAP+ inclusion training to transit staff, including accessible transit staff.</p> <p>C17. Develop a “Supporting 2SLGBTQIAP+ Riders” resource for transit staff.</p>		<p>information on eliminating bias. While not mandatory, it is being delivered to high-priority areas.</p>	<p>Resource Group to explore opportunities for employees impacted by anti-2SLGBTQIAP+ discourse to share their stories with City Administration and leadership.</p>
<p>Employee Resource Groups</p>			
<p>Ivy + Dean Consulting</p>	<p>University of Regina</p>	<p>Administration’s Analysis</p>	<p>Administration’s Action Plan</p>
<p>P.15 Implement an Employee Resource Group or Affinity Group for 2SLGBTQIAP+ employees.</p>	<p>1.2 Prioritize the development of an inclusive workplace culture with the creation of designated employee or affinity groups.</p>	<p>As part of its efforts to foster a diverse, inclusive workplace, in 2021 the City developed a framework to support the creation of employee resource groups. The groups are intended to provide support and create a safe space for shared interests or identities.</p>	<p>Develop an Employee Resource Group for 2SLGBTQIAP+ employees.</p>

Employee wellness rooms			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
P16. Explore the creation of spaces that can be adapted for employee wellness rooms, breastpumping and chestpumping rooms, prayer rooms, or other private spaces for City employees.		Space in most City facilities is limited, but employees can request accommodations to access private space to breast-pump, pray, etc.	In developing the corporate accessibility plan, consider opportunities to include policies and standards for employee wellness rooms.
Part-time nature of City Councillor positions			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
* <i>Ivy + Dean was not asked to provide recommendations on this issue.</i>	* <i>The University of Regina was not asked to provide recommendations on this issue.</i>	<p>There is general consensus that the part-time nature of councillor positions is a barrier because it means candidates must be financially stable or make a significant financial investment.</p> <p>To address this barrier, in August 2020 Council approved a pay increase of 26 per cent over three years for councillors. It was hoped that the increase may encourage younger, more diverse people to run for City Council. However, there is no data available on the diversity of the candidates that did run in the municipal election held a few months later.</p>	Amend Council and committee application and other materials to invite prospective and existing members to self-identify.

5. City of Regina as a Service Provider

Policies and Expanded Definitions			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>P19. Review registration forms and similar documents to ensure that 2SLGBTQIAP+ people can properly describe themselves and their families.</p> <p>P31. Remove the age identity for adults, as well as the requirement for two adults, in the definition of family used for admissions.</p> <p>C7. Develop program policy that affirms trans and gender non-conforming people, including children, to be able to participate in gendered programs that feel the best for them.</p> <p>C10. If admission is based on household, change the name of "Family Admission" to "Household Admission".</p> <p>C11. Adopt and promote a more expansive understanding of family for staff across program development purposes.</p> <p>C12. Adopt a "Group Admission" which would allow for families who are in multiple</p>	<p>5.2 Develop an inclusive recreation policy taking into account the needs of 2SLGBTQIAP+ communities.</p>	<p>Some of this work is already underway and new work will be guided by the EDI Framework released alongside this report.</p> <p>Many forms have been amended to remove gender as a field where it is not necessary.</p> <p>Recreation staff have reviewed the recommendations and are clarifying and updating the City's family/household/group definitions within the existing Leisure Fees Bylaw. A more comprehensive review will be completed when the next fees and charges report comes forward in 2024.</p>	<p>With the help of the new Gender & Sexual Diversity Reference Group proposed under #2 above:</p> <ul style="list-style-type: none"> ▪ ensure that registration forms and similar documents let Indigenous and LGBTQIAP+ people properly describe themselves and their families, ▪ ensure that admission rate categories support Indigenous and LGBTQIAP+ people, and ▪ ensure that recreation policies support EDI generally, and Indigenous and LGBTQIAP+ people specifically. <p>As part of the regular review of the City's fees and charges for admissions, leisure passes and rentals at its sport, culture and recreation facilities, review and update the City's family/household/group definitions in consultation with the Gender & Sexual Diversity Reference Group.</p>

households or chosen families to still use facilities or programs together.			
Programming			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>P21. Host more 2SLGBTQIAP+ specific programs.</p> <p>P22. Ensure any 2SLGBTQIAP+ specific programs are accessible to disabled people and people with disabilities.</p> <p>P23. Ensure 2SLGBTQIAP+ specific programs are early in the day to allow for families to participate.</p> <p>P24. Collaborate with Two-Spirit and/or Indigenous groups to host programming and spaces that are specifically designed to support Two-Spirit communities.</p> <p>P25. Host non-gendered equivalents of leisure and recreation programs for people of all ages.</p> <p>P26. Seek out community facilitators/instructors who would facilitate 2SLGBTQIAP+ specific programming.</p> <p>P27. Indicate in the leisure/recreation guide</p>	<p>5.3 Provide 2STGD competency training to staff at all City leisure facilities.</p> <p>5.4 Offer initiatives in City facilities, such as: weekly swim sessions for 2STGD people, supervised by pool staff who have received 2STGD competency training; programs in spaces exclusively reserved for 2STGD people and their friends and families; weekly 2STGD workout classes led by fitness instructors who are members of the 2STGD communities; weekly 2SLGBTQIAP+ art and gym programs for children and youth.</p>	<p>The City offers multiple adapted and inclusive programs, including:</p> <ul style="list-style-type: none"> ▪ an Adapted Leisure Swim for people with disabilities and their families and supports, and ▪ an All Bodies Swim for people who are transgender, non-binary and/or gender non-conforming and their allies. <p>The City is committed to expanding these options as budgets and staffing levels permit.</p> <p>The City provides recreation staff with training as allocated within annual training budgets. In 2021 an additional \$30,000 was allocated annually for accessibility training as part of the Adapted Recreation Plan.</p> <p>Instructors' names are not listed in the Leisure Guide for privacy reasons and due to substitutions and/or changes in instructors. However, the City is working to ensure that front-line recreation workers have Positive Spaces training.</p>	<p>Expand 2SLGBTQIAP+ recreation and leisure programming, including:</p> <ul style="list-style-type: none"> ▪ make all programs accessible to people with disabilities, ▪ deliver programs at various times to accommodate families, ▪ hire facilitators who identify as 2SLGBTQIAP+, ▪ collaborate with Two-Spirit and/or Indigenous groups to host supportive programming and spaces, ▪ hold programs in spaces that do not have a regular police presence or symbols, and ▪ explore program partnerships with the Regina Public Library, to leverage its role as an inclusive space for many. <p>Encourage City programming, rec centre and community centre staff to collaborate with 2SLGBTQIAP+ organizations to host events and programs in City spaces.</p> <p>The new 2.3 full-time equivalent positions proposed under Item #2</p>

<p>which community facilitators/instructors have participated in a Positive Spaces network training.</p> <p>P28. Create spaces for 2SLGBTQIAP+ specific programming that does not include police presence or symbols of police.</p> <p>P29. Encourage City programming, rec centre and community centre staff to collaborate with 2SLGBTQIAP+ organizations to host events and programs in City spaces.</p> <p>C8. Leverage the Public Library's role as an inclusive space for many 2SLGBTQIAP+ people, and increase visiting hours.</p>			<p>above will lead and support the work outlined in the report broadly and this section specifically.</p>
--	--	--	---

Arts & Culture

Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>P20. Commission local 2SLGBTQIAP+ artists to create visual art in City facilities and spaces.</p>		<p>The City has a Civic Art Policy to ensure diversity within its collection, including representation from 2SLGBTQIAP+ artists.</p> <p>The collection has an annual budget of \$150,000. The City's practice is to save to invest in larger and more expensive pieces every few years. Since 2019 the funding has been saved to invest in a monument for MMIWG2S.</p>	<p>Continue to assess the equity of the Civic Art Collection to ensure representation from 2SLGBTQIAP+ artists.</p> <p>Purchase new work by 2SLGBTQIAP+ artists, with preference for artists with a connection to Treaty 4 Territory.</p> <p>Designate the Neil Balkwill Artist-in-Residence position for</p>

		<p>In 2020 the City conducted a harmful legacies review of its collection. The feasibility of a broader EDI review is being assessed, which would provide an inventory of existing pieces and identify representation and diversity gaps. The review would inform future acquisition decisions.</p> <p>The City offers an annual Artist-in-Residence program in the Neil Balkwill Civic Arts Centre. There is an opportunity to designate future residencies for 2SLGBTQIAP+ artists.</p> <p>All artist calls invite artists to self-identify.</p>	<p>a 2SLGBTQIAP+ artist in 2024 and consider purchasing art completed through the residency.</p>
--	--	--	--

Facility Booking

Ivy + Dean Consulting	University of Regina	Administration’s Analysis	Administration’s Action Plan
<p>C9. Improve communication regarding existing staff members (e.g., Community Consultant Special Events, Community Consultant Sport Facilities) at the City of Regina who can act as liaisons for community and volunteer groups who need support on facility booking or permitting processes.</p>		<p>The City has allocation policies for athletic fields and facilities to address the high demand and meet current needs. These policies prioritize non-profit groups over private bookings.</p> <p>The City’s community consultant for special events acts as a liaison for events and programming in City parks.</p> <p>There is also a community consultant for sport facilities responsible for outdoor athletic field bookings.</p>	<p>Develop a communications plan to better share information on facility booking or permitting processes that includes support for community and volunteer groups.</p> <p>The two new full-time positions – a gender & sexual diversity advisor and a 2SLGBTQIAP+ community consultant / programmer – will serve as key points of contact to help groups connect with the appropriate City staff and navigate processes.</p>

Transit			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>C16. Write a complementary appendix to the Regina Transit Master Plan that includes 2SLGBTQIAP+ voices, expertise and perspectives regarding topics explored. Ensure that future Transit reviews, or public engagement related to transit, include 2SLGBTQIAP+ voices.</p>		<p>In 2022 Council approved the Transit Master Plan. The external consultant who led the project was part of the 2SLGBTQIAP+ community and 2SLGBTQIAP+ people were included in the stakeholder consultations.</p> <p>The plan addresses accessibility, inclusion and age-friendliness. Equity is expressly mentioned as one of its three strategic priorities.</p> <p>Safety is another high priority in the plan. One action to improve safety is to establish a team of Peace Officers who will “be trained to respond to security-related incidents, conduct mobile and foot patrols and investigate complaints.” This is identified as a short-term priority (2023-2030), but a budget has not yet been allocated.</p> <p>Transit managers have reviewed the transit-related content within Ivy + Dean’s report and will ensure the perspectives and knowledge shared here will be considered in their future work.</p>	<p>Ensure future transit reviews and public engagement continue to include 2SLGBTQIAP+ voices.</p>
Community Wellbeing			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>P37. Identify alternatives to armed responders for</p>	<p>3.1 Join the United Nations Safe Cities Initiative.</p>	<p><i>Safe Cities and Safe Public Spaces</i> is a worldwide United</p>	<p>Explore the possibility of joining the United Nations Safe Cities</p>

<p>mental health crises.</p> <p>P38. Invest in supports and resources for survivors and perpetrators of violence in the 2SLGBTQIAP+ community that are alternative from police.</p>	<p>3.2 Conduct an audit of violence against 2SLGBTQIAP+ persons in city public space and review how the City is working to prevent and address such violence.</p> <p>3.3 Survey 2SLGBTQIAP+ residents about their experiences with violence in city public spaces.</p> <p>3.4 Develop a strategic plan in partnership with community organizations that both acknowledges and targets the root causes of gender-based and anti-2SLGBTQIAP+ violence from an intersectional lens.</p> <p>3.5 Educate and engage the public through an awareness campaign.</p> <p>3.6 Develop a hate activity policy that: publicly condemns the actions of hate groups; denies people and organizations that spread hate access to public city facilities and spaces; and requires anyone using public city spaces, facilities, and properties to sign a declaration of compliance with the City's anti-harassment policy.</p> <p>3.7 Adopt a bylaw that makes</p>	<p>Nations Women's initiative that draws attention to the issue of violence against women and girls in public spaces.</p> <p>In 2021 Regina City Council adopted a Community Safety & Well-being Plan. Designed as a multi-year strategy to improve safety and well-being for Regina residents, the plan outlines six priorities for immediate action – domestic violence & intimate partner violence, food insecurity, substance use, racism & discrimination, safety and service systems. Each priority area is supported by a series of recommendations to be implemented within the next one to five years.</p> <p>To oversee this work, the City established Community & Social Impact Regina (CSIR) as a municipal corporation with a board of directors that receives guidance from a cross-sectoral leadership group.</p> <p>The board receives funding from the City and is accountable to a leadership committee headed by the Mayor. The board will also seek advice and direction from the collection of community action tables established to advance the recommendations in each of the plan's six priority areas.</p> <p>There is an opportunity for CSIR to explore these recommendations further, with</p>	<p>Initiative, including membership requirements and costs.</p> <p>Work with Community & Social Impact Regina to explore these recommendations further. This review should include a dialogue with the Regina Police Service and other stakeholders.</p> <p>Ensure the inclusion of 2SLGBTQIAP+ voices in any plans or reports related to policing and violence.</p> <p>Consult with the new Gender & Sexual Diversity Reference Group proposed under Item #2 above and other stakeholders on the development of a hate activity policy that:</p> <ul style="list-style-type: none"> ▪ publicly condemns the actions of hate groups, ▪ denies people and organizations that spread hate access to public city facilities and spaces, and ▪ requires users of public spaces, facilities, and properties to sign a declaration of compliance with the City's hate activity policy. <p>Ensure the policy's implementation and communication plans consider the possibility of backlash against 2SLGBTQIAP+ people.</p>
---	---	--	--

	harassment in city public spaces an offence, requiring violators to pay a fine.	input from the Regina Police Service and other stakeholders.	
--	---	--	--

6. City of Regina as a Funder

Community Investment Grants Program (CIGP)			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>P30. Provide event grants to 2SLGBTQIAP+ and other groups led by marginalized communities to be able to host their own programs or events in City spaces.</p> <p>P39. Pilot a 2SLGBTQIAP+ project funding stream for community organizations.</p> <p>P40. Ensure 2SLGBTQIAP+ representation on all grant adjudication committees, and ensure that this representation includes somebody with an understanding of the 2SLGBTQIAP+ sector in Regina.</p> <p>P41. Prioritize 2SLGBTQIAP+ organizations who are seeking investment in capital projects to improve infrastructure for older adults and/or people with disabilities.</p>	<p>7.1 Establish a fund dedicated to the initial start up and ongoing maintenance of municipally-led services aimed at supporting 2SLGBTQIAP+ residents.</p> <p>7.2 Conduct a scan of current municipally funded social services in Regina using a framework such as GBA+ to determine where 2SLGBTQIAP+ communities may be underserved.</p> <p>7.3 Conduct a review of provincially funded initiatives in order to:</p> <p>a. determine whether municipal funding could enhance the current provincially funded initiatives;</p> <p>b. explore the potential for new collaborative funding opportunities to enhance the services</p>	<p>There are three 2SLGBTQIAP+ organizations that have applied for CIGP funding in recent years. These three organizations received an average of 88% of the amount applied for.</p> <p>While funding to 2SLGBTQIAP+ applicants has increased significantly over the past ten years, it remains a small proportion of the overall funding provided.</p> <p>Ivy + Dean's report demonstrates that there are many other 2SLGBTQIAP+ organizations and groups in Regina who have not applied for CIGP funding.</p> <p>While the City has staff to help organizations with their applications, there is a need to widely advertise and promote that service.</p> <p>CIGP funding is highly competitive, with past recipients prioritized over new</p>	<p>Develop a new CIGP annual funding stream , in consultation with 2SLGBTQIAP+ organizations, to support:</p> <ul style="list-style-type: none"> ▪ events and initiatives for 2SLGBTQIAP+ people, ▪ partnerships and collaborations between 2SLGBTQIAP+ and ethno-racial organizations, ▪ initiatives for 2SLGBTQIAP+ older adults, including capital upgrades to improve accessibility of facilities, ▪ 2SLGBTQIAP+ shelters or housing initiatives, ▪ non-police supports and resources for survivors and perpetrators of violence in the 2SLGBTQIAP+ community, ▪ awareness campaigns on local 2SLGBTQIAP+ identities, rights and concerns, ▪ development of resources

<p>P42. In any 2SLGBTQIAP+ project funding stream, ensure that ethno-racial organizations, even those that are not 2SLGBTQIAP+ led, can apply and be considered for funding.</p> <p>P43. Amend the application for City funding to ask if proposed projects are open and inclusive of all people, including 2SLGBTQIAP+ communities.</p> <p>P44. Promote the existence of City staff who act as community liaisons in the City of Regina funding departments.</p> <p>P45. Host webinars and information sessions for community organizations in Regina to learn more about funding opportunities.</p> <p>P46. Specifically invite 2SLGBTQIAP+ organizations to apply for City funding.</p> <p>C19. Encourage existing seniors' organizations or programs that access City of Regina funding to provide information about their inclusion of 2SLGBTQIAP+ older adults.</p> <p>C20. Facilitate and promote partnerships and</p>	<p>that may currently be provincially funded.</p> <p>7.4 Invite community-led groups to share with the City the initiatives they undertake to support the needs of 2SLGBTQIA+ residents, and what services they could offer with the support of municipal funding.</p> <p>7.5 Work collaboratively with community-led groups, offering financial support for, and visible promotion of, the work being done.</p> <p>8.1 Establish a fund dedicated to the creation of municipally-backed awareness campaigns.</p> <p>8.2 Conduct research within the city to determine the attitudes and beliefs held by Regina residents to best understand the current climate, enabling the creation of an informed strategy for awareness campaigns; commit to ongoing research to be able to evolve the strategy as required.</p> <p>8.3 Establish metrics by which to judge the effectiveness of the campaigns.</p> <p>8.4 Partner and consult with community-led groups to create targeted campaigns</p>	<p>organizations.</p> <p>Many of the awareness campaign recommendations are best led by community organizations who are better positioned for this work, with financial resources and support provided by the City. While other Cities may be well-positioned to organize awareness campaigns and develop resources on 2SLGBTQIAP+ inclusion, the City must consider the local context along with its priorities and resources. For example, feedback from the Community Action Table on Racism & Discrimination suggests that the City should “get its own house in order” before leading an awareness campaign.</p> <p>The Enchanté Network is a national network connecting and supporting over 200 pride centres and 2SLGBTQI+ service providers across Canada. It has recommendations for funders of 2SLGBTQ+ organizations.</p>	<p>related to local 2SLGBTQIAP+ services, promotion of allyship, etc., and</p> <ul style="list-style-type: none"> ▪ any other priorities identified by 2SLGBTQIAP+ organizations. <p>Host a series of information sessions on City funding opportunities and:</p> <ul style="list-style-type: none"> ▪ invite all known 2SLGBTQIAP+ organizations, and ▪ ensure organizations are aware of the City’s support during the application process. <p>Ensure all grants staff are familiar with The Enchanté Network’s recommendations for funders of 2SLGBTQ+ organizations.</p>
---	---	---	---

<p>collaborations between 2SLGBTQIAP+ and ethno-racial organizations for City-funded projects.</p> <p>C21. Any changes to City funding application requirements should be accompanied by supportive capacity building initiatives.</p> <p>C22. Ensure that existing grant or program officers at the City are knowledgeable about the 2SLGBTQIAP+ community sector, and hire people with experience in the 2SLGBTQIAP+ community sector.</p> <p>C23. Review The Enchanté Network’s recommendations for funders regarding supporting 2SLGBTQ+ organizations.</p>	<p>and a plan for implementation; offer campaigns in a number of languages to reflect the make-up of the city.</p> <p>8.5 Ensure that awareness campaigns are clearly being endorsed by the City.</p> <p>9a.1 Create a list of 2SLGBTQIAP+ resources that can easily be accessed online or in community centres.</p> <p>9a.2 Ensure that the City’s front line workers have up-to-date knowledge of resources.</p> <p>9a.3 Work with community-led groups to determine gaps in resources; create a plan to address those gaps.</p> <p>9a.4 Create policy for a review of resources and community offerings at a regular cadence to ensure that supports continue to meet the needs of the 2SLGBTQIAP+ communities.</p> <p>9b.1 Work with 2SLGBTQIAP+ community groups to create resources, including toolkits, for 2SLGBTQIAP+ allies.</p> <p>9b.2. Ensure resources that promote allyship are clearly endorsed by the City.</p>		
---	--	--	--

	9b.3 Work with community groups to determine how best to reach residents in their preferred language, translating documents and knowledge offerings.		
Houselessness & Housing			
Ivy + Dean Consulting	University of Regina	Administration's Analysis	Administration's Action Plan
<p>C18. Ensure the inclusion of 2SLGBTQIAP+ voices in any plans or reports relating to housing or addressing houselessness in Regina.</p> <p>P36. Work with community partners and organizations to fill the gap of safe shelters and housing supports for 2SLGBTQIAP+ adults.</p>	<p>6.1 Allocate funding to support 2SLGBTQIAP+ shelters.</p> <p>6.2 Work to strengthen the City's relationship with the federal and provincial governments to increase public investments for affordable housing for 2SLGBTQIAP+ people.</p> <p>6.3 Develop trans-inclusive guidelines for municipal shelters to ensure they have trans-inclusive policies and procedures in place.</p> <p>6.4 Connect 2SLGBTQIAP+ people who are accessing shelters and housing with 2SLGBTQIAP+ community supports.</p>	<p>Advancing affordable and social housing is one of Council's strategies to achieve its community safety & well-being strategic priority.</p> <p>The City provides policy direction as well as programs and resources to address Regina's housing needs. It also works with residents, community groups, businesses, property owners, housing providers, and other stakeholders to improve the long-term success of the community and address more immediate housing needs, including addressing chronic homelessness.</p> <p>Through the City's Permanent Supportive Housing initiatives, project partners are required to report on the number of non-binary or gender non-conforming residents, and number of residents that identify as 2SLGBTQIAP (if available).</p> <p>The City's Housing Incentives Policy (HIP) provides additional</p>	<p>Explore these recommendations in relation to the City's Plan to End Homelessness.</p> <p>Develop trans-inclusive guidelines for the City and its housing-related service partners.</p> <p>Consider targeting a future RHI project on housing for 2SLGBTQIAP+ people.</p> <p>Meet with prospective 2SLGBTQIAP+ housing providers to identify potential City supports and/or connect with provincial and federal supports.</p> <p>Ensure the inclusion of 2SLGBTQIAP+ voices in any plans or reports relating to housing or houselessness in Regina.</p>

		<p>scoring for affordable housing that targets vulnerable populations. While 2SLGBTQ+ people are not directly referenced, they are considered a “vulnerable population” and are included in the National Housing Strategy definition of vulnerable populations. The challenge is that the HIP does not typically drive development; it requires a housing provider to come forward with a project.</p> <p>In 2021 the City received funding through the federal government’s Rapid Housing Initiative (RHI) to create new permanent affordable housing units for people and populations who are vulnerable and prioritized under the National Housing Strategy. The City is using the funding to support two projects:</p> <ul style="list-style-type: none">▪ the Home Fire Complex will see at least 29 new units created, and▪ a new project (name TBD) will see at least 25 new units created. <p>2SLGBTQ+ people were identified as a vulnerable population to be targeted with RHI funding. If future RHI funding were available for additional projects, the City could choose to focus on housing for 2SLGBTQ+ people. This would require more information about the level of need and the housing partners available to submit proposals (i.e., which support agencies</p>	
--	--	--	--

		could partner with a housing provider). Successful organizations must commit to serving the population over the timeline of the 20-year agreement.	
--	--	--	--

City of Regina Equity, Diversity and Inclusion Framework

City as an Employer – City as a Community Builder – City as a Service Provider

Foundation

Indigenous Framework – National Truth and Reconciliation Calls to Action

- Call to Action 57: Professional Development & Training for Public Servants
- Call to Action 92: Business and Reconciliation

Pillar One: Our workplace is inclusive and reflects the diversity of our community

Area of Focus

Talent Acquisition

- Attraction through strategic recruiting plans
- Indigenous centered approach
- Community engagement to support a diverse workplace
- Cultural competency-based hiring practices
- Career entry supports – interviews, resumes
- Interview skills and training
- Events and activities – external career events and presentations

Pillar Two: Our workforce is educated and values the importance of diversity and inclusion

Area of Focus

Cultural Competency

- Increase the cultural competency of all City employees via Indigenous education, inclusion practices, and cultural initiatives
- Implement cultural competency within hiring strategies
- Advance participation and recognition of EDI practices, corporate and community events

Training and Development

- Leadership Development
- Indigenous Training and Development Plan & Career progression
- Cultural Competency training
- EDI Training Plan
- Succession Planning



Industrial, Commercial and Institutional Sector Requirements for Waste Management

Date	November 22, 2023
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Water, Waste & Environment
Item #	CR23-121

RECOMMENDATION

That City Council:

1. Approve the proposed requirements for all Industrial, Commercial, and Institutional businesses operating in the City of Regina to implement a multi-stream waste collection and processing program as outlined in the report and detailed in Appendix A;
2. Direct the City Solicitor to prepare the necessary bylaw amendments to *The Waste Management Bylaw, Bylaw No. 2012-63*, to be consistent with the recommendations outlined in Appendix B to be brought forward to the meeting of City Council following approval of these recommendations by City Council; and
3. Authorize the City Manager, or designate, to implement an Early Adopter Incentive Program for earlier adoption of a multi-stream waste system.

HISTORY

At the November 15, 2023 meeting of Executive Committee, the Committee considered the attached report EX23-85 from the Citizen Services Division.

The Committee received and filed the attached communication EX23-93 from Tony Playter, Regina

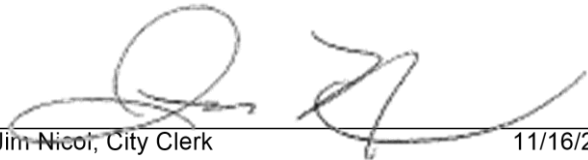
& District Chamber of Commerce, Regina, SK.

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

Recommendation #4 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE


Jim Nicol, City Clerk 11/16/2023

ATTACHMENTS

EX23-85 - Industrial, Commercial and Institutional Sector Requirements for Waste Management

Appendix A - Proposed Waste Requirements for the ICI Sector

Appendix B - Proposed Changes to The Waste Management Bylaw, 2012

Appendix C – ICI Survey Results

Appendix D – Option Summary

Appendix E - Municipal Scan

EX23-93 - Tony Playter, Chamber of Commerce



Industrial, Commercial and Institutional Sector Requirements for Waste Management

Date	November 15, 2023
To	Executive Committee
From	Citizen Services
Service Area	Water, Waste & Environment
Item No.	EX23-85

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the proposed requirements for all Industrial, Commercial, and Institutional businesses operating in the City of Regina to implement a multi-stream waste collection and processing program as outlined in the report and detailed in Appendix A;
2. Direct the City Solicitor to prepare the necessary bylaw amendments to *The Waste Management Bylaw, Bylaw No. 2012-63*, to be consistent with the recommendations outlined in Appendix B to be brought forward to the meeting of City Council following approval of these recommendations by City Council;
3. Authorize the City Manager, or designate, to implement an Early Adopter Incentive Program for earlier adoption of a multi-stream waste system; and
4. Approve these recommendations at its meeting on November 22, 2023.

ISSUE

Regina City Council adopted the City of Regina's (City) solid waste management plan, Waste Plan Regina (WPR) in 2011. At that time, Council approved WPR's Extended Service Level for the

Industrial, Commercial & Institutional (ICI) sector, which represents a more comprehensive approach including mandatory initiatives.

The ICI sector is one of the largest waste generators in Regina, accounting for approximately 66 per cent of total annual non-residential waste landfilled, 42 per cent of which is divertible material which could voluntarily be diverted. However, voluntary waste diversion efforts have not been widely adopted in the ICI sector. Therefore, the City is recommending other options to improve waste diversion in ICI waste streams, especially given the large waste volumes in this sector and thereby the significant potential for diversion.

Up to now, the City has been focused on implementing residential waste diversion and reduction initiatives. The City is now looking to bring the ICI sector into alignment with the residential waste diversion programming.

IMPACTS

Financial Impact

The recommended Early Adopter Incentive Program (EAIP) will use \$1 million dollars from the Solid Waste Reserve to encourage early adoption of the proposed *The Waste Management Bylaw, Bylaw No. 2012-63* (Bylaw) amendments. The EAIP will provide a reimbursement of 10 per cent of a business' capital investment in waste bins or technologies that support waste reduction or diversion up to a maximum of \$15,000 per applicant, to a total maximum distribution of \$1 million, on a first come, first serve basis. If the maximum reimbursement of \$15,000 was provided, 66 businesses would receive the full benefit. Not all applicants will need the full \$15,000 for investment in bins; therefore, there is potential that more than 66 businesses could benefit from this incentive program.

The financial modelling shows that the Solid Waste Reserve has sufficient funding to cover the cost of the EAIP and still has sufficient funding to cover other obligations, including the landfill closure costs. The projected Solid Waste Reserve balance at the end of 2024 is expected to be \$46 million after all other transfers including a deduction for the \$1 million for the EAIP. This is within the minimum \$28 million and maximum reserve balances of \$48.5 million.

Policy/Strategic Impact

The City's Strategic Priorities lens: "Recognizing our relationship to the land, we grow our community and improve quality of life" reinforces an Indigenous world view that our relationship to the land, and the people who take care of it, is foundational. This recognition is an acknowledgement to the community we serve and that we, the City, have a collective responsibility to ensure that the land's use, viability, and stewards are looked after for future generations. It is out of respect and care for our relationship with the land and its people that all City decisions are made.

Regulating the ICI sector to divert waste from the landfill aligns with WPR, the City's waste strategy. Regulating ICI waste diversion will create alignment between the City's residential and non-residential waste diversion policies, simplifying the waste sorting processes and increasing waste diversion across all sectors.

The recommendations align with actions in the Energy & Sustainability Framework (ESF) that contribute to Regina's goal to "achieve net zero emissions and become 100 per cent renewable by 2050", specifically:

- Action 8.2 - Recycling program: Increase recycling rates to meet 65 per cent waste diversion by 2030.
- Action 8.3 - Organic compost program: 95 per cent of capture of organics to compost by 2030.

There is also alignment with three Design Regina, the Official Community Plan, priorities:

- Achieve long-term financial viability: Increased reduction and diversion of waste through regulations and economic incentives to extend the life of the landfill and defer capital investment for expansion (\$50 million) or construction (over \$100 million) of a new landfill site.
- Promote conservation, stewardship, and environmental sustainability: Environmental sustainability is a key principle of Regina's long-term strategic direction. Ensuring that all sectors of the City are diverting waste that can be recycled and composted to meet current waste disposal needs without compromising the needs and quality of life of future generations.
- Foster economic prosperity: Encourages the development and commercialization of new ideas to diversify the economy related to waste processing such as organics and waste to energy solutions. Regulating the ICI sector provides opportunities for waste collectors and processor to develop new technologies to process waste.

Labour Impact

There are no new labour impacts requested at this time.

Environmental Impact

Regulating the ICI sector has the potential to divert 42 per cent of the waste generated from this sector or approximately 30,000 tonnes annually over 10 years. This will extend the landfill life by approximately 3 years over a 10-year period. Greenhouse gas emissions from the landfill will decrease by 5,300 tonnes per year over the first 10 years, or the equivalent of removing 1,400 vehicles off the road annually.

Legal Impact

The Bylaw will require amendments to implement the recommendations outlined in this report. Appendix B details the changes and includes a few housekeeping items to update the bylaw to

current practices.

OTHER OPTIONS

Option 2 – Vary ICI Regulations By Size – Not Recommended

In this option, the ICI regulations would only apply to large businesses/institutions (determined by number of employees) or large waste generators (determined by volume of waste produced).

Option 3 – Vary ICI Regulations By Type of Business – Not Recommended

In this option, the City's Bylaw would only require multi-stream waste sorting for ICI sector by type of business, meaning the Bylaw would only apply to those businesses that generate particular waste types as part of their operations. For example, a retail outlet that is not selling food could be exempt from the requirement to divert food waste since it is likely that staff on breaks are not generating this type of waste in large quantities or as part of their core operations.

A detailed summary of the alternative options is presented in Appendix D to this report.

COMMUNICATIONS

Administration will develop a communications strategy to inform and educate non-designated residential properties and businesses in the ICI sector about the new bylaw amendments and the resulting requirements for waste diversion. The City will develop education and change management tools and resources to help the ICI sector adopt a multi-stream waste system for their respective business or property. The City will promote the EAIP to ICI businesses, so they are aware of the financial support that is available to them to implement a multi-stream waste system. To qualify for funding, ICI businesses will need to implement a multi-stream system prior to January 1, 2025 to receive funding. Businesses have until January 1, 2026 to implement a multi-stream waste system.

In addition, the City will develop support programs to ensure the successful implementation of ICI related amendments to the Bylaw, similar to the *Plastic Checkout Bag Ban Bylaw*. Support programs are expected to include online resources such as a waste diversion guide, signage templates, posters of the changes and possible use of City sorting guides and sign templates, as well as education and engagement opportunities.

RECOMMENDATION

Option 1 – Develop One Set of Regulations for the ICI Sector - RECOMMENDED

Under this option, all businesses and institutions in the ICI sector will be required to collect and dispose three separate waste streams: food and yard waste, recyclables, and garbage.

This approach achieves the City's waste diversion objectives in the most direct and efficient manner and creates alignment between residential and non-residential diversion practices. There are no increased administrative costs related to the complexity in determining which businesses fall under the regulations.

The deadline to have a multi-stream waste system in place is January 1, 2026, to provide businesses two years to adopt and fit this into their respective budget cycles.

In response to stakeholder feedback, an EAIP will be developed that will offer:

- Organizations that already have a multi-stream waste system for all three streams (recycling which collects more than paper, food and yard waste and garbage) in place prior March 31, 2023, can have their bins grandfathered in, meaning they do not have to change their waste bins to meet the City's mandatory colour scheme.
- Organizations that implement a multi-stream waste system for all three streams prior to January 1, 2025, can apply to have 10 per cent of their capital investment in waste bins or technologies that support waste reduction or diversion reimbursed from the City up to a maximum of \$15,000. This reimbursement is available to qualifying ICI sector participants until the City reimburses \$1 million dollars, which is the maximum funding available.

The City will work with ICI businesses to educate them on the importance of waste diversion and provide information, supporting tools and resources to make adoption easier. The City will provide education campaigns and site visits. In addition to the education approach, the City's Designated Officer will investigate complaints of non-compliance with the Bylaw's requirements. If education is unsuccessful in bringing a business into compliance, the Designated Officer may issue a Notice of Violation ticket like the process in the City's *Plastic Checkout Bag Ban Bylaw*. The Notice of Violation (the Bylaw Schedule E) contains a voluntary payment amount, determined by the nature of the contravention and the number of times a Notice of Violation has been issued for a contravention as follows:

The Bylaw Schedule E will be updated to include the specific bylaw requirements for non-designated properties:

Bylaw Section	First Offence	Second Offence	Third and Subsequent Offences
34-37	\$1,000	\$2,500	\$4,000

General Penalty Provisions (the Bylaw Schedule F):

Bylaw Section	First Offence	Second Offence	Third and Subsequent Offences	Fine on 4th and Subsequent Conviction
34-37	\$1,500	\$3,000	\$5,500	Established by the Court

DISCUSSION

Waste Diversion Goals

In 2011, Council approved WPR's Extended Service Level for the ICI sector and Council established the City's target of diverting 65 per cent of residential waste by 2020. The ICI sector is made up of small, medium, and large businesses, corporations, and organizations, as well as schools, hospitals, and other public institutions. WPR's Extended Service Level includes waste diversion initiatives such as voluntary diversion at special events, voluntary food waste, school waste diversion programs, differential tipping fees, landfill bans, etc.

While the ICI sector is not specifically captured in Council's 2011 waste diversion target, it is important for the City to ensure both residential and non-residential waste generators contribute to the City's waste diversion/sustainability goals. A landfill waste audit conducted in 2020 found that over 42 per cent of ICI waste could have been easily diverted from the landfill, with 20 per cent recyclable material and 22 per cent compostable (e.g. food and yard waste, cardboard) material.

Aligning the City's residential and non-residential waste services simplifies the waste identification and sorting processes and creates consistency in waste diversion across all sectors. Consistent waste diversion practices in homes and workplaces increase diversion rates and reduces contamination.

The City's Waste Diversion Program: Green Routine

During the development of WPR, stakeholders identified leading by example to be an important first step toward implementing waste diversion requirements for the ICI sector. To show leadership, in 2019 the City rolled out a multi-stream waste sorting program (providing separate waste containers for food and yard waste, recycling, and garbage) to 12 pilot City facilities. This internal program is known as the Green Routine. Based on the success of the Green Routine, which showed a 37 per cent increase in diversion in 2021, Administration expanded the Green Routine to all City-owned

and operated facilities. With the expansion of the Green Routine, the City has increased its diversion to 40 per cent, up from 10 per cent prior to the implementation of the multi-stream waste system.

The City's Green Routine provides Administration with knowledge and understanding of the requirements involved in implementing a multi-stream waste sorting system. The City's experience positions it to be able to provide support to businesses in their implementation by sharing tools and processes including sorting guides, signs, as well as how to get started and things to consider when developing a waste diversion program.

Municipal Scan ICI Sector Waste Diversion in Canada

To address the volume of ICI waste landfilled each year, several Canadian municipalities have implemented, or are in the process of implementing, policies targeted at reducing and diverting ICI sector waste. Beginning in 2023, the City of Saskatoon will require all ICI businesses to have separate waste containers for recycling and garbage, and those ICI businesses that generate food or yard waste as part of their operations will also be required to have a separate waste container for organic waste. Additional information about ICI waste diversion across Canada is included in Appendix B to this report.

Stakeholder Engagement

In May of 2022, Administration conducted two focus groups, with a total of 18 participants from the ICI sector. The discussion focused on understanding current diversion practices and implications of and barriers to adopting the proposed waste diversion requirements in the Bylaw. In general, the participants acknowledged that their businesses would be required to play a greater role in contributing to waste diversion. Administration also met with representatives from multiple groups within the ICI sector, including the Chamber of Commerce.

As a follow-up, Administration invited stakeholders to fill out a survey, which gathered 107 responses from a diverse range of organizations. Most ICI respondents to the survey (58 per cent) had some waste diversion programs, with the majority of those already diverting paper and cardboard products. The survey also confirmed that costs and space requirements of multiple waste bins and the increased hauling and processing cost for additional waste streams were major barriers to voluntary implementation of multi-stream waste diversion. Respondents also expressed concerns about the capacity of current collection and processing services. Survey respondents indicated an interest in financial incentives from the City to assist their transition to a multi-stream waste diversion model.

Administration hosted an additional focus group with waste haulers and processors to learn more about their capacity and challenges in multi-stream waste diversion requirements for ICI sector. The waste haulers and processors indicated that they would be able to ramp up the capacity of their operations to provide collection and processing services that would meet any increased demand for such services from the ICI sector.

In collaboration with the Regina Chamber of Commerce, the City hosted three additional stakeholder sessions. This gave the City an opportunity to speak to 20 business members of the Chamber to share the program and hear any concerns. Themes from these stakeholder sessions were similar to previous engagement with the ICI sector.

The full results from the online stakeholder survey can be found in Appendix C to this report.

DECISION HISTORY

In 2009, Administration developed a solid waste management plan, known as WPR, to review the way in which the City was managing its solid waste and to consider alternatives for meeting and managing the long-term waste and diversion needs of the community.

In 2011, City Council approved WPR's Extended Service Level for the ICI sector.

Respectfully Submitted,



Janet Aird, A/Director
Water, Waste & Environment

Respectfully Submitted,



Kurtis Doney, Executive Director
City Operations

Prepared by: Janet Aird, Manager, Waste Diversion

ATTACHMENTS

- Appendix A - Proposed Waste Requirements for the ICI Sector
- Appendix B - Proposed Changes to The Waste Management Bylaw, 2012
- Appendix C – ICI Survey Results
- Appendix D – Option Summary
- Appendix E - Municipal Scan

Appendix A - Proposed Waste Requirements for the ICI Sector

Impacted Organizations

The Bylaw applies to any business, company or organization operating within the City of Regina limits. This includes property management, offices, stores, malls, restaurants, hotels, non-profits, manufacturers, factories, places of worship, warehouses, and other operations.

The Bylaw applies regardless of organization size or number of employees and applies to waste created by your business operations, customers, employees and/or volunteers.

Waste Program Requirements

Any organization operating within the City of Regina city limits will be required to have a multi-stream waste collection and processing program that, at minimum:

- sorts and collects recyclables, food and yard waste and garbage separately;
- ensures the same materials are collected in the recycling, food and yard waste streams, as required for the residential services;
- ensures adequate bins are available for recyclables and food and yard waste materials. “Adequate bins” means having enough bins, of sufficient capacity in combination in all locations where waste bins are required. The bins must be maintained in good condition;
- ensures recycling, food and yard waste and garbage bins are emptied as necessary and are taken to a recycling, composting or other appropriate processing facility; and
- provides information to new and existing employees including:
 - bin locations;
 - list of accepted materials; and
 - how to properly prepare and sort material for diversion.

Waste Bin Requirements

Businesses will need to make food and yard waste and recycling bins as convenient as garbage bins, namely, where there is a garbage bin, there needs to be recycling and/or food and yard waste bins to collect the waste generated in the area. For example, washrooms typically do not generate recyclables, so only food and yard waste bins (for paper towel and tissues) and garbage bins are required in washrooms.

Businesses are required to provide the three waste streams as a minimum (mixed recycling, food and yard waste, and garbage). Businesses can choose to have bins for additional waste streams such as refundables, paper and cardboard only bins, or other segregated bins.

Businesses will need ensure that bins are coloured as follows:

(a)

- Recycling and/or Refundables – Blue,
- Food and Yard Waste – Green, and

- Garbage – Black or Brown.

Or

(b) The waste bins are a singular neutral colour (black, grey, brown, tan, white, silver or gold) and the lids or lid openings are coloured to meet the requirements in (a).

Signs, Labels and Posters

Businesses will need to post clear signage near or on the bins with images or icons showing what goes in each stream. Businesses will need to provide education to on-site staff, tenants and any public to ensure they are aware of the program requirements.

Businesses will need ensure that signs are coloured as follows:

- Recycling and/or Refundables – Blue.
- Food and Yard Waste – Green; and
- Garbage – Black or Brown

Businesses should ensure that the associated signs, labels, and posters are clear and visible by all users (employees, customers/clients, public) and kept in good condition. Businesses could consider laminating or covering signs and posters with plexi-glass to ensure the good condition of the signage in place.

Appendix B - Proposed Changes to *The Waste Management Bylaw, 2012*

The Bylaw changes required to enforce the outlined requirements in Appendix A, as well as necessary housekeeping changes are as follows:

Under Definitions Section 3:

Section	Change	Old	New	Reason
3(s)	Clarification	“Commercial bin” means a waste receptacle for non-designated properties	“ Commercial Bin ” means a container provided for the storage of waste, and may be constructed to be mechanically emptied into a collection vehicle.	
New 3(s.1)	Add		“Construction and Demolition (C&D) Waste”—C&D waste is material produced in the process of construction, renovation, repair, and demolition of houses, large building structures, roads, bridges, piers, and dams and is typically made up of wood, steel, concrete, gypsum, masonry, plaster, metal, and asphalt.	Adding definition for clarity
3(t.1)	Change	“Curbside Waste Services Fee”	“Waste Charge” retain the same definition but change the term and replace every reference to “Curbside Waste Services Fee” with “Waste Charge”	To be consistent for billing terminology with water
3(?)	Add	New	“industrial, commercial and institutional property” or “ICI property” means any non-designated property not used for residential purposes.	Adding a definition of ICI.
New Section Under Part V	Add New Section 37.3	New	Beginning on January 1, 2026, every owner of an ICI property shall ensure that: (a) there are separate bins used at the owner’s buildings for collection of each of recyclable material, food and yard waste material and garbage;	Add in Multi-stream waste collection for ICI Sector

			<p>(b) the bins for each of recyclable material, food and yard waste material and garbage are placed side by side with little space between the bins;</p> <p>(c) the bins for each of recyclable material, food and yard waste material and garbage are placed in a consistent order throughout the building;</p> <p>(d) the colour of the bins for each stream of waste shall be either:</p> <ul style="list-style-type: none">(i) blue for recyclable material and refundables, green for food and yard waste materials and black or brown for garbage; or(ii) a singular neutral colour for each bin but with the lids or lid openings of such bins are coloured to meet the requirements in clause (i) above; <p>(e) they post or arrange to be posted, signage on or near each bin that shows how to sort the waste into recyclable material, food and yard waste material, garbage and refundables and which type of waste belongs in each bin in accordance with clause (a) above;</p>	
--	--	--	--	--

			(f)the signage required in clause (e) above shall follow the colour scheme required in clause (d)(i) above; and (g)they educate their residents, customers, employees, visitors, or volunteers attending at their property on proper waste management practices as required above and in this Bylaw.	
New Section Under Part V (right after 37.1)	New Section 37.4		Beginning on January 1, 2026, the requirements in sections 34 to 37.3 shall apply to recyclable material, food and yard waste material, in addition to garbage for non-designated properties used for ICI.	Add in Multi-stream waste collection for ICI

Schedule “E” Notice of Violation

BYLAW SECTION	CONTRAVENTION	1ST NOTICE OF VIOLATION	2ND NOTICE OF VIOLATION	3RD and Subsequent NOTICES OF VIOLATION
New ICI sections		\$1,000	\$2,500	\$4,000

Schedule “F” Fines

BYLAW SECTION	CONTRAVENTION	FINE ON 1ST CONVICTION	FINE ON 2ND CONVICTION	FINE ON 3RD CONVICTION	FINE ON 4TH AND SUBSEQUENT CONVICTION
New ICI sections		\$1,500	\$3,000	\$5,500	Established by the Court

(#2022-32, s. 12, 2022)

**Schedule “D”
Waste Service Fees**

The following fees shall apply up to and including December 31, 2023:

Daily Recycling Fee	\$0.25
Daily Extra Garbage Cart Fee for a 360 Litre garbage cart	\$0.43
Daily Extra Garbage Cart Fee for 240 Litre garbage cart	\$0.32

The following fees shall apply beginning on January 1, 2024:

Waste Charges (Daily)

240 Litre Cart Daily Base Charge	\$0.53
360 Litre Cart Daily Base Charge	\$0.78

Additional Cart Charges

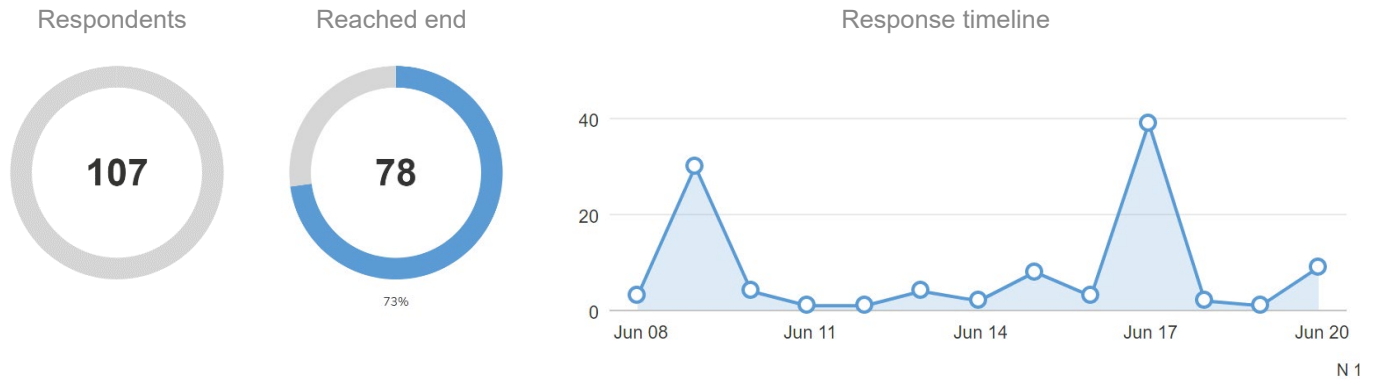
240 L Garbage Cart Daily Base Charge	\$0.32
360 L Garbage Cart Daily Base Charge	\$0.43
360 L Recycling Cart Daily Base Charge	\$0.27
240 L Food & Yard Waste Cart Daily Base Charge	\$0.27

* Only one additional cart per household is permitted, for a total of 4 carts per household.

The following Waste Affordability Rebate Program rebates shall be beginning on January 1, 2024, in accordance with subsection 40(5) of the Bylaw:

Standard Daily Rebate	\$(0.15)
Increased Daily Rebate	\$(0.30)

Appendix C – ICI Survey Results




























Note: 107 respondents started the survey with 78 or 73% completing the full survey.

