



Audit and Finance Committee

**Thursday, May 28, 2026
4:00 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

**Public Agenda
Audit and Finance Committee
Thursday, May 28, 2026**

Approval of Public Agenda**Adoption of Minutes**

Minutes of the public meeting held on April 23, 2026

Administration Reports

AFC26-11 2025 City of Regina Annual Reports & Public Accounts

Recommendation

The Audit and Finance Committee recommends that City Council:

1. Approve the 2025 Annual Report Draft (Appendix A), including the audited City of Regina's (City) Consolidated Financial Statements for the year ending December 31, 2025;
2. Approve the 2025 Public Accounts Draft (Appendix B); and
3. Approve this recommendation at its June 10, 2026, meeting.

AFC26-12 2025 Annual Investment Report

Recommendation

The Audit and Finance Committee recommends that City Council receive and file this report at its June 10, 2026, meeting.

AFC26-13 2026 First Quarter General & Utility Operating Forecast

Recommendation

The Audit and Finance Committee recommends that City Council:

1. Approve the transfer of \$40 thousand from the General Fund Reserve (GFR) to the Capital Budget for Capital Project - Election Management Software Solution due to an error in recording the revenue received in a prior period to the Operating Budget;



OFFICE OF THE CITY CLERK

2. Approve the transfer of approximately \$80 thousand from the General Fund Reserve (GFR) to the City Centre Incentive Reserve to fund prior year grants that were not fully expended; and
3. Approve this recommendation at its June 10, 2026, meeting.

AFC26-14 2026 First Quarter General & Utility Capital Forecast

Recommendation

The Audit and Finance Committee recommends that City Council receive and file this report at its June 10, 2026, meeting.

AFC26-15 Fuel Inventory Audit Report

Recommendation

That the Audit and Finance Committee receive and file this report.

Adjournment

AT REGINA, SASKATCHEWAN, THURSDAY, APRIL 23, 2026

AT A MEETING OF AUDIT AND FINANCE COMMITTEE
HELD IN PUBLIC SESSION

AT 4:00 PM

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

Present: Councillor George Tsiklis, in the Chair
Mayor Chad Bachynski
Councillor Clark Bezo
Councillor Jason Mancinelli
Jamie Eng
Jim Fallows
Rob Willman (Remote)

Also in Attendance: Council Officer, Janice Hudson
Chief Financial Officer/Deputy City Manager, Daren Anderson
Director, Financial Planning & Analysis, Jeff May
Corporate Controller, Kim Krywulak
Manager, Financial Analysis & Support, Sheena Carrick

(The meeting commenced in the absence of Councillor Jason Mancinelli.)

APPROVAL OF PUBLIC AGENDA

Jamie Eng moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as published.

ADOPTION OF MINUTES

Councillor Clark Bezo moved, AND IT WAS RESOLVED, that the minutes for the meeting held on March 26, 2026 be adopted as circulated.

ADMINISTRATION REPORTS

AFC26-4 2025 Preliminary Year-End Results

Recommendation

The Audit and Finance Committee recommends that City Council:

1. Approve in compliance with the direction of City Council at the meeting of November 19, 2025 (*CR25-144 - City of Regina's Role in Well-Being and Homelessness*) the request to transfer approximately \$1.30 million to the General Fund Reserve (GFR) being balance of unspent budgeted expense for Community Development from the dissolved

Community & Social Impact Regina (CSIR) available for allocation to external organization to lead the operations of a street and encampment initiative;

2. Approve the request to transfer approximately \$4.99 million from the GFR to fund the City of Regina's (City) 2025 General Operating Fund deficit of 0.8 per cent; and
3. Approve these recommendations at its meeting on May 6, 2026.

Councillor Clark Bezo moved, that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [5 to 1]
MOVER:	Councillor Bezo
IN FAVOUR:	Councillors: Bezo and Tsiklis, and Mayor Bachynski; Jamie Eng and Rob Willman
ABSTAINED:	Jim Fallows

In accordance with section 34(20) of The Procedure Bylaw, Bylaw No. 9004 and Section 72(3) of The Cities Act, if a member is not required to abstain from voting on a matter before the Committee due to a conflict of interest and abstains from voting, the member is deemed to have voted in the negative.

AFC26-5 2025 Indigenous Procurement Policy Update

Recommendation

The Audit and Finance Committee recommends that City Council receive and file this report at its meeting on May 6, 2026.

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

The motion was put and declared CARRIED.

RESULT:	CARRIED [5 to 1]
MOVER:	Councillor Bezo
IN FAVOUR:	Councillors: Bezo and Tsiklis, and Mayor Bachynski; Jamie Eng and Rob Willman
ABSTAINED:	Jim Fallows

In accordance with section 34(20) of The Procedure Bylaw, Bylaw No. 9004 and Section 72(3) of The Cities Act, if a member is not required to abstain from voting on a matter before the Committee due to a conflict of interest and abstains from voting, the member is deemed to have voted in the negative.

The Chair called for a five minute recess.

The Committee recessed at 4:22 p.m.

The Committee reconvened at 4:32 p.m. in the absence of Jim Fallows.

AFC26-6 2025 Report on Forced Labour & Child Labour in Supply Chains

Recommendation

The Audit and Finance Committee recommends that City Council:

1. Approve the 2025 Report on Forced Labour & Child Labour in Supply Chains pursuant to the *Fighting Against Forced Labour & Child Labour in Supply Chains Act* appended as Appendix A to this report;
2. Delegate authority to the City Manager to sign the attestation confirming that the information in this report is accurate, complete, and has been compiled with due diligence for the 2025 reporting year;
3. Direct the Corporate Controller to file the 2025 Report on Forced Labour & Child Labour in Supply Chains with the Minister of Public Safety and Emergency Preparedness in accordance with Section 11(1) of *The Fighting Against Forced Labour & Child Labour in Supply Chains Act*; and
4. Approve this recommendation at its May 6, 2026 meeting.

Jamie Eng moved, that the recommendations contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Jamie Eng
IN FAVOUR:	Councillors: Bezo and Tsiklis, and Mayor Bachynski; Jamie Eng and Rob Willman
ABSENT:	Jim Fallows

AFC26-7 Year-End Capital Expenditure Report

Recommendation

The Audit and Finance Committee recommends that City Council receive and file this report at its May 6, 2026, meeting.

Councillor Clark Bezo moved, that the recommendation contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Bezo
IN FAVOUR:	Councillors: Bezo and Tsiklis, and Mayor Bachynski; Jamie Eng and Rob Willman
ABSENT:	Jim Fallows

AFC26-8 2027/2028 Budget Process

Recommendation

The Audit and Finance Committee recommends that City Council approve the recommended 2027/2028 Budget Process as outlined in this report, at its May 6, 2026, meeting.

Mayor Chad Bachynski moved that the Audit and Finance Committee recommend that City Council:

- 1. Approve the recommended 2027/2028 Budget Process as outlined in this report;**
- 2. Direct Administration to bring the following in Q4 2026 for use in the 2027/2028 Budget Process:**
 - a. An updated and enhanced Long-Range Financial Model (LRFM) using the LRFM that was originally developed in 2016;**
 - b. A developed Long-Range Financial Plan (LRFP) that translates the LRFM results into a 20-year plan that explains the City's fiscal drivers, trade-offs and risks in plain language; and**
- 3. Approve these recommendations at its May 6, 2026 meeting.**

(Councillor Jason Mancinelli arrived to the meeting.)

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Mayor Bachynski
IN FAVOUR:	Councillors: Bezo, Mancinelli, Tsiklis, and Mayor Bachynski; Jamie Eng and Rob Willman
ABSENT:	Jim Fallows

AFC26-9 Cash Control Audit - Landfill

Recommendation

That the Audit and Finance Committee receive and file this report.

Councillor Clark Bezo moved, that the recommendation contained in the report be concurred in.

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Bezo
IN FAVOUR:	Councillors: Bezo, Mancinelli, Tsiklis, Mayor Bachynski; Jamie Eng and Rob Willman
ABSENT:	Jim Fallows

AFC26-10 Audit Recommendations Status Update

Recommendation

That the Audit and Finance Committee receive and file this report.

Councillor George Tsiklis moved, that the Audit and Finance Committee recommend that City Council:

- 1. Direct the City Internal Auditor to report quarterly to the Audit and Finance Committee, beginning in Q4 2026, through a one-page dashboard, detailing progress against the Annual Audit Plan; and**
- 2. Approve this recommendation at its May 6, 2026 meeting.**

The motion was put and declared CARRIED.

RESULT:	CARRIED [Unanimous]
MOVER:	Councillor Tsiklis
IN FAVOUR:	Councillors: Bezo, Mancinelli, Tsiklis, Mayor Bachynski; Jamie Eng and Rob Willman
ABSENT:	Jim Fallows

RESOLUTION FOR PRIVATE SESSION

Mayor Chad Bachynski moved, AND IT WAS RESOLVED, that in the interest of the public, the remaining items on the agenda be considered in private.

Mayor Chad Bachynski moved, AND IT WAS RESOLVED, that the Committee recess for 5 minutes.

The Committee recessed at 5:03 p.m.

Chairperson

Secretary



2025 City of Regina Annual Reports & Public Accounts

Date	May 28, 2026
To	Audit and Finance Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	AFC26-11

RECOMMENDATION

The Audit and Finance Committee recommends that City Council:

1. Approve the 2025 Annual Report Draft (Appendix A), including the audited City of Regina's (City) Consolidated Financial Statements for the year ending December 31, 2025;
2. Approve the 2025 Public Accounts Draft (Appendix B); and
3. Approve this recommendation at its June 10, 2026, meeting.

ISSUE

The draft 2025 Annual Report as reflected in Appendix A, highlights the City's accomplishments and efforts from a financial and service delivery perspective. The Consolidated Financial Statements included within the Annual Report have been drafted by Administration according to Generally Accepted Accounting Principles as established by the Public Sector Accounting Board and have been audited by MNP LLP.

