

2025 Budget

2025 General Operating Budget
2025 Utility Operating Budget
2025 – 2029 Capital Plan





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2025 Utility Operating Budget
2025 – 2029 Capital Plan

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Land Acknowledgement

The City of Regina (City) expresses respect and gratitude to the land that nourishes our community. We recognize our shared relationship with the land, and we honour the Indigenous People who have lived here for thousands of years. We strive to learn our history and how it brought us to this land, and we seek to understand our place within that history. In this light, the City is committed to making space to include an Indigenous worldview in all City policies, procedures and operations.

The City is on a path of reconciliation, and we are privileged to operate within the traditional lands of the Treaty 4 Territory, a Treaty signed with 35 First Nations across Southern Saskatchewan and parts of Alberta and Manitoba, and the original lands of the Cree, Salteaux, Nakota, Lakota, Dakota and the homeland of the Métis. We are grateful for the traditional Knowledge Keepers, Elders and Old Ones who are with us today and those who have gone before us.

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





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Introduction



Message from the City Manager

On behalf of Administration, I am pleased to present, for your consideration and adoption, the proposed General and Utility Fund Operating Budgets and the General and Utility Fund Capital Budgets for 2025, as per section 128 of *The Cities Act*.

Regina continues to be recognized as one of the most affordable cities in Canada and we are proud of the value our residents receive through the municipal services funded by the mill rate. These dollars go directly toward maintaining and improving services our residents rely on the most. Services such as our fire department, water operations, recreational facilities, solid waste operations, and transit systems. However, as our city continues to evolve and expand, as do the expectations of our services.

Administration is recommending, for the 2025 Budget, a total mill rate increase of 8.50 per cent and a utility rate increase of 5.82 per cent. The proposed mill rate increase is equivalent to \$204/year (\$17/month) for the average assessed residential property. The preliminary utility rate increase of 5.82 per cent is equivalent to \$116/year (or \$10/month) for the average utility account.

While our municipal taxes remain the lowest in comparison to provincial, federal tax, we are at a critical juncture. For many years, our city has been playing catch-up, with mill rate increases historically kept below what is necessary to meet the growing demands of our community. To continue providing essential services and supporting a high quality of life for our residents, this budget reflects Administration's dedication to delivering the services and infrastructure residents value while ensuring we remain an affordable and attractive place for all.

On a final note, I want to express gratitude for the ongoing support, involvement, and collaboration of every Regina resident. Together, we will continue to build a bright and prosperous future for generations to come.

Thank you,



Niki Anderson
City Manager

Budget Timeline & Residents' Engagement

Starting in 2023, the City adopted a two-year budget process. The first two-year budget, prepared in 2023-24, was to be followed by a 2025-26 Budget. However, the City decided to prepare a one-year budget for 2025, to allow time for the orientation of newly elected members of Council after the 2024 Municipal Election. By preparing a one-year budget, the City provides additional flexibility to Council as they set strategic initiatives and priorities with Administration.

Returning to a two-year budget process after 2025 will make it easier to determine the long-term impacts of decisions and to focus on long-term financial viability. A multi-year budget is meant to improve the City's financial, budget, and strategic planning. Additionally, a two-year budget reduces the staff time allocated to budget development, allowing Administration to dedicate more resources to achieving its strategic priorities.



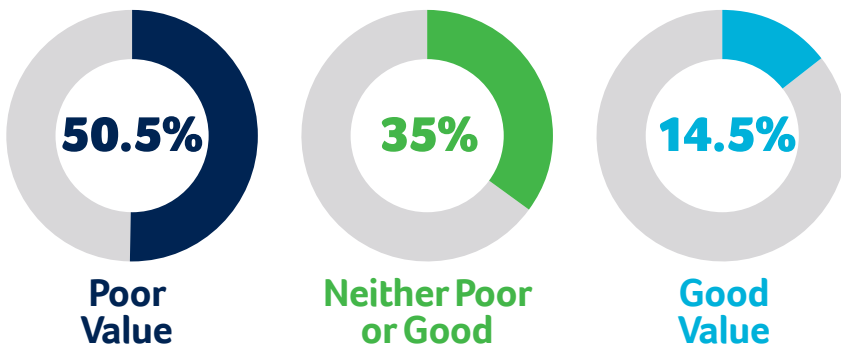
Budget Overview

Where Should the City Spend More?

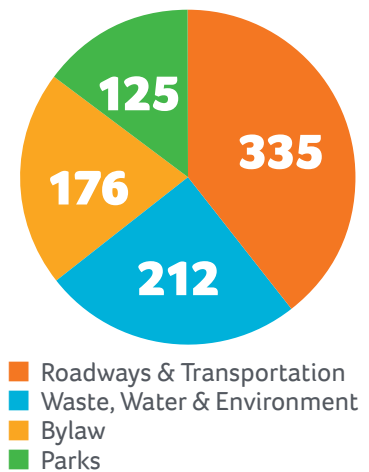


30% Increase in Responses

Value for Tax Dollars



Top Councillor Calls



Top Budget Priorities



Strategic Priorities

2022-25 Strategic Priorities

Recognizing our relationship to the land, we grow our community and improve quality of life





Economic Prosperity

Goal

We advance economic growth opportunities for Regina and area

Strategies

- Promote initiatives from Regina's 2030 Economic Growth Plan
- Promote Regina as a leading destination for visitors, talent, businesses and investment
- Build infrastructure for long-term economic growth





Environmental Sustainability

Goal

We achieve net zero emissions and become 100% renewable by 2050

Strategies

- Lead by example with municipal operations
- Work with partners and the community to implement the Energy & Sustainability Framework





Community Safety & Well-being

Goal

We create a healthier and more inclusive community

Strategies

- Work with partners and the community to improve safety and well-being of all residents
- Advance diversity, equity, inclusion and accessibility
- Advance affordable and social housing





Vibrant Community

Goal

We make Regina a great place to work, live and visit

Strategies

- Plan for the future of Regina and its community priorities
- Prioritize a vibrant city centre
- Build recreational and cultural infrastructure
- Provide and encourage year-round programs and services
- Improve our transportation network





Operational Excellence

Goal

We transform to a service and performance culture that builds resident trust

Strategies

- Continuously improve service delivery
- Make decisions based on data and strategic alignment
- Achieve long-term financial sustainability
- Strengthen our workplace culture
- Create a culturally competent organization
- Achieve Mission Zero

Budget Highlights

The City provides more than 60 services that residents depend on every day. More than 40 per cent of the costs to provide these services is funded through property taxes. A mill rate increase of 8.5 per cent in 2025 is proposed.

Regina’s Water Utility operates on a full cost-recovery basis and ensures Regina residents enjoy safe and reliable water, wastewater and drainage services. A rate increase of 5.82 per cent is proposed for 2025.

Mill Rate Increase
8.50%

\$204/household per year (\$17/month)

+

Utility Rate Increase
5.82%

\$116/household per year (\$10/month)

=

\$320 Increase/ household per year (\$27/month)

City Operations at a Glance

Key increases in funding to support civic operations include:

Police
\$123.3 million
(\$115.6 million in 2024)

Roads
\$45.6 million
(\$43.3 million in 2024)

Service Partners
\$17.5 million
(\$10.2 million in 2024)

Parks, Recreation & Culture
\$65.0 million
(\$54.8 million in 2024)

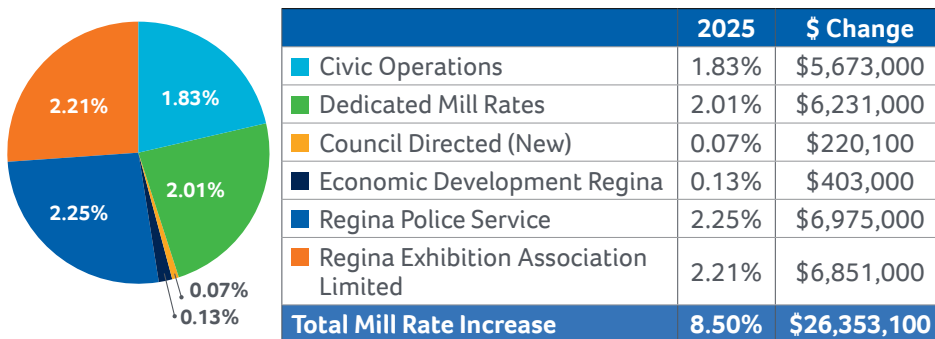
Garbage & Recycling
\$30.7 million
(\$25.3 million in 2024)

Community Investments
\$22.5 million
(\$8.0 million in 2024)

Fire
\$49.3 million
(\$45.5 million in 2024)

Transit
\$50.0 million
(\$38.1 million in 2024)

Breakdown of mill rate increase:



Breakdown of utility rate increase:

Intensification Infrastructure and the Industrial Development Charge Reduction - Dedicated Rate Increase
1.82%

Utility Rate Increase
4.00%

Key Investments at a Glance

Some of the key investments that will meet the needs of our community in 2025 include:

	Project	Description	Cost
	Pathway Asphalt Recapping	Repairing pathways in City parks. The City maintains almost 100 kilometres of paved pathway.	\$195,000
	Park Lighting	Adding pathway lighting to parks located along the multi-use pathway that are not currently lit, or to parks where Regina Police Service (RPS) believes lighting would contribute to safety.	\$100,000
	Equity, Diversity, and Inclusion Staffing	Adding two positions to support Corporate 2SLGBTQIAP+ Action Plan Implementation.	\$220,000
	Ceremonial Site	Preparing of an Indigenous Ceremonial Site to host large ceremonies and laying the groundwork for the construction of an indoor sweat lodge in 2026 and 2027.	\$635,000
	Playground Replacement and Restoration Program	Replacing playgrounds that are in poor condition or have little play value and repairing the synthetic surfacing at playground sites.	\$1,750,000
	New Cricket Field	Planning and constructing a new cricket field.	\$500,000
	Residential Road Renewal Program	Improving the condition of existing local roads.	\$14,435,000
	11th Avenue Revitalization	Revitalizing 11th Avenue is part of the City's efforts to revitalize the downtown over the next seven to 10 years. 11th Avenue is located in the heart of downtown and is a vital link between our citizens and the business community. It requires extensive investment to upgrade infrastructure, improve the current poor conditions of the road and sidewalks, and work with external utilities to facilitate necessary upgrades to their assets.	\$21,103,000
	Vision Zero	Funding to develop a Vision Zero Framework for the City and initiate an ongoing program for the implementation of safe system policies, projects and solutions.	\$1,150,000
	Transit Fleet Replacement	Replacing transit and paratransit fleet that are at end of life.	\$23,782,000
	Water Infrastructure Renewal	Renewing underground water infrastructure to ensure the reliability and safety of the water system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of mains, fire hydrants, service connections, and valves.	\$16,120,000
	Lead Service Connection Management Program	Supporting the replacement of lead water service connections.	\$5,980,000
	Hawkstone Residential Development	Hawkstone Development is a proposed 65-acre residential project located in northwest Regina, positioned within the final stages of residential expansion for the Hawkstone neighbourhood, as outlined in the approved 235,000 population growth phase.	\$3,900,000



Budget Overview



Operating Budget

Overview

PROPOSED OPERATING BUDGET (GENERAL & UTILITY)						
(\$000s)	2022	2023	2024		2025	
	Actuals		Budget	Forecast	Change	Proposed Budget
Taxation	280,941	294,948	303,842	321,392	30,631	334,473
Licences, Levies & Fines	35,734	36,390	35,782	38,680	632	36,414
Fees & Charges	215,154	219,567	238,441	233,052	5,239	243,680
Grants	57,672	63,594	70,171	71,537	21,649	91,820
Reserves	2,907	4,269	3,366	3,366	4,250	3,366
Other Revenue	63,697	69,229	63,879	69,854	4,963	68,842
Internal Cost Recovery	62,505	56,286	42,023	64,874	16,133	62,604
TOTAL REVENUES	718,610	744,283	757,504	802,755	83,696	841,199
Change in Revenue		3.57%	1.78%	5.97%		11.05%
Direct Expense	521,722	531,889	550,017	574,154	30,172	580,141
Community Investment Expense	16,238	19,680	22,603	32,452	23,701	46,304
Contribution to Capital Expense	61,681	65,029	70,567	69,566	16,714	87,281
Debt Servicing Expense	19,591	19,593	21,447	19,977	2,406	23,853
Transfer to Reserve	99,378	108,092	92,869	98,765	10,505	103,620
TOTAL EXPENSES	718,610	744,283	757,503	794,914	83,696	841,199
Change in Expenses		3.57%	1.78%	4.9%		11.05%
NET SURPLUS/DEFICIT	-	-	-	7,841	-	-

Funding the Operating Budget

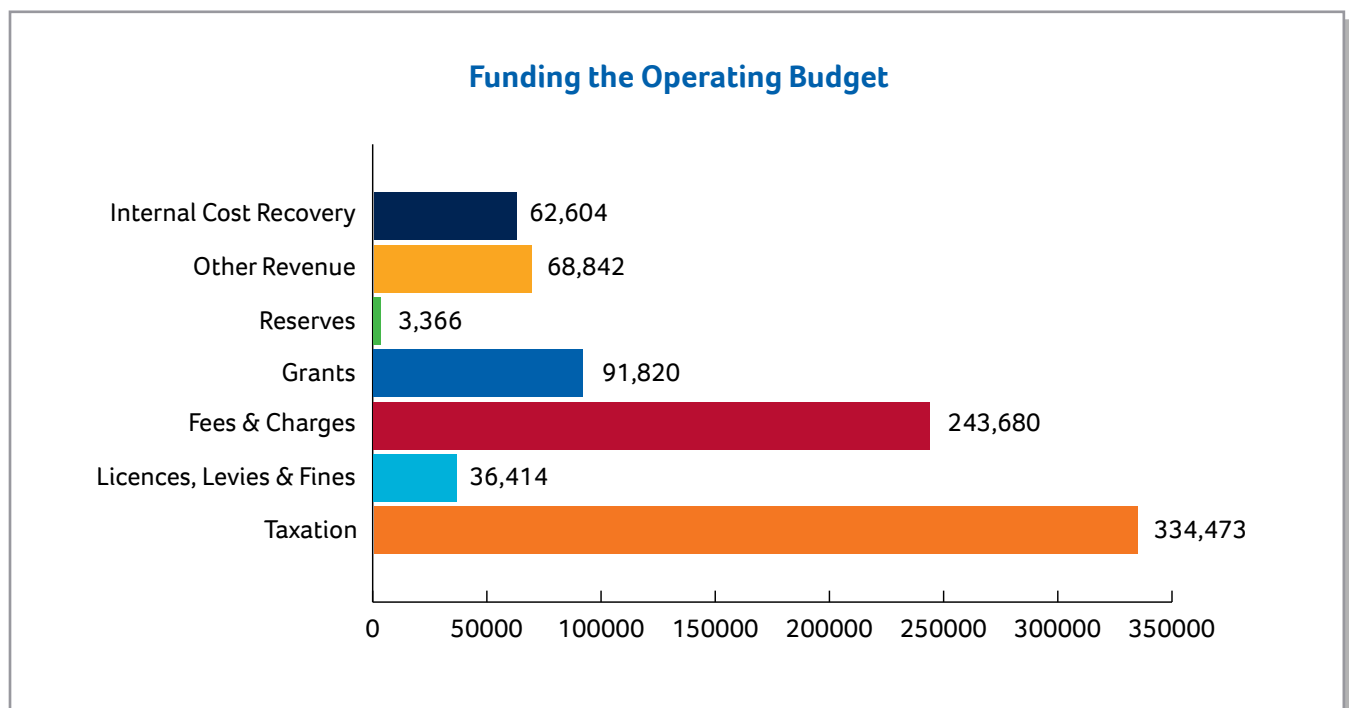
The City derives its revenue from seven primary sources: property taxes, fees and charges, government grants, internal cost recovery, licenses levies and fines, other revenue, and reserve transfers. Property taxes are the largest revenue source and will amount to 40 per cent of the City's total operating revenue in 2025.

Revenue from program fees, licenses and levies are collected to fund specific services, as per the user pay/benefits model outlined in *Design Regina: The Official Community Plan (2013)* (OCP).

The City's overall limited revenue sources hamper its efforts to balance affordable property taxes and

rising service costs. The increase in property tax revenue is not expected to match the growing costs of maintaining services. Legislative restrictions limit access to other forms of taxation, which means a greater portion of overall revenue is funded with property taxes.

Overall, the operating budget funding will increase by approximately \$84 million in 2025, primarily generated through higher property taxes, investment income, increases in the Municipal Revenue Sharing Grant from the Government of Saskatchewan, and expected growth in the municipal surcharge from SaskPower.



Capital Budget

Overview

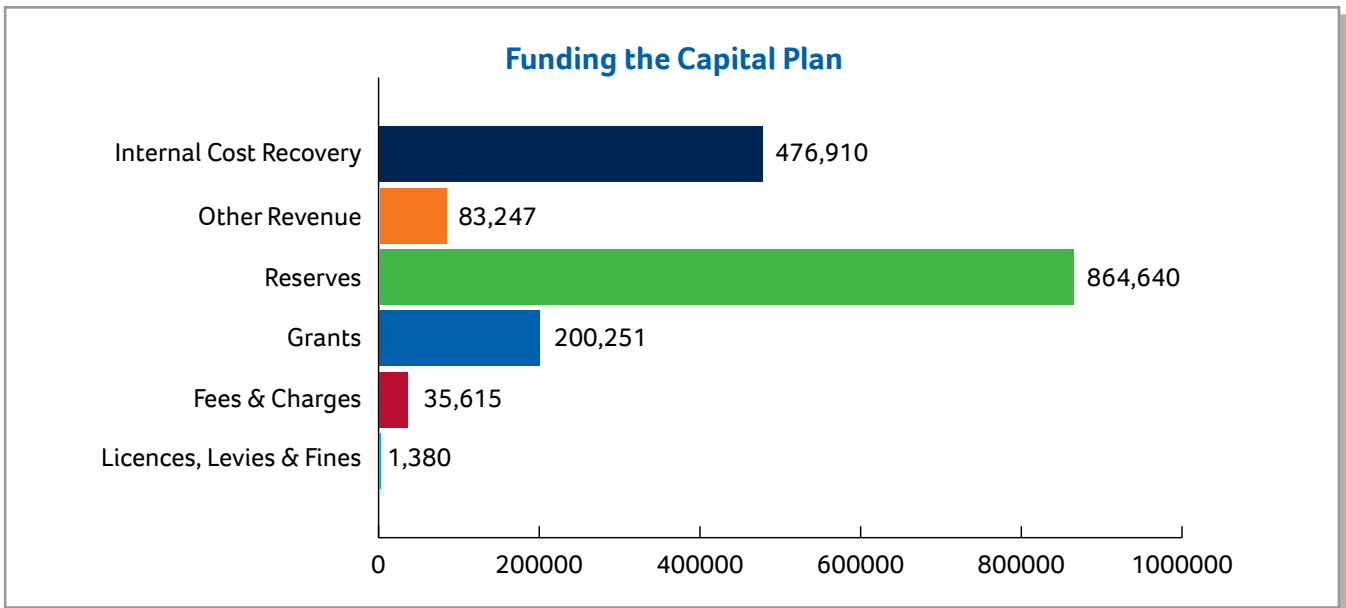
CAPITAL BUDGET (GENERAL & UTILITY)							
(\$000s)	Carry forward	2025	2026	2027	2028	2029	Five-Year Total
Licenses, Levies & Fines	600	250	250	250	315	315	1,380
Fees & Charges	5,647	4,355	8,682	7,732	7,818	7,028	35,615
Grants	33,313	62,963	63,067	38,733	13,852	21,636	200,251
Reserves	107,226	151,767	144,076	218,481	210,589	139,727	864,640
Other Revenue	26,034	73,652	4,176	4,351	1,068	-	83,247
Internal Cost Recovery	109,813	87,530	101,682	98,263	86,540	102,896	476,910
Total	282,633	380,517	321,933	367,810	320,182	271,602	1,662,044

Funding the Capital Plan

The City’s five-year capital plan allocates \$380 million for 2025 and \$1,282 million for 2026–2029.

The City boosts contributions from operating funds to the capital plan and leverages reserve funding in

order to prioritize infrastructure investment, which is a key area of focus. Additional infrastructure funding derives from various channels, including development fees and federal/provincial funding.



Comparing the Budget to the Annual Report

The City regularly publishes two key financial documents: the Budget Book and the Annual Report. The Budget Book focuses on the future: it details the expenses planned by the City to support day-to-day operations and capital investments. The Annual Report reflects the past: it provides a comprehensive report of the City's financial performance in the year that recently closed. These two documents are prepared using two different accounting methods. The Budget Book uses cash-based accounting, while the Annual Report uses accrual-based accounting. Cash-based accounting records income and expenses at the actual time cash is received or paid out. Accrual-based accounting recognizes income when the revenue is earned and records expenses when liabilities are incurred – regardless of when cash is actually received or paid.

The Budget Book is prepared using cash-based accounting to meet legislative requirements. *The Cities Act* requires municipalities to present a balanced budget with no surplus or deficit. Using cash-based accounting simplifies reporting and adherence to legislation and is easier to understand.

The audited financial statements included within the Annual Report are prepared using accrual-

based accounting in accordance with Public Sector Accounting Standards set by the Canadian Public Sector Accounting Board.

The difference in accounting methods prevents a direct comparison between the Budget Book and the Annual Report. Therefore, the values presented in the Consolidated Statement and Operations and Accumulated Surplus sections of the Annual Report have been converted to accrual-based accounting through a number of adjustments from cash-based figures in the Budget Book.

Examples of those adjustments include:

- Recording amortization for tangible capital assets, meaning the cost of an asset is recorded not at the time of payment but spread over its useful life.
- Recording the post-employment benefit earned by employees as a future liability. These are typically earned throughout the year but are paid to the employee at or beyond retirement.
- Asset Retirement Obligations, which are legal responsibilities for the future disposal or retirement of tangible long-term assets such as the landfill closure and remediation of storage tanks, asbestos in buildings and land impaction.

The following table reflects the net surplus from these adjustments for the line items that would be included if the Budget Book used accrual-based accounting:

CONSOLIDATED BUDGET- ACCRUAL BASIS	2024		2025	
In 000's	Forecast		Budget	
REVENUES				
Total Revenues from Operations		739,000		841,199
Non-Tangible Capital	-		-	
Tangible Capital Asset	-		-	
Total Tangible & Non-Tangible	-		-	
Less Transfer from Reserve/Reserve Fund(1)	(118,185)		(29,600)	
Net Revenue to Fund Capital(2)		(118,185)		(29,600)
Total Revenue		620,815		811,599
EXPENSES				
Total Operating Expenses	779,000		841,199	
Less Transfer to Reserve/Reserve Funds(3)	(27,676)		(101,500)	
Add:TCA Amortization Expenses(4)	75,441		104,000	
Add Post Employment Benefit Expenses(5)	-		1,945	
Add Post Employment Benefit Expenses(5)	3,000		3,000	
Add Estimated Change in Liability of Contaminated Sites(6)				
Add Estimated Change in Landfill Closure Liability(7)				
Net Operating Expenses		829,765		846,894
Non-Tangible Capital(8)	-		-	
Tangible Capital Asset	-		-	
Total Capital Expenses	-		-	
Less Tangible Capital Asset Capitalized	(190,919)		(8,241)	
Net Capital Expenses - Not Capitalized(8)		(190,919)		(8,241)
Total		638,846		838,653
ADJUSTED BUDGET:FULL ACCRUAL ACCOUNTING BUDGET SURPLUS(9)		(18,031)		(27,054)

NOTES:

- (1) Represents transfers from reserves and/or reserve funds to fund expenditures. They are not considered revenues under the full accrual method of accounting.
(2) Represents new revenues to fund the capital budget.
(3) Represents contributions to reserves and/or reserve funds. These are not considered expenditures under the full accrual method of accounting but become part of the actual year end surplus (retained earnings).

- (4) Tangible Capital Asset (TCA) Amortization Expenses are calculated based on actual amortization expenses from "in service" assets as of previous year and amortization expenses for assets projected to be "in service" or acquired in the current year and are calculated on a 1/2 year rule of amortization.
(5) Post-employment Benefit Expenses based on estimates provided Mobius.
(6) Non-Tangible Capital are included in the capital budget, and they will be restated as operating expenses.
(7) Liability for Contaminated Sites.
(8) Liability for Landfills.
(9) Projected Surplus is based on the restated budget.

The Public Sector Accounting Board introduced new financial reporting requirements that will come into effect for the fiscal year starting in 2027. The new requirements aim to increase transparency and accountability and encourage the public sector to use consistent methods, standards, and classifications in the preparation of their budget and financial statements. This change would simplify the reconciliation between the approved budget and the budget amounts reported in the financial statements at year end. The City intends to adopt these new reporting requirements, which will result in changes to both the Budget Book and the financial statements included in the Annual Report.

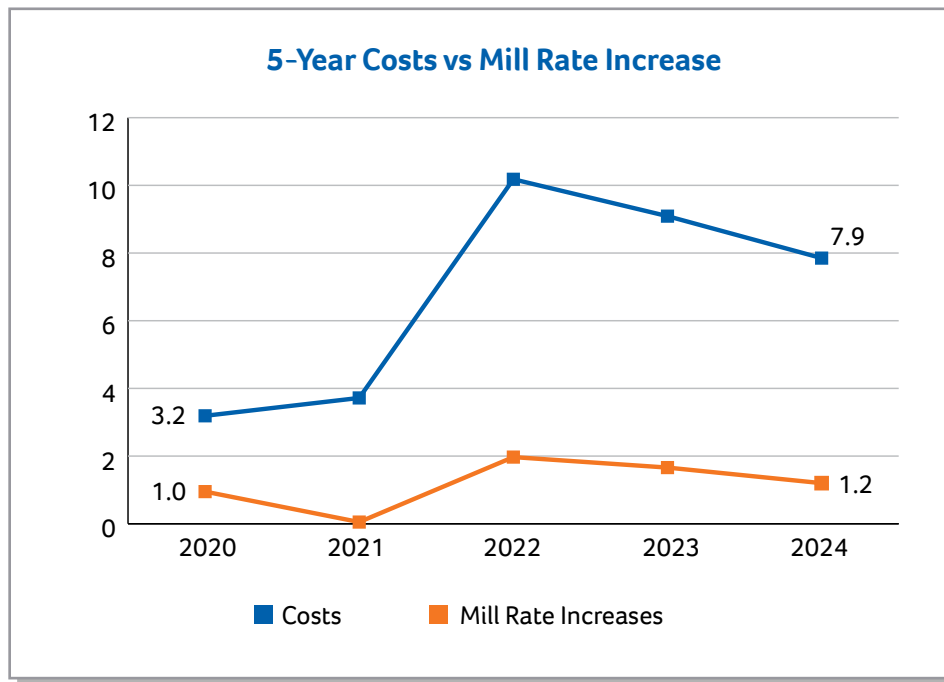
City's Financial Position & Economic Outlook



Emerging Issues and Financial Pressures

Over the last five years, the cost increases to deliver civic operations have greatly outpaced mill rate increases. While inflation, salaries and the expansion of civic services grew at a high rate, the mill rate increase has remained consistently low. This has resulted in budgets that did not adequately reflect

the costs incurred to deliver services. In order to increase transparency and accurately report on the costs of its services, the City analyzed budget lines and actual spending over the course of three years to pinpoint and minimize variances.



2025 Economic Outlook

The City’s 2025 Budget is impacted by international, national, and local economic factors. Awareness of these influences allows the City to manage short-term risks and plan for long-term financial sustainability. A prosperous economy enables business development and sustainable employment while attracting professionals and families to our city.

Key Economic Indicators (Table 1) for the Regina Area show a positive outlook for 2025 and beyond. A key measure of the health of an economy is its Gross Domestic Product (GDP), which measures the value of goods and services produced by the local economy. According to the Conference Board of Canada, Regina’s GDP is expected to grow by 2.5 per cent in 2025, outperforming the 0.8 per cent increase in 2024.

Table 1 Key Economic Indicators

ECONOMIC INDICATORS								
	2022	2023	2024	2025	2026	2027	2028	2029
Real GDP at basic prices (2017 \$ millions)	17,754	18,108	18,252	18,712	19,191	19,686	20,143	20,567
Total employment (000s)	142	148	151	153	156	159	162	165
Unemployment rate (per cent)	4.9	4.9	6.2	5.3	5.0	4.7	4.6	4.6
Household income per capita (\$)	60,388	63,067	63,622	64,998	66,537	67,981	69,323	70,688
Population (000s)	265	277	287	293	297	302	307	314
Total housing starts (units)	937	1,177	1,198	1,661	1,795	1,871	1,943	2,014
Retail sales (\$ millions)	7,435	7,766	7,956	8,187	8,489	8,809	9,109	9,412
CPI (2002 = 1.0)	1.542	1.606	1.632	1.665	1.697	1.731	1.766	1.801

Shaded area represents forecast data.
Sources: Statistics Canada; CMHC Housing Time Series Database; The Conference Board of Canada.

Other indicators of Regina's economy include:

- **More employment opportunities:** Regina's employment levels are expected to rise by 1.5 per cent in the first quarter of 2025 and by 0.4 per cent each subsequent quarter. Correspondingly, unemployment is set to decrease from an estimated 5.9 per cent in 2024 to 5.3 in 2025, with further decreases in subsequent years. Employment growth reflects increased economic activity, higher consumer spending, and improved living standards for residents who join the workforce.
- **More residents:** Regina's population grew 3.6 per cent in 2024 and is estimated to grow 2.2 per cent in 2025, thanks in large part to international migration. Regina is an appealing new home for newcomers from across the world thanks to its relative affordability in comparison with the rest of Canada.
- **More homes:** housing demand remained strong. Housing starts, which refers to the start of construction on a new residential housing unit, are

expected to increase from approximately 1,200 in 2024 to 1,660 in 2025. Continued growth is predicted for the next few years.

- **More income:** Household income grew by an estimated 4.5 per cent in 2024 and is estimated to grow by 4.4 per cent in 2025.

Regina continues to face the inflationary pressures that have marked recent years, peaking in 2022. Inflation was estimated at 1.6 per cent in 2024 and is forecast to be 2.0 per cent starting in 2025 and for several subsequent years.

Over the last five years, the City absorbed much of this inflationary impact without increasing its budget. However, that approach is no longer sustainable, and budget increases are necessary to continue to provide services. Trade-offs between spending and maintaining service levels may be required to minimize the impact of tax increases on residents and commercial businesses.

Key Economic Impacts

Additional insights to set the context for Regina's economic environment:

- Federated Co-operatives Limited (FCL) announced in early 2025 that it is indefinitely pausing its planned Integrated Agricultural Complex (IAC), including a renewable diesel facility and joint-venture canola crush plant with AGT Foods (AGT). These projects were expected to create 2,500 construction jobs, 150 permanent jobs and \$4.5 billion in direct and indirect economic benefits to the region.
- Viterra Ltd.'s acquisition by Bunge Ltd. is expected to be finalized in 2025. The acquisition is projected to negatively impact Saskatchewan farmers due to decreased competition. The conditions of the deal also require the current head office in Regina be kept open for only five years. Closing or relocating this office could result in over 200 lost jobs in Regina.
- Regina's YQR Airport now has two American destinations – Minneapolis and Denver. These flights help support Regina's tourism and trade relations. Having direct air access to the United States year-round allows for new investment opportunities and expanded trade relationships.
- The Cargill canola crushing plant at Global Transportation Hub (GTH) is underway and scheduled to be complete by the end of 2025.
- One major unknown comes via tariff threats from – and possible retaliatory tariffs against – the new Trump Administration in the United States. Saskatchewan's economy is heavily reliant on exports to the United States, its largest trading partner. Saskatchewan exported roughly \$27 billion to the United States in 2024 meaning any decline in those exports will impact businesses in Regina and the surrounding region and ultimately residents.



General Operating Budget

Net Operating Budget by Service

The following table is a summary of the net operating budgets for all services areas within the City of Regina. Detailed budgets for each services area start on page 39.