Please identify your sector.




	Count	% of responses	%
Other, please specify	33	<div style="width: 31%;"></div>	31%
Retail Trade	15	<div style="width: 14%;"></div>	14%
Accommodations	10	<div style="width: 9%;"></div>	9%
Business Association	10	<div style="width: 9%;"></div>	9%
Finance/Insurance/Real Estate	8	<div style="width: 7%;"></div>	7%
Manufacturing	8	<div style="width: 7%;"></div>	7%
Food Service/Grocery	6	<div style="width: 6%;"></div>	6%
Health Care	6	<div style="width: 6%;"></div>	6%
Education Services	4	<div style="width: 4%;"></div>	4%
Social/Community Support	4	<div style="width: 4%;"></div>	4%
Public Administration	2	<div style="width: 2%;"></div>	2%
Entertainment/Culture	1	<div style="width: 1%;"></div>	1%

N 107

Please identify your sector. - Other, please specify



Other, please specify	Report
non-profit organization	
Architecture/Design	
Construction	
Crown Corporation	
Library	
Advertising	
_Cleaning	
Construction	
Commercial office	
Asbestos and Demolition	
Death care	
Agriculture	
Airport	
Trade Contractor	
construction	
Collision repair	
Golf Course - Restuarant	
professional services	
Wholesale Trade	
not for profit	
Plumbing & Heating	
design / architecture	
Utility (SaskEnergy)	
Hospitality & Travel	
Construction	

How many employees does your organization have?

	Count	% of responses	%
Less than 10	32		30%
10 – 49	38		36%
50 or more	37		35%





N 107

Do you currently have a solid waste diversion program?

	Count	% of responses	%
Yes	62		58%
No	45		42%


















N 107

If yes, please check all that apply to your organization's approach to waste diversion.

	Count	% of responses	%
Paper and cardboard	60		98%
Mixed recycling	41		67%
Other, please specify	17		28%
Organics	10		16%










N 61

If yes, please check all that apply to your organization's approach to waste diversion. - Other, please specify

Other, please specify	Report
Metal	
Metal recycling from job sites	
Biomedical waste	
Metals and related	
Stone is separated from garbage	
Paint waste, metal parts, plastic parts, Oils, antifreeze etc	
tin, glass, plastic	
Recycling wood pallets	
Metal	
Sarcen Refundables in most buildings. Electronics are all leased. Furniture goes to Community Donations program if it can... Organics in 2 locations only for now. We are trying to get mixed recycling going, only in one location currently.	
Plastic bottles/cans, metal	
construction materials	
Electronic products are recycled via the Electronics Recycling Association / Cans, bottles and related containers are recycled via sarcen	
Copper, Brass, Aluminum, Pop Cans and Bottles.	
scrap metal	
metal products	
steel	







N 17

Research from other municipalities and the City's own experience has identified potential barriers to implementing a waste diversion program. Please rank from most significant (1) to least significant (8) the identified barriers to implementing the proposed regulations in your organization:

	% of responses	%
Cost		20%
Space requirements for new bins/receptacles		15%
Program administration/staff time		14%
Insufficient recycling/organics collection and processing services		13%
Low volume of recycling or organics generated through operations		12%
Pest/odour concerns		9%
Change management/behaviour change		8%
Contractual requirements		6%
Please identify any other barriers not listed:		2%




N 78

Research from other municipalities and the City's own experience has identified potential barriers to implementing a waste diversion program. Please rank from most significant (1) to least significant (8) the identified barriers to implementing the proposed regulations in your organization - Please identify any other barriers not listed:

Please identify any other barriers not listed:	Report
8 Being realistic on "customer behaviour". Example would be easier for us to implode on local terminal tenants, far hard for travelling public to not contaminate bins.	
1 We have no barriers	
1 we have an informal system to divert that is based on specific employee support. We would love to see a City wide approach.	
2 The primary issue is the lack of a collection service and processing service	
1 illegal dumping by general public	
1 Organizations should not be forced to indirectly pay money to compost because of the City's mismanagement of the Landfill.	









N 6

The City has identified multiple methods of enforcing the proposed ICI waste diversion regulations, to be used in instances when voluntary compliance is unsuccessful. Please rank using a scale of 1 – 3 from most preferred (1) to least preferred (3) for each of the following enforcement methods:

	% of responses	%
Adding surcharges at the landfill to incoming loads that contain divertible material		50%
Banning divertible material from entering the landfill		26%
A fine structure with fines starting at \$150 for first violation		24%










N 78

What types of resources could the City provide that would be helpful in supporting the transition to full waste diversion program? Please rank from most important (1) to least important (7) the proposed supports to help your organization transition to the proposed new regulations.

	% of responses	%
An information page on Regina.ca with downloadable resources		20%
A waste audit tool kit to help businesses understand and track their waste		18%
Training and demonstration opportunities (virtual or in-person)		14%
Videos and multi-media information		14%
Copyright-free signage, guides and posters		13%
Success stories from other businesses/organizations		11%
A waste diversion newsletter		6%
Please identify any other supports not listed:		3%

N 78

What types of resources could the City provide that would be helpful in supporting the transition to full waste diversion program? Please rank from most important (1) to least important (7) the proposed supports to help your organization transition to the proposed new regulations. - Please identify any other supports not listed:

Please identify any other supports not listed:	Report
1 financial incentives to help alleviate the cost	
5 Some materials/promotions showing why it's a benefit	
8 none	
1 help finding appropriate vendors while keeping costs down	
1 Incentive for the waste disposal companies to provide this service, and for somewhere for it to be processed	
1 All the other options listed here regardless of my ranking are relatively useless	
1 City or regina policy on there own projects and or facilities	
1 Deregulation of waste processing facilities to enable more efficient processing capabilities.	
1 Provide funding to organizations implement and operate it.	

Appendix D – Option Summary

	Option 1 <i>Develop one set of regulations for the ICI sector</i>	Option 2 <i>Vary ICI regulation by size of business</i>	Option 3 <i>Vary ICI regulation by type of business</i>
Policy Description	Regulations would apply to all businesses and institutions.	Regulations would only apply to large business <ul style="list-style-type: none"> - Size would be determined by number of employees, or waste volumes. 	Regulations would only apply to business or institutions that generate regulated waste as part of their operations. <ul style="list-style-type: none"> - Ex. Restaurant generates food waste as part of the operation would need to have all three, where a retail outlet that doesn't generate food waste as part of their operation would be exempt from food and yard waste.
Benefits	<ul style="list-style-type: none"> • Supports the City's waste diversion goals. • Contributes to extending the lifespan of the Landfill. • Most straightforward option for implementation and compliance. • No administration time for City to determine scope of applicability and enforcement. • Limits confusion for the ICI sector and residents regarding applicability. • Creates alignment in how waste diversion is regulated across the residential and non-residential sectors. 	<ul style="list-style-type: none"> • Supports the City's waste diversion goals. • Contributes to extending the lifespan of the Landfill. • In theory targets the largest waste generators • Eases the regulatory impact on small businesses and low waste generators. 	<ul style="list-style-type: none"> • Supports the City's waste diversion goals. • Contributes to extending the lifespan of the Landfill. • Eases the regulatory impact on ICI waste generators that do not produce regulated waste streams as part of their operations.
Disadvantages	<ul style="list-style-type: none"> • Less flexible approach, treating all ICI businesses and institutions alike. • Does not specifically target large waste generators or large organizations. 	<ul style="list-style-type: none"> • Increases complexity of the regulations, creating challenges with implementation and compliance. • Will create challenges in determining which businesses and institutions are subject to regulation. • City does not have information on which organizations are the largest waste generators. • May create confusion for the ICI sector and residents regarding applicability of the regulations. • Does not create waste diversion alignment across residential and non-residential sectors. 	<ul style="list-style-type: none"> • Increases complexity of the regulations, creating challenges with implementation and compliance. • Will create challenges in determining which businesses and institutions are subject to regulation. • City does not have information on which organizations produce which waste streams. • May create confusion for the ICI sector and residents regarding applicability of the regulations. • Does not create waste diversion alignment across residential and non-residential sectors.

Appendix E - Municipal Scan

Jurisdiction	Policy Lever	Program Scope	Recommendations
Barrie	None	N/A	N/A
Brandon	None	N/A	N/A
British Columbia	Provincial legislation requires the development of regional solid waste management plans	The British Columbia <i>Environmental Management Act</i> requires that all regional districts prepare and submit a solid waste management plan to the provincial government. One guiding principle for waste management plans is preventing organics and recyclables from going into the garbage wherever practical.	None Provided
Calgary	Municipal bylaw requiring source separation programs	Businesses and organizations are required to separate food and yard waste from garbage, as well as recycle the same materials as the residential program, plus materials specific to commercial waste such as scrap metal, clear plastic film, and raw and unprocessed wood.	None Provided
Cape Breton Regional Municipality (CBRM)	Municipal bylaw requiring Waste management plans that meet Provincial Solid Waste Resource Regulations	Commercial customers are not charged a tipping fee for the blue bag materials brought to the processing facility. This is for recycling only and works in conjunction with the provincial regulations banning designated materials.	Community consultation is important. Affected organizations should be aware of changes. Allow 3-6 months before implementing compliance measures to allow for transition. Input from IC&I sectors increase participation and rollout success.
Edmonton	No	N/A	N/A
Halifax	Municipal bylaw requiring source separation programs	Businesses (including restaurants, apartment buildings and institutions) are required to have sorting programs and commercial containers for disposal of recyclables, organic material, and garbage.	None Provided
Lethbridge	Municipal bylaw requiring source separation programs Differential Tipping Fees so that recycling is less expensive than garbage. City staff to assist affected IC&I	A mandatory source separation program for the ICI sector requires businesses to implement systems to divert recyclables, with a focus on the most common and easiest to divert: wood, cardboard and paper. Organic materials like food and yard	Bylaw may create incentives for affected IC&I organizations to haul divertible waste to processing facilities where they are accepted as garbage. Barriers should be included in the Bylaw to prevent this.

	organizations with diversion projects.	waste are scheduled to added to the program in 2022.	Diverting waste needs to be as convenient as garbage.
Nova Scotia	Provincial regulation banning designated materials from being disposed or destroyed	Pursuant to the Nova Scotia Environment Act, the <i>Solid Waste Management Regulations</i> ban a list of designated materials from being disposed or destroyed in landfills and incinerators. The ban applies to recyclables, compostable organic material, household hazardous waste, electronics, batteries.	None Provided
Ontario	Provincial regulation requiring ICI establishments implement source separation programs	Pursuant to the Ontario Environmental Protection Act, <i>Regulation 103/94</i> requires designated ICI establishments implement source separation programs for designated waste materials. Program focuses on recyclable/reusable waste and does not include a requirement for diversion of organics.	None Provided
Regional District of Nanaimo	Municipal bylaw banning disposal of commercial organic waste	The landfill ban on food waste from commercial premises applies to businesses and institutional facilities, including educational and health care, that generate commercial organic waste. Enforcement consists of load inspections and surcharges at disposal facilities, as well as on-site education and compliance checks.	None Provided
Saskatoon	Municipal bylaw requiring source separation programs	Beginning in 2023 Saskatoon will require the ICI sector to have separate containers for recyclable and organic materials and provide education to employees on proper waste handling.	Waste Processors participation in an ICI working group to provide expertise and feedback on the regulation and supporting material.
St. John's	No	N/A	N/A
Vancouver	Municipal bylaw banning disposal of materials that are recyclable or compostable	Over 50 materials are included in the disposal ban program. Garbage loads received at solid waste facilities are visually inspected for banned materials and surcharges are applied if banned materials are observed in loads.	Consider a hauling licensing system, whereby licensed haulers would be obligated to provide recycling and organics bins wherever garbage is provided.
Winnipeg	None	N/A	N/A



PLEASE HAVE THE CLERK READ TO COUNCIL

November 14, 2023
Mayor Sandra Masters and City Council
City of Regina - Queen Elizabeth II Court
Regina, SK, S4P 3C8

Dear Mayor Masters and Executive Council,

It is always a privilege to address City Council. I appreciate the opportunity to have our members voices heard. Unfortunately, I am not able to join you in person today but wanted to be part of this important discussion.

The Regina & District Chamber of Commerce and our members believe in green initiatives that are being proposed in the industrial, commercial and institutional sector waste management plan.

I want to thank City Administration for their efforts on this file. They were open to engaging with our members through virtual and in-person open houses. We also held two focus groups with various industry leaders and associations.

We appreciate the open discussion and the chance to share the challenges each industry and association feel they will have with implementing this initiative.

While we are pleased with the implementation date being changed to 2026 to allow for planning and budgeting we do have a couple of issues with the overall one size fits all plan.

As was heard in the focus groups, each industry has specific challenges when it comes to purchasing bins, finding adequate storage space or budget for implementing and sustaining this initiative.

Restaurant and hotels that are located downtown will have different space and access issues than hotels that are located in more open areas of the city. Smaller offices will have different waste usage that larger corporate offices.

Our ask of Executive Council and Administration is to:

1. Provide further discussion on implementation options which includes an industry specific plan for implementation.
2. Create specific guidelines for the fair distribution of grant money as first come first serve doesn't seem like the appropriate way to share funds.
3. Develop a detailed list of companies that will pick up the waste so that companies can start negotiating price.



4. Share their communication plan to educate business and industry on the benefits of the program.

Thank you again for the opportunity to share the thoughts of our members.

Sincerely,
Tony Playter
CEO of the Regina & District Chamber of Commerce



Revitalization and Intensification Incentives – Update & Tax Exemption Approvals

Date	November 22, 2023
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Planning & Development Services
Item #	CR23-122

RECOMMENDATION

That City Council:

1. Direct Administration to revise the policy area to include the entire Warehouse District boundary;
2. Approve the *Intensification Incentives Policy* and *Revitalization Incentives Policy*, as amended in Appendices C-1 and C-2 with a further amendment to delegate the authority set out in the policies to reallocate unused funds between the IIP and RIP, and to approve minor amendments to the policies as needed, to be assigned to the City Manager or Designate;
3. Approve the property tax exemptions under the *Intensification Incentives Policy* and *Revitalization Incentives Policy*, for the properties listed in Appendix B-2 subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required;
4. Authorize the Executive Director, Financial Strategy and Sustainability or their delegate to apply for the approval of the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the property tax levies payable to the Government of Saskatchewan that is \$25,000 or greater on an annual basis;

5. Instruct the City Solicitor to prepare the necessary bylaws to give effect to recommendation #2, to be brought forward to a future Council date once the property owners have signed the agreements; and
6. Authorize the City Clerk to execute the tax exemption agreements on behalf of the City after the bylaws authorizing the tax exemptions have been passed.

HISTORY

At the November 15, 2023 meeting of Executive Committee, the Committee considered the attached report EX23-87 from the City Planning & Community Development Division.

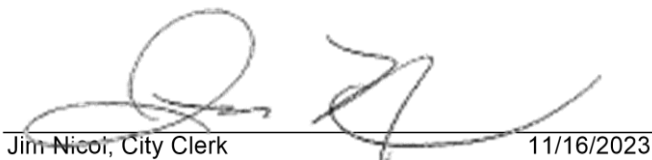
The Committee adopted a resolution to concur in the recommendation contained in the report, with the following amendments:

1. That the policy area be revised to include the entire Warehouse District boundary; and
2. That the delegated authority set out in the policies to reallocate unused funds between the IIP and RIP, and to approve minor amendments to the policies as needed, be assigned to the City Manager or Designate.

Recommendation #6 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE


Jim Nicol, City Clerk 11/16/2023

ATTACHMENTS

- EX23-87 - Revitalization and Intensification Incentives – Update & Tax Exemption Approvals
- Appendix A - Incentive Programs Overview
- Appendix B-1 - Approved Applications (Grants)
- Appendix B-2 - Approved Applications (Tax Exemptions)
- Appendix C-1 - Intensification Incentive Policy (Amended)
- Appendix C-2 - Revitalization Incentive Policy (Amended)

Appendix D-1 - 2023 Intensification Incentive Policy (Current)
Appendix D-2 - 2023 Revitalization Incentive Policy (Current)



Revitalization and Intensification Incentives – Update & Tax Exemption Approvals

Date	November 15, 2023
To	Executive Committee
From	City Planning & Community Development
Service Area	Planning & Development Services
Item No.	EX23-87

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the *Intensification Incentives Policy* and *Revitalization Incentives Policy*, as amended in Appendices C-1 and C-2.
2. Approve the property tax exemptions under the *Intensification Incentives Policy* and *Revitalization Incentives Policy*, for the properties listed in Appendix B-2 subject to the Government of Saskatchewan approving the exemption or partial exemption of the education portion of the property tax levies where required.
3. Authorize the Executive Director, Financial Strategy and Sustainability or their delegate to apply for the approval of the Government of Saskatchewan on behalf of property owners for any exemption of the education portion of the property tax levies payable to the Government of Saskatchewan that is \$25,000 or greater on an annual basis.
4. Instruct the City Solicitor to prepare the necessary bylaws to give effect to recommendation #2, to be brought forward to a future Council date once the property owners have signed the agreements.
5. Authorize the City Clerk to execute the tax exemption agreements on behalf of the City after the bylaws authorizing the tax exemptions have been passed.

6. Approve these recommendations at its meeting on November 22, 2023.

ISSUE

City Council authorized the City Manager to implement incentive programs to advance intensification and revitalization efforts in September 2022. Administration implemented the *Intensification Incentive Program* (IIP) and *Revitalization Incentive Program* (RIP) in January 2023 following City Council's direction. This report presents the policies as amended for Council approval and outlines adjustments to IIP and RIP to take effect in 2024, making them more efficient, accessible, and administratively flexible. This report also recommends approval of tax exemptions for projects approved through the IIP and RIP in 2023.

IMPACTS

Policy/Strategic Impact

The City's Strategic Priorities lens: "Recognizing our relationship to the land, we grow our community and improve quality of life" reinforces an Indigenous world view that our relationship to the land is foundational. This recognition is an acknowledgement to the community we serve and that we, the City of Regina, have a collective responsibility to ensure that the land's use and viability is looked after for future generations. It is out of respect and care for our relationship with the land that all City decisions are made.

The IIP and RIP were designed to support Council's Strategic Priorities of Vibrant Community, particularly the strategy to "Prioritize a vibrant city centre". The proposed amendments to the policies outlined in this report are intended to optimize the efficacy of the programs in supporting this priority.

The policies also align with the City's long-term growth and intensification goals of directing new population growth to existing urban areas and supporting intensification in the City Centre.

Financial Impact

Incentive Programs

The annual \$300,000 funding for the IIP and RIP was approved through the 2023 budget cycle and is available to fund projects in 2023 and 2024. The recommendations in this report and policies, as adjusted, don't change the amount of grant money set aside for these programs.

Upon approval, the recommended tax exemptions for projects accepted under the IIP and RIP in 2023 (see Appendix B-2) will result in a total estimated foregone revenue of \$865,941, with an estimated municipal portion of \$532,330, spread over the next five years (based on current mill rates and factors). As with all tax exemptions, an agreement between the City and the property owner will ensure that taxes can be reclaimed if the City discovers any misrepresentation.

Environmental Impact

The recommendations of this report continue to support actions and targets outlined in the *Energy and Sustainability Framework* (ESF), specifically:

Action 8.5: Spatial densification- Residential, “Adapt growth plan to allocate growth as follows: 15% new population to city centre, 50% to intensification areas—specific zones along transit nodes and 35% to new neighbourhoods.”

Intensification in established areas contributes to the reduction of energy consumption and associated greenhouse gas emissions through reduced travel distances to schools, employment, community amenities and destinations; increased viability of transit service and active transportation modes (walking, cycling); and making more efficient use of existing land resources and infrastructure.

There are no other identified impacts with this report including labour and legal impacts.

OTHER OPTIONS

Option 1: Council can approve the policies as originally developed and direct staff to administer them as is in 2024 (Appendices D-1 and D-2). If the IIP and RIP policies are not amended, the programs will continue to support intensification and revitalization projects in central areas. However, uptake may be limited, given feedback from property owners received to date.

Option 2: Council can deny tax exemptions for eligible projects under the IIP and RIP as outlined in Appendix B-2. If the tax exemptions are not approved, it will impact the integrity and predictability of the programs and create uncertainty in relation to the program.

COMMUNICATIONS

If the recommended amendments are approved, Administration will notify those who have inquired about the program and will update the City’s website with the new policy information.

DISCUSSION

2023 IIP and RIP Update

On September 28, 2022, City Council endorsed creating two new incentive programs to advance intensification and revitalization efforts within the city. In January 2023, the new incentive programs were implemented, offering support to eligible intensification and revitalization projects in the City Centre, North Central, and Heritage neighbourhoods.

The programs provide either a grant or a tax exemption incentive to eligible projects. Grant funding for the programs was approved in the 2023 budget cycle and is available to fund projects in 2023 and 2024. Additional information about the incentive programs, including eligibility criteria, is provided in Appendix A.

Applications were accepted for both incentive programs from January 30 to October 31. A summary of the applications received and funding allocations for both incentive programs in 2023 is provided in Table 1.

Table 1: Summary of inquiries and applications received.

	Total	IIP	RIP
Inquiries	199	40	159
Application Received	52	8	44
Recommended for Funding	15*	2	13
2023 Budget	\$300,000	\$150,000	\$150,000
Grant Allocations	\$200,000**	\$50,000**	\$150,000

* 31 applications were incomplete or did not qualify under these programs, six applications are under review.
** Administration is currently reviewing two applications under the IIP. Should these applications be successful, the entire \$150,000 in IIP funding will be allocated with total grant allocations of \$300,000.

A summary of successful applications is available in Appendices B-1 and B-2.

Program Interest and Challenges

The IIP and RIP programs have proved to be successful in the first year of administration. Both generated considerable interest among residents and property owners within the program area, grant funding is nearing full allocation, and additional eligible projects are progressing with tax exemption support.

Projects supported in 2023 have a total construction value of approximately \$9.3 million¹ and are anticipated to result in:

- 19 new dwelling units;
- 313 square metres of new commercial gross floor area;
- Six residential and three commercial buildings brought into compliance with the building or fire code; and
- Exterior improvements to four commercial and institutional buildings.

¹ Does not include the construction value of projects currently under review.

Administration surveyed successful program applicants to get their feedback on the program design and process. Feedback from applicants and those who inquired about the programs flagged areas where accessing the programs or meeting the program requirements was challenging, particularly for the RIP. As a result, Administration has identified opportunities to adjust the policies to make them more effective and clearer for applicants.

Recommended Amendments

No major policy amendments are being proposed at this time, as funding for the programs was only approved for 2023 and 2024. Appendices C-1 and C-2 include the revised policies with the proposed amendments summarized below.

1. Amend the IIP and RIP to improve clarity and administration of the policies

Administration has received feedback from numerous potential applicants indicating that certain requirements of the RIP are overly stringent and impose undue challenges on applicants with smaller projects. In response, various enhancements have been proposed to provide flexibility, including updated references to applicable building codes and Acts, adjustments to the requirement to provide cost estimates, and clarifying licensing requirements for contractors.

2. Allow the Executive Director to reallocate unused funds between the IIP and RIP

Currently, each program has an annual allocation of \$150,000 for a total annual investment in intensification and revitalization of \$300,000. However, there is no flexibility to allocate unused funds from one program to the other. For example, if there is unallocated funding for intensification projects, it cannot be reallocated to support revitalization projects. This amendment would provide the Executive Director of City Planning and Community Development the ability to reallocate unused funds between the two programs within the funding year as needed, allowing adaptability within the programs to meet community needs or economic conditions and improve the overall impact of the programs.

3. Allow the Executive Director to approve minor amendments to the policies as needed

Under the current policies, any changes to the IIP and RIP require City Council's approval. Allowing the Executive Director of City Planning and Community Development to approve minor amendments that do not change the policies' objectives or goals would make decision-making faster and more efficient. It will also allow Administration to quickly adapt to unexpected issues and improve the effectiveness of the policies. Council approval would still be required for significant changes that affect the policies' intent or outcomes.

Tax Exemption Approvals

Both the IIP and RIP offer eligible applicants the choice of a standalone grant or tax exemption incentive based on actual eligible costs incurred during an intensification or revitalization project. Approved projects receiving a tax exemption receive the lesser of a five-year property tax exemption

or an exemption equal to actual eligible project costs. Grants received under both programs are also eligible to stack with other City incentive programs (e.g., Housing Incentive Program, Heritage Incentive Program).

Eligible properties seeking tax exemptions under the IIP and RIP are listed in Appendix B-2 of this report. Administration reviewed all applications for completeness and eligibility.

While all 2023 IIP and RIP tax exemption applications are compiled in this report for Council's approval, in future Administration will bring forward tax exemption bylaws for applications shortly after Administration's review and approval. This will simplify the approval process and provide certainty to applicants.

DECISION HISTORY

On September 28, 2022, Council approved report CR22-107: Intensification Annual Report and Incentives Update which authorized the City Manager to implement additional incentive programs to advance intensification and revitalization efforts in the City Centre, North Central, and Heritage neighbourhoods.

Respectfully Submitted,



Autumn Dawson, Director
Planning & Development Services

Respectfully Submitted,



Deborah Bryden, Executive Director
City Planning & Community Development

Prepared by: Amarpreet Guliani, City Planner II

ATTACHMENTS

- Appendix A - Incentive Programs Overview
- Appendix B-1 - Approved Applications (Grants)
- Appendix B-2 - Approved Applications (Tax Exemptions)
- Appendix C-1 - Intensification Incentive Policy (Amended)
- Appendix C-2 - Revitalization Incentive Policy (Amended)
- Appendix D-1 - 2023 Intensification Incentive Policy (Current)
- Appendix D-2 - 2023 Revitalization Incentive Policy (Current)

Intensification Incentives Policy (IIP) and Revitalization Incentives Policy (RIP) – Background Information

The IIP and RIP were implemented in January 2023 to support the City's intensification growth and revitalization efforts and to generate additional community investment in North Central, City Centre and Heritage neighbourhoods. The current policies are available at: <https://www.regina.ca/business-development/land-property-development/intensification-revitalization-incentive-programs/>

The objectives of the IIP are to:

- Encourage residential, commercial and mixed-use intensification in established areas of the city by providing financial incentives to assist developers with financing Intensification projects;
- Increase population growth in established areas through new residential development;
- Support the development of new commercial amenities and services in established areas that may draw both visitors and permanent residents to established areas;
- Enhance the vibrancy of established areas by encouraging the development of housing, mixed-uses and commercial amenities and services;
- Assist developers with securing project financing from financial institutions; and
- Support the efficient use of land and infrastructure that are developed and in place.

The objectives of the RIP are to:

- Support property and business owners with specific exterior or interior building code compliance improvements, contributing to revitalization, beautification and reinvestment of properties within established areas of the city;
- Stimulate building activity, supporting local employment and suppliers;
- Help improve aging building stock to attract new businesses to vacant spaces;
- Introduce new features and amenities that create interest and vibrancy, helping bring more people to the established areas of the city to live, work, invest and visit; and
- Catalyze future private investment in established areas of the city.

Incentives Offered:

Under both incentive programs, eligible applicants may select their choice of

- a) a lump-sum grant incentive of up to \$50,000; or
- b) an annual tax exemption incentive calculated as the lower of actual eligible costs incurred due to an intensification project or 100% of property taxes for up to five years.

Lump-sum grant incentives are available on a first-come, first-served basis until annual program budgets are depleted.

Program Funding:

\$300,000 to fund grants under both programs annually (\$150,000 per program).

Intake Period:

Incentive applications under both programs will be accepted from January 1, 2023, to October 31, 2023.

See Figure 1 for a map of current program areas and Table 1 for comparing eligibility requirements and eligible costs under both programs.

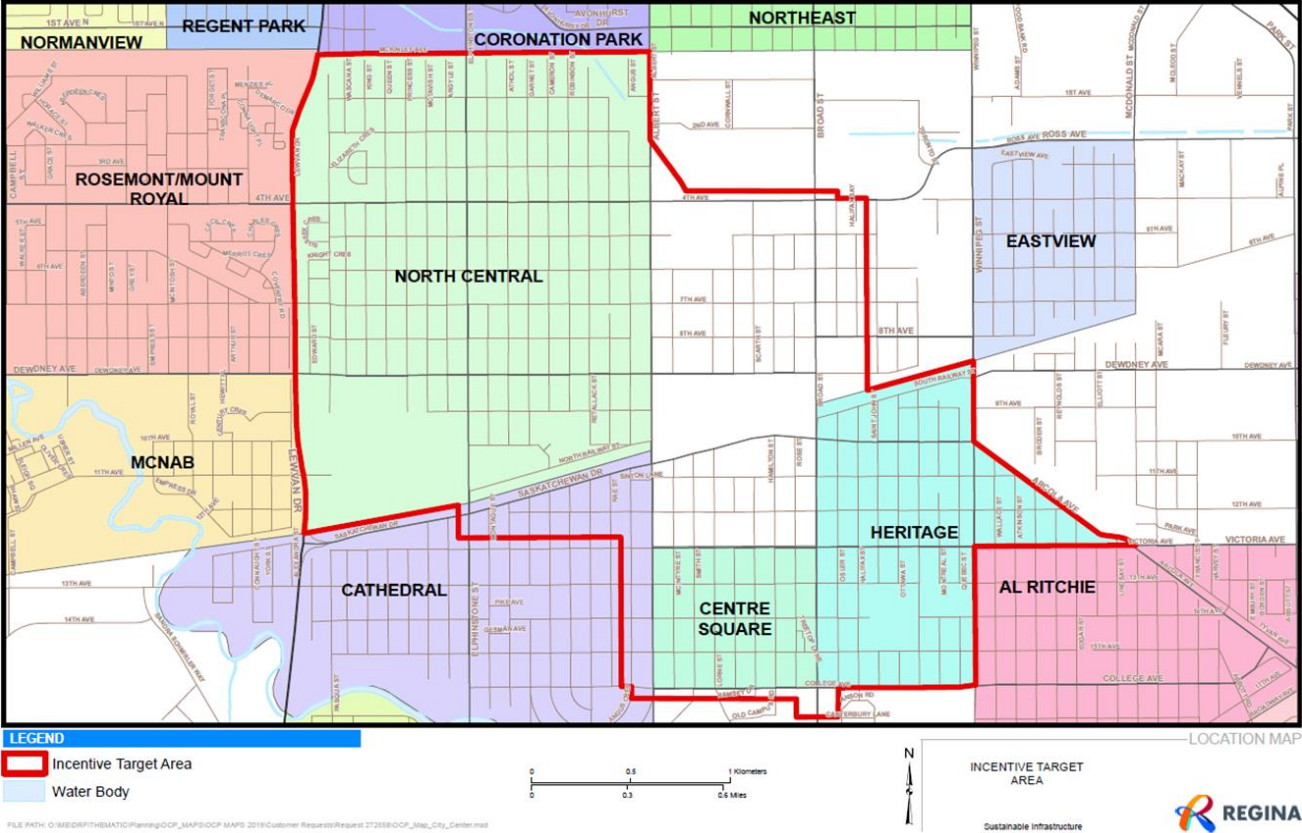


Figure 1: Map of target areas for Revitalization and Intensification Incentive Programs.

Appendix A

Table 1: Incentive Programs Comparison:

	Intensification Incentive Program	Revitalization Incentive Program
Eligibility Requirements:	Must be a residential, commercial, mixed-use or adaptive reuse development that results in the intensification of a site or building in the incentive target area.	Must be a residential, commercial or mixed-use building within the incentive target area that incurs over \$5,000 in total eligible project costs through a revitalization project.
Eligible Project Costs:	<ul style="list-style-type: none"> - Construction Costs - Site serviceability studies or reports; - Environmental consulting fees for any required environmental reports; - Site remediation costs to support development on a contaminated or brownfield site; - Shadow Analysis; - Traffic Impact Assessment; - Constructing or upgrading an on-site or off-site infrastructure improvement required to fulfill a condition of a planning approval; and - Demolition costs. 	<ul style="list-style-type: none"> - Building façade or exterior improvements (e.g., entryway improvements). - Interior improvements required to bring a building into compliance with the <i>National Building Code</i> or <i>National Fire Code</i> to correct a health or safety issue identified by a Building Inspector, Fire Inspector, or other qualified professionals or to support a building permit for a “change of land use.” E.g., installation of fire protection systems, replacement of plumbing and electric services that no longer meet the building code, construction of stairs, guards, handrails, etc, reinforcement of existing floors, walls, ceilings, alterations of required window openings, etc. - Costs to demolish an existing building and replace it with a new building of the same land use (i.e., “like for like”). - A residential building with under three Dwelling Units is ineligible to receive a Revitalization Incentive if the project solely involves building façade or exterior improvements.

Appendix B-1

Grant applications approved under Intensification (IIP) and Revitalization (RIP) Incentive Programs

#	Program	Civic Address	Description	Grant Amount
23-IIP-01	IIP	1510 College Ave	Develop 19 new market rental units <ul style="list-style-type: none"> • Total floor area: 1,613.25 square metres • Project cost: \$4,599,487.96 	\$50,000
23-RIP-01	RIP	1130 15 th Ave	Enhance accessibility by repaving the current patio space and purchasing new furniture for the patio area. <ul style="list-style-type: none"> • Total floor area: N/A • Project cost: \$30,000 	\$29,511.56
23-RIP-02	RIP	1265 Garnet St	Replace eavestrough, downspouts, fascia and snow guards. <ul style="list-style-type: none"> • Total floor area: 524.34 square metres • Project cost: 34,173.01 	\$34,173.01
23-RIP-03	RIP	1219 Argyle St	Repair grade beams and basement walls of a single-detached residential building and relocate an electric panel. <ul style="list-style-type: none"> • Total floor area: 50.35 square metres • Project cost: \$17,600 	\$17,600
23-RIP-04	RIP	1828 Scarth St	Interior improvements required to bring the building up to the National Building and Fire Code due to a land use change. <ul style="list-style-type: none"> • Total floor area: 283 square metres • Project cost: \$60,000 	\$25,621.35
23-RIP-07	RIP	2144 Cornwall St	Replace roof shingles on a house-form commercial building. <ul style="list-style-type: none"> • Total floor area: 215.07 square metres • Project cost: \$24,699 	\$24,699
23-RIP-08	RIP	#5-1456 11th Ave	Interior improvements completed to bring the building up to the National Building and Fire Code due to a land use change. <ul style="list-style-type: none"> • Total floor area: 178.68 square metres • Project cost: \$55,692.12 	\$18,395.08
Total Grants				\$200,000

Appendix B-2

Tax exemption applications recommended for funding under Intensification (IIP) and Revitalization (RIP) Incentive Programs

Total tax exemptions are calculated as the value of eligible costs or 5 years of property taxes, whichever is less

#	Program	Civic Address	Description	Eligible Costs	Annual Property Taxes (2023)	Municipal Portion (2023)	Total Exemption (est based on 2023 mill rate and factors)	Total Municipal Portion (est based on 2023 mill rate and factors)
23-IIP-02	IIP	628 Victoria Ave	Expansion of the existing veterinary clinic <ul style="list-style-type: none"> • Proposed new area: 313 square metres • Total floor area: 576 square metres • Project cost: \$2,550,000 	\$1,352,751.00 (estimated)	\$44,075.88	\$27,038.48	\$220,379.40	\$135,192.40
23-RIP-05	RIP	2176 7 th Ave & 1270 Cornwall St	Interior improvements completed to bring the building up to the National Building and Fire Code due to a change of land use activity. <ul style="list-style-type: none"> • Total floor area: 1580.1 square metres • Project cost: \$286,000 	\$209,385.00 (actual)	\$37,792.28	\$23,183.79	\$188,961.40	\$115,918.95
23-RIP-06	RIP	1450 Hamilton St	Exterior improvements to the entryway and permanent finishes such as glass replacement, decorative stone, and lighting. <ul style="list-style-type: none"> • Total floor area: 2881.57 square metres • Project cost: \$339,042.33 	\$131,254.17 (actual)	\$87,594.61	\$53,735.17	\$131,254.17	\$80,518.25

Appendix B-2

#	Program	Civic Address	Description	Eligible Costs	Annual Property Taxes (2023)	Municipal Portion (2023)	Total Exemption (est based on 2023 mill rate and factors)	Total Municipal Portion (est based on 2023 mill rate and factors)
23-RIP-09	RIP	865 Argyle St	Upgrades to the existing electrical panel and outlets, as they did not comply with the current code and posed safety concerns. <ul style="list-style-type: none"> • Total floor area: 69.40 square metres • Project cost: \$5,206.20 	\$5,206.20 (actual)	\$1,227.33	\$776.57	\$5,206.20	\$3,294.13
23-RIP-10	RIP	1914 Hamilton St	Upgrades to the main fire panel, as well as improvement to the building's main lobby and rear entrance. <ul style="list-style-type: none"> • Total floor area: 15,448.23 square metres • Estimated project cost: \$1,081,012.24 	\$179,912.79 (estimated)	\$455,841.15	282,210.90	\$179,912.79	\$111,383.87
23-RIP-11	RIP	1736 Dewdney Ave	Waterproofing the basement walls from outside, which is necessary to ensure structural stability of the building. <ul style="list-style-type: none"> • Total floor area: 505.39 square metres • Project cost: \$30,636 	\$30,636.00 (actual)	\$8,850.66	\$5,429.47	\$30,636.00	\$18,793.77
23-RIP-12	RIP	2125 11 th Ave	Replacement of an electrical panel and repair of a service elevator inside the building. <ul style="list-style-type: none"> • Total floor area: 5807.46 square metres • Estimated project cost: \$60,400.16 	\$30,195.00 (estimated)	\$112,559.75	\$69,050.10	\$30,195.00	\$18,523.21

Appendix B-2

#	Program	Civic Address	Description	Eligible Costs	Annual Property Taxes (2023)	Municipal Portion (2023)	Total Exemption (est based on 2023 mill rate and factors)	Total Municipal Portion (est based on 2023 mill rate and factors)
23-RIP-13	RIP	1828 Scarth St	Improvements to the main floor of the building that are necessary to allow the second floor to operate as an independent unit. <ul style="list-style-type: none"> • Total floor area: 283 square metres • Project cost:\$138,005 	\$138,005.00 (estimated)	\$15,879.20	\$9,741.14	\$79,396.00	\$48,705.70
			Totals	\$2,077,345.00	\$736,820.86	\$471,165.62	\$865,940.96	\$532,330.28

Effective Date

Approving Authority
City Council

Policy Owner
Manager,
City Revitalization

TBD

Intensification Incentives Policy

Purpose & Scope

Purpose

- 1 The City of Regina is committed to supporting the City's urban form through intensification and redevelopment of existing built-up areas. The City's support includes providing financial incentives to developers to encourage intensification in targeted areas.
- 2 The incentives are intended to help compensate developers for additional costs they may incur to develop within targeted intensification areas.
- 3 Objectives of the policy are to:
 - (a) encourage intensification of established areas,
 - (b) increase population growth in established areas through new residential development,
 - (c) support the development of new and existing stores and services in established areas that may draw both visitors and permanent residents to established areas,
 - (d) enhance the vibrancy of established areas by encouraging the development of housing, mixed-uses and commercial amenities and services,
 - (e) assist developers to secure project financing from financial institutions, and
 - (f) support the efficient use of land, investment in infrastructure and viability of public transit.

Scope

- 4 This policy applies to intensification projects within the incentive target area.

Policy Provisions

Definitions

- 5 The following definitions apply to this policy:
- 5.1 Actual eligible costs means the total value of actual eligible project costs incurred by an applicant based on invoices and other documentation submitted by an applicant after the completion of an intensified development project.
 - 5.2 Applicant means the registered owner of the lands, or their designate, applying for an intensification incentive under this policy.
 - 5.3 Brownfield site means an undeveloped or previously developed property that may be contaminated. These are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.
 - 5.4 Building permit means a permit issued under *The Building Bylaw* of the City of Regina authorizing the construction of a building.
 - 5.5 City means the City of Regina.
 - 5.6 City Assessor means the City of Regina Assessor, or the City Assessor's designate.
 - 5.7 Demolition means the removal of or partial removal of a building structure, requiring a demolition permit under *The Building Bylaw*.
 - 5.8 Development means a development within the meaning of *The Planning and Development Act, 2007*.
 - 5.9 Development permit means a permit issued pursuant to *The Regina Zoning Bylaw, 2019* authorizing a development.
 - 5.10 Dwelling unit means a self-contained living unit of one or more rooms containing cooking facilities, sanitary facilities, living quarters and/or sleeping quarters.
 - 5.11 Estimated eligible costs mean the value of the total estimated eligible costs submitted by an applicant in an intensification incentive application.
 - 5.12 Executive Director means the Executive Director of the City Planning & Community Development Division, or the Executive Director's designate.
 - 5.13 Floor area means the area of a floor in a building or structure, measured between the exterior faces of the exterior walls of the building or structure.
 - 5.14 Funding agreement means an agreement between the City, the registered owner, and, the applicant where the registered owner and applicant are different, containing the terms and conditions for an intensification grant or an intensification tax exemption.

- 5.15 Funding commitment means a written commitment by the City to the applicant to provide an intensification grant or eligibility for an intensification tax exemption upon completion of a project and fulfillment of the terms of a funding agreement.
- 5.16 Gross floor area means the total floor area in a building or structure that is primarily indoors, measured between the exterior faces of the exterior walls of the building or structure at the level of each storey, excluding any area used for off-street unloading, parking, mechanical equipment, stairways or shafts.
- 5.17 Incentive target area means the area designated by City Council to which this policy applies as depicted in Appendix A.
- 5.18 Infill development means the replacement, alteration or redevelopment of an existing building or the construction of a new building on a vacant lot in an established neighbourhood.
- 5.19 Intensification means the construction of new buildings or addition to existing buildings on serviced land within existing built areas through practices of building conversion, infill or redevelopment.
- 5.20 Intensification grant means a lump sum grant offered under this policy for a project.
- 5.21 Intensification incentive means an intensification grant or intensification tax exemption provided under this policy.
- 5.22 Intensification incentive application means an application for an intensification incentive in the form prescribed by the City.
- 5.23 Intensification tax exemption means a tax exemption offered under this policy for a project.
- 5.24 Project means the work being done on the property or properties that are the subject of an intensification application under this policy.
- 5.25 Registered owner means the owner of a property as indicated on the land title for the parcel in the Land Titles Registry.
- 5.26 Residential business means an accessory land use conducted in a dwelling unit by the resident of the dwelling unit for monetary gain.
- 5.27 Tax exemption agreement means an agreement between the City, the registered owner, and, the applicant where the registered owner and applicant are different, containing the terms and conditions for an intensification tax exemption.

General Eligibility Requirements

- 6 Residential, commercial or mixed-use projects may be eligible for an intensification incentive based on the eligible project costs defined in section 36, subject to the following requirements:

- (a) the project must be located within the incentive target area,
- (b) the project must incur a minimum of \$5,000 in total eligible project costs as defined in section 36, and
- (c) the project must not have received an intensification grant or intensification tax incentive within the preceding 10 years.

Ineligible Applicants, Building Types and Land Uses

- 7 The following building types and land uses are ineligible:
 - (a) residential businesses,
 - (b) government-owned buildings (municipal, provincial or federal), and
 - (c) development that does not add a net gain of at least one dwelling unit or at least ten square metres of commercial gross floor area.

- 8 Applicants in any one of the following circumstances are not eligible for an intensification incentive:
 - (a) applicants and registered owners that have taxes, utilities, fees, fines or other charges owing to the City that are past due,
 - (b) applicants and registered owners that are in default of any obligation under any municipal grant or exemption program, and
 - (c) applicants and registered owners that are in active litigation against the City.

- 9 Properties that have outstanding building code, fire code, property standards or other City orders are not eligible for an intensification incentive, unless the proposed project involves work to bring the property into compliance with building and fire codes.

Conditions

- 10 The City reserves the right to determine who may apply for an intensification incentive on a case-by-case basis.
- 11 Intensification incentive applications will be accepted during a defined intake period and will continue to be accepted on a first come, first served basis until the intake period is closed or suspended by the City.
- 12 Intensification grants are subject to budget availability and intake may be closed or suspended by the City at any time without notice.
- 13 Applicants are required to comply with all applicable City development and building permit requirements, provincial building codes, *National Building Code of Canada 2020* and *National Fire Code of Canada 2020* and are responsible for obtaining development and building permits.

- 14 Where an applicant does not meet the requirements of section 13, the Executive Director has the discretion to withdraw the City's funding commitments.
- 15 The execution of a funding agreement or tax exemption agreement under this policy in no way constitutes a development permit or building permit approval.
- 16 Intensification incentives under this policy may be provided in addition to other incentives offered by the City, or incentives provided by the provincial or federal governments, provided that:
 - (a) applications must be submitted to each program separately,
 - (b) when a project qualifies for more than one incentive, specific eligible costs may only be claimed once, and
 - (c) when a project qualifies for tax exemptions under more than one incentive, the maximum value of the exemption remains what is prescribed through individual policies (i.e., five years and 100 per cent exemption for the residential portion under the Housing Incentive Policy, 10 years and 100 per cent exemption based on eligible costs under the Heritage Incentives Policy.)

Types of Incentives

- 17 Eligible projects may apply for one of the following intensification incentives:
 - (a) intensification tax exemption, or
 - (b) intensification grant.

Calculation of Intensification Tax Exemption

- 18 Subject to section 22, eligible projects may receive annual property tax exemptions up to the lesser of a total of five years of taxes on a property, the estimated eligible costs or the actual eligible costs incurred as a result of the project.
- 19 The amount of the property tax exemption, including calculation of any percentage or portion and the determination of any use or cost, shall be conclusively determined by the City Assessor.
- 20 The property tax exemption does not apply to local improvement fees, business improvement fees, and the non-exempt portion of taxes (i.e., laneway improvements) and other charges to tax accounts, which must be paid during the term of the tax exemption agreement in the year in which they are due. No exemption of outstanding or current taxes will be negotiated.
- 21 In place of a tax exemption, land and improvements that have been granted reserve status may receive an equivalent reduction in fees paid in lieu of municipal and library levies to the City.
- 22 Notwithstanding section 18, *The Education Property Tax Act* contains provisions which require provincial approval to exempt the education portion of property taxes where the

value of the educational tax is equal to or greater than \$25,000 in a single year. If this approval is not granted, the exemption will cover the municipal and library portions of taxes only.

Calculation of Intensification Grant

- 23 Eligible projects may receive a one-time lump sum grant equivalent to the lesser of \$50,000, the estimated eligible cost or the actual eligible costs.

Application Requirements

- 24 The City shall only accept complete intensification incentive applications, which are processed on a first come, first served basis.
- 25 Complete intensification incentive applications shall contain the following, with exceptions only approved at the discretion of the Executive Director:
- (a) site plans including lot shape and size with setbacks of existing and proposed building to the side, rear and front property lines, easements, right-of-ways, decks, projections, cantilevers, driveway location, parking stall dimensions and grade elevations,
 - (b) professionally prepared building plans that show the existing and proposed uses, existing and proposed elevations, layouts, dimensions, rooms, entrances and upgrades to building systems,
 - (c) digital images which provide an overall view of the exterior of the property and interior spaces where work is to be performed,
 - (d) for each eligible project cost:
 - (i) a detailed estimate provided by a Saskatchewan licensed contractor, architect, consultant or engineer. The estimate shall be valid for six months from its issuance date. The validity period may be extended to one year at the sole discretion of the Executive Director;
 - (ii) in the case of pre-development work that may already be complete at the time of application including for costs identified in subsection 36(j), proper invoices for actual eligible costs already incurred, with the information indicated in subsection 41(b) and accompanying receipts; or
 - (iv) in the case of projects where work will be done by the applicant without a contractor, the City may accept a quote from supplier or a picture showing price for each material to be used in the project. The quote and prices shall be valid for six months from the issuance or picture date, or longer at the discretion of the Executive Director. Personal labour costs shall not be covered.
 - (e) for each entity providing an estimate under subsection (d), one of the following licensing information will be required:

- i) proof of membership in a trade association or professional body within Saskatchewan;
 - ii) business registry information from Information Services Corporation; or
 - iii) a City of Regina business license.
- (f) a development permit, building permit or confirmation of zoning compliance from the City of Regina Planning & Development Services department, if applicable,
- (g) Province of Saskatchewan Land Titles Registry Title or other proof of ownership, and
- (h) the applicant's Information Services Corporation incorporation information if the applicant is a corporation.
- 26 Notwithstanding section 25, depending on the scope of the eligible work, the City may consider accepting relevant information in alternative formats for projects not requiring development and building permits.
- 27 The City may request any other additional information, including additional quotes, required to evaluate an intensification incentive application. Additional information requested will not be considered when evaluating the completeness of an application.