The draft 2025 Public Accounts as reflected in Appendix B, includes the details of the major expenditures of the City, Buffalo Pound Water Treatment Corporation (BPWTC), Economic Development Regina Inc. (EDR), Regina Downtown Business Improvement District (RDBID), Regina Exhibition Association Limited (REAL), Regina Police Service (RPS), Regina Public Library

(RPL) and Regina's Warehouse Business Improvement District (RWBID) for year 2025. The Public Accounts provides a summary of City Council's remuneration and expenses, grants, employee remuneration and expenses of \$50,000 or more.

Details of the purpose and context of the respective consolidated financial statements and public accounts information are included for reference and guidance in Appendix C.

The documents demonstrate public accountability and comply with *The Cities Act*.

IMPACTS

Financial Impact

This report has no direct budget or financial implications. The annual financial statements provide the financial position and changes in that position compared to the previous year.

Strategic Priority Impact

The provision of Appendix A and Appendix B aligns with the City's strategic priority of Operational Excellence, specifically the goal "We transform to a service and performance culture that builds resident trust" by profiling results and efficiencies that advance the Strategic Priorities, and the strategy to "Achieve long-term financial sustainability" through publicly reporting on the City's financial performance and position.

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

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

To comply with subsection 157 (1) of *The Cities Act*, copies of the Annual Report and Public Accounts will be sent to the Government of Saskatchewan's Minister of Government Relations.

DISCUSSION

2025 Annual Report

Appendix A provides an overview of the financial and non-financial accomplishments of the City for the previous year.

2025 Strategic Priorities Results

The following highlights the program and service delivery accomplishments that advanced the City's Strategic Priorities in 2025.

Economic Prosperity – We advance economic growth opportunities for the city and its area.

- **11th Avenue Revitalization Project** – In 2025, the 11th Avenue Revitalization Project, a \$37.4 million investment, made significant progress between Broad Street and Lorne Street, addressing some of the most complex sections. The team completed major upgrades to underground water and sewer infrastructure, replaced sidewalks and advanced the full-depth roadway reconstruction.
- **Bridge Infrastructure Renewal Program: Albert Street North Overpasses (over Ring Road)** – As part of the Bridge Infrastructure Renewal Program, the replacement of the two Albert Street North overpasses over Ring Road commenced in 2025 as part of a two-year plan. The northbound overpass was completed in 2025 with a \$9.45 million investment using an innovative, cost-effective design.

Environmental Sustainability – We achieve net zero emissions and become 100 per cent renewable by 2050.

- **Electric Vehicles (EV) Buses** – In 2025, \$23 million from the Transit Fleet Reserve, matched by an additional \$23 million from the Government of Canada, was invested in fleet renewal. This funding supported the delivery of seven new electric buses in March 2025, which have been operating successfully and performed as expected throughout the winter conditions. The investment also funded the replacement of six Paratransit buses and 13 additional electric buses scheduled for delivery in March 2026.
- **Organics Processing Facility** – The City signed an agreement with Awasis Organics Ltd. to build and operate a new food and yard waste processing facility. Awasis is an Indigenous-owned business, majority-owned by Cowessess Ventures Ltd. The facility will be located on Cowessess First Nation land, approximately three kilometers east of the city along Highway 33. It is expected to be operational by fall 2026.

Community Safety & Well-being – We create a healthier and more inclusive community.

- **Housing Accelerator Fund (HAF)** – In 2025, three new pilot grant programs launched, which are supported by the HAF funding. These include an office-to-residential conversion grant, a pre-development grant and an acquisition and rental repair grant for non-profit housing providers. The HAF funding was approved to support the establishment of two Community Land Trusts, one in the North Central Neighbourhood and one in the Heritage Neighbourhood as well as a land bank.

- **Permanent Emergency Shelter** – The New Beginnings Permanent Emergency Shelter opened in July 2025 at 1600 Halifax Street, providing an enhanced emergency shelter for individuals experiencing homelessness in the city. Designed to respond to urgent community needs, the shelter provides a safe, low-barrier and supportive environment for some of the city’s most vulnerable residents.

Vibrant Community – We make the city a great place to work, live and visit.

- **Playground Advancements** – In 2025, the City made strides in improving local playgrounds across the community. Construction began on a new Destination Accessible Playground at Kinsmen Park South, coordinated with the renewal of the spray pad and replacement of the washroom damaged by arson. These projects are scheduled for completion in 2026 and are being delivered in alignment with the City’s Accessible Playground Design Standard, adopted in 2025.
- **Indigenous Ceremonial Site** – The Ceremony Site continues to serve a vital space for Indigenous cultural reclamation, community healing, learning and connection to the land. In 2025, planning began for future infrastructure enhancements to strengthen the site’s year-round use. Dedicated funding was allocated to engage an architect to design a facility capable of supporting indoor sweats and a range of other ceremonies and teachings, ensuring the space can continue to meet community needs in a respectful and sustainable way.

Operational Excellence – We transform to a service and performance culture that builds resident trust.

- **Revaluation** – The City successfully completed the provincially legislated 2025 revaluation, ensuring that property assessments remain fair, transparent and reflective of current market conditions. As part of this process, more than 86,000 property assessments were updated to reflect market values as of January 1, 2023.
- **kâ-nâsihcikêwin** - kâ-nâsihcikêwin, the City first Indigenous Framework, was approved by City Council in April 2025. kâ-nâsihcikêwin commits the City to visibly honouring Indigenous languages, ceremonies and protocols in civic spaces, while strengthening belonging and cultural respect. Guided by five Treaty Principles, kâ-nâsihcikêwin outlines seven City commitments designed to support tangible progress toward reconciliation. Corporate-wide training was delivered throughout 2025 and continues to be offered through the organization.

Financial Highlights

The Annual Report includes the audited consolidated financial statements which are prepared in accordance with Public Sector Accounting Standards. The consolidated financial statements combine the financial results of the City’s divisions with the financial results of all entities that are accountable to and controlled or owned by the City. The entities consolidated in the financial

statements are described in the Summary of Significant Accounting Policies accompanying the statements and include:

- Buffalo Pound Water Treatment Corporation (BPWTC).
- Economic Development Regina Inc. (EDR).
- Regina Downtown Business Improvement District (RDBID).
- Regina Exhibition Association Limited (REAL).
- Regina Public Library (RPL).
- Regina's Warehouse Business Improvement District (RWBID).

The financial statements present five key indicators about a government's finances (further described in Appendix C):

- Net financial assets (debt).
- Accumulated surplus (deficit).
- Annual surplus (deficit).
- Annual change in net financial assets (debt).
- Cash flow.

Consolidated Statement of Financial Position and Consolidated Statement of Change in Net Financial Assets

The Consolidated Statement of Financial Position is the municipal equivalent of the private sector's balance sheet. Among other details, it reports on net financial assets (debt) and accumulated surplus (deficit).

The Consolidated Statement of Financial Position focuses on the City's assets (financial and non-financial) and liabilities. The difference between liabilities and financial assets is the City's net financial assets (net debt). A net financial asset position represents available financial assets to support future services, while a net debt position means financial assets are insufficient to repay existing liabilities and future revenues will be required to pay for the delivery of services in past years. The City's net debt position in 2025 of \$190.5 million, compared to 2024 of \$136.8 million. While there were various changes to the City's financial asset and liabilities during the year, key reasons for the net debt financial position is the significant investments that were made in tangible capital assets in 2025 related to the renewal of the BPWTC which will be paid by future water fees collected by the BPWTC and the Water Network Expansion (WNE) which was paid from the City's cash balance in 2025, but will be funded from future Service Agreement Fees when collected.

The Consolidated Statement of Changes in Net Financial Assets (debt) describes the factors making up the annual change in net financial assets (debt) and the difference between the annual surplus and net financial assets (debt).

Accumulated surplus is the amount by which all assets, including tangible capital assets, exceed liabilities. An accumulated surplus indicates a government has net resources (financial and physical) to provide services in future reporting periods. Conversely, an accumulated deficit indicates liabilities are greater than assets and the government has been financing annual operating deficits by borrowing. The City has an accumulated surplus of \$2.95 billion primarily made up of tangible capital assets such as roads, buildings, vehicles/equipment, and underground infrastructure.

The City's accumulated surplus grew by \$121.2 million in 2025. This results from an increased investment in tangible capital assets of approximately \$174.9 million and an increase in total financial assets of \$50.7 million, which are partially offset by an increase in net financial liabilities of \$104.4 million.

The City has a growing accumulated surplus balance which is positive, this means that the City is investing in assets, for example infrastructure and new facilities that will provide future benefits. At the same time, the City's net financial debt position, meaning a portion of these investments, will be required to be paid out of future revenues.

Focusing on both net financial assets and accumulated surplus helps provide a more complete picture of the City's financial position. It helps illustrate the relationship between maintaining sufficient reserve balances, prudently using debt, and protecting the City's investment in tangible capital assets with asset management plans and sufficient expenditures on asset maintenance. Overall, the City continues to remain in a strong financial position as further evidenced by the City's AA+ credit rating from S&P Global Ratings.

Consolidated Statement of Operations and Accumulated Surplus

The Consolidated Statement of Operations and Accumulated Surplus is the municipal equivalent of the private sector's Statement of Income and Retained Earnings. It provides a summary of the revenues, expenses, and operating surplus throughout the reporting period and outlines the changes in accumulated surplus. In 2025, the City recognized an annual consolidated operating surplus of \$117 million.

It is important to note that a surplus does not indicate that there are "profits" or extra cash to spend. Judgements about the meaning and significance of a reported annual surplus need to consider the sources and uses of cash (e.g., acquisition of capital assets) and the change in net financial asset (debt) position during the reporting period.

Consolidated Statement of Cash Flows

The Consolidated Statement of Cash Flows describes how activities were financed during the reporting period and the effect of activities on cash balances. As of December 31, 2025, the consolidated cash balance was \$126.4 million compared to \$183.8 million the previous year. While

the City's cash balance decreased by \$57.4 million during the year primarily due to cash from operations partially offsetting the cost of tangible capital acquisitions, its investment portfolio increased during the year; with investments of \$473.6 million at the end of 2025 (\$369 million in 2024). The change in cash was due to the receipt of \$97 million debenture loan deposit in December 2024 and subsequently moved to investments in early 2025; related to the WNE. This deposit was offset by increased expenses during the year.