SERVICE CATEGORIES						
(\$000s)	Actual		Budget	Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Net Budgets						
Parks Maintenance & Open Space	(16,630)	(17,558)	(17,672)	(17,173)	(1,077)	(18,749)
Recreation Programs, Facilities & Sports Fields	(13,390)	(13,562)	(14,583)	(13,576)	(1,216)	(15,799)
Community & Cultural Development	(8,865)	(6,475)	(6,685)	(7,741)	105	(6,580)
Recreation Planning & Department Administration	(1,894)	(1,466)	(1,460)	(1,630)	427	(1,033)
Cemeteries	26	47	70	268	15	85
Golf Courses	11	-	331	(37)	64	395
Conventional Transit & Paratransit	(31,219)	(30,541)	(29,167)	(31,234)	(7,745)	(36,912)
Roadways & Active Transportation	(14,394)	(14,029)	(12,186)	(11,527)	509	(11,677)
Traffic & Road Safety	(10,186)	(11,679)	(10,588)	(12,046)	(2,086)	(12,674)
Alleys	(5,192)	(5,182)	(1,966)	(2,698)	(539)	(2,505)
Winter Road Maintenance	(16,494)	(12,814)	(10,006)	(9,456)	(1,647)	(11,653)
Landfill Operations	(3,498)	(1,488)	-	3,996	-	-
Solid Waste (Garbage) Collection	(8,975)	(7,974)	(137)	(20)	137	-
Waste Diversion	3,421	1,529	-	2,651	-	-
Fire Services	(45,531)	(47,066)	(48,265)	(48,608)	(1,036)	(49,301)
Corporate Strategy, Performance & Sustainability	(2,073)	(2,846)	(3,762)	(3,075)	753	(3,009)
Indigenous Relations & Community Development	-	(2,886)	(3,181)	(3,016)	(5,209)	(8,390)
City Centre & Community Standards	(2,823)	(2,432)	(2,506)	(2,551)	(699)	(3,205)
Real Estate, Land Development & Economic Development	(7)	-	-	(388)	-	-
Tourism	-	-	(910)	(912)	(937)	(1,847)
Facilities	(19,259)	(22,183)	(23,260)	(23,016)	588	(22,672)

SERVICE CATEGORIES						
(\$000s)	Actual		Budget	Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Net Budgets						
Sustainable Infrastructure	(3,750)	(4,639)	(5,346)	(4,742)	673	(4,673)
Planning & Development Services	318	(3,826)	(5,081)	(3,943)	2,949	(2,132)
Mayor's Office & City Council	(1,667)	(1,800)	(1,653)	(1,601)	(323)	(1,976)
Officers of Council & Senior Leadership	(6,113)	(5,902)	(6,071)	(3,048)	(67)	(6,138)
Council and Committee Support & Elections Management	(2,244)	(2,610)	(2,622)	(2,908)	(221)	(2,843)
Assessment & Property Revenue Services	6,367	4,556	(1,174)	145	675	(499)
Technology	(13,927)	(13,983)	(14,346)	(15,255)	(879)	(15,225)
People & Organizational Culture	(6,258)	(6,925)	(6,840)	(7,145)	(663)	(7,503)
Legal Services	(4,459)	(4,430)	(4,399)	(4,340)	(644)	(5,043)
Communications & Engagement	(4,165)	(4,626)	(4,733)	(4,719)	(633)	(5,366)
Corporate Programs	56,351	57,675	55,915	56,014	(959)	56,973
Financial Services	(5,576)	(13,632)	(7,566)	(15,497)	(295)	(7,271)
Service Partners	(6,263)	(6,817)	(10,150)	(18,798)	(7,384)	(17,534)
Regina Police Service	(92,797)	(98,144)	(102,745)	(102,745)	(6,972)	(109,717)
TOTAL NET BUDGET BEFORE PROPERTY TAX	(281,155)	(303,708)	(300,984)	(302,744)	(33,489)	(334,473)
Proposed Property Tax for the Year	281,155	303,708	300,984	304,275	33,489	334,473
NET SURPLUS/DEFICIT	-	-	-	941	-	-



Utility Operating Budget

Net Operating Budget by Service

SERVICE CATEGORIES						
(\$000s)	Actual		Budget	Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Net Budgets						
Water Supply & Distribution	(17,234)	(18,240)	(19,568)	(17,816)	(1,420)	(20,988)
Wastewater Collection & Treatment	(22,257)	(18,038)	(17,562)	(19,119)	(3,508)	(21,070)
Drainage Collection & Flood Protection	(3,426)	(4,182)	(3,275)	(2,495)	(1,075)	(4,350)
Solid Waste (Garbage) Collection	(698)	(1,010)	(1,015)	(841)	956	(59)
Sustainable Infrastructure	(2,604)	(2,780)	(3,022)	(3,439)	(511)	(3,533)
Planning & Development Services	(1,874)	(640)	(1,071)	(1,246)	449	(622)
Corporate Strategy, Performance & Sustainability	(159)	(46)	(69)	(69)	(155)	(224)
Assessment & Property Revenue Services	133,900	142,001	141,030	145,635	5,880	146,910
Officers of Council & Senior Leadership	(338)	(531)	(558)	(558)	155	(403)
Facilities	(736)	(733)	(507)	(1,048)	-	(507)
Technology	(546)	(706)	(838)	(706)	75	(763)
Communications & Engagement	(1,053)	(1,038)	(1,290)	(899)	-	(1,290)
Corporate Programs	(82,821)	(93,934)	(92,075)	(104,178)	(800)	(92,875)
Financial Services	(155)	(123)	(180)	(121)	(45)	(225)
NET SURPLUS/DEFICIT	-	-	-	6,900	-	-



Debt and Debt Service Levels

The City's debt limit is \$660 million. The City cannot borrow above this limit, which is set by the Saskatchewan Municipal Board. The debt that counts against this limit includes debt for the General Fund, the Utility Fund, and debt borrowed by entities related to the City. The General Fund Operating Budget includes the repayment of debt issued to

fund capital projects, in accordance with section 129(1) of *The Cities Act*.

By keeping debt levels relatively low and relying on its own sources of financing, the City has been able to minimize interest costs.

General Fund Debt

Debt (\$000s)	2025			Servicing Cost		
	Opening Balance	New Issue	Closing Balance	Principal	Interest	Total Payments
General Capital	2,107	-	-	2,107	25	2,132
Mosaic Stadium	155,954	-	150,759	5,195	6,258	11,453
Servicing Agreement Fee Projects		30,000	30,000	-	-	-
General Operating Fund Total	158,061	30,000	180,759	7,302	6,283	13,585

Debt (\$000s)	2026-2029			Servicing Cost		
	2026 Opening Balance	New Issue	2029 Closing Balance	Principal	Interest	Total Payments
General Capital	-	-	-	-	-	-
Mosaic Stadium	150,759	-	127,766	22,993	22,819	45,812
Servicing Agreement Fee Projects	30,000	25,000	55,000	-	8,288	8,288
Indoor Aquatics and Geothermal Facility	-	160,200	160,200		13,260	13,260
2026 - 2029 General Operating Fund Total	180,759	185,200	342,966	22,993	44,367	67,360
Sinking Fund						
Servicing Agreement Fee Projects	-	-	3,524	3,334	-	3,334
Indoor Aquatic Center and Geothermal Facility	-	-	5,482	5,335	-	5,335
2026 - 2029 General Operating Fund Total	-	-	9,006	8,669	-	8,669
2026 to 2029 Net Balance General Operating Fund Total	180,759	185,200	333,960	31,662	44,367	76,009

Utility Fund Debt

Debt (\$000s)	2025			Servicing Cost		
	Opening Balance	New Issue	Closing Balance	Principal	Interest	Total Payments
Wastewater Treatment Plant	65,759	-	63,814	1,945	4,073	6,018
Water Network Expansion	100,000	85,000	185,000	-	4,250	4,250
Utility fund Total	165,759	85,000	248,814	1,945	8,323	10,268
Sinking Fund						
Water Network Expansion	-	-	3,510	3,510	-	3,510
2026 to 2029 General Operating Fund Total	-	-	3,510	3,510	-	3,510
2025 Net Balance General Utility Fund Total	165,759	85,000	245,304	5,455	8,323	13,788

Debt (\$000s)	2026-2029			Servicing Cost		
	2026 Opening Balance	New Issue	2029 Closing Balance	Principal	Interest	Total Payments
Wastewater Treatment Plant	63,814	-	54,694	9,120	14,952	24,072
Water Network Expansion	185,000	-	185,000	-	31,450	31,450
2026 - 2029 General Operating Fund Total	248,814	-	239,694	9,120	46,402	55,522
Sinking Fund						
Water Network Expansion	3,510	-	17,628	12,652	-	12,652
2026 - 2029 General Operating Fund Total	3,510	-	17,628	12,652	-	12,652
2025 Net Balance General Utility Fund Total	245,304	-	222,066	21,772	46,402	68,174



Reserves

The City maintains 23 reserves across two primary funds: General Fund (22 reserves) and Utility Fund (1 reserve). Reserves are intended to stabilize the effect of spending decisions on property taxation. They can also be used to respond to unexpected or emergency spending requirements and to minimize the use of debt to finance capital projects.

In many cases, reserves are a key component of long-range financial planning for a particular asset category. Two examples include:

- Solid Waste Reserve - a mechanism to set aside resources to allow for the renewal, capping and closure of the landfill as well as the maintenance of ongoing assets required to operate the solid waste service; and
- Cemetery Reserve - a mechanism to set aside fees

for perpetual care so that they are available for that purpose in the future.

Allocating either fee-based revenues or tax-based revenues to reserves allows for the cost of renewal to be spread across users over the life of the asset. This is consistent with a financial principle in the OCP, which identifies the “benefits model” as the basis for allocating costs. In this model, the users of a service should pay for the service (either through user fees or taxes). Financing tools like reserves can reduce the risk of transferring the cost of an asset to a future generation that hasn’t been able to fully utilize the asset.

General Fund - Reserves

			2023	2024		2025	2026	2027	2028	2029	
Min	Max	Reserve Name	Projected Ending Balance	Addition	Reduction	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	
23,000	46,000	General Fund Reserve	28,602	5,222	18,319	15,505	15,235	15,127	15,019	14,911	14,804

The amount of funding currently held in reserves is relatively low in comparison to the value of the City’s assets. Reserves are projected to decrease from \$189.6 million in 2024 to \$80.7 million by 2029.

The projected decline in reserve funding over the next five years is primarily related to the following three reserves:

- Planning & Sustainability – \$25.7 million below its minimum limit of \$1.7 million.
- Fleet Replacement Reserve - \$13.2 million below its minimum limit of \$1.7 million. Future outflows from this reserve include the cost of replacing the fleet with electric vehicles. Administration will be reviewing the impact of transitioning to an electric fleet has on the reserve and make recommendations to Council as necessary.

			2023	2024		2025	2026	2027	2028	2029	
Min	Max	Reserve Name	Projected Ending Balance	Addition	Reduction	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	
Operating Reserve (Tax Supported - \$000s)											
-	675	Community Investment (Grants) Reserve	580	241	50	216	216	216	216	216	216
-	800	Elections and Property Reassessment Reserve	854	205	562	497	702	907	1,112	755	960
300	4,000	Regina Police Service General Reserve	2,373	38	-	2,411	2,421	2,431	2,441	2,451	2,461
-	1,500	RPS Community Policing Initiative Reserve	874		-	874	874	874	874	874	874
65	300	Regina Police Service Radio Equipment Reserve	347	47	-	394	300	300	300	300	300
N/A	N/A	Social Development Reserve	5,137	2,500	2,433	5,204	5,204	5,204	5,204	5,204	5,204
1,000	2,000	Winter Road Maintenance Reserve									
-	1,000	Tourism Reserve	-	555	-	555	555	555	555	555	555
1,365	9,275	Subtotal	10,165	3,586	3,045	10,151	10,272	10,487	10,702	10,355	10,570
Capital Reserve (Tax Supported - \$000s)											
200	1,300	Asphalt Plant Reserve	1,244	129	875	498	498	598	198	298	(101)
500	30,000	Asset Revitalization	3,664	4,370	3,000	5,034	5,034	5,034	5,034	5,034	5,034
1,700	14,300	Fleet Replacement Reserve	17,351	13,605	18,291	12,665	2,087	4,087	38	(1,355)	(18,165)
100	1,000	Technology Reserve	208	76	-	284	289	294	299	304	309
N/A	N/A	māmawēyatitān Reserve	588	98	-	686	784	882	980	1,078	1,176
N/A	N/A	Intensification Infrastructure	(6,899)	150	784	(7,533)	(10,005)	(12,654)	(13,908)	(11,613)	(18)
2,500	46,600	Subtotal	16,156	18,428	22,950	11,634	(1,313)	(1,759)	(7,359)	(6,254)	(11,765)
Self Sustaining Reserves (Tax Supported - \$000s)											
100	800	Cemetery Reserve	(808)	191	270	(887)	(845)	(1,554)	(1,593)	(1,513)	(1,707)
200	3,500	Employer Provided Parking Reserve	3,610	200	968	2,842	2,674	2,506	2,188	2,038	2,238
250	2,000	Golf Course Reserve	2,785	1,371	250	3,906	3,206	2,981	1,981	2,131	2,281
2,000	12,000	Land Development Reserve	(12,208)	25,711	12,275	1,228	1,582	5,974	20,669	25,889	29,700
28,000	48,500	Solid Waste Reserve	41,654	9,724	1,858	49,520	51,715	44,917	31,237	18,697	19,787
1,700	13,000	Planning & Sustainability Reserve	(8,952)	-	3,230	(12,182)	(14,537)	(16,892)	(19,247)	(21,602)	(23,957)
N/A	N/A	Regina Revitalization Initiative Stadium Reserve	(1,026)	2,803	1,675	102	(260)	1,470	2,286	4,413	4,539
32,250	79,800	Subtotal	25,055	40,000	20,526	44,529	43,535	39,402	37,521	30,053	32,881

Utility Fund - Reserves

Min	Max	Reserve Name	2023	2024		2025	2026	2027	2028	2029	
			Projected Ending Balance	Addition	Reduction	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	
25,000	90,000	General Utility Reserve	112,699	76,165	76,627	112,237	91,147	74,496	51,301	38,698	32,023

Development Charges

These fees are paid by developers and held by the City to fund the development of new areas and to upgrade existing infrastructure to support new developments.



Deferred Revenues

These are paid by taxpayers and set aside by the City to support specific assets. Currently, the City sets aside deferred revenue generated from the Alley Levy to pay for paved and gravel alleyways.

General Fund – Deferred Revenue and Servicing Agreement Fees

Deferred Revenues and Servicing Agreement Fees (\$000s)									
(\$000s)	2023	2024	2024	2024	2025	2026	2027	2028	2029
	Ending balance	Additions	Reductions	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance
Alley Maintenance - Gravel	295	-	295	-	-	-	-	-	-
Alley Maintenance - Paved	574	-	399	175	175	175	175	175	175
Dedicated Land Charges	4,079	44	3,317	806	906	956	1,006	1,056	1,106
Development Charges – Parks Reserve	11,620	881	604	11,897	12,002	12,199	12,402	12,610	12,972
Development Charges – Roadways Reserve	29,591	4,314	8,105	25,800	21,766	15,702	4,527	1,111	(1,792)
Deferred Revenue - Automated Speed Enforcement (ASE) - Roadways	3,839	768	1,193	3,414	2,969	2,521	2,072	1,614	1,145
Total Deferred Revenue and Servicing Agreement Fees	49,998	6,007	13,913	42,092	37,818	31,553	20,182	16,566	13,606

Utility Fund – Development Charges

Five Year Service Agreement Fees (Utility) Forecast (\$000s)									
(\$000s)	2023	2024	2024	2024	2025	2026	2027	2028	2029
Reserve Name	Ending balance	Additions	Reductions	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance
Development Charges - Utilities	(65,848)	26,109	7,096	(46,835)	(52,311)	(60,476)	(64,503)	(73,522)	(75,734)



City Services Plans & Budgets



How to Read the Service Tables

Department Operating Budget (2025)						
(\$000s)	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	-	-	-	-	-	-
Licences, Levies & Fines	-	-	-	-	-	-
Transfers from reserves	-	-	-	-	-	-
Grants	-	-	-	-	-	-
Other Revenue	-	-	-	-	-	-
Internal Cost Recovery	-	-	-	-	-	-
Revenues (non-tax)	-	-	-	-	-	-
Direct Expenses	-	-	-	-	-	-
Community Investments	-	-	-	-	-	-
Contribution to Capital	-	-	-	-	-	-
Debt Servicing Expenses	-	-	-	-	-	-
Transfers to Reserves	-	-	-	-	-	-
Total Expense	-	-	-	-	-	-
NET SURPLUS/DEFICIT (Tax Funded)	-	-	-	-	-	-

Actual: the actual expenses for this service in the prior years listed.

Budget 2024: this is the amount the City estimated and set aside for this service in 2024.

Forecast 2024: this is what the City expects final revenues and expenses to be at the end of 2024.

Proposed Budget: this is the amount the City estimates and proposed to set aside for 2025. The change column represents the change compared to the 2024 Budget. The parenthesis mean the same as a – sign: less than the year before.

Fees & Charges: these are funds coming from fees paid for by residents, such as waste and water bills, recreation fees and transit fees.

Licences, Levies & Fines: these are funds coming from items such as pet licences and parking fines paid by residents.

Transfers from reserves: these funds were held in a reserve account for this service and are going to be used in 2025 to help cover the cost.

Grants: these funds are provided by other organizations and levels of government, such as provincial and federal grants.

Other Revenues: funds from items such as power and gas bills, interest on investments, and insurance claims.

Internal Cost Recovery: funds charged internally such as fleet costs charged to Transit or Facilities costs charged to Parks.

Revenues (non-tax): this is the total of all revenue lines listed above it but does not include property tax revenues.

Direct Expenses: all expenses for this service, such as salaries, materials, supplies, and contracted services.

Community Investments Expense: funds the City provides to the services partners and community associations to help fund their operations.

Contribution to Capital: these are property taxation funds used to fund the capital plan. The capital plan includes roads, facilities, and fleet vehicles for example.

Debt Servicing Expenses: this is funding to cover debt payments for projects that were funded through loans, such as Mosaic Stadium.

Transfers to Reserves Expense: these funds are being transferred to a dedicated reserve account for future use.

Net Surplus/Deficit: the amount of tax needed to fund this service. This is the net of direct revenues and total expenses for this service (Tax funded).

City Services Budget - General Fund Operating







Parks, Recreation & Cultural Services

Parks Maintenance & Open Space Services

The City cares for and maintains parks, open spaces, amenities, and the vibrant tree canopy that enrich our city and provide residents with recreational opportunities and access to green spaces.

Recreation Programs, Facilities & Sports Fields

The City provides access to a number of recreational and sport facilities – from major hubs like the Fieldhouse and Lawson Aquatic Centre, to Neighbourhood Centres, indoor ice arenas, outdoor pools, rinks, and sports fields and courts. The City also offers 4,371 recreation and leisure programs that meet the needs of residents with diverse abilities and interests.

Community & Cultural Development

The City provides support, expertise and annual funding to community organizations that deliver arts, culture and recreation programs and services for residents.

Recreation Planning & Department Administration

Provides planning, budgeting and development services related to parks and recreation facilities, in alignment with the City's master plans.

Cemeteries

The City provides culturally appropriate interment and perpetual care and maintenance of City-owned cemeteries.

Golf Courses

The City maintains four golf courses that provide a full spectrum of playing opportunities at an affordable price.



Parks Maintenance & Open Space Services

Services Provided

- **Parks Maintenance**
 Maintenance, servicing and clean-up of parks and open spaces, including playgrounds, athletic fields, outdoor rinks, and more.
- **Forestry**
 Maintenance and preservation of the City’s tree canopy within parks, boulevards, natural areas, and naturalized areas.
- **Pest Control**
 Pest control services against cankerworms, Dutch elm disease, emerald ash borers, gophers, mosquitoes and tent caterpillars, as well as advice to residents on how to prevent other pests such as webworms, rabbits, aphids, coyotes, maple bugs and dandelions.
- **Horticulture**
 Provision of the City’s outdoor floral program and planting City trees.

Financial Information

Parks and Open Space Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	21	29	57	27	-	57
Grants	-	-	5	-	-	5
Other Revenue	-	-	5	-	-	5
Internal Cost Recovery	183	184	65	230	(7)	58
Revenues (non-tax)	204	213	132	257	(7)	125
Direct Expenses	16,834	17,771	17,804	17,430	1,070	18,874
Total Expense	16,834	17,771	17,804	17,430	1,070	18,874
NET SURPLUS/DEFICIT	(16,630)	(17,558)	(17,672)	(17,173)	(1,077)	(18,749)



Recreation Programs, Facilities & Sports Fields

Services Provided

■ Recreation Programs

Provide recreation, sport and leisure opportunities that serve participants with diverse needs, abilities and interests.

■ Recreation Facilities

Offer programs for the Lawson Aquatic Centre, Fieldhouse, Sandra Schmirler Leisure Centre and Northwest Leisure Centre, the City's outdoor pools and five City-operated Neighbourhood Centres.

■ Sports Facilities and Other Recreation Spaces

Provide customer support for users of the City's indoor ice arenas, outdoor sports facilities, and bookable outdoor spaces like Victoria Park.

■ Scheduling

Scheduling the City's indoor ice arenas, sports fields, ball diamonds and school spaces available for community use like gymnasiums.

■ Mosaic Stadium

Scheduling field of play, managing the operating and maintenance agreement between the City and Regina Exhibition Association Limited (REAL). First point of contact for stadium tenants. Mosaic Stadium is funded from a dedicated mill rate that generated \$10.9 million. That is included in the tax funded amount in the table below.

Financial Information

Recreation Programs, Facilities & Sports Fields Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	14,382	14,642	14,585	15,252	583	15,168
Grants	2,114	2,091	2,106	2,076	(43)	2,063
Other Revenue	937	759	759	759	-	759
Internal Cost Recovery	1,000	-	-	-	-	-
Revenues (non-tax)	18,433	17,492	17,450	18,087	540	17,990
Direct Expenses	18,309	18,331	18,661	18,333	1,011	19,672
Community Investment Expense	154	340	386	344	64	450
Debt Servicing Expenses	11,441	11,444	11,453	11,453	-	11,453
Transfers to Reserve Expenses	1,919	939	1,533	1,533	682	2,215
Total Expense	31,823	31,054	32,033	31,663	1,757	33,790
Dedicated Mill Rate	(10,308)	(10,388)	(10,468)	(10,468)	(392)	(10,860)
NET SURPLUS/DEFICIT (Tax Funded)	(3,082)	(3,174)	(4,115)	(3,108)	(825)	(4,940)

Community & Cultural Development

Services Provided

- **Community Operated Centres**
 Manage funding agreements with five community-operated centres.
- **Cultural Development**
 In alignment with the City's Cultural Plan, provide support to Regina's arts and culture community through funding and programming.
- **Adaptive Programs**
 Provide inclusive and adapted programming with safe and accessible opportunities for everyone to enjoy.
- **Community Investment Grants Programs**
 Manage the adjudication and distribution of \$5.49 million in grants to over 270 organizations across sectors such as art and culture, sport and recreation, social development, and the Henry Baker Scholarship program.
- **Capacity Building**
 Provide training and consultation services for Community Associations and Zone Boards.

Financial Information

Community and Cultural Development Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	157	178	192	196	-	192
Grants	340	340	340	340	-	340
Internal Cost Recovery	2,340	400	-	50	-	-
Revenues (non-tax)	2,837	918	532	586	-	532
Direct Expenses	3,126	1,466	1,643	1,886	59	1,701
Community Investment Expense	5,931	5,682	5,574	6,441	(243)	5,331
Transfers to Reserve Expenses	2,645	245	-	-	80	80
Total Expense	11,702	7,393	7,217	8,327	(105)	7,112
NET SURPLUS/DEFICIT (Tax Funded)	(8,865)	(6,475)	(6,685)	(7,741)	105	(6,580)

Recreation Planning & Department Administration

Services Provided

- **Parks & Recreation Policy & Planning**
 Policy development, planning and budgeting related to the redevelopment and development of parks and recreation facilities.
- **Parks & Recreation Capital Project Delivery**
 Deliver capital projects directly and through
- **Partnerships**
 partnerships, including community engagement, design development and construction.
- **Department Administration**
 Department leadership and administrative support.

Financial Information

Recreation Planning & Department Administration Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	21	-	10	(3)	-	10
Grants	5	-	-	-	-	-
Revenues (non-tax)	26	-	10	(3)	-	10
Direct Expenses	1,821	1,466	1,470	1,627	(427)	1,043
Transfers to Reserve Expenses	98	-	-	-	-	-
Total Expense	1,919	1,466	1,470	1,627	(427)	1,043
NET SURPLUS/DEFICIT (Tax Funded)	(1,894)	(1,466)	(1,460)	(1,630)	427	(1,033)



Cemeteries

Services Provided

- Interment**
Provide culturally appropriate treatment of remains.
- Perpetual Care & Maintenance**
Provide maintenance of graves, grounds, and other features of the cemeteries.

Financial Information

Cemeteries Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	1,490	1,634	1,544	1,695	248	1,792
Grants	8	-	-	-	-	-
Other Revenue	23	34	10	30	20	30
Internal Cost Recovery	13	14	-	14	-	-
Revenues (non-tax)	1,534	1,682	1,554	1,739	268	1,822
Direct Expenses	1,338	1,418	1,394	1,449	134	1,528
Transfers to Reserve Expenses	170	217	90	23	119	209
Total Expense	1,508	1,635	1,484	1,471	253	1,737
NET SURPLUS/DEFICIT (Tax Funded)	26	47	70	268	15	85



Golf Courses

Services Provided

■ **Maintenance**

Greens-keeping and maintenance services for all City golf courses including turf care, irrigation systems and bunker repair.

■ **Contract Management**

Manage the City’s contract with its golf course operator who provides customer services such as pro-shops, driving ranges, power cart rentals, food and beverage, booking tee times and facilitating tournaments.

Financial Information

Golf Courses Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	3,559	3,862	2,908	4,325	397	3,304
Other Revenue	3	-	-	-	-	-
Internal Cost Recovery	-	-	-	10	-	-
Revenues (non-tax)	3,562	3,862	2,908	4,335	397	3,304
Direct Expenses	2,935	2,942	2,529	2,990	108	2,637
Transfers to Reserve Expenses	616	920	48	1,382	225	273
Total Expense	3,551	3,862	2,577	4,372	333	2,910
NET SURPLUS/DEFICIT (Tax Funded)	11	-	331	(37)	64	394





REGINA TRANSIT

835

REGINA TRANSIT



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Transit

Conventional Transit & Paratransit

The City manages the public transit system in Regina, which includes fixed bus routes and paratransit service for residents experiencing low mobility.



Conventional Transit & Paratransit

Services Provided

Conventional Transit

Mass transportation via fixed route buses.

Paratransit

Door-to-door public transportation service for customers who cannot use conventional transit for some or all of their travel needs due to low mobility.

Financial Information

Conventional Transit & Paratransit Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	9,887	11,126	11,813	11,200	(650)	11,163
Grants	1,679	2,111	1,735	1,895	-	1,735
Other Revenue	227	268	156	332	-	156
Internal Cost Recovery	-	-	28	-	-	28
Revenues (non-tax)	11,793	13,505	13,732	13,427	(650)	13,082
Direct Expenses	39,949	40,983	39,815	41,596	3,958	43,773
Transfers to Reserve Expenses	3,064	3,063	3,084	3,064	3,137	6,221
Total Expense	43,013	44,046	42,899	44,660	7,095	49,994
NET SURPLUS/DEFICIT (Tax Funded)	(31,219)	(30,541)	(29,167)	(31,234)	(7,745)	(36,912)





Transportation

Roadways & Active Transportation

The City maintains and repairs roads, bridges and sidewalks and undertakes construction and repairs of roads and sidewalks that need substantial improvements.

Traffic & Road Safety

The City supports the safety of residents by overseeing traffic management. This includes conducting permanent and temporary traffic control design, installing and maintaining pavement markings, traffic lights, and other infrastructure to direct the flow of traffic, as well developing and enforcing compliance with traffic bylaws.

Alleys

The City provides street sweeping, gravel road maintenance, easement maintenance and maintenance, renewal and snow clearing in alleys.

Winter Road Maintenance

The City keeps the roads safe during the winter months by clearing and removing snow and controlling ice. The City is also responsible for sidewalk snow clearing in some areas.



Roadways & Active Transportation

Services Provided

- **Planning, Engineering, Design**
 Provide engineering expertise and technical support to maintain and manage roadways, sidewalks, alleys, easements and bridges to ensure a safe, reliable transportation system for the community.
- **Construction Delivery**
 Construction and project management.
- **Construction Support**
 Supply of materials, quality assurance and quality control testing and inspection (QA/QC), construction.
- **Bridge Maintenance**
 Engineering, planning, design, procurement, data collection, and maintenance of bridges and overpasses.
- **Road Maintenance**
 Potholes, cuts, asphalt repairs.
- **Sidewalk Maintenance**
 Sidewalk repairs, maintenance, and landscape repairs.

Financial Information

Roadways Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	-	182	109	109	-	109
Grants	472	472	435	472	-	435
Other Revenue	59	-	34	-	(34)	-
Internal Cost Recovery	549	612	-	-	-	-
Revenues (non-tax)	1,081	1,267	578	581	(34)	544
Direct Expenses	15,474	15,296	12,764	12,108	(543)	12,221
Total Expense	15,474	15,296	12,764	12,108	(543)	12,221
NET SURPLUS/DEFICIT (Tax Funded)	(14,394)	(14,029)	(12,186)	(11,527)	509	(11,677)



Traffic & Road Safety

Services Provided

- **Traffic Control**
 Proactive and integrated enforcement to reduce speeding and other risky traffic behaviour. Provision of signs, pavement markings, and placement of temporary traffic controls.
- **Traffic Signals and Expressway Lights**
 Streetlight operations and maintenance, traffic signal design, construction, operations and maintenance, and decorative lighting operation and maintenance.
- **Safe Mobility Engineering**
 Planning, monitoring, and inspecting safety programs for our road and sidewalk network.

Financial Information

Traffic and Road Safety Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Licences, Levies & Fines	2,968	2,220	835	3,042	(835)	-
Fees & Charges	466	229	318	315	(173)	145
Other Revenue	422	297	75	244	320	395
Internal Cost Recovery	600	522	-	63	-	-
Revenues (non-tax)	4,456	3,269	1,228	3,664	(688)	540
Direct Expenses	14,642	14,948	11,815	15,710	1,399	13,214
Total Expense	14,642	14,948	11,815	15,710	1,399	13,214
NET SURPLUS/DEFICIT (Tax Funded)	(10,186)	(11,679)	(10,588)	(12,046)	(2,086)	(12,674)



Alleys

Services Provided

- **Paved Alley**
 Maintenance and capital renewal of the paved alley network, including snow clearing and sweeping.
- **Gravel Alley**
 Maintenance and capital renewal of the gravel alley network, including snow clearing.
- **Easement Maintenance**
 Maintenance and drainage grading of utility easements.
- **Street Sweeping**
 Sweeping of all boulevards, streets and sidewalks.
- **Gravel Road Maintenance**
 Maintenance and dust suppression treatment of the gravel road network.

Financial Information

Alleys Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Licences, Levies & Fines	1,201	626	5,700	5,196	(242)	5,458
Internal Cost Recovery	-	-	450	225	(225)	225
Revenues (non-tax)	1,201	626	6,150	5,421	(467)	5,683
Direct Expenses	6,393	5,808	8,116	8,119	72	8,188
Total Expense	6,393	5,808	8,116	8,119	72	8,188
NET SURPLUS/DEFICIT (Tax Funded)	(5,192)	(5,182)	(1,966)	(2,698)	(539)	(2,505)



Winter Road Maintenance

Services Provided

Snow and Ice Control

Management of snow and ice on City roads and sidewalks through snow plowing and blading, snow removal, and ice control.

Financial Information

Winter Roads Maintenance Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	955	397	550	277	(275)	275
Other Revenue	-	(8)	-	-	-	-
Internal Cost Recovery	2,037	226	225	-	(225)	-
Revenues (non-tax)	2,991	615	775	277	(500)	275
Direct Expenses	19,485	13,429	10,781	9,234	1,147	11,927
Transfers to Reserve Expenses	-	-	-	499	-	-
Total Expense	19,485	13,429	10,781	9,733	1,147	11,927
NET SURPLUS/DEFICIT (Tax Funded)	(16,494)	(12,814)	(10,006)	(9,456)	(1,647)	(11,652)





Reuse

Yard Waste Depot

Hazardous Waste

Compost

Recycle

Garbage

Regina.ca/



Solid Waste Services

Landfill Operations

The City operates the landfill on Fleet Street to ensure sustainable solid waste management.

Solid Waste (Garbage) Collection

The City provides municipal solid waste collection and disposal services.

Waste Diversion

The City diverts solid waste material through programming and education.



Landfill Operations

Financial Information

Landfill Operations Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	8,935	9,691	10,740	9,285	(1,350)	9,390
Other Revenue	4	-	-	-	-	-
Internal Cost Recovery	4,531	4,576	3,536	3,571	(4)	3,533
Revenues (non-tax)	13,470	14,267	14,276	12,856	(1,354)	12,923
Direct Expenses	9,045	8,994	8,959	8,860	100	9,060
Transfers to Reserve Expenses	7,923	6,761	5,317	-	(1,454)	3,863
Total Expense	16,968	15,755	14,276	8,860	(1,354)	12,922
NET SURPLUS/DEFICIT (Tax Funded)	(3,498)	(1,488)	-	3,996	-	-



Solid Waste (Garbage) Collection

Financial Information

Solid Waste (Garbage) Collection Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	27	54	6,534	5,900	522	7,056
Revenues (non-tax)	27	54	6,534	5,900	522	7,056
Direct Expenses	9,002	8,028	6,671	5,920	385	7,056
Total Expense	9,002	8,028	6,671	5,920	385	7,056
NET SURPLUS/DEFICIT (Tax Funded)	(8,975)	(7,974)	(137)	(20)	137	-

Waste Diversion

Financial Information

Solid Waste Diversion Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	6,402	6,123	18,021	17,187	-	18,021
Grants	3,091	3,305	2,949	3,347	-	2,949
Internal Cost Recovery	2	1	-	-	-	-
Revenues (non-tax)	9,495	9,429	20,970	20,534	-	20,970
Direct Expenses	6,074	7,900	14,359	11,272	260	14,619
Transfers to Reserve Expenses	-	-	6,611	6,611	(260)	6,351
Total Expense	6,074	7,900	20,970	17,883	-	20,970
NET SURPLUS/DEFICIT (Tax Funded)	3,421	1,529	-	2,651	-	-





Fire Services

Fire Services keeps the Regina community safe by providing services that range from fire rescue to prevention. Their work includes investigations, inspections, enforcement, emergency management and more. They support victims, their families, property owners and businesses.