Construction & Timelines

- 28 Construction shall not begin until all applicable municipal permits and permissions are obtained.
- 29 Subject to subsection 36(j), only costs incurred for work performed after a funding commitment is issued will be included as actual eligible costs.
- 30 Applicants may use a contractor of their choice. However, subject to section 27, where more than one contractor estimates or price for each material to be used in the project is required as a part of an intensification incentive application, the lower of the estimates submitted will be used to determine the total estimated eligible costs to be included in a funding agreement for an intensification grant.
- 31 The City will encourage applicants to participate in a pre-application meeting to clarify requirements before applying.
- 32 Applicants shall notify the City if the project scope or design changes during the permitting or construction process. The City may require the applicant to enter into an amended funding agreement.
- 33 Projects shall begin within six months and finish within two years from the date the applicant received a funding commitment from the City.
- 34 Applicants may request an extension to the construction start and end periods in writing, which may be granted at the Executive Director's discretion.

- 35 Where an applicant does not meet the requirements of section 28 and sections 33 to 34, the Executive Director has the discretion to withdraw the City's funding commitment.

Eligible Project Costs

- 36 Eligible project costs for an intensification incentive include:
- (a) construction costs,
 - (b) site serviceability studies or reports,
 - (c) environmental consulting fees for any required environmental studies or assessments,
 - (d) site remediation costs to support an intensified development on a Brownfield site,
 - (e) shadow analysis,
 - (f) traffic impact assessment,
 - (g) constructing/upgrading of any on-site improvement that is required to fulfill any condition of a development/planning approval for an intensified development,
 - (h) constructing/upgrading of any off-site improvement that is required to fulfill any condition of a development/planning approval for an intensified development, and
 - (i) demolition costs, including:
 - (i) utility disconnection fees,
 - (ii) cost of demolishing, removing material and filling and leveling of the excavation to an elevation compatible with abutting properties,
 - (iii) site fencing costs during demolition,
 - (iv) landfill tipping fees,
 - (v) demolition permit fees,
 - (vi) completion of a hazardous materials survey, and
 - (vii) other related demolition costs to be considered at the discretion of the Executive Director, and
 - (j) eligible costs that may be incurred prior to the receipt of a funding commitment are limited to:
 - (i) site serviceability studies or reports,
 - (ii) environmental consulting fees for any required environmental studies or assessments,

- (iii) shadow analyses, and
- (iv) traffic impact assessments.

Application Process

- 37 The City will review completed intensification incentive applications in the order they are received and deemed complete in accordance with the requirements in sections 24 to 27.
- 38 Upon completing the review in section 37, the City will either:
 - (a) provide the applicant with written notice that the project is not eligible for an intensification incentive, or
 - (b) provide the applicant with written notice that the project is eligible for an intensification incentive.
- 39 Eligible projects will receive a funding commitment, subject to approval by the Executive Director.
 - 39.1 For intensification grants, funding commitments are subject to funding availability.
 - 39.2 If a project is eligible for an intensification grant but there is insufficient funding, the applicant may be offered an intensification tax exemption instead.
- 40 If a funding commitment is approved, the applicant will be invited to enter into a funding agreement.
 - 40.1 If the applicant and registered owner of the project are different, both are required to enter into the funding agreement with the City.
 - 40.2 Proof of ownership is required before the City can enter into a funding agreement.
 - 40.3 If the applicant and registered owner of the project are different, the intensification grant or intensification tax exemption will be granted to the registered owner. Intensification grants may be paid to the applicant or a third party on request by the registered owner.
 - 40.5 In the case of an intensification grant, the City will record the total estimated eligible costs that an applicant may receive funding for through the intensification grant as a committed amount in the intensification grant budget.
 - 40.6 A funding agreement may be assigned to a new party at the sole discretion of the Executive Director. An assignment agreement will be required.

Payout Process

- 41 Applicants may request payout of an intensification grant or request to proceed with an intensification tax exemption after the project is complete. The following documentation is required to process the request for payout:

- (a) one of the following:
 - (i) an occupancy permit issued by the City,
 - (ii) a Letter of Completion issued by the City, or
 - (iii) if neither of these are applicable, an inspection by City staff is required,
 - (b) proper invoices for all eligible project costs indicated in the funding agreement that each include the following:
 - (i) the name and address of the contractor or service provider who performed the work,
 - (ii) the date of the invoice and the period during which the work was performed or materials provided,
 - (iii) information identifying contracts or other authority under which services or materials were supplied, if applicable (the contracts themselves are not required),
 - (iv) a description, including quantity if appropriate, of the services or materials supplied, and
 - (v) the relevant section number of the estimated eligible cost included in the funding agreement,
 - (c) receipts showing the amount paid for the services and materials in each invoice,
 - (d) digital images of the completed project including exterior images and images of interior areas where work was performed,
 - (e) total construction value of the project,
 - (f) total commercial floor space added (if applicable),
 - (g) number of dwelling units added (if applicable),
 - (h) a completed applicant feedback survey, and
 - (i) a completed electronic direct deposit form.
- 42 In the case of an intensification tax exemption, projects must be complete and the documentation identified in section 41 submitted by September 30 for the project to be eligible for a tax exemption in the following year.
- 43 Where an applicant does not meet the requirements of section 41 within six months of project completion the Executive Director has the discretion to withdraw the City's funding commitment.
- 44 Upon receipt of the documentation outlined in section 41, the City shall verify:

- (a) that the project complied with the funding agreement,
 - (b) the actual eligible costs,
 - (c) that property taxes, utility bills and any other charges owing to the City have been paid and are current on the project property,
 - (d) that the applicant and registered owner are not in default of any obligation under any municipal grant or exemption program or in active litigation against the City, and
 - (e) that there are no outstanding building code, fire code or property standards orders on the project property.
- 45 Should there be outstanding property taxes, utility bills, or other charges owing, any default of any obligations under any municipal grant or exemption programs or outstanding municipal order on the project property, the City will withhold the intensification grant or intensification tax exemption until all accounts are brought current, all obligations are met and/or all municipal orders are lifted.
- (a) where an Applicant does not meet the obligations or comply with all municipal orders within six months from the date when payout is requested, the Executive Director has the discretion to withdraw the City's funding commitment.
- 46 In the case of intensification grants, if the project complied with the funding agreement the City will issue a lump-sum grant in accordance with section 23.
- 47 Subject to section 42, in the case of intensification tax exemptions, the City will calculate the tax exemption in accordance with sections 18 to 22 and prepare a tax exemption bylaw for consideration by City Council. If the bylaw is approved, the City will invite the registered owner to enter into a tax exemption agreement commencing January 1 of the following year.
- 47.1 The date for commencing the exemption may be deferred for one year at the discretion of the Executive Director.
- 47.2 A tax exemption agreement may be assigned to a new registered owner at the discretion of the Executive Director. An assignment agreement will be required.
- 48 Approved projects may be announced to the media or highlighted on the City of Regina website or social media accounts.

Roles and Responsibilities

- 49 The City Manager is responsible for initial approval of this policy.
- 50 The Executive Director is responsible to:
- (a) approve intensification incentive applications,

- (b) finalize and approve the terms of any agreements entered into pursuant to this policy,
- (c) authorize payment of an intensification grant,
- (d) determine start and end dates for intensification incentive intake periods based on funding availability and other considerations,
- (e) recommend, review and support any amendments to this policy,
- (f) approve minor amendments that do not change the intent of the policy but are necessary to support the overall implementation of this policy, and
- (g) approve the transfer of unused funds to the Revitalization Incentives Program.

51 City Council is responsible to:

- (a) approve this policy and any major amendments,
- (b) approve tax exemption agreements through the passage of a tax exemption bylaw, and
- (c) approve the intensification grant budget and any additional funding allocations as appropriate.

Monitoring and Reporting

52 The City shall monitor and periodically report to City Council on:

- (a) the number of intensification incentive applications received, reviewed, approved, completed and funded,
- (b) total yearly funding provided under this policy,
- (c) total construction value of completed projects,
- (d) total commercial floor space added,
- (e) number of dwelling units added and equivalent estimated population,
- (f) number of sites removed from the City's underutilized land inventory,
- (h) estimated annual increase in population and intensification within the City centre, and
- (i) increased property assessment value within the incentive target area.

Date Approved	Sometime in January 2023
Date of Last Review	
Date of Next Review	

Effective Date

Approving Authority
City Council

Policy Owner
Manager,
City Revitalization

TBD

Revitalization Incentives Policy

Purpose & Scope

Purpose

- 1 The City of Regina is committed to supporting the City's urban form through revitalization projects. The City's support includes providing financial incentives to property and business owners to encourage revitalization in targeted areas
- 2 Objectives of the policy are to:
 - (a) stimulate building activity, supporting local employment and suppliers,
 - (b) help improve aging building stock to attract new businesses to vacant spaces,
 - (c) introduce new features and amenities that create interest and vibrancy, helping bring more people to the established areas of the city to live, work, invest and visit, and
 - (d) catalyze future private investment in established areas of the City.

Scope

- 3 This policy applies to revitalization projects within the target incentive area.

Policy Provisions

Definitions

- 4 The following definitions apply to this policy:
 - 4.1 Actual eligible costs means the total value of actual eligible project costs incurred by an applicant based on invoices and other documentation submitted by an applicant after the completion of a revitalization project.
 - 4.2 Applicant means the registered owner of the lands, or their designate, applying for a revitalization incentive under this policy.
 - 4.3 Building permit means a permit issued under *The Building Bylaw* of the City of Regina authorizing the construction of a building.
 - 4.4 City means the City of Regina.
 - 4.5 City Assessor means the City of Regina Assessor, or the City Assessor's designate.
 - 4.6 Demolition means the removal of or partial removal of a building structure, requiring a demolition permit under *The Building Bylaw*.
 - 4.7 Development means a development within the meaning of *The Planning and Development Act, 2007*.
 - 4.8 Development permit means a permit issued pursuant to *The Regina Zoning Bylaw, 2019* authorizing a development.
 - 4.9 Dwelling unit means a self-contained living unit of one or more rooms containing cooking facilities, sanitary facilities, living quarters and/or sleeping quarters.
 - 4.10 Estimated eligible costs mean the value of the total estimated eligible costs submitted by an applicant in a revitalization incentive application.
 - 4.11 Executive Director means the Executive Director of the City Planning & Community Development Division, or the Executive Director's designate.
 - 4.12 Floor area means the area of a floor in a building or structure, measured between the exterior faces of the exterior walls of the building or structure.
 - 4.13 Funding agreement means an agreement between the City, the registered owner, and, the applicant where the registered owner and applicant are different, containing the terms and conditions for a revitalization grant or eligibility for a revitalization tax exemption.
 - 4.14 Funding commitment means a written commitment by the City to the applicant to provide a revitalization grant or eligibility for a revitalization tax exemption upon completion of a project and fulfillment of the terms of a funding agreement.

- 4.15 Gross floor area means the total floor area in a building or structure that is primarily indoors, measured between the exterior faces of the exterior walls of the building or structure at the level of each storey, excluding any area used for off-street unloading, parking, mechanical equipment, stairways or shafts.
- 4.16 Incentive target area means the area designated by City Council to which this policy applies as depicted in Appendix A.
- 4.17 Project means the work being done on the property or properties that are the subject of a revitalization application under this policy.
- 4.18 **Qualified Professional** means an architect, engineer, journeyman (Red Seal), technician, or someone with experience or training in the construction industry as deemed appropriate by the City.
- 4.19 Registered owner means the owner of a property as indicated on the land title for the parcel in the Land Titles Registry.
- 4.20 Residential business means an accessory land use conducted in a dwelling unit by the resident of the dwelling unit for monetary gain.
- 4.21 Revitalization grant means a lump sum grant offered under this policy for a project.
- 4.22 Revitalization incentive means a revitalization grant or revitalization tax exemption provided under this policy.
- 4.23 Revitalization incentive application means an application for a revitalization incentive in the form prescribed by the City.
- 4.24 Revitalization tax exemption means a tax exemption under this policy for a project.
- 4.25 Tax exemption agreement means an agreement between the City, the registered owner, and, the applicant where the registered owner and applicant are different, containing the terms and conditions for a revitalization tax exemption.

General Eligibility Requirements

- 5 Existing commercial, mixed-use or residential buildings may be eligible for a revitalization incentive based on the eligible project costs defined in sections 35 to 38, subject to the following requirements:
- (a) the project must be located within the boundaries of the incentive target area,
 - (b) the project must incur a minimum of \$5,000 in total eligible project costs as defined in section 35, and
 - (c) the portion of the property undergoing revitalization must not have received a revitalization grant or revitalization tax incentive within the preceding 10 years.

Ineligible Applicants, Building Types and Land Uses

- 6 The following building types and land uses are ineligible:
 - (a) residential businesses, and
 - (b) government-owned buildings (municipal, provincial or federal).
- 7 Applicants in any one of the following circumstances are not eligible for a revitalization incentive:
 - (a) applicants and registered owners that have taxes, utilities, fees, fines or other charges owing to the City that are past due,
 - (b) applicants and registered owners that are in default of any obligation under any municipal grant or exemption program, and
 - (c) applicants and registered owners that are in active litigation against the City.
- 8 Properties that have outstanding building code, fire code, property standards, or other City orders are not eligible for a revitalization incentive, unless the proposed project involves work to bring the property into compliance with building and fire codes.

Conditions

- 9 The City reserves the right to determine applicant participation in a revitalization incentive on a case-by-case basis.
- 10 Revitalization incentive applications will be accepted during a defined intake period and will continue to be accepted on a first come, first served basis until the intake period is closed or suspended by the City.
- 11 Revitalization grants are subject to budget availability and intake may be closed or suspended by the City at any time without notice.
- 12 Applicants are required to comply with all applicable City development and building permit requirements, provincial building codes, *National Building Code of Canada 2020* and *National Fire Code of Canada 2020* and are responsible for obtaining development and building permits.
- 13 Where an applicant does not meet the requirements of section 12, the Executive Director has the discretion to withdraw the City's funding commitments.
- 14 The execution of a funding agreement or tax exemption agreement under this policy in no way constitutes a development permit or building permit approval.
- 15 Costs incurred up to one year prior to a Funding Commitment being made may be included as Actual Eligible Costs.

- 16 Revitalization incentives under this policy may be provided in addition to other incentives offered by the City, or incentives provided by the provincial or federal governments provided that:
- (a) applications must be submitted to each program separately,
 - (b) when a project qualifies for more than one incentive, specific eligible costs may only be claimed once, and
 - (c) when a project qualifies for tax exemptions under more than one incentive, the maximum value of the exemption remains what is prescribed through individual policies (i.e., five years and 100 per cent exemption for the residential portion under the Housing Incentives Policy, 10 years and 100 per cent exemption based on eligible costs under the Heritage Incentives Policy.)

Types of Incentives

- 17 Eligible projects may apply for one of the following revitalization incentives:
- (a) revitalization tax exemption, or
 - (b) revitalization grant.

Calculation of Revitalization Tax Exemption

- 18 Subject to section 22, eligible projects may receive annual property tax exemptions up to the lesser of a total of five years of current taxes on a property, the estimated eligible costs or the actual eligible costs incurred as a result of the project.
- 19 The amount of the property tax exemption, including calculation of any percentage or portion and the determination of any use or cost, shall be conclusively determined by the City Assessor.
- 20 The property tax exemption does not apply to local improvement fees, business improvement fees, and the non-exempt portion of taxes (i.e. laneway improvements) and other charges to tax accounts, which must be paid during the term of the tax exemption agreement in the year in which they are due. No exemption of outstanding or current taxes will be negotiated.
- 21 In place of a tax exemption, land and improvements that have been granted reserve status may receive an equivalent reduction in fees paid in lieu of municipal and library levies to the City.
- 22 Notwithstanding section 18, *The Education Property Tax Act*, contains provisions which require provincial approval to exempt the education portion of property taxes where the value of the educational tax is equal to or greater than \$25,000 in a single year. If this approval is not granted, the exemption will cover the municipal and library portions of taxes only.

Calculation of Revitalization Grant

- 23 Eligible may receive a one-time lump sum grant equivalent to the lesser of \$50,000, the estimated eligible costs or the actual eligible costs.

Application Requirements

- 24 The City shall only accept complete revitalization incentive applications, which are processed on a first come, first served basis.
- 25 Complete revitalization incentive applications shall contain the following, with exceptions only approved at the discretion of the Executive Director:
- (a) for interior work:
 - (i) professionally prepared building plans that show the existing and proposed uses, existing and proposed elevations, layouts, dimensions, rooms, entrances and upgrades to building systems, and
 - (ii) where the work is eligible under subsection 35(c), a statement from a qualified professional stating the work is being done to correct an imminent health or safety issue as determined by the most recent and relevant provisions of *The National Fire Code of Canada 2020*, *The Construction Codes Act*, *The Electrical Inspections Act* or *The Gas Inspections Act*.
 - (b) for exterior work, professionally prepared drawings of the façade or exterior improvement design showing colours, materials and product specification,
 - (c) digital images which provide an overall view of the exterior of the property and interior spaces where work is to be performed,
 - (d) for each eligible project cost:
 - (i) a detailed estimate provided by a Saskatchewan licensed contractor, architect, consultant or engineer. The estimate shall be valid for six months from the issuance date, or longer at the discretion of the Executive Director;
 - (ii) in the case of work done up to one year prior to application, proper invoices for actual eligible costs already incurred, with the information indicated in subsection 43(b) and accompanying receipts; or
 - (iii) in the case of projects where work will be done by the applicant without a contractor, the City may accept a quote from supplier or a picture showing price for each material to be used in the project. The quote and prices shall be valid for six months from the issuance or picture date, or longer at the discretion of the Executive Director. Personal labour costs shall not be covered.
 - (e) for each entity providing an estimate under subsection (d) and section 27, one of the following licensing information will be required:

- i) proof of membership in a trade association or professional body within Saskatchewan;
 - ii) business registry information from Information Services Corporation; or
 - iii) a City of Regina business license.
- (f) a development permit, building permit or confirmation of zoning compliance from the City of Regina Planning & Development Services department, if the project requires a permit,
- (g) Province of Saskatchewan Land Titles Registry Title or other proof of ownership, and
- (h) the applicant's Information Services Corporation incorporation information, if the applicant is a corporation.
- 26 Notwithstanding section 25, depending on the scope of the eligible work, the City may consider accepting relevant information in alternative formats for projects not requiring development and building permits.
- 27 The City may request any other additional information, including additional quotes, required to evaluate a revitalization incentive application. Additional information requested will not be considered when evaluating the completeness of an application.

Construction & Timelines

- 28 Construction shall not begin until all applicable municipal permits and permissions are obtained.
- 29 Applicants may use a contractor of their choice. However, subject to section 27, where more than one contractor estimate or price for each material to be used in the project is required as a part of a revitalization incentive application, the lower of the estimates submitted will be used to determine the total estimated eligible costs to be included in a funding agreement for a revitalization grant.
- 30 The City will encourage applicants to participate in a pre-application meeting to clarify requirements before applying.
- 31 Applicants shall notify the City if the project scope or design changes during the permitting or construction process. The City may require the applicant to enter into an amended funding agreement.
- 32 Projects shall begin within six months and finish within two years from the date the applicant received a funding commitment from the City.
- 33 Applicants may request an extension to the construction start and end periods in writing, which may be granted at the Executive Director's discretion.
- 34 Where an applicant does not meet the requirements of section 28 and sections 32 to 33, the Executive Director has the discretion to withdraw the City's funding commitment.

Eligible Project Costs

35 Eligible project costs for a revitalization incentive include:

- (a) building façade or exterior improvements, including:
 - (i) new or improved awnings, decorative stone or other finishing material improvements to the exterior of a building,
 - (ii) development of back-alley business access,
 - (iii) new or improved eavestroughs, rain gutters, soffits, fascia, bargeboard and other materials that direct rainwater,
 - (iv) non-portable business name signage affixed to the exterior of the building,
 - (v) entryway improvements, such as decorative elements, accessible entrance improvements, steps and exterior seating,
 - (vi) long-lasting landscaping on private property including tree plantings, shrubs, soil, mulch, grass, statuary, rain gardens and perennial vegetation to a maximum of \$3,000 per application,
 - (vii) decorative lighting affixed to the exterior street front of the building that is ornamental and installed for aesthetic effect, and
 - (viii) replacement of cornices, parapets or other architectural features.
- (b) costs to demolish an existing building and replace it with a new building of the same land use (i.e, “like for like”). Demolition costs include:
 - (i) utility disconnection fees,
 - (ii) cost of demolishing, removing material and filling and leveling of the excavation to an elevation compatible with abutting properties,
 - (iii) site fencing costs during demolition,
 - (iv) landfill tipping fees,
 - (v) demolition permit fees,
 - (vi) completion of a Hazardous Materials Survey, and
 - (vii) other related demolition costs to be considered at the discretion of the Executive Director,
- (c) interior improvements required to bring a building into compliance with *The National Fire Code of Canada 2020*, *The Construction Codes Act*, *The Electrical Inspections Act* or *The Gas Inspections Act* to correct an imminent health or safety issue, as described in section 38, identified by a qualified professional including:

- (i) construction costs,
 - (ii) code assessments or related reports,
 - (iii) site serviceability studies or reports,
 - (iv) constructing/upgrading of any on-site improvement that is required to fulfill any condition of a development/planning approval for code compliance work, and
 - (v) constructing/upgrading of any off-site improvement that is required to fulfill any condition of a development/planning approval for code compliance work, and
- (d) interior improvements required to bring a building into compliance with *The National Fire Code of Canada 2020 The Construction Codes Act*, *The Electrical Inspections Act* or *The Gas Inspections Act* to support a building permit for a change of land use or new development in an existing building or space including the costs identified in subsection 35(c).
- 36 Costs associated with the purchase of land are ineligible for a revitalization incentive.
- 37 A residential building with under three dwelling units is ineligible to receive a revitalization incentive if the project solely involves building façade or exterior improvements, as described in subsection 35(a). Residential buildings with under three dwelling units may be eligible to receive a revitalization incentive if the project involves both the eligible costs described in subsections 35(a) and (c).
- 38 The following work may be eligible under subsection 35(c) if, in the opinion of a qualified professional, an imminent threat to the health and safety exists, and the work is intended to correct the health or safety issue.
- (a) installation or alteration of fire protection systems such as sprinklers, standpipes, fire alarms, emergency power, lighting, and exit signs,
 - (b) installation or alteration of fire separations, fire doors, fire shutters and other fire protection devices,
 - (c) relocation of fire escapes and the installation of new exit facilities,
 - (d) extension of plumbing and electrical services for the creation of habitable space,
 - (e) replacement of plumbing, electrical, and mechanical systems that no longer meet building code requirements,
 - (f) construction or alteration of stairs, guards, handrails, etc.,
 - (g) reinforcement or reconstruction of floors, walls, ceilings or roofs,
 - (h) installation or alteration of required window openings to residential spaces,
 - (i) improvements to ventilation systems,

- (j) improvements for barrier-free accessibility including elevators, ramps, and washrooms,
- (k) improvements to basements, or other such spaces that can be occupied and are located below the first storey,
- (l) asbestos abatement, including the removal, enclosure and/or encapsulating to prevent building occupants from being exposed to the fibers,
- (m) renovations required to remove moulds (or other materials caused by water-damage from interior building materials), replace affected materials and install vapour barriers, and
- (n) other improvements related to imminent health and safety issues as indicated by a qualified professional.

Application Process

- 39 The City will review completed revitalization incentive applications in the order they are received and deemed complete in accordance with the requirements in sections 24 to 27.
- 40 Upon completing the review in section 39, the City will either:
 - (a) provide the applicant with written notice that the project is not eligible for a revitalization incentive, or
 - (b) provide the applicant with written notice that the project is eligible for a revitalization incentive.
- 41 Eligible projects will receive a funding commitment, subject to approval by the Executive Director.
 - 41.1 For revitalization grants, funding commitments are subject to funding availability.
 - 41.2 If a project is eligible for a revitalization grant but there is insufficient funding, the applicant may be offered a revitalization tax exemption instead.
- 42 If a funding commitment is approved, the applicant will be invited to enter into a funding agreement.
 - 42.1 If the applicant and registered owner of the project are different, both are required to enter into the funding agreement with the City.
 - 42.2 Proof of ownership is required before the City can enter into a funding agreement.
 - 42.3 In the case of a revitalization grant, the City will record the total estimated eligible costs that an applicant may receive funding for through the revitalization grant as a “committed amount” in the revitalization grant budget.
 - 42.4 If the applicant and registered owner of the property undergoing revitalization are different, the revitalization grant or revitalization tax exemption will be granted to

the registered owner. Revitalization grants may be paid to the applicant or a third party on request by the registered owner.

42.5 A funding agreement may be assigned to a new party at the discretion of the Executive Director. An assignment agreement will be required.

Payout Process

43 Applicants may request payout of a revitalization grant or request to proceed with a revitalization tax exemption after the project is complete. The following documentation is required to process the request for payout:

- (a) one of the following:
 - (i) an occupancy permit issued by the City,
 - (ii) a Letter of Completion issued by the City, or
 - (iii) if neither of these are applicable, an inspection by City staff is required,
- (b) proper invoices for all eligible project costs indicated in the funding agreement that each include the following :
 - (i) the name and address of the contractor or service provider who performed the work,
 - (ii) the date of the invoice and the period during which the work was performed or materials provided,
 - (iii) information identifying contracts or other authority under which services or materials were supplied, if applicable (the contracts themselves are not required),
 - (iv) a description, including quantity if appropriate, of the services or materials supplied,
 - (v) the relevant section number of the estimated eligible cost included in the funding agreement,
- (c) receipts showing the amount paid for the services and materials in each invoice,
- (d) digital images of the completed project including exterior images and images of interior areas where work was performed,
- (e) total construction value of the project,
- (f) total gross floor area brought into compliance with building or fire codes,
- (g) a completed applicant feedback survey, and
- (i) a completed electronic direct deposit form.

- 44 In the case of a revitalization tax exemption, projects must be complete and the documentation identified in section 43 submitted by September 30 for the project to be eligible for a tax exemption in the following year.
- 45 Where an applicant does not meet the requirements of section 43 within six months of project completion the Executive Director has the discretion to withdraw the City's funding commitment.
- 46 Upon receipt of the documentation outlined in section 43, the City shall verify:
- (a) that the project complied with the funding agreement,
 - (b) the actual eligible costs,
 - (c) that property taxes, utility bills and any other charges owing to the City have been paid and are current on the project property,
 - (d) that the applicant and registered owner are not in default of any obligation under any municipal grant or exemption program or in active litigation against the City, and
 - (e) that there are no outstanding building code, fire code or property standards orders on the project property.
- 47 Should there be outstanding property taxes, utility bills, or other charges owing, any default of any obligations under any municipal grant or exemption programs or outstanding municipal order on the project property, the City will withhold the revitalization grant or revitalization tax exemption until all accounts are brought current, all obligations are met and/or all municipal orders are lifted.
- (a) where an Applicant does not meet the obligations or comply with all municipal orders within six months from the date when payout is requested, the Executive Director has the discretion to withdraw the City's funding commitment.
- 48 In the case of revitalization grants, if the project complied with the funding agreement the City will issue a lump-sum grant in accordance with section 23.
- 49 Subject to section 44, in the case of revitalization tax exemptions, the City will calculate the tax exemption in accordance with sections 18 to 22 and prepare a tax exemption bylaw for consideration by City Council. If the bylaw is approved, the City will invite the registered owner to enter into a tax exemption agreement commencing January 1 of the following year.
- 49.1 The date for commencing the exemption may be deferred for one year at the discretion of the Executive Director.
- 49.2 A tax exemption agreement may be assigned to a new registered owner at the discretion of the Executive Director. An assignment agreement will be required.
- 50 Approved projects receiving funding may be announced to the media or highlighted on the City of Regina website or social media accounts.

Roles and Responsibilities

- 51 The City Manager is responsible for initial approval of this policy.
- 52 The Executive Director is responsible to:
- (a) approve revitalization incentive applications,
 - (b) finalize and approve the terms of any agreements entered into pursuant to this policy,
 - (c) authorize payment of a revitalization grant,
 - (d) determine start and end dates for revitalization incentive intake periods based on funding availability and other considerations,
 - (e) recommend, review and support any amendments to this policy.
 - (f) approve minor amendments that do not change the intent of the policy but are necessary to support the overall implementation of this policy, and
 - (g) approve the transfer of unused funds to the Intensification Incentives Program.
- 53 City Council is responsible to:
- (a) approve this policy and any major amendments, and
 - (b) approve tax exemption agreements through the passage of a bylaw, and
 - (c) approve the revitalization grant budget and any additional funding allocations as appropriate.

Monitoring and Reporting

- 54 The City shall monitor and periodically report to City Council on:
- (a) the number and type of revitalization incentive applications received, reviewed, approved, completed and funded,
 - (b) total yearly funding provided under this policy,
 - (c) total construction value of completed projects,
 - (d) total gross floor area of any buildings brought into compliance with building or fire codes,
 - (e) estimated annual increase in population and intensification within the City centre, and
 - (f) increased property assessment value within the incentive target area.

Date Approved	Sometime in January 2023
Date of Last Review	
Date of Next Review	

Intensification Incentive Policy

Policy Title:	Applies to:	Reference #
Intensification Incentive Policy	<i>City of Regina City Planning & Community Development Division</i>	CR22-107
Approved by:	Dates:	Total # of Pages
City Manager or Designate	Effective: 01-Jan-2023	15
	Last Review: 01-Jan-2023	
	Next Review: 01-Jan-2025	
Authority:		
City Council (CR22-107)		

1.0 Purpose

To encourage residential, commercial and mixed-use Intensification in established areas of the city, by providing financial incentives to assist developers with financing Intensification projects.

Incentives offered under this Policy are intended to help compensate developers for additional costs they may incur as a result of undertaking Intensified Development within the Incentive Target Area. Objectives of the Policy include:

- Encourage Intensification of established areas;
- Increase population growth in established areas through new residential development;
- Support the development of new commercial amenities and services in established areas that may draw both visitors and permanent residents to established areas;
- Enhance the vibrancy of established areas by encouraging the development of housing, mixed-uses and commercial amenities and services;
- Assist developers with securing project financing from financial institutions; and
- Support the efficient use of land and infrastructure are developed and in place.

2.0 Scope

This Policy supports Intensification goals and policy from *Design Regina: The Official Community Plan Bylaw No. 2013-48* and applies to landowners within the Incentive Target Area who undertake Intensified Development.

3.0 Definitions

Actual Eligible Costs – the total value of actual eligible project costs incurred by an Applicant based on invoices and other documentation submitted by an Applicant after the completion of an Intensified Development project.

Applicant – the Registered Owner of the lands subject to an Intensification Incentive Application, or designate of the Registered Owner.

Brownfield Site – Undeveloped or previously developed properties that may be contaminated. These are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

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

City – the City of Regina.

City Assessor – the City of Regina Assessor, or the City Assessor's designate.

Demolition – the removal of or partial removal of a building structure, requiring a demolition permit under *The Building Bylaw*.

Development – means the same as defined in *The Planning and Development Act, 2007*.

Development Permit – a document authorizing a Development issued pursuant to *The Regina Zoning Bylaw, 2019*.

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

Estimated Eligible Costs – the value of the total estimated eligible costs submitted by an Applicant in an Intensification Incentive Application.

Executive Director – the Executive Director of the City Planning & Community Development Division, or the Executive Director's designate.

Floor Area – the area of a floor in a building or structure, measured between the exterior faces of the exterior walls of the building or structure.

Funding Agreement – an agreement between the City and Applicant containing the terms and conditions for the payment of an Intensification Grant or eligibility for an Intensification Tax Exemption.

Funding Commitment – a written commitment by the City to the Applicant to provide an Intensification Grant or eligibility for an Intensification Tax Exemption upon completion of a project and fulfillment of the terms of a Funding Agreement.

Gross Floor Area – the total Floor Area in a building or structure that is primarily indoors, measured between the exterior faces of the exterior walls of the building or structure at the level of each storey, excluding any area used for off-street unloading, parking, mechanical equipment, stairways or shafts.

Incentive Target Area – the Incentive Target Area depicted in Appendix A.

Infill Development – the replacement, alteration or redevelopment of an existing building or the construction of a new building on a vacant lot in an established neighbourhood.

Intensification/Intensified Development – construction of new buildings or addition to existing buildings on serviced land within existing built areas through practices of building conversion, infill or redevelopment.

Intensification Grant – a lump sum grant offered under this Policy for new Intensified Development, calculated based on certain eligible project costs incurred, as defined in this Policy.

Intensification Incentive – An Intensification Grant or Intensification Tax Exemption provided under this Policy.

Intensification Incentive Application Form – an application for an Intensification Incentive in a form provided by the City.

Intensification Tax Exemption – a tax exemption offered under this Policy for an Intensified Development project, calculated based on certain eligible project costs incurred, as defined in this Policy.

Policy – the Intensification Incentive Policy.

Registered Owner – The owner of a property as indicated on the land title for the parcel in the Land Titles Registry.

Residential Business – an accessory land use conducted in a Dwelling Unit by the resident of the Dwelling Unit for monetary gain.

Tax Exemption Agreement - an agreement between the City and Applicant and approved by City Council containing the terms and conditions for an Intensification Tax Exemption.

4.0 Intensification Incentive Policy

4.1 General Eligibility Requirements

Residential, commercial or mixed-use Intensified Developments may be eligible for an Intensification Incentive, based on the eligible project costs defined in **subsection 4.8**, subject to the following general eligibility requirements:

- 4.1.1 The Intensified Development must be located within the boundaries of the Incentive Target Area (Appendix A).
- 4.1.2 The Intensified Development must incur a minimum of \$5,000 in total eligible project costs defined in **subsection 4.8.1**.

- 4.1.3 The portion of the property undergoing Intensified Development must not have received an Intensification Grant or Intensification Tax Incentive within the preceding 10 years.
- 4.1.4 The following building types and land uses are ineligible:
 - 4.1.4.1 Residential Businesses;
 - 4.1.4.2 Government-owned buildings (municipal, provincial or federal);
 - 4.1.4.3 Development that does not add a net gain of at least one Dwelling Unit or at least ten square metres of commercial Gross Floor Area.
- 4.1.5 Applicants in any one of the following circumstances are not eligible for an Intensification Incentive:
 - 4.1.5.1 Applicants and Registered Owners that have taxes, utilities, fees, fines or other charges owing to the City that are past due;
 - 4.1.5.2 Applicants and Registered Owners that are in default of any obligation under any municipal grant or exemption program; or
 - 4.1.5.3 Applicants and Registered Owners that are in active litigation against the City.
- 4.1.6 Properties that have outstanding building code, fire code, property standards or other City orders are not eligible for an Intensification Incentive, unless the proposed Intensified Development project involves work to bring the property into compliance with building and fire codes.

4.2 Conditions

- 4.2.1 The City reserves the right to determine Applicant participation in an Intensification Incentive on a case-by-case basis.
- 4.2.2 Intensification Incentive Applications will be accepted during a defined intake period and will continue to be accepted on a first come, first served basis until the intake period is closed or suspended by the City.
 - 4.2.2.1 Intensification Grants offered under this Policy are subject to budget availability and intake may be closed or suspended by the City at any time without notice.

- 4.2.3 Applicants are required to comply with all applicable City Development and Building Permit requirements, provincial building codes, *National Building Code* and *National Fire Code* and are responsible for obtaining Development and Building Permits.
- 4.2.4 Where an Applicant does not meet the requirements from **clause 4.2.3**, the Executive Director has the discretion to withdraw the City's funding or tax exemption commitments.
- 4.2.5 The execution of a Funding Agreement or Tax Exemption Agreement under this Policy in no way constitutes a Development Permit or Building Permit approval.
- 4.2.6 Incentives under this Policy may be stacked with incentives offered by municipal, provincial or federal governments.
 - 4.2.6.1 Some projects may qualify for the Housing Incentive Policy and Heritage Incentive Policy in addition to the Intensification Incentive Policy.
 - 4.2.6.2 Applications must be submitted to each program separately.
 - 4.2.6.3 When a project qualifies for more than one Incentive Policy, specific eligible costs may only be claimed once.
 - 4.2.6.4 When a project qualifies for tax exemptions under more than one Incentive Policy, the maximum value of the exemption remains what is prescribed through individual policies (ie. five years and 100 per cent exemption for residential portion under the Housing Incentive Policy, 10 years and 100 percent exemption based on eligible costs under the Heritage Incentive Policy.)

4.3 Types of Incentives

- 4.3.1 Eligible Intensified Development projects may access one of the following Intensification Incentives provided under this Policy:
 - 4.3.1.1 Intensification Tax Exemption; or
 - 4.3.1.2 Intensification Grant.

4.4 Calculation of Intensification Tax Exemption

- 4.4.1 Subject to **subsection 4.4.2**, eligible Intensified Development projects may be provided with annual property tax exemptions at a value not to exceed the lesser of five years of taxes on a property or the Actual Eligible Costs incurred as a result of the Intensified Development project.

- 4.4.1.1 The amount of the property tax exemption, including calculation of any percentage or portion and the determination of any use or cost, shall be conclusively determined by the City Assessor.
- 4.4.1.2 The property tax exemption does not apply to local improvement fees, business improvement fees, and the non-exempt portion of taxes (i.e. laneway improvements) and other charges to tax accounts; these must be paid during the term of the Tax Exemption Agreement entered into under this Policy in the year in which they are due. No exemption of outstanding or current taxes will be negotiated.
- 4.4.1.3 In place of a tax exemption, land and improvements that have been granted reserve status may receive an equivalent reduction in fees paid in lieu of municipal and library levies to the City.

4.4.2 Notwithstanding **subsection 4.4.1**, *The Education Property Tax Act*, contains provisions which require Provincial approval to exempt the education portion of property taxes where the value of the educational tax is equal or greater than \$25,000 in a single year. If this approval is not granted, the exemption will cover the municipal and library portions of taxes only.

4.5 Calculation of Intensification Grant

4.5.1 Eligible Intensification Development projects may be provided with a one-time lump sum grant equivalent to the lesser of \$50,000 or Estimated Eligible Costs.

4.6 Application Requirements

4.6.1 The City shall only accept complete Intensification Incentive Applications, which are processed on a first come, first served basis.

4.6.2 Complete Intensification Incentive Applications shall contain the following, exceptions may be approved at the discretion of the Executive Director:

4.6.2.1 Completed Intensification Incentive Application Form;

4.6.2.2 Site plans including lot shape and size with setbacks of existing and proposed building to the side, rear and front property lines, easements, right-of-ways, decks, projections, cantilevers, driveway location, parking stall dimensions and grade elevations;

- 4.6.2.3 Professionally prepared building plans that show the existing and proposed uses, existing and proposed elevations, layouts, dimensions, rooms, entrances and upgrades to building systems;
 - 4.6.2.4 Digital images which provide an overall view of the exterior of the property and interior spaces where work is to be performed;
 - 4.6.2.5 Two detailed estimates for each eligible project cost provided by separate Saskatchewan licensed contractors, architects, consultants or engineers;
 - A. In the case of pre-development work that may already be complete at the time of application including for costs identified in **subsections 4.8.1.10**, proper invoices for Actual Costs already incurred, with the information indicated in **subsection 4.10.1.2** and accompanying receipts, may be accepted in place of detailed estimates.
 - 4.6.2.6 Licensing information for each entity providing an estimate;
 - 4.6.2.7 A Development Permit, Building Permit or confirmation of Zoning compliance from the City of Regina Planning & Development Services Department, if applicable;
 - 4.6.2.8 Province of Saskatchewan Land Titles Registry Title or other proof of ownership; and
 - 4.6.2.9 Information Services Corporation Incorporation Information.
- 4.6.3 The City may request any other additional information, including additional quotes, required to evaluate an Intensification Incentive Application. Additional information requested will not be considered when evaluating the completeness of an application.

4.7 Construction & Timelines

- 4.7.1 Construction shall not begin until all applicable municipal permits and permissions are obtained.
- 4.7.2 Subject to **clause 4.8.1.10**, only costs incurred for work done after a Funding Commitment is issued will be included as Actual Eligible Costs.

- 4.7.3 Applicants may use a contractor of their choice. However, where contractor estimates are required as a part of an Intensification Incentive Application, the lower of the estimates submitted will be used to determine the total Estimated Eligible Costs to be included in a Funding Agreement for an Intensification Grant.
- 4.7.4 The City will encourage Applicants to participate in a pre-application meeting to clarify requirements before applying.
- 4.7.5 Applicants shall notify the City if the project scope or design changes during the permitting or construction process. The City may require the Applicant to enter into an amended Funding Agreement.
- 4.7.6 Intensified Development projects shall begin within six months and finish within two years from the date the Applicant received a Funding Commitment from the City.
 - 4.7.6.1 Applicants may request an extension to the construction start and end periods in writing, subject to Executive Director discretion.
- 4.7.7 Where an Applicant does not meet the requirements of **subsections 4.7.1 and 4.7.6**, the Executive Director has the discretion to withdraw the City's Funding Commitment.

4.8 Eligible Project Costs

- 4.8.1 Eligible project costs for an Intensification Incentive include:
 - 4.8.1.1 Construction costs;
 - 4.8.1.2 Site serviceability studies or reports;
 - 4.8.1.3 Environmental consulting fees for any required environmental studies or assessments;
 - 4.8.1.4 Site remediation costs to support an Intensified Development on a Brownfield Site;
 - 4.8.1.5 Shadow Analysis;
 - 4.8.1.6 Traffic Impact Assessment;
 - 4.8.1.7 Constructing/upgrading of any on-site improvement that is required to fulfill any condition of a development/planning approval for an Intensified Development;

- 4.8.1.8 Constructing/upgrading of any off-site improvement that is required to fulfill any condition of a development/planning approval for an Intensified Development; and
- 4.8.1.9 Demolition costs, including:
 - A. Utility disconnection fees;
 - B. Cost of demolishing, removing material and filling & leveling of the excavation to an elevation compatible with abutting properties;
 - C. Site fencing costs during demolition;
 - D. Landfill tipping fees;
 - E. Demolition permit fees;
 - F. Completion of a Hazardous Materials Survey; and
 - G. Other related demolition costs to be considered at the discretion of the Executive Director.
- 4.8.1.10 Eligible costs that may be incurred **prior to a Funding Commitment being made are limited to:**
 - a. Site serviceability studies or reports;
 - b. Environmental consulting fees for any required environmental studies or assessments;
 - c. Shadow Analysis;
 - d. Traffic Impact Assessment;

4.9 Application Process

- 4.9.1 The City will review completed Intensification Incentive Applications in the order they are received and deemed complete meeting the requirements outlined in **section 4.6**.
- 4.9.2 Upon completion of the review of a complete Intensification Incentive Application, the City will either:
 - 4.9.2.1 Provide the Applicant with written notice that their Intensification Incentive Application and project are not eligible for an Intensification Incentive under this Policy; or

- 4.9.2.2 Provide the Applicant with written notice of eligibility for an Intensification Incentive.
- 4.9.3 If an Applicant is eligible, a Funding Commitment will be made, subject to approval by the Executive Director.
 - A. For Intensification Grants, Funding Commitments are also subject to funding availability.
 - B. If an Applicant is eligible for an Intensification Grant but is unable to receive one due to insufficient funding, they may be offered an Intensification Tax Exemption instead.
- 4.9.4 If a Funding Commitment is approved, the Applicant will be invited to enter into a Funding Agreement containing the terms and conditions of the Intensification Incentive.
 - 4.9.4.1 If the Applicant and Registered Owner of the property undergoing Intensified Development are different, both are required to enter into the Funding Agreement with the City.
 - 4.9.4.2 Proof of ownership is required before the City can enter into a Funding Agreement.
 - 4.9.4.3 The Funding Agreement for an Intensification Grant will state the maximum amount of funding per **subsection 4.5.1**. The Funding agreement for an Intensification Tax Exemption will outline the calculation of the value of the tax exemption per **subsection 4.4.1**.
 - 4.9.4.4 If the Applicant and Registered Owner of the property undergoing Intensified Development are different, the Intensification Grant or Intensification Tax Exemption will be paid to the Registered Owner. Intensification Grants may be paid to the Applicant or a third party if formally requested by the Registered Owner.
 - 4.9.4.5 In the case of an Intensification Grant, the City will record the total Estimated Eligible Costs that an Applicant may receive funding for through the Intensification Grant as a “committed amount” in the Intensification Grant Budget.
 - 4.9.4.6 A Funding Agreement may be assigned to a new party at the sole discretion of the Executive Director. An assignment agreement will be required.

4.10 Payout Process

- 4.10.1 Applicants may request payout of an Intensification Grant or request to proceed with an Intensification Tax Exemption after the Intensified Development project is complete. The following documentation is required to process the request for payout:
- 4.10.1.1 One of the following:
 - A. An Occupancy Permit issued by the City;
 - B. A Letter of Completion issued by the City;
 - C. If neither of these are applicable, an inspection by City Staff is required.
 - 4.10.1.2 Proper invoices for all eligible project costs indicated in the Funding Agreement. A proper invoice must include the following information:
 - A. The name and address of the contractor or service provider who performed the work;
 - B. The date of the invoice and the period during which the work was performed or materials provided;
 - C. Information identifying contracts or other authority under which services or materials were supplied, if applicable (the contracts themselves are not required);
 - D. A description, including quantity if appropriate, of the services or materials supplied; and
 - E. The relevant section number of the Estimated Eligible Cost included in the Funding Agreement.
 - 4.10.1.3 Receipts showing the amount paid for the services and materials in each invoice;
 - 4.10.1.4 Digital images of the completed project including exterior images and images of interior areas where work was performed;
 - 4.10.1.5 Total construction value of the project;
 - 4.10.1.6 Total commercial floor space added (if applicable);

- 4.10.1.7 Number of Dwelling Units added (if applicable);
 - 4.10.1.8 A completed applicant feedback survey; and
 - 4.10.1.9 A completed electronic direct deposit form.
- 4.10.2 In the case of an Intensification Tax Exemption, projects must be complete and the documentation identified in **subsection 4.10.1** submitted by September 30 for the project to be eligible for a tax exemption in the following year.
- 4.10.3 Where an Applicant does not meet the requirements of **subsection 4.10.1** within six months of project completion the Executive Director has the discretion to withdraw the City's Funding Commitment.
- 4.10.4 Upon receipt of the documentation outlined in **subsection 4.10.1**, the City shall verify:
- 4.10.4.1 That the Intensified Development project complied with the Funding Agreement;
 - 4.10.4.2 The Actual Eligible Costs;
 - 4.10.4.3 That property taxes, utility bills and any other charges owing to the City have been paid and are current on the property that is subject to an Intensification Incentive;
 - 4.10.4.4 That the Applicant and Registered Owner are not in default of any obligation under any municipal grant or exemption program or in active litigation against the City; and
 - 4.10.4.5 That there is not outstanding building code, fire code or property standards orders on the property that is subject to an Intensification Incentive.
- 4.10.5 Should there be outstanding property taxes, utility bills, or other charges owing, any default of any obligations under any municipal grant or exemption programs or outstanding municipal order on the property that is subject to an Intensification Incentive, the City will withhold the release of funds or execution of a Tax Exemption Bylaw until all accounts are brought current, all obligations are met and/or all municipal orders are lifted.
- 4.10.6 In the case of Intensification Grants, if the project complied with the Funding Agreement the City will issue a lump-sum grant according to the provisions in **section 4.5**.

4.10.7 Subject to **subsection 4.10.2**, in the case of Intensification Tax Exemptions, the City will calculate the tax exemption amount according to the provisions in **section 4.4** and prepare a tax exemption Bylaw for consideration by City Council. If the Bylaw is approved, the City will invite the Registered Owner to enter into a Tax Exemption Agreement.

4.10.7.1 The date for commencing the exemption may be deferred for one-year at the sole discretion of the Executive Director.

4.10.7.2 A Tax Exemption Agreement may be assigned to a new Registered Owner at the sole discretion of the Executive Director. An assignment agreement will be required.

4.10.8 Intensified Development projects receiving funding may be announced to the media or highlighted on the City of Regina website or social media account.

5.0 Roles & Responsibilities

5.1 City Manager:

5.1.1 Initial approval of this Policy.

5.2 Executive Director:

5.2.1 Intensification Incentive Application approval;

5.2.2 Finalize and approve the terms of any agreements entered into pursuant to this Policy;

5.2.3 Authorize payment of an Intensification Grant;

5.2.4 Determine start and end dates for Intensification Incentive intake periods based on funding availability and other considerations;

5.2.5 Recommend, review and support any amendments to this Policy; and

5.2.6 Support the overall implementation of this Policy.

5.3 City Council:

5.3.1 Approve any amendments to this Policy; and

5.3.2 Approve Tax Exemption Agreements through the passage of a Tax Exemption Bylaw; and

- 5.3.3 Approve the Intensification Grant Budget and any additional funding allocations as appropriate.