The Consolidated Statement of Cash Flows helps inform readers about whether future cash resources are sufficient for sustaining the City's activities. However, assessments of "sufficiency" must also consider the City's investments, financial policies, capital plan and expected service levels. While the financial statements provide an opportunity to consider these policies and plans, they are also considered during City Council's review of the annual budget.

General Trust Fund

The City administers two trust funds (Perpetual Care Trust and Williamson Driver Award). Financial results for these funds are presented within the General Trust Fund Financial Statements. The assets, liabilities, revenues, and expenses for the trust funds remain consistent with previous years and there are no significant changes to report as of December 31, 2025.

2025 Public Accounts

In compliance with provincial legislation and regulations, Public Accounts discloses financial information for 2025. Where applicable, the entity responsible for the expenditure is noted. The document includes entities accountable to and controlled or owned by the City. Public Accounts is divided into four sections; see Appendix B for details.

DECISION HISTORY & AUTHORITY

In accordance with subsections 157 and 158 of *The Cities Act*, the recommendation contained in this report requires City Council's approval.

Respectfully Submitted,



Kim Krywulak
Corporate Controller

Respectfully Submitted,



Jeff May
Acting Chief Financial Officer & Deputy
City Manager

Prepared by: Juanita Pandya, Manager Public Accounting and Reporting

ATTACHMENTS

Appendix A - 2025 Annual Report Draft

Appendix B - 2025 Public Accounts Draft

Appendix C - Consolidated Financial Statements and Public Accounts Draft

2025 Annual Report **DRAFT**

for the fiscal year ended December 31, 2025

City of Regina
Regina, Saskatchewan



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Prepared by City of Regina

- Finance
- Sustainability, Performance & Service Improvement
- Strategic Communications & Customer Service

Audited by:

- MNP LLP

DRAFT

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Government Finance Officers Association

**Canadian Award
for
Financial Reporting**

Presented to

**City of Regina
Saskatchewan**

For its Annual
Financial Report
for the Year Ended

December 31, 2024

Christopher P. Morill

Executive Director/CEO

Path of Reconciliation

Our journey began by acknowledging we are on the traditional lands of the Treaty 4 Territory, a Treaty signed with 35 First Nations across Southern Saskatchewan and parts of Alberta and Manitoba, and the original lands of the Cree, Salteaux, Dakota, Nakota, Lakota and the homeland of the Métis.

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

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



Regina at a glance



Capital of Saskatchewan



Established as a city in **1903**

188.6 km²
land area

\$330,900
2025 benchmark composite housing price
Saskatchewan Realtors Association, December 2025

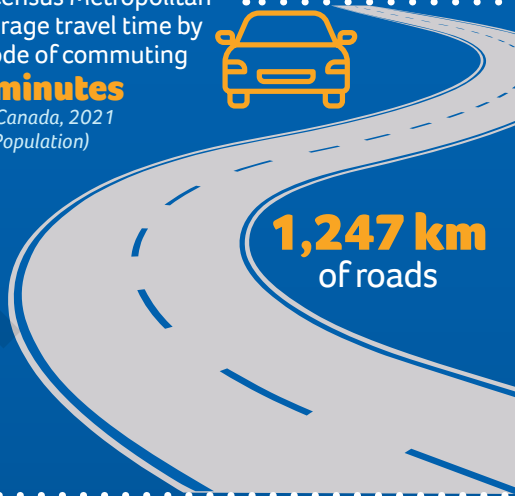


Canadian benchmark price is \$673,335.
Canadian Real Estate Association, 2025.



Regina has more than **300** parks and approximately **247,261** trees in public spaces.

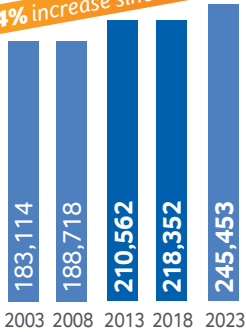
Regina Census Metropolitan Area average travel time by main mode of commuting
17.2 minutes
(Statistics Canada, 2021 Census of Population)



Regina Population

(Statistics Canada)

34% increase since 2003



2003 2008 2013 2018 2023

Regina Census Metropolitan Area
263,419 residents

Statistics Canada Population Estimates as of July 1, 2025

57,340 residents identify as a visible minority
23,290 identify as Indigenous
45,210 immigrants



37.6
median age

Statistics Canada Census Profile for Regina CSD, 2021

The city of Regina is expected to reach **300,000** by 2039.

(Population, Housing and Employment Forecast and Urban Land Needs Study; Watson & Associates Economists Ltd., 2024)

Top Industries



153,900
Total employment

6.8%
Unemployment rate

Economy
*Regina CMA (Conference Board of Canada, 2026)
Statistics Canada Census Profile for Regina (CMA), 2021*

2.0%
increase in real GDP

Consumer Price Index annual inflation of **2.3%**

The City of Regina has over **56 kilometres** of multi-use pathways for cycling, walking, running, rolling, wheeling, skateboarding and rollerblading, and almost **25 kilometres** of bike lanes.



Household income per capita
\$61.8K
(2026, Conference Board of Canada)



5 post-secondary institutions

University of Regina, Regina Campus of Saskatchewan Polytechnic, First Nations University of Canada, Saskatchewan Indian Institute of Technologies (SIIT) and Gabriel Dumont Institute of Native Studies and Applied Research.

Message from the Mayor



I am honoured to present the City of Regina's 2025 Annual Report – a year defined by collaboration, meaningful decision-making and progress for our community, as well as the first full year under our newly elected City Council.

Council and Administration moved forward together with a shared purpose: to build a more vibrant, welcoming and resilient Regina. We developed a new strategic plan built around four key priorities: Infrastructure, Vibrancy, Livability and Prosperity. These priorities will help shape every major Council decision and investment and chart our path toward a stronger future.

Our city has consistently ranked among the top three municipalities in Canada for permit turnaround times, demonstrating our commitment to efficiency and service excellence. In 2025, we issued 2,820 building permits with a total construction value of \$592 million and advanced affordability with 350 new affordable units.

Last year, 26 underutilized sites were redeveloped, with a total of 162 sites since 2020, unlocking new opportunities for homes and businesses. And with the launch of Coopertown in the northwest, Regina's largest planned neighbourhood, we set the stage for a community that will one day welcome up to 23,000 residents.

Infrastructure renewal remains a high priority that requires some catchup. Major upgrades to Dewdney Avenue transformed the corridor into a more walkable, accessible and inviting destination. The completion of the Water Network Expansion Project, ahead of schedule and under budget, strengthened service reliability for Regina's east end. We also completed year three of four on 11th Avenue, upgrading infrastructure to support revitalization, along with other projects, helping to shape a more dynamic and more people-focused city centre.

Construction began on the new Indoor Aquatics Facility set to open in 2029. This exciting project will enable Regina to host national athletic competitions, add much-needed space for swimming lessons and offer access to fun, relaxing and healthy leisure activities for residents and visitors of all ages and abilities.

A significant milestone was opening Regina's first permanent emergency shelter, New Beginnings, offering 50 beds and essential supports. We also signed an urban reserve agreement with Peepeekisis First Nation, strengthening economic reconciliation and shared opportunities. Our partnerships with other levels of government secured critical funding, including \$5 million in federal grants to address houselessness and \$1 million from the province for additional warming spaces.

Regina's reputation as a host city continued to grow, welcoming more than 80 national and regional events – from Agribition and major sporting championships to community events such as FROST Festival and I Love Regina Day – each attracting thousands of residents.

These accomplishments reflect the spirit of Regina: a community that works hard, looks out for one another and embraces the opportunities ahead.

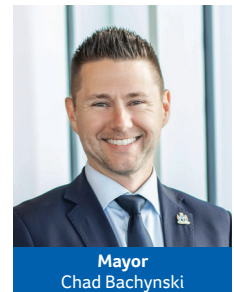
On behalf of City Council, thank you to every resident, partner, business, community organization and City employee who contributed to this year of progress. Regina's future is bright and we will continue building it – together.

A handwritten signature in black ink, appearing to read 'Chad Bachynski', written over a light blue background.

Mayor Chad Bachynski

Corporate Governance & Accountability

Regina’s City Council (2024-28) is made up of a mayor and 10 councillors, each elected for a four-year term. City Council is responsible for providing policy direction for the City, setting long-range strategic priorities and approving the civic operating, capital and utility budgets. Council direction supports the continued delivery of municipal services and City-specific plans, programs and initiatives to drive community growth, economic development and quality of life.



Mayor
Chad Bachynski



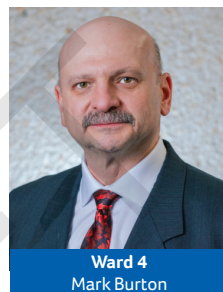
Ward 1
Dan Rashovich



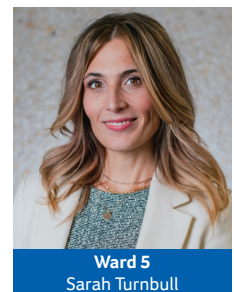
Ward 2
George Tsiklis



Ward 3
David Froh



Ward 4
Mark Burton



Ward 5
Sarah Turnbull



Ward 6
Victoria Flores



Ward 7
Shobna Radons



Ward 8
Shanon Zachidniak



Ward 9
Jason Mancinelli



Ward 10
Clark Bezo

Committees & Commissions

Regina’s decision-making structure is handled through a committee system as outlined in the Committee Bylaw and in accordance with the Procedure Bylaw, which provides information on proper protocol and how the proceedings in each meeting are carried out. Committees review and consider matters brought forth by the public and City Administration and provide recommendations to City Council.

Executive Committee consists of all members of City Council and makes recommendations to City Council relating to items coming from the offices of the City Clerk, City Manager or City Solicitor unless those items are specifically related to the mandate of another main committee.

City Council also establishes advisory committees to receive input and advice from the residents of Regina. These committees are made up of members of the public and Council. Appointments to committees are made by City Council. Citizens are encouraged to participate in local government by applying to the committee of their choice each year in September and by attending Executive Committee and City Council meetings as a delegate to have their say on policy and community activities.