Fire Services

Services Provided

- Emergency Event Response**
Fire suppression and response to emergency medical and rescue events.
- Emergency Management and Preparedness**
Planning, coordination, and implementation of business continuity and disaster recovery plans for emergency events as authorized in *The Emergency Planning Act* of Saskatchewan.
- Fire Investigations**
Investigation and analysis of all reported fires and explosions under the authority of *The Fire Safety Act* of Saskatchewan.
- Professional and Technical Development**
Providing mandatory workplace training, including certifications and technical competencies to fire employees.
- Fire Prevention Inspection and Safety Education**
Education and awareness programs and inspections to ensure compliance with the fire safety code.

Financial Information

Fire Services Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Licences, Levies & Fines	2	1	1	-	(1)	-
Fees & Charges	1,219	1,261	1,100	1,446	14	1,114
Other Revenue	30	-	-	-	-	-
Revenues (non-tax)	1,251	1,262	1,101	1,446	13	1,114
Direct Expenses	45,649	47,195	48,233	48,921	1,049	49,282
Transfers to Reserve Expenses	1,133	1,133	1,133	1,133	-	1,133
Total Expense	46,782	48,328	49,366	50,054	1,049	50,415
NET SURPLUS/DEFICIT (Tax Funded)	(45,531)	(47,066)	(48,265)	(48,608)	(1,036)	(49,301)



Community Building & Support

Corporate Strategy, Performance & Sustainability

The City relies on the Corporate Strategy, Performance & Sustainability branch to lead sustainability efforts, strategic planning, and policy management within the organization.

Indigenous Relations & Community Development

The City leads a number of initiatives to promote the well-being of our community. These include programs that provide a range of housing options for vulnerable residents, as well as foundational work to advance Reconciliation and strengthen the relationships with Indigenous residents.

City Centre & Community Standards

The City provides education, advice and enforcement to support public safety, community standards and legislative compliance to promote an attractive and vibrant community.



Corporate Strategy, Performance & Sustainability

Services Provided

Sustainable Energy & Adaptation

Sustainability efforts across the organization, including the development, implementation, and monitoring of a community-wide Energy & Sustainability Framework and Action Plan, tracking and reporting of municipal energy consumption, leading the transition to renewable energy and providing sustainability education and outreach to the community.

Strategic Direction

A subservice that involves guiding and supporting the implementation of the City’s strategic priorities. This includes:

- Alignment of Budget and Business Planning: Ensuring that financial resources and business activities are in sync with the strategic goals.

- Development and monitoring of Key Performance Indicators (KPIs): Creating and tracking metrics to measure progress and success.
- Continuous Improvement Efforts: Leading or supporting initiatives aimed at enhancing processes and outcomes based on performance data.

Business Planning & Performance

Corporate-wide strategy and direction on business planning, risk, performance and policy.

Policy & Grants

Managing and coordinating corporate policy priorities and the development, implementation and management of the Corporate Policy Framework and policy review processes. Oversight and coordination of third-party funding opportunities.

Financial Information

Corporate Strategy, Performance & Sustainability Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Internal Cost Recovery	320	-	-	-	-	-
Revenues (non-tax)	320	-	-	-	-	-
Direct Expenses	2,393	2,846	3,762	3,075	(753)	3,009
Total Expense	2,393	2,846	3,762	3,075	(753)	3,009
NET SURPLUS/DEFICIT (Tax Funded)	(2,073)	(2,846)	(3,762)	(3,075)	753	(3,009)

Indigenous Relations & Community Development

Services Provided

■ Indigenous Relations

Oversee the respectful and culturally appropriate inclusion of Indigenous worldviews through the review, development, and implementation of City strategy and policy. Advises on Indigenous (First Nations, Métis and Inuit peoples) cultural protocols. Leads and supports the Elders Advisory Committee.

activation of community spaces, mobilization of partnerships around key issues, and addressing social barriers that hinder overall safety, well-being, belonging, and social inclusion in Regina.

■ Community Development

Promotes and maintains the Community Safety and Well-being Plan through various collaborative efforts, including program and policy development, community investments,

■ Housing

Supports the development of housing units across the city through directed policy, ongoing engagement, and support for non-profit and market builders and developers. This work involves the entire housing spectrum, from houselessness to market housing. Develops and manages incentives and programs to increase the housing supply (e.g. Housing Incentive Policy).

Financial Information

Indigenous Relations & Community Development Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	-	62	4	31	9	13
Grants	-	134	-	1,310	17,387	17,387
Internal Cost Recovery	-	-	695	695	-	695
Revenues (non-tax)	-	196	699	2,036	17,396	18,095
Direct Expenses	-	1,329	2,127	3,099	2,992	5,118
Community Investment Expense	-	1,655	1,655	1,855	19,613	21,268
Transfers to Reserve Expenses	-	98	98	98	-	98
Total Expense	-	3,082	3,880	5,052	22,605	26,484
NET SURPLUS/DEFICIT (Tax Funded)	-	(2,886)	(3,181)	(3,016)	(5,209)	(8,389)

City Centre & Community Standards

Services Provided

■ Parking & Licensing

Certification of business activities to ensure they are conducted in accordance with rules and regulations. Ensuring that public safety requirements are met.

■ Bylaw Enforcement

Supporting compliance and executing enforcement of community standards and legislation to protect the health, safety and welfare of residents.

■ City Centre

Promotion of a vibrant City core area for the benefit of all residents.

Financial Information

City Centre & Community Standards Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Licences, Levies & Fines	2,899	3,350	3,975	4,650	(360)	3,615
Fees & Charges	1,350	1,586	1,876	1,509	(31)	1,845
Internal Cost Recovery	3,983	1,070	762	762	-	762
Revenues (non-tax)	8,232	6,006	6,613	6,921	(391)	6,222
Direct Expenses	6,438	6,606	7,595	7,948	308	7,903
Community Investment Expense	3,855	1,070	762	762	-	762
Transfers to Reserve Expenses	762	762	762	762	-	762
Total Expense	11,055	8,438	9,119	9,472	308	9,427
NET SURPLUS/DEFICIT (Tax Funded)	(2,823)	(2,432)	(2,506)	(2,551)	(699)	(3,205)



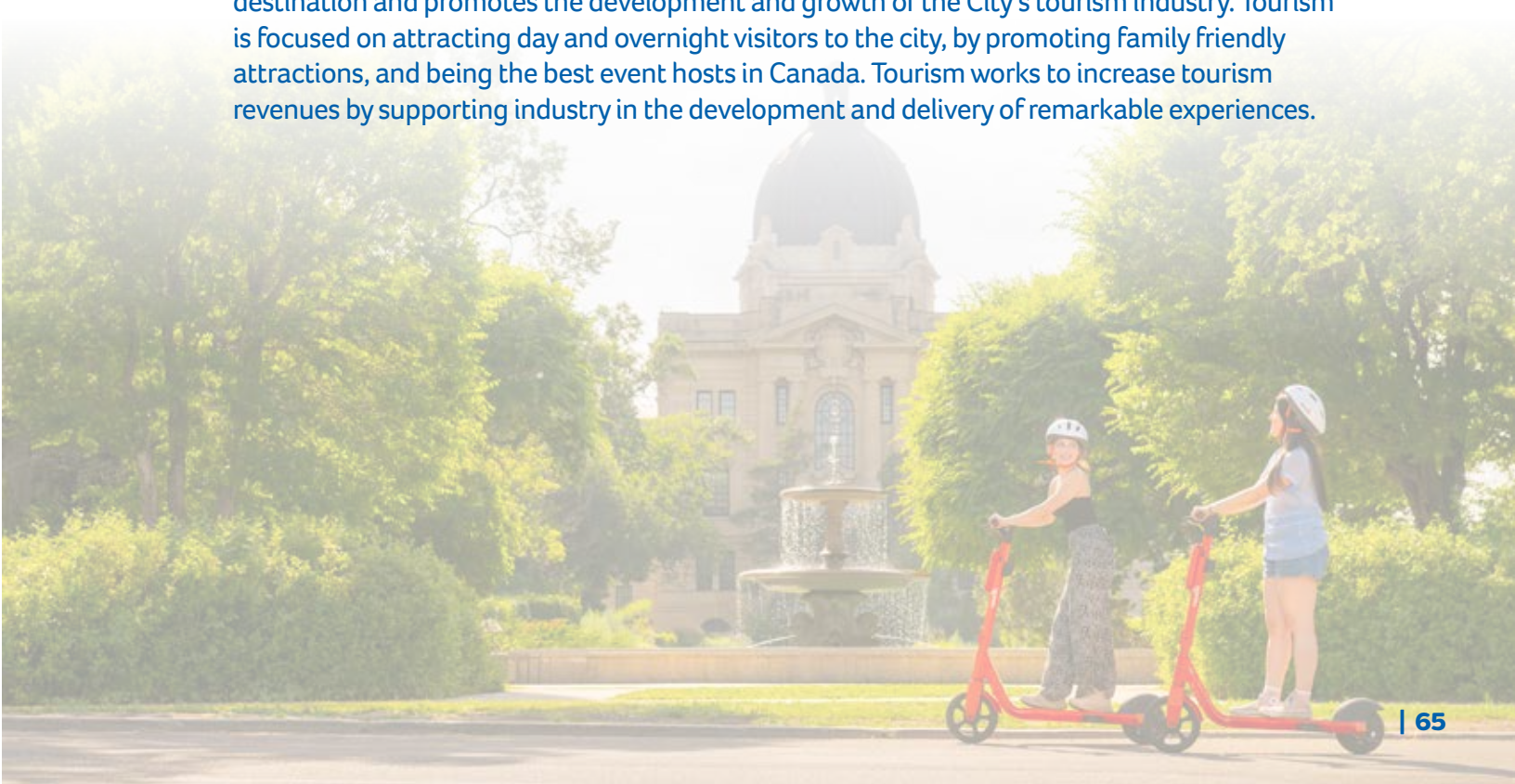
Economic Growth & Development

Real Estate, Land Development & Economic Development

The City supports the growth of our community by offering guidance and support to businesses that need approval for municipal development and by providing real estate and development services for City departments and City-owned lands.

Tourism

Tourism Regina, a branch within City Administration, leads the marketing of Regina as a tourist destination and promotes the development and growth of the City's tourism industry. Tourism is focused on attracting day and overnight visitors to the city, by promoting family friendly attractions, and being the best event hosts in Canada. Tourism works to increase tourism revenues by supporting industry in the development and delivery of remarkable experiences.



Real Estate, Land Development & Economic Development

Services Provided

Land Development

Assess the development potential and provide strategic recommendations and services for the development, disposition, and maintenance of the City’s major land assets.

including obtaining or providing easement rights, operating agreements, and encroachments.

Economic Development

Collaborate with Economic Development Regina and other external economic development agencies to provide business support and guidance.

Real Estate

Provide real estate services to City departments for the purchase, sale and leasing of real estate,

Financial Information

Real Estate, Land Development & Economic Development Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	20,836	14,047	17,861	14,305	(25)	17,836
Reserves	65	-	-	-	-	-
Other Revenue	73	5	5	64	(5)	-
Internal Cost Recovery	11,660	8,891	-	10,840	-	-
Revenues (non-tax)	32,634	22,943	17,866	25,209	(30)	17,836
Direct Expenses	13,922	10,443	13,128	11,395	(262)	12,866
Community Investment Expense	-	-	-	50	-	-
Transfers to Reserve Expenses	18,719	12,500	4,738	14,152	232	4,970
Total Expense	32,641	22,943	17,866	25,597	(30)	17,836
NET SURPLUS/DEFICIT (Tax Funded)	(7)	-	-	(388)	-	-



Tourism

Services Provided

- Promote the City as a Destination**
 Market the city to tourists, business travellers, and event organizers to boost visitation and economic growth.
- Attract Events and Conferences**
 Bring major events and conferences to the city, supporting year-round tourism and boosting the economy.
- Administration of ECT Funding**
 Events Conventions and Tradeshow (ECT) are important drivers of the of the local, economy. The City can provide cash grants and/or City services to organizations planning to host a major event. Tourism evaluates ECT applications, seeks City Council approval for funding (where necessary), works with the event organizer to ensure the City is recognized in the marketing of the event, and submits an annual report to City Council.

Financial Information

Tourism Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	-	-	-	207	-	-
Grants	-	-	-	44	-	-
Revenues (non-tax)	-	-	-	251	-	-
Direct Expenses	-	-	910	1,163	562	1,472
Community Investment Expense	-	-	-	-	375	375
Total Expense	-	-	910	1,163	937	1,847
NET SURPLUS/DEFICIT (Tax Funded)	-	-	(910)	(912)	(937)	(1,847)







Service Delivery & Infrastructure Support

Facilities

The City provides services and maintains City-owned buildings and amenities. This involves monitoring the state of municipal facilities, planning for improvements, building operations and conducting maintenance as needed.

Sustainable Infrastructure

The City undertakes long-range engineering and technical planning to support transportation, water, wastewater and drainage infrastructure and services.

Planning & Development Services

The City provides planning oversight to promote positive urban growth and support a vibrant and sustainable city. This includes issuing permits and conducting inspections for new developments, buildings, infrastructure and community spaces.



Facilities

Services Provided

- **Building Operation**
 Caretaker and janitorial services.
- **Facilities Maintenance**
 Preventative maintenance and repairs.
- **Facilities Engineering**
 Facility Asset Management and delivery of capital projects.
- **Employer Provided Parking**
 Manage employee parking guidelines and reserve funding.
- **Corporate Facilities Security**
 Ensuring a safe and secure environment for employees, customers, and the public at City facilities.

Financial Information

Facilities Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	678	714	752	684	(15)	737
Other Revenue	32	357	5	(232)	-	5
Internal Cost Recovery	331	362	200	367	114	314
Revenues (non-tax)	1,041	1,433	957	819	99	1,056
Direct Expenses	19,977	23,473	23,644	23,692	83	23,727
Transfers to Reserve Expenses	323	143	573	143	(572)	1
Total Expense	20,300	23,616	24,217	23,835	(489)	23,728
NET SURPLUS/DEFICIT (Tax Funded)	(19,259)	(22,183)	(23,260)	(23,016)	588	(22,672)



Sustainable Infrastructure

Services Provided

- Integrated Planning**
Supports the integration of different infrastructure programs and the development of a long-rang infrastructure plan.
- Asset Management**
Analyze, prioritize, scope and budget transportation and utility infrastructure programs and projects. Advance asset management improvement initiatives.
- Engineering Design**
Develops and implements engineering plans and studies. Advance concepts to preliminary design using a combination of in-house and external resources.
- Construction Scheduling and Coordination**
Coordinates of all the City’s construction activities to minimize the negative impact of construction on residents and businesses.
- Surveying**
Provision of geospatial surveying services.
- Locates Management**
Facilitates all requests for marking underground infrastructure for City work and for external parties.
- Field Construction Inspection and Support**
Oversight of construction progress to ensure City standards, and contractual requirements are met.
- Drafting and Mapping**
Preparation of design drawings and maps to support City services, programs and projects.
- Geospatial Services**
Maintains City-owned geospatial data and leveraging technologies to collect, store and analyze data for informed decision making.

Financial Information

Sustainable Infrastructure Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	(71)	46	17	104	(3)	15
Other Revenue	-	-	22	-	(22)	-
Internal Cost Recovery	43	(27)	(35)	(1)	35	-
Revenues (non-tax)	(28)	19	4	103	101	15
Direct Expenses	3,722	4,658	5,350	4,845	(662)	4,688
Total Expense	3,722	4,658	5,350	4,845	(662)	4,688
NET SURPLUS/DEFICIT (Tax Funded)	(3,750)	(4,639)	(5,346)	(4,742)	672	(4,673)

Planning & Development Services

Services Provided

■ **Land Use Planning**

Long-term strategic guidance to support city planning and to achieve building and environmental outcomes through mobility, land use, and design.

■ **Development Services**

Authorization and inspection of new development

and infrastructure in the city, in line with provincial legislation and with City policies and regulations.

■ **Building Services**

Authorization and inspection of new buildings, structures and alterations in the city, in line with provincial legislation and City bylaws.

Financial Information

Planning & Development Services Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	4,283	5,815	4,388	4,336	490	4,878
Reserves	-	437	-	-	-	-
Internal Cost Recovery	3,342	4,067	4,831	5,499	(968)	3,862
Revenues (non-tax)	7,625	10,319	9,219	9,835	(478)	8,740
Direct Expenses	7,307	10,040	11,250	10,596	(928)	10,322
Community Investment Expense	-	4,105	3,050	3,182	(2,500)	550
Total Expense	7,307	14,145	14,300	13,778	(3,428)	10,872
NET SURPLUS/DEFICIT (Tax Funded)	318	(3,826)	(5,081)	(3,943)	2,949	(2,132)





Governance & Leadership

Mayor's Office & City Council

The City provides ongoing support to elected officials, to ensure lawful meetings and the ability of the public to contribute to civic decision making.

Officers of Council & Senior Leadership

The City offers resources to support appointed Officers of Council officials and the Executive Leadership Team, to ensure compliance with Council's bylaws, plans and policies.

Council and Committee Support & Elections Management

The City manages all aspects of municipal elections and provides ongoing support for City Council and Committee meetings. This includes preparing agendas and minutes, facilitating livestreams and recordings, organizing public hearings, and assisting Council as needed.



Mayor's Office & City Council

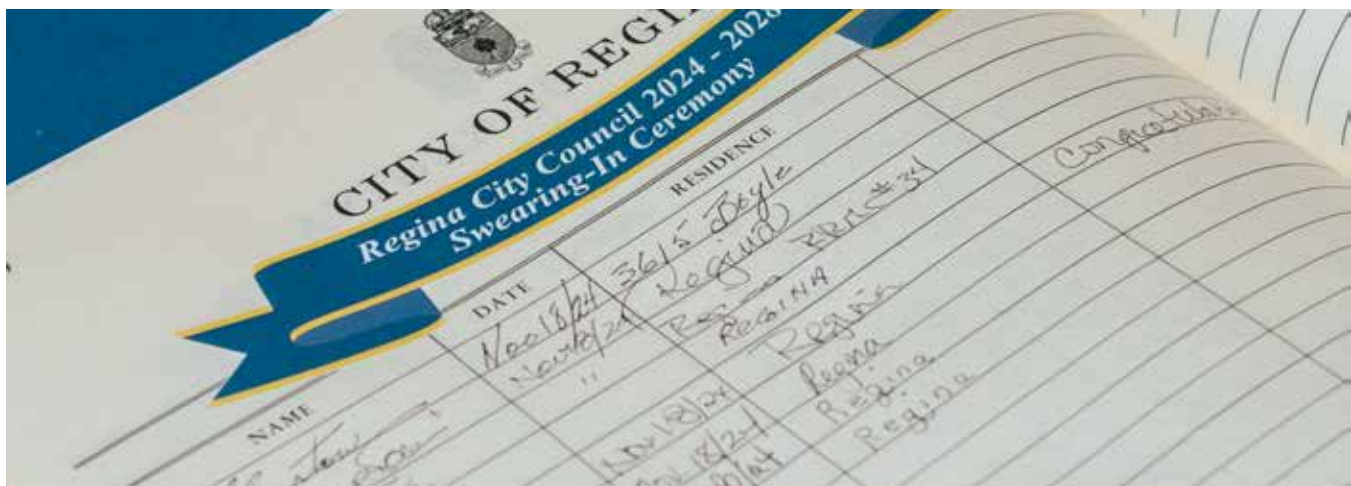
Financial Information

Mayor's Office & City Council Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	48	2	-	(2)	-	-
Revenues (non-tax)	48	2	-	(2)	-	-
Direct Expenses	1,715	1,802	1,653	1,599	323	1,976
Total Expense	1,715	1,802	1,653	1,599	323	1,976
NET SURPLUS/DEFICIT (Tax Funded)	(1,667)	(1,800)	(1,653)	(1,601)	(323)	(1,976)

Officers of Council & Senior Leadership

Financial Information

Officers of Council & Senior Leadership Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	541	61	169	48	-	169
Other Revenue	150	-	150	-	(150)	-
Internal Cost Recovery	-	-	-	8,703	-	-
Revenues (non-tax)	691	61	319	8,751	(150)	169
Direct Expenses	6,804	5,963	6,390	5,703	(83)	6,307
Total Expense	6,804	5,963	6,390	5,703	(83)	6,307
NET SURPLUS/DEFICIT (Tax Funded)	(6,113)	(5,902)	(6,071)	3,048	(67)	(6,138)



Council and Committee Support & Elections Management

Services Provided

- **Elections**
 Managing elections for municipal Councils and school board trustees, including supporting the validation of petitions, by-elections, and ward boundary changes.
- **Council and Committee Meeting Supports**
 Providing support in the organization and management of all aspects of Council and Committee meetings.

Financial Information

Council and Committee Support & Elections Management Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	226	75	642	120	(567)	75
Internal Cost Recovery	-	-	611	-	(611)	-
Revenues (non-tax)	226	75	1,253	120	(1,178)	75
Direct Expenses	2,309	2,524	3,714	2,988	(957)	2,757
Transfers to Reserve Expenses	161	161	161	40	-	161
Total Expense	2,470	2,685	3,875	3,028	(957)	2,918
NET SURPLUS/DEFICIT (Tax Funded)	(2,244)	(2,610)	(2,622)	(2,908)	(221)	(2,843)







Enabling Services

Assessment & Property Revenue Services

The City administers property assessments, taxation, and utility billing reliably and transparently. These income streams represent the main municipal revenue sources to fund services for the community.

Technology

The City relies on its Technology department to provide effective and efficient use of technological assets. Technology encompasses services, hardware, software, and infrastructure used by end-users to manage, analyze, collect, store, process, transmit, deliver and dispose data or any information utilized in municipal work.

People & Organizational Culture

The City relies on its People & Organizational Culture department to ensure its processes and culture support a healthy and engaged work environment.

Legal Services

The City relies on its Legal department to provide all legal services for the City and City Council, while also overseeing risk management, insurance and claims services for the City. The Department also prosecutes all bylaw offenses and administers the Regina Municipal Division of Provincial Court.

Communications & Engagement

The City relies on its Communications & Engagement branch to provide information about municipal services and initiatives to residents and to learn about their needs and priorities through public engagement.

Corporate Programs

Corporate Programs include revenues and expenses not tied to specific services and used to fund operating expenses requiring less taxation revenue. This includes organizational debt servicing and bad debt costs, contributions to capital and revenues tied to investments, and operating grants from other levels of government.

Financial Services

The City relies on its finance team to provide governance and accountability in public procurement and in financial management and reporting, both internally and to service partners.

Service Partners

The City partners with and provides funding to non-profit organizations that deliver programs and services that align with the City's priorities, have a clear community impact, and respond to community needs. This includes REAL, Economic Development Regina (EDR), and the Provincial Capital Commission (PCC).

Assessment & Property Revenue Services

Services Provided

■ **Assessment Services**

Establishing and defending property assessment values. Inspection of properties for the delivery of the assessment roll.

■ **Taxation Services**

The billing, payment processing, collections,

account maintenance, and customer services for property taxes, and other receivables.

■ **Utility Billing Services**

The billing, payment processing, collections, account maintenance, and customer services for utility accounts.

Financial Information

Assessment & Property Revenue Services Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Licences, Levies & Fines	5,270	5,295	85	119	35	120
Fees & Charges	603	543	421	583	140	561
Other Revenue	5,753	4,633	4,825	5,386	387	5,212
Internal Cost Recovery	28	140	174	93	(124)	50
Revenues (non-tax)	11,654	10,611	5,505	6,181	438	5,943
Direct Expenses	5,179	5,905	6,335	5,972	(237)	6,098
Community Investment Expense	28	-	-	-	-	-
Transfers to Reserve Expenses	80	150	344	64	-	344
Total Expense	5,287	6,055	6,679	6,036	(237)	6,442
NET SURPLUS/DEFICIT (Tax Funded)	6,367	4,556	(1,174)	145	675	(499)



Technology

Services Provided

- **Technology Access**
Technology solutions support.
- **Business Solution Access**
Access to business solutions to deliver programs and services.
- **Information Access**
Access to information to deliver programs and services.
- **Technology Infrastructure Access**
Access to information technology infrastructure to deliver programs and services.

Financial Information

Technology Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Other Revenue	1	-	-	-	-	-
Internal Cost Recovery	33	33	33	33	-	33
Revenues (non-tax)	34	33	33	33	-	33
Direct Expenses	13,961	14,016	14,379	15,288	879	15,258
Total Expense	13,961	14,016	14,379	15,288	879	15,258
NET SURPLUS/DEFICIT (Tax Funded)	(13,927)	(13,983)	(14,346)	(15,255)	(879)	(15,225)



People & Organizational Culture

Services Provided

- Client Services and Labour Relations**
Data-driven and strategic Human Resources support to operating areas and core labour relations and compensation programming.
- Employee Service Centre and Talent Acquisition**
Facilitates the hiring process, administers benefits and payroll programs and manages corporate Human Resource metrics to support both management and employees.
- Organizational Well-Being**
Creating a positive work environment that supports the well-being of employees, promoting their engagement, growth, and productivity.
- Workplace Health and Safety**
Reducing workplace injuries, enhancing job satisfaction, minimizing overall lost time days which in turn reduces costs and promoting a strong safety culture.

Financial Information

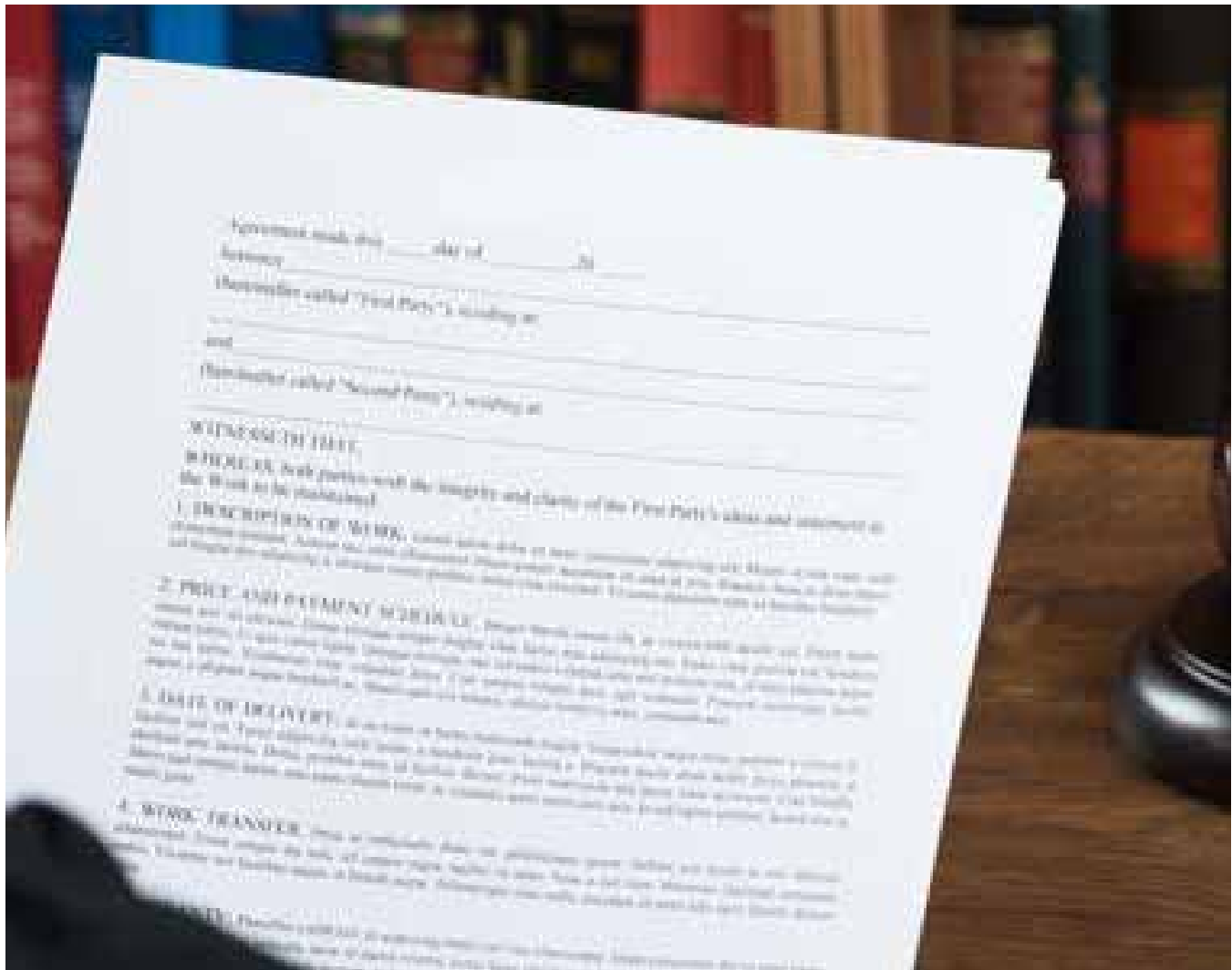
People & Organizational Culture Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	40	75	-	99	-	-
Grants	-	-	-	4	-	-
Other Revenue	-	-	-	4	-	-
Internal Cost Recovery	294	295	-	297	-	-
Revenues (non-tax)	334	370	-	404	-	-
Direct Expenses	6,592	7,295	6,840	7,549	663	7,503
Total Expense	6,592	7,295	6,840	7,549	663	7,503
NET SURPLUS/DEFICIT (Tax Funded)	(6,258)	(6,925)	(6,840)	(7,145)	(663)	(7,503)



Legal Services

Financial Information

Legal Services Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Other Revenue	460	544	484	676	-	484
Revenues (non-tax)	460	549	484	677	-	484
Direct Expenses	4,919	4,974	4,883	5,017	644	5,527
Total Expense	4,919	4,974	4,883	5,017	644	5,527
NET SURPLUS/DEFICIT (Tax Funded)	(4,459)	(4,430)	(4,399)	(4,340)	(644)	(5,043)



Communications & Engagement

Services Provided

- **Communications**
 Providing information to the public and to staff about the City’s programs and services.
- **Brand Integration**
 Providing guidance on corporate and place brand alignment, storytelling, creative, and digital and web services.
- **Public Engagement**
 Providing engagement services to better understand residents and their experiences and to ensure meaningful community participation.
- **Service Regina**
 Providing a municipal contact centre serving as a single point of access for residents, offering support via phone, email, in-person at City Hall and social media for City services, including water information, waste collection, recycling programs, bylaws, construction, and parking inquiries.

Financial Information

Communications and Engagement Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	39	(12)	409	12	(400)	9
Other Revenue	200	340	200	200	(200)	-
Revenues (non-tax)	239	328	609	212	(600)	9
Direct Expenses	4,404	4,954	5,342	4,931	33	5,375
Total Expense	4,404	4,954	5,342	4,931	33	5,375
NET SURPLUS/DEFICIT (Tax Funded)	(4,165)	(4,626)	(4,733)	(4,719)	(633)	(5,366)



Corporate Programs

Services Provided

- **Investment Income**
 Interest and gains received on bank and investment balances.
- **Grant Revenue**
 Municipal revenue sharing, municipal surcharges (power and energy) and TransGas.
- **Fines Revenue**
 Speed Enforcement and Redlight Camera.
- **Transfer from Utility Operating**
 Utility general operating payments for overhead costs.
- **Transfers to Reserves**
 Funds put aside by the City for future use.
- **Debt**
 Funds to pay the annual principal and interest payments.
- **Bad Debt Allowance**
 Funds allocated to address the estimated amount of uncollectible accounts.
- **Contributions to Capital**
 Funds allocated to the Five-Year Capital Plan.

Financial Information

Corporate Programs Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Licences, Levies & Fines	3,761	3,791	3,300	3,735	835	4,135
Fees & Charges	356	374	353	300	80	433
Grants	40,978	45,854	52,996	52,996	3,566	56,562
Other Revenue	54,674	61,358	56,225	61,790	10,178	66,403
Internal Cost Recovery	27,246	30,454	20,849	26,889	12,123	32,972
Revenues (non-tax)	127,015	141,831	133,723	145,710	26,782	160,505
Direct Expenses	6,587	8,524	4,965	9,363	2,923	7,888
Contribution to Capital Expenses	61,681	65,029	70,567	69,566	16,714	87,281
Debt Servicing Expenses	2,132	2,131	2,177	2,126	(45)	2,132
Transfers to Reserve Expenses	264	8,472	-	8,740	6,231	6,231
Total Expense	70,664	84,156	77,709	89,795	25,823	103,532
NET SURPLUS/DEFICIT (Tax Funded)	56,351	57,675	56,014	55,915	959	56,973

Financial Services

Services Provided

- Public Accounting & Reporting**
Supporting financial compliance, external audits, external and annual reporting, and financial system management and oversight.
- Procurement**
Governance and planning for the procurement of goods and services, ensuring compliance with trade agreements and bylaws, providing contract management, and administering the procurement policy.
- Financial Analysis & Support**
Forecasting, measuring financial performance, cash-flow forecasting, investment and debt management, payment for goods and services.
- Supply Services**
Materials management to meet the needs of the organization. City stakeholders including Central Stores and fuel inventory management and salvage and asset disposal services for the organization.

Financial Information

Financial Services Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	2,210	2,304	593	409	2,210	593
Other Revenue	-	-	-	-	-	11
Revenues (non-tax)	2,210	2,304	593	409	-	604
Direct Expenses	7,399	7,366	8,144	7,166	(284)	7,860
Transfers to Reserve Expenses	387	8,570	15	-	-	15
Total Expense	7,786	5,936	8,159	6,757	15	7,875
NET SURPLUS/DEFICIT (Tax Funded)	(5,576)	(13,632)	(7,566)	(7,166)	(295)	(7,271)

Service Partners

Services Provided

■ Regina Exhibition Association Limited

Regina Exhibition Association Limited operates the REAL District, a 100-acre campus near the downtown core. REAL began operating as a not-for-profit municipal corporation in 2014 with oversight from a volunteer Board of Directors appointed by Council. Council provides an annual grant to support its operations. Most of REAL's revenues are generated by its services.