6.0 Monitoring and Reporting

- 6.1 The City shall maintain records to enable timely reporting to City Council on the interest in, uptake of and success of the Policy. The City will monitor and report on:
- 6.1.1 Number of inquiries received;
 - 6.1.2 Number of Intensification Incentive Applications received, reviewed, approved, completed and funded;
 - 6.1.3 Total yearly funding provided under this Policy;
 - 6.1.4 Recipient feedback;
 - 6.1.5 Total construction value of completed Intensified Development projects;
 - 6.1.6 Total commercial floor space added;
 - 6.1.7 Number of Dwelling Units added and equivalent estimated population;
 - 6.1.8 Number of sites removed from the City's Underutilized Land Inventory;
 - 6.1.9 Estimated annual increase in population and intensification within the City Centre; and
 - 6.1.10 Increased property assessment value within the Incentive Target Area.

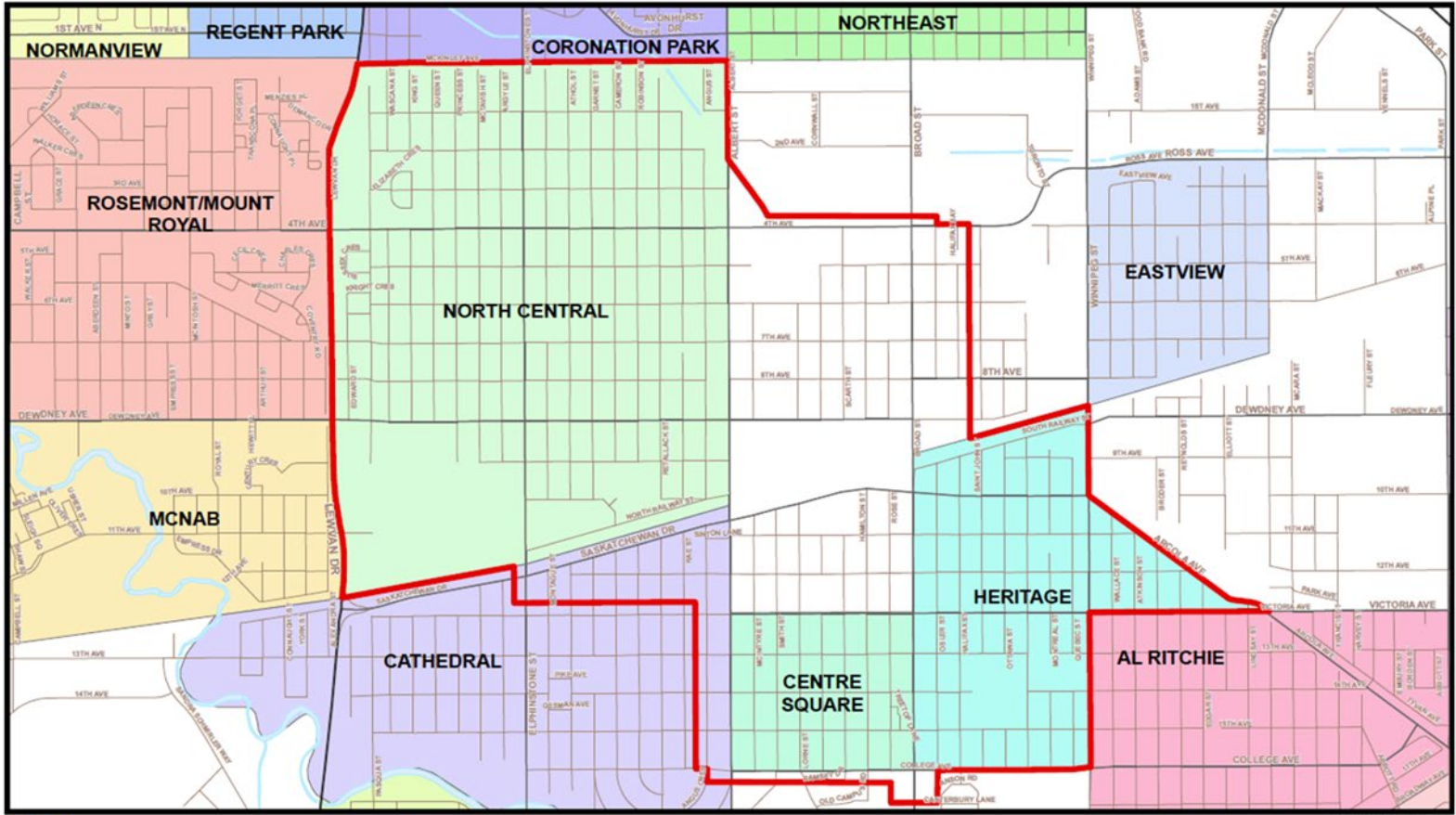
7.0 Related Forms

A complete Intensification Incentive Application shall include a completed Intensification Incentive Application Form, as provided by the City on their website during defined Intensification Incentive intake periods.

8.0 Revision History

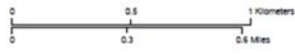
Date	Description of Change	(Re)-Approval Required (y/n)
01-Jan-2023	Initial Release.	Yes

Appendix A – Incentive Target Area



LEGEND

- Incentive Target Area
- Water Body



INCENTIVE TARGET AREA
Sustainable Infrastructure

LOCATION MAP



FILE PATH: Q:\MIDR\FITHEMATIC\Planreg\OGP_MAP\OGP_MAP\2019\Customer Requests\Request 272558\OGP_Map_City_Center.mxd

Policy Title:	Applies to:	Reference #
Revitalization Incentive Policy	<i>City of Regina City Planning & Community Development</i>	CR22-107
Approved by:	Dates:	Total # of Pages
City Manager	Effective: 01-Jan-2023	17
	Last Review: 01-Jan-2023	
	Next Review: 01-Jan-2025	
Authority:		
City Council (CR22-107)		

1.0 Purpose

To financially support property and business owners with certain exterior or interior building code compliance improvements contributing to revitalization, beautification and reinvestment of properties within established areas of the city. Objectives of the Policy include:

- Stimulate building activity, supporting local employment and suppliers;
- Help improve aging building stock to attract new businesses to vacant spaces;
- Introduce new features and amenities that create interest and vibrancy, helping bring more people to the established areas of the city to live, work, invest and visit; and
- Catalyze future private investment in established areas of the city.

2.0 Scope

This Policy supports the revitalization of properties and buildings in alignment with goals and policy from *Design Regina: The Official Community Plan Bylaw No. 2013-48* and applies to building owners within the Incentive Target Area who invest in the revitalization of existing buildings and properties.

3.0 Definitions

Actual Eligible Costs – the total value of actual eligible project costs incurred by an Applicant based on proper invoices and other documentation submitted by an Applicant after the completion of a revitalization project.

Applicant – the Registered Owner of the lands subject to a Revitalization Incentive Application, or designate of the Registered Owner.

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

City – the City of Regina.

City Assessor – the City of Regina Assessor, or the City Assessor’s designate.

Demolition – the removal of or partial removal of a building structure, requiring a demolition permit under *The Building Bylaw*.

Development – means the same as defined in *The Planning and Development Act, 2007*.

Development Permit – a document authorizing a Development issued pursuant to *The Regina Zoning Bylaw, 2019*.

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

Estimated Eligible Costs – the value of the total estimated eligible costs submitted by an Applicant in a Revitalization Incentive Application.

Executive Director – the Executive Director of the City Planning & Community Development Division, or the Executive Director’s designate.

Floor Area – the area of a floor in a building or structure, measured between the exterior faces of the exterior walls of a building or structure.

Funding Agreement – an agreement between the City and Applicant containing the terms and conditions for a Revitalization Grant or eligibility for a Revitalization Tax Exemption.

Funding Commitment – a written commitment by the City to the Applicant to provide an Revitalization Grant or eligibility for an Revitalization Tax Exemption upon completion of a project and fulfillment of the terms of a Funding Agreement.

Gross Floor Area – the total Floor Area in a building or structure that is primarily indoors, measured between the exterior faces of the exterior walls of the building or structure at the level of each storey, excluding any area used for off-street unloading, parking, mechanical equipment, stairways or shafts.

Incentive Target Area – the Incentive Target Area depicted in Appendix A.

Policy – the Revitalization Incentive Policy.

Registered Owner – The owner of a property as indicated on the land title for the parcel in the Land Titles Registry.

Residential Business – an accessory land use conducted in a Dwelling Unit by the resident of the Dwelling Unit for monetary gain.

Revitalization Grant – a lump sum grant offered under this Policy for a revitalization project, calculated based on certain eligible project costs incurred, as defined in this Policy.

Revitalization Incentive – A Revitalization Grant or Revitalization Tax Exemption provided under this Policy.

Revitalization Incentive Application Form – an application for a Revitalization Incentive in a form provided by the City.

Revitalization Tax Exemption – a tax exemption offered under this Policy for a revitalization project within the Incentive Target Area, calculated based on certain eligible project costs incurred, as defined in this Policy.

Tax Exemption Agreement - an agreement between the City and Applicant and approved by City Council containing the terms and conditions for a Revitalization Tax Exemption.

4.0 Revitalization Incentive Policy

4.1 General Eligibility Requirements

Existing commercial, mixed-use or multi-unit residential buildings may be eligible for a Revitalization Incentive, based on the eligible project costs defined in **subsection 4.8**, subject to the following general eligibility requirements:

- 4.1.1 Properties or buildings must be located within the boundaries of the Incentive Target Area (Appendix A).
- 4.1.2 Revitalization projects must incur a minimum of \$5,000 in total eligible project costs defined in **subsection 4.8.1**.
- 4.1.3 The portion of the property undergoing revitalization must not have received a Revitalization Grant or Revitalization Tax Incentive within the preceding 10 years.
- 4.1.4 The following building types and land uses are ineligible:
 - 4.1.4.1 Residential Businesses; and
 - 4.1.4.2 Government-owned buildings (municipal, provincial or federal).
- 4.1.5 Applicants in any one of the following circumstances are not eligible for a Revitalization Incentive:
 - 4.1.5.1 Applicants and Registered Owners that have taxes, utilities, fees, fines or other charges owing to the City that are past due;

- 4.1.5.2 Applicants and Registered Owners that are in default of any obligation under any municipal grant or exemption program; or
- 4.1.5.3 Applicants and Registered Owners that are in active litigation against the City.
- 4.1.6 Properties that have outstanding building code, fire code, property standards, or other City orders are not eligible for a Revitalization Incentive, unless the proposed revitalization project involves work to bring the property into compliance with building and fire codes.

4.2 **Conditions**

- 4.2.1 The City reserves the right to determine Applicant participation in a Revitalization Incentive on a case-by-case basis.
- 4.2.2 Revitalization Incentive Applications will be accepted during a defined intake period and will continue to be accepted on a first come, first served basis until the intake period is closed or suspended by the City.
 - 4.2.2.1 Revitalization Grants offered under this Policy are subject to budget availability and intake may be closed or suspended by the City at any time without notice.
- 4.2.3 Applicants are required to comply with all applicable City Development and Building Permit requirements, provincial building codes, *National Building Code* and *National Fire Code* and are responsible for obtaining Development and Building Permits.
- 4.2.4 Where an Applicant does not meet the requirements from **clause 4.2.3**, the Executive Director has the discretion to withdraw the City's funding or tax exemption commitments.
- 4.2.5 The execution of a Funding Agreement or Tax Exemption Agreement under this Policy in no way constitutes a Development Permit or Building Permit approval.
- 4.2.6 Costs incurred up to one year prior to a Funding Commitment being made may be included as Actual Eligible Costs.
- 4.2.7 Incentives under this Policy may be stacked with incentives offered by municipal, provincial or federal governments.

- 4.2.7.1 Some projects may qualify for the Housing Incentive Policy and Heritage Incentive Policy in addition to the Revitalization Incentive Policy.
- 4.2.7.2 Applications must be submitted to each program separately.
- 4.2.7.3 When a project qualifies for more than one Incentive Policy, specific eligible costs may only be claimed once.
- 4.2.7.4 When a project qualifies for tax exemptions under more than one Incentive Policy, the maximum value of the exemption remains what is prescribed through individual policies (ie. five years and 100 per cent exemption for residential portion under the Housing Incentive Policy, 10 years and 100 percent exemption based on eligible costs under the Heritage Incentive Policy.)

4.3 Types of Incentives

- 4.3.1 Eligible revitalization projects may access one of the following Revitalization Incentives provided under this Policy:
 - 4.3.1.1 Revitalization Tax Exemption; or
 - 4.3.1.2 Revitalization Grant.

4.4 Calculation of Revitalization Tax Exemption

- 4.4.1 Subject to **subsection 4.4.2**, eligible revitalization projects may be provided with annual property tax exemptions where the total value of the exemption does not exceed the lesser of five years of current taxes on a property or the total Actual Eligible Costs incurred as a result of a revitalization project.
 - 4.4.1.1 The amount of the property tax exemption, including calculation of any percentage or portion and the determination of any use or cost, shall be conclusively determined by the City Assessor.
 - 4.4.1.2 The property tax exemption does not apply to local improvement fees, business improvement fees, and the non-exempt portion of taxes (i.e. laneway improvements) and other charges to tax accounts; these must be paid during the term of a Tax Exemption Agreement entered into under this Policy in the year in which they are due. No exemption of outstanding or current taxes will be negotiated.

4.4.1.3 In place of a tax exemption, land and improvements that have been granted reserve status may receive an equivalent reduction in fees paid in lieu of municipal and library levies to the City.

4.4.2 Notwithstanding **subsection 4.4.1**, *The Education Property Tax Act*, contains provisions which require Provincial approval to exempt the education portion of property taxes where the value of the educational tax is equal or greater than \$25,000 in a single year. If this approval is not granted, the exemption will cover the municipal and library portions of the taxes only.

4.5 **Calculation of Revitalization Grant**

4.5.1 Eligible revitalization projects may be provided with a one-time lump sum grant equivalent to the lesser of \$50,000 or Estimated Eligible Costs.

4.6 **Application Requirements**

4.6.1 The City shall only accept complete Revitalization Incentive Applications, which are processed on a first come, first served basis.

4.6.2 Complete Revitalization Incentive Applications shall contain the following, exceptions may be approved at the discretion of the Executive Director:

4.6.2.1 Completed Revitalization Incentive Application Form;

4.6.2.2 For interior work, professionally prepared building plans that show the existing and proposed uses, existing and proposed elevations, layouts, dimensions, rooms, entrances and upgrades to building systems;

4.6.2.2.1 Where the work is eligible under **clause 4.8.1.3**, a statement from a Building Inspector, Fire Inspector or other qualified professional stating the work is being done to correct a health or safety issue and the relevant sections of *The National Building Code* or *National Fire Code*.

4.6.2.3 For exterior work, professionally prepared drawings of the façade or exterior improvement design showing colours, materials and product specification;

4.6.2.4 Digital images which provide an overall view or the exterior of the property and interior spaces where work is to be performed;

- 4.6.2.5 Two detailed estimates for each eligible project cost provided by separate Saskatchewan licensed contractors, architects, consultants or engineers;
 - 4.6.2.5.1 In the case of work done up to one year prior to application, proper invoices for Actual Costs already incurred, with the information indicated in **subsection 4.10.1.2** and accompanying receipts, may be accepted in place of detailed estimates
 - 4.6.2.6 Licensing information for each entity providing an estimate;
 - 4.6.2.7 A Development Permit, Building Permit or confirmation of Zoning compliance from the City of Regina Planning & Development Services Department, if applicable;
 - 4.6.2.8 Province of Saskatchewan Land Titles Registry Title or other proof of ownership; and
 - 4.6.2.9 Information Services Corporation Incorporation Information.
- 4.6.3 The City may request any other additional information, including additional quotes, required to evaluate a Revitalization Incentive Application. Additional information requested will not be considered when evaluating the completeness of an application.

4.7 **Construction & Timelines**

- 4.7.1 Construction shall not begin until all applicable municipal permits and permissions are obtained.
- 4.7.2 Applicants may use the contractor of their choice. However, where contractor estimates are required as a part of a Revitalization Incentive Application, the lower of the estimates submitted will be used to determine the total Estimated Eligible Costs to be included in a Funding Agreement for a Revitalization Grant.
- 4.7.3 The City will encourage Applicants to participate in a pre-application meeting to clarify requirements before applying.
- 4.7.4 Applicants shall notify the City if the project scope or design changes during the permitting or construction process. The City may require the Applicant to enter into an amended Funding Agreement.
- 4.7.5 Revitalization projects shall begin within six months and finish within two years from the date the Applicant received a Funding Commitment from the City.

4.7.5.1 Applicants may request an extension to the construction start and end periods in writing, subject to Executive Director discretion.

4.7.6 Where an Applicant does not meet the requirements of **subsections 4.7.1 and 4.7.5**, the Executive Director has the discretion to withdraw the City's Funding Commitment.

4.8 Eligible Project Costs

4.8.1 Eligible project costs for a Revitalization Incentive include:

4.8.1.1 Building façade or exterior improvements, including:

- A. New or improved awnings, decorative stone or other finishing material improvements to the exterior of a building;
- B. Development of back-alley business access;
- C. New or improved eavestroughs, rain gutters, soffits, fascia, bargeboard and other materials that direct rainwater;
- D. Non-portable business name signage affixed to the exterior of the building;
- E. Entryway improvements, such as: decorative elements, accessible entrance improvements, steps and exterior seating;
- F. Long-lasting landscaping on private property including tree plantings, shrubs, soil, mulch, grass, statuary, rain gardens and perennial vegetation to a maximum of \$3,000 per application;
- G. Decorative lighting affixed to the exterior street front of the building that is ornamental and installed for aesthetic effect; and
- H. Replacement of cornices, parapets or other architectural features.

4.8.1.2 Costs to demolish an existing building and replace it with a new building of the same land use (i.e, "like for like"). Demolition costs include:

- A. Utility disconnection fees;

- B. Cost of demolishing, removing material and filling & leveling of the excavation to an elevation compatible with abutting properties;
- C. Site fencing costs during demolition;
- D. Landfill tipping fees;
- E. Demolition permit fees;
- F. Completion of a Hazardous Materials Survey; and
- G. Other related demolition costs to be considered at the discretion of the Executive Director.

4.8.1.3 Interior improvements required to bring a building into compliance with the *National Building Code* or *National Fire Code* to correct a health or safety issue, as described in **clause 4.8.4**, identified by a Building Inspector, Fire Inspector or other qualified professional including:

- A. Construction costs;
- B. Building code assessments or related reports;
- C. Site serviceability studies or reports;
- D. Constructing/upgrading of any on-site improvement that is required to fulfill any condition of a development/planning approval for code compliance work; and
- E. Constructing/upgrading of any off-site improvement that is required to fulfill any condition of a development/planning approval for code compliance work.

4.8.1.4 Interior improvements required to bring a building into compliance with the *National Building Code* or *National Fire Code* to support a building permit for a “change of land use” or new development in an existing building or space including the costs identified in **clause 4.8.1.3**.

4.8.2 Costs associated with the purchase of land are ineligible for a Revitalization Incentive.

4.8.3 A residential building with under three Dwelling Units is ineligible to receive a Revitalization Incentive if the project solely involves building façade or exterior

improvements, as described in **clause 4.8.1.1**. Residential buildings with under three Dwelling Units may be eligible to receive a Revitalization Incentive if the project involves both the eligible costs described in **clause 4.8.1.1** and **clause 4.8.1.3**.

- 4.8.4 The following work may be eligible under clause 4.8.1.3 if it is intended to correct a health or safety issue:
- A. Installation or alteration of fire protection systems such as sprinklers, stand pipes, fire alarms, emergency power, lighting, and exit signs;
 - B. Installation or alteration of fire separations, fire doors, fire shutters and other fire protection devices;
 - C. Relocation of fire escapes and the installation of new exit facilities;
 - D. Extension of plumbing and electrical services for the creation of habitable space;
 - E. Replacement of plumbing, electrical, and mechanical systems that no longer meet Building Code requirements;
 - F. Construction or alteration of stairs, guards, handrails, etc.;
 - G. Reinforcement or reconstruction of floors, walls, ceilings or roofs;
 - H. Installation or alteration of required window openings to residential spaces;
 - I. Improvements to ventilation systems;
 - J. Improvements for barrier-free accessibility including elevators, ramps, and washrooms;
 - K. Improvement to basements, or other such spaces that can be occupied and are located below the first storey;
 - L. Asbestos abatement, including the removal, enclosure and/or encapsulating to prevent building occupants from being exposed to the fibers;
 - M. Renovations required to remove moulds (or other materials caused by water-damage from interior building materials), replace affected materials and install vapour barriers;
 - N. Other improvements related to health and safety issues as indicated by a Building Inspector, Fire Inspector or other qualified professional.

4.9 Application Process

- 4.9.1 The City will review completed Revitalization Incentive Applications in the order they are received and deemed complete meeting the requirements outlined in **section 4.6**.
- 4.9.2 Upon completion of the review of a complete Revitalization Incentive Application, the City will either:
 - 4.9.2.1 Provide the Applicant with written notice that their Revitalization Incentive Application and project are not eligible for a Revitalization Incentive under this Policy; or
 - 4.9.2.2 Provide the Applicant with written notice of eligibility for a Revitalization Incentive.
- 4.9.3 If an Applicant is eligible, a Funding Commitment will be made, subject to approval by the Executive Director.
 - 4.9.3.1.1 For Revitalization Grants, Funding Commitments are also subject to funding availability.
 - 4.9.3.1.2 If an Applicant is eligible for a Revitalization Grant but is unable to receive one due to insufficient funding, they may be offered an Revitalization Tax Exemption instead.
- 4.9.4 If a Funding Commitment is approved, the Applicant will be invited to enter into a Funding Agreement containing the terms and conditions of the Revitalization Incentive.
 - 4.9.4.1 If the Applicant and Registered Owner of the property undergoing revitalization are different, both are required to enter into the Funding Agreement with the City.
 - 4.9.4.2 Proof of ownership is required before the City can enter into a Funding Agreement.
 - 4.9.4.3 The Funding Agreement for a Revitalization Grant will state the maximum amount of funding per **subsection 4.5.1**. The funding agreement for a Revitalization Tax Exemption will outline the calculation of the value of the tax exemption per **subsection 4.4.1**.
 - 4.9.4.4 In the case of a Revitalization Grant, the City will record the total Estimated Eligible Costs that an Applicant may receive funding for

through the Revitalization Grant as a “committed amount” in the Revitalization Grant Budget.

- 4.9.4.5 If the Applicant and Registered Owner of the property undergoing Intensified Development are different, the Intensification Grant or Intensification Tax Exemption will be paid to the Registered Owner. Intensification Grants may be paid to the Applicant or a third party if formally requested by the Registered Owner.
- 4.9.4.6 A Funding Agreement may be assigned to a new party at the sole discretion of the Executive Director. An assignment agreement will be required.

4.10 Payout Process

4.10.1 Applicants may request payout of a Revitalization Grant or request to proceed with a Revitalization Tax Exemption after the revitalization project is complete. The following documentation is required to process the request for payout:

- 4.10.1.1 One of the following:
 - A. An Occupancy Permit issued by the City;
 - B. A Letter of Completion issued by the City;
 - C. If neither of these are applicable, an inspection by City Staff is required.
- 4.10.1.2 Proper invoices for all eligible project costs indicated in the Funding Agreement. A proper invoice must include the following information:
 - A. The name and address of the contractor or service provider who performed the work;
 - B. The date of the invoice and the period during which the work was performed or materials provided;
 - C. Information identifying contracts or other authority under which services or materials were supplied, if applicable (the contracts themselves are not required);
 - D. A description, including quantity if appropriate, of the services or materials supplied; and

- E. The relevant section number of the Estimated Eligible Cost included in the Funding Agreement.
- 4.10.1.3 Receipts showing the amount paid for the services and materials in each invoice;
- 4.10.1.4 Digital images of the completed project including exterior images and images of interior areas where work was performed;
- 4.10.1.5 Total construction value of the project;
- 4.10.1.6 Total gross floor area brought into compliance with building or fire codes;
- 4.10.1.7 A completed applicant feedback survey; and
- 4.10.1.8 A completed electronic direct deposit form.
- 4.10.2 In the case of a Revitalization Tax Exemption, projects must be complete and the documentation identified in **subsection 4.10.1** must be submitted by September 30 for the project to be eligible for a tax exemption in the following year.
- 4.10.3 Where an Applicant does not meet the requirements of **subsection 4.10.1** within six months of project completion the Executive Director has the discretion to withdraw the City's Funding Commitment.
- 4.10.4 Upon receipt of the documentation outlined in **subsection 4.10.1**, the City shall verify:
 - 4.10.4.1 That the revitalization project complied with the Funding Agreement.
 - 4.10.4.2 The Actual Eligible Costs;
 - 4.10.4.3 That property taxes, utility bills and any other charges owing to the City have been paid and are current on the property that is subject to a Revitalization Incentive;
 - 4.10.4.4 That the Applicant and Registered Owner are not in default of any obligation under any municipal grant or exemption program or in active litigation against the City; and
 - 4.10.4.5 That there is not outstanding building code, fire code or property standards orders on the property that is subject to Revitalization Incentive.

- 4.10.5 Should there be outstanding property taxes, utility bills, or other charges owing, any default of any obligations under any municipal grant or exemption programs or outstanding municipal order on the property that is subject to a Revitalization Incentive, the City will withhold the release of funds or execution of a Tax Exemption Bylaw until all accounts are brought current, all obligations are met and/or all municipal orders are lifted.
- 4.10.6 In the case of Revitalization Grants, if the project complied with the Funding Agreement, the City will issue a lump-sum grant according to the provisions in **section 4.5**.
- 4.10.7 Subject to **subsection 4.10.2**, in the case of Revitalization Tax Exemptions, the City will calculate the tax exemption amount according to the provisions in **section 4.4** and prepare a tax exemption Bylaw for consideration by City Council. If the Bylaw is approved, the City will invite the Registered Owner to enter into a Tax Exemption Agreement commencing January 1 of the following year.
 - 4.10.7.1 The date for commencing the exemption may be deferred for one-year at the sole discretion of the Executive Director.
 - 4.10.7.2 A Tax Exemption Agreement may be assigned to a new Registered Owner at the sole discretion of the Executive Director. An assignment agreement will be required.
- 4.10.8 Revitalization projects receiving funding may be announced to the media or highlighted on the City of Regina website or social media account.

5.0 Roles & Responsibilities

5.1 City Manager:

- 5.1.1 Initial approval of this Policy.

5.2 Executive Director:

- 5.2.1 Revitalization Incentive Application approval;
- 5.2.2 Finalize and approve the terms of any agreements entered into pursuant to this Policy;
- 5.2.3 Authorize payment of a Revitalization Grant;
- 5.2.4 Determine start and end dates for Revitalization Incentive intake periods based on funding availability and other considerations;

5.2.5 Recommend, review and support any amendments to this Policy; and

5.2.6 Support the overall implementation of this Policy.

5.3 City Council:

5.3.1 Approve any amendments to this Policy;

5.3.2 Approve Tax Exemption Agreements through the passage of a bylaw; and

5.3.3 Approve the Revitalization Grant Budget and any additional funding allocations as appropriate.

6.0 Monitoring and Reporting

6.1 The City shall maintain records to enable timely reporting to City Council on the interest in, uptake of and success of the Policy. The City will monitor and report on:

6.1.1 Number of inquiries received;

6.1.2 Number and type of Revitalization Incentive Applications received, reviewed, approved, completed and funded;

6.1.3 Total yearly funding provided under this Policy;

6.1.4 Recipient feedback;

6.1.5 Total construction value of completed projects;

6.1.6 Total Gross Floor Area of any buildings brought into compliance with building or fire codes;

6.1.7 Estimated annual increases in population and intensification within the City Centre; and

6.1.8 Increased property assessment value within the Incentive Target Area.

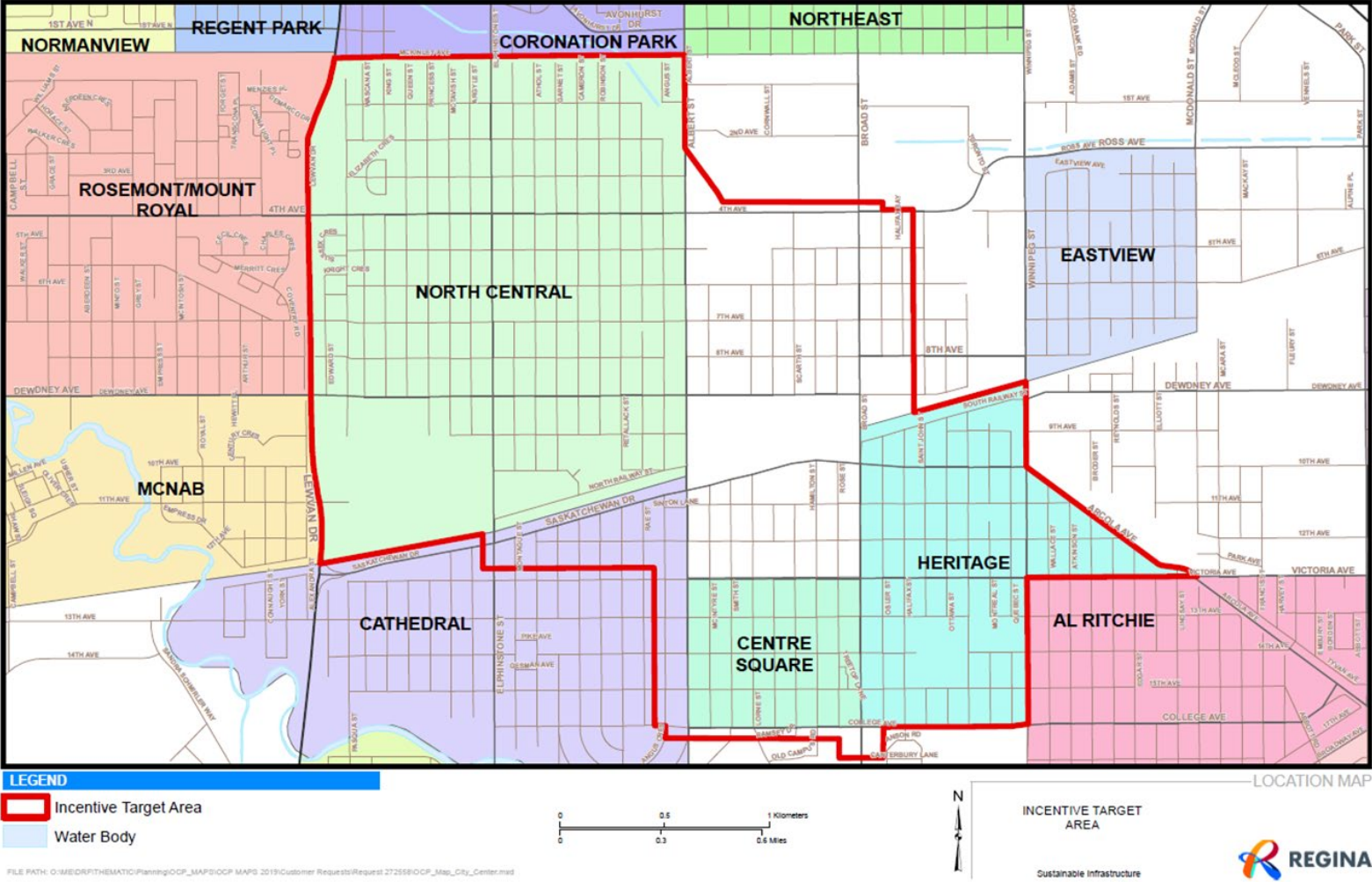
7.0 Related Forms

A complete Revitalization Incentive Application shall include a completed Revitalization Incentive Application Form, as provided by the City on their website during defined Revitalization Incentive intake periods.

8.0 Revision History

Date	Description of Change	(Re)-Approval Required (y/n)
01-Jan-2023	Initial Release.	Yes

Appendix A – Incentive Target Area





AI Ritchie Drainage Improvement Project

Date	November 22, 2023
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Water, Waste & Environment
Item #	CR23-123

RECOMMENDATION

That City Council:

1. Authorize the Executive Director of Citizen Services or designate, to initiate the process to engage consulting and professional engineering services for all remaining phases of the AI Ritchie Drainage Improvement Project;
2. Authorize the Executive Director of Citizen Services or designate to negotiate, award, enter into agreement with the highest ranked proponent, authorize any amendments to the agreement and authorize any ancillary agreements or documents required to give effect to the agreement; and
3. Authorize the City Clerk to execute the contract with the highest ranked proponent(s) upon review and approval of the City Solicitor.

HISTORY

At the November 15, 2023 meeting of Executive Committee, the Committee considered the attached report EX23-88 from the Citizen Services Division.

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

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

Recommendation #4 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE


Jim Nicol, City Clerk 11/17/2023

ATTACHMENTS

EX23-88 - Al Ritchie Drainage Improvement Project

Appendix A – Master Plan Drainage Area 8 – Drainage Improvement Plan



AI Ritchie Drainage Improvement Project

Date	November 15, 2023
To	Executive Committee
From	Citizen Services
Service Area	Water, Waste & Environment
Item No.	EX23-88

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Authorize the Executive Director of Citizen Services or designate, to initiate the process to engage consulting and professional engineering services for all remaining phases of the AI Ritchie Drainage Improvement Project;
2. Authorize the Executive Director of Citizen Services or designate to negotiate, award, enter into agreement with the highest ranked proponent, authorize any amendments to the agreement and authorize any ancillary agreements or documents required to give effect to the agreement;
3. Authorize the City Clerk to execute the contract with the highest ranked proponent(s) upon review and approval of the City Solicitor; and
4. Approve these recommendations at its meeting on November 22, 2023.

ISSUE

Administration requires professional engineering services to complete the remaining phases of the AI Ritchie Drainage Improvement Project as outlined in the Master Plan Drainage Area 8 – Drainage Improvement Plan (Appendix A).

IMPACTS

Financial Impact

Utility reserve funding has been approved for drainage improvements in the Al Ritchie neighbourhood to support the highest-ranking proponent proposed pricing. There will be no initial capital costs, ongoing operational costs or life cycle costs associated with this engineering contract. However, it is anticipated that capital construction of the subsequent drainage improvements will have these associated costs. Council approval of this report will not commit Council to any future financial requirements for this project. Any future funding for infrastructure improvements will be approved through the budget process.

In addition, improvements to our financial viability will be made through collaboration with the drainage improvement infrastructure upgrades and planned road work. Through project coordination and efficiencies, asset life cycle costs will be reduced.

Policy/Strategic Impact

The project aligns with both the *Design Regina, Official Community Plan* as well as the *City of Regina Strategic Priorities*, specifically:

1. *Design Regina* – Section D4, Goal 1 - Safe and Efficient Infrastructure - Meet regulatory requirements and industry best practices for design, construction and operation of infrastructure,
2. *Design Regina* – Section D4, Goal 4 - Conservation and Environment - Support runoff infiltration and retention by continuing to reduce the incidence of water runoff being directed to the sanitary system,
3. *Economic Prosperity Strategy* - Build infrastructure for long-term economic growth, and
4. *Operational Excellence Strategy* - Continuously improve service delivery.

These goals and strategic priorities recognize the relationship we all share with the land. This recognition is an acknowledgement to the community we serve and ourselves that we, the City of Regina (City), have a collective responsibility to ensure the land use and viability for future generations is looked after.

Environmental Impact

Implementation of the Al Ritchie Drainage Improvement Project will mitigate flood risks within the Al Ritchie neighbourhood. Mitigating flood risks will reduce the amount of stormwater runoff entering the sanitary system, reducing the frequency and intensity of wastewater spills to the environment and basement flooding. This will have a positive effect on the environment, downstream users, and original rights holders.

The Sustainable Procurement Policy – Environmental Benefits allows the City to work with consulting companies that share similar goals, values, and achievements to build better communities.

The recommendations in this report have limited direct impacts on energy consumption and greenhouse gas emissions.

There are no accessibility, labour, legal/risk, or other impacts.

OTHER OPTIONS

No other options were discussed regarding this report.

COMMUNICATIONS

A Negotiated Request For Proposals will be posted on the public procurement website, SaskTenders, and will be open to all interested parties to submit proposals.

Once the design is complete and construction procurement is proceeding, residents in the area will be engaged and fully informed of the construction impacts which will include items such as solid waste collection pick up changes, parking impacts, road closures and temporary water service.

DISCUSSION

The AI Ritchie neighbourhood is built up with a mixture of industrial, commercial, and residential developments. Buildings within the area date back to the early 1950s and range from single-story houses with basements to multi-story developments, some of which have underground parking facilities.

The area is prone to surface and basement flooding during large rainfall events. Administration remains committed to implementing the Master Plan Drainage Area 8 – Drainage Improvement Plan (Appendix A), encompassing the AI Ritchie neighbourhood. To deliver on this commitment, Administration will undertake the AI Ritchie Drainage Improvement Project. The Improvement Project is part of a multi-year project that has been divided into the following phases:

Phase I – Pre-Design of Master Drainage Plan Area 8

On October 23, 2013, the Approval to Award Phase I was obtained. AECOM completed Phase I and submitted the final pre-design report, *Master Plan Drainage Area 8 – Drainage Improvement Plan* in 2015. The report recommended and prioritized drainage improvements in the area.

Phase II – Detailed Design & Construction of Drainage Improvement Location No.1

On July 16, 2015, the Approval to Award Engineering Services – Phase II – Detailed Design and Construction Location No.1 was obtained. Location No.1, which included the Arcola Avenue Detention Facility and associated storm system upgrades, was constructed between 2016 and 2018.

Phase III - Detailed Design & Construction of Drainage Improvement Location No.2A & 2B

With the completion of Phase II – Arcola Avenue Detention Pond and Storm System Upgrades, efforts can be made to advance Phase III – Detailed Design and Construction of Location No. 2A and 2B. It is anticipated that detailed design will take place in 2024 and construction will occur in 2025 and 2026. Depending on the cost estimates that will be completed as part of the detailed design, construction may be further broken down into Phase IIIA and IIIB for locations 2A and 2B, respectively.

All subsequent phases of the project will be a continuation of implementing drainage improvements from the Drainage Improvement Plan. Given that drainage deficiencies in the neighbourhood are significant and widespread, it is expected that several drainage improvements will be constructed from the recommendations within the Drainage Improvement Plan.

Administration requires the services of a consulting engineering firm to carry out the detailed design and engineering service during construction for the Drainage Improvement Project. The successful proponent will be appointed to provide engineering services for all future phases of this project with an initial upset fee established for only Phase III. The commission of subsequent phases of work is dependent on satisfactory performance of the previous phase of work and funding approval. If the appointment is terminated, another public procurement process will be initiated to seek a consulting engineering firm to complete the project.

The recommendation seeks Council's approval for professional services in an amount over \$750,000.00. Administration will be diligent in negotiations and will refine scope and clarify expectations to ensure costs are minimized.

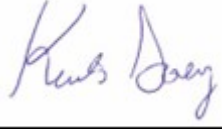
DECISION HISTORY

Council approval is required as per *The Regina Administration Bylaw No. 2003-69*, Schedule D, Section 7 to issue and award the Negotiated Request For Proposal (NRFP), as the consultant's fees are expected to exceed \$750,000.00.

Respectfully Submitted,

Handwritten signature in blue ink, appearing to read "Janet Lusk".

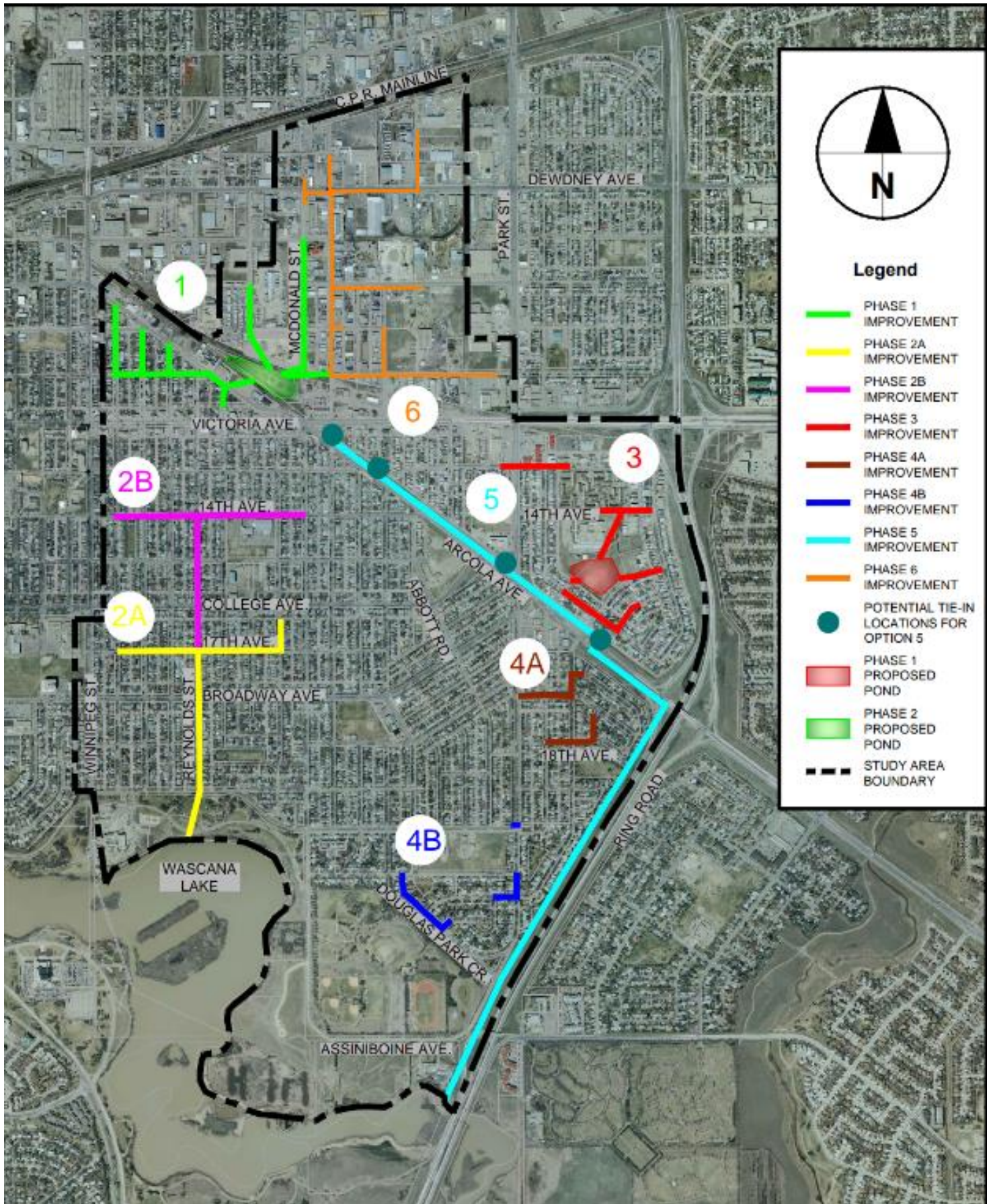
Respectfully Submitted,

Handwritten signature in blue ink, appearing to read "Kevin Gray".

Prepared by: Rob Jollimore, Senior Engineer

ATTACHMENTS

Appendix A – Master Plan Drainage Area 8 – Drainage Improvement Plan



Appendix A – Master Plan Drainage Area 8 – Drainage Improvement Plan



Business Licence Fee Structure

Date	November 22, 2023
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	City Centre and Community Standards
Item #	CR23-124

RECOMMENDATION

That City Council:

1. Approve the business licence fee structure changes to:
 - a. Amend the definition of a resident business to include businesses that operate from a residential property (remove “has a total revenue for the year in excess of \$5,000”);
 - b. Update the definition of non-resident business to include all businesses that carry on business within the city, and do not maintain a permanent premise within the city;
 - c. Remove the discount fee for first time resident business applicants; and
 - d. Reduce the resident business licence fee to \$195 per year; and
2. Direct the City Solicitor to prepare the necessary bylaw amendments to *Bylaw No, 2006-86 The Licensing Bylaw, 2007* as outlined in Appendix A: Business Licence Fee Structure Amendments, to be brought forward to the meeting of City Council following approval of these recommendations by City Council.

HISTORY


At the November 15, 2023 meeting of Executive Committee, the Committee considered the attached report EX23-89 from the Transformation Office.


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

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

Respectfully submitted,

EXECUTIVE COMMITTEE


Jim Nicol, City Clerk


11/17/2023

ATTACHMENTS

- EX23-89 - Business License Fee Structure
- Appendix A - Business Licence Fee Structure Amendments
- Appendix B Jurisdictional Review
- Appendix C - Resident Business Licence Cost



Business Licence Fee Structure

Date	November 15, 2023
To	Executive Committee
From	Transformation Office
Service Area	City Centre and Community Standards
Item No.	EX23-89

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the business licence fee structure changes to:
 - a. Amend the definition of a resident business to include businesses that operate from a residential property (remove “has a total revenue for the year in excess of \$5,000”);
 - b. Update the definition of non-resident business to include all businesses that carry on business within the city, and do not maintain a permanent premise within the city;
 - c. Remove the discount fee for first time resident business applicants; and
 - d. Reduce the resident business licence fee to \$195 per year;
2. Direct the City Solicitor to prepare the necessary bylaw amendments to *Bylaw No, 2006-86 The Licensing Bylaw, 2007* as outlined in Appendix A: Business Licence Fee Structure Amendments, to be brought forward to the meeting of City Council following approval of these recommendations by City Council; and
3. Approve these recommendations at its November 22, 2023 meeting.

ISSUE

As per *The Licensing Bylaw, 2007*, Licensing & Parking Services issues annual business licences for resident businesses that have a total revenue in excess of \$5,000 and non-resident businesses that carry on the majority of their business within the city.

The purpose of the bylaw is to regulate businesses, ensure compliance with land-use regulations and maintain community standards to prevent conflict and public safety issues. The current licence and fee structure needs to be updated to ensure consistent application of licence regulations for all businesses operating within the city and that the fees are appropriate.

This report requests amendments to *The Licensing Bylaw, 2007* that will ensure all resident and non-resident businesses conducting business within the city are licensed.

IMPACTS

Financial Impact

Pursuant to subsection 8(4) of *The Cities Act* a fee for a licence, inspection, permit, or approval must not exceed the cost to the city of administering and regulating the activity and enforcing the regulatory scheme for which the licence, inspection, permit, or approval is required. The proposed fee of \$195 for the resident business licence is in adherence with this regulation and covers the costs of delivering this service. This legislation limits licence fees to cost recovery only and does not apply to non-resident business licences. Section 9 of *The Cities Act* provides for special business licences for businesses without premises in the city and subsection 9(5) provides that such a licence fee may exceed the cost to the city for administration and regulation of the activity.

The proposed changes to business licence fees will create a small decrease in the licence fees collected. Due to the slight decrease in the fees, no changes to the budget are required.

Policy/Strategic Impact

The recommendations contained in this report align with the City's strategic priority of *Operational Excellence*, specifically to "continuously improve service delivery" and "strengthen our workplace culture" and supports a *Vibrant Community*.

There are no labour or environmental impacts with respect to this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS

The changes to the licensing requirements and fees will be communicated through renewal letters, invoices and updated information on the City's website. In addition, the application forms will be reflective of the new terms.

DISCUSSION

Licensing & Parking Services issues annual business licences for resident businesses that have a total revenue in excess of \$5,000 and non-resident businesses that carry on the majority of its business within the city. There is only one licence fee category for each licence type. Administration engaged with other Canadian municipalities to understand what types of businesses they regulate and the related fees for the licences. This information is summarized in Appendix B: Jurisdictional Review.

Administration recommends an update to the definitions of "resident" and "non-resident" businesses, the removal of the discount for first time resident business applicants, and the reduction of the resident business licence fee. See Appendix A: Business Licence Fee Structure Amendments.

Update Definitions

Resident Business

Currently, business licences for resident businesses are only required for businesses that have a total revenue in excess of \$5,000. The purpose of the licensing program is to ensure every business is operating in compliance with land-use regulations and maintaining community standards. As such, regulations should be applied based on the location where the business operates and not to the size or the volume of the business conducted. To ensure a consistent approach to licencing services and improve the ability to continually monitor residential business activity, it is necessary to apply the same licensing requirements to all residential businesses.