- ▶ Executive Committee
- ▶ Accessibility Advisory Committee
- ▶ Audit & Finance Committee
- ▶ Board of Police Commissioners
- ▶ Regina Planning Commission
- ▶ School Boards/City Council Liaison

Message from the Acting City Manager



Mayor Chad Bachynski and Members of City Council,

I am pleased to submit the City of Regina's 2025 Annual Report, pursuant to Section 155 of *The Cities Act*.

2025 was a year of both progress and challenges as Administration worked closely with a newly elected City Council. I am proud of how our team of professionals remained focused on providing excellent services to residents while advancing critical projects that support Regina's long-term growth.

We moved forward on initiatives to enhance Regina's vibrancy by strengthening neighbourhoods, expanding housing options and investing in modern infrastructure. The City saw a nine per cent increase in building permits and approved 1,670 new housing units, with a construction value of \$592 million. The City also continues to redevelop underutilized sites.

Infrastructure investments remained a cornerstone of our work. The completion of the Dewdney Avenue Revitalization Project delivered upgraded underground infrastructure, wider sidewalks and improved lighting, transforming the corridor into a more livable and walkable destination.

Several key steps were taken to strengthen Regina's City Centre. With support from PrairiesCan, more than \$900,000 in funding was secured to improve our downtown square, creating opportunities for concerts, festivals and community events.

Important strides were also made in recreation, tourism and events, showcasing Regina as a vibrant, welcoming destination. Regina experienced a strong year, hosting record-breaking events, such as Agribition and national competitions, like the Skills Canada National Competition. Construction began on the new Indoor Aquatics Facility, set to open in 2029.

Another notable accomplishment was the development of our core organizational values – respect, integrity and accountability. Deeply rooted within *kâ-nâsihcikêwin*, the City of Regina's Indigenous Framework, they are the foundation of our culture and guide how we work, lead and serve our community. These values shape who we are and influence how we make decisions, collaborate with one another and show up every day.

None of this work would be possible without the leadership of City Council, the dedication of City staff and the continued collaboration of our community partners. Together we are making the Queen City a great place to live, work, play and visit.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jim Nicol', written in a cursive style.

Jim Nicol

City of Regina Administration

Regina’s municipal operations are guided by our community’s vision to be a vibrant, inclusive and thriving city. This vision is driven by approximately 2,800 employees who are responsible for managing and sustaining City infrastructure, facilities and programs that support the overall growth and vitality of our community and quality of life for residents. Many services such as sport, culture and recreation programs are also delivered in partnership with community organizations and some services, such as Paratransit and water treatment, are delivered by private businesses.

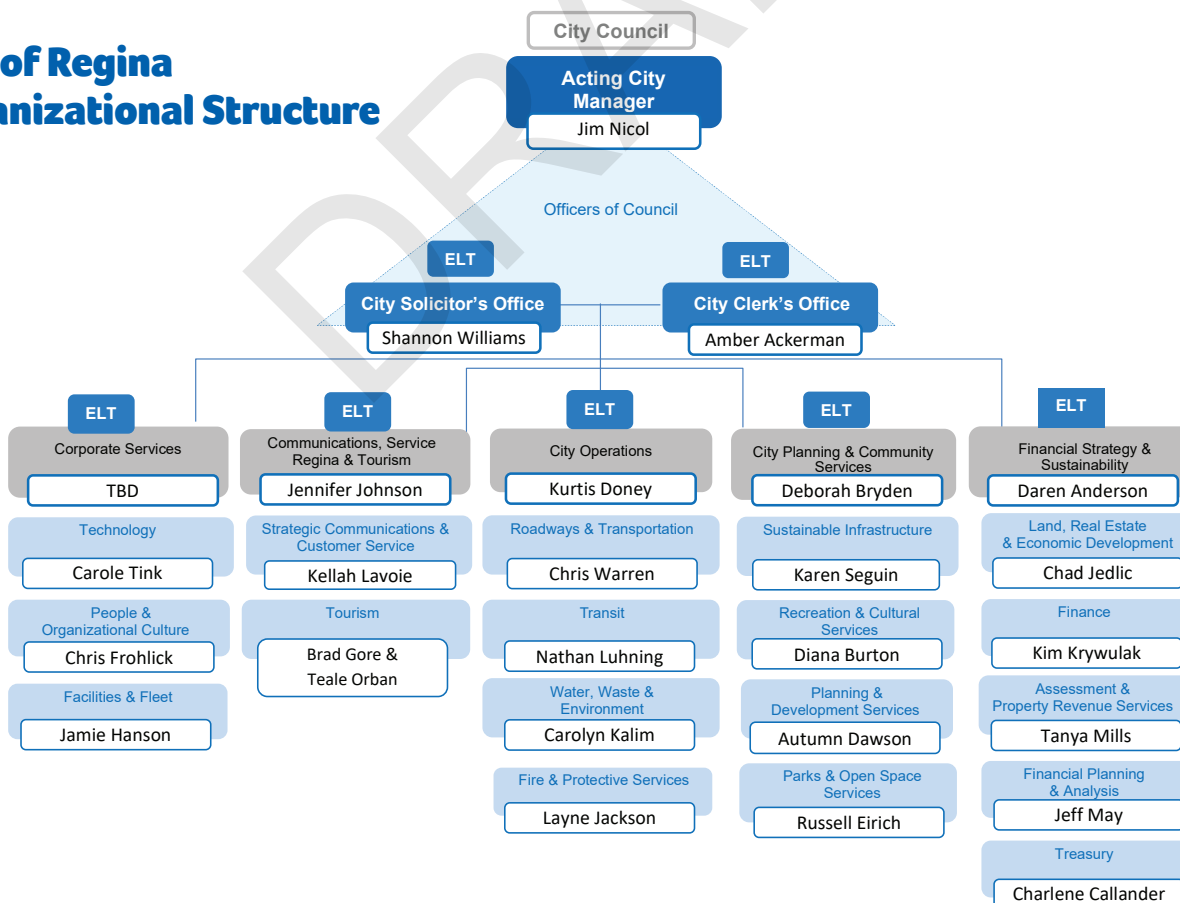
Role of the City Manager

The City Manager leads the Executive Leadership Team and works closely with City Council. The City Manager implements the decisions of Council, provides advice and manages City Administration, while being accountable for ensuring all City operations and projects comply with the strategic priorities and direction set by City Council.

Executive Leadership Team

The Executive Leadership Team (ELT) oversees all City operations and plays a major role in developing and implementing public policy by advising on best practice, research and balancing community priorities and legislated requirements to ensure City Council’s decision-making is well-informed.

City of Regina Organizational Structure



Financial Position

As at December 31, 2025 (in thousands of dollars)

	Actual 2025	Actual 2024
Financial Assets:		
Cash	\$ 121,301	\$ 181,285
Restricted Cash	5,066	2,550
Accounts Receivable	64,173	68,155
Taxes Receivable	30,179	21,123
Investments	473,607	369,070
Land Inventory	17,066	18,522
	711,392	660,705
Financial Liabilities:		
Bank indebtedness	932	3,643
Accounts payable and accrued liabilities	114,156	102,262
Taxes payable to school boards	-	7,547
Deferred revenue	100,334	82,554
Capital lease obligations	1,479	1,400
Long-term debt	538,312	440,006
Employee benefit obligations	104,334	98,615
Asset retirement obligations	37,953	61,451
Contaminated sites	4,410	-
	901,910	797,478
Net Financial Assets	(190,518)	(136,773)
Non-Financial Assets	3,141,657	2,966,682
	\$ 2,951,139	\$ 2,829,909
Accumulated operating surplus	\$ 2,922,070	\$ 2,804,984
Accumulated remeasurement gains	29,069	24,925
Accumulated surplus	\$ 2,951,139	\$ 2,829,909
Reserves:		
General utility reserve	\$ 74,076	\$ 112,364
Regina Police Service community policing initiative reserve	251	874
General Fund reserve	21,110	20,528
Solid water reserve	52,210	49,520
Regina revitalization initiative - stadium reserve	(3,589)	103
Land development reserve	29,250	2,439
Asset revitalization reserve	4,037	1,173
Fleet replacement reserve	916	12,666
Social development reserve	5,560	5,203
Operational commitment reserve	538	497
Planning & sustainability reserve	(14,319)	(12,181)
Regina Police Services general reserve	1,771	2,411
Employer provided parking reserve	1,713	2,677
Other City of Regina reserves	3,810	(1,666)
Group benefits reserves:		
Group life insurance reserve	10,046	10,119
Dental benefits reserve	1,785	2,149
Medical - City of Regina reserve	6	35
Police services premium reserve	760	667
Other group benefits reserves	479	406
Other entities reserves	30,554	28,153
	\$ 220,964	\$ 238,137

Financial Assets:

Financial Assets increased by \$50.7 million due to increase in investments of \$104.5 million offset by a \$57.5 million decrease in cash. In 2024 Cash included new funds of \$100 million which was moved to Investments in 2025. Tax receivable increase of \$9.0 million \$4 million decrease in accounts receivable and \$1.4 million decrease in land inventory.

Financial Liabilities:

Financial Liabilities increased by \$104.4 million mainly due to an increase of \$98.3 million in long-term debt to support the Water Network Expansion (\$85 million and \$30 million for Unfunded Development Fees). \$17.8 million in Deferred Revenue due to Canada Community Building Funds.

Non-Financial Assets:

Non-financial assets increased by \$175 million because of continued investments in tangible capital assets to strengthen service delivery, such as the Water Expansion Network.

Reserves:

Most City reserves are self-sustaining whereby both the operating and capital costs are funded from the reserves, such as the Utility Fund Reserve. Other reserves are established for future capital replacement like the Fleet Replacement Reserve. Unallocated funding within the General Fund Reserve and the Asset Revitalization Reserve provides Council with the most flexibility. Reserves (committed and uncommitted funds) decreased by \$17.2 million. The General Utility reserve decreased by \$38.3 million due to the Water Network Expansion. The Land reserves increase of \$26.8 million was due to the sale of homes in the Towns. Fleet reserve decreased by \$11.8 million due to the purchase of electric buses.