■ Economic Development Regina

Economic Development Regina provides leadership for economic growth to Regina. The organization is funded through an annual grant

from the City of Regina. This core funding is supplemented by significant other financial resources including industry investment, fee-for-service contracts, and grants from other levels of government.

■ Provincial Capital Commission

The PCC is dedicated to providing enhanced visitor experiences and educational programming in Wascana Centre and at Government House to inspire pride in Saskatchewan's capital city while focusing on stewardship. The PCC is also responsible for the promotion of the legislative building and the Conexus Arts Centre.

Financial Information

Service Partners and Grants Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Regina Exhibition Association Limited	1,785	2,403	5,736	13,716	6,979	12,715
Economic Development Regina	1,759	1,695	1,695	2,363	405	2,100
Provincial Capital Commission	2,719	2,719	2,719	2,719	-	2,719
Total Expense	6,263	6,817	10,150	18,798	7,384	17,534
NET SURPLUS/DEFICIT (Tax Funded)	(6,263)	(6,817)	(10,150)	(18,798)	(7,384)	(17,534)





Regina Police Service

The 670 sworn and civilian employees of the Regina Police Service are dedicated to serving the citizens of Regina, ensuring community safety and well-being. Working alongside community partners, the service provides respectful, professional service with trust, accountability and transparency at the forefront of everything we do.



Regina Police Service

Services Provided

■ Headquarters/Legal Services

The Headquarters and Legal Services Divisions encompass seven different units that oversee the proper dissemination of information both with the public and internally, crime and service delivery analysis, legal matters, finances, public complaints and crime prevention strategies and programs.

■ Community Services

The Community Services Division encompasses all officers in uniform – Patrol, Traffic Safety, School Resource Officers and more. These are the police officers you see every day in your community.

■ Investigative Services

The Investigative Services Division encompasses multiple investigative units. Some of those include: Property Crimes, Drugs, Gangs and

Firearms, Vulnerable Persons and the Major Crimes Unit. These officers are generally not in uniform and work on larger, sometimes more serious/sensitive investigations.

■ Support Services

The Support Services Division encompasses various emergency response/specialty teams including SWAT, Canine and the Aerial Support Unit. They also take care of our Detention Unit, Communications Centre (9-1-1), Front Desk reporting, Forensic Identification Unit, Technological Crime and more.

■ Corporate Services

The Corporate Services Division encompasses all business support units, such as Human Resources, Information Technology, Asset Management, Police Information & Evidence Management, and Integrated Health & Wellness.

Financial Information

Regina Police Service Operating Budget (2025)

	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	2,253	1,776	1,472	1,731	123	1,595
Grants	8,985	9,288	9,606	9,038	738	10,344
Other Revenue	220	218	218	273	18	236
Internal Cost Recovery	857	1,412	1,282	1,537	87	1,369
Revenues (non-tax)	12,315	12,694	12,579	12,579	965	13,544
Direct Expenses	104,609	110,101	115,312	115,319	7,891	123,203
Community Investment Expense	8	10	12	6	46	58
Transfers to Reserve Expenses	494	727	-	-	-	-
Total Expense	105,112	110,838	115,324	115,324	7,937	123,261
NET SURPLUS/DEFICIT (Tax Funded)	(92,797)	(98,144)	(102,745)	(102,745)	(6,972)	(109,717)

City Services Budgets – Utility Fund Operating







Water, Wastewater & Drainage

Water Supply & Distribution

The City is responsible for water system infrastructure, including water mains, storage reservoirs, pumping stations, and service connections as well as joint ownership of Buffalo Pound Water Treatment Plant, which provides the city's drinking water.

Wastewater Collection & Treatment

The City's wastewater system collects wastewater from residential, institutional, commercial, and industrial customers. The City infrastructure includes a wastewater treatment plant and underground wastewater pipes and wastewater lift stations to treat wastewater in accordance with federal and provincial regulations.

Drainage Collection & Flood Protection

The City manages a drainage system that controls water runoff from rainfall and melting snow in and around the city. The infrastructure includes drainage pipes, lift stations, retention and detention ponds, as well as drainage channels and creeks.



Water Supply & Distribution

Financial Information

Water Supply & Distribution Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	154	188	120	112	-	120
Other Revenue	44	-	-	43	-	-
Internal Cost Recovery	352	380	-	840	-	-
Revenues (non-tax)	550	568	120	995	-	120
Direct Expenses	17,784	18,808	19,688	18,811	1,420	21,108
Total Expense	17,784	18,808	19,688	18,811	1,420	21,108
NET SURPLUS/DEFICIT	(17,234)	(18,240)	(19,568)	(17,816)	(1,420)	(20,988)

Wastewater Collection & Treatment

Financial Information

Wastewater Collecting & Treatment Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	484	696	902	660	250	1,152
Other Revenue	3	2	2	-	-	2
Internal Cost Recovery	242	297	-	47	-	-
Revenues (non-tax)	730	995	904	707	250	1,154
Direct Expenses	22,987	19,033	18,466	19,825	3,758	22,223
Total Expense	22,987	19,033	18,466	19,825	3,758	22,223
NET SURPLUS/DEFICIT (Tax Funded)	(22,257)	(18,038)	(17,562)	(19,119)	(3,508)	(21,070)

Drainage Collection & Flood Protection

Financial Information

Drainage Collection & Flood Protection Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	(11)	-	-	-	-	-
Other Revenue	10	3	-	-	-	-
Revenues (non-tax)	-	3	-	-	-	-
Direct Expenses	3,426	4,184	3,275	2,495	1,075	4,350
Total Expense	3,426	4,184	3,275	2,495	1,075	4,350
NET SURPLUS/DEFICIT	(3,426)	(4,182)	(3,275)	(2,495)	(1,075)	(4,350)







Service Delivery & Infrastructure Support

Sustainable Infrastructure

The City undertakes long-range engineering and technical planning to support transportation, water, wastewater and drainage infrastructure and services.

Planning & Development Services

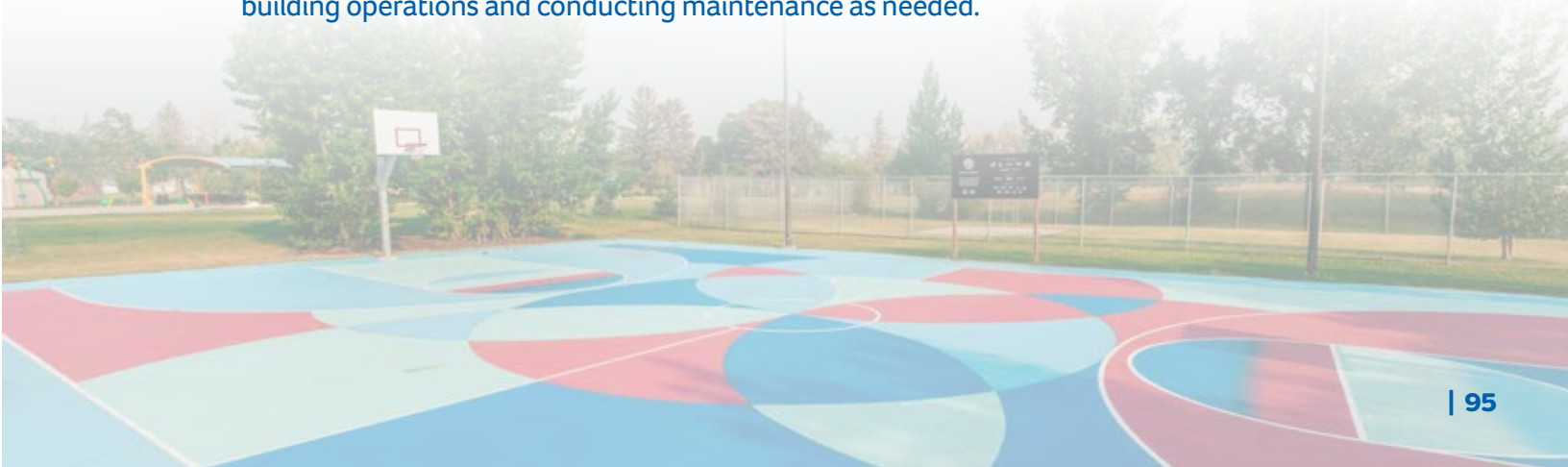
The City provides planning oversight to promote positive urban growth and support a vibrant and sustainable city. This includes issuing permits and conducting inspections for new developments, buildings, infrastructure and community spaces.

Corporate Strategy, Performance & Sustainability

The City engages in sustainability efforts, strategic planning, and policy management to ensure consistent alignment with the organizational strategic goals.

Facilities

The City is responsible to maintain and provide services for all City-owned buildings and amenities. This involves monitoring the state of municipal facilities, planning for improvements, building operations and conducting maintenance as needed.



Sustainable Infrastructure

Services Provided

- Integrated Planning**
 Supports the strategic and collaborative delivery of infrastructure projects and the development of a long-range infrastructure plan.
- Asset Management**
 Analyze, prioritize, scope and budget transportation and utility infrastructure programs and projects. Advance asset management improvement initiatives.
- Engineering Design**
 Develops and implements engineering plans and studies. Advance concepts to preliminary design using a combination of in-house and external resources.
- Construction Scheduling and Coordination**
 Coordinates all the City’s construction activities to minimize the individual and compounded impact of construction on residents and businesses.
- Surveying**
 Provision of geospatial surveying services.
- Locates Management**
 Facilitates all requests for marking underground infrastructure, both for City work and from external parties.
- Field Construction Inspection and Support**
 Construction oversight in the field to ensure timelines, City standards, and contractual requirements are met.
- Drafting and Mapping**
 Preparation of design drawings and maps using Computer-aided Design (CAD) and Geographic Information System (GIS) technologies.
- Geospatial Services**
 Maintains City-owned geospatial data and leveraging GIS technologies to collect, store and analyze data.

Financial Information

Sustainable Infrastructure Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	(43)	27	10	1	-	10
Revenues (non-tax)	(43)	27	10	1	-	10
Direct Expenses	2,561	2,808	3,031	3,440	511	3,543
Total Expense	2,561	2,808	3,031	3,440	511	3,543
NET SURPLUS/DEFICIT (Tax Funded)	(2,604)	(2,780)	(3,022)	(3,439)	(511)	(3,533)

Planning & Development Services

Services Provided

■ **Land Use Planning**

Long-term strategic guidance to support city planning.

■ **Development Services**

Authorization and inspection of new development and infrastructure in the city, in line with provincial legislation, City policies and regulations.

■ **Building Services**

Authorization and inspection of new buildings, structures and alterations in the city, in line with provincial legislation and City bylaws.

Financial Information

Planning & Development Services Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	713	680	760	190	-	760
Reserves	-	291	-	-	-	-
Internal Cost Recovery	90	-	-	-	-	-
Revenues (non-tax)	803	971	760	190	-	760
Direct Expenses	2,677	1,611	1,831	1,436	(449)	1,382
Total Expense	2,677	1,611	1,831	1,436	(449)	1,382
NET SURPLUS/DEFICIT	(1,874)	(640)	(1,071)	(1,246)	449	(622)



Corporate Strategy, Performance & Sustainability

Services Provided

- Sustainable Energy & Adaptation**
 Supporting sustainability efforts across the organization with respect to development, implementation, and monitoring of a community-wide Energy & Sustainability Framework and Action Plan, municipal energy consumption tracking and reporting, renewable energy transition and, sustainability education and outreach within the community.
- Strategic Direction**
 A subservice that involves guiding and supporting the implementation of the City’s strategic priorities. This includes:

 - Alignment of Budget and Business Planning: Ensuring that financial resources and business activities are in sync with the strategic goals.
 - Development and monitoring of Key Performance Indicators (KPIs): Creating and tracking metrics to measure progress and success.
 - Continuous Improvement Efforts: Leading or supporting initiatives aimed at enhancing processes and outcomes based on performance data.
- Business Planning & Performance**
 A supporting subservice providing corporate-wide strategy and direction on business planning, risk, performance and policy.
- Policy & Grants**
 A subservice that manages and coordinates corporate policy priorities that cannot be easily assigned to a specific operational area and develops, implements and manages the Corporate Policy Framework and policy review processes. As well as oversees and coordinates third-party funding opportunities.

Financial Information

Corporate Strategy, Performance & Sustainability Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Direct Expenses	159	46	69	69	155	224
Total Expense	159	46	69	69	155	224
NET SURPLUS/DEFICIT (Tax Funded)	(159)	(46)	(69)	(69)	(155)	(224)

Facilities

Services Provided

- **Building Operation**
Caretaker and janitorial services.

■ **Facilities Maintenance**
Preventative maintenance and repairs.

■ **Facilities Engineering**
Facility Asset Management and delivery of capital projects
- **Employer Provided Parking**
Manage employee parking guidelines and reserve funding.

■ **Corporate Facilities Security**
Ensuring a safe and secure environment for employees, customers, and the public at city facilities.

Financial Information

Facilities Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023			2024	Change
Direct Expenses	736	733	507	1,048	-	507
Total Expense	736	733	507	1,048	-	507
NET SURPLUS/DEFICIT (Tax Funded)	(736)	(733)	(507)	(1,048)	-	(507)



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Enabling Services

Officers of Council & Senior Leadership

A public service offering resources to support the appointed officials of Officers of Council and the Executive Leadership Team to ensure compliance with Council's bylaws, plans and policies.

Assessment & Property Revenue Services

The calculation, billing, payment processing, collections, account maintenance, and customer service for monthly water, wastewater, drainage and curb side waste charges.

Technology

Technology is an internal service that continuously evolves to ensure the effective and efficient use of technological assets, enabling the City to achieve its goals. Technology encompasses services, hardware, software, and infrastructure used by end-users to manage, analyze, collect, store, process, transmit, deliver and dispose data or any information utilized in the decision-making and oversight process.

Communications & Engagement

A supporting service providing communications, brand integration and public engagement for the City's utility services.

Corporate Programs

Revenues into this service primarily relate to transfers from the General Fund related to servicing costs of debt. Expenditures are related to debt servicing costs, transfers to the General Utility Reserve (GUR) to fund future capital projects and transfers to the General Fund to cover administrative costs and an access fee for the rights to use or access civic assets.

Financial Services

Supporting the success of the organization through leadership on governance, accountability, integrity and collaboration in the delivery of reliable public procurement, financial management and reporting. This service is also responsible in supporting service partners in a financial and procurement capacity as tied to their respective agreements.

Officers of Council & Senior Leadership

Financial Information

Officers of Council & Senior Leadership Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Direct Expenses	338	531	558	558	(155)	403
Total Expense	338	531	558	558	(155)	403
NET SURPLUS/DEFICIT (Tax Funded)	(338)	(531)	(558)	(558)	155	(403)

Assessment & Property Revenue Services

Services Provided

Utility Billing and Collections

The calculation, billing, payment processing, collections, account maintenance, and customer service for monthly water, wastewater, drainage and curb side waste charges.

Financial Information

Assessment & Property Revenue Services Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Licences, Levies & Fines	19,633	21,109	21,886	21,939	1,200	23,086
Fees & Charges	132,500	141,062	145,428	146,235	6,700	152,128
Other Revenue	262	259	200	286	-	200
Internal Cost Recovery	2,540	2,452	50	2,538	-	50
Revenues (non-tax)	154,935	164,882	167,564	170,998	7,900	175,464
Direct Expenses	21,035	22,882	26,534	25,363	2,020	28,554
Total Expense	21,035	22,882	26,534	25,363	2,020	28,554
NET SURPLUS/DEFICIT	133,900	142,000	141,030	145,635	5,880	146,910

Technology

Services Provided

- **Technology Access**
 An internal/enabling service offering support to the Corporation in terms of technology solutions.
- **Information Access**
 An internal/enabling service offering access to information to deliver programs and services.
- **Business Solution Access**
 An internal/enabling service offering access to business solutions to deliver programs and services.
- **Technology Infrastructure Access**
 An internal/enabling service offering access to information technology infrastructure to deliver programs and services.

Financial Information

Technology Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023			2024	Change
Direct Expenses	546	706	838	706	(74)	763
Total Expense	546	706	838	706	(74)	763
NET SURPLUS/DEFICIT	(546)	(706)	(838)	(706)	74	(763)



Communications & Engagement

Services Provided

■ **Service Regina**

Manages calls, emails, and in-person inquiries to provide residents with specific account information. The team assists with bill amounts, handles move-ins and move-outs, and facilitates account transfers for water clients. They also address first-tier service requests, including payment arrangements. Currently, approximately 45 per cent of all inquiries are water related. As a result, Assessment & Property Revenue Services provides budget funding to the Call Centre to support its role in handling these inquiries.

■ **External Communications**

Communications and marketing strategies and execution of the tactics for the City’s Utilities. This would include any news releases, media inquiries and events.

■ **Public Engagement**

Engagement strategies, approaches and in-person/virtual events.

Financial Information

Communications & Engagement Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Revenues (non-tax)	-	-	-	-	-	-
Direct Expenses	1,053	1,038	1,290	899	1	1,290
Total Expense	1,053	1,038	1,290	899	1	1,290
NET SURPLUS/DEFICIT	(1,053)	(1,038)	(1,290)	(899)	(1)	(1,290)



Corporate Programs

Financial Information

Corporate Revenues and Expenses Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Reserves	2,765	3,436	3,366	3,366	-	3,366
Other Revenue	120	163	503	-	-	503
Internal Cost Recovery	-	-	1,800	1,800	4,250	6,050
Revenues (non-tax)	2,885	3,599	5,669	5,166	4,250	9,919
Direct Expenses	18,804	19,811	21,225	18,838	608	21,833
Debt Servicing Expenses	6,018	6,018	7,818	6,398	2,450	10,268
Transfers to Reserve Expenses	60,884	71,704	68,701	84,108	1,992	70,693
Total Expense	85,706	97,533	97,744	109,344	5,050	102,794
NET SURPLUS/DEFICIT	(82,821)	(93,934)	(92,075)	(104,178)	(800)	(92,875)



Financial Services

Services Provided

- Public Accounting & Reporting**

This sub-service provides leadership and support to the organization in relation to financial compliance, external audits, external reporting and annual reporting. This area is also responsible for financial system management and oversight.
- Financial Analysis & Support**

This sub-service provides leadership in forecasting, measuring financial performance, cash-flow forecasting, investment and debt management, payment for goods and services.
- Procurement**

This sub-service provides leadership for the organization in the governance and planning in the procurement of all goods and services, ensures compliance with laws, trade agreements and bylaws, contract management and procurement policy.
- Supply Services**

This sub-service provides materials management to meet the needs of the organization. City stakeholders including Central Stores and fuel inventory management and salvage and asset disposal services for the organization.

Financial Information

Corporate Revenues and Expenses Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Direct Expenses	155	123	180	121	155	225
Total Expense	155	123	180	121	155	225
NET SURPLUS/DEFICIT	(155)	(123)	(180)	(121)	(155)	(225)





Solid Waste Collection & Disposal

Landfill Operations

The City collects and disposes of municipal waste.

Financial Information

Landfill Operations Operating Budget (2025)						
	Actual		Budget	Sept. Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	401	63	250	10	(250)	-
Revenues (non-tax)	401	63	250	10	(250)	-
Direct Expenses	1,099	1,073	1,265	851	(1,206)	59
Total Expense	1,099	1,073	1,265	851	(1,206)	59
NET SURPLUS/DEFICIT	(698)	(1,010)	(1,015)	(841)	956	(59)



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Capital Plan





318
GREY CUP
HOCKEY TOURNAMENT
NOVEMBER 20

318
GREY CUP
HOCKEY TOURNAMENT

This section of the book provides details on all planned capital projects and programs over the next five years.

The funding sources of the Capital Plan are as follows:

- **Servicing Agreement Fees:** funding from developers to build support infrastructure in new development areas. This includes roadways, parks and utilities
- **Reserves:** generally, reserves are for specific areas of operations such as fleet, cemeteries, golf or solid waste.
- **Grants:** the City occasionally receives funding from third party organizations to complete capital projects.
- **Current contributions from operating to capital:** provides funding contributions from the Operating Budget to fund Capital projects/ programs. The mill rate (taxation) supports these functions.
- **General Utility Reserve:** this reserve is meant to fund capital items related to utility operations. The funding source for these projects is utility fees.
- **Deferred Revenue:** this is revenue received in previous years for a specific purpose (such as Automated Speed Enforcement Funds from Saskatchewan Government Insurance).

For the capital projects and programs described, some are partially or fully funded by debt and that is noted in the table for those projects.

Capital Plan Summary by Fund

CAPITAL BUDGET (GENERAL & UTILITY)							
(\$000s)	Carry Forward	2025	2026	2027	2028	2029	Five Year Total
General Capital	142,897	209,658	217,108	260,905	219,911	175,148	1,082,730
Utility Capital	139,736	170,859	104,825	106,905	100,271	96,453	579,314
Total	282,633	380,517	321,833	367,810	320,182	271,601	1,662,044



Already Approved and Requiring Approval

On December 11, 2024, City Council approved \$235 million in Capital Plan funding to allow Administration to move forward with projects that required immediate progress, before the overall budget was approved. That funding included:

- \$5.6 million for community grants from civic operations;
- \$92.4 million for a portion of the 2025 General Fund Capital Budget items requiring ongoing financing prior to the final approval of the 2025 Budget; and
- \$131 million for a portion of the 2025 Utility Capital Budget items requiring ongoing financing prior to the final approval of the 2025 Budget.

The remainder of the 2025 Capital Plan still requires approval.

In addition to the funding that received advance approval and the remainder of the 2025 Capital Plan, some projects require multi-year approval to meet the timeline of the tender process, which needs to take place in advance of Budget deliberations. Alternatively, City Council can commit to the total projects cost, instead of only approving the amount required for 2025.

PRIOR APPROVED AND MULTI-YEAR APPROVAL STILL REQUIRED (GENERAL & UTILITY)							
	Prior Approved			Current Budget Year	Multi-Year Approval		Total Multi-Year Approval
(\$000s)	Carry Forward	2025	2026	2025	2026	2027	Total
General Operating	-	5,598	-	-	-	-	-
Community Investment Grants	-	5,598	-	-	-	-	-
General Capital	25,534	78,761	13,602	8,814	35,031	1,200	45,045
Program Total	11,494	41,633	-	-	15,000	-	15,000
Bridge Infrastructure Renewal	1,490	14,820	-	-	-	-	-
Civic Fleet Replacement	2,730	1,800	-	-	-	-	-
New/Enhanced Traffic Controls	3,090	1,900	-	-	-	-	-
Pedestrian Connectivity	722	500	-	-	-	-	-
Residential Road Renewal	222	12,042	-	-	-	-	-
Street Infrastructure Renewal	2,977	9,571	-	-	5,000	-	5,000
Traffic Infrastructure Renewal	263	1,000	-	-	10,000	-	10,000

PRIOR APPROVED AND MULTI-YEAR APPROVAL STILL REQUIRED (GENERAL & UTILITY)							
(\$000s)	Prior Approved			Current Budget Year	Multi-Year Approval		Total Multi-Year Approval
	Carry Forward	2025	2026	2025	2026	2027	Total
Project Total	14,040	37,128	13,602	8,814	20,031	1,200	30,045
11th Avenue Revitalization Project	2,114	21,103	13,602	-	-	-	-
Arcola Avenue Intersection Improvements	1,152	800	-	-	-	-	-
Assiniboine Avenue Northbound On-ramp	-	400	-	-	-	-	-
Boggy Creek Dam	-	-	-	500	200	1,200	1,900
Taylor Field Neighbourhood Sanitary Trunk Main	-	2,150	-	-	-	-	-
Campbell Street Reconstruction for Simpson Avenue to Abulet Drive	163	200	-	-	-	-	-
Civic Fleet Replacement	-	-	-	-	4,055	-	4,055
Fire Fleet – Fire Station 8 Pumper	-	-	-	-	1,550	-	1,550
Complete Streets Program	-	300	-	-	-	-	-
Community Spaces in Partnership	-	-	-	884	1,326	-	2,210
Facilities Asset Management	5,730	4,000	-	-	5,500	-	5,500
Fire Capital Equipment Restoration	-	100	-	-	-	-	-
Fleet Street & McDonald Street - Intersection Improvements	944	700	-	-	-	-	-
Hawkstone Development	3,268	3,900	-	-	-	-	-
Indigenous Ceremony Site	4	73	-	-	-	-	-
Next Generation 9-1-1	310	100	-	-	-	-	-
Oracle Utilities Workorder & Asset Management (WAM) System Replacement	-	-	-	1,100	1,100	-	2,200
Northwest Regina Transportation Network Study	-	700	-	-	-	-	-
RPS Facilities – Furniture, Fixtures & Equipment	(1,818)	620	-	-	-	-	-
RPS Information Technology Services - Fleet	-	750	-	-	-	-	-
RPS Information Technology Services - CAD Upgrade	-	375	-	-	-	-	-
RPS Information Technology Services - Infrastructure and Hardware	-	457	-	-	-	-	-
South East Fire Station 8	1,847	-	-	6,330	6,300	-	12,630
Vision Zero	326	400	-	-	-	-	-

PRIOR APPROVED AND MULTI-YEAR APPROVAL STILL REQUIRED (GENERAL & UTILITY)							
	Prior Approved			Current Budget Year	Multi-Year Approval		Total Multi-Year Approval
(\$000s)	Carry Forward	2025	2026	2025	2026	2027	Total
Utility Capital	21,446	126,660	5,000	2,000	-	-	2,000
Program Total	19,167	26,450	-	-	-	-	-
Storm Sewer Renewal - Linear Assessment and Rehabilitation	7,002	3,000	-	-	-	-	-
Water Infrastructure Renewal	4,676	16,000	-	-	-	-	-
Wastewater Collection Renewal - Assessment and Rehabilitation	7,489	7,450	-	-	-	-	-
Project Total	2,279	100,210	5,000	2,000	-	-	2,000
Al Ritchie Drainage Improvement Project	10,100	5,000	-	-	-	-	-
Water Network Expansion (Eastern Pressure Solution)	(7,896)	73,210	-	-	-	-	-
Wastewater Capacity Upgrades (South Trunk)	75	12,000	-	-	-	-	-
Speaker's Corner Drainage Project	-	10,000	5,000	2,000	-	-	2,000
Grand Total	46,980	211,019	18,602	10,814	35,031	1,200	47,045
Prior Approved Total		229,621					



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Parks, Recreation & Cultural Services

Parks & Open Space

E1076 - Boulevard Restoration							
Project Start Date	2022		Project End Date			2026	
Repairing of grass boulevards that have issues on establishment. Funding is for repair and restoration.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	34	-	-	-	-	-	-
Current Operating Contributions	-	50	50	-	-	-	100
Yet to be Approved/Planned	-	50	50	-	-	-	100
Total Advanced Approved and Planned	34	50	50	-	-	-	100

A1104 - Open Space Restoration							
Project Start Date	2009		Project End Date			Ongoing	
Repairing Park assets. Capital funding is used to restore or replace deteriorated open space amenities to safe and usable condition.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	17	-	-	-	-	-	-
Current Operating Contributions	-	330	330	330	330	400	1,720
Yet to be Approved/Planned	-	330	330	330	330	400	1,720
Total Advanced Approved and Planned	17	330	330	330	330	400	1,720

A1113 - Plant Material Establishment							
Project Start Date	2008		Project End Date			Ongoing	
Funding provides watering and maintenance of newly planted trees and shrubs within the parks and open space of a new development for a three-year period to ensure establishment and survival of the new plant material. Any plantings that fail to survive this three-year period are replaced.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	49	-	-	-	-	-	-
Current Operating Contributions	-	8	8	8	8	9	41
Development Charges – Parks Reserve (Debt)	-	148	148	148	148	174	766
Yet to be Approved/Planned	-	156	156	156	156	183	807
Total Advanced Approval and Planned	49	156	156	156	156	183	807

A1098 - Pathway Asphalt Recapping							
Project Start Date	2010	Project End Date				Ongoing	
Repairing and recapping of park pathways. Funds for the general recapping of Regina's multi-use asphalt pathways to keep them in safe and usable condition. The City maintains almost 100 km of paved pathway.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	200	-	-	-	-	-	-
Current Operating Contributions	-	195	195	250	250	250	1,140
Yet to be Approved/Planned	-	195	195	250	250	250	1,140
Total Advanced Approval and Planned	-	195	195	250	250	250	1,140

E1710 - Parks Maintenance - Fleet Equipment Requirements							
Project Start Date	2017	Project End Date				Ongoing	
Purchase of new equipment to assist with new park space coming on line.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	135	149	149	149	180	762
Yet to be Approved/Planned	-	135	149	149	149	180	762
Total Advanced Approval and Planned	-	135	149	149	149	180	762

A1137 - City Square Plaza Restoration							
Project Start Date	2013	Project End Date				2028	
This funding is used to restore or replace deteriorated, vandalized or damaged elements or amenities such as paving stone and furniture within the Pat Fiacco Plaza. It is also used to correct deficiencies in the landscaping.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	280	-	-	-	-	-	-
Current Operating Contributions	-	-	15	-	15	-	30
Yet to be Approved/Planned	-	-	15	-	15	-	30
Total Advanced Approval and Planned	280	-	15	-	15	-	30

A1136 - Tree Replacement Along Arterials, Buffers and Parks							
Project Start Date	2013	Project End Date				Ongoing	
Funds from this program are used to replace tree vacancies along arterial roads, buffer areas, and parks. Newly planted trees are maintained and watered during the establishment period.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	114	-	-	-	-	-	-
Current Operating Contributions	-	200	225	225	275	275	1,200
Yet to be Approved/Planned	-	200	225	225	275	275	1,200
Total Advanced Approval and Planned	114	200	225	225	275	275	1,200

E1724 - Recreation/Culture Capital Program							
Project Start Date	2020	Project End Date			Ongoing		
Funding for staff to implement the Recreation Master Plan and Cultural Plan.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,345	-	-	-	-	-	-
Current Operating Contributions	-	289	307	334	334	334	1,598
Yet to be Approved/Planned	-	289	307	334	334	334	1,598
Total Advanced Approval and Planned	1,345	289	307	334	334	334	1,598

E1728 - Zone Level Off-Leash Dog Parks							
Project Start Date	2020	Project End Date			2029		
Funding set aside for a zone level dog park.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	228	-	-	-	-	-	-
Current Operating Contributions	-	-	-	-	-	624	624
Yet to be Approved/Planned	-	-	-	-	-	624	624
Total Advanced Approval and Planned	228	-	-	-	-	624	624

E1750 - Baseball Diamond Audit Implementation							
Project Start Date	2024	Project End Date			2027		
Four-year project to address deferred capital maintenance issues and improve the quality of the City's 167 ball diamonds.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	747	-	-	-	-	-	-
Current Operating Contributions	-	159	-	197	-	-	356
Yet to be Approved/Planned	-	159	-	197	-	-	356
Total Advanced Approval and Planned	747	159	-	197	-	-	356

E1025 - Recreation Culture Capital Plan Implementation - Indoor Skateboard Park							
Project Start Date	2025	Project End Date			Ongoing		
Funding for Recreation & Culture Capital Plan Implementation - Indoor Skateboard Park.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	155	159	164	169	174	821
Yet to be Approved/Planned	-	155	159	164	169	174	821
Total Advanced Approval and Planned	-	155	159	164	169	174	821

E1040 - Park Lighting							
Project Start Date	2025		Project End Date			2028	
To add pathway lighting to parks located along the multi-use pathway that are not currently lit, or to parks with safety concerns where RPS believes lighting would contribute to safety of users.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	100	-	100	340	-	540
Yet to be Approved/Planned	-	100	-	100	340	-	540
Total Advanced Approval and Planned	-	100	-	100	340	-	540

E1041 - Washroom Strategy							
Project Start Date	2027		Project End Date			2028	
In 2025 a washroom trailer will be constructed which will be used to collect data at parks in alignment with the washroom strategy. Funds in 2026 and 2028 will be used to construct washrooms in high priority locations in parks.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	340	-	360	-	700
Yet to be Approved/Planned	-	-	340	-	360	-	700
Total Advanced Approval and Planned	-	-	340	-	360	-	700

A1097 - Irrigation System Improvements							
Project Start Date	2007		Project End Date			Ongoing	
Funds from this program are used to restore and replace deteriorated irrigation system components (valves, sprinklers, water lines, software and hardware) to ensure effective maintenance of the City's parks and open spaces.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	18	-	-	-	-	-	-
Current Operating Contributions	-	560	572	560	572	560	2,824
Yet to be Approved/Planned	-	560	572	560	572	560	2,824
Total Advanced Approval and Planned	18	560	572	560	572	560	2,824

New Project 001 - 11th Avenue Project							
Project Start Date	2026		Project End Date			2026	
Additional water truck for street watering of trees and nighttime crew to water. Purchase in 2026 for use in 2027.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	250	-	-	-	250
Yet to be Approved/Planned	-	-	250	-	-	-	250
Total Advanced Approval and Planned	-	-	250	-	-	-	250

New Project 081 - Ceremonial Site							
Project Start Date	2025		Project End Date			2027	
Funds requested in 2025 will be used to prepare the ceremony site to host larger ceremonies. In addition, a consultant will be hired to develop plans for an indoor sweat lodge and ceremonial space, as guided by discussions with the Elders Advisory Committee. Construction of the indoor sweat lodge will take place in 2026 and 2027.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	635	6,846	2,820	-	-	10,301
Yet to be Approved/Planned	-	635	6,846	2,820	-	-	10,301
Total Advanced Approval and Planned	-	635	6,846	2,820	-	-	10,301