As identified in Appendix B: Jurisdictional Review, no other Canadian municipality researched provides a discount or exemption for a business licence.

Non-Resident Business

A non-resident business is a business that conducts business within the City of Regina but does not have a permanent premise within the city. For example, an electrical contractor located in a neighbouring community that performs work within the city limits would be considered a non-resident business. However, a store front business located in that community where Regina residents may shop at would not require a non-resident business licence. Non-resident business licences are

issued to recoup costs associated with out-of-town operations that access City facilities and infrastructure. Non-resident businesses do not pay any property taxes while gaining access to the larger market of the city. Additionally, non-resident businesses access City facilities and infrastructure anytime they perform operations within the city, regardless of how often they conduct business in the City of Regina. Best practices show that issuing non-resident business licences are common and typically issued without restriction at a cost equal to the resident business licences or at a premium of up to four times the cost of a resident business licence. See Appendix B: Jurisdictional Review.

Currently, only non-resident businesses that carry on the majority of business (50% or more) within the city must obtain a business licence. For many businesses, it is difficult to measure what percentage of their business is conducted within the city to determine if a non-resident licence is required.

Administration recommends that all non-resident businesses be required to obtain a licence when performing work within the city limits.

Remove discount for first time resident business applicants

Currently, resident business owners that apply for a business licence for the first time receive a 50 per cent discount in the first year. The discount was introduced to encourage non-compliant businesses to purchase a business licence but has been less successful than anticipated. Experience suggests that enforcement action is more effective at obtaining compliance.

Additionally, consistent application of licence fees is recommended for all business types to improve service delivery. This approach will ensure that compliant business owners do not see it as unfair for a business that has been operating without a licence, often for years, to purchase a discounted licence. Under the current regime, a business that shuts down and reopens a few years later may also be eligible to receive the business licence at a discounted fee. By contrast, non-resident businesses and businesses in their second and subsequent years are not entitled to a licence fee discount. This change will ensure a uniform approach to business licenses that promotes a greater sense of fairness throughout the community.

As shown in Appendix B: Jurisdictional Review, no other municipality researched offers a discount for the first year of business.

Reduce Resident Business Licence Fee

Licensing & Parking Services has improved business processes related to the issuance of resident business licences that has reduced processing times by approximately one hour. The cost per

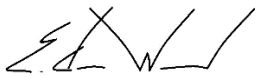
resident business licence is summarized in Appendix C: Resident Business Licence Cost. As per subsection 8(4) of *The Cities Act* the fee for a resident business licence must not be more than this amount. Administration recommends that the resident business licence fee be reduced from \$225 to \$195 based on the costs incurred in the delivery of the service.

Amending the bylaw as recommended will ensure all resident and non-resident businesses conducting business within the city are licensed. These changes will improve land-use regulations compliance, maintain community standards, and ensure they are consistent with best practices.

DECISION HISTORY

The recommendations contained in this report require City Council approval.

Respectfully Submitted,



Eric de Waal
Director, City Centre & Community Standards

Respectfully Submitted,



Niki Anderson
City Manager

Prepared by: Dawn Schikowski, Manager Licensing & Parking Services

ATTACHMENTS

- Appendix A - Business Licence Fee Structure Amendments
- Appendix B - Jurisdictional Review
- Appendix C - Resident Business Licence Cost

Appendix A: Business Licence Fee Structure Amendments

Bylaw No. 2006-86 The Licensing Bylaw, 2007		
Definitions		
Current Bylaw provision	Proposed Bylaw provision	Explanation
<p>“Non-resident business” means a business which carries on the majority of its business, in whole or in part within the City, and does not maintain a permanent premise within the City, but shall not include a non-profit corporation that is incorporated, continued or registered pursuant to <i>The Non-profit Corporation Act, 1995</i> (Saskatchewan) or equivalent from other provinces in Canada.</p>	<p>Repeal and replace with: “Non-resident business” means a business which carries on business, in whole or in part within the City, and does not maintain a permanent premise within the City, but shall not include a non-profit corporation that is incorporated, continued or registered pursuant to <i>The Non-profit Corporation Act, 1995</i> (Saskatchewan) or equivalent from other provinces in Canada.</p>	<p>Non-resident business applies to all businesses that carry on business in the City that do not maintain a permanent premise with the City.</p>
<p>“resident business” means any business that operates from a premise, located on property in the City that is not assessed and taxed as commercial or industrial property and has total revenue for the year in excess of \$5,000.00, but does not include a non-profit corporation that is incorporated, continued or registered pursuant to <i>The Non-profit Corporation Act, 1995</i> (Saskatchewan) or equivalent from other provinces in Canada.</p>	<p>Repeal and replace with: “resident business” means any business that operates from a premise, located on property in the City that is not assessed and taxed as commercial or industrial property, but does not include a non-profit corporation that is incorporated, continued or registered pursuant to <i>The Non-profit Corporation Act, 1995</i> (Saskatchewan) or equivalent from other provinces in Canada.</p>	<p>Resident business applies to all businesses that operate from a premise located on property in the City that is not assessed and taxed as commercial or industrial property.</p>
Part II – General Licensing		
<p>10(4) Where an applicant is a first time applicant for a licence for a resident business, the applicant pay the discounted fee as set out in Schedule “A”.</p>	<p>Repeal</p>	<p>Remove first time applicant discount.</p>

Schedule "A" Licence Fees		
Current:		
	Initial Fee	Renewal Fee
Resident Business Licence Fee	\$112.50	\$225.00
Non-Resident Business Licence Fee	\$450.00	\$450.00
Pawn Broker Business Licence Fee	\$235.00 per location	\$235.00 per location
Secondhand Dealer Business Licence Fee with Manual Reporting to the Regina Police Service	\$835.00 per location	\$835.00 per location
Secondhand Dealer Business Licence Fee with Electronic Reporting to the Regina Police Service	\$235.00 per location	\$235.00 per location
Coin Dealer Business Licence Fee	\$335.00 per location	\$335.00 per location
Tow Truck Service Licence Identification Card Fee	\$35.00	\$35.00
Secondhand Dealer and Coin Dealer Registry Book	\$7.00 each	\$7.00 each
Repeal and Replace With:		
	Licence Fee	
Resident Business Licence Fee	\$195.00	
Non-Resident Business Licence Fee	\$450.00	
Pawn Broker Business Licence Fee	\$235.00 per location	
Secondhand Dealer Business Licence Fee with Manual Reporting to the Regina Police Service	\$835.00 per location	
Secondhand Dealer Business Licence Fee with Electronic Reporting to the Regina Police Service	\$235.00 per location	
Coin Dealer Business Licence Fee	\$335.00 per location	
Tow Truck Service Licence Identification Card Fee	\$35.00	
Secondhand Dealer and Coin Dealer Registry Book	\$7.00 each	

Appendix B: Jursidictional Review

	Calgary	Edmonton	Saskatoon	Winnipeg	Burnaby	Barrie	Kelowna	Regina (Current)	Regina (Proposed)
Licence Residential	yes	yes	yes	yes	yes	yes	yes	yes	yes
General Fees	\$172.00	\$255.00	\$125.00	\$174.00	\$380.00	\$255.63	\$127.51	\$225.00	\$195.00
Renewals	\$131.00	\$255.00	\$85.00	\$174.00	\$380.00	\$255.63	\$127.51	\$225.00	\$195.00
Licence Non-Resident	yes	yes	yes	yes	yes	yes	yes*	yes	yes
Non-Resident Rate	\$785.00	\$460.00	\$125.00	\$174.00	\$250.00	\$255.63	\$150.00	\$450.00	\$450.00
Exemption/Discounts	no	no	no	no	no	no	no	yes	no

* Required to hold a Business Licence in "home" municipality

Appendix C: Resident Business Licence Cost

Applicant intake, review, approval	\$101.05
Enforcement action, bylaw review	\$54.26
Stationery, Supplies & Postage	\$6.00
Overhead Costs	\$33.88
Total Cost	\$195.19



Development Charges Exemption – RM of Sherwood Administration Office

Date	November 22, 2023
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Planning & Development Services
Item #	CR23-125

RECOMMENDATION

That City Council deny the RM of Sherwood's request for the City of Regina to waive the application of *The Development Charges Policy*, being Schedule A to *The Development Levy Bylaw, 2011* (The Development Charges Policy), and more specifically Development Charges for the RM of Sherwood Administration Office located at 4400 Campbell Street.

HISTORY

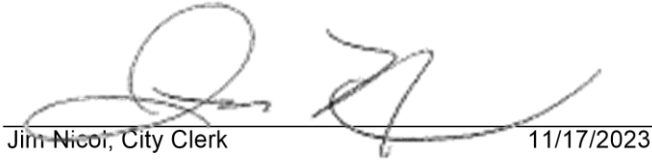
At the November 15, 2023 meeting of Executive Committee, the Committee considered the attached report EX23-90 from the City Planning & Community Development Division and the attached communication EX23-94 from Brad Wiebe, RM of Sherwood No. 159.

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

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

Respectfully submitted,

EXECUTIVE COMMITTEE



Jim Nicol, City Clerk 11/17/2023

ATTACHMENTS

- EX23-90 - Development Charges Exemption – RM of Sherwood Administration Office
- Appendix A - RM Development Charges Exemption Request 2023-08-09
- EX23-94 - Brad Wiebe, RM of Sherwood



Development Charges Exemption – RM of Sherwood Administration Office

Date	November 15, 2023
To	Executive Committee
From	City Planning & Community Development
Service Area	Planning & Development Services
Item No.	EX23-90

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Deny the RM of Sherwood's request for the City of Regina to waive the application of *The Development Charges Policy*, being Schedule A to *The Development Levy Bylaw, 2011* (The Development Charges Policy), and more specifically Development Charges¹ for the RM of Sherwood Administration Office located at 4400 Campbell Street.
2. Approve this recommendation at its meeting on November 22, 2023

ISSUE

The RM of Sherwood (RM) is requesting that City Council waive the Development Charges for the RM Administration Office located at 4400 Campbell Street as part of its request to connect to City of Regina (City) water and wastewater services (Appendix A).

City Council has the authority to make a decision on the request. City Administration does not support the request, for reasons outlined in this report, and the request is not supported by The Development Charges Policy.

¹ Development Charges include both Servicing Agreement Fees (when greenfield land is subdivided) and Development Levies (when development occurs on greenfield land, but no subdivision is involved).

IMPACTS

Financial Impact

There are no financial implications with respect to the recommendation in this report.

If Council chooses to waive the Development Charges (fully at \$519, 608 or partially at \$36,484), an alternative funding source will need to be identified to keep the Development Charge Financial model whole or impact future calculated rates for residential or commercial development.

Policy/Strategic Impact

As per the Development Charges Policy, all lands in Regina are subject to the Development Charges rates set forth by City Council and in *The Development Levy Bylaw, 2011* and subject to the applicable Development Charges unless, exempt by the Development Charges Policy (exemptions are mostly applicable to non-developable lands) or through a Council exemption.

The current Development Charges Policy does not provide for an exemption of Development Charges for the RM of Sherwood Administration Office.

A review of exemptions is being completed as part of the current Development Charges Review Project which is an ongoing project.

The considerations of this report support the City's Strategic Priorities by using data to make decisions and aiming to achieve long-term financial sustainability. By recognizing our relationship to the land, we grow our community and improve quality of life. Decisions related to land reinforces an Indigenous world view that our relationship to the land is foundational. This recognition is an acknowledgement to the community we serve and that we, the City of Regina, have a collective responsibility to ensure that the land's use and viability is looked after for future generations. It is out of respect and care for our relationship with the land that all City decisions are made. The collection of Development Charges ensures that the City of Regina can properly develop or upgrade infrastructure for growth and safeguard the land.

Labour Impact

There are no labour impacts with respect to this report.

Environmental Impact

There is no direct impact on energy consumption and greenhouse gas emissions.

OTHER OPTIONS

1. City Council may fully waive the Development Charges of \$519, 608 for the RM Administration Office located at the property of 4400 Campbell Street. Should Council elect to do so, the following conditions should apply:
 - a. If the land use changed to a non-public/government office in the future, Development Charges would be applied at that time.
 - b. If 4400 Campbell Street (the original parcel) were subdivided in the future, Development Charges would apply to any lands removed from the RM Administration Office.
2. City Council may partially waive the Development Charges for the difference between the SAF rate (\$519,608) and the Extra-Municipal Servicing Fees (\$483,124) for a total relief of \$36,484.00 for the RM Administrative Office located at the property of 4400 Campbell Street.

If Council chooses to waive the Development Charges (fully at \$519,608 or partially at \$36,484), an alternative funding source will need to be identified to keep the Development Charge Financial model whole, otherwise this cost would need to be incorporated in future rates for residential and commercial that are being calculated through the Development Charges Review Project.

COMMUNICATIONS

None with respect to this report.

DISCUSSION

The RM of Sherwood Administration Office is located on 1.622 ha of land. If the lands were outside City limits, in order to connect to water and wastewater services, the RM would be subject to the City's Extra-Municipal Servicing Fees and Surcharges Policy to a total of approximately \$483,124.00.

The subject lands were brought into City jurisdiction through the 2013 Boundary Alteration. Prior to the approval of the Boundary Alteration, the RM issued a Development Permit for the land use (Administration Office), but a Building Permit was not issued for the construction. Ultimately, after conversations on jurisdiction, a Building Permit was issued and the building was constructed along an existing road (built to RM standard) with no connection to water, wastewater or stormwater infrastructure. The City's current Development Charges Policy directs that, prior to the Administration Office connecting to City services, Development Charges owing for the existing parcels shall be paid. The Development Charge for this land would be \$519,608 as per the 2023

Residential/Commercial Greenfield Development Charge Rates of \$319,000 per hectare.

The RM's request to City Council for a waiver of development charges and fees is attached in Appendix A.

Development Charges are governed by *The Planning and Development Act, 2007* and the City further defines charges through policy; however, application of such charges is at the discretion of the municipality. For example, City Council waived Development Charges for the Harbour Landing West School Site in April 2023 (CR23-32). The exemption was recognized as part of the City's contribution to the school site and part of a solution to address the critical need for a new school in the Harbour Landing Neighbourhood. City Council also waived the Somerset Rail Corridor in June 2023, (CR23-79) as the rail corridor did not use services.

The RM is requesting that the Administration Office be considered public lands, similar to the Harbour Landing West School Site. The rationale provided by the RM is that the parcel requires minimal servicing, and therefore should exempt them from Development Charges and connection fees.

There have been instances when the City developed in the RM and the City paid Development Charges where servicing needs were minimal. For example, in February of 2023, the City purchased approximately one acre of land in the RM for development of a rail line that will serve the NE industrial lands and eventually form part of the Canadian Pacific Kansas City main rail line. No uses other than rail will be developed on the parcel and it will not connect to road, water or wastewater networks in the RM. At time of subdivision, the RM imposed and collected \$28,871 in Development Charges from the City.

In summary, City Administration does not recommend the waiver of Development Charges in this instance for the following reasons:

1. the lands are developable (developed) and they are not exempt through the Development Charges Policy;
2. when Development Charges are waived, other sources of revenue are needed for growth related projects and therefore waivers are usually reserved for projects that contribute to a community benefit (ie. school or large economic opportunity); and
3. the RM office does not pay municipal taxes; taxes generated by the property (\$0) do not pay for operation and maintenance and also do not contribute to growth projects.

To clarify, City Administration spoke with the RM regarding their request to waive connection fees. As the connection fee is only \$25, the RM has confirmed their request is only for the Development Charges to be waived and not the connection fee.

DECISION HISTORY

The recommendation contained within this report requires City Council approval.

Respectfully Submitted,

Respectfully Submitted,



Autumn Dawson, Director
Planning & Development Services



Deborah Bryden, Executive Director
City Planning & Community Development

Prepared by: Pamela Ewanishin, City Planner II

ATTACHMENTS

Appendix A - RM Development Charges Exemption Request 2023-08-09



August 9, 2023

Autumn Dawson, RPP
Director
Planning & Development Services

RE: Servicing and Connection Fees at 4400 Campbell Street

Greetings,

The RM of Sherwood has discussed water and wastewater servicing for the RM administration office at 4400 Campbell St. with the City of Regina on multiple occasions over the past 5 years.

The RM administration office was in place prior to the City boundary alteration that encompassed the site and the surrounding lands. A further boundary alteration to encompass lands along the Highway No. 1 corridor was also completed. At that time, it was the RM understanding that, in lieu of any formal boundary alteration agreement requirements, offsite servicing fees would be waived for the RM administration office when the servicing was available.

Since that time the RM has made attempts to complete the servicing through a connection to Albulat Drive with the response that a servicing/ engineering study and servicing/ connection fees would be required.

The Harbour Landing West Concept Plan process included discussions between the RM and Dream Development about how best to incorporate the RM office site into the new neighbourhood. The final draft resulted in the RM office site being reduced in size significantly with the intention that the developer purchase the surrounding lands. This would have allowed the parcel to be serviced appropriately. The HLW Concept Plan was denied by City Council.

The emergent need for a second school site in the area was a key part of this process. When the HLW Concept Plan was denied the school site was determined to be located on the west edge of existing Harbour Landing, south of the RM administration office. This location has eliminated the HLW Concept plan that would have allowed the RM to sell a portion of the RM office site to Dream for future residential development to offset costs.

During subdivision and development processes the RM has suggested that the City and RM discuss an agreement to exempt public land uses with minimal servicing requirements from the RM and City development charge policies with no response from the City.

The RM Administration office has a maximum of 10 people in the office on any given day from 8 - 4:30pm and the water consumption is approximately 3-5m³/ month. A minimal water/ wastewater useage that would have a negligible impact on City infrastructure. The water/ wastewater connection would also eliminate GHG emissions and roadway impacts from water and wastewater delivery trucks.



Considering the above, the RM requests that servicing and connection fees be waived for the RM administration office at 4400 Campbell Street with the following provisions:

1. If the land use changed to a non-public/ governmental office in the future, servicing fees would be applicable.
2. If 4400 Campbell Street (the original parcel) were subdivided in the future, servicing fees would apply to any lands removed from the RM administration office site.

The RM appreciates the consideration of this request. If approved, the RM will work with Saskbuilds on the potential to combine services with the proposed School project.

On behalf of the RM Council,

A handwritten signature in black ink, appearing to read "Brad Wiebe".

Brad Wiebe RMA, RPP
Chief Administrative Officer
R. M. of Sherwood No. 159



From: [Bradley Wiebe](#)
To: [Janice Hudson](#)
Cc: [Clerks](#)
Subject: [External email] RE: Development Charges Exemption – RM of Sherwood Administration Office
Date: Tuesday, November 14, 2023 10:20:23 AM
Attachments: [image001.png](#)
[RE External email RE HLW School and RM Office.msg](#)

Good morning Janice,

The attached email information is supplemental to the original request and was to be provided to City Council as part of the review materials.

For further reference, the current water/ wastewater volumes from the RM office are roughly equivalent to ½ the volumes from a single condo unit in Harbour Landing.

The RM office is located on a 1.62 ha. parcel. The developed area of the parcel for the municipal office function is 0.33 ha (map attached).



Please provide to City Council for review.

If there are any questions or clarification needed I can be available via Teams or phone.

Thanks,

Brad Wiebe RMA, MCIP, RPP

Chief Administrative Officer

Manager, Planning and Development



R. M. of Sherwood No. 159

4400 Campbell Street
P.O. Box 40029, Regina, SK S4W 0L3
Ph. 306.985.9365

This communication is intended for the use of the recipient to whom it is addressed, and may contain confidential, personal and/or privileged information. Please contact us immediately if you are not the intended recipient of this communication, and do not copy, distribute, or take action relying on it. A communication received in error, or subsequent reply, should be deleted or destroyed.

From: Janice Hudson <JHUDSON@regina.ca>
Sent: Saturday, November 11, 2023 12:41 PM
To: Bradley Wiebe <bradley@rmofsherwood.ca>
Subject: Development Charges Exemption – RM of Sherwood Administration Office

You don't often get email from jhudson@regina.ca. [Learn why this is important](#)

Good

afternoon;

This is to advise that City Council's Executive Committee will be considering the attached report at its meeting scheduled for **Wednesday, November 15, 2023**, at 9:00 a.m. The full agenda can be viewed [here](#).

If you wish to appear as a delegation, either in person or via teleconference, you must register by 12:00 p.m. on Tuesday, November 14, 2023. You can do this by responding to this e-mail or by contacting clerks@regina.ca.

Delegations attending *by teleconference* must provide an unblocked telephone number from which they will be calling. Once we have this, you will be provided with information on how to join the meeting and guidelines you will have to follow. If you plan to attend the meeting *in person*, you are welcome to use a daily parking permit for that day. Present this email to the staff at the Commissionaire's Desk on the Main Floor at City Hall, and they will issue you a permit, along with an information sheet for instructions on how to use the permit.

Unless this item is tabled or referred by Executive Committee, it will be forwarded to City Council at its meeting scheduled for Wednesday, November 22, 2023. **If you wish to also address City Council, you must submit a subsequent request** with the following to the City Clerk's Office at clerks@regina.ca by 12:00 p.m. on Monday, November 20, 2023:

1. A letter or email requesting permission to appear before City Council.
2. A copy of your presentation (i.e. a brief which sets out your presentation and the request being made of City Council.)

If you have any questions regarding the above, please let me know.

If you have any questions regarding the contents of the report, please contact Pamela Ewanishin at 306.777.7941.

Thanks,

Janice Hudson
Council Officer
Office of the City Clerk

306.570.9580
jhudson@regina.ca
Regina.ca



DISCLAIMER: The information transmitted is intended only for the addressee and may contain confidential, proprietary and/or privileged material. Any unauthorized review, distribution or other use of or the taking of any action in reliance upon this information is prohibited. If you received this in error, please contact the sender and delete or destroy this message and any copies.

CAUTION: This email originated from outside the organization. Do not open links or attachments you were not expecting, even from known senders. Contact the Tech Service Centre at 306-777-7980 if the email is suspicious.

From: [Bradley Wiebe](#)
To: [Autumn Dawson](#)
Cc: [Deborah Bryden](#); [Chad Jedlic](#)
Subject: RE: [External email] RE: HLW School and RM Office

Good morning,

We have not yet received any information from SaskBuilds.

Thank you for the SAF's rationale Autumn. This is understood.

Unfortunately, as mentioned in the letter, the lack of any concept planning for an important community need such as a school site will cause detrimental effects to the RM office site as the previous plans to subdivide, based on the former concept plan are no longer feasible and most of the lands proposed for subdivision will be adjacent to the school site north boundary. The RM would not be interested in subdividing further without a concept plan that provides rationale for any subdivision.

I will also bring to your attention that at the time that the City Waste management Centre was developed in the RM, the RM had the ability to apply significant Development Levies and chose not to as this was a municipal facility.

In terms of the payment of property taxes the RM and City both pay property taxes to each other on any lands that are not a municipal purpose as per the Act. However, the City does not pay property taxes to the RM on the for-profit Tor Hill and Murray Golf Courses that are privately managed and operated.

The RM's request for a reasonable solution to the SAF's for the existing minor municipal use as presented, with the proposed conditions that would require payment if and when future activities occur, would support future intergovernmental and regional relationships.

Please include the above information for Council review.

Thanks,

Brad Wiebe RMA, MCIP, RPP

Chief Administrative Officer
Manager, Planning and Development



R. M. of Sherwood No. 159
4400 Campbell Street
P.O. Box 40029, Regina, SK S4W 0L3
Ph. 306.985.9365

This communication is intended for the use of the recipient to whom it is addressed, and may contain confidential, personal and/or privileged information. Please contact us immediately if you are not the intended recipient of this communication, and do not copy, distribute, or take action relying on it. A communication received in error, or subsequent reply, should be deleted or destroyed.

From: Autumn Dawson <ADAWSON@regina.ca>

Sent: Tuesday, September 5, 2023 4:50 PM

To: Bradley Wiebe <bradley@rmofsherwood.ca>

Cc: Deborah Bryden <DBRYDEN@regina.ca>; Chad Jedlic <CJEDLIC@regina.ca>

Subject: RE: [External email] RE: HLW School and RM Office

Good afternoon Brad,

I am hoping you were able to connect with SaskBuilds. They are advancing in their servicing design for the school site and submitting information for our review, so hopefully the timing works.

The purpose of my email today is to provide you with an update on the request to waive SAF's, now that we've had the chance to review and discuss. Administration will be presenting the request to City Council but will not be recommending approval. There are a couple of reasons why we have come to this conclusion, the first being the lands are developable (developed) and they are not exempt through the [Development Charges Policy](#). There are several pieces of communication dating back to 2014 with consistent messaging on this policy direction between the RM and the City. The second reason Administration is not recommending approval is that projects paid for through SAF's are funded by developers and landowners and anytime fees are waived those funds need to be covered through other sources. This could mean the costs are borne by other developers and landowners (ie. the fee increases for their land, as there is less developable land to spread infrastructure costs over) or, alternatively, City Council could decide to use city tax revenue to make a contribution to the SAF projects in an amount equal to the waiver. We are not recommending this as the RM office does not pay municipal taxes; taxes generated by the property do not pay for operation and maintenance and also would not contribute to growth projects. Although the same applies for the school site, this is a community benefit whereas we do not agree the same community benefit exists with the RM office.

In the report Administration will provide the RM's rationale for the request to City Council; explaining that RM views the lands as equal public lands as a school site with minimal servicing requirements. City Council will be presented the opportunity to consider waiving the fee provided in the report and the RM can come and speak in support of their request. The date of this discussion is still yet to be determined.

An option worth considering before presenting the SAF waiver request to Council is subdividing the land directly surrounding the RM office. The water and waste water portion of the SAF's owing on the remainder of the parcel could be registered on title or 'deferred' based on the current policy (as they aren't required to hook up to water and sewer now) and the amount owing by the RM (as the owner of land) would decrease. Let me know if you'd like to set up a meeting to discuss this option

and we could provide an estimate of the charges owing based on current policy. If you are not interested in discussing this option, please also let me know, and I will advance the report on your request.

Thank you,

Autumn Dawson, RPP
Director
Planning & Development Services

306-777-7467
adawson@regina.ca
Regina.ca



Treaty 4 Territory and homeland of the Métis.

From: Bradley Wiebe <bradley@rmofsherwood.ca>
Sent: Tuesday, August 15, 2023 9:51 AM
To: Autumn Dawson <ADAWSON@regina.ca>; Luke Brossart <planning@rmofsherwood.ca>
Cc: Deborah Bryden <DBRYDEN@regina.ca>; Chad Jedlic <CJEDLIC@regina.ca>
Subject: RE: [External email] RE: HLW School and RM Office

Understood. Thank you. I will reach out to Colin.

Thanks,

Brad Wiebe RMA, MCIP, RPP

Chief Administrative Officer
Manager, Planning and Development



R. M. of Sherwood No. 159
4400 Campbell Street
P.O. Box 40029, Regina, SK S4W 0L3
Ph. 306.985.9365

This communication is intended for the use of the recipient to whom it is addressed, and may contain confidential, personal and/or privileged information. Please contact us immediately if you are not the intended recipient of this communication, and do not copy, distribute, or take action relying on it. A communication received in error, or subsequent reply, should be deleted or destroyed.

From: Autumn Dawson <ADAWSON@regina.ca>
Sent: Friday, August 11, 2023 10:48 AM
To: Bradley Wiebe <bradley@rmofsherwood.ca>; Luke Brossart <planning@rmofsherwood.ca>
Cc: Deborah Bryden <DBRYDEN@regina.ca>; Chad Jedlic <CJEDLIC@regina.ca>
Subject: RE: [External email] RE: HLW School and RM Office

Good morning Brad,

Thank you for the request, we will keep you updated as to when this request will be considered by City Council.

I do want to advise that the RM should not wait until City Council makes a decision on the SAF matter to pursue conversations with the Ministry related to servicing the site(s). I am afraid if you wait you will be too late to have meaningful conversations with them as they are wanting to finalize their servicing strategy as soon as possible. Again, please let me know if you need any assistance in making the connections with the project team.

Have a good weekend.
Autumn

From: Bradley Wiebe <bradley@rmofsherwood.ca>
Sent: Wednesday, August 9, 2023 7:49 PM
To: Autumn Dawson <ADAWSON@regina.ca>; Luke Brossart <planning@rmofsherwood.ca>
Cc: Deborah Bryden <DBRYDEN@regina.ca>; Chad Jedlic <CJEDLIC@regina.ca>
Subject: RE: [External email] RE: HLW School and RM Office

Thank you for the clarification Autumn.

Please see the RM request attached. If there are any questions or clarification needed please let me know.

Thanks,

Brad Wiebe RMA, MCIP, RPP

Chief Administrative Officer
Manager, Planning and Development



R. M. of Sherwood No. 159
4400 Campbell Street
P.O. Box 40029, Regina, SK S4W 0L3

Ph. 306.985.9365

This communication is intended for the use of the recipient to whom it is addressed, and may contain confidential, personal and/or privileged information. Please contact us immediately if you are not the intended recipient of this communication, and do not copy, distribute, or take action relying on it. A communication received in error, or subsequent reply, should be deleted or destroyed.

From: Autumn Dawson <ADAWSON@regina.ca>

Sent: Wednesday, August 9, 2023 10:44 AM

To: Bradley Wiebe <bradley@rmofsherwood.ca>; Luke Brossart <planning@rmofsherwood.ca>

Cc: Deborah Bryden <DBRYDEN@regina.ca>; Chad Jedlic <CJEDLIC@regina.ca>

Subject: RE: [External email] RE: HLW School and RM Office

Good morning,

Thank you for your follow up questions. Please consider this a formal response.

I can confirm the school site was provided an exemption, through [City Council](#), from paying servicing agreement fees. This exemption was recognized as a City contribution to the school site and part of a solution to address the critical need for a new school in the Harbour Landing Neighbourhood. The City has provided correspondence, on several occasions, to the RM that the Development Charges Policy applies and development charges must be paid when the RM office property is connected to city services; this position has not changed. There would also be connection fee charged for services, which has been previously communicated. If the RM seeks an exemption through City Council to the Development Charges Policy, you may formally apply for an exemption and City Council can make a decision on your request at an upcoming Council meeting. A letter to this effect from RM Administration or Council will suffice; you may address the letter to myself of Deborah Bryden, Executive Director of City Planning & Community Development.

As for service connections with the school site, the contact for the Ministry of SaskBuilds & Procurement was sent in my previous email. The Ministry is servicing the site and entering into a servicing agreement with the City for the construction of the services. I have provided information to the Ministry that the RM is interested in potentially discussing shared costs. It would be my expectation that the RM and the Ministry would be able to negotiate if joint servicing was feasible or not. Please let me if you would like me to facilitate a meeting.

And lastly, regarding the Harbour Landing West neighbourhood, the Harbour Landing School site location was chosen in collaboration with both Ministry's (SBP and Education), Dream Development and the City. Dream advised they would be able to incorporate the new school site into any future concept plans. You may want to touch base with Dream on their Harbour Landing West plans and discuss how to best incorporate or take advantage of the RM office location as the City is interested in ensuring proper connections and circulation patterns are developed within the proposed neighbourhood.

Please let me know if you have any further questions or wish to discuss in more detail.

Autumn Dawson, RPP
Director
Planning & Development Services

306-777-7467
adawson@regina.ca
Regina.ca



Treaty 4 Territory and homeland of the Métis.

From: Bradley Wiebe <bradley@rmofsherwood.ca>
Sent: Tuesday, August 8, 2023 6:31 AM
To: Autumn Dawson <ADAWSON@regina.ca>; Luke Brossart <planning@rmofsherwood.ca>
Cc: Chad Jedlic <CJEDLIC@regina.ca>
Subject: [External email] RE: HLW School and RM Office

Autumn,

As per the attached email that you referenced the adhoc location of the proposed school site is detrimental to the RM office site and previous plans that were agreed to and did not proceed.

Please provide a formal response to the inquiries in that email (attached again below) so the RM Council can be informed of the official position of the City and can decide how to proceed in terms of opposition to the lack of planning and other implications that negatively affect existing development and potential servicing.

Thanks,

Brad Wiebe RMA, MCIP, RPP

Chief Administrative Officer
Manager, Planning and Development



R. M. of Sherwood No. 159
4400 Campbell Street
P.O. Box 40029, Regina, SK S4W 0L3
Ph. 306.985.9365

This communication is intended for the use of the recipient to whom it is addressed, and may contain confidential, personal

and/or privileged information. Please contact us immediately if you are not the intended recipient of this communication, and do not copy, distribute, or take action relying on it. A communication received in error, or subsequent reply, should be deleted or destroyed.

From: Bradley Wiebe <bradley@rmofsherwood.ca>
Sent: Friday, March 31, 2023 8:39:28 AM
To: Chad Jedlic <CJEDLIC@regina.ca>
Subject: [External email] RM office and new school site

Hi Chad,

I was reviewing the information about the new Harbour Landing School site and noticed that servicing fees for this 11 acre site have been waived by the City.

The RM has requested this same treatment for a public use for the last 5 or so years and have always been told this is not possible.

The new school site has completely eliminated the (now defunct) HLW Concept plan that would have allowed the RM to sell a portion of the RM office site to Dream for future residential development to offset these costs and that is now not feasible with the location of the school site (that has been proposed with no concept plan for the surrounding neighbourhood).

It would go a long way if the RM office site was built into the servicing for the new school and that the RM receive the same treatment for servicing fees as a public land use. The RM office capacities for water and wastewater would be miniscule in comparison to a school/ community centre designed for 1,000 population +/- and would have no effects on the existing servicing schemes.

Please let me know how this can proceed.

Thanks,

Brad Wiebe RMA, MCIP, RPP

Chief Administrative Officer
Manager, Planning and Development



R. M. of Sherwood No. 159
4400 Campbell Street
P.O. Box 40029, Regina, SK S4W 0L3
Ph. 306.985.9365

This communication is intended for the use of the recipient to whom it is addressed, and may contain confidential, personal and/or privileged information. Please contact us immediately if you are not the intended recipient of this communication, and do not copy, distribute, or take action relying on it. A communication received in error, or subsequent reply, should be deleted or destroyed.

CAUTION: This email originated from outside the organization. Do not open links or attachments you were not expecting, even from known senders. Contact the Tech Service Centre at 306-777-7980 if the email is suspicious.

DISCLAIMER: The information transmitted is intended only for the addressee and may contain confidential, proprietary and/or privileged material. Any unauthorized review, distribution or other use of or the taking of any action in reliance upon this information is prohibited. If you received this in error, please contact the sender and delete or destroy this message and any copies.

From: Autumn Dawson <ADAWSON@regina.ca>
Sent: Monday, July 31, 2023 3:07 PM
To: Bradley Wiebe <bradley@rmofsherwood.ca>; Luke Brossart <planning@rmofsherwood.ca>
Cc: Chad Jedlic <CJEDLIC@regina.ca>
Subject: RE: HLW School and RM Office

I was able to touch base with Luke. The contact from the Ministry of SaskBuilds & Procurement managing the project is Colin Levesque.

Colin Levesque
Government of Saskatchewan
Director Capital Projects
Ministry of SaskBuilds and Procurement

Tel 306-530-3407
colin.levesque@gov.sk.ca

I did reach out to the Ministry to let them know you were interested in potentially sharing servicing costs back in April when the attached email was sent to Chad. As discussed with Luke, the development charges policy and fees still apply to the land. The waiver of SAF's for the school site was a contribution approved through Council for the school project.

Please let me know if you need anything more at this time.

Autumn

From: Autumn Dawson
Sent: Monday, July 31, 2023 2:27 PM
To: Bradley Wiebe <bradley@rmofsherwood.ca>; Luke Brossart <planning@rmofsherwood.ca>
Cc: Chad Jedlic <CJEDLIC@regina.ca>
Subject: HLW School and RM Office

Good afternoon,

I tried to reach the both of you via telephone but it looks like you may be out of office.

I understand you had some questions related to the servicing for the Harbour Landing West School. Please give me a call at 306-552-3763 when you can and I can put you in touch with the project manager for the school project to discuss collaboration potential.

Thanks,

Autumn Dawson, RPP
Director
Planning & Development Services

306-777-7467
adawson@regina.ca
Regina.ca



Treaty 4 Territory and homeland of the Métis.

DISCLAIMER: The information transmitted is intended only for the addressee and may contain confidential, proprietary and/or privileged material. Any unauthorized review, distribution or other use of or the taking of any action in reliance upon this information is prohibited. If you received this in error, please contact the sender and delete or destroy this message and any copies.

CAUTION: This email originated from outside the organization. Do not open links or attachments you were not expecting, even from known senders. Contact the Tech Service Centre at 306-777-7980 if the email is suspicious.

DISCLAIMER: The information transmitted is intended only for the addressee and may contain confidential, proprietary and/or privileged material. Any unauthorized review, distribution or other use of or the taking of any action in reliance upon this information is prohibited. If you received this in error, please contact the sender and delete or destroy this message and any copies.

DISCLAIMER: The information transmitted is intended only for the addressee and may contain confidential, proprietary and/or privileged material. Any unauthorized review, distribution or other use of or the taking of any action in reliance upon this information is prohibited. If you received this in error, please contact the sender and delete or destroy this message and any copies.

DISCLAIMER: The information transmitted is intended only for the addressee and may contain confidential, proprietary and/or privileged material. Any unauthorized review, distribution or other use of or the taking of any action in reliance upon this information is prohibited. If you received this in error, please contact the sender and delete or destroy this message and any copies.



Licence Term and Expiry Date Change

Date	November 22, 2023
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	City Centre and Community Standards
Item #	CR23-126

RECOMMENDATION

That City Council:

1. Approve the licence term and expiry date for all business and animal licences for 12 months from date of purchase; and
2. Direct the City Solicitor to prepare the necessary bylaw amendments to *Bylaw No. 2006-86 The Licensing Bylaw, 2007* and *Bylaw No. 2009-44 The Regina Animal Bylaw, 2009* as outlined in Appendix A: Licence Term and Expiry Date Amendments, to be brought forward to the meeting of City Council following approval of the recommendation by City Council.

HISTORY

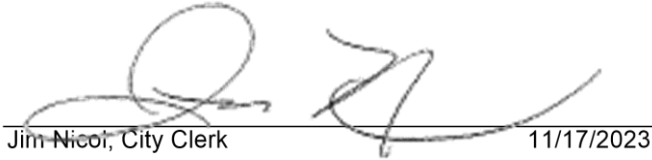
At the November 15, 2023 meeting of Executive Committee, the Committee considered the attached report EX23-91 from the Transformation Office.

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

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

Respectfully submitted,

EXECUTIVE COMMITTEE


Jim Nicol, City Clerk 11/17/2023

ATTACHMENTS

EX23-91 - Licence Term and Expiry Date Change

Appendix A - Licence Term and Expiry Date Amendments



Licence Term and Expiry Date Change

Date	November 15, 2023
To	Executive Committee
From	Transformation Office
Service Area	City Centre and Community Standards
Item No.	EX23-91

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Approve the licence term and expiry date for all business and animal licences for 12 months from date of purchase;
2. Direct the City Solicitor to prepare the necessary bylaw amendments to *Bylaw No. 2006-86 The Licensing Bylaw, 2007* and *Bylaw No. 2009-44 The Regina Animal Bylaw, 2009* as outlined in Appendix A: Licence Term and Expiry Date Amendments, to be brought forward to the meeting of City Council following approval of the recommendation by City Council, and
3. Approve these recommendations at its November 22, 2023 meeting.

ISSUE

Licensing & Parking Services issues business and animal licences annually based on a calendar year expiring each December 31. This process presents challenges to renewing all licences at one time.

New software is currently being implemented to monitor and operate the licensing programs. This software requires licences to be renewed every 12 months from the date of purchase, meaning the renewal process would be more balanced throughout the year. Changing the licence period will not only prove efficient through the implementation of new software but will also even out the licence

renewal dates and create less time lag between the submission of the licence application and the issuance of the licence improving service delivery. A bylaw amendment is needed to implement this change from the current calendar year licence period to every 12 months from date of purchase.

This report requests that the licence term and expiry date be amended to 12 months from date of purchase in *Bylaw No. 2006-86 The Licensing Bylaw, 2007* and *Bylaw No. 2009-44 The Regina Animal Bylaw, 2009*.

IMPACTS

Policy/Strategic Impact

The recommendations contained in this report align with the City's strategic priority of *Operational Excellence*, specifically to "continuously improve service delivery" and "strengthen our workplace culture".

There are no accessibility, financial, labour or environmental impacts with respect to this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS

The changes to the licensing process will be communicated through renewal letters, invoices and updated information on the City's website. In addition, the application forms will be reflective of the new terms.

DISCUSSION

Licensing & Parking Services issues business and animal licences on an annual basis which expire on December 31 of each year. Customers can purchase a licence for their business or pet at any time during the year by paying the applicable fee(s). Licences are not pro-rated when purchased partway through the year. Administration recommends that the licence term and expiry date be changed to 12 months from date of purchase. See Appendix A: Licence Term and Expiry Date Amendments for all recommended changes. This change will allow licence renewals to be staggered throughout the year, rather than all coming due on January 1 of each year. This will eliminate licence renewal inefficiencies, provide customers a uniform benefit for their licences, consistent with best practices and avoid complex configurations during the software implementation.

System Implementation

Licensing & Parking Services is currently in the process of implementing new software. Changing the current licence period from a calendar year to 12 months from date of issuance will allow the various licensing programs to follow the out of the box solution the software provides and thus eliminates the need for costly customizations, system upgrades and additional installation time.

Improve Efficiencies

Staff resources during the existing annual licence renewal period at the start of each calendar year become stretched therefore slowing the processing of licences down. In 2022, there were approximately 13,300 animal licence renewals and 3,000 business licence renewals processed in January and February. Since all animal and business licences expire on December 31, renewals become bottlenecked. This increases pressure on human resources and limits time available to respond to other inquiries and service delivery. Changing the December 31 licence expiry date to a staggered licence expiry process will provide efficiencies in the operational workflow creating benefit for the City's human resources and residents alike. The bottleneck will be removed allowing for quicker licence approval, account updates and creating further service level consistency throughout the year.

Customer Benefit

Currently, all licences issued throughout the year expire on December 31 and are not pro-rated. This means that some licences are only valid for part of the year despite paying the full licencing fee. For example, a licence issued in February will cost the same as one issued in October, but both expire on December 31. This has caused applicants to either withhold from applying for a licence towards the end of the year or delay renewing the licence to recover some of this cost. The proposed change will resolve this issue by ensuring licences remain valid for 12 months regardless of the purchase date. This will promote compliance with licensing regulations. Additionally, by evening out the licence renewal dates, residents will experience faster updates to accounts and licence processing times.

Jurisdictional Review

Administration engaged with other Canadian municipalities to understand how they issue licences. Summarized in Table 1: Jurisdictional Review, it was identified that best practice was to issue licences for a 12 month period from date of purchase.

Table 1: Jurisdictional Review

	Calgary	Edmonton	Saskatoon	Winnipeg	Hamilton	Victoria	Burnaby	Kelowna
Licence term	12 months from issuance	12 months from issuance	12 months from issuance	12 months from issuance	12 months from issuance	January 16 - January 15	Calendar year	Calendar year

Changing the licence term and expiry date to 12 months from the date of issuance will minimize customizations of new software, remove licence renewal inefficiencies, and provide customers a uniform benefit for their licences.

DECISION HISTORY

The recommendations contained in this report require City Council approval.

Respectfully Submitted,



Eric de Waal
Director, City Centre & Community Standards

Respectfully Submitted,



Niki Anderson
City Manager

Prepared by: Dawn Schikowski, Manager Licensing & Parking Services

ATTACHMENTS

Appendix A - Licence Term and Expiry Date Amendments

Appendix A: Licence Term and Expiry Date Amendments

Bylaw No. 2006-86 The Licensing Bylaw, 2007		
Term of Licence		
Current Bylaw provision	Proposed Bylaw provision	Explanation
11 All Licences issued pursuant to this Bylaw shall be for a calendar year, or the remaining portion of the calendar year in which it is issued and shall expire on December 31 of the year in which the licence was issued.	Repeal and replace with: 11(a) All licences issued pursuant to this Bylaw prior to January 1, 2024, shall expire on December 31 of the year in which the licence was issued. 11(b) All Licences issued pursuant to this Bylaw after December 31, 2023, shall be effective for a 12 month period from the date of issuance.	Effective January 1, 2024, all new business licences will be valid for 12 months from the date of issuance. All business licences issued prior to this date will continue to expire on December 31 of the year in which they were issued.

Bylaw No. 2009-44 The Regina Animal Bylaw, 2009		
PART II: Licensing		
Current Bylaw provision	Proposed Bylaw provision	Explanation
10(2) A licence issued under this Bylaw shall expire on December 31 of the year in which it was issued or renewed.	Repeal and replace with: 10(2) A licence issued under this Bylaw shall expire: (a) where issued prior to January 1, 2024, on December 31 of the year in which it was issued. (b) where issued after December 31, 2023, 12 months from the date of issuance.	Effective January 1, 2024, all animal licences will be valid for 12 months from the date of issuance. All licences issued previously will expire on December 31 of the year in which they were issued.



2024 Pest Control Officers

Date	November 22, 2023
To	Mayor Masters and City Councillors
From	Executive Committee
Service Area	Parks, Recreation & Cultural Services
Item #	CR23-127

RECOMMENDATION

That City Council:

1. Instruct the City Solicitor to amend *Bylaw No. 2009-71* being *The Appointment and Authorization of City Officials Bylaw, 2009* to:

Appoint the following people as Pest Control Officers under *The Pest Control Act*, and *The Plant Health Act*, from January 1, 2024, until December 31, 2024; unless the officer's employment with the City of Regina is terminated sooner:

<u>Name</u>	<u>Position</u>
Ashley Thompson	Coordinator Forestry, IPM & Horticulture
Ryan Johnston	Supervisor, Integrated Pest Management
Burton Gerspacher	Entomology Research Analyst

2. Instruct the City Clerk to notify the Ministry of Agriculture of the appointment of the Pest Control Officers within 14 days of Regina City Council passing the amendments to *Bylaw 2009-71*, as required by *The Pest Control Act*; and
3. Instruct the City Solicitor to amend *Bylaw No. 2009-71* being *The Appointment and Authorization of City Officials Bylaw, 2009* to delegate authority to the Director, Parks Recreation and Cultural Services to appoint Pest Control Officers under *The Plant Health Act* upon the coming into force of *The Plant Health Act*.

HISTORY

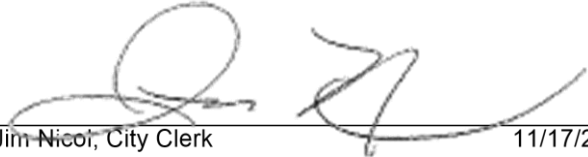
At the November 15, 2023 meeting of Executive Committee, the Committee considered the attached report EX23-92 from the City Planning & Community Development Division.

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

Recommendation #4 in the attached report does not require City Council approval.

Respectfully submitted,

EXECUTIVE COMMITTEE


Jim Nicol, City Clerk 11/17/2023

ATTACHMENTS

EX23-92 - 2024 Pest Control Officers



2024 Pest Control Officers

Date	November 15, 2023
To	Executive Committee
From	City Planning & Community Development
Service Area	Parks, Recreation & Cultural Services
Item No.	EX23-92

RECOMMENDATION

The Executive Committee recommends that City Council:

1. Instruct the City Solicitor to amend *Bylaw No. 2009-71* being *The Appointment and Authorization of City Officials Bylaw, 2009* to:

Appoint the following people as Pest Control Officers under *The Pest Control Act*, and *The Plant Health Act*, from January 1, 2024, until December 31, 2024; unless the officer's employment with the City of Regina is terminated sooner:

<u>Name</u>	<u>Position</u>
Ashley Thompson	Coordinator Forestry, IPM & Horticulture
Ryan Johnston	Supervisor, Integrated Pest Management
Burton Gerspacher	Entomology Research Analyst

2. Instruct the City Clerk to notify the Ministry of Agriculture of the appointment of the Pest Control Officers within 14 days of Regina City Council passing the amendments to *Bylaw 2009-71*, as required by *The Pest Control Act*.
3. Instruct the City Solicitor to amend *Bylaw No. 2009-71* being *The Appointment and Authorization of City Officials Bylaw, 2009* to delegate authority to the Director, Parks Recreation and Cultural Services to appoint Pest Control Officers under *The Plant Health Act* upon the coming into force of *The Plant Health Act*.

4. Approve these recommendations at its meeting on November 22, 2023.

ISSUE

The Pest Control Act (the Act) requires that all property owners must take measures to destroy, control and prevent provincially declared pests on their land. The Act then requires municipalities through their Councils to appoint Pest Control Officers and report those appointments to the Government of Saskatchewan (Province) annually. Once appointed, the Pest Control Officers are then responsible for ensuring that declared pests do not become established within Regina city limits on both public and private properties.