Consolidated Financials

Consolidated Operating Statement of Operations and Accumulated Surplus

As at December 31, 2025 (in thousands of dollars)

	Actual 2025	Actual 2024
Revenue		
Taxation	\$ 362,158	\$ 332,414
Fees and charges	306,276	283,936
Government transfers	107,818	145,115
Electrical distribution	31,643	32,470
Licenses, fines and levies	18,880	18,316
Gas distribution	6,981	6,248
Interest and penalties	8,098	7,152
Interest on investments	16,388	15,964
Gain on investments	10,167	12,471
Servicing agreement fees	10,123	12,256
Land sales	29,601	15,119
Property rentals	3,977	4,009
Other	5,467	6,177
Contribution of tangible capital assets	8,436	5,447
	926,013	897,094
Expenses		
Parks, recreation and community services	175,029	152,081
Police	134,523	125,247
Legislative and administrative services Water, wastewater and drainage	147,230	105,647
Roads and traffic	103,012	117,772
Fire	87,024	95,979
Transit	55,022	57,913
Waste collection and disposal	52,488	51,268
Grants	28,390	34,577
Planning and development	8,257	16,310
	17,952	19,750
	808,927	776,544
Annual Operating Surplus	\$ 117,086	\$ 120,550
Accumulated Operating Surplus, Beginning of Year	2,804,984	2,684,434
Accumulated Operating Surplus, End of Year	\$ 2,922,070	\$ 2,804,984

Revenues:

Revenues increased by \$29 million. The increase is mainly related to the following:

- \$29.7 million in taxation revenue related to growth and tax rate increases.
- \$22.3 million increase on fees and charges related to a \$12.5 million increase in Waste Water and Drainage and an increase of 5.82% in utility and intensification and infrastructure development charges.
- \$14.5 million increase on Land sales due to increase sales in the Towns, North East Regina and Cowessess Hawkstone.
- \$37.3 million decrease in government transfers mainly from Buffalo Pound Investing in Canada Infrastructure Program grants, as the project reaches completion.

Expenses:

Expenses increased \$32.4 million.

- Parks, Recreation & Cultural Services increased 22.9 million due to contracted services for capital projects.
- Police decreased \$6.7 million due to a pension plan adjustment.

Annual Surplus:

Annual surplus is the amount of revenue greater than expenses. The increase in consolidated surplus for 2025 was \$117 million.

Accumulated Surplus:

Accumulated surplus includes both cash and non-cash items (such as tangible capital assets) that are not available to spend. The Accumulated surplus shows \$121 million. This is related to a \$175 million increase in our tangible capital assets such as land, buildings, roads, and equipment that the City continues to invest in, partially offset by an increase in the net financial debt of \$53.7 million.

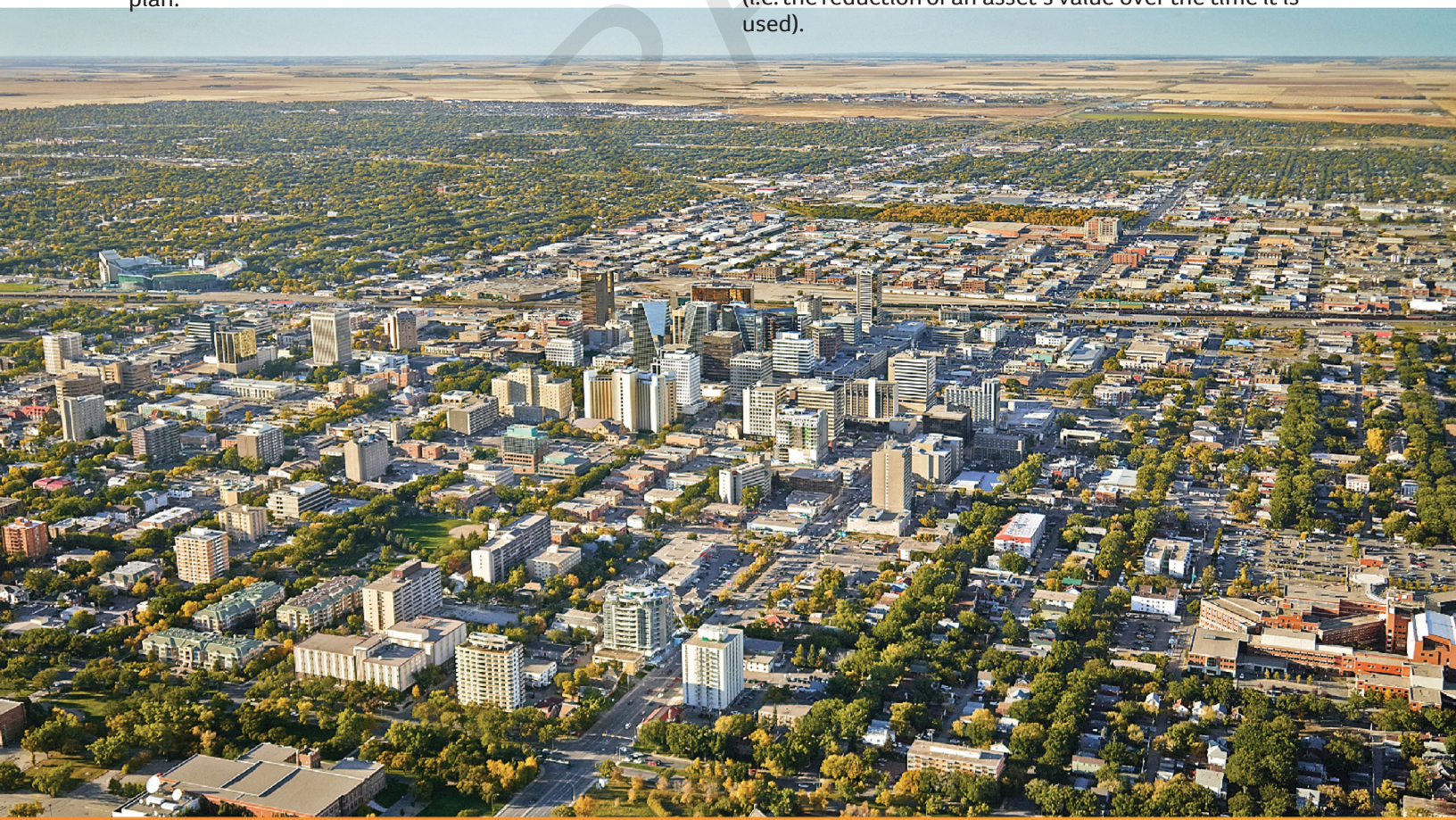
Balancing our Budget

On an annual basis, the City prepares a balanced budget, which incorporates the expected revenues and expenditures to provide the residents of our community with services, programs and infrastructure that are efficient, reliable and affordable and that support a vibrant and inclusive community. The budget, presented to City Council for approval, as per Section 128 of *The Cities Act*, details the planned operating and capital activities, as well as the property tax mill rate increase for the upcoming year.

The budget process has two components: the operating budget, which includes operations and routine maintenance, and the capital budget, which includes capital planning. These components are presented in a manner that considers the cash inflows required to support the cost to provide the services, or cash outflows. This is known as the “cash basis” and provides a clear determination of the property tax required for the year. The budget prepared in this manner provides a key source of information that is used to assess, monitor, and report on the overall financial performance of the City of Regina. Reporting done throughout the year helps decision makers stay on top of actions and initiatives approved in the budget to discuss variances from the plan.

The City’s financial statements use “accrual accounting” to comply with financial reporting requirements established by the Public Sector Accounting Board. Accrual accounting requires financial transactions to be recorded and reported when they occur, regardless of when cash is collected or paid. The financial statements are also prepared on a consolidated basis and include all organizations and enterprises which are controlled by the City, as described in Note 1 of the statements.

Given that the budget and financial statements are prepared using different methodologies that use different approaches to recording transactions, the following table adjusts the 2025 Council-approved budget to the “Total Adjusted Budget” used in the financial statements following Public Sector Accounting Standards. Specifically, the table on the following page summarizes how the balanced budget for the operating and capital budget and the budgets for the consolidated entities are adjusted to conform with accrual accounting principles. The adjustments include the elimination of contributions to and withdrawals from our various reserves, internal cost recoveries, re-classifications between revenue and expenses, as well as recognition of tangible capital assets and the associated amortization (i.e. the reduction of an asset’s value over the time it is used).



City of Regina Council Approved Budget

	City Budget	Service Partner Budget	Adjustments	Total Adjusted Budget
Revenue				
Taxation	\$ 330,839	\$ 31,745	\$ (760)	\$ 361,824
Fees and charges	274,969	62,666	(32,262)	305,373
Government Transfers	155,256	8,964	(10,630)	153,590
Electrical distribution	33,998			33,998
Licenses, fines and levies	12,488			12,488
Gas distribution	9,095			9,095
Interest and penalties	5,412	1,085		6,497
Interest on investments	19,867			19,867
Internal Transfers (Reserves)	34,052		(34,052)	-
Servicing agreement fees	6,484			6,484
Land sales	15,771			15,771
Property rentals	3,808			3,808
Other Revenues	3,443	2,231	(1,982)	3,692
Total Revenue	905,482	106,691	(79,686)	932,487
Expenses				
Parks, recreation and community services	79,111	79,858	23,852	182,821
Police	122,403		6,355	128,758
Legislative and administrative services	122,053		14,455	136,508
Water, wastewater and drainage	84,563	16,816	25,945	127,324
Roads and traffic	46,977		50,017	96,994
Fire	49,928		3,161	53,089
Transit	45,288		6,280	51,568
Waste collection and disposal	30,728		4,561	35,289
Grants	38,902		(16,217)	22,685
Planning and development	18,225			18,225
Total Expenses	\$ 638,178	\$ 96,674	\$ 118,409	\$ 853,261
Annual Surplus			\$	\$ 79,226

Strategic Priorities Results

In 2021 and 2022, Administration and City Council worked together to develop the City’s 2022–25 Strategic Priorities. The Strategic Priorities guide operational business planning and are the foundation of the City’s budget. The overarching theme connecting the Strategic Priorities reinforces an Indigenous worldview that our relationship with the land is foundational and our respect and care for this relationship informs and influences decision making.