Recreation Sites & Facilities

F1035 - Athletic Field Restoration							
Project Start Date	2006		Project End Date			Ongoing	
Funds from this capital program ensure playing fields, surfaces and facilities are maintained in accordance with current operating and safety standard.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	4	-	-	-	-	-	-
Current Operating Contributions	-	250	250	250	250	250	1,250
Yet to be Approved/Planned	-	250	250	250	250	250	1,250
Total Advanced Approval and Planned	4	250	250	250	250	250	1,250



Community & Cultural Development

F1038 – Recreation Equipment							
Project Start Date	2006	Project End Date			Ongoing		
Funds from this capital program budget are used for the replacement revitalization and sustainability of recreation equipment and furnishings at the City’s arts, culture, recreation and sport facilities.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	26	-	-	-	-	-	-
Current Operating Contributions	-	200	200	200	200	200	1,000
Yet to be approved/Planned	-	200	200	200	200	200	1,000
Total Advanced Approval and Planned	26	200	200	200	200	200	1,000

A1101 – Crime Prevention Through Environmental Design – Improvements							
Project Start Date	2008	Project End Date			Ongoing		
Funding to address safety concerns in parks through the Crime Prevention Through Environmental Design (CPTED) program, a collaborative approach involving the community, Regina Police Services and the City to address safety issues and citizen concerns in public recreation spaces.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	25	25	25	25	25	125
Yet to be Approved/Planned	-	25	25	25	25	25	125
Total Advanced Approval and Planned	-	25	25	25	25	25	125

E1015 – Cultural Heritage Consultant							
Project Start Date	2021	Project End Date			2025		
Completion of evaluations for properties on the City’s Heritage inventory and review of the Heritage Inventory Policy.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	57	-	-	-	-	-	-
Current Operating Contributions	-	50	-	-	-	-	50
Yet to be Approved/Planned	-	50	-	-	-	-	50
Total Advanced Approval and Planned	57	50	-	-	-	-	50

E1729 – Civic Art Program							
Project Start Date	2020	Project End Date			Ongoing		
This fund is for the acquisition and maintenance of the civic art collection.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	471	-	-	-	-	-	-
Current Operating Contributions	-	150	150	150	150	150	750
Yet to be Approved/Planned	-	150	150	150	150	150	750
Total Advanced Approval and Planned	471	150	150	150	150	150	750

E1749 - Placemaking Initiatives							
Project Start Date	2024	Project End Date			Ongoing		
Funds from this capital program are used for placemaking initiatives.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	45	-	-	-	-	-	-
Current Operating Contributions	-	100	100	100	100	100	500
Yet to be Approved/Planned	-	100	100	100	100	100	500
Total Advanced Approval and Planned	45	100	100	100	100	100	500

F1100 - Playground Replacement and Restoration Program							
Project Start Date	2016	Project End Date			Ongoing		
Funds from this program are used to replace playgrounds that are in poor condition or have little play value as well as to repair synthetic surfacing at playground sites. The funding for 2026 will increase accessible playground options by renovating Kinsmen Park South and will fund the replacement of synthetic surfacing at two existing playgrounds.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	172	-	-	-	-	-	-
Current Operating Contributions	-	1,750	610	615	620	625	4,220
Yet to be Approved/Planned	-	1,750	610	615	620	625	4,220
Total Advanced Approval and Planned	172	1,750	610	615	620	625	4,220



E1029 - New Cricket Field							
Project Start Date	2023		Project End Date			2027	
Funds will be used to plan and construct a new cricket field to increase the City's capacity to manage demand for field time.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	500	490	4,290	-	-	5,280
Yet to be Approved/Planned	-	500	490	4,290	-	-	5,280
Total Advanced Approval and Planned	-	500	490	4,290	-	-	5,280

E1038 - Pickleball							
Project Start Date	2026		Project End Date			2027	
Funding will be used to expand the number of pickleball courts available.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	100	1,300	-	-	1,400
Yet to be Approved/Planned	-	-	100	1,300	-	-	1,400
Total Advanced Approval and Planned	-	-	100	1,300	-	-	1,400

E1039 - Artificial Turf Field							
Project Start Date	2029		Project End Date			2029	
Funds will be used to begin design for a new artificial turf athletic field in alignment with the Recreation Master Plan.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	-	235	235
Yet to be Approved/Planned	-	-	-	-	-	235	235
Total Advanced Approval and Planned	-	-	-	-	-	235	235



Cemeteries

A1108 – Parks & Open Spaces General Allocation- Cemeteries							
Project Start Date	2011	Project End Date				Ongoing	
Monument realignment, road repairs, pruning, concrete work, indoor columbarium, administration renovations.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	60	-	-	-	-	-	-
Cemetery Reserve	-	130	760	181	100	340	1,511
Yet to be Approved/Planned	-	130	760	181	100	340	1,511
Total Advanced Approval and Planned	60	130	760	181	100	340	1,511

E1751 - Cemetery Software							
Project Start Date	2024	Project End Date				2029	
Purchase and implementation of new cloud-based cemetery software.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	130	-	-	-	-	-	-
Cemetery Reserve	-	-	-	-	-	150	150
Yet to be Approved/Planned	-	-	-	-	-	150	150
Total Advanced Approval and Planned	130	-	-	-	-	150	150

New Project 082 - Cemetery Fleet							
Project Start Date	2026	Project End Date				2026	
Funds from this program are used for the replacement of cemetery fleet assets that have completed or exceeded their economic service life.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Cemetery Reserve	-	-	140	-	-	-	140
Yet to be Approved/Planned	-	-	140	-	-	-	140
Total Advanced Approval and Planned	-	-	140	-	-	140	140



Golf Courses

A1109 - Parks & Open Spaces General Allocation-Golf							
Project Start Date	2011	Project End Date			Ongoing		
Funding is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: Tor Hill, Murray, Joanne Goulet and Lakeview Par 3. The capital work typically includes mitigation of water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	143	-	-	-	-	-	-
Golf Course Reserve	-	700	525	150	150	150	1,675
Yet to be Approved/Planned	-	700	525	150	150	150	1,675
Total Advanced Approval and Planned	143	700	525	150	150	150	1,675

New Project 083 – Boggy Creek Dam Repair							
Project Start Date	2024	Project End Date			2027		
Repair a 120-year-old dam located adjacent to the Murray Golf Course. The dam is required to ensure access to water for irrigation purposes and to manage downstream flows. Funding for 2025 will be used for consulting to determine the scope and scale of the repairs needed, funding for 2026 will go towards design work, and the repair work itself will be undertaken in 2027.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Golf Course Reserve	-	500	200	1,200	-	-	1,900
Yet to be Approved/Planned	-	500	200	1,200	-	-	1,900
Total Advanced Approval and Planned	-	500	200	1,200	-	-	1,900



Transit

Conventional Transit & Paratransit

J1032 - Transit Fleet Replacement							
Project Start Date	2010		Project End Date			Ongoing	
Regular program for the replacement of the transit and paratransit fleet.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	(48)	23,782	-	-	-	-	23,782
Transit Fleet Replacement Reserve	-	-	3,795	7,240	12,799	14,000	37,834
Grant	-	-	1,360	2,400	2,400	2,400	8,560
Yet to be Approved/Planned	-	23,782	5,155	9,640	15,199	16,400	70,176
Total Advanced Approval and Planned	(48)	23,782	5,155	9,640	15,199	16,400	70,176





Transportation

Roadways & Active Transportation

A1004 - Street Infrastructure Renewal							
Project Start Date	2005		Project End Date			2029	
The Street Infrastructure Renewal program (SIRP) is to manage the City's major roadway network and funds all activities related to maintaining the City's arterial and collector roadway infrastructure network.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	2,977	9,571	-	-	-	-	9,571
Current Operating Contributions	-	-	9,356	8,055	5,286	8,714	31,411
Canada Community-Building Fund	-	-	-	5,475	7,350	9,849	22,674
Yet to be Approved/Planned	-	-	9,356	13,530	12,636	18,563	54,085
Total Advanced Approval and Planned	2,977	9,571	9,356	13,530	12,636	18,563	63,656

A1170 - Residential Road Renewal Program							
Project Start Date	2015		Project End Date			2029	
The Residential Road Renewal Program (RRRP) is in place to improve the condition of the City's existing local roads. In 2015, the City Council approved a long-term strategy for residential road renewal to address the condition of local roads. City Council also directed that 25 per cent of the Street Infrastructure Renewal Program be directed to the Residential Road Renewal Program on top of the \$12 million of base funding for this program.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	222	12,042	-	-	-	-	12,042
Current Operating Contributions	-	2,393	15,161	8,317	16,254	15,325	57,450
Canada Community-Building Fund	-	-	-	8,235	-	2,905	11,140
Yet to be Approved/Planned	-	2,393	15,161	16,552	16,254	18,230	68,590
Total Advanced Approval and Planned	222	14,435	15,161	16,552	16,254	18,230	80,632

A1003 - Asphalt Plant Upgrade							
Project Start Date	2010		Project End Date			2029	
Replacement of the aggregate dryer drum and frame, and pug mill gear box.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	68	-	-	-	-	-	-
Asphalt Plant Reserve	-	100	-	500	-	500	1,100
Yet to be Approved/Planned	-	100	-	500	-	500	1,100
Total Advanced Approval and Planned	68	100	-	500	-	500	1,100

F1133 – 11th Avenue Revitalization Project

Project Start Date	2021	Project End Date					2026
Part of the City's efforts to revitalize the downtown over the next seven to 10 years. 11th Avenue is located in the heart of downtown and is a vital link between our citizens and the business community. It requires extensive investment to upgrade infrastructure, improve the current poor conditions of the road and sidewalks, and work with external utilities to facilitate necessary upgrades to their assets.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	2,114	21,103	13,602	-	-	-	34,705
Current Operating Contributions	-	-	-	-	-	-	-
Yet to be Approved/Planned	-	-	-	-	-	-	-
Total Advanced Approval and Planned	2,114	21,103	13,602	-	-	-	34,705

A1223 – Pedestrian Connectivity

Project Start Date	2020	Project End Date					Ongoing
This program addresses the installation of sidewalks and pedestrian connections to trails and transit locations, focusing on important points that connect our sidewalk network to develop complete neighbourhoods. This program is planned for 40 years to complete the 60 kilometres of missing pedestrian infrastructure connecting to transit locations and trails.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	722	500	-	-	-	-	500
Current Operating Contributions	-	-	500	500	500	500	2,000
Yet to be Approved/Planned	-	-	500	500	500	500	2,000
Total Advanced Approval and Planned	722	500	500	500	500	500	2,500

A1266 – Railway Maintenance Program

Project Start Date	2022	Project End Date					Ongoing
Railway Crossing Maintenance Program to fund the City's portion of road and railway crossing improvements as contractually obligated per applicable Board Order Agreements.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	100	100	100	300	300	900
Yet to be Approved/Planned	-	100	100	100	300	300	900
Total Advanced Approval and Planned	-	100	100	100	300	300	900



A1018 - Bridge Infrastructure Renewal							
Project Start Date	2008	Project End Date			Ongoing		
The Bridge Infrastructure Renewal Program (BIRP) funds all activities related to maintaining the City's bridge infrastructure network.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	3,190	7,410	7,410	-	-	-	14,820
Current Operating Contributions	-	-	-	1,000	1,000	1,000	3,000
Canada Community-Building Fund	-	-	-	-	3,910	6,410	10,320
Yet to be Approved/Planned	-	-	-	1,000	4,910	7,410	13,320
Total Advanced Approval and Planned	3,190	7,410	7,410	1,000	4,910	7,410	28,140

A1292 - Upgrade of Asphalt Cold Planer							
Project Start Date	2026	Project End Date			2026		
Upgrade the asphalt cold planer to increase capacity and improve efficiency in asphalt production operations.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	250	-	-	-	250
Yet to be Approved/Planned	-	-	250	-	-	-	250
Total Advanced Approval and Planned	-	-	250	-	-	-	250



Traffic & Road Safety

A1290 - Street Lighting Deficiencies Program							
Project Start Date	2028			Project End Date			2029
Implement streetlighting improvements.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	150	240	390
Yet to be Approved/Planned	-	-	-	-	150	240	390
Total Advanced Approval and Planned	-	-	-	-	150	240	390

A1291 - Transportation Management Centre Planning							
Project Start Date	2028			Project End Date			2029
Funding for the plan to develop a Transportation Management Centre (TMC). TMC's are leading-edge facilities that use data to process and manage traffic incidents.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	250	700	950
Yet to be Approved/Planned	-	-	-	-	250	700	950
Total Advanced Approval and Planned	-	-	-	-	250	700	950

A1271 - Vision Zero							
Project Start Date	2022			Project End Date			Ongoing
Funding to develop a Vision Zero Framework for the City and initiate an ongoing program for the implementation of safe system policies, projects and solutions with dedicated funding for traffic calming and vulnerable road user safety projects.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior approval received	326	400	-	-	-	-	400
Current Operating Contributions	-	500	900	900	900	900	4,100
Funding Source: ASE Fund Deferred Revenue	-	250	250	250	315	315	1,380
Yet to be Approved/Planned	-	750	1,150	1,150	1,215	1,215	5,480
Total Advanced Approval and Planned	326	1,150	1,150	1,150	1,215	1,215	5,880



A1289 - Ring Road Safety Improvements							
Project Start Date	2028		Project End Date			2028	
Implement safety improvements on Ring Road, including overhead sign structures, lighting, signage and line painting.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	650	-	650
Yet to be Approved/Planned	-	-	-	-	650	-	650
Total Advanced Approval and Planned	-	-	-	-	650	-	650

A0176 - Transportation Performance Data & Analytics							
Project Start Date	2023		Project End Date			2029	
The City utilizes data to make decisions when upgrading or enhancing traffic and roadway Infrastructure, and the requirement to collect data has increased due to growth, traffic safety standards and community expectations. This multi-year project is to onboard a new traffic data storage and analytic software.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	30	-	-	-	-	-	-
Current Operating Contributions	-	108	-	-	122	122	352
Yet to be Approved/Planned	-	108	-	-	122	122	352
Total Advanced Approval and Planned	30	108	-	-	122	122	352

A1259 - Renewal Program-Expressway Lighting							
Project Start Date	2021		Project End Date			Ongoing	
This program funds ongoing expressway rehabilitation of over 1,000 expressway lights maintained by the City.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	(143)	-	-	-	-	-	-
Current Operating Contributions	-	550	600	600	650	715	3,115
Yet to be Approved/Planned	-	550	600	600	650	715	3,115
Total Advanced Approval and Planned	(143)	550	600	600	650	715	3,115



A1021 - New/Enhanced Traffic Controls							
Project Start Date	2005	Project End Date			Ongoing		
This program funds the new traffic signal, pedestrian corridors, signage, lighting, small term growth related traffic improvements, Accessible Pedestrian Signal (APS) and signal-related lighting improvements.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received (Debt \$3,782)	3,570	1,900	-	-	-	-	1,900
Current Operating Contributions	-	-	550	600	650	650	2,450
Roadways Development Charges Reserve (Debt)	-	-	1,120	1,120	1,225	1,225	4,690
Intensification Infrastructure Reserve	-	-	480	480	525	525	2,010
Yet to be Approved/Planned	-	-	2,150	2,200	2,400	2,400	9,150
Total Advanced Approval and Planned	3,090	1,900	2,150	2,200	2,400	2,400	11,050

A1157 - Traffic Infrastructure Renewal							
Project Start Date	2015	Project End Date			Ongoing		
This program funds rehabilitation of traffic infrastructure and replacement of signal and sign assets that are at the end of their life.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	263	1,000	-	-	-	-	1,000
Current Operating Contributions	-	-	1,000	1,000	1,500	1,600	5,100
Yet to be approved/Planned	-	-	1,000	1,000	1,500	1,600	5,100
Total Advanced Approval and Planned	263	1,000	1,000	1,000	1,500	1,600	6,100

A1287 - High Mast Decommissioning & Interchange Lighting Upgrade							
Project Start Date	2028	Project End Date			2029		
Design on the decommissioning of high mast lights and the design for installing expressway lighting at interchanges.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	125	750	875
Yet to be Approved/Planned	-	-	-	-	125	750	875
Total Advanced Approval and Planned	-	-	-	-	125	750	875

A1288 - Micro-Mobility and Active Transportation Solutions							
Project Start Date	2028	Project End Date			2029		
Funding to plan and implement a safe, connected infrastructure network for active transportation and micro-mobility uses.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	300	300	600
Yet to be Approved/Planned	-	-	-	-	300	300	600
Total Advanced Approval and Planned	-	-	-	-	300	300	600

A1281 - Mandatory Railway Signal Upgrades							
Project Start Date	2024	Project End Date			Ongoing		
For signal and safety improvements required for railway crossings identified by Transport Canada, Canadian National Railway (CN) and Canadian Pacific Railway (CP).							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	520	575	750	200	200	2,245
Federal Government Capital Grants	-	520	575	750	200	200	2,245
Yet to be Approved/Planned	-	1,040	1,150	1,500	400	400	4,490
Total Advanced Approval and Planned	-	1,040	1,150	1,500	400	400	4,490

A1286 - Critical & Peripheral Intersection Vibration Damper							
Project Start Date	2023	Project End Date			2029		
Installation of vibration dampers at critical and peripheral intersections.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	100	125	225
Yet to be Approved/Planned	-	-	-	-	100	125	225
Total Advanced Approval and Planned	-	-	-	-	100	125	225

A1278 - Uninterrupted Power Service Replacements & Expansion							
Project Start Date	2024	Project End Date			Ongoing		
Replacement and upgrade of existing Uninterrupted Power Service (UPS) units, and expansion to install UPS at more intersections.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	100	100	100	350	350	1,000
Yet to be Approved/Planned	-	100	100	100	350	350	1,000
Total Advanced Approval and Planned	-	100	100	100	350	350	1,000

Winter Road Maintenance

A1185 - Snow Storage Site							
Project Start Date	2027	Project End Date			2029		
Funds to plan and purchase land for an additional snow storage site to improve winter road maintenance operations.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	300	4,200	5,700	10,200
Yet to be Approved/Planned	-	-	-	300	4,200	5,700	10,200
Total Advanced Approval and Planned	-	-	-	300	4,200	5,700	10,200



Solid Waste Collection & Disposal

Solid Waste (Garbage) Collection

A1150 - Landfill Gas to Energy Project							
Project Start Date	2014		Project End Date			2028	
Capital projects related to the landfill gas-to-energy facility.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	71	-	-	-	-	-	-
Sanitary Landfill Reserve	-	-	50	-	50	-	100
Yet to be Approved/Planned	-	-	50	-	50	-	100
Total Advanced Approval and Planned	71	-	50	-	50	-	100

A1163 - Refuse Cart Replacement - Garbage							
Project Start Date	2015		Project End Date			Ongoing	
Annual purchase and replacement of brown bins.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	(147)	-	-	-	-	-	-
Sanitary Landfill Reserve	-	290	290	290	290	290	1,450
Yet to be Approved/Planned	-	290	290	290	290	290	1,450
Total Advanced Approval and Planned	(147)	290	290	290	290	290	1,450

A1276 - Refuse Cart Replacement - Recycling							
Project Start Date	2023		Project End Date			Ongoing	
Annual purchase and replacement of recycling carts.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	223	-	-	-	-	-	-
Sanitary Landfill Reserve	-	220	220	220	220	220	1,100
Yet to be Approved/Planned	-	220	220	220	220	220	1,100
Total Advanced Approval and Planned	223	220	220	220	220	220	1,100

A1277 – Refuse Cart Replacement – Food & Yard							
Project Start Date	2023		Project End Date			Ongoing	
Annual purchase and replacement of food and yard waste carts.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	220	220	220	220	220	1,100
Yet to be Approved/Planned	-	220	220	220	220	220	1,100
Total Advanced Approval and Planned	-	220	220	220	220	220	1,100

A1282 – Landfill Oil Pit Remediation							
Project Start Date	2025		Project End Date			2026	
Study and remediation of an open oil pit located at the current landfill.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	150	3,500	-	-	-	3,650
Yet to be Approved/Planned	-	150	3,500	-	-	-	3,650
Total Advanced Approval and Planned	-	150	3,500	-	-	-	3,650

A1283 – Landfill Perimeter Fence Replacement							
Project Start Date	2026		Project End Date			2027	
Replacement of sections of the perimeter fencing at the landfill.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	1,000	1,000	-	-	2,000
Yet to be Approved/Planned	-	-	1,000	1,000	-	-	2,000
Total Advanced Approval and Planned	-	-	1,000	1,000	-	-	2,000

A1284 – Landfill Piggy-Back Liner Design & Construction							
Project Start Date	2026		Project End Date			2027	
Funding for the design and construction of a piggy-back liner system at the landfill.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	100	2,000	-	-	2,100
Yet to be Approved/Planned	-	-	100	2,000	-	-	2,100
Total Advanced Approval and Planned	-	-	100	2,000	-	-	2,100

A1285 – Methane Emission Surveys – Mount Pleasant & Current Fleet Street Landfill							
Project Start Date	2025	Project End Date			Ongoing		
Funding for a methane emissions survey of the City’s former landfill at Mount Pleasant and the current operating facility at Fleet Street.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	10	10	10	30	50	110
Yet to be Approved/Planned	-	10	10	10	30	50	110
Total Advanced Approval and Planned	-	10	10	10	30	50	110

A1148 – Landfill Annual Infrastructure Renewal							
Project Start Date	2014	Project End Date			Ongoing		
This is an ongoing program to ensure landfill infrastructure, which includes roadways, fencing and drainage, is maintained to ensure uninterrupted service, safety and regulatory compliance.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	290	-	-	-	-	-	-
Sanitary Landfill Reserve	-	305	305	305	305	305	1,525
Yet to be Approved/Planned	-	305	305	305	305	305	1,525
Total Advanced Approval and Planned	290	305	305	305	305	305	1,525

A1279 – Global Positioning System Terminal Replacement							
Project Start Date	2024	Project End Date			Ongoing		
Funds to rehabilitate and maintain the existing Global Positioning System (GPS) Terminal units.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	8	-	-	-	-	-	-
Sanitary Landfill Reserve	-	30	30	30	30	30	150
Yet to be Approved/Planned	-	30	30	30	30	30	150
Total Advanced Approval and Planned	8	30	30	30	30	30	150



New Project 002 - Five Year Consultant Fill Plan Update							
Project Start Date	2025		Project End Date			2025	
Five Year Consultant Fill Plan Update.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	13	-	-	-	-	13
Yet to be Approved/Planned	-	13	-	-	-	-	13
Total Advanced Approval and Planned	-	13	-	-	-	-	13

New Project 004 - Landfill Diversion Station							
Project Start Date	2025		Project End Date			2028	
Landfill Diversion Station							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	-	150	5,000	-	5,150
Yet to be Approved/Planned	-	-	-	150	5,000	-	5,150
Total Advanced Approval and Planned	-	-	-	150	5,000	-	5,150

New Project 008 - Collections GPS Software							
Project Start Date	2025		Project End Date			Ongoing	
Routing and maintenance costs.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	30	30	30	32	32	154
Yet to be Approved/Planned	-	30	30	30	32	32	154
Total Advanced Approval and Planned	-	30	30	30	32	32	154

New Project 009 - Small Vehicle Transfer Station Rehab							
Project Start Date	2025		Project End Date			2027	
Rehab the Small Vehicle Transfer Station.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	-	1,500	-	-	1,500
Yet to be Approved/Planned	-	-	-	1,500	-	-	1,500
Total Advanced Approval and Planned	-	-	-	1,500	-	-	1,500

New Project 013 - Landfill Liability Report							
Project Start Date	2025		Project End Date			2027	
Estimation of financial liability from operating the landfill.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	-	12	-	-	12
Yet to be Approved/Planned	-	-	-	12	-	-	12
Total Advanced Approval and Planned	-	-	-	12	-	-	12

New Project 014 - Gas to Energy Facility Renewal							
Project Start Date	2025		Project End Date			2029	
The gas to energy engine requires major maintenance.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	-	-	-	1,250	1,250
Yet to be Approved/Planned	-	-	-	-	-	1,250	1,250
Total Advanced Approval and Planned	-	-	-	-	-	1,250	1,250

New Project 019 - Landfill Airspace Audit							
Project Start Date	2025		Project End Date			2027	
Hire a consultant to review operations to ensure we are operating in a way that increases the life of the landfill.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	-	250	-	-	250
Yet to be Approved/Planned	-	-	-	250	-	-	250
Total Advanced Approval and Planned	-	-	-	250	-	-	250

New Project 023 - Concrete Crushing Site Relocation							
Project Start Date	2025		Project End Date			2026	
Relocate the concrete crushing site at the landfill to accommodate a future Waste Diversion Station.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	75	1,500	-	-	-	1,575
Yet to be Approved/Planned	-	75	1,500	-	-	-	1,575
Total Advanced Approval and Planned	-	75	1,500	-	-	-	1,575

New Project 026 - Landfill Disaster Debris Plan							
Project Start Date	2025		Project End Date			2025	
Hire a consultant to develop a disaster plan for the Landfill.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	70	-	-	-	-	70
Yet to be Approved/Planned	-	70	-	-	-	-	70
Total Advanced Approval and Planned	-	70	-	-	-	-	70

New Project 027 - Shredder for Landfill							
Project Start Date	2025		Project End Date			2025	
Purchase of shredder at the Landfill to reduce the need for a dozer and increase the landfill airspace.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	1,800	-	-	-	-	1,800
Yet to be Approved/Planned	-	1,800	-	-	-	-	1,800
Total Advanced Approval and Planned	-	1,800	-	-	-	-	1,800

New Project 028 - Investigation of Contaminated Sites							
Project Start Date	2025		Project End Date			2029	
Assessments on City-owned property to determine the next steps and either offer the land for sale or utilize it as needed for City purposes.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	250	250	250	800	1,550
Yet to be Approved/Planned	-	-	250	250	250	800	1,550
Total Advanced Approval and Planned	-	-	250	250	250	800	1,550

New Project 029 - Landfill Perimeter Road							
Project Start Date	2025		Project End Date			2028	
Includes perimeter road re-construction, west road re-alignment, and site storm water drainage repairs.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	1,000	-	3,000	-	4,000
Yet to be Approved/Planned	-	-	1,000	-	3,000	-	4,000
Total Advanced Approval and Planned	-	-	1,000	-	3,000	-	4,000

New Project 060 - Landfill Partial Cap and Closure							
Project Start Date	2025		Project End Date			2028	
A section of the landfill will be closed.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	-	-	6,600	-	6,600
Yet to be Approved/Planned	-	-	-	-	6,600	-	6,600
Total Advanced Approval and Planned	-	-	-	-	6,600	-	6,600

New Project 110 - Active Landfill Gas Capture and Use							
Project Start Date	2025		Project End Date			2027	
Active Landfill Gas Capture and Use.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	50	3,500	12,000	-	-	15,550
Yet to be Approved/Planned	-	50	3,500	12,000	-	-	15,550
Total Advanced Approval and Planned	-	50	3,500	12,000	-	-	15,550

New Project 111 - Mount Pleasant Environmental Assessment							
Project Start Date	2026		Project End Date			2028	
Mount Pleasant Environmental Assessment.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Sanitary Landfill Reserve	-	-	30	150	750	-	930
Yet to be Approved/Planned	-	-	30	150	750	-	930
Total Advanced Approval and Planned	-	-	30	150	750	-	930



Water, Wastewater & Drainage

Water

U4002 - Trench Settlement Remediation							
Project Start Date	2013	Project End Date			Ongoing		
Cracking and settling of sidewalks, curbs, gutter and pavement occur because of backfill settlement at water main work locations. This program corrects settlement at these locations.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	365	-	-	-	-	-	-
General Utility Reserve	-	300	300	300	300	300	1,500
Yet to be Approved/Planned	-	300	300	300	300	300	1,500
Total Advanced Approval and Planned	365	300	300	300	300	300	1,500

U1014 - East Pumpstation (EPS) Heated Garage							
Project Start Date	2026	Project End Date			2026		
Design and construction of a heated garage to store equipment.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	1,000	-	-	-	1,000
Yet to be Approved/Planned	-	-	1,000	-	-	-	1,000
Total Advanced Approval and Planned	-	-	1,000	-	-	-	1,000

U1016 - Operations Yard Facility Master Plan							
Project Start Date	2029	Project End Date			2029		
This update to the Operations Yard Facility Master Plan will examine all remaining departments located at the Operations Yard or in other facilities. The plan will provide an updated road map for future development of a new operations yard and other related facilities.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	63	-	-	-	1,660	1,723
Yet to be Approved/Planned	-	63	-	-	-	1,660	1,723
Total Advanced Approval and Planned	-	63	-	-	-	1,660	1,723

U1018 - Twinning of Watermain from Farrell Pump Station with New Supply Main							
Project Start Date	2028		Project End Date			2028	
Twinning of 600mm watermain from Farrell Pump Station with a new 750 mm supply main along Broad Street from Dewdney Avenue to Saskatchewan Drive.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Intensification Infrastructure Reserve	-	-	-	-	230	-	230
Yet to be Approved/Planned	-	-	-	-	230	-	230
Total Advanced Approval and Planned	-	-	-	-	230	-	230

U3001 - Water Infrastructure Renewal							
Project Start Date	2005		Project End Date			Ongoing	
Underground water infrastructure requires renewal to ensure reliability and safety of the water system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of mains, fire hydrants, service connections and valves.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	(2,946)	16,000	-	-	-	-	16,000
General Utility Reserve	-	120	16,120	16,120	16,120	16,120	64,600
Yet to be Approved/Planned	-	120	16,120	16,120	16,120	16,120	64,600
Total Advanced Approval and Planned	(2,946)	16,120	16,120	16,120	16,120	16,120	80,600

U3003 - Hydrant Installation							
Project Start Date	2012		Project End Date			Ongoing	
Underground water infrastructure requires renewal to ensure reliability and safety of fire hydrants.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,162	-	-	-	-	-	-
General Utility Reserve	-	700	700	700	700	700	3,500
Yet to be Approved/Planned	-	700	700	700	700	700	3,500
Total Advanced Approval and Planned	1,162	700	700	700	700	700	3,500



U3004 - Water Service Line Replacement							
Project Start Date	2008	Project End Date			Ongoing		
Underground water infrastructure requires renewal to ensure reliability and safety of service connections.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	2,299	-	-	-	-	-	-
General Utility Reserve	-	1,750	1,750	1,750	1,750	1,750	8,750
Yet to be Approved/Planned	-	1,750	1,750	1,750	1,750	1,750	8,750
Total Advanced Approval and Planned	2,299	1,750	1,750	1,750	1,750	1,750	8,750

U1001 - Water Supply Modification							
Project Start Date	2005	Project End Date			Ongoing		
This program funds the assessment and rehabilitation of the water supply and trunk mains.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	7,489	-	-	-	-	-	-
General Utility Reserve	-	5,050	3,900	3,750	4,150	3,750	20,600
Yet to be Approved/Planned	-	5,050	3,900	3,750	4,150	3,750	20,600
Total Advanced Approval and Planned	7,489	5,050	3,900	3,750	4,150	3,750	20,600

U3014 - Valve Replacement							
Project Start Date	2013	Project End Date			Ongoing		
To perform assessment and replacement of valves.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval received	378	-	-	-	-	-	-
General Utility Reserve	-	800	800	800	800	800	4,000
Yet to be Approved/Planned	-	800	800	800	800	800	4,000
Total Advanced Approval and Planned	378	800	800	800	800	800	4,000

U3015 - Hydrant Replacement							
Project Start Date	2013	Project End Date			Ongoing		
The objective of this program is to upgrade the pumper nozzle for fire hydrants to a new standard nozzle. The new nozzle will allow the Fire Department to more efficiently and effectively connect to a hydrant.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	593	-	-	-	-	-	-
General Utility Reserve	-	640	640	640	640	640	3,200
Yet to be Approved/Planned	-	640	640	640	640	640	3,200
Total Advanced Approval and Planned	593	640	640	640	640	640	3,200

U3016 - Water Service Connection Replacement							
Project Start Date	2013	Project End Date			Ongoing		
To support replacement of water service connections.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	3,190	-	-	-	-	-	-
General Utility Reserve	-	3,500	3,500	3,500	3,500	3,500	17,500
Yet to be Approved/Planned	-	3,500	3,500	3,500	3,500	3,500	17,500
Total Advanced Approval and Planned	3,190	3,500	3,500	3,500	3,500	3,500	17,500

U3020 - Water Network Expansion							
Project Start Date	2014	Project End Date			2025		
This funding is required to construct a water pumping station, water storage reservoirs and water supply lines to maintain an acceptable level of service as the city continues to grow and additional demands are placed on the water distribution network.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	(7,896)	73,210	-	-	-	-	-
Yet to be Approved/Planned	-	-	-	-	-	-	-
Total Advanced Approval and Planned	(7,896)	73,210	-	-	-	-	73,210

U3043 - Tower Crossing Water Connections							
Project Start Date	2023	Project End Date			2025		
Re-establish water connections to existing customers in the Tower Crossing established area.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,095	-	-	-	-	-	-
General Utility Reserve	-	360	-	-	-	-	360
Yet to be Approved/Planned	-	360	-	-	-	-	360
Total Advanced Approval and Planned	1,095	360	-	-	-	-	360

U3044 - Distribution Trunk Mains-West Loop							
Project Start Date	2023	Project End Date			2029		
Enhancements to the City's water distribution system to accommodate future growth.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	200	-	-	-	-	-	-
Development Charges Utility Reserve (Debt)	-	-	-	-	-	200	200
Yet to be Approved/Planned	-	-	-	-	-	200	200
Total Advanced Approval and Planned	-	-	-	-	-	200	200