The Pest Control Act is expected to be repealed and replaced with *The Plant Health Act*, which may occur during the term of the current appointments. *The Plant Health Act* no longer requires the appointment of pest control officers to be made by Council and therefore these appointments can be performed administratively the same way other enforcement officers of the City are appointed, such as weed control officers. It is recommended that the Bylaw be amended to permit this to occur for future appointments that occur after *The Plant Health Act* comes into force.

This report recommends appointing the individuals named above as Pest Control Officers for 2024.

IMPACTS

Financial Impact

There are no financial impacts with respect to this report. The individuals appointed are already employed with the assigned duties within Administration.

Policy/Strategic Impact

The outgoing Saskatchewan *Pest Control Act* and incoming *The Plant Health Act* require municipalities to control regulated pests that affect human health and Agriculture. The City is obligated by statute to appoint a Pest Control Officer.

Labour Impact

There is no labour impact as positions already exist within Administration.

Environmental Impact

From a Regina perspective, the pests that are of most significant concern are the Norway Rat and Richardson Ground Squirrel (gopher). There may be a view that these rodents are an epidemic problem because of annual Pest Control Officer appointments, but this is not the case. Routine rodent inspections for demolition permits indicate that Norway Rat populations are minimal in Regina. Seasonal weather variations cause fluctuations in gopher populations.

OTHER OPTIONS

None with respect to this report as this is a legislative requirement of Council.

COMMUNICATIONS

Section 14 of *The Pest Control Act* requires the City Clerk to notify the Minister of Agriculture of Council's appointment of Pest Control Officers within 14 days of the appointment. City Administration will also notify the Rural Municipality of Sherwood of the appointments.

DISCUSSION

The Appointment and Authorization of City Officials Bylaw, 2009, Bylaw No. 2009-71 was enacted in 2009 so that the City's various delegations under provincial legislation could be easily located. In most cases, authority is delegated by position title; but in some cases, like that of Pest Control Officers, provincial legislation requires these appointments to be made by individuals and on an annual basis.

The *Plant Health Act* has been approved by the Legislative Assembly during 2023 and has been approved by the Lieutenant Governor of Saskatchewan. *The Plant Health Act* is currently awaiting an order in council to be formally enacted. Once enacted the old *Pest Control Act* will be repealed. The advantage of the new Act will be that Council may delegate this annual responsibility to Administration to directly appoint a Pest Control Officer on their behalf.

DECISION HISTORY

The recommendations contained within this report require City Council approval on an annual basis as per Section 13 in *The Pest Control Act*.

Respectfully Submitted,



Laurie Shalley, Director
Parks, Recreation & Cultural Services

Respectfully Submitted,



Deborah Bryden, Executive Director
City Planning & Community Development

Prepared by: Russell Eirich, Manager, Open Space Services

MOTION

November 22, 2023

To: Mayor Masters and City Councillors

Re: Accelerating Housing

WHEREAS the Government of Canada's Housing Accelerator Fund (HAF) grant program represents an opportunity for the City to refine or eliminate policies, procedures and processes to encourage housing development in an effort to increase the supply of housing;

WHEREAS the City of Regina continues to report housing inventory levels below long-term trends;

WHEREAS there are thousands of jobs in the Greater Regina Area that need to be filled and housing demand is expected to rise accordingly;

WHEREAS \$4 billion has been allocated Federally through to 2026-27 to prompt more homebuilding in cities; and

WHEREAS City Council approved a plan at its meeting on June 7, 2023 to take part in the HAF, thereby allowing the city to access \$36.2 million and drive an additional 1,100 permit approvals above base-line for housing units over the next three year, including initiatives such as:

- Enabling high-density development in the city centre
- Advancing develop of missing middle housing in neighbourhoods
- Supporting conversion of non-residential buildings to residential use
- Reducing required council and administration approval for housing related to discretionary use applications;

THEREFORE BE IT RESOLVED that Administration be directed to prepare the necessary bylaw amendments to:

1. Allow more densification through the provision of additional units in the construction of new building or additions to existing buildings, subject to wastewater infrastructure limitations, specifically:
 - a. As a right zoning for up to 4 residential units within our intensification area (which covers 87% of the city) and two units as of right in greenfield developments;
 - b. Four-story residential buildings as of right zoning within 400 meters of main transit routes, to be expanded to within 800 meters upon commencement of rapid transit service;

2. Removal of parking minimums for developments in proximity to main transit routes.

Respectfully submitted,



Sandra Masters
Mayor

BYLAW NO. 2023-69

THE HERITAGE MAINTENANCE AND MAJOR GRANT AGREEMENT
EXECUTION BYLAW, 2023 (No. 3)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Statutory Authority

1 The statutory authority for this Bylaw is subsection 89(4) of *The Cities Act* and clause 28(a) of *The Heritage Property Act*.

Interpretation

2 In this Bylaw:

“**Agreement**” means:

(a) the Maintenance Grant Agreement attached as Schedule “A” to this Bylaw between the City of Regina and the following owners:

i. for the property owned by Mertz (MJ) Holdings Inc., located at 2125 11th Avenue and legally described as:

Surface Parcel 107280783
Lot 56
Block 307
Plan 00RA12095, Ext 0

ii. for the property owned by Xu Liu and Yun Wang, located at 77 Leopold Crescent and legally described as:

Surface Parcel 110985037
Lot 1
Block 1
Plan DV678, Ext 0

Surface Parcel 110985026
Lot 2
Block 1
Plan DV678, Ext 0

iii. for the property owned by David Scott Todd, located at 1431 Victoria Avenue and legally described as:

Surface Parcel 111833377
Lot 44

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

City Solicitor

Block 360
Plan 101189998, Ext 5

Surface Parcel 107025735
Lot 3
Block 360
Plan OLD33, Ext 0

- (b) the Maintenance Grant Agreement attached as Schedule “B” to this Bylaw between the City of Regina for the property owned by Michelle Caroline Korpan and Noah Stephen Wernikowski, located at 3137 College Avenue and legally described as:

Surface Parcel 110982012
Lot 1
Block N
Plan DV678, Ext 0

- (c) the Major Grant Agreement attached as Schedule “C” to this Bylaw between the City of Regina and the following owners:

- i. for the property owned by Mertz (MJ) Holdings Inc., located at 2125 11th Avenue and legally described as:

Surface Parcel 10728073
Lot 56
Block 307
Plan 00RA12095 Ext 0

- ii. for the property owned by The Owners: Condominium Plan No. 91R52147, Valdez Holdings Inc., Bryan Leier, Rose Leier, Jeremy Ellergodt, Carley Winter, Andrew James Cretin, Sheila Moxley, Carla Nicole Barkman, Timothy James Teeple, Curtus John Collins, Martin Gaudet, Anthony Kiendl, Joanne Bristol, Colleen Ottenbreit, Robin Conrad Speer, Nathan Gettle and Ying Xie-Gettle, located at 2128/2132 Dewdney Avenue and legally described as:

Surface Parcel 111704970
Units 1, 4 and 6-18
Plan 91R52147 Ext 2

- iii. for the property owned by Brianna Dawn Demofsky and Dwayne Kenneth Galloway, located at 205 Leopold Crescent and legally described as:

Surface Parcel 110983158
 Lot 10
 Block 2
 Plan DV678 Ext 0

Surface Parcel 110983147
 Lot 11
 Block 2
 Plan DV678 Ext 0

- iv. for the property owned by The Synod of the Diocese of Qu'Appelle, located at 1861 McIntyre Street and legally described as:

Surface Parcel 111000913
 Lot 47
 Block 310
 Plan 00RA12095 Ext 0

- v. for the property owned by 10112630 Saskatchewan Ltd., located at 1852/56 Scarth Street and legally described as:

Surface Parcel 107281054
 Lot 47
 Block 307
 Plan 00RA12095 Ext 0

- vi. for the property owned by Courtland Management Ltd., located at 2398 Scarth Street and legally described as:

Surface Parcel 107012405
 Lot 12
 Block 460
 Plan OLD33 Ext 0

- (d) the Major Grant Agreement attached as Schedule "D" to this Bylaw between the City of Regina for the property owned by Qu'Appelle Apartments Limited, located at 2105 Hamilton Street and legally described as:

Surface Parcel 107012146
 Lot 1
 Block 410
 Plan OLD33, Ext 0

Surface Parcel 107012281

Lot 2
Block 410
Plan OLD33, Ext 0

Surface Parcel 107012270
Lot 3
Block 410
Plan OLD33, Ext 0

(e) the Major Grant Agreement attached as Schedule “E” to this Bylaw between the City of Regina and the following owners:

i. for the property owned by Forster Investments Inc., located at 2100 Dewdney Avenue and legally described as:

Surface Parcel 111931871
Lot 21
Block 203
Plan OLD33, Ext 38

Surface Parcel 107001403
Lot 22
Block 203
Plan OLD33, Ext 0

Surface Parcel 107001414
Lot 23
Block 203
Plan OLD33, Ext 0

Surface Parcel 107001425
Lot 24
Block 203
Plan OLD33, Ext 0

Surface Parcel 107001717
Lot 25
Block 203
Plan OLD33, Ext 0

ii. for the property owned by Archbishopal Corporation of Regina, located at 2026 Winnipeg Street and legally described as:

Surface Parcel 111822511
Lot A
Block 356

Plan EO608, Ext 2

Surface Parcel 111822533

Lot B

Block 356

Plan EO608, Ext 3

Surface Parcel 111822555

Lot C

Block 356

Plan EO608, Ext 4

Surface Parcel 111822577

Lot G

Block 356

Plan EO608, Ext 8

Surface Parcel 111822599

Lot H

Block 356

Plan EO608, Ext 9

“**City**” means the City of Regina.

Agreement Execution

- 3 The City Clerk of the Corporation of the City of Regina is authorized to enter into and execute under seal the attached Agreements between the City of Regina and the owners identified in section 2 as well as any assignment agreements that may be authorized under section 4.
- 4 The Agreements may be assigned to a subsequent owner of any of the properties at the sole discretion of the Executive Director, City Planning and Community Development if the parties enter into an assignment agreement.

Coming Into Force

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

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

CONSERVATION OF HERITAGE PROPERTIES
MAINTENANCE GRANT AGREEMENT – "Street Address"
"Name of Property"

Agreement dated _____, 202__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and -

"Full Name of Owner(s)"
(referred to in this Agreement as the "Owner")

The Parties agree as follows:

Definitions

1 In this Bylaw:

"**Eligible Work**" means the work on the property as determined by the Executive Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"**Executive Director**" means the person occupying the position of Executive Director of City Planning and Development or his/her designate of the City.

"**Heritage Alteration Permit**" means the permit approval given by the City to alter the Property.

"**Property**" means the real property owned by the Owner located at "Street Address", Regina, Saskatchewan and legally described as:

"Insert Legal Description"

Cash Grant

2 Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall provide the Owner with a cash grant for the Property in an amount equal to the lesser of:

- (a) 50 percent of the actual costs incurred by, or on behalf of, the Owner in completing the Eligible Work; or
 - (b) **“amount of cash grant”**.
- 3(1) Notwithstanding section 2 of this Agreement, the Owner has until September 30, 2024 to submit their eligible costs incurred in completing the Eligible Work.
- (2) Costs will not be reimbursed where they are submitted after September 30, 2024.

Owners' Covenants

4 The Owner shall promptly:

- (a) notify the City of any occurrences which would, pursuant to this Agreement, terminate this Agreement;
 - (b) provide the Executive Director with any information, documentation, or access to the Property requested by the Executive Director to check the progress of the Eligible Work for the purposes of this Agreement.
- 5 The Owner shall ensure all work undertaken to the Property shall correspond with the Eligible Work items presented to the Executive Committee on June 14, 2023 and the *Standards and Guidelines for the Conservation of Historic Places in Canada* and that all deviations must receive written approval from the Executive Director.
- 6(1) The Owner shall ensure that the Property retains its formal heritage designation as Municipal Heritage Property, in accordance with *The Heritage Property Act*.
- (2) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2023-37, *The Municipal Heritage Property Maintenance Bylaw*, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act* and *The Cities Act*.
- (3) The Owner shall ensure that it is in compliance with the City's Heritage Incentive Policy and any other tax exemption or grant agreements that it has entered into with respect to the Property.
- (4) If the City determines in its sole discretion that the Owner has failed to maintain the Property in accordance with subsections (1) or (2) or failed to comply with the requirements in subsection (3), the Executive Director may require that the Owner repay to the City the amount of the cash grant that has been provided under this Agreement.
- 6.1 The Owner agrees that they will, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, commence work on the conservation of the Property in accordance with any required permits, including any Heritage Alteration

Permits and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits, and this Agreement.

- 7(1) Upon completion of the Eligible Work, or in the alternative, upon completion of an item of the Eligible Work, the Owner shall submit to the Executive Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.
- (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this cash grant.
- (3) The Executive Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work in order to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
- (4) It is understood that the City may decline to approve any cost if considered not to be reasonably or necessarily incurred for Eligible Work.
- (5) The cash grant will not be provided unless and until the Executive Director receives the documentation in this section and has confirmed the authenticity of the same as well as the quality of the work.
- (6) The Executive Director will conclusively determine the cost of Eligible Work in Schedule A after the Executive Director has viewed the estimates and received information pursuant to section 7.
- (7) To be eligible for the cash grant, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and
 - (b) completed in a good and professional manner, in accordance with good and recognised standards, methods, practices and principles employed in the industry for similar work.
- 8(1) Upon completion of the Eligible Work, or portion thereof, the Executive Director:
 - (a) shall review the documentation submitted pursuant to section 7;
 - (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof as well as to confirm that the Eligible Work has been completed and is of good quality and completed in a good and professional manner; and
 - (c) shall certify the amount of the cash grant to be provided pursuant to this Agreement.

- (2) Where the Owner has not complied with a term of the Agreement, the City may refuse to pay the cash grant.

Termination

- 9 Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.
- 10 This Agreement shall cease if the Owner:
- (a) becomes bankrupt or insolvent or is so adjudged;
 - (b) makes a general assignment for the benefit of creditors;
 - (c) does not keep the taxes current on the Property or has other charges that are owed to the City.

Notices

- 11(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:

City Clerk
City of Regina
2476 Victoria Avenue
P.O. Box 1790
Regina, SK S4P 3C8

To the Owner at:

“Name of Owner”
“Address of Owner”

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
- (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.

- 12 This Agreement shall not become effective until adopted by bylaw of the Council of the City and fully executed by the parties to the Agreement.

- 13 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other

electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

“Full Name of Owner”

“Full Name of Owner”

Witness

SCHEDULE A

ELIGIBLE WORK ITEMS <u>“Street Address”</u>	ESTIMATED COST
Maintenance Grant <u>“Detailed List of Eligible Work Items”</u>	 <u>“Cost”</u>
Project Cost	<u>“Total Cost”</u>

This is only required to be filled out if "Name of Owner" does not affix its seal to the agreement.

AFFIDAVIT OF CORPORATE SIGNING AUTHORITY	
CANADA SASKATCHEWAN	
I, _____ of Regina, Saskatchewan, Print Full Name of Signing Authority	
MAKE OATH/AFFIRM AS FOLLOWS:	
1. I am _____ (list position) of <u>"Name of Owner"</u> in the Grant Agreement to which this Affidavit is attached.	
2. I am authorized by <u>"Name of Owner"</u> to execute the Grant Agreement without affixing the Corporate Seal of the Corporation.	
Sworn/Affirmed before me at _____, on _____, 2____ Month Date	}
A Commissioner for Oaths in and for the Province of Saskatchewan. Being a lawyer —or— My commission expires:	
	Signature of Signing Authority

OR

AFFIDAVIT OF EXECUTION

CANADA)
PROVINCE OF SASKATCHEWAN)

I, _____, of Regina, Saskatchewan, MAKE OATH AND SAY THAT:

- 1 I was personally present and did see the **Owner** named in the within instrument, who are personally known to me to be the person named therein, duly sign and execute the same for the purpose named therein;
- 2 The same was executed at Regina, Saskatchewan, on _____, (date), and that I am the subscribing witness thereto;
- 3 I know the **Owner**, and they are in my belief the full age of eighteen years.

SWORN BEFORE ME at)
Regina, Saskatchewan, on _____)
_____, 2023.)
)
)
_____)

Signature of Witness

A COMMISSIONER FOR OATHS in
and for the Province of Saskatchewan.
My Commission expires _____
Or Being a solicitor

NOTE – City employees should not sign this document as either the witness or the Commissioner for Oaths

Schedule "B"

CONSERVATION OF HERITAGE PROPERTIES
MAINTENANCE GRANT AGREEMENT – "Street Address"
"Name of Property"

Agreement dated _____, 202__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and –

"Full Name of Owner(s)"
(referred to in this Agreement as the "Owner")

The Parties agree as follows:

Definitions

1 In this Bylaw:

"**Eligible Work**" means the work on the property as determined by the Executive Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"**Executive Director**" means the person occupying the position of Executive Director of City Planning and Development or his/her designate of the City.

"**Property**" means the real property owned by the Owner located at "Street Address", Regina, Saskatchewan and legally described as:

"Insert Legal Description"

Cash Grant

2 Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall provide the Owner with a cash grant for the Property in an amount equal to the lesser of:

- (a) 50 percent of the actual costs incurred by, or on behalf of, the Owner in completing the Eligible Work; or
- (b) "amount of cash grant".

- 3(1) Notwithstanding section 2 of this Agreement, the Owner has until September 30, 2024 to submit their eligible costs incurred in completing the Eligible Work.
- (2) Costs will not be reimbursed where they are submitted after September 30, 2024.

Owners' Covenants

- 4 The Owner shall promptly:
 - (a) notify the City of any occurrences which would, pursuant to this Agreement, terminate this Agreement;
 - (b) provide the Executive Director with any information, documentation, or access to the Property requested by the Executive Director to check the progress of the Eligible Work for the purposes of this Agreement.
- 5 The Owner shall ensure all work undertaken to the Property shall correspond with the Eligible Work items presented to the Executive Committee on June 14, 2023 and the *Standards and Guidelines for the Conservation of Historic Places in Canada* and that all deviations must receive written approval from the Executive Director.
- 6(1) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act* and *The Cities Act*.
- (2) The Owner shall ensure that it is in compliance with the City's Heritage Incentive Policy and any other tax exemption or grant agreements that it has entered into with respect to the Property.
- (3) If the City determines in its sole discretion that the Owner has failed to maintain the Property in accordance with subsection (1) or failed to comply with the requirements in subsection (2), the Executive Director may require that the Owner repay to the City the amount of the cash grant that has been provided under this Agreement.
- 6.1 The Owner agrees that they will, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, commence work on the conservation of the Property in accordance with any required permits, and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits, and this Agreement.
- 7(1) Upon completion of the Eligible Work, or in the alternative, upon completion of an item of the Eligible Work, the Owner shall submit to the Executive Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.
- (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this cash grant.

- (3) The Executive Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work in order to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
 - (4) It is understood that the City may decline to approve any cost if considered not to be reasonably or necessarily incurred for Eligible Work.
 - (5) The cash grant will not be provided unless and until the Executive Director receives the documentation in this section and has confirmed the authenticity of the same as well as the quality of the work.
 - (6) The Executive Director will conclusively determine the cost of Eligible Work in Schedule A after the Executive Director has viewed the estimates and received information pursuant to section 7.
 - (7) To be eligible for the cash grant, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and
 - (b) completed in a good and professional manner, in accordance with good and recognised standards, methods, practices and principles employed in the industry for similar work.
- 8(1) Upon completion of the Eligible Work, or portion thereof, the Executive Director:
- (a) shall review the documentation submitted pursuant to section 7;
 - (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof as well as to confirm that the Eligible Work has been completed and is of good quality and completed in a good and professional manner; and
 - (c) shall certify the amount of the cash grant to be provided pursuant to this Agreement.
- (2) Where the Owner has not complied with a term of the Agreement, the City may refuse to pay the cash grant.

Termination

- 9 Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.
- 10 This Agreement shall cease if the Owner:
- (a) becomes bankrupt or insolvent or is so adjudged;

- (b) makes a general assignment for the benefit of creditors;
- (c) does not keep the taxes current on the Property or has other charges that are owed to the City.

Notices

11(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:

City Clerk
City of Regina
2476 Victoria Avenue
P.O. Box 1790
Regina, SK S4P 3C8

To the Owner at:

“Name of Owner”
“Address of Owner”

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
 - (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.
- 12 This Agreement shall not become effective until adopted by bylaw of the Council of the City and fully executed by the parties to the Agreement.
- 13 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

“Full Name of Owner”

“Full Name of Owner”

Witness

SCHEDULE A

ELIGIBLE WORK ITEMS <u>“Street Address”</u>	ESTIMATED COST
Maintenance Grant <u>“Detailed List of Eligible Work Items”</u>	 <u>“Cost”</u>
Project Cost	<u>“Total Cost”</u>

AFFIDAVIT OF EXECUTION

CANADA)
PROVINCE OF SASKATCHEWAN)

I, _____, of Regina, Saskatchewan, MAKE OATH AND SAY THAT:

- 1 I was personally present and did see the **Owner** named in the within instrument, who are personally known to me to be the person named therein, duly sign and execute the same for the purpose named therein;
- 2 The same was executed at Regina, Saskatchewan, on _____, (date), and that I am the subscribing witness thereto;
- 3 I know the **Owner**, and they are in my belief the full age of eighteen years.

SWORN BEFORE ME at)
Regina, Saskatchewan, on _____)
_____, 2023.)
)
)
_____)

Signature of Witness

A COMMISSIONER FOR OATHS in
and for the Province of Saskatchewan.
My Commission expires _____
Or Being a solicitor

NOTE – City employees should not sign this document as either the witness or the Commissioner for Oaths

Schedule "C"
CONSERVATION OF HERITAGE PROPERTIES
MAJOR GRANT AGREEMENT – "Street Address"
Name of Property"

Agreement dated _____, 202__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and –

Full Name of Owner(s)
(referred to in this Agreement as the "Owner")

The Parties agree as follows:

Definitions

1 In this Bylaw:

"**Eligible Work**" means the work on the property as determined by the Executive Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"**Executive Director**" means the person occupying the position of Executive Director of City Planning and Development or his/her designate of the City.

"**Heritage Alteration Permit**" means the permit approval given by the City to alter the Property.

"**Property**" means the real property owned by the Owner located at "Street Address", Regina, Saskatchewan and legally described as:

Insert Legal Description

Cash Grant

2(1) Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall provide the Owner with a cash grant for the Property in an amount equal to the lesser of:

(a) 50 percent of the actual costs incurred by, or on behalf of, the Owner in completing the Eligible Work; or

(b) **“Amount of Cash Grant”**

- (2) Where the Property is eligible for a tax exemption in addition to the Major Grant provided in this Agreement, the Owner is required to submit invoices and exhaust the funding under this Agreement prior to submitting Eligible Work for the purposes of a tax exemption.
 - (3) Where the Owner completes the Eligible Work or an item of the Eligible Work and receives funding under this Agreement for that work or an item of that work, the Owner is not eligible to submit that same invoice and item for a tax exemption under any Tax Exemption Agreement that the Owner has entered into with the City.
 - (4) The combined value of any Major Grants and tax exemptions received by the Owner from the City shall not exceed 50% of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property.
- 3(1) Notwithstanding section 2 of this Agreement, the Owner has until September 30, 2024, to submit their eligible costs incurred in completing the Eligible Work.
 - (2) Costs will not be reimbursed where they are submitted after September 30, 2024.

Owners’ Covenants

4 The Owner shall promptly:

- (a) notify the City of any occurrences which would, pursuant to this Agreement, terminate this Agreement;
- (b) provide the Executive Director with any information, documentation, or access to the Property requested by the Executive Director to check the progress of the Eligible Work for the purposes of this Agreement.

5 The Owner shall ensure all work undertaken to the Property shall correspond with the Eligible Work items presented to the Executive Committee on June 14, 2023, and the *Standards and Guidelines for the Conservation of Historic Places in Canada*, and that all deviations must receive written approval from the Executive Director.

6(1) The Owner shall ensure that the Property retains its formal heritage designation as Municipal Heritage Property, in accordance with *The Heritage Property Act*.

6(2) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2023-37, *The Municipal Heritage Property Maintenance Bylaw*, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act and The Cities Act*.

- (3) The Owner shall ensure that it is in compliance with the City's Heritage Incentive Policy and any other tax exemption or grant agreements that it has entered into with respect to the Property.
- (4) If the City determines in its sole discretion that the Owner has failed to maintain the Property in accordance with subsections (1) or (2) or failed to comply with the requirements in subsection (3), the Executive Director may require that the Owner repay to the City the amount of the cash grant that has been provided under this Agreement.
- 6.1 The Owner agrees that they will, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, commence work on the conservation of the Property in accordance with any required permits, including any Heritage Alteration Permits and Building Permits and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits, and this Agreement.
- 7(1) Upon completion of the Eligible Work, or in the alternative, upon completion of an item of the Eligible Work, the Owner shall submit to the Executive Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.
 - (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this cash grant.
 - (3) The Executive Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work in order to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
 - (4) It is understood that the City may decline to approve any cost if considered not to be reasonably or necessarily incurred for Eligible Work.
 - (5) The cash grant will not be provided unless and until the Executive Director receives the documentation in this section and has confirmed the authenticity of the same as well as the quality of the work.
 - (6) The Executive Director will conclusively determine the cost of Eligible Work in Schedule A after the Executive Director has viewed the estimates and received information pursuant to section 7.
 - (7) To be eligible for the cash grant, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and

- (b) completed in a good and professional manner, in accordance with good and recognised standards, methods, practices and principles employed in the industry for similar work.

8(1) Upon completion of the Eligible Work, or portion thereof, the Executive Director:

- (a) shall review the documentation submitted pursuant to section 7;
- (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof as well as to confirm that the Eligible Work has been completed and is of good quality and completed in a good and professional manner; and
- (c) shall certify the amount of the cash grant to be provided pursuant to this Agreement.

(2) Where the Owner has not complied with a term of the Agreement, the City may refuse to pay the cash grant.

Termination

9 Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.

10 This Agreement shall cease if the Owner:

- (a) becomes bankrupt or insolvent or is so adjudged;
- (b) makes a general assignment for the benefit of creditors;
- (c) does not keep the taxes current on the Property or has other fees or charges that are owed to the City.

Notices

11(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:

City Clerk
City of Regina
2476 Victoria Avenue
P.O. Box 1790
Regina, SK S4P 3C8

To the Owner at:

“Name of Owner”
“Address of Owner”

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
- (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.
- 12 This Agreement shall not become effective until adopted by bylaw of the Council of the City and fully executed by the parties to the Agreement.
- 13 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

“Full Name of Owner”

Seal

Authorized Signing Officer

SCHEDULE A

ELIGIBLE WORK ITEMS <i><u>“Street Address”</u></i>	ESTIMATED COST
Major Grants and Tax Exemptions <i><u>“Detailed List of Eligible Work Items”</u></i>	<i><u>“Cost”</u></i>
Total	<i><u>“Total Cost”</u></i>

This is only required to be filled out if "Name of Owner" does not affix its seal to the agreement.

AFFIDAVIT OF CORPORATE SIGNING AUTHORITY	
CANADA SASKATCHEWAN	
I, _____ of Regina, Saskatchewan, Print Full Name of Signing Authority	
MAKE OATH/AFFIRM AS FOLLOWS:	
1. I am _____ (list position) of <u>"Name of Owner"</u> in the Grant Agreement to which this Affidavit is attached.	
2. I am authorized by <u>"Name of Owner"</u> to execute the Grant Agreement without affixing the Corporate Seal of the Corporation.	
Sworn/Affirmed before me at _____, on _____, 2____ Month Date	}
A Commissioner for Oaths in and for the Province of Saskatchewan. Being a lawyer —or— My commission expires:	
	Signature of Signing Authority

Schedule "D"
CONSERVATION OF HERITAGE PROPERTIES
MAJOR GRANT AGREEMENT – "Street Address"
Name of Property"

Agreement dated _____, 202__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and –

Full Name of Owner(s)
(referred to in this Agreement as the "Owner")

The Parties agree as follows:

Definitions

1 In this Bylaw:

"**Eligible Work**" means the work on the property as determined by the Executive Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"**Executive Director**" means the person occupying the position of Executive Director of City Planning and Development or his/her designate of the City.

"**Heritage Alteration Permit**" means the permit approval given by the City to alter the Property.

"**Property**" means the real property owned by the Owner located at "Street Address", Regina, Saskatchewan and legally described as:

Insert Legal Description

Cash Grant

2(1) Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall provide the Owner with a cash grant for the Property in an amount equal to the lesser of:

(a) 50 percent of the actual costs incurred by, or on behalf of, the Owner in completing the Eligible Work; or

(b) **“Amount of Cash Grant”**

- (2) Where the Property is eligible for a tax exemption in addition to the Major Grant provided in this Agreement, the Owner is required to submit invoices and exhaust the funding under this Agreement prior to submitting Eligible Work for the purposes of a tax exemption.
 - (3) Where the Owner completes the Eligible Work or an item of the Eligible Work and receives funding under this Agreement for that work or an item of that work, the Owner is not eligible to submit that same invoice and item for a tax exemption under any Tax Exemption Agreement that the Owner has entered into with the City.
 - (4) The combined value of any Major Grants and tax exemptions received by the Owner from the City shall not exceed 50% of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property.
- 3(1) Notwithstanding section 2 of this Agreement, the Owner has until September 30, 2024, to submit their eligible costs incurred in completing the Eligible Work.
 - (2) Costs will not be reimbursed where they are submitted after September 30, 2024.

Owners’ Covenants

4 The Owner shall promptly:

- (a) notify the City of any occurrences which would, pursuant to this Agreement, terminate this Agreement;
- (b) provide the Executive Director with any information, documentation, or access to the Property requested by the Executive Director to check the progress of the Eligible Work for the purposes of this Agreement.

5 The Owner shall ensure all work undertaken to the Property shall correspond with the Eligible Work items presented to the Executive Committee on June 14, 2023, and the *Standards and Guidelines for the Conservation of Historic Places in Canada*, and that all deviations must receive written approval from the Executive Director.

6(1) The Owner shall ensure that the Property retains its formal heritage designation as Municipal Heritage Property, in accordance with *The Heritage Property Act*.

6(2) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2023-37, *The Municipal Heritage Property Maintenance Bylaw*, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act and The Cities Act*.

- (3) The Owner shall ensure that it is in compliance with the City's Heritage Incentive Policy and any other tax exemption or grant agreements that it has entered into with respect to the Property.
- (4) If the City determines in its sole discretion that the Owner has failed to maintain the Property in accordance with subsections (1) or (2) or failed to comply with the requirements in subsection (3), the Executive Director may require that the Owner repay to the City the amount of the cash grant that has been provided under this Agreement.
- 6.1 The Owner agrees that they will, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, commence work on the conservation of the Property in accordance with any required permits, including any Heritage Alteration Permits and Building Permits and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits, and this Agreement.
- 7(1) Upon completion of the Eligible Work, or in the alternative, upon completion of an item of the Eligible Work, the Owner shall submit to the Executive Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.
 - (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this cash grant.
 - (3) The Executive Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work in order to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
 - (4) In the event the actual costs exceed the corresponding estimates by more than 10 percent, the Owner shall provide full particulars as to the reason(s) for such overruns.
 - (5) It is understood that the City may decline to approve any cost overrun, or portion thereof, if considered not to be reasonably or necessarily incurred for Eligible Work.
 - (6) The cash grant will not be provided unless and until the Executive Director receives the documentation in subsections (1), (2), (3) and (4) and has confirmed the authenticity of the same as well as the quality of the work.
 - (7) The Executive Director will conclusively determine the cost of Eligible Work in Schedule A after the Executive Director has viewed the estimates and received information pursuant to section 7.
 - (8) To be eligible for the cash grant, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and

- (b) completed in a good and professional manner, in accordance with good and recognised standards, methods, practices and principles employed in the industry for similar work.

8(1) Upon completion of the Eligible Work, or portion thereof, the Executive Director:

- (a) shall review the documentation submitted pursuant to section 7;
- (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof as well as to confirm that the Eligible Work has been completed and is of good quality and completed in a good and professional manner; and
- (c) shall certify the amount of the cash grant to be provided pursuant to this Agreement.

(2) Where the Owner has not complied with a term of the Agreement, the City may refuse to pay the cash grant.

Termination

9 Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.

10 This Agreement shall cease if the Owner:

- (a) becomes bankrupt or insolvent or is so adjudged;
- (b) makes a general assignment for the benefit of creditors;
- (c) does not keep the taxes current on the Property or has other fees or charges that are owed to the City.

Notices

11(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:

City Clerk
City of Regina
2476 Victoria Avenue
P.O. Box 1790
Regina, SK S4P 3C8

To the Owner at:

"Name of Owner"
"Address of Owner"

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
 - (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.
- 12 This Agreement shall not become effective until adopted by bylaw of the Council of the City and fully executed by the parties to the Agreement.
- 13 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

"Full Name of Owner"

Authorized Signing Officer

Seal

SCHEDULE A

ELIGIBLE WORK ITEMS <u>“Street Address”</u>	ESTIMATED COST
Major Grants and Tax Exemptions <u>“Detailed List of Eligible Work Items”</u>	<u>“Cost”</u>
Total	<u>“Total Cost”</u>

This is only required to be filled out if "Name of Owner" does not affix its seal to the agreement.

AFFIDAVIT OF CORPORATE SIGNING AUTHORITY	
CANADA SASKATCHEWAN	
I, _____ of Regina, Saskatchewan, Print Full Name of Signing Authority	
MAKE OATH/AFFIRM AS FOLLOWS:	
1. I am _____ (list position) of <u>"Name of Owner"</u> in the Grant Agreement to which this Affidavit is attached.	
2. I am authorized by <u>"Name of Owner"</u> to execute the Grant Agreement without affixing the Corporate Seal of the Corporation.	
Sworn/Affirmed before me at _____, on _____, 2____ Month Date	}
A Commissioner for Oaths in and for the Province of Saskatchewan. Being a lawyer —or— My commission expires:	
	Signature of Signing Authority

Schedule "E"
CONSERVATION OF HERITAGE PROPERTIES
MAJOR GRANT AGREEMENT – "Street Address"
"Nameo of Property"

Agreement dated _____, 202__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and –

"Full Name of Owner(s)"
(referred to in this Agreement as the "Owner")

The Parties agree as follows:

Definitions

1 In this Bylaw:

"**Eligible Work**" means the work on the property as determined by the Executive Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"**Executive Director**" means the person occupying the position of Executive Director of City Planning and Development or his/her designate of the City.

"**Property**" means the real property owned by the Owner located at "Street Address", Regina, Saskatchewan and legally described as:

"Insert Legal Description"

Cash Grant

2(1) Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall provide the Owner with a cash grant for the Property in an amount equal to the lesser of:

- (a) 25 percent of the actual costs incurred by, or on behalf of, the Owner in completing the Eligible Work; or
- (b) **"Amount of Cash Grant"**

- (2) Where the Property is eligible for a tax exemption in addition to the Major Grant provided in this Agreement, the Owner is required to submit invoices and exhaust the funding under this Agreement prior to submitting Eligible Work for the purposes of a tax exemption.
 - (3) Where the Owner completes the Eligible Work or an item of the Eligible Work and receives funding under this Agreement for that work or an item of that work, the Owner is not eligible to submit that same invoice and item for a tax exemption under any Tax Exemption Agreement that the Owner has entered into with the City.
 - (4) The combined value of any Major Grants and tax exemptions received by the Owner from the City shall not exceed 50% of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property.
- 3(1) Notwithstanding section 2 of this Agreement, the Owner has until September 30, 2024, to submit their eligible costs incurred in completing the Eligible Work.
 - (2) Costs will not be reimbursed where they are submitted after September 30, 2024.

Owners' Covenants

- 4 The Owner shall promptly:
 - (a) notify the City of any occurrences which would, pursuant to this Agreement, terminate this Agreement;
 - (b) provide the Executive Director with any information, documentation, or access to the Property requested by the Executive Director to check the progress of the Eligible Work for the purposes of this Agreement.
- 5 The Owner shall ensure all work undertaken to the Property shall correspond with the Eligible Work items presented to the Executive Committee on June 14, 2023, and the *Standards and Guidelines for the Conservation of Historic Places in Canada*, and that all deviations must receive written approval from the Executive Director.
- 6(1) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act and The Cities Act*.
- (2) The Owner shall ensure that it is in compliance with the City's Heritage Incentive Policy and any other tax exemption or grant agreements that it has entered into with respect to the Property.
- (3) If the City determines in its sole discretion that the Owner has failed to maintain the Property in accordance with subsections (1) or failed to comply with the requirements in subsection (2), the Executive Director may require that the Owner repay to the City the amount of the cash grant that has been provided under this Agreement.

- 6.1 The Owner agrees that they will, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, commence work on the conservation of the Property in accordance with any required permits, Building Permits and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits, and this Agreement.
- 7(1) Upon completion of the Eligible Work, or in the alternative, upon completion of an item of the Eligible Work, the Owner shall submit to the Executive Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.
 - (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this cash grant.
 - (3) The Executive Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work in order to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
 - (4) It is understood that the City may decline to approve any cost if considered not to be reasonably or necessarily incurred for Eligible Work.
 - (5) The cash grant will not be provided unless and until the Executive Director receives the documentation in this section and has confirmed the authenticity of the same as well as the quality of the work.
 - (6) The Executive Director will conclusively determine the cost of Eligible Work in Schedule A after the Executive Director has viewed the estimates and received information pursuant to section 7.
 - (7) To be eligible for the cash grant, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and
 - (b) completed in a good and professional manner, in accordance with good and recognised standards, methods, practices and principles employed in the industry for similar work.
- 8(1) Upon completion of the Eligible Work, or portion thereof, the Executive Director:
 - (a) shall review the documentation submitted pursuant to section 7;
 - (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof as well as to confirm that the Eligible Work has been completed and is of good quality and completed in a good and professional manner; and

- (c) shall certify the amount of the cash grant to be provided pursuant to this Agreement.
- (2) Where the Owner has not complied with a term of the Agreement, the City may refuse to pay the cash grant.

Termination

- 9 Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.
- 10 This Agreement shall cease if the Owner:
 - (a) becomes bankrupt or insolvent or is so adjudged;
 - (b) makes a general assignment for the benefit of creditors;
 - (c) does not keep the taxes current on the Property or has other fees or charges that are owed to the City.

Notices

- 11(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:

City Clerk
City of Regina
2476 Victoria Avenue
P.O. Box 1790
Regina, SK S4P 3C8

To the Owner at:

"Name of Owner"
"Address of Owner"

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
- (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.
- 12 This Agreement shall not become effective until adopted by bylaw of the Council of the City and fully executed by the parties to the Agreement.

13 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

“Full Name of Owner”

Seal

Authorized Signing Officer

SCHEDULE A

ELIGIBLE WORK ITEMS <u>“Street Address”</u>	ESTIMATED COST
Major Grants <u>“Detailed List of Eligible Work Items”</u>	
Project Cost	<i>“Total Cost”</i>

This is only required to be filled out if "Name of Owner" does not affix its seal to the agreement.

AFFIDAVIT OF CORPORATE SIGNING AUTHORITY	
CANADA SASKATCHEWAN	
I, _____ of Regina, Saskatchewan, Print Full Name of Signing Authority	
MAKE OATH/AFFIRM AS FOLLOWS:	
1. I am _____ (list position) of <u>"Name of Owner"</u> in the Grant Agreement to which this Affidavit is attached.	
2. I am authorized by <u>"Name of Owner"</u> to execute the Grant Agreement without affixing the Corporate Seal of the Corporation.	
Sworn/Affirmed before me at _____, on _____, 2____ Month Date	}
A Commissioner for Oaths in and for the Province of Saskatchewan. Being a lawyer —or— My commission expires:	
	Signature of Signing Authority

ABSTRACT

BYLAW NO. 2023-69

THE HERITAGE MAINTENANCE AND MAJOR GRANT AGREEMENT
EXECUTION BYLAW, 2023 (No. 3)

PURPOSE:	To authorize the execution of a number of Maintenance Grant Agreements and Major Grant Agreements entered into between the City of Regina and the various owners listed in the agreements. These agreements are being brought forward under the City's Heritage Incentive Policy.
ABSTRACT:	The Owners of the properties located at the 2125 11 th Avenue, 77 Leopold Crescent, 1431 Victoria Avenue, 3137 College Avenue, 2128/2132 Dewdney Avenue, 205 Leopold Crescent, 1861 McIntyre Street, 1852/56 Scarth Street, 2398 Scarth Street, 2105 Hamilton Street, 2100 Dewdney Avenue, and 2026 Winnipeg Street will receive a grant, which is governed by the grant agreements between the parties that are attached as Schedules "A" to "E" respectively to the Bylaw.
STATUTORY AUTHORITY:	Subsection 89(4) of <i>The Cities Act</i> and section 28(a) of <i>The Heritage Property Act</i> .
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Executive Committee, June 14, 2023, EX23-56, City Council, June 21, 2023, CR23-80. Current Heritage Incentives Policy was approved in Report CR22-30 from the March 16, 2022 City Council meeting.
AMENDS/REPEALS:	N/A
CLASSIFICATION:	Executory
INITIATING DIVISION:	City Planning and Community Development
INITIATING DEPARTMENT:	Planning and Development Services

BYLAW NO. 2023-70

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR
DARKE BLOCK LOCATED AT 2125 11th AVENUE BYLAW, 2023 (No. 2)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

- 1 The purpose of this Bylaw is to provide a heritage property tax exemption to the owner of the property located at 2125 11th Avenue, pursuant to the City of Regina’s Heritage Incentive Policy.

Authority

- 2 The authority for this Bylaw is clause 28(a) of *The Heritage Property Act*.

Exemption

- 3 An exemption for taxation pursuant to the City of Regina’s Heritage Incentive Policy is granted for the real property owned by Mertz (MJ) Holdings Inc. (the “Owner”), located at 2125 11th Avenue and legally described as:

Surface Parcel: 107280783
Lot 56
Block 307
Plan 00RA12095, Extension 0

Scope of Exemption

- 4(1) The City shall exempt from taxation or provide a partial exemption for the Property in an amount equal to the lesser of:

- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
- (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.

- 5 Notwithstanding section 3 of the attached Agreement, the term of this Agreement may be extended until 2034 at the sole discretion of the Executive Director where there have been unanticipated construction delays.

Agreement

- 6 The exemption in sections 3, 4 and 5 shall be governed by the attached form of Agreement between The City of Regina and the Owner marked as Schedule “A”.

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

City Solicitor

- 7 The City Clerk is authorized to sign and seal the Agreement in section 6 on behalf of the City of Regina.
- 8 The Executive Director, City Planning and Community Development is authorized to determine whether the work done to the property is eligible for a tax exemption within the meaning of the Agreement.

Coming Into Force

- 9 This Bylaw comes into force on the day of passage of the Bylaw, or on the date the Agreement is executed, whichever is later.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

**HERITAGE PROPERTIES
TAX EXEMPTION AGREEMENT
2125 11TH AVENUE
DARKE BLOCK**

Agreement dated _____, 20__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and -

MERTZ (MJ) HOLDINGS INC.
(the "Owner")

The Parties agree as follows:

Definitions

1 In this Agreement:

"Director" means the person occupying the position of Executive Director, City Planning and Development or his/her designate of the City;

"education portion of the property taxes" means the property taxes levied by the City pursuant to *The Education Property Tax Act* on behalf of the Government of Saskatchewan for the benefit of the Board of Education of the Regina School Division No. 4 and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan;

"Eligible Work" means the work on the property as determined by the Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"Heritage Alteration Permit" means the permit approval given by the City to alter the Property.

"Major Grant" means a Major Grant provided to the Owner by the City pursuant to the city's Heritage Incentives Policy.

“Property” means the real property owned by the Owner located at 2125 11th Avenue, Regina, Saskatchewan and legally described as:

Surface Parcel: 107280783

Lot 56, Blk/Par 307, Plan 00RA12095 Ext. 0 as described on Certificate of Title 00RA12095AG

Authority

2 The Owner represents and warrants to the City that:

- (a) they have the power, authority and capacity to enter into this Agreement and to carry out the respective obligations under this Agreement; and
- (b) they have obtained all necessary approvals required to carry out the Eligible Work with respect to the Property.

Tax Exemption

3(1) Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall exempt from taxation, or provide a partial exemption to the Property in an amount equal to the lesser of:

- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
- (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.

(1.2) The total amount of the exemption provided in subsection (1) shall be applied on the Property’s tax account annually based on the Eligible Work completed on the Property from 2023 to 2032, until the total amount in subsection (1) is exhausted.

(2) Notwithstanding subsection (1), where on an annual basis the exemption of the education portion of the property taxes for the parcel would be equal to \$25,000 or more, the exemption of the education portion of the property taxes is subject to the annual approval of the Government of Saskatchewan.

(3) Where the Government of Saskatchewan does not approve of the exemption of the education portion of the property taxes or reduces the amount of the proposed exemption, the City shall reduce the exemption of the education portion of the property taxes in accordance with the Government of Saskatchewan’s decision.

(4) Where the exemption of the education portion of the property taxes is not approved or is reduced, the Owner will be required to pay the balance of the education portion of the property taxes and the City shall not be liable to the Owner for any amount of the tax exemption which would have otherwise been granted to the Owner.

- (5) Where the Property is eligible for a Major Grant from the City in addition to the tax exemption provided in this Agreement, the Owner is required to submit invoices and exhaust the funding under the Major Grant agreement prior to submitting Eligible Work for the purposes of a tax exemption.
 - (6) Where the Owner completes the Eligible Work or an item of the Eligible Work and receives funding under a Major Grant agreement from the City for that work or an item of that work, the Owner is not eligible to submit that same invoice and item for a tax exemption under this Tax Exemption Agreement.
 - (7) Notwithstanding any other provision of this Agreement, the combined value of any Major Grants and tax exemptions received by the Owner from the City shall not exceed 50% of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property.
- 4 Notwithstanding subsection 3(1) of this Agreement, the tax exemption may commence in 2025 and extend until 2034 at the sole discretion of the Director where there have been unanticipated construction delays.
- 5(1) If the Owner fails to commence the Eligible Work in accordance with this Agreement within two years after this Agreement is signed, this Agreement will be automatically terminated for all purposes, and the City will not be obligated to provide any tax exemption.
- (2) Notwithstanding sections 3 and 4 of this Agreement, the term of this Agreement shall not extend past December 31, 2034.

Owner's Covenants

- 6 The Owner agrees that:
- (a) the Property will be used in accordance with this Agreement;
 - (b) the Owner, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, will commence the Eligible Work on the conservation of the Property in accordance with any required permits and the *Standards and Guidelines for the Conservation of Historic Places in Canada* and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits and this Agreement;
 - (c) notwithstanding any other provision, the Owner, to the City's satisfaction will fully complete the Eligible Work by no later than ten years after the signing of this Agreement;
 - (d) the Owner will ensure that at all times during the conservation, the Property is adequately secured, supported and otherwise protected in all respects from damage or injury of any kind;

- (e) the Owner will ensure that the Eligible Work is carried out lawfully in all respects at all times, and without limitation to the generality of the foregoing, the Owner will ensure that, prior to commencement and during the Eligible Work it has obtained and holds valid and unexpired permits for the work done on the Property;
 - (f) the Owner shall, prior to carrying out the Eligible Work, obtain and hold a Heritage Alteration Permit and any other permits required, including Building Permits. The Owner shall submit an application for a Heritage Alteration Permit within 120 days of the date of this agreement and shall submit any schedules, reports and drawings required as part of the application;
 - (g) the Owner, in carrying out the Eligible Work, will notify the City and obtain its explicit prior written approval from the Director for any deviation from or modification to the Eligible Work.
- 7 The Owner shall promptly:
- (a) notify the City of any occurrences which would, pursuant to this Agreement, discontinue or terminate the tax exemption;
 - (b) provide the City Assessor with any information or documentation requested by the City Assessor to complete and check the assessment of the Property;
 - (c) provide the Director with any information, documentation, or access to the Property requested by the Director to check the progress of construction for the purposes of this Agreement.
- 8(1) The Owner shall ensure that the Property retains its formal heritage designation as Municipal Heritage Property, in accordance with *The Heritage Property Act*.
- (2) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2023-37, *The Municipal Heritage Property Maintenance Bylaw*, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act and The Cities Act*.
- 9(1) Upon completion of the Eligible Work or an item of the Eligible Work, the Owner shall submit to the Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.
- (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this tax exemption.