 <p>Economic Prosperity</p> <p>Goal We advance economic growth opportunities for Regina and area</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 	 <p>Environmental Sustainability</p> <p>Goal We achieve net zero emissions and become 100% renewable by 2050</p> <p>Strategies</p> <ul style="list-style-type: none"> Lead by example with municipal operations Work with partners and the community to implement the Energy & Sustainability Framework 	 <p>Community Safety & Well-being</p> <p>Goal We create a healthier and more inclusive community</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 	 <p>Vibrant Community</p> <p>Goal We make Regina a great place to work, live and visit</p> <p>Strategies</p> <ul style="list-style-type: none"> 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 	 <p>Operational Excellence</p> <p>Goal We transform to a service and performance culture that builds resident trust</p> <p>Strategies</p> <ul style="list-style-type: none"> 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
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The following include examples of program and service delivery and efficiency improvements that advanced the City’s Strategic Priorities in 2025 and report on key budget investments profiled in the City’s 2025 Budget document as key investments.



Economic Prosperity

We advance economic growth opportunities for Regina and area



Residential Road Renewal Program and Street Infrastructure Repair Program

Launched in 2015, the Residential Road Renewal Program (RRRP) continues to improve neighbourhood streets citywide. In 2025, the program upgraded 93 locations, renewing about 22 kilometres of local roads. Alongside this, the Street Infrastructure Repair Program (SIRP) completed eight projects, improving roughly four kilometres of arterial roads. Together, a \$23.9 million investment renewed 26 kilometres of roads, renewed 8.9 kilometers of sidewalks, added 56 new pedestrian ramps, rehabilitated 96 existing ramps and installed two kilometres of new pedestrian connections – enhancing safety, accessibility and mobility across the city.



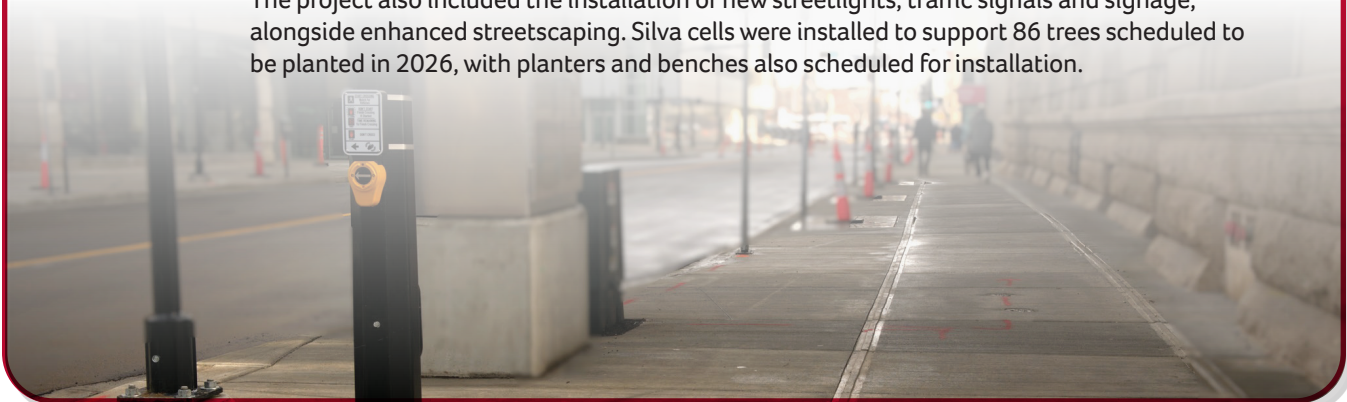
Bridge Infrastructure Renewal Program: Albert Street North Overpasses (over Ring Road)

As part of the Bridge Infrastructure Renewal Program, the replacement of the two Albert Street North overpasses over Ring Road commenced in 2025 as part of a two-year plan. The northbound overpass was completed in 2025 with a \$9.45 million investment using an innovative, cost-effective design. Engineers simplified the bridges from three spans to two, reused existing foundations and reduced construction and long-term maintenance costs. Upgrades include new steel girders, a jointless concrete deck, improved safety railings, increased clearance and a lightweight concrete abutment – extending service life and enhancing safety for future traffic demands. Construction for the southbound overpass is scheduled to commence in 2026.



11th Avenue Revitalization Project

In 2025, the 11th Avenue Revitalization Project, a \$37.4 million investment, made significant progress between Broad Street and Lorne Street, addressing some of the most complex sections. The team completed major upgrades to underground water and sewer infrastructure, replaced sidewalks and advanced the full-depth roadway reconstruction. The project also included the installation of new streetlights, traffic signals and signage, alongside enhanced streetscaping. Silva cells were installed to support 86 trees scheduled to be planted in 2026, with planters and benches also scheduled for installation.





Economic Prosperity

We advance economic growth opportunities for Regina and area



Water Network Expansion Project

The majority of the work on the three-year Water Network Expansion Project was completed in December 2025 and the new facilities are now fully operational. This project increased the capacity of the City's water distribution system with the addition of an 8.4 km supply line, pumping station and two water storage reservoirs to serve a population of up to 310,000 residents, including the ability to expand services to 500,000 residents in the future. Minimal work remains, focused on landscaping which will be completed in summer 2026. This project was completed approximately six months ahead of schedule and under budget by approximately \$15 million. This is due to excellent work and collaboration of City staff, consultants and contractors.



Hawkstone Residential Development

During 2025, Hawkstone Residential Development advanced the subdivision of Phase 1 lands. The subdivision includes site grading and an interim stormwater management strategy to allow for orderly development of a mixed-use commercial parcel. This work established the infrastructure framework required to support future servicing of the parcel, marketing and sale in 2026.



Saskatchewan Drive Corridor

In 2025, the City of Regina made significant progress on the Saskatchewan Drive Corridor Project, a plan which aims to revitalize the City Centre by transforming a three-kilometre stretch of Saskatchewan Drive into a multi-modal major corridor. The project is being carried out in three phases throughout the Heritage, Downtown and Cathedral neighbourhoods. Key achievements in 2025 were highlighted by the completion of the Preliminary Design phase and entering into the Detailed Design phase. This advancement has allowed the project to collaborate and align with other nearby projects involving both internal and external groups. As a result of this collaboration, some initial work on portions of Saskatchewan Drive will occur in 2026, which will streamline the major construction phase planned for 2027 to 2028.



Economic Prosperity

We advance economic growth opportunities for Regina and area



Dewdney Avenue Corridor

In 2025, construction on Dewdney Avenue was completed, fully reopening the corridor to vehicles, pedestrians and transit. Work finalized all underground infrastructure and delivered new streets, sidewalks and a multi-use pathway, along with new streetlights, traffic signals and landscaping. Key accomplishments in 2025 included major water, wastewater and storm sewer installations. On the street level, new sidewalks and decorative paving, a divided street with new curbs and medians were completed along with signalized pedestrian crossings at three intersections and new trees and shrubs planted – significantly improving safety, functionality and the overall streetscape.



Lead Service Connection Management Program

In 2025, the Lead Service Connection Management Program (LSCMP) removed 322 lead (Pb) water service connections from the City's inventory. A total of 272 connections were replaced. Where possible, aged domestic sanitary sewer services were replaced at the same time to reduce repeat excavation and surface impacts. The program also completed 210 hydro-vacuum excavations to expose water service connections and confirm pipe material, with 50 connections confirmed not to be lead. In addition, 62 private-side lead service replacements were replaced as part of the program.

To support residents affected by lead service connections, the LSCMP provided 725 water filters, processed 90 filter rebates and completed 78 water testing appointments.



Economic Prosperity

We advance economic growth opportunities for Regina and area



Wastewater Lift Stations

In 2025, the City of Regina approved a \$75.4 million investment in two major wastewater lift station projects to support long-term growth and housing development. This included funding for a new Northwest Regional Wastewater Lift Station and the remaining wastewater capacity at the existing Westerra Wastewater Lift Station. Together, these projects will enable the development of more than 18,000 new housing units across northwest Regina, reduce the risk of sewer backups for existing residents during heavy rain events and remove a major infrastructure barrier that had stalled new neighbourhood development. Engineering services were procured for the Northwest Regional Wastewater Lift Station in 2025, with design work continuing through 2026.

The City of Regina will recover the cost of these investments through a new Municipal Front Ending Policy. Under this policy, a portion of City-funded infrastructure costs will be recovered from benefitting developers as their lands are developed. This ensures that “growth pays for growth” and protects taxpayers from bearing the full financial burden.



Northeast Neighbourhood Drainage Improvement

In 2025, the City completed construction of the Northeast Neighbourhood Drainage Improvement (NENDI) Project. This three-year project replaced and upgraded the storm water system to help reduce street ponding and the risk of basement flooding. In addition to the storm water improvements, the project also upgraded portions of the sanitary sewer and water networks that were in need of repair or replacement. The streets and sidewalks were also restored, improving the overall level of service and aesthetic in the area.





Environmental Sustainability

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



EV Buses

In 2025, \$23 million from the Transit Fleet Reserve, matched by an additional \$23 million from the Government of Canada, was invested in fleet renewal. This funding supported the delivery of seven new electric buses in March 2025, which have been operating successfully and performed as expected throughout winter conditions. The investment also funded the replacement of six Paratransit buses and 13 additional electric buses scheduled for delivery in March 2026.

To further advance fleet electrification, 10 charging stations were installed in the transit garage in 2025. An additional 10 plug-in chargers and 40 pantograph chargers are planned for installation in 2026 to support continued expansion of the electric fleet.



Climate Adaptation Strategy

In 2025, the City of Regina completed the development of the Corporate Climate Adaptation Strategy (CCAS) and brought it to City Council with the title “Resilient Regina” on August 27, 2025. The Resilient Regina Strategy includes:

- Future climate projections based on high-quality, locally focused, scientific data.
- Indigenous worldview and knowledge.
- Identification of relevant climate hazards for Regina.
- A comprehensive risk and vulnerability assessment for the City’s work.
- Action areas and an implementation approach.