U4013 - Meter Installation Program							
Project Start Date	2013	Project End Date			Ongoing		
This program includes the purchase and installation of water meters for new homes.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	550	550	550	550	550	2,750
Yet to be Approved/Planned	-	550	550	550	550	550	2,750
Total Advanced Approval and Planned	-	550	550	550	550	550	2,750

U1003 - Water Reservoir Upgrade & Rehabilitation							
Project Start Date	2007	Project End Date			Ongoing		
This program inspects, repairs, and rehabilitates the water reservoirs in the city. As the reservoirs age, these activities are necessary to ensure the long-term reliability of the water supply and reduce emergency repairs.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	3,513	-	-	-	-	-	-
General Utility Reserve	-	250	2,500	250	2,500	250	5,750
Yet to be Approved/Planned	-	250	2,500	250	2,500	250	5,750
Total Advanced Approval and Planned	3,513	250	2,500	250	2,500	250	5,750

U1005 - Lead Service Connection Management Program							
Project Start Date	2022	Project End Date			Ongoing		
To support replacement of lead water service connections.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	2,321	-	-	-	-	-	-
General Utility Reserve	-	5,980	5,980	5,980	5,980	5,980	29,900
Yet to be Approved/Planned	-	5,980	5,980	5,980	5,980	5,980	29,900
Total Advanced Approval and Planned	2,321	5,980	5,980	5,980	5,980	5,980	29,900

U1010 - Additional Ground Water Capacity							
Project Start Date	2027	Project End Date			2029		
In the event of a water supply disruption from Buffalo Pound Water Treatment Plant, the City relies on ground water wells as an emergency water source. To reduce supply shortage vulnerabilities, additional wells will be drilled.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	200	500	4,800	5,500
Yet to be Approved/Planned	-	-	-	200	500	4,800	5,500
Total Advanced Approval and Planned	-	-	-	200	500	4,800	5,500

U5050 - Downtown Water System Upgrade							
Project Start Date	2028		Project End Date			2028	
Enhancements to the City’s water distribution system at downtown area to accommodate future growth.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	-	278	-	278
Yet to be Approved/Planned	-	-	-	-	278	-	278
Total Advanced Approval and Planned	-	-	-	-	278	-	278

New Project 101 - Leak Detection Program							
Project Start Date	2025		Project End Date			Ongoing	
Leak Detection Program							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	100	100	100	100	100	500
Yet to be Approved/Planned	-	100	100	100	100	100	500
Total Advanced Approval and Planned	-	100	100	100	100	100	500

New Project 102 - Redbear Pumping Station Capacity Increase							
Project Start Date	2029		Project End Date			2029	
Redbear Pumping Station capacity increase.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	-	-	4,400	4,400
Yet to be Approved/Planned	-	-	-	-	-	4,400	4,400
Total Advanced Approval and Planned	-	-	-	-	-	4,400	4,400



Wastewater Collection & Treatment

New Project 112 - Research Funding							
Project Start Date	2025	Project End Date			Ongoing		
Funding is required to research and analyze downstream impacts of our wastewater effluent.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	100	100	100	100	100	500
Yet to be Approved/Planned	-	100	100	100	100	100	500
Total Advanced Approval and Planned	-	100	100	100	100	100	500

New Project 048 - Lead Service Connection Management Program Wastewater Support							
Project Start Date	2005	Project End Date			Ongoing		
The wastewater system requires ongoing rehabilitation to ensure system reliability and alignment with the increased lead service connection replacements.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	1,100	1,100	1,100	1,100	1,100	5,500
Yet to be Approved/Planned	-	1,100	1,100	1,100	1,100	1,100	5,500
Total Advanced Approval and Planned	-	1,100	1,100	1,100	1,100	1,100	5,500

U7068 - Wastewater Capacity Upgrades							
Project Start Date	2021	Project End Date			2030		
This project is the continuation of ongoing efforts to comply with regulatory commitments to improve wastewater capacity and minimize bypasses to Wascana Creek during heavy precipitation events. The project was broken down into multiple phases and contracts.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received (Debt \$2,520)	11,293	12,000	-	-	-	-	12,000
General Utility Reserve	-	-	25,200	11,900	13,300	525	50,925
Utility Development Charges Reserve (Debt)	-	-	7,560	3,570	3,990	158	15,278
Intensification Infrastructure Reserve	-	-	3,240	1,530	1,710	68	6,548
Yet to be Approved/Planned	-	-	36,000	17,000	19,000	750	72,750
Total Advanced Approval and Planned	11,293	12,000	36,000	17,000	19,000	750	84,750

U5001 - Wastewater Collection Renewal - Integrated Works							
Project Start Date	2005	Project End Date			Ongoing		
Underground infrastructure requires renewal to ensure reliability and safety of the wastewater system. Includes studies, inspection, assessment, and rehabilitation of mains, service connections and manholes.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval received	(9)	7,450	-	-	-	-	7,450
General Utility Reserve	-	370	7,520	13,020	12,720	12,720	46,350
Yet to be Approved/Planned	-	370	7,520	13,020	12,720	12,720	46,350
Total Advanced Approval and Planned	(9)	7,820	7,520	13,020	12,720	12,720	53,800

U5004 - Wastewater Connections - Replacement							
Project Start Date	2006	Project End Date			Ongoing		
Underground wastewater infrastructure requires renewal to ensure reliability and safety of wastewater system. Includes Sewer Service Connection Replacement.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	251	-	-	-	-	-	-
General Utility Reserve	-	400	400	400	400	400	2,000
Yet to be Approved/Planned	-	400	400	400	400	400	2,000
Total Advanced Approval and Planned	251	400	400	400	400	400	2,000

U5007 - Wastewater Lift Station Upgrade - Rehabilitation							
Project Start Date	2005	Project End Date			2027		
The City's wastewater pumping stations require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, rehabilitation, and/or upgrades of pumping stations.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	7,428	-	-	-	-	-	-
General Utility Reserve	-	-	1,330	1,460	-	-	2,790
Yet to be Approved/Planned	-	-	1,330	1,460	-	-	2,790
Total Advanced Approval and Planned	7,428	-	1,330	1,460	-	-	2,790

U5020 - Sewer Connection Replacement							
Project Start Date	2013	Project End Date			Ongoing		
Funds will be used to support the replacement of wastewater service connections.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,150	-	-	-	-	-	-
General Utility Reserve	-	1,100	1,100	1,100	1,100	1,100	5,500
Yet to be Approved/Planned	-	1,100	1,100	1,100	1,100	1,100	5,500
Total Advanced Approval and Planned	1,150	1,100	1,100	1,100	1,100	1,100	5,500

U5048 - Automatic Wastewater Samplers							
Project Start Date	2027			Project End Date		2028	
Funds to purchase replacement wastewater autosamplers to ensure uninterrupted workflow and continued representative samples of the sewer system.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	36	24	-	60
Yet to be Approved/Planned	-	-	-	36	24	-	60
Total Advanced Approval and Planned	-	-	-	36	24	-	60

U5049 - Coopertown Sewage Pumping Station							
Project Start Date	2028			Project End Date		2028	
Increase capacity of the proposed Coopertown pumping station to service Westhill and Maple Ridge.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	-	3,000	-	3,000
Yet to be Approved/Planned	-	-	-	-	3,000	-	3,000
Total Advanced Approval and Planned	-	-	-	-	3,000	-	3,000

U5051 - Fleming Road Pumping Station Screens							
Project Start Date	2026			Project End Date		2027	
The City's agreement with EPCOR requires all sewage pumped to the Wastewater Treatment Plant be screened. Installation of mechanical screens to the Fleming Road Pumping Station is required to comply with this agreement.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	200	3,000	-	-	3,200
Yet to be Approved/Planned	-	-	200	3,000	-	-	3,200
Total Advanced Approval and Planned	-	-	200	3,000	-	-	3,200

U5052 - Wastewater Capacity Upgrades - Linear Relief							
Project Start Date	2029			Project End Date		2029	
This project is the continuation of ongoing efforts to comply with regulatory commitments to improve wastewater capacity.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	-	-	3,150	3,150
Utility Development Charges Reserve (Debt)	-	-	-	-	-	945	945
Intensification Infrastructure Reserve	-	-	-	-	-	405	405
Yet to be Approved/Planned	-	-	-	-	-	4,500	4,500
Total Advanced Approval and Planned	-	-	-	-	-	4,500	4,500

U5053 - Wastewater Treatment Plant Biogas Utilization System							
Project Start Date	2027		Project End Date			2028	
The wastewater treatment plant (WWTP), operated by EPCOR as part of a Public-Private Partnership (P3) agreement, can receive upgrades to better utilize the Biogas and reduce other energy uses.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	9,000	3,000	-	12,000
Yet to be Approved/Planned	-	-	-	9,000	3,000	-	12,000
Total Advanced Approval and Planned	-	-	-	9,000	3,000	-	12,000

New Project 106 - AE Wilson Park Environmental Assessment and Remediation							
Project Start Date	2025		Project End Date			Ongoing	
The City's former Wastewater Treatment Plant and a waste incinerator were located on the northwest corner of this site. An environmental assessment needs to be conducted before determining the impacts and risks as a result.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	750	150	-	-	-	900
Yet to be Approved/Planned	-	750	150	-	-	-	900
Total Advanced Approval and Planned	-	750	150	-	-	-	900

New Project 115 - Redundant Services							
Project Start Date	2026		Project End Date			2029	
A pilot program started in 2023/24 to find efficiencies when land developers improve sites. Since developers are already mobilizing equipment and adding underground infrastructure, the City will reimburse them the costs related to specifically removing old city infrastructure (water/sewer lines) by cutting the pipes (usually at the property line) and capping the pipes (to ensure that nothing gets in or out of the service lines) which allows the old pipes to be removed from the City's systems. Old infrastructure (pipes) are redundant and would otherwise be more likely to cause breaks and problems if left in the ground. Through this program, the City does not otherwise spend resources to mobilize crews and equipment to do something when another party is already in the vicinity.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	150	150	150	150	150	750
Yet to be Approved/Planned	-	150	150	150	150	150	750
Total Advanced Approval and Planned	-	150	150	150	150	150	750

Drainage

U7002 - Catch Basin Renewal - Catch-Up Program							
Project Start Date	2006	Project End Date				Ongoing	
The drainage system requires ongoing rehabilitation, including catch basins replacements, to ensure system reliability.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,700	-	-	-	-	-	-
General Utility Reserve	-	850	850	850	850	400	3,800
Yet to be Approved/Planned	-	850	850	850	850	400	3,800
Total Advanced Approval and Planned	1,700	850	850	850	850	400	3,800

U7004 - Drainage System Dredging							
Project Start Date	2007	Project End Date				Ongoing	
This program rehabilitates and improves the level of service of facilities such as berms, waterways, and storm channels. Periodic assessments, repair modifications and improvements are required to ensure their integrity and capacity.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	518	-	-	-	-	-	-
General Utility Reserve	-	400	300	300	200	200	1,400
Yet to be Approved/Planned	-	400	300	300	200	200	1,400
Total Advanced Approval and Planned	518	400	300	300	200	200	1,400

U7026 - Catch Basin Replacement							
Project Start Date	2013	Project End Date				Ongoing	
The drainage system requires ongoing rehabilitation, including catch basin replacements, to ensure system reliability.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	150	-	-	-	-	-	-
General Utility Reserve	-	150	125	125	100	100	600
Yet to be Approved/Planned	-	150	125	125	100	100	600
Total Advanced Approval and Planned	150	150	125	125	100	100	600

U7061 - City Wide Drainage Master Plan Update							
Project Start Date	2019	Project End Date				2025	
This project will update the 2009 drainage master plan study to guide future renewal and upgrade plans to the drainage system to improve level of service.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	700	-	-	-	-	-	-
General Utility Reserve	-	300	-	-	-	-	300
Yet to be approved/Planned	-	300	-	-	-	-	300
Total Advanced Approval and Planned	700	300	-	-	-	-	300

U7001 - Storm Sewer Renewal - Catch-Up Program							
Project Start Date	2005	Project End Date			Ongoing		
The drainage system requires ongoing rehabilitation to ensure system reliability. This includes catch basins replacements, etc.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	5,152	3,000	-	-	-	-	3,000
General Utility Reserve	-	850	3,850	5,050	5,050	4,600	19,400
Yet to be Approved/Planned	-	850	3,850	5,050	5,050	4,600	19,400
Total Advanced Approval and Planned	5,152	3,850	3,850	5,050	5,050	4,600	22,400

U7070 - Heritage Drainage Improvements							
Project Start Date	2021	Project End Date			2025		
The project will replace and upgrade the storm sewer system to help reduce ponding as well as street and basement flooding to homes within the Heritage neighbourhood.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	11,616	-	-	-	-	-	-
General Utility Reserve	-	7,500	-	-	-	-	7,500
Yet to be Approved/Planned	-	7,500	-	-	-	-	7,500
Total Advanced Approval and Planned	11,616	7,500	-	-	-	-	7,500

U7072 - Al Ritchie Drainage Improvements							
Project Start Date	2022	Project End Date			2025		
This project will upgrade the drainage system within the Al Ritchie neighbourhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	10,100	5,000	-	-	-	-	5,000
Yet to be Approved/Planned	-	-	-	-	-	-	-
Total Advanced Approval and Planned	10,100	5,000	-	-	-	-	5,000

U7074 - Whitmore Park Drainage Improvement							
Project Start Date	2023	Project End Date			2028		
This project will upgrade the drainage system within the Whitmore Park neighbourhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,200	-	-	-	-	-	-
General Utility Reserve	-	-	-	4,000	4,000	-	8,000
Yet to be Approved/Planned	-	-	-	4,000	4,000	-	8,000
Total Advanced Approval and Planned	1,200	-	-	4,000	4,000	-	8,000

U7076 - Eastview Drainage Improvements

Project Start Date	2028		Project End Date			2029	
This project will upgrade the drainage system within Eastview neighbourhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	-	500	5,000	5,500
Yet to be Approved/Planned	-	-	-	-	500	5,000	5,500
Total Advanced Approval and Planned	-	-	-	-	500	5,000	5,500

U7078 - Cathedral Drainage Improvements

Project Start Date	2027		Project End Date			2029	
This project will upgrade the drainage system within the Cathedral neighbourhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	500	1,000	4,000	5,500
Yet to be Approved/Planned	-	-	-	500	1,000	4,000	5,500
Total Advanced Approval and Planned	-	-	-	500	1,000	4,000	5,500

U7079 - Lakeview Drainage Improvements

Project Start Date	2029		Project End Date			2029	
This project will upgrade the drainage system within the Lakeview neighbourhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	-	-	250	250
Yet to be Approved/Planned	-	-	-	-	-	250	250
Total Advanced Approval and Planned	-	-	-	-	-	250	250

U7080 - Drainage Lift Station Renewal

Project Start Date	2025		Project End Date			2025	
Drainage pumping stations are aging and require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, design, rehabilitation, and/or upgrades of existing pumping stations.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	180	-	-	-	-	180
Yet to be Approved/Planned	-	180	-	-	-	-	180
Total Advanced Approval and Planned	-	180	-	-	-	-	180

U7081 - North Storm Channel Drainage Improvements							
Project Start Date	2028		Project End Date			2029	
Improvements to the North Storm Channel to accommodate increased volume of drainage.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	-	1,000	3,000	4,000
Yet to be Approved/Planned	-	-	-	-	1,000	3,000	4,000
Total Advanced Approval and Planned	-	-	-	-	1,000	3,000	4,000

U7082 - Underpass Flood Sensor at Signals							
Project Start Date	2028		Project End Date			2028	
Flooding detection system for underpasses. The proposed system includes detection equipment for water level, “turning prohibited” signs at adjacent intersections, flashing beacons and permanent message boards.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	-	-	-	174	-	174
Provincial Capital Grant	-	-	-	-	120	-	120
Yet to be Approved/Planned	-	-	-	-	294	-	294
Total Advanced Approval and Planned	-	-	-	-	294	-	294

U7075 - Area 4 - Uplands Drainage Improvements							
Project Start Date	2024		Project End Date			2028	
This project will upgrade the drainage system within the Uplands neighbourhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	500	-	-	-	-	-	-
General Utility Reserve	-	-	-	700	8,000	-	8,700
Yet to be approved/Planned	-	-	-	700	8,000	-	8,700
Total Advanced Approval and Planned	500	-	-	700	8,000	-	8,700

New Project 104 – Speaker’s Corner Drainage Project							
Project Start Date	2025		Project End Date			2026	
Speaker’s Corner Drainage Project.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	-	10,000	5,000	-	-	-	15,000
General Utility Reserve	-	2,000	-	-	-	-	2,000
Yet to be Approved/Planned	-	-	-	-	-	-	2,000
Total Advanced Approval and Planned	-	12,000	5,000	-	-	-	17,000



Fire Services

A1049 - Regulatory Equipment Renewal & Restoration Program

Project Start Date	2009		Project End Date				Ongoing
This program addresses unfunded equipment replacement needs. Equipment life cycle analysis has identified funding gaps based on life expectancy and upgrades to equipment as identified by National Fire Protection Association (NFPA) Standards, Canadians Standards Association (CSA) and Occupational Health and Safety (OH&S) regulations.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	175	175	175	175	175	875
Yet to be Approved/Planned	-	175	175	175	175	175	875
Total Advanced Approval and Planned	-	175	175	175	175	175	875

A1294 - Fire Apparatus (Pumper) for Fire Station 8

Project Start Date	2026		Project End Date				2026
Purchase of an additional fire pumper unit for the Southeast Fire Station.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	1,550	-	-	-	1,550
Yet to be Approved/Planned	-	-	1,550	-	-	-	1,550
Total Advanced Approval and Planned	-	-	1,550	-	-	-	1,550

A1295 - Self-Contained Breathing Apparatus Replacement

Project Start Date	2027		Project End Date				2027
Replacement of Self-Contained Breathing Apparatus units.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	2,500	-	-	2,500
Yet to be Approved/Planned	-	-	-	2,500	-	-	2,500
Total Advanced Approval and Planned	-	-	-	2,500	-	-	2,500



E1754 - Fireground Training Props							
Project Start Date	2024		Project End Date			2027	
The project is intended to fund the purchase of training props for the delivery of key training programs including fire suppression, hazardous materials, and technical rescue.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	150	-	-	-	-	-	-
Current Operating Contributions	-	250	250	250	250	250	1,250
Yet to be Approved/Planned	-	250	250	250	250	250	1,250
Total Advanced Approval and Planned	150	250	250	250	250	250	1,250

New Project 057 - Apparatus for Station 9							
Project Start Date	2029		Project End Date			2029	
Funding for new apparatus in 2029 for the opening of Fire Station 9.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	-	1,550	1,550
Yet to be Approved/Planned	-	-	-	-	-	1,550	1,550
Total Advanced Approval and Planned	-	-	-	-	-	1,550	1,550





Regina Police Service

C0505 - Building Repairs/Renovations

Project Start Date	2024	Project End Date					Ongoing
The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology, emergency services equipment, asset management and fleet.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,678	-	-	-	-	-	-
Current Operating Contributions-Police	-	3,475	1,250	1,650	3,360	1,110	10,845
Yet to be Approved/Planned	-	3,475	1,250	1,650	3,360	1,110	10,845
Total Advanced Approval and Planned	1,678	3,475	1,250	1,650	3,360	1,110	10,845

C0506 - Communication Equipment

Project Start Date	2024	Project End Date					Ongoing
The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology, emergency services equipment, asset management and fleet.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	661	-	-	-	-	-	-
Current Operating Contributions-Police	-	50	460	460	960	50	1,980
Yet to be Approved/Planned	-	50	460	460	960	50	1,980
Total Advanced Approval and Planned	661	50	460	460	960	50	1,980

C0514 - Emergency Services Equipment

Project Start Date	2024	Project End Date					Ongoing
The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology, emergency services equipment, asset management and fleet.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	749	-	-	-	-	-	-
Current Operating Contributions-Police	-	116	606	162	10	10	904
Yet to be Approved/Planned	-	116	606	162	10	10	904
Total Advanced Approval and Planned	749	116	606	162	10	10	904

C0517 - Police Fleet Services							
Project Start Date	2024	Project End Date			Ongoing		
The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology, emergency services equipment, asset management and fleet.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	530	-	-	-	-	-	-
Current Operating Contributions-Police	-	1,215	1,340	1,520	1,790	4,250	10,115
Yet to be Approved/Planned	-	1,215	1,340	1,520	1,790	4,250	10,115
Total Advanced Approval and Planned	530	1,215	1,340	1,520	1,790	4,250	10,115

C0519 - Information Management & Technology							
Project Start Date	2026	Project End Date			Ongoing		
The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology, emergency services equipment, asset management and fleet.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	2,457	-	-	-	-	-	-
Current Operating Contributions-Police	-	3,367	3,275	3,710	3,485	2,640	16,477
Yet to be Approved/Planned	-	3,367	3,275	3,710	3,485	2,640	16,477
Total Advanced Approval and Planned	2,457	3,367	3,275	3,710	3,485	2,640	16,477

C0522 - RPS - Asset Management							
Project Start Date	2026	Project End Date			Ongoing		
The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology, emergency services equipment, asset management and fleet.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	(151)	-	-	-	-	-	-
Current Operating Contributions-Police	-	260	700	845	200	335	2,340
Yet to be Approved/Planned	-	260	700	845	200	335	2,340
Total Advanced Approval and Planned	(151)	260	700	845	200	335	2,340





Community Building & Support

City Centre & Community Standards

F1089 - Parking Meter Replacement Program							
Project Start Date	2015	Project End Date				Ongoing	
Annual program to replace/upgrade parking meters.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	15	15	15	15	15	75
Yet to be Approved/Planned	-	15	15	15	15	15	75
Total Advanced Approval and Planned	-	15	15	15	15	15	75

F1116 - Parking Ticket Equipment Replacement Program							
Project Start Date	2018	Project End Date				Ongoing	
Annual program to replace/upgrade parking meters.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	73	-	-	-	-	-	-
Current Operating Contributions	-	30	35	-	65	65	195
Yet to be Approved/Planned	-	30	35	-	65	65	195
Total Advanced Approval and Planned	-	30	35	-	65	65	195





Economic Growth & Development

Real Estate, Land Development & Economic Development

E1702 - Railyard Renewal Project							
Project Start Date	2012		Project End Date			2025	
Funding for the Railyard Renewal Project will be used to redevelop a former Canadian Pacific (CP) Rail intermodal yard, a 17.5 acre brownfield site, into a new sustainable mixed-use neighbourhood.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	429	-	-	-	-	-	-
Current Operating Contributions	-	4,445	-	-	-	-	4,445
Yet to be Approved/Planned	-	4,445	-	-	-	-	4,445
Total Advanced Approval and Planned	429	4,445	-	-	-	-	4,445

New Project 069 - Parliament and Queen Development							
Project Start Date	2016		Project End Date			2025	
The City Land Branch is initiating a development project at the southwest corner of Parliament Avenue and Queen Street.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Land Development Reserve	-	1,500	-	-	-	-	1,500
Yet to be Approved/Planned	-	1,500	-	-	-	-	1,500
Total Advanced Approval and Planned	-	1,500	-	-	-	-	1,500

New Project 070 - Taylor Field North Railway Street Sanitary Trunk Main							
Project Start Date	2025		Project End Date			2025	
The Taylor Field Neighbourhood (TFN) redevelopment is part of the Regina Revitalization Initiative (RRI) Vision adopted by the Council in 2011, aiming to create a mixed-income community with housing options for purchase and rental.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	-	2,150	-	-	-	-	-
Yet to be Approved/Planned	-	-	-	-	-	-	-
Total Advanced Approval and Planned	-	2,150	-	-	-	-	2,150

New Project 006 - Hawkstone Residential Development

Project Start Date	2025	Project End Date		2027			
Hawkstone Development is a proposed 65-acre residential project located in northwest Regina, positioned within the final stages of residential expansion for the Hawkstone neighbourhood, as outlined in the approved 235,000 population growth phase.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	3,268	3,900	-	-	-	-	-
Land Development Reserve	-	-	3,750	450	-	-	4,200
Yet to be Approved/Planned	-	-	3,750	450	-	-	4,200
Total Advanced Approval and Planned	3,268	3,900	3,750	450	-	-	8,100

F1070 - South East Land Development

Project Start Date	2014	Project End Date		2028			
Funds for this project will support the completion of The Towns, with approximately 15 acres of residential land remaining. This includes the extension of Arens Road. Market conditions will dictate the pace of completion.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	3,879	-	-	-	-	-	-
Land Development Reserve	-	2,500	500	500	300	-	3,800
Yet to be Approved/Planned	-	2,500	500	500	300	-	3,800
Total Advanced Approval and Planned	3,879	2,500	500	500	300	-	3,800





Service Delivery & Infrastructure Support

Facilities

J1287 - Transit Master Plan - East Transit Hub							
Project Start Date	2028	Project End Date			2028		
Funds for the purchase of land for the East Transit Hub.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	2,000	-	2,000
Yet to be Approved/Planned	-	-	-	-	2,000	-	2,000
Total Advanced Approval and Planned	-	-	-	-	2,000	-	2,000

J1248 - New Indoor Aquatics Facility							
Project Start Date	2021	Project End Date			2029		
The new Indoor Aquatics Facility will replace and enhance the amenities offered at the aging Lawson Aquatic Centre. The new space will deliver on Regina's top recreational priority from the 2019 Recreational Master Plan, and it will meet National competition standards, include a significant leisure aquatic component. The project will have modern community spaces, amenities, and change rooms to support a multi-functional, inclusive, accessible and sustainable facility.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	8,668	-	-	-	-	-	-
Government Grants	-	17,307	41,360	20,533	-	-	79,200
Current Operating Contributions	-	1,042	11,268	-	-	-	12,310
Debt Funding	-	-	3,772	64,667	65,400	12,500	146,339
Yet to be Approved/Planned	-	18,349	56,400	85,200	65,400	12,500	237,849
Total Advanced Approval and Planned	8,668	18,349	56,400	85,200	65,400	12,500	237,849

J1252 - Parks Sub-Depots & Mount Pleasant Support Facilities							
Project Start Date	2021	Project End Date			2025		
Funding for the replacement and renovations of existing support facilities to maximize community use.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval received	3,222	-	-	-	-	-	-
Current Operating Contributions	-	400	-	-	-	-	400
Yet to be Approved/Planned	-	400	-	-	-	-	400
Total Advanced Approval and Planned	3,222	400	-	-	-	-	400

J1281 - Community Spaces in Partnership							
Project Start Date	2024		Project End Date			2026	
Community Space within Fire Station 8							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,240	-	-	-	-	-	-
Current Operating Contributions	-	884	1,326	-	-	-	2,210
Yet to be Approved/Planned	-	884	1,326	-	-	-	2,210
Total Advanced Approval and Planned	1,240	884	1,326	-	-	-	2,210

J1291 - Fieldhouse Floor Enhancements							
Project Start Date	2028		Project End Date			2028	
Fund for Fieldhouse Floor Enhancements.							
	Carry Forward	2025	2026	2027	2028	2029	Five- Year Total
Current Operating Contributions	-	-	-	-	1,800	-	1,800
Yet to be Approved/Planned	-	-	-	-	1,800	-	1,800
Total Advanced Approval and Planned	-	-	-	-	1,800	-	1,800

J1292 - Massey Pool							
Project Start Date	2027		Project End Date			2029	
Funding for Massey Pool.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	265	2,150	7,525	9,940
Yet to be Approved/Planned	-	-	-	265	2,150	7,525	9,940
Total Advanced Approval and Planned	-	-	-	265	2,150	7,525	9,940

J1293 - New Canada Games Athletic Complex							
Project Start Date	2029		Project End Date			2029	
Funding for New Canada Games Athletic Complex.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	-	50	50
Yet to be Approved/Planned	-	-	-	-	-	50	50
Total Advanced Approval and Planned	-	-	-	-	-	50	50



J1279 - Parks Maintenance Sub-Depot Dev-South East							
Project Start Date	2024	Project End Date			2027		
Funds for this project are for the purchase of land and detailed design of a Parks sub-depot building in the expanding South area of the City, bringing equipment and labor closer to the work areas to ensure efficient service delivery across the City.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	625	-	-	-	-	-	-
Current Operating Contributions	-	-	-	150	-	-	150
Yet to be Approved/Planned	-	-	-	150	-	-	150
Total Advanced Approval and Planned	625	-	-	150	-	-	150

J1280 - New Fire Station Development (#9)							
Project Start Date	2024	Project End Date			2029		
Funds for the purchase of land, design, and construction of a fire station in the southwest.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,950	-	-	-	-	-	-
Current Operating Contributions	-	-	-	-	1,500	5,900	7,400
Yet to be Approved/Planned	-	-	-	-	1,500	5,900	7,400
Total Advanced Approval and Planned	1,950	-	-	-	1,500	5,900	7,400

A1091 - Bus Shelter Upgrades							
Project Start Date	2007	Project End Date			Ongoing		
These funds are used annually to improve and maintain transit shelters as well as add or relocate shelters depending on modifications to the City's transit routes.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	250	100	100	250	250	950
Yet to be Approved/Planned	-	250	100	100	250	250	950
Total Advanced Approval and Planned	-	250	100	100	250	250	950

C0520 - RPS Facilities Renewal Project							
Project Start Date	2012	Project End Date			2025		
This project is the implementation of a campus facility solution to meet current and future programming requirements of the Regina Police Service.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	(1,818)	620	-	-	-	-	620
Current Operating Contributions	-	1,980	-	-	-	-	1,980
Yet to be Approved/Planned	-	1,980	-	-	-	-	1,980
Total Advanced Approval and Planned	(1,818)	2,600	-	-	-	-	2,600

J1064 - Outdoor Boarded Rink Redevelopment

Project Start Date	2016	Project End Date		Ongoing			
This funding supports the renewal of one outdoor boarded rink site per year. These sites require foundation, lighting and electrical upgrades in conjunction with complete board replacement. Rehabilitating these sites will allow City programs and operations to continue to effectively operate the 22 boarded rink sites with adjacent pleasure skating rinks located around the city.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	545	-	-	-	-	-	-
Current Operating Contributions	-	730	-	725	725	750	2,930
Yet to be Approved/Planned	-	730	-	725	725	750	2,930
Total Advanced Approval and Planned	545	730	-	725	725	750	2,930

J1113 - Office Furniture for New Full Time Employees

Project Start Date	2016	Project End Date		Ongoing			
This program funds the set-up of office space for new City employees.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	100	100	100	100	100	500
Yet to be Approved/Planned	-	100	100	100	100	100	500
Total Advanced Approval and Planned	-	100	100	100	100	100	500

J1116 - Employee Parking Lot Asset Management

Project Start Date	2016	Project End Date		Ongoing			
This funding is allocated from the employee parking reserve (non-City Hall) to provide for the long-term sustainability of employee provided parking lots. The work includes new asphalt, paving overlays, lighting and fencing at parking sites other than City Hall.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	642	-	-	-	-	-	-
Employer Provided Parking Reserve	-	500	100	200	250	250	1,300
Yet to be Approved/Planned	-	500	100	200	250	250	1,300
Total Advanced Approval and Planned	642	500	100	200	250	250	1,300

J1167 - Tennis & Pickleball Court Development

Project Start Date	2013	Project End Date		Ongoing			
This is a multi-year program to redevelop existing tennis and pickleball court sites to ensure that service levels are maintained. Funding identified is sufficient to typically complete two upgrades per year.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	452	-	-	-	-	-	-
Current Operating Contributions	-	200	265	-	275	350	1,090
Yet to be Approved/Planned	-	200	265	-	275	350	1,090
Total Advanced Approval and Planned	452	200	265	-	275	350	1,090

J1192 – Facilities Workspace Improvement Program							
Project Start Date	2015	Project End Date			Ongoing		
This program funds City workspace improvements to improve employee engagement and business efficiency, enhance workflow, collaboration and team dynamics.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	168	-	-	-	-	-	-
Current Operating Contributions	-	200	200	250	250	250	1,150
Yet to be Approved/Planned	-	200	200	250	250	250	1,150
Total Advanced Approval and Planned	168	200	200	250	250	250	1,150

J1193 – Facilities Security Program							
Project Start Date	2015	Project End Date			Ongoing		
Funds from this program support security additions and upgrades at existing facilities to provide protection to corporate physical assets, City staff, public and information resources.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	47	-	-	-	-	-	-
Current Operating Contributions	-	218	50	50	50	50	418
Yet to be Approved/Planned	-	218	50	50	50	50	418
Total Advanced Approval and Planned	47	218	50	50	50	50	418

J1229 – Office Space Renovations							
Project Start Date	2026	Project End Date			2029		
Corporate office space upgrades.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	2,250	-	-	3,000	5,250
Yet to be Approved/Planned	-	-	2,250	-	-	3,000	5,250
Total Advanced Approval and Planned	-	-	2,250	-	-	3,000	5,250

J1259 – City Hall Parkade Improvements							
Project Start Date	2022	Project End Date			Ongoing		
Funding is allocated from the employee parking reserve (City Hall) to provide for the long-term sustainability of the parkade. The work includes new asphalt membrane repairs, lighting, ramp heating systems, electrified receptacle infrastructure and concrete repairs.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	142	-	-	-	-	-	-
Current Operating Contributions	-	150	50	100	100	100	500
Yet to be Approved/Planned	-	150	50	100	100	100	500
Total Advanced Approval and Planned	142	150	50	100	100	100	500