- (3) The Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
 - (4) In the event that actual costs exceed the corresponding estimates by more than 10 percent, the Owner shall provide full particulars as to the reason(s) for such overruns.
 - (5) It is understood that the City may decline to approve any cost overrun, or portion thereof, if considered not to be reasonably or necessarily incurred for the Eligible Work.
 - (6) The tax exemption will not be granted unless and until the Director receives the documentation required by this section and has confirmed the authenticity of the same.
 - (7) The Director will conclusively determine the cost of Eligible Work items in Schedule "A" after he or she has viewed the estimates and received information pursuant to section 9.
 - (8) To be eligible for the tax exemption, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and
 - (b) completed in a good and professional manner, in accordance with good and recognized standards, methods, practices and principles employed in the industry for similar work.
- 10 Upon completion of the Eligible Work, or portion thereof, the Director:
- (a) shall review the documentation submitted pursuant to section 9;
 - (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof; and
 - (c) shall certify the amount of the tax exemption to be conferred pursuant to this Agreement.
- 11 Once the Director has certified the amount(s) of the exemption to be granted to the Owner, the Director shall provide the particulars of the amount(s) to the City Assessor.
- 12(1) For 2024, the tax exemption shall only be applied where the Eligible Work items or portion thereof is completed and submitted to the City prior to September 30, 2023 and shall be limited to 50 per cent of eligible expenditures.
- (2) For tax years after 2024, the Eligible Work items or any portion thereof completed and submitted to the City by September 30 in each year shall be eligible for an exemption in the following years and shall be limited to 50 percent of eligible expenditures.

Termination

- 13(1) The tax exemption shall continue only for so long as the Owner complies with the terms of this Agreement.
- (2) Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.
- 14(1) The tax exemption shall cease if:
- (a) the Owner becomes bankrupt or insolvent or is so adjudged;
 - (b) the Owner makes a general assignment for the benefit of creditors;
 - (c) the Owner fails to comply with any provision of the City's Heritage Incentive Policy or any grant agreements that it has entered into with respect to the Property;
 - (d) the improvements on the Property do not conform to all civic and provincial laws governing the construction and use of the improvements, including any permits, zoning bylaws, building bylaws, *The Uniform Building and Accessibility Standards Act* and *The Planning and Development Act, 2007*; or
 - (e) there are outstanding taxes (including special taxes, local improvement levies, utility charges, and any other such charges or fees added to the taxes) owing on the Property or portions of the Property which are not exempt or the Owner has other fees or charges that are owed to the City.
- 15 If the City terminates the Agreement pursuant to section 13, or if the tax exemption ceases pursuant to section 14, the Property shall be taxable on a pro-rated basis for that portion of the year during which the exemption granted no longer continues.
- 16 The scope of the tax exemption, including calculation of any percentage or proportion and the determination of any use or cost, shall be conclusively determined by the City Assessor, subject to any statutory right of appeal against the assessment of the Property.
- 17 The amount of the assessment is subject to change in future years.
- 18 The tax exemption granted pursuant to this Agreement does not include special taxes, local improvement levies, utility charges, development fees or other such charges or fees properly imposed by the City or other taxing authority.
- 19 This Agreement will be void if there are outstanding taxes owing on the Property as of the date this Agreement is signed.

Notices

20(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:
 City Clerk
 City of Regina
 2476 Victoria Avenue
 P.O. Box 1790
 Regina, SK S4P 3C8

To the Owner at the following address:
 Darren Larson
 P.O. Box 1234
 Weyburn, SK S4H 2L5

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
 - (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.
- 21(1) The Owner shall notify the Director in writing within 15 days prior to the transfer of the title in the event that the Property is sold.
- (2) This agreement is not assignable without prior written approval of the City, which will be determined in the sole discretion of the Director and will only be granted where the new owner meets the eligibility criteria outlined in the City's Heritage Incentive Policy.
- 22(1) This Agreement may be amended by written agreement between the Parties.
- (2) For the purposes of subsection (1), the Executive Director may authorize any amendments to the Agreement on behalf of the City.
- 23 If this Agreement or any part of it is found to be invalid or ultra vires of the Regina City Council, then the City shall not be liable to the Owner for any amount of the invalid or unlawful exemption which would otherwise have been granted to the Owner.
- 24 This Agreement shall not become effective until adopted by bylaw of City Council of the City and fully executed by the parties to the Agreement.
- 25 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The

counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

MERTZ (MJ) HOLDINGS INC.

Authorized Signing Officer

Seal

SCHEDULE A

ELIGIBLE WORK ITEMS 2125 11th Avenue	ESTIMATED COST
Major Grant & Tax Exemption <ul style="list-style-type: none"> <li data-bbox="186 457 1101 642"> ▪ Main Basement Sewer Pipe and Drain Replacement <ul style="list-style-type: none"> <li data-bbox="280 499 1101 642">• Approx. 250' of under slab sanitary piping (saw cutting, removal, and patching of the concrete. Based on sanitary pipe being no deeper than 4' below the slab). No cost for pipping outside the building footprint included in this quote. <li data-bbox="186 680 1117 865"> ▪ CCTV Inspection and Sonar Inspection <ul style="list-style-type: none"> <li data-bbox="280 722 1117 865">• Supply equipment and labour to perform CCTV inspection and Sonar Inspection of lines in basement and boiler room, to confirm condition and map location and direction of lines under floor. <li data-bbox="186 903 781 978"> ▪ Service Elevator and Sump Pit Installation <ul style="list-style-type: none"> <li data-bbox="280 945 781 978">• Supply and Install Sump Pump 	<p style="text-align: right;">\$88,800.00</p> <p style="text-align: right;">\$5,181.48</p> <p style="text-align: right;">\$6,194.91</p>
Project Cost	\$100,176.39

AFFIDAVIT OF SIGNING AUTHORITY

CANADA
SASKATCHEWAN

I, _____ of Regina, Saskatchewan,
Print Full Name of Signing Authority

MAKE OATH/AFFIRM AS FOLLOWS:

1. I am _____ (list position) of **MERTZ (MJ) HOLDINGS INC.** in the Tax Exemption Agreement to which this Affidavit is attached.
2. I am authorized by **MERTZ (MJ) HOLDINGS INC.** to execute the Tax Exemption Agreement without affixing the Seal of the Organization.

Sworn/Affirmed before me at _____, _____
 on _____, 20____
 Month Date

A Commissioner for Oaths in and for the Province of Saskatchewan.
 Being a lawyer —or—
 My commission expires:

Signature of Signing Authority

ABSTRACT

BYLAW NO. 2023-70

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR
DARKE BLOCK LOCATED AT 2125 11TH AVENUE BYLAW, 2023 (No. 2)

PURPOSE: To provide a heritage property tax exemption to the owner of property located at 2125 11th Avenue, Regina, SK.

ABSTRACT: The owner of the property located at 2125 11th Avenue will receive a heritage property tax exemption, which is governed by a tax exemption agreement between the parties.

STATUTORY
AUTHORITY: Clause 28(a) of *The Heritage Property Act*.

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: N/A

REFERENCE: Executive Committee, June 14, 2023, EX23-56, City Council, June 21, 2023, CR23-80, Heritage Incentive Policy, CR22-30, March 16, 2022

AMENDS/REPEALS: N/A

CLASSIFICATION: Executory

INITIATING DIVISION: City Planning and Community Development

INITIATING DEPARTMENT: Parks, Recreation & Cultural Services

BYLAW NO. 2023-76

THE APPOINTMENT AND AUTHORIZATION OF CITY OFFICIALS
AMENDMENT BYLAW, 2023

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to appoint pest control officers as required by *The Pest Control Act* and to provide for the future appointment of pest control officers by City Administration.
- 2 The authority for this Bylaw is:
 - (a) Section 8 and 100 of *The Cities Act*; and
 - (b) Section 13 of *The Pest Control Act* and section 14 of *The Plant Health Act*.
- 3 Bylaw 2009-71, being *The Appointment and Authorization of City Officials Bylaw, 2009*, is hereby amended in the manner set forth in this Bylaw.
- 4 Clause 2(d) is repealed and the following substituted:

“(d) section 14 of *The Plant Health Act*;”
- 5 The following section is added after section 4:

“4.1 The Director, Parks, Recreation and Cultural Services, or designate, is delegated the authority to appoint pest control officers for the purposes of *The Plant Health Act*.”
- 6 Section 5 is repealed and the following substituted:

“5 For the purposes of *The Pest Control Act* and *The Plant Health Act*, the following persons are hereby appointed as Pest Control Officers for the City of Regina from January 1, 2024 until December 31, 2024, unless the officer’s employment with the City of Regina is sooner terminated:

 - (a) Ryan Johnston;
 - (b) Burton Gerspacher; and
 - (c) Ashley Thompson”

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

City Solicitor

7 Section 4 and section 5 of this Bylaw come into force on the coming into force of *The Plant Health Act*. Section 6 of this Bylaw comes into force on January 1, 2024.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

ABSTRACT

BYLAW NO. 2023-76

THE APPOINTMENT AND AUTHORIZATION OF CITY OFFICIALS
AMENDMENT BYLAW, 2023

PURPOSE: To appoint pest control officers under *The Pest Control Act* and to provide for the future appointment of pest control officers by City Administration.

ABSTRACT: *The Pest Control Act* requires the City's pest control officers to be appointed annually by City Council. Upon the coming into force of *The Plant Health Act*, which replaces *The Pest Control Act*, appointments can be made by City Administration.

STATUTORY AUTHORITY: Sections 8 and 100 of *The Cities Act*; section 13 of *The Pest Control Act*; section 14 of *The Plant Health Act*.

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: N/A

REFERENCE: Executive Committee, November 15, 2023, EX23-92

AMENDS/REPEALS: Amends Bylaw 2009-71, *The Appointment and Authorization of City Officials Bylaw, 2009*.

CLASSIFICATION: Regulatory, Administrative

INITIATING DIVISION: City Planning & Community Development
INITIATING DEPARTMENT: Parks, Recreation & Cultural Services

BYLAW NO. 2023-79

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE PATTON RESIDENCE LOCATED AT 2398 SCARTH STREET BYLAW, 2023

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

1 The purpose of this Bylaw is to provide a heritage property tax exemption to the owner of the property located at 2398 Scarth Street, pursuant to the City of Regina’s Heritage Incentive Policy.

Authority

2 The authority for this Bylaw is clause 28(a) of *The Heritage Property Act*.

Exemption

3 An exemption for taxation pursuant to the City of Regina’s Heritage Incentive Policy is granted for the real property owned by Courtland Management Ltd. (the “Owner”), located at 2398 Scarth Street and legally described as:

Surface Parcel: 107012405
Lot 12
Block 460
Plan OLD33, Extension 0

Scope of Exemption

4(1) The City shall exempt from taxation or provide a partial exemption for the Property in an amount equal to the lesser of:

- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
- (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.

5 Notwithstanding section 3 of the attached Agreement, the term of this Agreement may be extended until 2034 at the sole discretion of the Executive Director where there have been unanticipated construction delays.

Agreement

6 The exemption in sections 3, 4 and 5 shall be governed by the attached form of Agreement between The City of Regina and the Owner marked as Schedule “A”.

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

City Solicitor

7 The City Clerk is authorized to sign and seal the Agreement in section 6 on behalf of the City of Regina.

8 The Executive Director, City Planning and Community Development is authorized to determine whether the work done to the property is eligible for a tax exemption within the meaning of the Agreement.

Coming Into Force

9 This Bylaw comes into force on the day of passage of the Bylaw, or on the date the Agreement is executed, whichever is later.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS _____ DAY OF November 2023.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

**HERITAGE PROPERTIES
TAX EXEMPTION AGREEMENT
2398 SCARTH STREET
THE PATTON RESIDENCE**

Agreement dated _____, 20__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and -

COURTLAND MANAGEMENT LTD.
(the "Owner")

The Parties agree as follows:

Definitions

1 In this Agreement:

"Director" means the person occupying the position of Executive Director, City Planning and Development or his/her designate of the City;

"education portion of the property taxes" means the property taxes levied by the City pursuant to *The Education Property Tax Act* on behalf of the Government of Saskatchewan for the benefit of the Board of Education of the Regina School Division No. 4 and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan;

"Eligible Work" means the work on the property as determined by the Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"Heritage Alteration Permit" means the permit approval given by the City to alter the Property.

"Major Grant" means a Major Grant provided to the Owner by the City pursuant to the city's Heritage Incentives Policy.

“Property” means the real property owned by the Owner located at 2398 Scarth Street, Regina, Saskatchewan and legally described as:

Surface Parcel Number: 107012405
 Lot 12, Blk/Par 460, Plan OLD33 as described on Certificate of Title
 94R49859(1)

Authority

- 2 The Owner represents and warrants to the City that:
- (a) they have the power, authority and capacity to enter into this Agreement and to carry out the respective obligations under this Agreement; and
 - (b) they have obtained all necessary approvals required to carry out the Eligible Work with respect to the Property.

Tax Exemption

- 3(1) Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall exempt from taxation, or provide a partial exemption to the Property in an amount equal to the lesser of:
- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
 - (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.
- (1.2) The total amount of the exemption provided in subsection (1) shall be applied on the Property’s tax account annually based on the Eligible Work completed on the Property from 2023 to 2032, until the total amount in subsection (1) is exhausted.
- (2) Notwithstanding subsection (1), where on an annual basis the exemption of the education portion of the property taxes for the parcel would be equal to \$25,000 or more, the exemption of the education portion of the property taxes is subject to the annual approval of the Government of Saskatchewan.
- (3) Where the Government of Saskatchewan does not approve of the exemption of the education portion of the property taxes or reduces the amount of the proposed exemption, the City shall reduce the exemption of the education portion of the property taxes in accordance with the Government of Saskatchewan’s decision.
- (4) Where the exemption of the education portion of the property taxes is not approved or is reduced, the Owner will be required to pay the balance of the education portion of the property taxes and the City shall not be liable to the Owner for any amount of the tax exemption which would have otherwise been granted to the Owner.

- (5) Where the Property is eligible for a Major Grant from the City in addition to the tax exemption provided in this Agreement, the Owner is required to submit invoices and exhaust the funding under the Major Grant agreement prior to submitting Eligible Work for the purposes of a tax exemption.
 - (6) Where the Owner completes the Eligible Work or an item of the Eligible Work and receives funding under a Major Grant agreement from the City for that work or an item of that work, the Owner is not eligible to submit that same invoice and item for a tax exemption under this Tax Exemption Agreement.
 - (7) Notwithstanding any other provision of this Agreement, the combined value of any Major Grants and tax exemptions received by the Owner from the City shall not exceed 50% of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property.
- 4 Notwithstanding subsection 3(1) of this Agreement, the tax exemption may commence in 2025 and extend until 2034 at the sole discretion of the Director where there have been unanticipated construction delays.
- 5(1) If the Owner fails to commence the Eligible Work in accordance with this Agreement within two years after this Agreement is signed, this Agreement will be automatically terminated for all purposes, and the City will not be obligated to provide any tax exemption.
- (2) Notwithstanding sections 3 and 4 of this Agreement, the term of this Agreement shall not extend past December 31, 2034.

Owner's Covenants

- 6 The Owner agrees that:
- (a) the Property will be used in accordance with this Agreement;
 - (b) the Owner, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, will commence the Eligible Work on the conservation of the Property in accordance with any required permits and the *Standards and Guidelines for the Conservation of Historic Places in Canada* and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits and this Agreement;
 - (c) notwithstanding any other provision, the Owner, to the City's satisfaction will fully complete the Eligible Work by no later than ten years after the signing of this Agreement;
 - (d) the Owner will ensure that at all times during the conservation, the Property is adequately secured, supported and otherwise protected in all respects from damage or injury of any kind;

- (e) the Owner will ensure that the Eligible Work is carried out lawfully in all respects at all times, and without limitation to the generality of the foregoing, the Owner will ensure that, prior to commencement and during the Eligible Work it has obtained and holds valid and unexpired permits for the work done on the Property;
 - (f) the Owner shall, prior to carrying out the Eligible Work, obtain and hold a Heritage Alteration Permit and any other permits required, including Building Permits. The Owner shall submit an application for a Heritage Alteration Permit within 120 days of the date of this agreement and shall submit any schedules, reports and drawings required as part of the application;
 - (g) the Owner, in carrying out the Eligible Work, will notify the City and obtain its explicit prior written approval from the Director for any deviation from or modification to the Eligible Work.
- 7 The Owner shall promptly:
- (a) notify the City of any occurrences which would, pursuant to this Agreement, discontinue or terminate the tax exemption;
 - (b) provide the City Assessor with any information or documentation requested by the City Assessor to complete and check the assessment of the Property;
 - (c) provide the Director with any information, documentation, or access to the Property requested by the Director to check the progress of construction for the purposes of this Agreement.
- 8(1) The Owner shall ensure that the Property retains its formal heritage designation as Municipal Heritage Property, in accordance with *The Heritage Property Act*.
- (2) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2023-37, *The Municipal Heritage Property Maintenance Bylaw*, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act and The Cities Act*.
- 9(1) Upon completion of the Eligible Work or an item of the Eligible Work, the Owner shall submit to the Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.
- (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this tax exemption.

- (3) The Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
 - (4) In the event that actual costs exceed the corresponding estimates by more than 10 percent, the Owner shall provide full particulars as to the reason(s) for such overruns.
 - (5) It is understood that the City may decline to approve any cost overrun, or portion thereof, if considered not to be reasonably or necessarily incurred for the Eligible Work.
 - (6) The tax exemption will not be granted unless and until the Director receives the documentation required by this section and has confirmed the authenticity of the same.
 - (7) The Director will conclusively determine the cost of Eligible Work items in Schedule "A" after he or she has viewed the estimates and received information pursuant to section 9.
 - (8) To be eligible for the tax exemption, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and
 - (b) completed in a good and professional manner, in accordance with good and recognized standards, methods, practices and principles employed in the industry for similar work.
- 10 Upon completion of the Eligible Work, or portion thereof, the Director:
- (a) shall review the documentation submitted pursuant to section 9;
 - (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof; and
 - (c) shall certify the amount of the tax exemption to be conferred pursuant to this Agreement.
- 11 Once the Director has certified the amount(s) of the exemption to be granted to the Owner, the Director shall provide the particulars of the amount(s) to the City Assessor.
- 12(1) For 2024, the tax exemption shall only be applied where the Eligible Work items or portion thereof is completed and submitted to the City prior to September 30, 2023 and shall be limited to 50 per cent of eligible expenditures.
- (2) For tax years after 2024, the Eligible Work items or any portion thereof completed and submitted to the City by September 30 in each year shall be eligible for an exemption in the following years and shall be limited to 50 percent of eligible expenditures.

Termination

- 13(1) The tax exemption shall continue only for so long as the Owner complies with the terms of this Agreement.
- (2) Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.
- 14(1) The tax exemption shall cease if:
- (a) the Owner becomes bankrupt or insolvent or is so adjudged;
 - (b) the Owner makes a general assignment for the benefit of creditors;
 - (c) the Owner fails to comply with any provision of the City's Heritage Incentive Policy or any grant agreements that it has entered into with respect to the Property;
 - (d) the improvements on the Property do not conform to all civic and provincial laws governing the construction and use of the improvements, including any permits, zoning bylaws, building bylaws, *The Uniform Building and Accessibility Standards Act* and *The Planning and Development Act, 2007*; or
 - (e) there are outstanding taxes (including special taxes, local improvement levies, utility charges, and any other such charges or fees added to the taxes) owing on the Property or portions of the Property which are not exempt or the Owner has other fees or charges that are owed to the City.
- 15 If the City terminates the Agreement pursuant to section 13, or if the tax exemption ceases pursuant to section 14, the Property shall be taxable on a pro-rated basis for that portion of the year during which the exemption granted no longer continues.
- 16 The scope of the tax exemption, including calculation of any percentage or proportion and the determination of any use or cost, shall be conclusively determined by the City Assessor, subject to any statutory right of appeal against the assessment of the Property.
- 17 The amount of the assessment is subject to change in future years.
- 18 The tax exemption granted pursuant to this Agreement does not include special taxes, local improvement levies, utility charges, development fees or other such charges or fees properly imposed by the City or other taxing authority.
- 19 This Agreement will be void if there are outstanding taxes owing on the Property as of the date this Agreement is signed.

Notices

20(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:
 City Clerk
 City of Regina
 2476 Victoria Avenue
 P.O. Box 1790
 Regina, SK S4P 3C8

To the Owner at the following address:
 Attn: Eric Marcotte
 Courtland Management Ltd.
 2398 Scarth Street
 Regina, SK S4P 2J7

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
- (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.

21(1) The Owner shall notify the Director in writing within 15 days prior to the transfer of the title in the event that the Property is sold.

(2) This agreement is not assignable without prior written approval of the City, which will be determined in the sole discretion of the Director and will only be granted where the new owner meets the eligibility criteria outlined in the City's Heritage Incentive Policy.

22(1) This Agreement may be amended by written agreement between the Parties.

(2) For the purposes of subsection (1), the Executive Director may authorize any amendments to the Agreement on behalf of the City.

23 If this Agreement or any part of it is found to be invalid or ultra vires of the Regina City Council, then the City shall not be liable to the Owner for any amount of the invalid or unlawful exemption which would otherwise have been granted to the Owner.

24 This Agreement shall not become effective until adopted by bylaw of City Council of the City and fully executed by the parties to the Agreement.

- 25 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

COURTLAND MANAGEMENT LTD.

Seal

Authorized Signing Officer

SCHEDULE "A"

ELIGIBLE WORK ITEMS 2398 Scarth Street	ESTIMATED COST
Major Grants and Tax Exemptions	
<ul style="list-style-type: none"> ▪ 26 1/2" X 62 1/2"-Osm- Single Hung Slider Box Insert C/W Pinhead Glass- Main Bath \$920.55 ▪ 14 1/2" X 64 1/4"-Osm- Picture Box Insert- South Main \$4,023.90 ▪ 36 3/4" X 64 1/4"-Osm- Single Hung - Slider Box Insert- South Main \$4,137.80 ▪ 38" X 62 3/8"-Osm- Single Hung - Slider Box Insert- West Middle \$2,060.40 ▪ 26 3/8" X 81 1/4"-Osm- Single Hung - Slider Box Insert- North Corner \$2,337.50 ▪ 37 1/4" X 80 1/2"-Osm- Single Hung - Slider Box Insert- North Corner \$1,241.85 ▪ 25 3/8" X 48 5/8"-Osm- Picture Box - Insert- Top West \$1,123.70 ▪ 37 1/2" X 48 5/8"-Osm- Single Hung - Slider Box Insert- Top West \$885.70 ▪ 38 1/2" X 18 7/8"-Osm- Picture Box - Insert C/W No Grills- Nw Top Corner \$399.50 ▪ 37 5/8" X 62 5/8"-Osm- Single Hung - Slider Box Insert- Ne Top Corner \$1,029.35 ▪ 26 3/8" X 47 1/4"-Osm- Single Hung - Slider Box Insert- West Middle \$2,236.35 ▪ 26" X 48 3/4"-Osm- Single Hung - Slider Box Insert- East Top Middle \$1,506.20 ▪ 36 1/2" X 48 3/4"-Osm- Single Hung - Slider Box Insert- East Top Middle \$875.50 ▪ Misc. Sealant, Insulation, White Vinyl Wrap Stops, Shop Supplies, Etc. \$3,773.25 ▪ Labour/Installation, Custom Access Scaffold \$24,488.00 ▪ Truck/Fuel/Tools & Energy Surcharge \$25.00 	
Sub Total	\$51,064.55
	GST \$2,553.23
	PST \$3,063.87
Project Cost	\$56,681.65

This is only required to be filled out if **COURTLAND MANAGEMENT LTD.** does not affix its seal to the agreement.

AFFIDAVIT OF SIGNING AUTHORITY

CANADA
SASKATCHEWAN

I, _____ of Regina, Saskatchewan,
Print Full Name of Signing Authority

MAKE OATH/AFFIRM AS FOLLOWS:

1. I am _____ (list position) of **COURTLAND MANAGEMENT LTD.** in the Tax Exemption Agreement to which this Affidavit is attached.
2. I am authorized by **COURTLAND MANAGEMENT LTD.** to execute the Tax Exemption Agreement without affixing the Seal of the Organization.

Sworn/Affirmed before me at _____, _____
on
_____ ,20__
Month Date

A Commissioner for Oaths in and for the Province of Saskatchewan.
Being a lawyer —or—
My commission expires:

Signature of Signing Authority

ABSTRACT

BYLAW NO. 2023-79

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR
THE PATTON RESIDENCE LOCATED AT 2398 SCARTH STREET BYLAW, 2023

PURPOSE: To provide a heritage property tax exemption to the owner of property located at 2398 Scarth Street, Regina, SK.

ABSTRACT: The owner of the property located at 2398 Scarth Street will receive a heritage property tax exemption, which is governed by a tax exemption agreement between the parties.

STATUTORY AUTHORITY: Clause 28(a) of *The Heritage Property Act*.

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: N/A

REFERENCE: Executive Committee, June 14, 2023, EX23-56, City Council, June 21, 2023, CR23-80, Heritage Incentive Policy, CR22-30, March 16, 2022

AMENDS/REPEALS: N/A

CLASSIFICATION: Executory

INITIATING DIVISION: City Planning and Community Development

INITIATING DEPARTMENT: Parks, Recreation & Cultural Services

BYLAW NO. 2023-80

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE
QU'APPELLE APARTMENTS LOCATED AT 2105 HAMILTON STREET BYLAW,
2023

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

- 1 The purpose of this Bylaw is to provide a heritage property tax exemption to the owner of the property located at 2105 Hamilton Street, pursuant to the City of Regina's Heritage Incentive Policy.

Authority

- 2 The authority for this Bylaw is clause 28(a) of *The Heritage Property Act*.

Exemption

- 3 An exemption for taxation pursuant to the City of Regina's Heritage Incentive Policy is granted for the real property owned by Qu'Appelle Apartments Limited (the "Owner"), located at 2105 Hamilton Street and legally described as:

Surface Parcel 107012146
Lot 1
Block 410
Plan OLD33, Extension 0

Surface Parcel 107012281
Lot 2
Block 410
Plan OLD33, Extension 0

Surface Parcel 107012270
Lot 3
Block 410
Plan OLD33, Extension 0

Scope of Exemption

- 4(1) The City shall exempt from taxation or provide a partial exemption for the Property in an amount equal to the lesser of:
- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or

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

City Solicitor

(b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.

5 Notwithstanding section 3 of the attached Agreement, the term of this Agreement may be extended until 2034 at the sole discretion of the Executive Director where there have been unanticipated construction delays.

Agreement

6 The exemption in sections 3, 4 and 5 shall be governed by the attached form of Agreement between The City of Regina and the Owner marked as Schedule "A".

7 The City Clerk is authorized to sign and seal the Agreement in section 6 on behalf of the City of Regina.

8 The Executive Director, City Planning and Community Development is authorized to determine whether the work done to the property is eligible for a tax exemption within the meaning of the Agreement.

Coming Into Force

9 This Bylaw comes into force on the day of passage of the Bylaw, or on the date the Agreement is executed, whichever is later.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

**HERITAGE PROPERTIES
TAX EXEMPTION AGREEMENT
2105 HAMILTON STREET
QU'APPELLE APARTMENTS**

Agreement dated _____, 20__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and -

QU'APPELLE APARTMENTS LIMITED
(the "Owner")

The Parties agree as follows:

Definitions

1 In this Agreement:

"Director" means the person occupying the position of Executive Director, City Planning and Development or his/her designate of the City;

"education portion of the property taxes" means the property taxes levied by the City pursuant to *The Education Property Tax Act* on behalf of the Government of Saskatchewan for the benefit of the Board of Education of the Regina School Division No. 4 and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan;

"Eligible Work" means the work on the property as determined by the Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement;

"Heritage Alteration Permit" means the permit approval given by the City to alter the Property;

"Major Grant" means a Major Grant provided to the Owner by the City pursuant to the city's Heritage Incentives Policy;

“Property” means the real property owned by the Owner located at 2105 Hamilton Street, Regina, Saskatchewan and legally described as:

Surface Parcel Number: 107012146

Lot 1-Blk/Par 410-Plan OLD33 Ext 0 as described on Certificate of Title 209APH

Surface Parcel Number: 107012281

Lot 2-Blk/Par 410-Plan OLD33 Ext 0 as described on Certificate of Title 209APH

Surface Parcel Number: 107012270

Lot 3-Blk/Par 410-Plan OLD33 Ext 0 as described on Certificate of Title 209APH

Authority

2 The Owner represents and warrants to the City that:

- (a) they have the power, authority and capacity to enter into this Agreement and to carry out the respective obligations under this Agreement; and
- (b) they have obtained all necessary approvals required to carry out the Eligible Work with respect to the Property.

Tax Exemption

3(1) Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall exempt from taxation, or provide a partial exemption to the Property in an amount equal to the lesser of:

- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
- (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.

(1.2) The total amount of the exemption provided in subsection (1) shall be applied on the Property’s tax account annually based on the Eligible Work completed on the Property from 2024 to 2033, until the total amount in subsection (1) is exhausted.

(2) Notwithstanding subsection (1), where on an annual basis the exemption of the education portion of the property taxes for the parcel would be equal to \$25,000 or more, the exemption of the education portion of the property taxes is subject to the annual approval of the Government of Saskatchewan.

(3) Where the Government of Saskatchewan does not approve of the exemption of the education portion of the property taxes or reduces the amount of the proposed exemption, the City shall reduce the exemption of the education portion of the property taxes in accordance with the Government of Saskatchewan’s decision.

- (4) Where the exemption of the education portion of the property taxes is not approved or is reduced, the Owner will be required to pay the balance of the education portion of the property taxes and the City shall not be liable to the Owner for any amount of the tax exemption which would have otherwise been granted to the Owner.
 - (5) Where the Property is eligible for a Major Grant from the City in addition to the tax exemption provided in this Agreement, the Owner is required to submit invoices and exhaust the funding under the Major Grant agreement prior to submitting Eligible Work for the purposes of a tax exemption.
 - (6) Where the Owner completes the Eligible Work or an item of the Eligible Work and receives funding under a Major Grant agreement from the City for that work or an item of that work, the Owner is not eligible to submit that same invoice and item for a tax exemption under this Tax Exemption Agreement.
 - (7) The combined value of any Major Grants and tax exemptions received by the Owner from the City shall not exceed 50% of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property.
- 4 Notwithstanding subsection 3(1) of this Agreement, the tax exemption may commence in 2025 and extend until 2034 at the sole discretion of the Director where there have been unanticipated construction delays.
- 5(1) If the Owner fails to commence the Eligible Work in accordance with this Agreement within two years after this Agreement is signed, this Agreement will be automatically terminated for all purposes, and the City will not be obligated to provide any tax exemption.
 - (2) Notwithstanding sections 3 and 4 of this Agreement, the term of this Agreement shall not extend past December 31, 2034.

Owner's Covenants

- 6 The Owner agrees that:
- (a) the Property will be used in accordance with this Agreement;
 - (b) the Owner, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, will commence the Eligible Work on the conservation of the Property in accordance with any required permits and the *Standards and Guidelines for the Conservation of Historic Places in Canada* and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits and this Agreement;
 - (c) notwithstanding any other provision, the Owner, to the City's satisfaction will fully complete the Eligible Work by no later than ten years after the signing of this Agreement;

- (d) the Owner will ensure that at all times during the conservation, the Property is adequately secured, supported and otherwise protected in all respects from damage or injury of any kind;
- (e) the Owner will ensure that the Eligible Work is carried out lawfully in all respects at all times, and without limitation to the generality of the foregoing, the Owner will ensure that, prior to commencement and during the Eligible Work it has obtained and holds valid and unexpired permits for the work done on the Property;
- (f) the Owner shall, prior to carrying out the Eligible Work, obtain and hold a Heritage Alteration Permit and any other permits required, including Building Permits. The Owner shall submit an application for a Heritage Alteration Permit within 120 days of the date of this agreement and shall submit any schedules, reports and drawings required as part of the application;
- (g) the Owner, in carrying out the Eligible Work, will notify the City and obtain its explicit prior written approval from the Director for any deviation from or modification to the Eligible Work.

7 The Owner shall promptly:

- (a) notify the City of any occurrences which would, pursuant to this Agreement, discontinue or terminate the tax exemption;
- (b) provide the City Assessor with any information or documentation requested by the City Assessor to complete and check the assessment of the Property;
- (c) provide the Director with any information, documentation, or access to the Property requested by the Director to check the progress of construction for the purposes of this Agreement.

8(1) The Owner shall ensure that the Property retains its formal heritage designation as Municipal Heritage Property, in accordance with *The Heritage Property Act*.

(2) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2023-37, *The Municipal Heritage Property Maintenance Bylaw*, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act* and *The Cities Act*.

9(1) Upon completion of the Eligible Work or an item of the Eligible Work, the Owner shall submit to the Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.

- (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this tax exemption.
- (3) The Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
- (4) In the event that actual costs exceed the corresponding estimates by more than 10 percent, the Owner shall provide full particulars as to the reason(s) for such overruns.
- (5) It is understood that the City may decline to approve any cost overrun, or portion thereof, if considered not to be reasonably or necessarily incurred for the Eligible Work.
- (6) The tax exemption will not be granted unless and until the Director receives the documentation required by this section and has confirmed the authenticity of the same.
- (7) The Director will conclusively determine the cost of Eligible Work items in Schedule “A” after he or she has viewed the estimates and received information pursuant to section 9.
- (8) To be eligible for the tax exemption, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and
 - (b) completed in a good and professional manner, in accordance with good and recognized standards, methods, practices and principles employed in the industry for similar work.
- 10 Upon completion of the Eligible Work, or portion thereof, the Director:
 - (a) shall review the documentation submitted pursuant to section 9;
 - (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof; and
 - (c) shall certify the amount of the tax exemption to be conferred pursuant to this Agreement.
- 11 Once the Director has certified the amount(s) of the exemption to be granted to the Owner, the Director shall provide the particulars of the amount(s) to the City Assessor.
- 12(1) For 2025, the tax exemption shall only be applied where the Eligible Work items or portion thereof is completed and submitted to the City prior to September 30, 2024 and shall be limited to 50 per cent of eligible expenditures or \$120,952.80.

- (2) For tax years after 2025, the Eligible Work items or any portion thereof completed and submitted to the City by September 30 in each year shall be eligible for an exemption in the following years and shall be limited to the lesser of 50 percent of eligible expenditures or \$120,952.80.

Termination

- 13(1) The tax exemption shall continue only for so long as the Owner complies with the terms of this Agreement.
- (2) Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.
- 14(1) The tax exemption shall cease if:
- (a) the Owner becomes bankrupt or insolvent or is so adjudged;
 - (b) the Owner makes a general assignment for the benefit of creditors;
 - (c) the Owner fails to comply with any provision of the City's Heritage Incentive Policy or any grant agreements that it has entered into with respect to the Property;
 - (d) the improvements on the Property do not conform to all civic and provincial laws governing the construction and use of the improvements, including any permits, zoning bylaws, building bylaws, *The Uniform Building and Accessibility Standards Act* and *The Planning and Development Act, 2007*; or
 - (e) there are outstanding taxes (including special taxes, local improvement levies, utility charges, and any other such charges or fees added to the taxes) owing on the Property or portions of the Property which are not exempt or the Owner has other fees or charges that are owed to the City.
- 15 If the City terminates the Agreement pursuant to section 13, or if the tax exemption ceases pursuant to section 14, the Property shall be taxable on a pro-rated basis for that portion of the year during which the exemption granted no longer continues.
- 16 The scope of the tax exemption, including calculation of any percentage or proportion and the determination of any use or cost, shall be conclusively determined by the City Assessor, subject to any statutory right of appeal against the assessment of the Property.
- 17 The amount of the assessment is subject to change in future years.
- 18 The tax exemption granted pursuant to this Agreement does not include special taxes, local improvement levies, utility charges, development fees or other such charges or fees properly imposed by the City or other taxing authority.

- 19 This Agreement will be void if there are outstanding taxes owing on the Property as of the date this Agreement is signed.

Notices

- 20(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:
 City Clerk
 City of Regina
 2476 Victoria Avenue
 P.O. Box 1790
 Regina, SK S4P 3C8

To the Owner at the following address:
 Attention: Gordon K. Hipperson
 Qu'Appelle Apartments Limited
 200-2161 Scarth Street
 Regina, SK S4P 2H8

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
- (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.
- 21(1) The Owner shall notify the Director in writing within 15 days prior to the transfer of the title in the event that the Property is sold.
- (2) This agreement is not assignable without prior written approval of the City, which will be determined in the sole discretion of the Director and will only be granted where the new owner meets the eligibility criteria outlined in the City's Heritage Incentive Policy.
- 22(1) This Agreement may be amended by written agreement between the Parties.
- (2) For the purposes of subsection (1), the Executive Director may authorize any amendments to the Agreement on behalf of the City.
- 23 If this Agreement or any part of it is found to be invalid or ultra vires of the Regina City Council, then the City shall not be liable to the Owner for any amount of the invalid or unlawful exemption which would otherwise have been granted to the Owner.

- 24 This Agreement shall not become effective until adopted by bylaw of City Council of the City and fully executed by the parties to the Agreement.
- 25 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

QU'APPELLE APARTMENTS LIMITED

Seal

Authorized Signing Officer

SCHEDULE "A"

ELIGIBLE WORK ITEMS 2105 Hamilton Street	ESTIMATED COST
Major Grants and Tax Exemptions	
General Conditions	
▪ Management	\$20,001.00
▪ Inspection Services – UT Survey – Interprovincial Inspection Services	\$1,601.00
Sitework	
▪ Demolition – Cut up and Haul away boiler	\$24,751.00
▪ Remove wall finish – Remove plaster to facilitate pipe replacement	\$5,840.00
▪ Hazardous Material Abatement – Associated Asbestos abatement	\$23,873.00
Steel	
▪ Welding – Repair Boiler	\$7,501.00
Finishes	
▪ Lath and Plaster – Repair Plaster	\$16,000.00
▪ Painting – 4 Suits after new plaster repair	\$8,000.00
Mechanical	
▪ Mechanical – New Boiler install.	\$30,000.00
▪ Mechanical Insulation – Insulate existing boiler for 2022 Heat	\$3,500.00
Season	\$40,000.00
▪ Plumbing – Replace sewer pipes in 4 suites.	\$42,902.00
▪ Heat Generation – Construct heat chamber above Boiler	\$15,000.00
▪ Testing Adjusting and Balancing – Pressure Test existing Boiler for 2022/2023 Heat Season	\$5,000.00
Electrical	
▪ Service and Distribution – Electrical and Controls	\$10,000.00
Sub Total	\$253,969.00
Tax	27,936.59
Total	\$281,905.59

This is only required to be filled out if **QU'APPELLE APARTMENTS LIMITED** does not affix its seal to the agreement.

AFFIDAVIT OF SIGNING AUTHORITY

CANADA
SASKATCHEWAN

I, _____ of Regina, Saskatchewan,
Print Full Name of Signing Authority

MAKE OATH/AFFIRM AS FOLLOWS:

1. I am _____ (list position) of **QU'APPELLE APARTMENTS LIMITED** in the Tax Exemption Agreement to which this Affidavit is attached.
2. I am authorized by **QU'APPELLE APARTMENTS LIMITED** to execute the Tax Exemption Agreement without affixing the Seal of the Organization.

Sworn/Affirmed before me at _____, _____
 on
 _____, _____, 20____
 Month Date

A Commissioner for Oaths in and for the Province of Saskatchewan.
 Being a lawyer —or—
 My commission expires:

Signature of Signing Authority

ABSTRACT

BYLAW NO. 2023-80

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE
QU'APPELLE APARTMENTS LOCATED AT 2105 HAMILTON STREET BYLAW, 2023

PURPOSE: To provide a heritage property tax exemption to the owner of property located at 2105 Hamilton Street, Regina, SK.

ABSTRACT: The owner of the property located at 2105 Hamilton Street will receive a heritage property tax exemption, which is governed by a tax exemption agreement between the parties.

STATUTORY AUTHORITY: Clause 28(a) of *The Heritage Property Act*.

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: N/A

REFERENCE: Executive Committee, June 14, 2023, EX23-56, City Council, June 21, 2023, CR23-80, Heritage Incentive Policy, CR22-30, March 16, 2022

AMENDS/REPEALS: N/A

CLASSIFICATION: Executory

INITIATING DIVISION: City Planning and Community Development

INITIATING DEPARTMENT: Parks, Recreation & Cultural Services

BYLAW NO. 2023-82

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE
ACKERMAN BUILDING LOCATED AT 2128/2132 DEWDNEY AVENUE BYLAW,
2023

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

- 1 The purpose of this Bylaw is to provide a heritage property tax exemption to the owner of the property located at 2128/2132 Dewdney Avenue, pursuant to the City of Regina’s Heritage Incentive Policy.

Authority

- 2 The authority for this Bylaw is clause 28(a) of *The Heritage Property Act*.

Exemption

- 3 An exemption for taxation pursuant to the City of Regina’s Heritage Incentive Policy is granted for the real property owned by The Owners: Condominium Plan No. 91R52147, Valdez Holdings Inc., Bryan Leier, Rose Leier, Jeremy Ellergodt, Carley Winter, Andrew James Cretin, Sheila Moxley, Carla Nicole Barkman, Timothy James Teeple, Curtus John Collins, Martin Gaudet, Anthony Kiendl, Joanne Bristol, Colleen Ottenbreit, Robin Conrad Speer, Nathan Gettle, Ying Xie-Gettle, (the “Owners”), located at 2128/2132 Dewdney Avenue and legally described as:

Surface Parcel: 111704970
Units 1, 4 and 6 - 18
Plan 91R52147, Extension 2

Scope of Exemption

- 4(1) The City shall exempt from taxation or provide a partial exemption for the Property in an amount equal to the lesser of:
- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
 - (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.
- 5 Notwithstanding section 3 of the attached Agreement, the term of this Agreement may be extended until 2034 at the sole discretion of the Executive Director where there have been unanticipated construction delays.

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

City Solicitor

Agreement

- 6 The exemption in sections 3, 4 and 5 shall be governed by the attached form of Agreement between The City of Regina and the Owner marked as Schedule “A”.
- 7 The City Clerk is authorized to sign and seal the Agreement in section 6 on behalf of the City of Regina.
- 8 The Executive Director, City Planning and Community Development is authorized to determine whether the work done to the property is eligible for a tax exemption within the meaning of the Agreement.

Coming Into Force

- 9 This Bylaw comes into force on the day of passage of the Bylaw, or on the date the Agreement is executed, whichever is later.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

**HERITAGE PROPERTIES
TAX EXEMPTION AGREEMENT
2128/2132 DEWDNEY AVENUE
ACKERMAN BUILDING**

Agreement dated _____, 20__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and -

**THE OWNERS: CONDOMINIUM PLAN NO. 91R52147, VALDEZ HOLDINGS INC.,
BRYAN LEIER, ROSE LEIER, JEREMY ELLERGODT, CARLEY WINTER, ANDREW
JAMES CRETIN, SHEILA MOXLEY, CARLA NICOLE BARKMAN, TIMOTHY JAMES
TEEPLE, CURTUS JOHN COLLINS, MARTIN GAUDET, ANTHONY KIENDL,
JOANNE BRISTOL, COLLEEN OTTENBREIT, ROBIN CONRAD SPEER, NATHAN
GETTLE, YING XIE-GETTLE**
(the "Owner")

The Parties agree as follows:

Definitions

1 In this Agreement:

"Director" means the person occupying the position of Executive Director, City Planning and Development or his/her designate of the City;

"education portion of the property taxes" means the property taxes levied by the City pursuant to *The Education Property Tax Act* on behalf of the Government of Saskatchewan for the benefit of the Board of Education of the Regina School Division No. 4 and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan;

"Eligible Work" means the work on the property as determined by the Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"Heritage Alteration Permit" means the permit approval given by the City to alter the Property.

“Major Grant” means a Major Grant provided to the Owner by the City pursuant to the city’s Heritage Incentives Policy.

“Property” means the real property owned by the Owner located at 2128/2132 Dewdney Avenue, Regina, Saskatchewan and legally described as:

Unit: 1, 4, 6 - 18

Plan: 91R52147 Ext 2

Surface Parcel Number: 111704970 as described on Certificate of Title
99RA05528

Authority

2 The Owner represents and warrants to the City that:

- (a) they have the power, authority and capacity to enter into this Agreement and to carry out the respective obligations under this Agreement;
- (b) they have obtained all necessary approvals required to carry out the Conservation Plan with respect to the Property, including any approvals from the condominium corporation constituted with respect to the Property; and
- (c) the obligations under this Agreement do not conflict with any bylaws enacted by the condominium corporation constituted with respect to the Property or any agreements that exist between the unit owners and the condominium corporation.

Tax Exemption

3(1) Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall exempt from taxation, or provide a partial exemption to the Property in an amount equal to the lesser of:

- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
 - (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.
- (1.1) Where the work to the Property is work to the common property of the condominium corporation, the City Assessor has the discretion to determine the amount of the exemption for each unit based on the proportionate share of the unit factors associated with the unit.
- (1.2) The total amount of the exemption provided in subsection (1) shall be applied on the Property’s tax account annually based on the Eligible Work completed on the Property from 2023 to 2032, until the total amount in subsection (1) is exhausted.

- (2) Notwithstanding subsection (1), where on an annual basis the exemption of the education portion of the property taxes for the parcel would be equal to \$25,000 or more, the exemption of the education portion of the property taxes is subject to the annual approval of the Government of Saskatchewan.
 - (3) Where the Government of Saskatchewan does not approve of the exemption of the education portion of the property taxes or reduces the amount of the proposed exemption, the City shall reduce the exemption of the education portion of the property taxes in accordance with the Government of Saskatchewan's decision.
 - (4) Where the exemption of the education portion of the property taxes is not approved or is reduced, the Owner will be required to pay the balance of the education portion of the property taxes and the City shall not be liable to the Owner for any amount of the tax exemption which would have otherwise been granted to the Owner.
 - (5) Where the Property is eligible for a Major Grant from the City in addition to the tax exemption provided in this Agreement, the Owner is required to submit invoices and exhaust the funding under the Major Grant agreement prior to submitting Eligible Work for the purposes of a tax exemption.
 - (6) Where the Owner completes the Eligible Work or an item of the Eligible Work and receives funding under a Major Grant agreement from the City for that work or an item of that work, the Owner is not eligible to submit that same invoice and item for a tax exemption under this Tax Exemption Agreement.
 - (7) Notwithstanding any other provision of this Agreement, the combined value of any Major Grants and tax exemptions received by the Owner from the City shall not exceed 50% of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property.
- 4 Notwithstanding subsection 3(1) of this Agreement, the tax exemption may commence in 2025 and extend until 2034 at the sole discretion of the Director where there have been unanticipated construction delays.
- 5(1) If the Owner fails to commence the Eligible Work in accordance with this Agreement within two years after this Agreement is signed, this Agreement will be automatically terminated for all purposes, and the City will not be obligated to provide any tax exemption.
- (2) Notwithstanding sections 3 and 4 of this Agreement, the term of this Agreement shall not extend past December 31, 2034.

Owner's Covenants

6 The Owner agrees that:

- (a) the Property will be used in accordance with this Agreement;

- (b) the Owner, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, will commence the Eligible Work on the conservation of the Property in accordance with any required permits and the *Standards and Guidelines for the Conservation of Historic Places in Canada* and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits and this Agreement;
- (c) notwithstanding any other provision, the Owner, to the City's satisfaction will fully complete the Eligible Work by no later than ten years after the signing of this Agreement;
- (d) the Owner will ensure that at all times during the conservation, the Property is adequately secured, supported and otherwise protected in all respects from damage or injury of any kind;
- (e) the Owner will ensure that the Eligible Work is carried out lawfully in all respects at all times, and without limitation to the generality of the foregoing, the Owner will ensure that, prior to commencement and during the Eligible Work it has obtained and holds valid and unexpired permits for the work done on the Property;
- (f) the Owner shall, prior to carrying out the Eligible Work, obtain and hold a Heritage Alteration Permit and any other permits required, including Building Permits. The Owner shall submit an application for a Heritage Alteration Permit within 120 days of the date of this agreement and shall submit any schedules, reports, and drawings required as part of the application;
- (g) the Owner, in carrying out the Eligible Work, will notify the City and obtain its explicit prior written approval from the Director for any deviation from or modification to the Eligible Work.

7 The Owner shall promptly:

- (a) notify the City of any occurrences which would, pursuant to this Agreement, discontinue or terminate the tax exemption;
- (b) provide the City Assessor with any information or documentation requested by the City Assessor to complete and check the assessment of the Property;
- (c) provide the Director with any information, documentation, or access to the Property requested by the Director to check the progress of construction for the purposes of this Agreement.