This strategy outlines how the City will prepare for and respond to the impacts of climate change on its infrastructure, services and community well-being. By adopting the CCAS, Regina is taking a proactive stance, demonstrating leadership and responsibility against climate change.



Organics Processing Facility

The City of Regina signed an agreement with Awasis Organics Ltd. to build and operate a new food and yard waste processing facility. Awasis is an Indigenous-owned business, majority-owned by Cowessess Ventures Ltd. The facility will be located on Cowessess First Nation land, approximately three kilometres east of the city along Highway 33. It is expected to be operational by fall 2026.

The new facility will convert food and yard waste into biochar, a beneficial substance that can be added to soil to improve moisture and nutrient retention. This facility will advance the City’s goal of diverting 65 per cent of food and yard waste from the landfill. This diversion will help extend the landfill’s lifespan and defer significant capital costs associated with developing a new site. This project also contributes to Regina’s commitment of net-zero emissions and 100 per cent renewable energy by 2050.

The partnership represents a significant step toward economic reconciliation and aligns with the City’s Indigenous Framework and the Truth and Reconciliation Commission’s Call to Action #92. It also supports the long-term success of the green cart program, launched in September 2023.



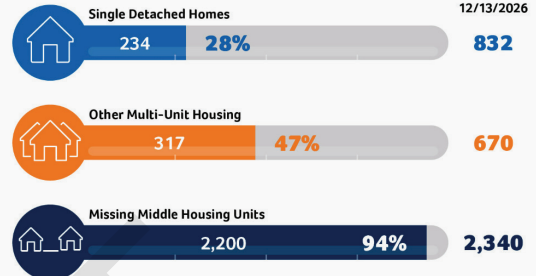
Community Safety & Well-being

We create a healthier and more inclusive community



Housing Accelerator Fund (HAF)

In 2025, three new pilot grant programs launched, which are supported by the HAF funding. These include an office-to-residential conversion grant, a pre-development grant and an acquisition and rental repair grant for non-profit housing providers. HAF funding was approved to support the establishment of two Community Land Trusts, one in the North Central Neighbourhood and one in the Heritage Neighbourhood as well as a land bank.



Permanent Emergency Shelter

The New Beginnings Permanent Emergency Shelter opened in July 2025 at 1600 Halifax Street, providing an enhanced emergency shelter for individuals experiencing homelessness in Regina. Designed to respond to urgent community needs, the shelter provides a safe, low-barrier and supportive environment for some of the city's most vulnerable residents.

Owned by the City of Regina and managed and operated by Regina Treaty/Status Indian Services (RT/SIS), the permanent shelter has capacity for up to 50 individuals. It plays a vital role in expanding access to 24-hour shelter services in the city and operates on a first-come, first-served basis.

The City of Regina remains committed to working collaboratively with provincial partners, community organizations and residents to ensure this enhanced shelter remains available year-round for those who need it most. Strengthening partnerships across all levels of government and the community remains a key priority as the City advances efforts to promote safety, dignity and well-being for all residents.





Community Safety & Well-being

We create a healthier and more inclusive community



Extreme Weather Strategy

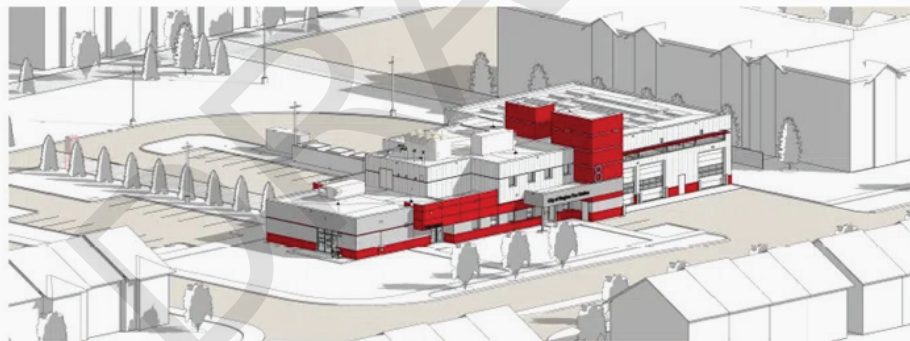
In 2025, the City expanded cold weather support in partnership with the Government of Saskatchewan. This expansion included continued City funding for Carmichael Outreach and All Nations Hope's overnight warming centres. Enhanced funding from the Government of Saskatchewan allowed for expanded hours at these existing warming centres and a new warming space opened at Nēwo Yōtina Friendship Centre.



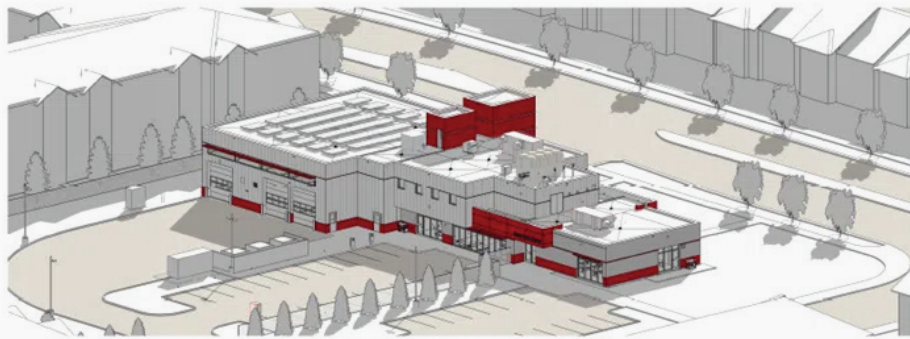
Fire Station No. 8

In 2025, the City of Regina broke ground on Fire Station No. 8, marking a significant investment in emergency response, fire prevention and public safety. Construction will continue through 2026, with the station scheduled to open in early 2027.

Located at 5051 E. Primrose Green Drive, the modern station will enhance response times in Regina's growing southeast and surrounding area. Designed with community use in mind, the station will also feature a multi-purpose public space, a Big Blue Bin for recycling and a publicly accessible washroom, reinforcing its role as both an essential service facility and a welcoming community hub.



BIRDS EYE VIEW LOOKING SOUTH-EAST



BIRDS EYE VIEW LOOKING SOUTH-WEST



Community Safety & Well-being

We create a healthier and more inclusive community



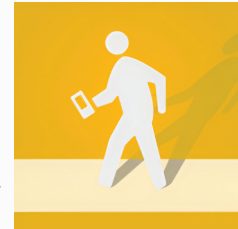
Missing and Murdered Indigenous Women, Girls, Two-Spirit+ (MMIWG2S+) Commemorative Project

In 2025, Indigenous community members and Reconciliation Regina completed the detailed design of *The Legacy of Treaty 4: A Tribute to MMIWG2S+*, a commemorative site in Māmowimīwēyitamōwin Park. The City of Regina supported this community-led process by facilitating coordination, providing administrative support and secured funding from Heritage Canada. The project is being shaped by Elders and is rooted in trauma-informed engagement with survivors and families. The site will feature a central fire pit, 13 Grandfather boulders and a Corten steel retaining wall designed by local Indigenous artist, Brianna LaPlante, to create a space for truth, remembrance and education. Construction is scheduled to begin in 2026, with completion expected in 2027.



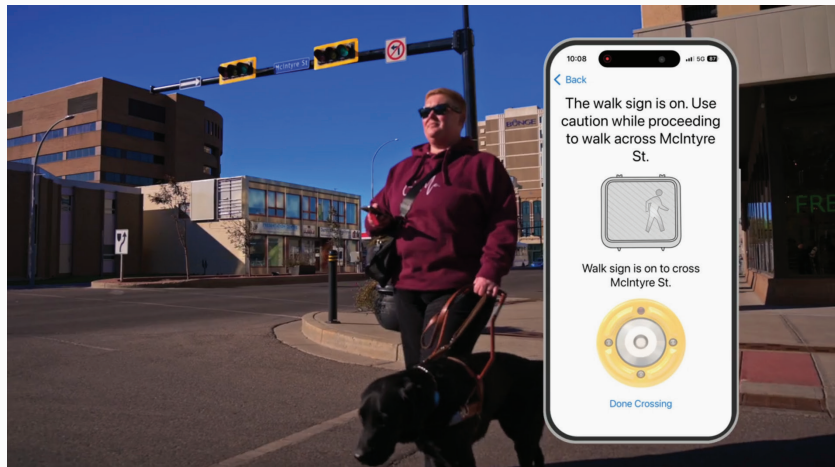
Leadership in Accessibility and Innovation: PedApp Launch and Integration

The City became the first municipality in Canada to integrate Accessible Pedestrian Signals (APS) with PedApp, reinforcing its commitment to accessibility and practical innovation. Developed in collaboration with the Canadian National Institute for the Blind, PedApp allows pedestrians, particularly those with visual or hearing impairments, to interact with traffic signals using their smartphones.



After testing and field verification at multiple intersections to ensure safety and accuracy, the system was launched to support safer crossings through audible announcements, remote signal activation, real-time crossing updates, countdowns and vibration cues. The pilot at nine intersections along Victoria Avenue was then expanded throughout the central downtown core. Plans for future expansion demonstrate steady progress in improving accessibility and traffic safety.

This work builds on more than five years of City investment, including more than 1,000 APS units valued at more than \$900,000, strengthening Regina's accessible pedestrian network.





Vibrant Community

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



Playground Advancements

In 2025, the City of Regina made strides in improving local playgrounds across the community. Construction began on a new Destination Accessible Playground at Kinsmen Park South, coordinated with the renewal of the spray pad and replacement of the washroom damaged by arson. These projects are scheduled for completion in 2026 and are being delivered in alignment with the City's Accessible Playground Design Standard, adopted in 2025.

Safety and accessibility enhancements were also completed city-wide. A new protective fence was installed at Gocki Park playground to help safeguard children from nearby traffic and poured-in-place surfacing installed at Benson and Williston Park Playgrounds creating safer, more durable play spaces for families.