J1261 - New Fire Station 8							
Project Start Date	2022	Project End Date			2026		
Design and construction of a new fire station in the southeast.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,347	-	-	-	-	-	-
CCBF	-	6,300	6,300	-	-	-	12,600
Sanitary Landfill Reserve	-	30	-	-	-	-	30
Yet to be Approved/Planned	-	6,330	6,300	-	-	-	12,630
Total Advanced Approval and Planned	1,347	6,330	6,300	-	-	-	12,630

J1262 - Renewable Regina 2050-Facilities Upgrades							
Project Start Date	2022	Project End Date			Ongoing		
Funding for upgrades to City-owned facilities with a focus on reducing utility consumption and Green House Gas (GHG) emissions, consistent with the Energy & Sustainability Framework.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	363	-	-	-	-	-	-
Current Operating Contributions	-	500	500	500	500	1,500	3,500
Yet to be Approved/Planned	-	500	500	500	500	1,500	3,500
Total Advanced Approval and Planned	363	500	500	500	500	1,500	3,500

J1264 - Facility Upgrades to Support Bus Electrification							
Project Start Date	2022	Project End Date			2028		
Funding for the upgrade of the transit operations center to support the operation of electric buses.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	8,176	-	-	-	-	-	-
Zero Emission Grant	-	3,275	-	-	-	-	3,275
Current Operating Contributions	-	-	-	-	393	-	393
Yet to be Approved/Planned	-	3,275	-	-	393	-	3,668
Total Advanced Approval and Planned	8,176	3,275	-	-	393	-	3,668



J1267 – Indoor Aquatics Facility – Geothermal Facility							
Project Start Date	2023	Project End Date			2028		
Development of a facility that will be used to heat the new Indoor Aquatics Facility. The Geothermal project is not funded from the Recreation/Culture Program but from the sources listed below.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	418	-	-	-	-	-	-
Government Grants	-	7,700	5,500	1,467	-	-	14,667
Parks Development Charges Reserve - Debt	-	863	1,184	1,184	-	-	3,231
Debt Funding	-	442	4,176	4,351	1,068	-	10,037
Yet to be Approved/Planned	-	9,005	10,860	7,002	1,068	-	27,935
Total Advanced Approval and Planned	418	9,005	10,860	7,002	1,068	-	27,935

J1276 – Recreation Facility Accessibility Improvements (Adapted Recreation)							
Project Start Date	2023	Project End Date			Ongoing		
Accessibility improvements for recreation facilities.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	838	-	-	-	-	-	-
Current Operating Contributions	-	175	500	500	600	500	2,275
Yet to be Approved/Planned	-	175	500	500	600	500	2,275
Total Advanced Approval and Planned	838	175	500	500	600	500	2,275

J1285 – Operational Yard Facility Master Plan							
Project Start Date	2025	Project End Date			2025		
This funding is to update the overall plan for City facilities across the city. This includes how to address growth, sustainability and renewal of existing City facilities.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	188	-	-	-	-	188
Yet to be Approved/Planned	-	188	-	-	-	-	188
Total Advanced Approval and Planned	-	188	-	-	-	-	188

J1043 – Cemetery Facilities Asset Management							
Project Start Date	2005	Project End Date			Ongoing		
This funding is allocated to cemetery facilities.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Cemetery Reserve	-	10	10	10	10	10	50
Yet to be Approved/Planned	-	10	10	10	10	10	50
Total Advanced Approval and Planned	-	10	10	10	10	10	50

J1093 - Golf Course Facilities Asset Management

Project Start Date	2012	Project End Date					Ongoing
This funding is allocated to golf course facilities so that the City programs and operations can continue to operate effectively.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	221	-	-	-	-	-	-
Golf Course Reserve	-	100	100	250	300	300	1,050
Yet to be Approved/Planned	-	100	100	250	300	300	1,050
Total Advanced Approval and Planned	221	100	100	250	300	300	1,050

J1239 - Recreation Facility Program & Accessibility Improvements

Project Start Date	2019	Project End Date					Ongoing
This program is intended to fund smaller facility improvement projects that will permit recreation program changes and accessibility improvements, enhancing customer experience at the major recreation facilities.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	164	-	-	-	-	-	-
Golf Course Reserve	-	200	200	200	200	250	1,050
Yet to be Approved/Planned	-	200	200	200	200	250	1,050
Total Advanced Approval and Planned	164	200	200	200	200	250	1,050

J1138 - Facilities Asset Management

Project Start Date	2012	Project End Date					Ongoing
This program is intended to fund smaller facility improvement projects that will permit recreation program changes and accessibility improvements, enhancing customer experience at the major recreation facilities.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	6,232	-	-	-	-	-	-
Current Operating Contributions	-	9,934	14,929	14,778	15,718	19,075	74,434
Yet to be Approved/Planned	-	9,934	14,929	14,778	15,718	19,075	74,434
Total Advanced Approval and Planned	6,232	9,934	14,929	14,778	15,718	19,075	74,434



J1286 - Riverside Cemetery Maintenance Facility Expansion							
Project Start Date	2026		Project End Date			2029	
Riverside Memorial Park Cemetery opened its gates in 1953. At the current rate of interments, this area will reach capacity in the next several years.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	90	450	450	-	990
Cemetery Reserve	-	-	15	100	100	25	240
Yet to be Approved/Planned	-	-	105	550	550	25	1,230
Total Advanced Approval and Planned	-	-	105	550	550	25	1,230

J0172 - Corporate Facilities Recycling							
Project Start Date	2022		Project End Date			Ongoing	
Replacement of waste bins at City owned and operated spaces.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	20	-	-	-	-	-	-
Sanitary Landfill Reserve	-	13	13	13	13	13	65
Yet to be Approved/Planned	-	13	13	13	13	13	65
Total Advanced Approval and Planned	20	13	13	13	13	13	65

New Project 096 - Storage Building at a New Training Site							
Project Start Date	2025		Project End Date			2025	
Storage building and shelter at new training site for year-round training events.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	400	-	-	-	-	400
Yet to be Approved/Planned	-	400	-	-	-	-	400
Total Advanced Approval and Planned	-	400	-	-	-	-	400

New Project 113 - Parking lot at Fire Station 4							
Project Start Date	2025		Project End Date			2025	
Update to parking lot at Fire Station 4.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	-	-	-	-	-	-	-
Current Operating Contributions	-	150	-	-	-	-	150
Yet to be Approved/Planned	-	150	-	-	-	-	150
Total Advanced Approval and Planned	-	150	-	-	-	-	150

Fleet

J1029 - Civic Fleet Replacement							
Project Start Date	2011	Project End Date				Ongoing	
Funds from this program are used for the replacement of civic fleet assets that have completed or exceeded their service life.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	515	-	-	-	-	515
Civic Fleet Replacement Reserve	-	21,609	10,900	12,250	11,400	10,500	66,659
Yet to be Approved/Planned	-	22,124	10,900	12,250	11,400	10,500	67,174
Total Advanced Approval and Planned	-	22,124	10,900	12,250	11,400	10,500	67,174

J1030 - Small Tools Replacement							
Project Start Date	2006	Project End Date				Ongoing	
Funds from this program are used for the scheduled replacement of small tools.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Civic Fleet Replacement Reserve	-	99	99	99	99	99	495
Yet to be Approved/Planned	-	99	99	99	99	99	495
Total Advanced Approval and Planned	-	99	99	99	99	99	495

J1031 - Fire Fleet Replacement							
Project Start Date	2010	Project End Date				Ongoing	
Funds from this program are used for the replacement of frontline fire apparatus and of vehicles that have reached or exceeded their life.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Fire Fleet Replacement Reserve	-	2,250	2,287	3,550	2,440	1,790	12,317
Yet to be Approved/Planned	-	2,250	2,287	3,550	2,440	1,790	12,317
Total Advanced Approval and Planned	-	2,250	2,287	3,550	2,440	1,790	12,317

New Project 109 - Four Post Hoist for Waste Management Centre							
Project Start Date	2025	Project End Date				2025	
Four post hoist for Waste Management Centre. The addition of hoists will increase efficiency in the light equipment shop allowing for quicker repairs and improved uptime of the vehicles serviced from this location.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Civic Fleet Replacement Reserve	-	60	-	-	-	-	60
Yet to be Approved/Planned	-	60	-	-	-	-	60
Total Advanced Approval and Planned	-	60	-	-	-	-	60

Sustainable Infrastructure

F1033 - On-Street Bike Lanes & Multi-Use Pathways							
Project Start Date	2018	Project End Date			Ongoing		
Funding for this program includes the design and construction of on-street bikeways and multi-use pathways in existing areas throughout Regina. This will be an ongoing program aimed at meeting the sustainable transportation goals identified in the Official Community Plan and the Transportation Master Plan.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	64	-	-	-	-	-	-
Current Operating Contributions	-	450	500	550	600	800	2,900
Yet to be Approved/Planned	-	450	500	550	600	800	2,900
Total Advanced Approval and Planned	64	450	500	550	600	800	2,900

F1157 - Assiniboine Avenue Northbound On-Ramp							
Project Start Date	2025	Project End Date			2026		
This project will upgrade the existing Assiniboine Avenue active transportation infrastructure between Park Street and University Park Drive in coordination with road renewal.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received (Debt \$160)	-	400	-	-	-	-	400
Current Operating Contributions	-	-	1,800	-	-	-	1,800
Roadways Development Charges Reserve (Debt)	-	-	1,200	-	-	-	1,200
Yet to be Approved/Planned	-	-	3,000	-	-	-	3,000
Total Advanced Approval and Planned	-	400	3,000	-	-	-	3,400

F1160 - Saskatchewan Drive Corridor Improvements - Winnipeg Street to McTavish Street							
Project Start Date	2027	Project End Date			2029		
Street enhancements include upgraded sidewalks, curbs, street furniture on Saskatchewan Drive from Winnipeg Street to McTavish Street.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	5,900	6,150	-	12,050
Roadways Development Charges Reserve (Debt)	-	-	-	1,470	-	-	1,470
Intensification Infrastructure Reserve	-	-	-	630	-	-	630
General Utility Reserve	-	-	-	10,139	-	12,086	22,225
Yet to be Approved/Planned	-	-	-	18,139	6,150	12,086	36,375
Total Advanced Approval and Planned	-	-	-	18,139	6,150	12,086	36,375

F1148 - Fleet Street and McDonald Street - Intersection Improvements							
Project Start Date	2023	Project End Date			2025		
Improving the Fleet Street and McDonald Street intersection by adding turning lanes, upgrading traffic signals and street lighting, and repaving the existing roadway.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval – Current Contributions (Debt \$302)	944	500	-	-	-	-	500
Prior Approval - Roadways Development Charges Reserve (Debt)	-	160	-	-	-	-	160
Prior Approval - Intensification Infrastructure Reserve	-	40	-	-	-	-	40
Yet to be Approved/Planned	-	-	-	-	-	-	-
Total Advanced Approval and Planned	944	700	-	-	-	-	700

F1125 - Wascana Parkway to Highway 1A Loop Ramp							
Project Start Date	2019	Project End Date			2027		
Improving traffic flow on Highway No. 1A northbound by installing a loop ramp from eastbound Wascana Parkway.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received (Debt \$4,459)	6,289	-	-	-	-	-	-
General Utility Reserve	-	1,120	-	-	-	-	1,120
Current Contributions	-	-	-	4,857	-	-	4,857
Yet to be Approved/Planned	-	1,120	-	4,857	-	-	5,977
Total Advanced Approval and Planned	6,289	1,120	-	4,857	-	-	5,977

F1126 - Wascana Parkway to Prince of Wales Drive Extension							
Project Start Date	2019	Project End Date			2029		
This project involves extending Wascana Parkway to connect with Prince of Wales Drive. This extension was identified as a priority in the City's Transportation Master Plan, the Official Community Plan, and the 2022 Arcola Avenue Corridor Study Report.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received (Debt)	2,250	-	-	-	-	-	-
Current Operating Contributions	-	-	-	-	-	2,340	2,340
Roadways Development Charges Reserve (Debt)	-	-	-	-	-	1,560	1,560
Yet to be Approved/Planned	-	-	-	-	-	3,900	3,900
Total Advanced Approval and Planned	2,250	-	-	-	-	3,900	3,900

F1129 - Road Network Improvements Property Purchase							
Project Start Date	2020	Project End Date			Ongoing		
Program for property purchases required for growth driven road network improvements and expansions.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received (Debt)	152	-	-	-	-	-	-
Roadways Development Charges Reserve (Debt)	-	500	500	500	500	500	2,500
Yet to be Approved/Planned	-	500	500	500	500	500	2,500
Total Advanced Approval and Planned	152	500	500	500	500	500	2,500

F1135 - Prince of Wales-Jenkins Drive to Highway 46							
Project Start Date	2021	Project End Date			2026		
This project covers the design and construction phases to rebuild Prince of Wales Drive between Jenkins Drive and Highway 46.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received (Debt)	920	-	-	-	-	-	-
Current Operating Contributions	-	-	6,150	-	-	-	6,150
Roadways Development Charges Reserve (Debt)	-	-	3,800	-	-	-	3,800
Yet to be Approved/Planned	-	-	9,950	-	-	-	9,950
Total Advanced Approval and Planned	920	-	9,950	-	-	-	9,950

F1136 - Ring Road Widening-Ross Avenue to Dewdney Avenue							
Project Start Date	2021	Project End Date			2027		
Adding a third lane on both directions of Ring Road from Ross Avenue to Dewdney Avenue, including drainage repair and ramp resurfacing. A scope change is underway to add noise wall and expressway lighting.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received (Debt)	3,030	-	-	-	-	-	-
Current Operating Contributions	-	-	-	12,700	-	-	12,700
Roadways Development Charges Reserve (Debt)	-	-	-	800	-	-	800
Yet to be Approved/Planned	-	-	-	13,500	-	-	13,500
Total Advanced Approval and Planned	3,030	-	-	13,500	-	-	13,500

F1137 - Transportation Master Plan Update

Project Start Date	2021	Project End Date					2025
The Plan was approved by City Council on May 29, 2017. This comprehensive, multi-model transportation policy and planning document will shape Regina's transportation system for the next 25 years in order to support the mobility needs of it's residents, businesses and visitors.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	60	-	-	-	-	-	-
Current Operating Contributions	-	400	-	-	-	-	400
Yet to be Approved/Planned	-	400	-	-	-	-	400
Total Advanced Approval and Planned	60	400	-	-	-	-	400

F1144 - Intersection Capacity Upgrades

Project Start Date	2022	Project End Date					2028
This program delivers required intersection capacity upgrades.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	690	-	-	-	-	-	-
Provincial Capital Grants	-	200	-	-	-	-	200
Roadways Development Charges Reserve (Debt)	-	350	-	-	350	-	700
Intensification Infrastructure Reserve	-	150	-	-	150	-	300
Yet to be Approved/Planned	-	700	-	-	500	-	1,200
Total Advanced Approval and Planned	690	700	-	-	500	-	1,200

F1149 - Arcola Avenue Intersection Improvements

Project Start Date	2023	Project End Date					2029
This project is a continuation of the Arcola Corridor Study for improvements at several intersections along Arcola Avenue from Park Street to Chuka Boulevard.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	1,152	800	-	-	-	-	800
Current Operating Contributions	-	-	-	2,340	180	1,680	4,200
Roadways Development Charges Reserve (Debt)	-	-	-	1,600	4,920	1,120	7,640
Yet to be Approved/Planned	-	-	-	3,940	5,100	2,800	11,840
Total Advanced Approval and Planned	1,152	800	-	3,940	5,100	2,800	12,640

F1156 - 13th Avenue - Sandra Schmirler Way to Courtney Street							
Project Start Date	2026		Project End Date			2029	
Funds to complete a design to rebuild 13 th Avenue from Sandra Schmirler Way to Courtney Street to a paved surface.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	-	200	200
Roadways Development Charges Reserve (Debt)	-	-	-	-	-	300	300
Yet to be Approved/Planned	-	-	-	-	-	500	500
Total Advanced Approval and Planned	-	-	-	-	-	500	500

E1752 - Geospatial Sustainable Technology & Growth							
Project Start Date	2024		Project End Date			2029	
Purchase of new survey equipment, software and consulting services to support the Geospatial program.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	66	-	-	-	-	-	-
Provincial Capital Grants	-	84	-	-	-	93	177
General Utility Reserve	-	56	-	-	-	62	118
Yet to be Approved/Planned	-	140	-	-	-	155	295
Total Advanced Approval and Planned	66	140	-	-	-	155	295

E1753 - Prince of Wales Pathways - Wascana Gate South to Arens Road							
Project Start Date	2024		Project End Date			2025	
Funding to pave the existing crusher dust pathway along Prince of Wales Drive from Wascana Gate South to Arens Road.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	800	-	-	-	-	-	-
Current Operating Contributions	-	250	-	-	-	-	250
Yet to be Approved/Planned	-	250	-	-	-	-	250
Total Advanced Approval and Planned	800	250	-	-	-	-	250

New Project 030 - Plotter Replacement							
Project Start Date	2029		Project End Date			2029	
This is planned for the replacement of the plotter that will reach the end of its expected life in 2029.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	-	40	40
Yet to be Approved/Planned	-	-	-	-	-	40	40
Total Advanced Approval and Planned	-	-	-	-	-	40	40

New Project 031 - Victoria Avenue and Tower Road Functional Study

Project Start Date	2026		Project End Date		2026		
This funding will go towards hiring consultants to conduct a study on the future transportation requirements for this intersection and to produce functional design direction.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Roadways Development Charges Reserve (Debt)	-	-	250	-	-	-	250
Yet to be Approved/Planned	-	-	250	-	-	-	250
Total Advanced Approval and Planned	-	-	250	-	-	-	250

New Project 032 - Northwest Regina Transportation Network Study

Project Start Date	2025		Project End Date		2025		
This funding go towards hiring consultants to conduct this study, which will provide planning direction and clarity of projects to support future transportation requirements in the northwest sector of the City.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received (Debt \$700)	-	700	-	-	-	-	700
Yet to be Approved/Planned	-	-	-	-	-	-	-
Total Advanced Approval and Planned	-	700	-	-	-	-	700

New Project 033 - Infrastructure Design and Construction Standards Review

Project Start Date	2029		Project End Date		2029		
This funding go towards hiring consultants to conduct a fulsome review of the design standards and construction specifications.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	-	-	-	700	700
Yet to be Approved/Planned	-	-	-	-	-	700	700
Total Advanced Approval and Planned	-	-	-	-	-	700	700

New Project 034 - Traffic Model Modernization

Project Start Date	2025		Project End Date		2029		
This funding go towards hiring consultants to update the transportation model that is used regularly to perform traffic analysis.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Roadways Development Charges Reserve (Debt)	-	170	-	-	-	440	610
Yet to be Approved/Planned	-	170	-	-	-	440	610
Total Advanced Approval and Planned	-	170	-	-	-	440	610

New Project 035 – Complete Streets Framework Development							
Project Start Date	2025		Project End Date			2025	
This funding goes towards hiring consultants to develop Complete Streets guidelines for new growth or for improvements to existing infrastructure.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	-	300	-	-	-	-	300
Yet to be Approved/Planned	-	-	-	-	-	-	-
Total Advanced Approval and Planned	-	300	-	-	-	-	300

New Project 036 – Centre Loop Project							
Project Start Date	2025		Project End Date			2029	
This funding goes towards hiring consultants to support the planning, design and construction of a pathway system that links the City Centre.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	-	1,980	-	-	3,000	4,980
Yet to be Approved/Planned	-	-	1,980	-	-	3,000	4,980
Total Advanced Approval and Planned	-	-	1,980	-	-	3,000	4,980

New Project 037 – Campbell Street Reconstruction from Simpson Avenue to Abulett							
Project Start Date	2025		Project End Date			2026	
This funding goes towards hiring consultants to support the upgrading of Campbell Street from a gravel roadway to a paved roadway.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	163	200	-	-	-	-	200
Current Operating Contributions	-	-	1,000	-	-	-	1,000
Yet to be Approved/Planned	-	-	1,000	-	-	-	1,000
Total Advanced Approval and Planned	163	200	1,000	-	-	-	1,200



Planning & Development Services

A1267 – Scarth Street Rehabilitation Project							
Project Start Date	2026		Project End Date			2027	
Funding to rehabilitate Scarth Street to ensure it meets service levels and to be consistent with the newly developed Downtown Design standards.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	240	-	-	-	-	-	-
Current Operating Contributions	-	-	1,440	5,660	-	-	7,100
Yet to be Approved/Planned	-	-	1,440	5,660	-	-	7,100
Total Advanced Approval and Planned	240	-	1,440	5,660	-	-	7,100

F1005 – Community Plan Studies							
Project Start Date	2010		Project End Date			2025	
Official Community Plan (OCP) Implementation - Neighbourhood Plans Development and Implementation.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	345	-	-	-	-	-	-
Current Operating Contributions	-	263	-	-	-	-	263
Yet to be Approved/Planned	-	263	-	-	-	-	263
Total Advanced Approval and Planned	345	263	-	-	-	-	263



Enabling Services

Assessment & Property Revenue Services

U4003 - CIS - Utility System Upgrade							
Project Start Date	2006	Project End Date				Ongoing	
This funding allows for ongoing maintenance, functionality improvements and system architecture updates of the Utility Billing system.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	849	-	-	-	-	-	-
General Utility Reserve	-	110	260	110	260	110	850
Yet to be Approved/Planned	-	110	260	110	260	110	850
Total Advanced Approval and Planned	849	110	260	110	260	110	850

U4004 - Water Meter and Automated Meter Reading Replacement							
Project Start Date	2008	Project End Date				Ongoing	
The City's water meters and Automated Meter Reading (AMR) system require upgrading to restore system reliability and reduce downtime costs. This project includes development, design installation and construction over multiple years.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	7,336	-	-	-	-	-	-
General Utility Reserve	-	2,500	-	-	-	-	2,500
Yet to be Approved/Planned	-	2,500	-	-	-	-	2,500
Total Advanced Approval and Planned	7,336	2,500	-	-	-	-	2,500



Technology

J1137 - Technology Growth							
Project Start Date	2012	Project End Date				Ongoing	
This is a capital program focused on the growth and implementation of new Technology throughout the City.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	264	-	-	-	-	-	-
General Utility Reserve	-	225	225	225	225	225	1,125
Yet to be Approved/Planned	-	225	225	225	225	225	1,125
Total Advanced Approval and Planned	264	225	225	225	225	225	1,125

J1268 - Next Generation 9-1-1							
Project Start Date	2023	Project End Date				2025	
This funding is required to modernize Fire & Protective Services' ability to manage updates to CRTC-mandated changes to 911 protocols. This includes upgrading the Dispatch software, upgrading phone lines/connections, and working with Regina Police Services.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	310	100	-	-	-	-	100
Yet to be Approved/Planned	-	-	-	-	-	-	-
Total Advanced Approval and Planned	310	100	-	-	-	-	100

J1284 - Oracle Workorder Asset Management (WAM) Replacement Project							
Project Start Date	2024	Project End Date				2026	
WAM is in need of replacement/upgrade. This presents an opportunity to pursue significant enhancements, process improvements, and solution consolidation.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	230	-	-	-	-	-	-
Current Operating Contributions	-	1,100	1,100	-	-	-	2,200
Yet to be Approved/Planned	-	1,100	1,100	-	-	-	2,200
Total Advanced Approval and Planned	230	1,100	1,100	-	-	-	2,200

J0151 - Customer Relationship Management Solution							
Project Start Date	2022	Project End Date				2025	
The Customer Relationship Management (CRM) Solution project will modernize our interactions with Regina residents.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	344	-	-	-	-	-	-
Current Operating Contributions	-	1,500	-	-	-	-	1,500
Yet to be Approved/Planned	-	1,500	-	-	-	-	1,500
Total Advanced Approval and Planned	344	1,500	-	-	-	-	1,500

J1136 - Technology Sustainable Infrastructure							
Project Start Date	2012	Project End Date			Ongoing		
This is a capital program focused on the renewal and replacement of existing Technology infrastructure deployed throughout the City.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	(149)	-	-	-	-	-	-
Current Operating Contributions	-	225	225	225	225	225	1,125
Yet to be Approved/Planned	-	225	225	225	225	225	1,125
Total Advanced Approval and Planned	(149)	225	225	225	225	225	1,125

New Project 099 - Henry Baker Hall – Audio-Visual							
Project Start Date	2025	Project End Date			2025		
The audio-visual equipment in Henry Baker Hall will reach the end of its life in 2026 and therefore needs replacement in 2025 prior to failure.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Current Operating Contributions	-	300	-	-	-	-	300
Yet to be Approved/Planned	-	300	-	-	-	-	300
Total Advanced Approval and Planned	-	300	-	-	-	-	300

U4001 - Information Technology Infrastructure (Utility)							
Project Start Date	2012	Project End Date			Ongoing		
This funding is focused on the upkeep and replacement of aging and end-of-life infrastructure components (includes hardware, software, storage and network equipment).							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
General Utility Reserve	-	325	325	325	325	325	1,625
Yet to be Approved/Planned	-	325	325	325	325	325	1,625
Total Advanced Approval and Planned	-	325	325	325	325	325	1,625



Financial Services

J1274 - Fuel Tank Replacement & Remediation							
Project Start Date	2023	Project End Date			2026		
Funding to address regulatory compliance, decommissioning of underground fuel tanks, environmental remediation and the installation of new above-ground fuel tanks in support of the City's fleet.							
	Carry Forward	2025	2026	2027	2028	2029	Five-Year Total
Prior Approval Received	440	-	-	-	-	-	-
Current Operating Contributions	-	-	450	-	-	-	450
Yet to be Approved/Planned	-	-	450	-	-	-	450
Total Advanced Approval and Planned	440	-	450	-	-	-	450





Appendices





REGINA PLAINS MUSEUM

EXTRA CLUB

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Appendix A -

10-Year Recreation & Culture Capital Plan

The 10-Year Recreation & Culture Capital Plan (the Plan) addresses the priorities identified in the Recreation Master Plan and the Regina Cultural Plan. The Plan is funded with \$2.7 million in ongoing funding (Recreation/Culture Capital Program) as well as a dedicated pool of property tax revenue (Recreational Infrastructure Program), which was created through a mill rate increase of 0.5 per cent from 2020 through 2024. These funding sources provide a total of \$9.45 million annually to implement priority recreation and culture initiatives.

The list of projects in the Plan and the associated funding will guide the City's investments in recreation and cultural projects in the coming years. The Plan considers the City as providing the funding for all projects, except for the Indoor Aquatics Facility. However, Administration will continue to seek funding through other levels of government and applicable granting programs, when available.

The Plan should be viewed as a financial projection based on information known to date. The Plan could change to reflect future opportunities for partnerships, unplanned projects, changing trends, and funding availability. At this time, Administration is focused on obtaining Council approval for the projects scheduled in 2025, including multi-year projects.

Two projects within the Plan will require additional approvals to move forward in 2025.

Community Space

The Recreation Master Plan recommends that the City consider investing in partnership opportunities that provide space for the delivery of community programs. In partnership with Fire & Protective Services, the Plan allocates funding in 2025 and 2026 for the construction of multi-purpose room adjacent to Fire Station 8, in southeast Regina. The space will support the delivery of community recreation programming and for fire education programming and emergency operations.

In order for this project to proceed in alignment with the Fire Station 8 construction schedule, multi-year funding approval is required.

Indoor Aquatics Facility

The Indoor Aquatics Facility (IAF) is a key initiative funded by the Plan. In 2024, City Council approved a revised project cost of \$245.1 million, directed that remaining City contributions be funded through debt, and approved a dedicated mill rate towards the Plan to assist with funding the IAF.

In 2025, the IAF project will move forward with obtaining a consultant to secure naming rights and sponsorship for the facility. Consulting fees are expected to exceed \$750,000, which is allocated within the 2025 project budget in the Plan. The project will also proceed to the detailed design stage and procurement process for construction.

Dedicated Mill Rate Extension

The table below provides an overview of funding sources for the IAF, including debt.

IAF Funding Source	Amount
Federal (ICIP)	\$43.2M
Provincial (ICIP)	\$36.0M
Available City Contribution & Carry Forward	\$19.6M
Remaining City Contribution (Debt)	\$146.3M
Total	\$245.1M

The City will borrow a total of \$146.3 million financed through a dedicated mill rate increase towards the Plan between 2025 and 2029. Estimated mill rate increases for the Plan over next five years are as follows:

Indoor Aquatics Facility	2025	2026	2027	2028	2029	Total
Estimated Mill Rate Increase Required	0.50%	0.50%	0.50%	0.50%	0.84%	2.84%

Funds from the mill rate increase in 2025 and 2026 will be accumulated to support the first principal and interest payment expected in 2027.

Additional Information

IAF & Geothermal Heating Facility (GHF) Mill Rate Estimate Combined

If the projected mill rate increase of the IAF is considered together with that of the GHF, it is estimated that the mill rate increases over the next five years will be as shown in the table below. The inclusion of the GHF is projected to require an additional 0.27 per cent in 2029.

Estimated Mill Rate Increase	2025	2026	2027	2028	2029	Total
Indoor Aquatics Facility (Recreation & Culture Plan)	0.50%	0.50%	0.50%	0.50%	0.84%	2.84%
Geothermal Heating Facility					0.27%	0.27%
Total	0.50%	0.50%	0.50%	0.50%	1.11%	3.11%

City's Debt Limit

Administration will be working with Saskatchewan Municipal Board (SMB) to request a debt limit increase in 2025. Should the City's request not be approved by SMB, it would still be possible for the City to proceed with the IAF and GHF by maxing out the debt limit and cash flowing the remaining balance. However, this will require the City to re-evaluate and delay other capital projects. Recommendations regarding the debt financing strategy and any potential change in capital plans will be brought forward for Council approval at that time.

10-Year Recreation/Culture Plan

Program/Project	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10-Year Total
Artificial Turf Field	-	-	-	-	235,000	635,000	4,740,000	-	-	-	5,610,000
Baseball Diamond Audit Implementation	159,000	-	197,000	-	-	-	-	-	-	-	356,000
Buffalo Meadows Pool	-	-	-	-	-	114,000	1,292,000	7,664,000	703,000	-	9,773,000
Civic Art Program	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
Community Spaces in Partnership	884,000	1,326,000	-	-	-	-	-	-	-	-	2,210,000
Cultural Heritage Consultant	50,000	-	-	-	-	-	-	-	-	-	50,000
Fieldhouse Floor Enhancements	-	-	-	1,800,000	-	-	-	-	-	-	1,800,000
Massey Pool	-	-	265,000	2,150,000	7,525,000	7,276,000	1,075,000	-	-	-	18,291,000
New Canada Games Athletic Complex	-	-	-	-	50,000	-	-	50,000	750,000	6,500,000	7,350,000
New Cricket Field	500,000	490,000	4,290,000	-	-	-	-	-	-	-	5,280,000
New Indoor Aquatics Facility	1,042,000	11,268,000	-	-	-	-	-	-	-	-	12,310,000
Park Lighting	100,000	-	100,000	340,000	-	-	372,000	-	395,000	406,000	1,713,000
Parks Sub-Depots & Mount Pleasant Support Facilities	400,000	-	-	-	-	-	-	-	-	-	400,000
Pickleball	-	100,000	1,300,000	-	-	-	-	-	-	-	1,400,000
Placemaking Initiatives	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Accessible Playgrounds	1,300,000	160,000	165,000	170,000	175,000	180,000	185,000	190,000	195,000	200,000	2,920,000
Recreation Culture Capital Plan Implementation - Indoor Skateboard Park	155,000	159,000	164,000	169,000	174,000	179,000	184,000	190,000	199,000	205,000	1,778,000
Recreation Culture Capital Plan Implementation - Staff Costs	289,000	307,000	334,000	334,000	334,000	334,000	334,000	334,000	334,000	334,000	3,268,000
Regent Pool	-	-	-	-	-	-	-	293,000	6,530,000	8,143,000	14,966,000
Washroom Strategy	-	340,000	-	360,000	-	380,000	-	400,000	-	420,000	1,900,000
Zone Level Off-Leash Dog Parks	-	-	-	-	624,000	-	662,000	-	-	-	1,286,000
Annual Funding Surplus/(Deficit)	4,321,000	(4,950,000)	2,385,000	3,877,000	83,000	102,000	355,000	78,000	94,000	(7,009,000)	(664,000)
Total Expenditures	9,450,000	9,450,000	9,450,000	9,450,000	9,450,000	9,450,000	9,449,000	9,449,000	9,450,000	9,449,000	94,497,000



Appendix B -

Renewable Regina 2050: Investments Supporting Regina's Greenhouse Gas (GHG) Emissions Targets

The City has committed to becoming a 100 per cent renewable, net-zero community by 2050. To meet this goal, Council approved an interim 2030 target of 50 per cent reduction in greenhouse gas (GHG)¹ emissions over 2016 baseline levels in the Energy & Sustainability Framework (ESF).

Several key investments included in this budget help advance Council's GHG emission reduction targets compared to a baseline scenario, as detailed below.

Due to the time-lag between investments and implementation, most projects begin achieving permanent reductions beyond the end of 2025, demonstrating the importance of investing in them now. For example, previous investments to reduce emissions from food and yard waste have enabled an estimated annual reduction of 10,820 tonnes CO₂e through a permanent Residential Organics Service.

Incorporating energy and sustainability objectives can result in a higher up-front cost; however, future energy and GHG savings often result in lower operating costs over time.

Investments Supporting Quantified GHG Reductions

The following table details investments that are expected to result in quantifiable emission reductions by permanently reducing energy use or waste generation compared to baseline. (e.g. new capital projects, retrofit of existing assets to improve energy efficiency, new or expanded emission reduction programs or services).