8(1) The Owner shall ensure that the Property retains its formal heritage designation as Municipal Heritage Property, in accordance with *The Heritage Property Act*.

- (2) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2023-37, *The Municipal Heritage Property Maintenance Bylaw*, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act and The Cities Act*.
- 9(1) Upon completion of the Eligible Work or an item of the Eligible Work, the Owner shall submit to the Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.
 - (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this tax exemption.
 - (3) The Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
 - (4) In the event that actual costs exceed the corresponding estimates by more than 10 percent, the Owner shall provide full particulars as to the reason(s) for such overruns.
 - (5) It is understood that the City may decline to approve any cost overrun, or portion thereof, if considered not to be reasonably or necessarily incurred for the Eligible Work.
 - (6) The tax exemption will not be granted unless and until the Director receives the documentation required by this section and has confirmed the authenticity of the same.
 - (7) The Director will conclusively determine the cost of Eligible Work items in Schedule “A” after he or she has viewed the estimates and received information pursuant to section 9.
 - (8) To be eligible for the tax exemption, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and
 - (b) completed in a good and professional manner, in accordance with good and recognized standards, methods, practices and principles employed in the industry for similar work.
- 10 Upon completion of the Eligible Work, or portion thereof, the Director:
 - (a) shall review the documentation submitted pursuant to section 9;
 - (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof; and

- (c) shall certify the amount of the tax exemption to be conferred pursuant to this Agreement.
- 11 Once the Director has certified the amount(s) of the exemption to be granted to the Owner, the Director shall provide the particulars of the amount(s) to the City Assessor.
- 12(1) For 2024, the tax exemption shall only be applied where the Eligible Work items or portion thereof is completed and submitted to the City prior to September 30, 2023 and shall be limited to 50 per cent of eligible expenditures.
- (2) For tax years after 2024, the Eligible Work items or any portion thereof completed and submitted to the City by September 30 in each year shall be eligible for an exemption in the following years and shall be limited to 50 percent of eligible expenditures.

Termination

- 13(1) The tax exemption shall continue only for so long as the Owner complies with the terms of this Agreement.
- (2) Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.
- 14(1) The tax exemption shall cease if:
- (a) the Owner becomes bankrupt or insolvent or is so adjudged;
 - (b) the Owner makes a general assignment for the benefit of creditors;
 - (c) the Owner fails to comply with any provision of the City's Heritage Incentive Policy or any grant agreements that it has entered into with respect to the Property;
 - (d) the improvements on the Property do not conform to all civic and provincial laws governing the construction and use of the improvements, including any permits, zoning bylaws, building bylaws, *The Uniform Building and Accessibility Standards Act* and *The Planning and Development Act, 2007*; or
 - (e) there are outstanding taxes (including special taxes, local improvement levies, utility charges, and any other such charges or fees added to the taxes) owing on the Property or portions of the Property which are not exempt or the Owner has other fees or charges that are owed to the City.
- 15 If the City terminates the Agreement pursuant to section 13, or if the tax exemption ceases pursuant to section 14, the Property shall be taxable on a pro-rated basis for that portion of the year during which the exemption granted no longer continues.

- 16 The scope of the tax exemption, including calculation of any percentage or proportion and the determination of any use or cost, shall be conclusively determined by the City Assessor, subject to any statutory right of appeal against the assessment of the Property.
- 17 The amount of the assessment is subject to change in future years.
- 18 The tax exemption granted pursuant to this Agreement does not include special taxes, local improvement levies, utility charges, development fees or other such charges or fees properly imposed by the City or other taxing authority.
- 19 This Agreement will be void if there are outstanding taxes owing on the Property as of the date this Agreement is signed.

Notices

- 20(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:
City Clerk
City of Regina
2476 Victoria Avenue
P.O. Box 1790
Regina, SK S4P 3C8

To the Owner at:

The Owners: Condominium Plan No. 91R52147
100-2128 Dewdney Avenue
Regina, SK S4R 1H2

Valdez Holdings Inc.
402-2206 Dewdney Avenue
Regina, SK S4R 1H3

Bryan Leier and Rose Leier
105 Martin Street
Sedley, SK S0G 4K0

Jeremy Ellergodt and Carley Winter
301-2128 Dewdney Avenue
Regina, SK S4R 1H2

Andrew Cretin
400-2128 Dewdney Avenue
Regina, SK S4R 1H2

Sheila Moxley
401-2128 Dewdney Avenue
Regina, SK S4R 1H2

Carla Nicole Barkman
402-2128 Dewdney Avenue
Regina, SK S4R 1H2

Timothy James Teeple
500-2128 Dewdney Avenue
Regina, SK S4R 1H2

Curtus John Collins
104-2128 Dewdney Avenue
Regina, SK S4R 1H2

Martin Gaudet
101-2128 Dewdney Avenue
Regina, SK S4R 1H2

Anthony Kiendl and Joanne Bristol
309-36 Water Street
Vancouver, BC V6B 0B7

Colleen Ottenbreit
3031 Regina Avenue
Regina, SK S4S 0G8

Robin Conrad Speer
1322 97th Street
North Battleford, SK S9A 0J9

Nathan Gettle and Ying Xie-Gettle
3405 Portnall Avenue
Regina, SK S4S 1A9

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
 - (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.
- 21(1) The Owner shall notify the Director in writing within 15 days prior to the transfer of the title in the event that the Property is sold.

- (2) This agreement is not assignable without prior written approval of the City, which will be determined in the sole discretion of the Director and will only be granted where the new owner meets the eligibility criteria outlined in the City’s Heritage Incentive Policy.
- 22(1) This Agreement may be amended by written agreement between the Parties.
- (2) For the purposes of subsection (1), the Executive Director may authorize any amendments to the Agreement on behalf of the City.
- 23 If this Agreement or any part of it is found to be invalid or ultra vires of the Regina City Council, then the City shall not be liable to the Owner for any amount of the invalid or unlawful exemption which would otherwise have been granted to the Owner.
- 24 This Agreement shall not become effective until adopted by bylaw of City Council of the City and fully executed by the parties to the Agreement.
- 25 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

Per: _____ {seal} Date: _____
The City Clerk

THE OWNERS

Per: _____ {seal} Date: _____
The Owners: Condominium Plan No. 91R52147

* If the corporate seal of the corporation is not affixed, then the Authorized Signing Officer must fill out and execute an Affidavit of Corporate Signing Authority in the form attached to this Agreement. If there is more than one Authorized Signing Officer who must execute this Agreement, then make copies of the attached form

Per: _____ {seal} Date: _____
VALDEZ HOLDINGS INC.

* If the corporate seal of the corporation is not affixed, then the Authorized Signing Officer must fill out and execute an Affidavit of Corporate Signing Authority in the form attached to this Agreement. If there is more than one Authorized Signing Officer who must execute this Agreement, then make copies of the attached form

BRYAN LEIER Date: _____

ROSE LEIER Date: _____

JEREMY ELLERGODT Date: _____

CARLEY WINTER Date: _____

ANDREW CRETIN Date: _____

SHEILA MOXLEY Date: _____

CARLA NICOLE BARKMAN Date: _____

TIMOTHY JAMES TEEPLE Date: _____

CURTUS JOHN COLLINS Date: _____

MARTIN GAUDET Date: _____

ANTHONY KIENDL Date: _____

JOANNE BRISTOL Date: _____

COLLEEN OTTENBREIT Date: _____

ROBIN CONRAD SPEER

Date: _____

NATHAN GETTLE

Date: _____

YING XIE GETTLE

Date: _____

SCHEDULE “A”

ELIGIBLE WORK ITEMS 2128 Dewdney Avenue	ESTIMATED COST
Major Grants and Tax Exemption	
<ul style="list-style-type: none"> ▪ <u>South Elevation</u> <ul style="list-style-type: none"> • 100% repoint top of parapet down to top window head. • 100% DOFF steam clean full façade (South Elevation) • Stone windowsills and brick vertical mullions misc. epoxy repairs and repoint at most locations. • Metal cap flashing at top • Stone foundation – repoint and potential epoxy pin in stone band over opening. ▪ West Elevation <ul style="list-style-type: none"> • Chimneys repoint and miscellaneous repairs to dislodged bricks. • Quoined corner on south elevation • Repair vertical cracks X3 in the field brick of the wall ▪ East Elevation <ul style="list-style-type: none"> • 5% repoint top of parapet. • Misc. minor repairs and repoint at various locations ▪ North Elevation <ul style="list-style-type: none"> • 5% repair and repoint at spandrels and other locations. • Misc. minor repairs and repoint at various locations 	<p>\$34,800.00</p> <p>\$18,600.00</p> <p>\$11,040.00</p> <p>\$28,800.00</p>
Sub Total without Tax	\$93,240.00
Project Cost	\$103,496.40

This is only required to be filled out if **The Owners: Condominium Plan No. 91R52147** does not affix its seal to the agreement.

AFFIDAVIT OF SIGNING AUTHORITY

CANADA
SASKATCHEWAN

I, _____ of Regina, Saskatchewan,
Print Full Name of Signing Authority

MAKE OATH/AFFIRM AS FOLLOWS:

1. I am _____ (list position) of **The Owners: Condominium Plan No. 91R52147**, named in the Tax Exemption Agreement to which this Affidavit is attached.
2. I am authorized by **The Owners: Condominium Plan No. 91R52147**, to execute the Tax Exemption Agreement without affixing the Seal of the Organization.

Sworn/Affirmed before me at _____, _____
on
_____ ,20__
Month Date

A Commissioner for Oaths in and for the Province of Saskatchewan.
Being a lawyer —or—
My commission expires:

Signature of Signing Authority

This is only required to be filled out if **VALDEZ HOLDINGS INC.** does not affix its seal to the agreement.

AFFIDAVIT OF SIGNING AUTHORITY

CANADA
SASKATCHEWAN

I, _____ of Regina, Saskatchewan,
Print Full Name of Signing Authority

MAKE OATH/AFFIRM AS FOLLOWS:

1. I am _____ (list position) of **VALDEZ HOLDINGS INC.**, named in the Tax Exemption Agreement to which this Affidavit is attached.
2. I am authorized by **VALDEZ HOLDINGS INC.**, to execute the Tax Exemption Agreement without affixing the Seal of the Organization.

Sworn/Affirmed before me at _____, _____
on _____, 20____
Month Date

A Commissioner for Oaths in and for the Province of Saskatchewan.
Being a lawyer —or—
My commission expires:

Signature of Signing Authority

ABSTRACT

BYLAW NO. 2023-82

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE
ACKERMAN BUILDING LOCATED AT 2128/2132 DEWDNEY AVENUE BYLAW, 2023

PURPOSE: To provide a heritage property tax exemption to the owners of property located at 2128/2132 Dewdney Avenue, Regina, SK.

ABSTRACT: The owners of the property located at 2128/2132 Dewdney Avenue will receive a heritage property tax exemption, which is governed by a tax exemption agreement between the parties.

STATUTORY
AUTHORITY: Clause 28(a) of *The Heritage Property Act*.

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: N/A

REFERENCE: Executive Committee, June 14, 2023, EX23-56, City Council, June 21, 2023, CR23-80, Heritage Incentive Policy, CR22-30, March 16, 2022

AMENDS/REPEALS: N/A

CLASSIFICATION: Executory

INITIATING DIVISION: City Planning and Community Development

INITIATING DEPARTMENT: Parks, Recreation & Cultural Services

BYLAW NO. 2023-83

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE MITCHELL BUILDING LOCATED AT 1852/56 SCARTH STREET BYLAW, 2023

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

- 1 The purpose of this Bylaw is to provide a heritage property tax exemption to the owner of the property located at 1852/56 Scarth Street, pursuant to the City of Regina’s Heritage Incentive Policy.

Authority

- 2 The authority for this Bylaw is clause 28(a) of *The Heritage Property Act*.

Exemption

- 3 An exemption for taxation pursuant to the City of Regina’s Heritage Incentive Policy is granted for the real property owned by 101112630 Saskatchewan Ltd., (the “Owner”), located at 1852/56 Scarth Street and legally described as:

Surface Parcel: 107281054
Lot 47
Block 307
Plan 00RA12095, Extension 0

Scope of Exemption

- 4(1) The City shall exempt from taxation or provide a partial exemption for the Property in an amount equal to the lesser of:

- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
- (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.

- 5 Notwithstanding section 3 of the attached Agreement, the term of this Agreement may be extended until 2034 at the sole discretion of the Executive Director where there have been unanticipated construction delays.

Agreement

- 6 The exemption in sections 3, 4 and 5 shall be governed by the attached form of Agreement between The City of Regina and the Owner marked as Schedule “A”.

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

City Solicitor

7 The City Clerk is authorized to sign and seal the Agreement in section 6 on behalf of the City of Regina.

8 The Executive Director, City Planning and Community Development is authorized to determine whether the work done to the property is eligible for a tax exemption within the meaning of the Agreement.

Coming Into Force

9 This Bylaw comes into force on the day of passage of the Bylaw, or on the date the Agreement is executed, whichever is later.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

**HERITAGE PROPERTIES
TAX EXEMPTION AGREEMENT
1852/56 SCARTH STREET
MITCHELL BUILDING**

Agreement dated _____, 20__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and -

101112630 SASKATCHEWAN LTD.
(the "Owner")

The Parties agree as follows:

Definitions

1 In this Agreement:

"Director" means the person occupying the position of Executive Director, City Planning and Development or his/her designate of the City;

"education portion of the property taxes" means the property taxes levied by the City pursuant to *The Education Property Tax Act* on behalf of the Government of Saskatchewan for the benefit of the Board of Education of the Regina School Division No. 4 and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan;

"Eligible Work" means the work on the property as determined by the Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"Heritage Alteration Permit" means the permit approval given by the City to alter the Property.

"Major Grant" means a Major Grant provided to the Owner by the City pursuant to the city's Heritage Incentives Policy.

“Property” means the real property owned by the Owner located at 1852/56 Scarth Street, Regina, Saskatchewan and legally described as:

Surface Parcel Number: 107281054
 Lot 47-Blk/Par 307-Plan 00RA12095 Ext 0 as described on Certificate of Title
 00RA12095R

Authority

- 2 The Owner represents and warrants to the City that:
- (a) they have the power, authority and capacity to enter into this Agreement and to carry out the respective obligations under this Agreement; and
 - (b) they have obtained all necessary approvals required to carry out the Eligible Work with respect to the Property.

Tax Exemption

- 3(1) Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall exempt from taxation, or provide a partial exemption to the Property in an amount equal to the lesser of:
- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
 - (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.
- (1.2) The total amount of the exemption provided in subsection (1) shall be applied on the Property’s tax account annually based on the Eligible Work completed on the Property from 2023 to 2032, until the total amount in subsection (1) is exhausted.
- (2) Notwithstanding subsection (1), where on an annual basis the exemption of the education portion of the property taxes for the parcel would be equal to \$25,000 or more, the exemption of the education portion of the property taxes is subject to the annual approval of the Government of Saskatchewan.
 - (3) Where the Government of Saskatchewan does not approve of the exemption of the education portion of the property taxes or reduces the amount of the proposed exemption, the City shall reduce the exemption of the education portion of the property taxes in accordance with the Government of Saskatchewan’s decision.
 - (4) Where the exemption of the education portion of the property taxes is not approved or is reduced, the Owner will be required to pay the balance of the education portion of the property taxes and the City shall not be liable to the Owner for any amount of the tax exemption which would have otherwise been granted to the Owner.

- (5) Where the Property is eligible for a Major Grant from the City in addition to the tax exemption provided in this Agreement, the Owner is required to submit invoices and exhaust the funding under the Major Grant agreement prior to submitting Eligible Work for the purposes of a tax exemption.
 - (6) Where the Owner completes the Eligible Work or an item of the Eligible Work and receives funding under a Major Grant agreement from the City for that work or an item of that work, the Owner is not eligible to submit that same invoice and item for a tax exemption under this Tax Exemption Agreement.
 - (7) Notwithstanding any other provision of this Agreement, the combined value of any Major Grants and tax exemptions received by the Owner from the City shall not exceed 50% of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property.
- 4 Notwithstanding subsection 3(1) of this Agreement, the tax exemption may commence in 2025 and extend until 2034 at the sole discretion of the Director where there have been unanticipated construction delays.
- 5(1) If the Owner fails to commence the Eligible Work in accordance with this Agreement within two years after this Agreement is signed, this Agreement will be automatically terminated for all purposes, and the City will not be obligated to provide any tax exemption.
- (2) Notwithstanding sections 3 and 4 of this Agreement, the term of this Agreement shall not extend past December 31, 2034.

Owner's Covenants

- 6 The Owner agrees that:
- (a) the Property will be used in accordance with this Agreement;
 - (b) the Owner, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, will commence the Eligible Work on the conservation of the Property in accordance with any required permits and the *Standards and Guidelines for the Conservation of Historic Places in Canada* and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits and this Agreement;
 - (c) notwithstanding any other provision, the Owner, to the City's satisfaction will fully complete the Eligible Work by no later than ten years after the signing of this Agreement;
 - (d) the Owner will ensure that at all times during the conservation, the Property is adequately secured, supported and otherwise protected in all respects from damage or injury of any kind;

- (e) the Owner will ensure that the Eligible Work is carried out lawfully in all respects at all times, and without limitation to the generality of the foregoing, the Owner will ensure that, prior to commencement and during the Eligible Work it has obtained and holds valid and unexpired permits for the work done on the Property;
 - (f) the Owner shall, prior to carrying out the Eligible Work, obtain and hold a Heritage Alteration Permit and any other permits required, including Building Permits. The Owner shall submit an application for a Heritage Alteration Permit within 120 days of the date of this agreement and shall submit any schedules, reports and drawings required as part of the application;
 - (g) the Owner, in carrying out the Eligible Work, will notify the City and obtain its explicit prior written approval from the Director for any deviation from or modification to the Eligible Work.
- 7 The Owner shall promptly:
- (a) notify the City of any occurrences which would, pursuant to this Agreement, discontinue or terminate the tax exemption;
 - (b) provide the City Assessor with any information or documentation requested by the City Assessor to complete and check the assessment of the Property;
 - (c) provide the Director with any information, documentation, or access to the Property requested by the Director to check the progress of construction for the purposes of this Agreement.
- 8(1) The Owner shall ensure that the Property retains its formal heritage designation as Municipal Heritage Property, in accordance with *The Heritage Property Act*.
- (2) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2023-37, *The Municipal Heritage Property Maintenance Bylaw*, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act and The Cities Act*.
- 9(1) Upon completion of the Eligible Work or an item of the Eligible Work, the Owner shall submit to the Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.
- (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this tax exemption.

- (3) The Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
 - (4) In the event that actual costs exceed the corresponding estimates by more than 10 percent, the Owner shall provide full particulars as to the reason(s) for such overruns.
 - (5) It is understood that the City may decline to approve any cost overrun, or portion thereof, if considered not to be reasonably or necessarily incurred for the Eligible Work.
 - (6) The tax exemption will not be granted unless and until the Director receives the documentation required by this section and has confirmed the authenticity of the same.
 - (7) The Director will conclusively determine the cost of Eligible Work items in Schedule "A" after he or she has viewed the estimates and received information pursuant to section 9.
 - (8) To be eligible for the tax exemption, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and
 - (b) completed in a good and professional manner, in accordance with good and recognized standards, methods, practices and principles employed in the industry for similar work.
- 10 Upon completion of the Eligible Work, or portion thereof, the Director:
- (a) shall review the documentation submitted pursuant to section 9;
 - (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof; and
 - (c) shall certify the amount of the tax exemption to be conferred pursuant to this Agreement.
- 11 Once the Director has certified the amount(s) of the exemption to be granted to the Owner, the Director shall provide the particulars of the amount(s) to the City Assessor.
- 12(1) For 2024, the tax exemption shall only be applied where the Eligible Work items or portion thereof is completed and submitted to the City prior to September 30, 2023 and shall be limited to 50 per cent of eligible expenditures.
- (2) For tax years after 2024, the Eligible Work items or any portion thereof completed and submitted to the City by September 30 in each year shall be eligible for an exemption in the following years and shall be limited to 50 percent of eligible expenditures.

Termination

- 13(1) The tax exemption shall continue only for so long as the Owner complies with the terms of this Agreement.
- (2) Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.
- 14(1) The tax exemption shall cease if:
- (a) the Owner becomes bankrupt or insolvent or is so adjudged;
 - (b) the Owner makes a general assignment for the benefit of creditors;
 - (c) the Owner fails to comply with any provision of the City's Heritage Incentive Policy or any grant agreements that it has entered into with respect to the Property;
 - (d) the improvements on the Property do not conform to all civic and provincial laws governing the construction and use of the improvements, including any permits, zoning bylaws, building bylaws, *The Uniform Building and Accessibility Standards Act* and *The Planning and Development Act, 2007*; or
 - (e) there are outstanding taxes (including special taxes, local improvement levies, utility charges, and any other such charges or fees added to the taxes) owing on the Property or portions of the Property which are not exempt or the Owner has other fees or charges that are owed to the City.
- 15 If the City terminates the Agreement pursuant to section 13, or if the tax exemption ceases pursuant to section 14, the Property shall be taxable on a pro-rated basis for that portion of the year during which the exemption granted no longer continues.
- 16 The scope of the tax exemption, including calculation of any percentage or proportion and the determination of any use or cost, shall be conclusively determined by the City Assessor, subject to any statutory right of appeal against the assessment of the Property.
- 17 The amount of the assessment is subject to change in future years.
- 18 The tax exemption granted pursuant to this Agreement does not include special taxes, local improvement levies, utility charges, development fees or other such charges or fees properly imposed by the City or other taxing authority.
- 19 This Agreement will be void if there are outstanding taxes owing on the Property as of the date this Agreement is signed.

Notices

20(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:
 City Clerk
 City of Regina
 2476 Victoria Avenue
 P.O. Box 1790
 Regina, SK S4P 3C8

To the Owner at:
 Attention: Hem Juttla
 101112630 SASKATCHEWAN LTD.
 10 Martinac Crescent
 Regina, SK S4X 1R6

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
- (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.

21(1) The Owner shall notify the Director in writing within 15 days prior to the transfer of the title in the event that the Property is sold.

(2) This agreement is not assignable without prior written approval of the City, which will be determined in the sole discretion of the Director and will only be granted where the new owner meets the eligibility criteria outlined in the City's Heritage Incentive Policy.

22(1) This Agreement may be amended by written agreement between the Parties.

(2) For the purposes of subsection (1), the Executive Director may authorize any amendments to the Agreement on behalf of the City.

23 If this Agreement or any part of it is found to be invalid or ultra vires of the Regina City Council, then the City shall not be liable to the Owner for any amount of the invalid or unlawful exemption which would otherwise have been granted to the Owner.

24 This Agreement shall not become effective until adopted by bylaw of City Council of the City and fully executed by the parties to the Agreement.

- 25 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

10112630 SASKATCHEWAN LTD.

Authorized Signing Officer

SCHEDULE "A"

ELIGIBLE WORK ITEMS 1852/56 Scarth Street	ESTIMATED COST
Major Grants and Tax Exemptions <ul style="list-style-type: none"> ▪ Trench Cutting <ul style="list-style-type: none"> • Concrete Cutting (electric saw) \$2,000.00 • Additional cutting for trenching \$2,300.00 • Concrete removal \$1,000.00 • Trench digging \$1,200.00 • Handsaw cutting/Jack Hammering \$600.00 	
<ul style="list-style-type: none"> ▪ Plumbing <ul style="list-style-type: none"> • Sewer line replacement \$16,472.00 • Replace existing rainwater pipe - approx. 55' of 6' cast iron leader piping \$7281.00 • Trench Infill including rebar dowels \$18,127.00 	
<ul style="list-style-type: none"> ▪ Concrete Topping Slab <ul style="list-style-type: none"> • Supply, place and finish the concrete slab, including concrete reinforcement \$85,970 	
Project Cost	\$134,950.00

This is only required to be filled out if **10112630 SASKATCHEWAN LTD.** does not affix its seal to the agreement.

AFFIDAVIT OF SIGNING AUTHORITY

CANADA
SASKATCHEWAN

I, _____ of Regina, Saskatchewan,
Print Full Name of Signing Authority

MAKE OATH/AFFIRM AS FOLLOWS:

1. I am _____ (list position) of **10112630 SASKATCHEWAN LTD.** named in the Tax Exemption Agreement to which this Affidavit is attached.
2. I am authorized by **10112630 SASKATCHEWAN LTD.,** to execute the Tax Exemption Agreement without affixing the Seal of the Organization.

Sworn/Affirmed before me at _____, _____
 on
 _____ ,20__
 Month Date

A Commissioner for Oaths in and for the Province of Saskatchewan.
 Being a lawyer —or—
 My commission expires:

Signature of Signing Authority

ABSTRACT

BYLAW NO. 2023-83

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE
MITCHELL BUILDING LOCATED AT 1852/56 SCARTH STREET BYLAW, 2023

PURPOSE: To provide a heritage property tax exemption to the owner of property located at 1852/56 Scarth Street, Regina, SK.

ABSTRACT: The owner of the property located at 1852/56 Scarth Street will receive a heritage property tax exemption, which is governed by a tax exemption agreement between the parties.

STATUTORY
AUTHORITY: Clause 28(a) of *The Heritage Property Act*.

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: N/A

REFERENCE: Executive Committee, June 14, 2023, EX23-56, City Council, June 21, 2023, CR23-80, Heritage Incentive Policy, CR22-30, March 16, 2022

AMENDS/REPEALS: N/A

CLASSIFICATION: Executory

INITIATING DIVISION: City Planning and Community Development

INITIATING DEPARTMENT: Parks, Recreation & Cultural Services

BYLAW NO. 2023-84

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE
SIMSON RESIDENCE LOCATED AT 205 LEOPOLD CRESCENT BYLAW, 2023

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

Purpose

- 1 The purpose of this Bylaw is to provide a heritage property tax exemption to the owner of the property located at 205 Leopold Crescent, pursuant to the City of Regina’s Heritage Incentive Policy.

Authority

- 2 The authority for this Bylaw is clause 28(a) of *The Heritage Property Act*.

Exemption

- 3 An exemption for taxation pursuant to the City of Regina’s Heritage Incentive Policy is granted for the real property owned by Brianna Dawn Demofsky and Dwayne Kenneth Galloway (the “Owner”), located at 205 Leopold Crescent and legally described as:

Surface Parcel: 110983158
Lot 10
Block 2
Plan DV678, Extension 0

Surface Parcel 110983147
Lot 11
Block 2
Plan DV678, Extension 0

Scope of Exemption

- 4(1) The City shall exempt from taxation or provide a partial exemption for the Property in an amount equal to the lesser of:
- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
 - (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.

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

City Solicitor

5 Notwithstanding section 3 of the attached Agreement, the term of this Agreement may be extended until 2034 at the sole discretion of the Executive Director where there have been unanticipated construction delays.

Agreement

6 The exemption in sections 3, 4 and 5 shall be governed by the attached form of Agreement between The City of Regina and the Owner marked as Schedule "A".

7 The City Clerk is authorized to sign and seal the Agreement in section 6 on behalf of the City of Regina.

8 The Executive Director, City Planning and Community Development is authorized to determine whether the work done to the property is eligible for a tax exemption within the meaning of the Agreement.

Coming Into Force

9 This Bylaw comes into force on the day of passage of the Bylaw, or on the date the Agreement is executed, whichever is later.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

Schedule "A"

**HERITAGE PROPERTIES
TAX EXEMPTION AGREEMENT
205 LEOPOLD CRESCENT
SIMSON RESIDENCE**

Agreement dated _____, 20__
(City Clerk to put in date)

Between:

THE CITY OF REGINA
(the "City")

- and -

BRIANNA DAWN DEMOFSKY and DWAYNE KENNETH GALLOWAY
(the "Owner")

The Parties agree as follows:

Definitions

1 In this Agreement:

"Director" means the person occupying the position of Executive Director, City Planning and Development or his/her designate of the City;

"education portion of the property taxes" means the property taxes levied by the City pursuant to *The Education Property Tax Act* on behalf of the Government of Saskatchewan for the benefit of the Board of Education of the Regina School Division No. 4 and the Board of Education of the Regina Roman Catholic Separate School Division No. 81 of Saskatchewan;

"Eligible Work" means the work on the property as determined by the Director to be eligible for consideration pursuant to the City's *Heritage Incentive Policy* and which corresponds with the eligible work items presented to the Executive Committee on June 14, 2023, which work is generally described in Schedule A to this Agreement.

"Heritage Alteration Permit" means the permit approval given by the City to alter the Property.

"Major Grant" means a Major Grant provided to the Owner by the City pursuant to the city's Heritage Incentives Policy.

“Property” means the real property owned by the Owner located at 205 Leopold Crescent, Regina, Saskatchewan and legally described as:

Surface Parcel Number: 110983158

Lot 10-Blk/Par 2-Plan DV678 Ext 0 as described on Certificate of Title 77R51667

Surface Parcel Number: 110983147

Lot 11-Blk/Par 2-Plan DV678 Ext 0 as described on Certificate of Title 77R51667

Authority

2 The Owner represents and warrants to the City that:

- (a) they have the power, authority and capacity to enter into this Agreement and to carry out the respective obligations under this Agreement; and
- (b) they have obtained all necessary approvals required to carry out the Eligible Work with respect to the Property.

Tax Exemption

3(1) Pursuant to clause 28(a) of *The Heritage Property Act*, and subject to the terms of this Agreement, the City shall exempt from taxation, or provide a partial exemption to the Property in an amount equal to the lesser of:

- (a) 50 percent of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property minus the amount of any Major Grants the Owner is eligible to receive for Eligible Work on the Property; or
- (b) an amount equivalent to the total property tax on the Property payable for the years 2024 to 2033.

(1.2) The total amount of the exemption provided in subsection (1) shall be applied on the Property’s tax account annually based on the Eligible Work completed on the Property from 2023 to 2032, until the total amount in subsection (1) is exhausted.

(2) Notwithstanding subsection (1), where on an annual basis the exemption of the education portion of the property taxes for the parcel would be equal to \$25,000 or more, the exemption of the education portion of the property taxes is subject to the annual approval of the Government of Saskatchewan.

(3) Where the Government of Saskatchewan does not approve of the exemption of the education portion of the property taxes or reduces the amount of the proposed exemption, the City shall reduce the exemption of the education portion of the property taxes in accordance with the Government of Saskatchewan’s decision.

- (4) Where the exemption of the education portion of the property taxes is not approved or is reduced, the Owner will be required to pay the balance of the education portion of the property taxes and the City shall not be liable to the Owner for any amount of the tax exemption which would have otherwise been granted to the Owner.
 - (5) Where the Property is eligible for a Major Grant from the City in addition to the tax exemption provided in this Agreement, the Owner is required to submit invoices and exhaust the funding under the Major Grant agreement prior to submitting Eligible Work for the purposes of a tax exemption.
 - (6) Where the Owner completes the Eligible Work or an item of the Eligible Work and receives funding under a Major Grant agreement from the City for that work or an item of that work, the Owner is not eligible to submit that same invoice and item for a tax exemption under this Tax Exemption Agreement.
 - (7) Notwithstanding any other provision of this Agreement, the combined value of any Major Grants and tax exemptions received by the Owner from the City shall not exceed 50% of the actual cost incurred by, or on behalf of, the Owner in completing the Eligible Work on the Property.
- 4 Notwithstanding subsection 3(1) of this Agreement, the tax exemption may commence in 2025 and extend until 2034 at the sole discretion of the Director where there have been unanticipated construction delays.
- 5(1) If the Owner fails to commence the Eligible Work in accordance with this Agreement within two years after this Agreement is signed, this Agreement will be automatically terminated for all purposes, and the City will not be obligated to provide any tax exemption.
- (2) Notwithstanding sections 3 and 4 of this Agreement, the term of this Agreement shall not extend past December 31, 2034.

Owner's Covenants

- 6 The Owner agrees that:
- (a) the Property will be used in accordance with this Agreement;
 - (b) the Owner, to the City's satisfaction, as soon as reasonably possible after the issuance of any required permits, will commence the Eligible Work on the conservation of the Property in accordance with any required permits and the *Standards and Guidelines for the Conservation of Historic Places in Canada* and thereafter will diligently carry out such work until the Property is conserved in accordance with any required permits and this Agreement;
 - (c) notwithstanding any other provision, the Owner, to the City's satisfaction will fully complete the Eligible Work by no later than ten years after the signing of this Agreement;

- (d) the Owner will ensure that at all times during the conservation, the Property is adequately secured, supported and otherwise protected in all respects from damage or injury of any kind;
- (e) the Owner will ensure that the Eligible Work is carried out lawfully in all respects at all times, and without limitation to the generality of the foregoing, the Owner will ensure that, prior to commencement and during the Eligible Work it has obtained and holds valid and unexpired permits for the work done on the Property;
- (f) the Owner shall, prior to carrying out the Eligible Work, obtain and hold a Heritage Alteration Permit and any other permits required, including Building Permits. The Owner shall submit an application for a Heritage Alteration Permit within 120 days of the date of this agreement and shall submit any schedules, reports and drawings required as part of the application;
- (g) the Owner, in carrying out the Eligible Work, will notify the City and obtain its explicit prior written approval from the Director for any deviation from or modification to the Eligible Work.

7 The Owner shall promptly:

- (a) notify the City of any occurrences which would, pursuant to this Agreement, discontinue or terminate the tax exemption;
- (b) provide the City Assessor with any information or documentation requested by the City Assessor to complete and check the assessment of the Property;
- (c) provide the Director with any information, documentation, or access to the Property requested by the Director to check the progress of construction for the purposes of this Agreement.

8(1) The Owner shall ensure that the Property retains its formal heritage designation as Municipal Heritage Property, in accordance with *The Heritage Property Act*.

(2) The Owner shall ensure the Property is maintained in an attractive, tidy and safe condition in compliance with all legislation, including Bylaw 2023-37, *The Municipal Heritage Property Maintenance Bylaw*, Bylaw 2016-2, *The Regina Community Standards Bylaw* and Bylaw 2003-7, *A Bylaw of The City of Regina Pursuant to The Uniform Building and Accessibility Standards Act and The Cities Act*.

9(1) Upon completion of the Eligible Work or an item of the Eligible Work, the Owner shall submit to the Director detailed written documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts) in the completion of identified Eligible Work items as described in Schedule A.

- (2) If a work item that is submitted does not qualify as an Eligible Work item, then it shall not be included for the purposes of calculating this tax exemption.
- (3) The Director may request further documentation from the Owner and may independently gather estimates as to the Eligible Work to confirm the authenticity of the documentation of payments made for actual costs incurred (i.e. itemized invoices and receipts).
- (4) In the event that actual costs exceed the corresponding estimates by more than 10 percent, the Owner shall provide full particulars as to the reason(s) for such overruns.
- (5) It is understood that the City may decline to approve any cost overrun, or portion thereof, if considered not to be reasonably or necessarily incurred for the Eligible Work.
- (6) The tax exemption will not be granted unless and until the Director receives the documentation required by this section and has confirmed the authenticity of the same.
- (7) The Director will conclusively determine the cost of Eligible Work items in Schedule "A" after he or she has viewed the estimates and received information pursuant to section 9.
- (8) To be eligible for the tax exemption, the Owner is required to ensure that all Eligible Work be:
 - (a) of good quality; and
 - (b) completed in a good and professional manner, in accordance with good and recognized standards, methods, practices and principles employed in the industry for similar work.
- 10 Upon completion of the Eligible Work, or portion thereof, the Director:
 - (a) shall review the documentation submitted pursuant to section 9;
 - (b) may inspect the Property to confirm the completion of the Eligible Work, or portion thereof; and
 - (c) shall certify the amount of the tax exemption to be conferred pursuant to this Agreement.
- 11 Once the Director has certified the amount(s) of the exemption to be granted to the Owner, the Director shall provide the particulars of the amount(s) to the City Assessor.
- 12(1) For 2024, the tax exemption shall only be applied where the Eligible Work items or portion thereof is completed and submitted to the City prior to September 30, 2023 and shall be limited to 50 per cent of eligible expenditures.

- (2) For tax years after 2024, the Eligible Work items or any portion thereof completed and submitted to the City by September 30 in each year shall be eligible for an exemption in the following years and shall be limited to 50 percent of eligible expenditures.

Termination

- 13(1) The tax exemption shall continue only for so long as the Owner complies with the terms of this Agreement.

- (2) Where the Owner has not complied with a term of the Agreement, the City may terminate the Agreement by notice to the Owner.

- 14(1) The tax exemption shall cease if:

- (a) the Owner becomes bankrupt or insolvent or is so adjudged;
- (b) the Owner makes a general assignment for the benefit of creditors;
- (c) the Owner fails to comply with any provision of the City's Heritage Incentive Policy or any grant agreements that it has entered into with respect to the Property;
- (d) the improvements on the Property do not conform to all civic and provincial laws governing the construction and use of the improvements, including any permits, zoning bylaws, building bylaws, *The Uniform Building and Accessibility Standards Act* and *The Planning and Development Act, 2007*; or
- (e) there are outstanding taxes (including special taxes, local improvement levies, utility charges, and any other such charges or fees added to the taxes) owing on the Property or portions of the Property which are not exempt or the Owner has other fees or charges that are owed to the City.

- 15 If the City terminates the Agreement pursuant to section 13, or if the tax exemption ceases pursuant to section 14, the Property shall be taxable on a pro-rated basis for that portion of the year during which the exemption granted no longer continues.

- 16 The scope of the tax exemption, including calculation of any percentage or proportion and the determination of any use or cost, shall be conclusively determined by the City Assessor, subject to any statutory right of appeal against the assessment of the Property.

- 17 The amount of the assessment is subject to change in future years.

- 18 The tax exemption granted pursuant to this Agreement does not include special taxes, local improvement levies, utility charges, development fees or other such charges or fees properly imposed by the City or other taxing authority.

- 19 This Agreement will be void if there are outstanding taxes owing on the Property as of the date this Agreement is signed.

Notices

- 20(1) Any notice required or permitted to be given to either Party pursuant to this Agreement shall be in writing and may be delivered to the Party in person, or to its authorized agent, or by sending it by mail, addressed:

To the City at:
 City Clerk
 City of Regina
 2476 Victoria Avenue
 P.O. Box 1790
 Regina, SK S4P 3C8

To the Owner at:
 Brianna Dawn Demofsky and Dwayne Kenneth Galloway
 205 Leopold Crescent
 Regina, SK S4T 6N5

or to such alternate address as either Party may, from time to time, by notice advise.

- (2) If a notice is mailed pursuant to subsection (1), it is deemed to be given on the third business day after the date of such mailing.
- (3) If postal service is interrupted or substantially delayed, any notice shall be hand-delivered.
- 21(1) The Owner shall notify the Director in writing within 15 days prior to the transfer of the title in the event that the Property is sold.
- (2) This agreement is not assignable without prior written approval of the City, which will be determined in the sole discretion of the Director and will only be granted where the new owner meets the eligibility criteria outlined in the City's Heritage Incentive Policy.
- 22(1) This Agreement may be amended by written agreement between the Parties.
- (2) For the purposes of subsection (1), the Executive Director may authorize any amendments to the Agreement on behalf of the City.
- 23 If this Agreement or any part of it is found to be invalid or ultra vires of the Regina City Council, then the City shall not be liable to the Owner for any amount of the invalid or unlawful exemption which would otherwise have been granted to the Owner.
- 24 This Agreement shall not become effective until adopted by bylaw of City Council of the City and fully executed by the parties to the Agreement.

- 25 This Agreement may be executed in multiple counterparts, each of which shall be deemed an original agreement and shall constitute one and the same agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic signature (including portable document format) by any of the parties and the other parties may rely on the receipt of such document so executed and delivered electronically or by facsimile as if the original had been received.

The Parties have executed the Agreement on the date first written above.

CITY OF REGINA

City Clerk

Brianna Dawn Demofsky

Dwayne Kenneth Galloway

Witness

SCHEDULE "A"

ELIGIBLE WORK ITEMS 205 Leopold Crescent	ESTIMATED COST
Major Grants and Tax Exemptions <ul style="list-style-type: none"> ▪ 11 Windows replacement <ul style="list-style-type: none"> • Supply window for installation • Outside finishing • Inside finishing • Removal of existing window • Site Clean up 	\$13,819.83
Sub Total GST PST	\$13,819.83 \$690.00 \$829.19
Project Cost	\$15,340.01

AFFIDAVIT OF EXECUTION

CANADA)
PROVINCE OF SASKATCHEWAN)

I, _____, of Regina, Saskatchewan, MAKE OATH AND SAY THAT:

- 1 I was personally present and did see the **Owner** named in the within instrument, who is personally known to me to be the person named therein, duly sign and execute the same for the purpose named therein;
- 2 The same was executed at Regina, Saskatchewan, on _____, (date), and that I am the subscribing witness thereto;
- 3 I know the **Owner** and they are in my belief the full age of eighteen years.

SWORN BEFORE ME at)
Regina, Saskatchewan,)
on _____ 20__ .)
)
)
)
_____)

Signature of Witness

A COMMISSIONER FOR OATHS in
and for the Province of Saskatchewan OR
Being a Solicitor.
My Commission expires _____

NOTE – City employees should not sign this document as either the witness or the Commissioner for Oaths

ABSTRACT

BYLAW NO. 2023-84

THE CONSERVATION OF HERITAGE PROPERTIES TAX EXEMPTION FOR THE
SIMSON BUILDING LOCATED AT 205 LEOPOLD CRESCENT BYLAW, 2023

PURPOSE: To provide a heritage property tax exemption to the owner of property located at 205 Leopold Crescent, Regina, SK.

ABSTRACT: The owner of the property located at 205 Leopold Crescent will receive a heritage property tax exemption, which is governed by a tax exemption agreement between the parties.

STATUTORY
AUTHORITY: Clause 28(a) of *The Heritage Property Act*.

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: N/A

REFERENCE: Executive Committee, June 14, 2023, EX23-56, City Council, June 21, 2023, CR23-80, Heritage Incentive Policy, CR22-30, March 16, 2022

AMENDS/REPEALS: N/A

CLASSIFICATION: Executory

INITIATING DIVISION: City Planning and Community Development

INITIATING DEPARTMENT: Parks, Recreation & Cultural Services

BYLAW NO. 2023-96

THE REGINA CIVIC EMPLOYEES' LONG TERM DISABILITY PLAN REPEAL
BYLAW, 2023

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to repeal Bylaw 9566, being *The Regina Civic Employees' Long Term Disability Plan, 1992 Bylaw*.
- 2 Bylaw 9566, being *The Regina Civic Employees' Long Term Disability Plan, 1992 Bylaw* is repealed.
- 3 This Bylaw comes into force on January 1, 2024, if the following conditions are met:
 - (a) the Civic Pension and Benefits Committee and the City of Regina execute:
 - (i) the Sponsorship Agreement between the City of Regina and the Civic Pension and Benefits Committee; and
 - (ii) the Trust Agreement between the City of Regina, the Civic Pension and Benefits Committee and the individual members of the Administrative Board;
 - (b) the following participating employers in the Regina Civic Employees' Long Term Disability Plan execute the Employer Participation Agreement:
 - (i) the Saskatchewan Health Authority;
 - (ii) the Board of Education of the Regina School Division No.4 of Saskatchewan;
 - (iii) the Regina Public Library Board;
 - (iv) the Buffalo Pound Water Treatment Corporation; and
 - (v) Mobius Benefit Administrators Inc.

READ A FIRST TIME THIS 22nd DAY OF November, 2023.

READ A SECOND TIME THIS 22nd DAY OF November, 2023.

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

City Solicitor

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November, 2023. Bylaw No. 2023-96

Mayor

City Clerk

(SEAL)

CERTIFIED A TRUE COPY

City Clerk

ABSTRACT

BYLAW NO. 2023-96

THE REGINA CIVIC EMPLOYEES' LONG TERM DISABILITY PLAN REPEAL
BYLAW, 2023

PURPOSE:	The purpose of this Bylaw is to repeal Bylaw 9566 as of January 1, 2024 where the parties execute the required legal documents.
ABSTRACT:	This Bylaw repeals Bylaw 9566, being <i>The Regina Civic Employees' Long Term Disability Plan, 1992 Bylaw</i> . This Bylaw comes into force on January 1, 2024 on the condition that the employers and the Civic Pension and Benefits Committee execute the necessary legal agreements.
STATUTORY AUTHORITY:	Sections 8 and 81(1) of <i>The Cities Act</i>
MINISTER'S APPROVAL:	N/A
PUBLIC HEARING:	N/A
PUBLIC NOTICE:	N/A
REFERENCE:	Executive Committee, November 1, 2023, Report EX23-78 and City Council, November 8, 2023 Report CR23-114
AMENDS/REPEALS:	Repeals Bylaw 9566
CLASSIFICATION:	Administrative
INITIATING DIVISION:	City Manager's Office
INITIATING DEPARTMENT:	City Solicitor's Office

BYLAW NO. 2023-97

THE COMMITTEE AMENDMENT BYLAW, 2023 (No. 2)

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to amend Bylaw 2009-40 being *The Committee Bylaw* to remove one non-voting Council member from the Accessibility Advisory Committee.
- 2 The authority for this Bylaw is section 8, 55, and 100 of *The Cities Act*.
- 3 Bylaw 2009-40 is amended in the manner set forth in this Bylaw.
- 4 Clause 5 b) in Table 1 of Schedule “B” of Bylaw 2009-40 is repealed and the following substituted:

“(b) one non-voting member of Council.”
- 5 This Bylaw comes into force on the day of passage.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

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

City Solicitor

ABSTRACT

BYLAW NO. 2023-97

THE COMMITTEE AMENDMENT BYLAW, 2023 (No. 2)

PURPOSE: The purpose of this Bylaw is to amend Bylaw 2009-40 being *The Committee Bylaw* to remove one of the non-voting Council members from the Accessibility Advisory Committee.

ABSTRACT: This Bylaw removes one of the non-voting Council members from the Accessibility Advisory Committee.

STATUTORY AUTHORITY: section 8, 55, and 100 of *The Cities Act*.

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: N/A

REFERENCE: Report CR23-117 from the November 8, 2023 Council meeting

AMENDS/REPEALS: amends Bylaw 2009-40

CLASSIFICATION: Administrative

INITIATING DIVISION: City Manager's Office
INITIATING DEPARTMENT: City Clerk's Office

BYLAW NO. 2023-98

THE BOARD OF POLICE COMMISSIONERS AMENDMENT BYLAW, 2023

THE COUNCIL OF THE CITY OF REGINA ENACTS AS FOLLOWS:

- 1 The purpose of this Bylaw is to amend Bylaw 8261 being *The Board of Police Commissioners Bylaw* to allow for the option of two year appointment terms for members appointed to the Board of Police Commissioners.
- 2 The authority for this Bylaw is section 27 of *The Police Act, 1990*.
- 3 Bylaw 8261 is amended in the manner set forth in this Bylaw.
- 4 Section 3 of Bylaw 8261 is repealed and the following substituted:
“3.(1) The Board shall consist of seven members, as follows:
 - (a) the Mayor;
 - (b) two members of Council;
 - (c) four citizen members, at least one of whom is of Indigenous ancestry.(2) The members of the Board, other than the Mayor, may be appointed annually for a two-year term from January 1 of the year of appointment to December 31 of the year following appointment.
(3) Council may reappoint a member of the Board for a further term.”
- 5 This Bylaw comes into force on January 1, 2024.

READ A FIRST TIME THIS 22nd DAY OF November 2023.

READ A SECOND TIME THIS 22nd DAY OF November 2023.

READ A THIRD TIME AND PASSED THIS 22nd DAY OF November 2023.

Mayor

City Clerk (SEAL)

CERTIFIED A TRUE COPY

City Clerk

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

City Solicitor

ABSTRACT

BYLAW NO. 2023-98

THE BOARD OF POLICE COMMISSIONERS AMENDMENT BYLAW, 2023

PURPOSE: This Bylaw amends Bylaw 8261 to allow for two year appointment terms for Board of Police Commissioner members.

ABSTRACT: This Bylaw amends Bylaw 8261 to allow for two year appointment terms for Board of Police Commissioners. It also allows members to be reappointed for a further term.

STATUTORY AUTHORITY: Section 27 of *The Police Act*

MINISTER'S APPROVAL: N/A

PUBLIC HEARING: N/A

PUBLIC NOTICE: N/A

REFERENCE: Report CR23-117 from the November 8, 2023 Council meeting

AMENDS/REPEALS: Amends Bylaw 8261 being *The Board of Police Commissioners Bylaw*

CLASSIFICATION: Administrative

INITIATING DIVISION: City Manager's Office
INITIATING DEPARTMENT: City Clerk's Office