Project	GHG Impact 2025 (Tonne CO ₂ e)	GHG Impact 2025-29 (Total) (Tonne CO ₂ e)
Transit Fleet Replacement	125	1,793
New Indoor Aquatics Facility	n/a	595 ²
Geothermal Heating Facility	n/a	17,342 ³
New Fire Station Development (No. 9)	n/a	n/a ⁴
New Fire Station 8	n/a	311 ⁵
Water Network Expansion	640	3,200
Renewable Regina 2050-Facilities Upgrades	175	1111
Residential Organics Service	10,820	54,100
Renewal Program-Expressway Lighting	15	75

¹ Any gas that absorbs infrared radiation in the atmosphere. Greenhouse gases include, carbon dioxide, methane, nitrous oxide, ozone, and others.

² Emissions reductions estimated to begin in 2028.

³ Emissions reductions estimated to begin in 2028.

⁴ Emissions reductions estimated to begin in 2030.

⁵ Emissions reductions estimated to begin in 2027.

Non-Quantified GHG Reductions

The following table details investments expected to result in emission reductions or that will lay the foundation for future reductions, but that cannot be quantified at this time.

For example, key investments in transit service hours, bus shelters, and improved pedestrian connectivity are critical for supporting a shift towards low-carbon transportation options such as active transportation. However, individual choices such as taking transit or choosing alternative travel methods instead of personal vehicles are difficult to predict and to quantify.

Project	
Tree Replacement Along Arterials, Buffers and Parks	On-Street Bike Lanes & Multi-Use Pathways
Bus Shelter Upgrades	Pedestrian Connectivity
Increased Conventional Bus Service 2025	Irrigation System Improvements
Facility Upgrades to Support Bus Electrification	

It is important to note that actual GHG emissions are captured through the annual energy and GHG emission inventory process, and may differ depending on the final project scope.

Additionally, the information above considers only potential GHG reduction impacts of key investments proposed for the 2025 City Budget, and does not represent a comprehensive estimate of all projects that would need to be undertaken to meet the target. In order to assess the alignment of all proposed investments with corporate and community-wide GHG targets, additional reporting methodology and processes would need to be developed.

Summary of Quantified Impacts

The corporate target for 2025 is a 23 per cent reduction (or 44,368 tonnes CO₂e) from 2023 emissions as reported in the most recent energy and GHG emissions inventory.

If all projects that can be quantified are implemented as planned in 2025, this would represent a 6 per cent reduction, leaving a 17 per cent shortfall in 2025. Though once fully implemented, these initiatives are estimated to represent an 11 per cent reduction annually compared to 2023 corporate emissions.

However, in order to stay on track to meet the 2030 interim GHG emission reduction target, any emissions gaps from previous years also need to be considered. When these emissions are included, the 2025 target increases to 35 per cent reduction (68,576 tonne CO₂e) from the 2023 inventory, leaving a 29 per cent shortfall in 2025.

The initiatives identified above are important for achieving future reductions, and demonstrate that continued and increased strategic investment in ongoing, permanent emissions reduction activities are critical for moving towards Council's targets.

Appendix C –

Budgets by Account Category View

Revenues

Taxation Revenues

There are two parts to the increase in taxation revenues. There is natural growth and changes to the levy revenue.

The natural growth in taxation revenues reflects actual growth within the City, where new homes and businesses are built and newly assessed or existing projects that had not been assessed at full value in the previous year are finished and assessed in full. In 2025, the natural increase in tax revenues is expected to be \$4.2 million.

A tax levy change will increase the taxation revenues at a rate that is equal across the property classification type, but the actual dollar value would vary based on the assessed value of the property within the classification.

The City has Dedicated Mill Rates that prior Councils have committed to fund through bylaw as well as annual budgetary needs to bring in the amount of revenue required to provide the services to the community as a whole.

Government Grants and Transfers Revenues

Government grants and transfers revenues are provided from the provincial and federal governments, with some of that funding being conditional and some being unconditional. Conditional funding is received by the City based on meeting specific criteria within the application for, and actual spending of the funds and any unused funds received through conditional

funding programs must be returned to the government and not used for other expenditures. Unconditional funding is received by the City under the understanding that the funds may be used for any part of the City's expenses. Some of the funding programs are ongoing and some are one-time funding opportunities.

The City has a diverse source of grants and transfers revenues from other government sources. In 2025, the expected total of government funding is \$91.8 million, an increase of \$21 million, with \$3.6 million additional from the ongoing provincial Municipal Revenue Sharing grant and \$17.3 million through the dedicated Housing Accelerator Fund provided by the federal government.

Licenses, Levies and Fines Revenues

The City receives revenues through the process of licensing, fines, and non-tax based levies, with the requirements and costs laid out in bylaw. These licenses and levies include taxi and animal licenses, paved and gravel alley levies, and additional revenues in this area also come from bylaw violation fines.

In 2025 the City is estimating to receive a total of \$13 million in revenues from licenses, levies and fines which represents a small reduction in total revenues of this area compared to 2024 by \$567,900 mostly due to adjusting expected revenues to be more in line with the recent actual revenues.

Fees and Charges Revenues

Fees and charges revenue is made up of the non-tax sources of revenues based on programs and services that the City provides at a cost. This includes all fees and charges for city owned recreation facilities, city transit fare revenues, building and development charges, land rental fees, landfill charges, gas sales and other waste management service charges.

In 2025 the total revenues from fees and charges is \$89.5 million which is \$900,000 lower than in 2024. The reduction in revenues is a result of right-sizing the expected revenues from landfill fees and gas sales in efforts to have more accurate revenue budgeted.

Other External Revenues

The external revenue sources include bank and investment interest income, penalties on tax arrears and revenues the City receives from provincial utility municipal surcharge programs.

In 2025 the total revenues from other external sources is \$68 million, an increase of \$10.3 million from 2024. Significant contributors to this increase include an increase in expected daily bank balance

interest, as well as an increase in the SaskPower municipal surcharge rebate.

Internal Revenues

Internal revenue is made up of transfers to operations from a reserve and internal allocated cost recovery. Transfers to operations from a reserve is the action of bringing in deferred revenue, either appropriated or unappropriated reserve funds that were recognized in a previous fiscal year, into the current fiscal year. The revenues from this source are used either to fund current operating or capital activities funded by reserves rather than current year tax revenues.

In 2025, the total internal revenues are \$50.9 million, with \$11.1 million additional being used to fund capital projects and \$556,000 additional to fund operational projects.

Miscellaneous Revenues

The miscellaneous revenues is sources that are not otherwise captured above. This category is mainly made up of other internal cost recovery and the 2025 budget does not vary significantly from 2024, with a total of \$5 million.



Expenses

Wages and Benefits

Of the \$10 million increase, \$3 million is contributed to cost-of-living and bargaining agreement step increases. Right sizing of the budget for reduction in overtime and increase in some employees. New employees and adjustments to previous year's after-budget approved positions

Professional & External Services Expenses

Consulting Services includes right sizing and new project support, showing an increase in 2025 of \$1.07 million. Contracted Services includes third party assistance to enhance the delivery of services such as cyber security, investment management, housing, and electronic controls and temporary traffic safety, for a total of \$1.06 million.

Community Investment Expense

The City makes significant investments to non-profit community groups and partner organizations that assist the City in providing additional programs and services to all ages.

- Regina Exhibition Association Limited
- Housing
- Regina Senior Centre
- Economic Development Regina
- Provincial Capital Commission
- Community & Social Impact Regina

General Operating	Base Budget (2024 Budget less One-Time adjustments)	2025 Proposed Budget	Total Change in Dollars
Total Revenues	581,172,622	653,773,121	72,600,499
Taxation Revenues	303,841,518	334,473,438	30,631,920
Government Grants and Transfers Revenues	70,474,582	91,819,652	21,345,070
Licenses_ Levies and Fines Revenues	13,895,916	13,328,025	(567,891)
Fees and Charges Revenues	90,423,075	89,521,330	(901,745)
Other External Revenues	58,280,778	68,639,563	10,358,785
Internal Revenues	39,377,947	50,934,707	11,556,760
Miscellaneous Revenues	4,878,806	5,056,406	177,600
Total Expenses	577,698,616	653,773,121	76,074,505
Wages and Benefits	302,509,152	312,629,766	10,120,614
Professional & External Services Expenses	56,078,513	59,555,916	3,477,403
Community Investment Expense	21,513,867	46,304,430	24,790,563
Debt Servicing Expenses	13,629,410	13,584,567	(44,843)
Contribution to Capital Expenses	70,667,000	87,280,652	16,613,652
Utility Expenses	12,768,402	12,747,381	(21,021)
Transfers to Reserve Expenses	24,507,341	32,927,397	8,420,056
Materials, supplies and other goods	44,573,183	54,104,684	9,531,501
Intramunicipal Charges	28,988,102	31,848,391	2,860,289
Training & Travel Expenses	2,463,646	2,789,937	326,291
Net	3,474,006	-	(3,474,007)

Utility Operating	Base Budget (2024 Budget less One-Time adjustments)	2025 Proposed Budget	Total Change in Dollars
Total Revenues	175,275,851	187,425,851	12,150,000
Licenses_ Levies and Fines Revenues	21,886,200	23,086,200	1,200,000
Fees and Charges Revenues	147,459,051	154,159,051	6,700,000
Other External Revenues	202,000	202,000	-
Internal Revenues	1,859,600	6,109,600	4,250,000
Transfer to Reserve Revenue	3,366,000	3,366,000	-
Miscellaneous Revenues	503,000	503,000	-
Total Expenses	174,651,557	187,425,851	12,774,294
Wages and Benefits	20,217,595	18,857,970	(1,359,625)
Professional & External Services Expenses	12,117,945	13,806,945	1,689,000
Debt Servicing Expenses	7,818,000	10,268,000	2,450,000
Utility Expenses	27,309,027	29,490,727	2,181,700
Transfer to Reserve Expense	68,606,527	70,693,052	2,086,525
Materials, supplies and other goods	4,352,355	5,980,165	1,627,810
Intramunicipal Charges	33,977,898	38,074,282	4,096,384
Training & Travel Expenses	252,210	254,710	2,500
Net	624,294	-	(624,294)



Appendix D -

Costing Fund

Costing Fund Revenue

Costing Fund revenue represents internal charges from support areas (such as Fleet) in the City to front line services (such as Roadways).

Internal Revenues

This is primarily for services such as asphalt and rental of city owned properties.

Costing Fund Expenses

Expenditures in the Costing Fund represent cost for support services such as Finance, Information Technology and Human Resources. These costs are allocated to the General Fund as intra-municipal expenses.

Total Costing Fund Operating Budget 2025

	Actual		Budget	Sep Forecast	Proposed Budget	
	2022	2023	2024		Change	2025
Fees & Charges	781	1,297	1,827	1,297	4,898	6,724
Other Revenue	45	31	18	298	2	20
Internal Cost Recovery	66,416	66,407	43,898	51,938	9,402	53,298
Revenues (non-tax)	67,242	67,735	45,743	53,534	14,302	60,042
Direct Expenses	58,849	59,472	37,255	57,305	8,329	45,585
Transfers to Reserve Expenses	8,393	8,263	8,487	8,615	5,970	14,457
Total Expense	67,242	67,735	45,742	65,920	14,299	60,042
NET SURPLUS/DEFICIT	-	-	-	(12,386)	-	-





Appendix E -

Budget Policies, Procedures & Definitions

Fund Structure

The City uses fund accounting to separate the general City operations from areas where the cost of providing a service is fully recovered from revenues associated with the service. There are three primary funds:

- **General Fund:** This fund is used to track those services that are supported, in full or in part, by property tax revenues. Most services provided by the City are supported by the General Fund, which has both operating and capital components.
- **Utility Fund:** This fund is used to track those revenues and costs associated with the delivery of water, wastewater and drainage services, which operate on a full cost recovery basis, including the cost of renewing the infrastructure required to deliver the service. The Utility Fund has both operating and capital components.
- **Costing Fund:** This fund is used to track the costs associated with the delivery of services between City departments and allocate them appropriately. For example, the cost of vehicles and equipment for a service is planned and budgeted by the Fleet department but allocated to whichever department uses the equipment. As a budgeting practice, the stand-alone costs of providing these services are tracked through costing funds. Budgets for costing funds are presented in association with the department providing the costed service. Once approved, these costs are then allocated to the budget of the department using the service. These costs are exclusively operating costs.



Department/Fund Relationship

The funds and the divisions that they support are defined in below.

Division	General Fund	Utility Fund
Community Building and Support	*	
Economic Growth and Development	*	
Enabling Services	*	*
Fire & Protective Services	*	
Governance & Leadership	*	
Parks, Recreation and Cultural Services	*	
Regina Police Service	*	
Service Delivery and Infrastructure Support	*	*
Solid Waste Services	*	*
Transit Services	*	
Transportation	*	
Water, Wastewater and Drainage		*

As a public institution, the City of Regina has an obligation to develop its annual budget within established policy boundaries and with attention to best practices in public finance. The budget process is guided by a number of internal policies and practices, and by the City’s planning framework, which set the boundaries within which any budget must be developed. These include:

- Basis of Budgeting
- Financial Policies
- Budget Process



Planning Framework

The City has established a planning framework that integrates long-term vision with achievable, planned change and the ongoing delivery of services to residents. The framework applies to all services, regardless of whether the activity is part of the General Fund or the Utility Fund.

As depicted below, the driver for all planning and service delivery activity is the City Vision, Community Priorities and the Official Community Plan. These are addressed over time through the following:

- More refined long-term planning, primarily for specific services, often takes the form of master plans. These plans identify a long-term view for developing specific services to achieve the policies and objectives outlined in the OCP. They often include long-term financial implications.
- The Strategic Plan, which is a specific four-year chunk of work the City decides to undertake to advance our capacity to deliver the OCP. This may include the developing of specific long-term plans

and policies, improving systems and tools, and so on.

- The delivery of services to residents through the implementation of policies and defined levels of service.
- The delivery of business plans, which are the annual plans for the work that needs to get done (including the budget for that work). These will include any work driven by the Strategic Plan and service delivery plans.
- Implementation of the planned work.

The entire planning and delivery process are overlaid with financial planning and an analysis of the financial implications of various planning and implementation choices. The process also includes ongoing performance monitoring and reporting at all stages. This information is used to adapt and refine plans or to ensure appropriate resourcing so that expectations are met.



Basis of Budgeting

Basis of Presentation

The City is a diversified municipal government institution which provides a wide range of services to its citizens, including police, fire and public transit, and water. For management reporting purposes, the City's operations and activities are organized and reported by funds. Funds are created for the purpose of recording specific activities to meet certain objectives in accordance with special regulations, restrictions or limitations. As previously noted, the City maintains three funds (General, Utility and Costing Funds).

Basis of Accounting for Financial Statements

Basis of accounting refers to the time at which revenues and expenditures or expenses are recognized in the accounts and reported. The City uses the accrual basis of accounting and recognizes revenues as they are earned and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Property tax revenues are considered measurable and available when collected and recognized as revenue at that time. Licences, permits, fines, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until received. Government grants and transfers are recorded as revenue when the transfer occurs and/or all eligibility criteria have been met and a reasonable estimate of the amount can be made.

Capital assets are accounted for at the total cost including acquisitions, construction, and development costs. In 2015, the City began budgeting for multi-year capital projects over the time required to complete the projects. Prior to 2015, the full cost was budgeted for in the first year of the project, resulting in a capital carryforward to support the future year costs. The new method recognizes the multi-year commitment associated with the project and increases the assurance among bidders that the City will fund the entire project.



Financial Policies

Financial Policies Framework

A Financial Policies Framework has been established. The framework sets out principles and benchmarks to help guide Administration in making recommendations to Council on decisions related to financial planning and oversight at the City.

The goal of the Financial Policies Framework is to place the City's finances on a sound and sustainable footing so that financial, service and infrastructure standards can be met without resorting to unplanned or excessive increases in rates, fees and service charges or disruptive cuts in services. In addition, the financial policies are a means to develop the teams, tools and processes to help ensure the sustainable delivery of reliable services over the long term as identified in the Strategic Plan.

Key Principles

The framework supports the following overall financial principles.

Growth and Development

Growth includes capital projects and operating costs related to the expansion within the city. *The Planning and Development Act* permits the City to apply development charges to fund the growth portion of new infrastructure required to support new development. Development charges consist of provincially legislated Service Agreement Fees and Development Levies that can be collected at the time of development. The new infrastructure must be maintained by the City, resulting in the need for an increased operating budget. While new residents bring in more taxation, the increased revenue may not always cover the increased operating cost.

Strategic Initiatives and Enhancements

The Strategic Planning Framework is designed to appropriately phase in the implementation of the OCP. Strategic initiatives include capital projects and short-term operational projects that are undertaken in response to the Strategic Plan. From time to time, long-term operational projects are included within the Strategic Plan, but these would be considered only from the perspective of capacity and resource management implications.

Debt

Debt includes long-term debt and capital lease obligations (fixed term beyond five years or a fixed term of five years or less, but with a right of renewal that would, if exercised, extend the original term beyond five years). All debt issued must meet the requirements of *The Cities Act*, the municipal debt limit established by the Saskatchewan Municipal Board, and *The Regina Administration Bylaw No. 2003-69*. As stipulated in *The Cities Act*, long-term debt obtained for the purpose of financing capital assets should be used for that purpose and, if not used immediately, should be made available when needed for the asset obtained for. If a borrowing was subject to a public vote (i.e. referendum), it must be used only for the purpose indicated. The City issues debt that is repaid from a variety of sources including water rates, wastewater rates, drainage rates, development charges, provincial/federal Canadian Community Building Fund, property taxation and local improvements. Debt repayment must be planned and made through the operating budget. The City's debt limit may be increased pending application to and approval by the Saskatchewan Municipal Board.

Investments

Municipalities are faced with restrictions on the type and duration of investments they may make of any funds not immediately required to meet current operating or capital needs. These funds may include reserve funds, proceeds from debentures, or other monies not immediately required for the ongoing operations of the City. Earnings may be credited to each fund in proportion to the amount invested from it, where this is feasible and authorized.

Operating Surplus/Deficit

Saskatchewan municipalities are not permitted to budget an operating deficit. Any operating surplus each year is allocated to the General Fund Reserve in accordance with the City's Administration Bylaw 2003-69. Operating deficits, if not funded from other sources within the year, must be funded within the next year's budget. Staff will report to Council on the status of spending against budget and provide forecasts at least mid-year, identifying any actions that may be required to eliminate a potential deficit.

Budgeting

Council is required to approve a balanced budget (cash basis of accounting). Assumptions made in the development of the annual budget and their associated risks are disclosed in the budget documents. Council also approves a capital budget that identifies the cost and nature of projects that will be undertaken during the year, how they will be funded, and a forecast of the cost of projects with related funding for the next four years. Capital and operating spending against budget is reported to Council mid-year with adjustments identified throughout the year.

Revenues – User Fees and Service Charges

Municipal services that benefit defined users shall be funded by collecting fees and service charges that are at or approaching full cost recovery.

Revenues – Taxation

The City has several taxation revenues sources, some of which includes property tax. Property taxes are calculated utilizing assessment of property values provided by the City on a four-year basis, multiplied by a provincial percentage to arrive at a taxable value. The taxable value is then multiplied by a percentage of the mill rate times the mill factor and any adjustments added.

Revenues – Non-Recurring Revenues

From time to time, federal and provincial governments may provide funding to municipalities for a specified purpose (such as an infrastructure project) or that is available only for a specified period (usually one year). Similarly, a municipality may receive a financial gain when it sells an asset or enjoy a windfall as a result of some unique transactions or events. The nature of these non-recurring revenues can vary significantly, but overall a municipality has little control over the amount, timing or conditions associated with receiving them. Careful attention needs to be paid to ensure ongoing government operations do not rely on these types of revenues for support of ongoing expenditures, or shortfalls will inevitably occur that put upward pressure on future property taxes and/or user fees.

Program and Services Review

All programs and services are subject to periodic internal and external review, driven by the OCP. The corporate strategy breaks down the OCP into manageable five-year strategic plans. Day-to-day service delivery encompasses things that need to be done now and will need guiding reference from the OCP on a more regular basis. The City Manager will report to Council on performance against the OCP and other established guidelines on a consistent basis.

Reserve Fund Management

Reserve funds are a critical component of the City's long-range financial planning. They are used to provide tax rate and user rate stability by smoothing the effect of variable or unanticipated expenditures or revenues, to provide funding for one-time or short-term requirements, to provide for future replacement or acquisition of capital assets, and to provide the flexibility to manage debt within the City's Debt Management Policy.

A reserve is established by Council for a specific purpose. A reserve does not need to relate to any particular asset and there is not always a requirement for the reserves to earn interest. Reserves are created either through a planned contribution established in the budget process or through the transfer of unspent funds at the end of a year. Any transfer of unspent funds at year-end must be authorized by Council or existing Bylaw. If approved by Council, investment income generated by reserve funds must be accumulated in the fund and accounted for as part of it.

Capital Project Financial Control Policy

A capital plan is prepared annually and includes a capital budget for the current year, approved by Council, and a four-year capital forecast. The capital budget includes capital projects and programs approved for expenditure with related funding sources. The capital budget may include capital projects and programs or project phases that extend over multiple years. The capital forecast represents the projection of expenditures and financing sources that are not included in the capital budget but are planned over the next four years. Financial variance reports will report spending plan variances to the Executive Leadership Team.

Financial Condition

The Public Sector Accounting Board (PSAB) issued a Statement of Recommended Practice for governments that supports discussions about a government's financial condition. This financial condition is reflected in the overall economic and financial environment and the City's ability to meet service commitments to the public and financial obligations to creditors, employees and others. It considers sustainability, flexibility and vulnerability.

1. **Sustainability** is the degree to which a government can maintain existing programs and meet existing creditor requirements without increasing the relative debt or tax burden on the economy.
2. **Flexibility** is the degree to which the City can increase its financial resources to respond to rising commitments, by either expanding its revenues or increasing its debt burden.
3. **Vulnerability** is the degree to which a government is dependent on, and therefore vulnerable to, sources of funding which are outside of its control. The risk of relying on external funding sources is that the City does not directly control or influence either the amount or timing of such revenues.

Credit Rating

A credit rating is a forward-looking opinion provided by an arm's-length organization, such as Standard & Poor's, about a borrower's overall creditworthiness. It focuses on the borrower's capacity and willingness to meet its financial commitments as they come due. The credit rating also influences the interest rate to be paid when it borrows money.

Standard & Poor's undertakes a detailed analysis of the borrower's financial condition using a robust set of criteria and updates it annually. The City's Standard & Poor's credit rating is AAA (Positive), the highest rating assigned by the firm.

Regina has received at least an AA credit rating since its first one was issued in 1989. According to Standard & Poor's, this consistently strong rating is reflective of the City's ongoing commitment to strong, reliable and prudent financial management practices which will aid in the continued success of maintaining a financially sound future for the citizens of Regina. A AAA rating means that S&P Global believes the City has extremely strong capacity to meet its financial commitments.

This top tier credit rating bodes well for the City's long-term financial future as the higher the credit rating, the lower its borrowing costs will be, leaving more funds available to pay for services.

It is fundamentally important that the City continue its strategy of conservative financial management. It must monitor debt levels regularly to maintain a sound financial position and strong credit rating. Effective debt management and a well-developed debt policy will help maintain the City's positive financial reputation, facilitate borrowing and ensure competitive rates for the City.



Budget Process

As prescribed under *The Cities Act, Section 128*, Council adopts an operating and a capital budget for each fiscal year. Currently, the operating budget for the City is prepared on an annual basis and the capital budget follows a multi-year approach by developing and approving a five-year capital plan.

The budget process at the City of Regina begins with strategic and business planning and ends with a Council-approved plan for the upcoming year.

Call for Budget

Each year, the Executive Leadership Team issues the call for budget. Departments receive direction to guide the development of annual budgets. This often involves submitting business cases which outline short-term and long-term costs, benefits and implications of investing or not investing in a service, initiative, or piece of equipment or infrastructure. Once departmental budgets are prepared, senior administration reviews and recommends a proposed budget for Council's consideration.

Service Partners

The City's Service Partners include the Regina Police Service (RPS), Regina Exhibition Association Limited (REAL), the Provincial Capital Commission (PCC) to fund Wascana Centre Park, Economic Development Regina Inc. (EDR) and Community & Social Impact Regina (CSIR). The funding requests form part of the City's annual budget.

Council's Role

The proposed annual budget is based on recommendations from various city departments and service partners which are reviewed and finalized by senior administration. The annual budget reflects Administration's best advice on how to achieve Council's policy and service priorities, given the City's current resources. Ultimately, Council determines the programs and levels of service which will be included in the annual Budget.

Public's Role

Members of the public are encouraged to become engaged in the budget process by reviewing the 2025 Budget posted on Regina.ca, speaking with their Councillor, and/or making a presentation to Council when the Budget is debated.

Summary

The budget is legally enacted by City Council through the approval of the recommendations presented by the Administration, along with any applicable amendments, to the budget. Throughout the year, Administration may make expenditures which are not included in the operating or capital budget for an emergency or legally required to be paid.

At the end of the year, operating surpluses are transferred to the General Fund Reserve. Unspent capital funding is carried forward to be spent in the following year.



Utility Rate Policies

In 2005, the Provincial government adopted new regulations in Part V.1 of *The Cities Regulations* regarding Public Reporting on Municipal Waterworks. The regulations apply only to waterworks, however, since the Utility includes water, wastewater and drainage services, the information is provided for the entire Utility.

The requirements include information on the rate policy and capital investment strategy as adopted pursuant to sections 22.3 and 22.4 of the regulations. A financial overview is also required. The data outlined in the regulations is included in the Utility Fund Revenues section below. The regulations also require a comparison of the Utility revenues to expenditures and debt payments, which are expressed as a ratio in accordance with the following formula:

$$\frac{\text{Revenues}}{\text{(Expenditures + Debt Payments)}}$$

In accordance with the definition in the regulations, expenditures include the interest cost on the debt, while debt payments are the principal repayments on the debt. The ratio of greater revenues to expenditures allows the City to invest in its 25-year capital program and serves to moderate the need for dramatic rate increases in any given year.

Section 22.3 of *The Cities Regulations* requires Council to adopt a rate policy that sets out the rates or fees that consumers will be charged for the use of water. The policy must include the method used to determine those rates or fees. Utility rates are to be established so they are sufficient to fully fund operating costs, interest costs, debt repayments, capital requirements and transfer policies, taking into account the operating and infrastructure requirements of the Utility to meet its service goals.

The objectives for the Utility’s rate structure are:

- **Financial Self Sufficiency** – Utility rates must generate enough revenue to meet all short-term and long-term operating and capital costs.
- **Conservation** – Utility rates should encourage customers to use water responsibly.
- **Reduction of Peak Demand** – Utility rates should encourage water conservation during summer months, reducing the need for infrastructure investment and higher rates.
- **Equity** – Utility rates should result in a charge to customers according to the cost of services used.

In the setting of rates, the Utility must present a balanced budget, with any surplus transferred to the General Utility Reserve. The purpose of the reserve is to provide a source of financing for capital projects and funding emergency expenditures.

An overall requirement for capital funding is set through the Utility Model. Utility rates are set to provide enough surpluses to cover the capital costs over the next 25 years.

If the Utility incurs an operating deficit each year, the deficit would be funded from the reserve.

The Utility Operating Expenses include an access fee, which is a transfer to the City's General Operating Fund. Any organization or utility operating in a municipality would be required to pay either property taxes or an access fee for the rights to use or access civic assets. Policies on these types of fees vary between cities. Calgary's Utility pays 10 per cent of revenue plus a 10 per cent return on equity. Saskatoon's Utility pays a franchise fee based on 10 per cent of revenue. Winnipeg's is also 10 per cent, with dividends paid. Moose Jaw's rate is 5 per cent of revenue. Regina's transfer is the total of:

- 7.5 per cent of the previous year's budgeted revenues for billed water consumption, wastewater charges and Drainage infrastructure levy
- The amount of \$675,000, estimated to be three-sevenths of the Goods and Services Tax (GST) rebate received by the Utility. This amount is the additional rebate provided by the federal government starting in 2004.



Reserve Descriptions

In accordance with Schedule A of *The Regina Administration Bylaw, Bylaw No. 2003-69*, the purpose and funding source of the City of Regina's reserves are described as follows:

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. It is funded through the net revenue generated from asphalt plant operations after deducting the cost of producing the asphalt and other expenditures related to the asphalt plant operations.

Asset Revitalization Reserve

The Asset Revitalization Reserve funds the City's strategic capital priorities to manage growth and revitalization. The major source of funding is half of the interest revenue earned over the budgeted earnings in the annual operating budget.

Cemetery Reserve

The Cemetery Reserve is funded through a transfer of surpluses from cemetery operations, while any operating deficits are withdrawn from the Reserve to fund the shortfall. The Cemetery Reserve is used to fund capital expenditures for the cemeteries.

Community Investments Grants Reserve

The Community Investments Grants Reserve is funded from unused, but approved, community investment funding. Reserve funding is used to pay for Council-approved community investments.

COVID-19 Recovery Reserve

The City received approximately \$16 million in government funding to help offset the impact of the COVID-19 impact. There is no funding remaining in this reserve.

Elections and Property Reassessment Reserve

The Elections and Property Reassessment Reserve is funded through annual operating budgets to smooth the financial impact of operational expenditures that happen once four years, such as municipal elections and property assessment revaluations.

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the Reserve to fund capital requirements for the parking facilities, which includes the City Hall parkade and employee parking lots at other civic facilities.



Fleet Replacement Reserve

The Fleet Replacement Reserve is used to fund the replacement of vehicles and equipment for the civic, transit, fire and small tools fleets, including support vehicles. It is not used to purchase new equipment to expand the fleet. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is the equivalent of the depreciation charged on the existing fleet of vehicles and equipment.

General Fund Reserve

The General Fund Reserve is the primary general-purpose reserve maintained by the City to cover unforeseen or emergency circumstances or to take advantage of opportunities. Its major sources of funding include any operating surplus and unexpended capital funds originally sourced from the Reserve.

General Utility Reserve

The General Utility Reserve is based on a long-range financial model for water, wastewater and drainage services and allows for full cost recovery, including the long-term cost of maintaining assets, such as replacement of underground pipes to distribute water, through its 25-year capital program.

Golf Course Reserve

The Golf Course Reserve is used to fund capital expenditures for the City's golf courses and is funded through a transfer from the General Operating Budget. Operating surpluses less an allowance for administrative costs are transferred to the Golf Course Reserve. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall.

Intensification Infrastructure Reserve

The primary purpose of the Intensification Infrastructure Reserve is to provide funding for intensification and related infrastructure, specifically the Established (or "Intensification") Area share of the Capital Projects identified in the Capital Project List as defined in *The Development Levy Bylaw, 2011* and The Development Charges Policy.

Land Development Reserve

The Land Development Reserve is funded through a transfer of surpluses from real estate operations. Conversely, any operating deficits are withdrawn from the Reserve to cover the shortfall. The funding is used for land development projects within the City.

Planning and Sustainability Reserve

The Planning and Sustainability Reserve is used to fund planning and sustainability capital projects. The Reserve funding comes from the year's net operating revenue and expenditures from the Planning and Sustainability Department fee-for-service development activities. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall.

Regina Police Service General Reserve

The Regina Police Service General Reserve is used to fund one-time operating expenditures included in the budget and transfers to fund capital projects requested by the Board of Police Commissioners and approved by Council. The Reserve is funded with the net revenue from the Regina Police Service's annual operating budget and unexpended capital funds from projects that are either completed or not proceeding.

Regina Police Service Community Policing Initiative Reserve

The Regina Police Service Community Policing Initiative Reserve is used to support the Regina Police Service's community policing initiative and offset police overtime costs that many community groups and organizations would have to pay when required to have a police presence during the event.

Regina Police Service Radio Equipment Reserve

The Regina Police Service Radio Equipment Reserve funds expenditures related to the operation, capital and maintenance of the civic radio system. This reserve is funded through net revenue from the annual operating budget of the Regina Police Service Communication Technology Unit (also known as the Radio Shop).

Regina Revitalization Initiative Stadium Reserve

The Regina Revitalization Initiative Stadium Reserve is used to fund capital projects related to Mosaic Stadium and smooth stadium operating requirements. This reserve is funded through net revenues received for the Regina Revitalization Initiative Stadium operations, as well as the approved property tax allocation, stadium tenant lease payments and facility fees charged for events at the stadium.

Social Development Reserve

The Social Development Reserve provides grant funding for affordable housing developments in accordance with the Housing Incentives Policy or other Council approved housing initiatives. This reserve is funded through Council approved transfers to fund affordable housing initiatives.

Solid Waste Reserve

The Solid Waste Reserve is funded through a transfer of surpluses from Landfill and Waste Diversion operations. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall. It is also used to fund capital expenditures for Landfill Operations, Solid Waste Collection and Waste Diversion.

Technology Reserve

The Technology Reserve is funded from the net revenue from print services. These services are budgeted to provide a small surplus to fund the replacement of equipment for print services operations, and if required, offset a shortfall in the operation of the services.

Tourism Reserve

The Tourism Reserve was created to manage fluctuations related to signature events, marketing needs and major events as well as to manage revenue generated from merchandise opportunities and from outside organizations or sponsors.

Winter Road Maintenance

The Winter Road Maintenance Reserve covers the difference between the budgeted amount for the Winter Road Maintenance Program and actual expenditures. Over-expenditures are funded from the Reserve and under-expenditures are transferred to it. The program provides a range of services such as snow clearing, ice shaving, road salting and sanding and the operation of the City's snow storage site.