Rawlinson Crescent Park Cricket Field

In 2025, funding was allocated to the Land and Real Estate Department to support the detailed design and future construction of site servicing for a new park and an adjacent commercial parcel, with work scheduled to take place in 2026. Located in Albert Park, the park will include a regulation-sized cricket field, seasonal washrooms, walking paths and landscaping as well as a parking lot. Drainage improvements will be included in the design.



Scarth Street Revitalization

In 2025, the vision and conceptual design for the future Scarth Street Mall were completed with City Council approving the Official Community Plan amendments to establish the Mall as a pedestrian-only space downtown.

The project progressed into the Functional Design phase, with engagement from businesses and community partners helping to refine how people will move through and experience the space, as well as plans for event delivery and other amenities will be incorporated. This work lays the foundation for detailed design and future reconstruction, which will address aging infrastructure and reimagine the area as a welcoming, accessible and vibrant public gathering space that supports local businesses and strengthens Regina's downtown.





Vibrant Community

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



Indigenous Ceremonial Site

The Ceremony Site continues to serve as a vital space for Indigenous cultural reclamation, community healing, learning and connection to the land. Since 2024, more than 25 sweat lodge ceremonies have been hosted for City of Regina employees, elected officials, community organizations and members of the public. The site remains open and welcoming to all residents of Regina and Treaty 4.

In 2025, planning began for future infrastructure enhancements to strengthen the site's year-round use. Dedicated funding was allocated to engage an architect to design a facility capable of supporting indoor sweats and a range of other ceremonies and teachings, ensuring the space can continue to meet community needs in a respectful and sustainable way. This work reflects the City's commitment to *kâ-nâsihcikêwin*: creating safe, sustainable and culturally grounded spaces that honour Indigenous worldviews and support community well-being.



Golf Course Attendance Record

During 2025, the City of Regina golf courses broke attendance records for a second consecutive year with a combined attendance of 140,132 rounds played across all four courses. This surpassed the previous record set of 137,000 rounds played in 2024. Individually, Murray Golf Course (37,143 rounds) and Lakeview Par 3 (20,791 rounds) each set new attendance records. At a provincial level, the Tor Hill course remained in second place for the most rounds played with 52,983 rounds. Availability of high-quality golf courses being highly used in our community supports the strategic goal of being a vibrant community.



Indoor Aquatics Facility

In 2025, City Council approved an updated budget of \$313.6 million for the Indoor Aquatics Facility (IAF) and Geothermal Heating Facility, enabling the project to move forward with confidence. Planning and design advanced with the addition of Westridge-Wright Joint Venture as construction manager, strengthening project oversight and coordination.

In June, an Elder led members of Administration and Council in a land blessing at the future site of the facility, acknowledging the significance of the land and supporting the project's path forward in a good way. Site preparation and utility work were completed in the fall, setting the stage for the next phases of construction.



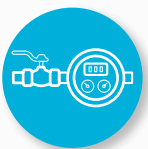
Operational Excellence

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



Revaluation

The City of Regina successfully completed the provincially legislated 2025 revaluation, ensuring that property assessments remain fair, transparent and reflective of current market conditions. As part of this process, more than 86,000 property assessments were updated to reflect market values as of January 1, 2023.



Water Meter Upgrade Project

The Water Meter Upgrade Project modernized Regina's aging metering system by replacing outdated equipment with Advanced Metering Infrastructure (AMI) technology. Between November 2022 and December 2025, more than 79,000 meters and transmitters were installed across homes and businesses. The upgrades introduced highly accurate water meters, exterior-mounted transmitters and a reliable automated network that captures hourly meter readings. This new system eliminates drive-by meter reading, improves billing accuracy and enhances service delivery.

The project included the launch of the eWater customer portal, which provides residents with online bills and payments, detailed consumption data and automated alerts for high use and service disruptions. As a core initiative of the City's Water Master Plan, the project strengthens long-term system management, supports conservation efforts and equips the City with the data and tools needed for proactive, sustainable water stewardship.

Delivered through extensive cross-department collaboration, rigorous quality assurance and an effective communication and compliance strategy, the project has improved customer service, strengthened revenue integrity and positioned Regina for future innovation in water management.



Tourism Regina

In 2025, Tourism Regina, in partnership with organizations including Tourism Saskatchewan, Regina Hotel Association, event venues and organizers, helped generate more than \$135 million in economic impact for the city. Working with groups like Skills Canada, Snowboard Canada, U Sports and Canadian Western Agribition, Regina welcomed more than 170,000 event visitors, driving increased hotel occupancy, restaurant visits and local business spending.

This growth reflects strong collaboration between provincial, municipal and private partners to host major events, trade shows and conventions. With a number of funded events already confirmed for 2026, Tourism Regina is set to continue growing the city's visitor economy.



Operational Excellence

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



kâ-nâsihcikêwin

kâ-nâsihcikêwin, the City of Regina's first Indigenous Framework, was approved by City Council in April 2025. kâ-nâsihcikêwin commits the City to visibly honouring Indigenous languages, ceremonies and protocols in civic spaces, while strengthening belonging and cultural respect. Guided by five Treaty Principles, kâ-nâsihcikêwin outlines seven City commitments designed to support tangible progress toward reconciliation. Corporate-wide training was delivered throughout 2025 and continues to be offered through the organization.



Vision Zero

In 2025, the City advanced its Vision Zero strategy through targeted engineering and enforcement initiatives designed to improve safety for all transportation network users, regardless of mode. Actions included expanded traffic calming, new pavement markings, pedestrian corridor upgrades, installation of three new traffic signals and speed enforcement at more than 100 locations.

School zone safety was enhanced with new signage, crosswalks, in-road median signs and partnerships with schools to promote safe driving. Enforcement efforts were further supported through speed monitoring in collaboration with SGI, red-light cameras and the installation of jersey barriers to prevent unsafe turns.



Corporate Efficiencies

Administration remains committed to delivering efficient and effective operations across all service areas. In 2025, the City achieved \$2.4 million in cost avoidances through targeted organizational efficiencies and continuous improvement initiatives. These efforts have generated cumulative benefits totaling \$29 million since 2021.



Financial Excellence

The City of Regina received the Canadian Award for Financial Reporting from the Government Finance Officers Association of the United States and Canada for its 2024 annual financial reporting. Regina's report met the program's high standards and demonstrated a strong "spirit of full disclosure," clearly communicating the City's financial story to the public. Although the award recognizes the 2024 financial reporting, it was presented in early 2026.

Service Partners

The City of Regina has multiple service partners who report annually to City Council and are included in the City's consolidated financial statements.

Buffalo Pound Water Treatment Plant

The Buffalo Pound Water Treatment Plant is a not-for-profit corporation legally known as the Buffalo Pound Water Treatment Corporation. The Cities of Moose Jaw and Regina jointly own the Plant (City of Regina: 74 per cent, City of Moose Jaw: 26 per cent) and a Board of Directors governs the Corporation on behalf of the two cities. The Plant provides water to more than 300,000 customers primarily in Regina and Moose Jaw and currently has a rated production capacity of 205 million litres per day. The Plant is nearing the end of a significant rehabilitation project to renew the Plant to extend its life to the year 2050, modernizing the water treatment processes used and expanding the capacity to meet regional growth.

Economic Development Regina Inc.

Economic Development Regina Inc. (EDR) is the lead agency for economic development for the Greater Regina Area (GRA). Governed by a volunteer board of directors, EDR is a not-for-profit municipal corporation, providing leadership to the community with specific accountability for the following core functions:

- Support industry growth and diversification through retention, development and attraction of industry.
- Find innovative ways to promote sustainable growth while effectively addressing the challenges associated with it.
- Market and promote the GRA for business and investment.
- Ensure the GRA offers a vibrant and diversified economy for investors, a climate of growth for business and works toward a high quality of life for residents.

Regina Exhibition Association Limited

Situated in the heart of Regina, Regina Exhibition Association Limited (REAL) is the largest interconnected event complex in Canada. It is the home of the REAL District and the centre of sport and recreation, business, entertainment and agriculture for the community. REAL is a not-for-profit corporation that operates the 100-acre property. The REAL District hosts most of Regina's major events, including Canada's Farm Show presented by Bunge, Queen City Ex presented by SaskTel and Canadian Western Agribition. It is also home to the Saskatchewan Roughriders, Regina Pats, Regina Soccer Association, many minor and recreational sports, concerts, trade shows and conventions.

Regina Downtown Business Improvement District

The Regina Downtown Business Improvement District (RDBID) is an organization that provides a range of business and community services to promote and enhance the Downtown District's unique assets, to improve conditions for businesses operating in the district and to improve the quality of life for those who shop, work, live and play downtown. RDBID's services supplement services provided by the City of Regina. Authorized under Section 25 and 26 of The Cities Act and City of Regina Bylaw No 2001-76, RDBID programs and services are financed by a special property tax assessment collected from commercial property owners located in the defined boundaries of the Downtown District. This District encompasses 53 blocks bordered by Angus Street to the west, 13th Avenue to the south, Halifax Street to the east and Saskatchewan Drive to the north. RDBID also extends along Broad Street south to College Avenue. The special assessments are approved by the Board of Directors of RDBID, which is appointed by City Council, and includes a representative from City Council.

Regina's Warehouse Business Improvement District

Regina's Warehouse Business Improvement District (RWBID) is the voice of the Warehouse District's property owners, entrepreneurs and businesses. Their focus is to protect and advance the business interests of the district while ensuring its growth, renewal, re-investment and maintenance of the district's history and heritage. The Warehouse District encompasses 80 blocks from the west side of Albert Street to the east side of Winnipeg Street and north from the Canadian Pacific and Kansas City Southern (CPKC) rail yard to the south side of 4th Avenue, serving more than 600 members in the area.

Regina Public Library

Regina Public Library (RPL) is an urban library system committed to meeting the evolving needs of Regina's residents. Since its inception in 1908, RPL continues to play an integral role in the social and economic vibrancy of the city. An integrated cultural institution with a commitment to literacy in all forms, RPL provides community members with opportunities to learn and empower themselves for personal success. RPL's services are available to all city residents, including collections from more than 300 Saskatchewan public libraries through the Saskatchewan Information Library Services Consortium. RPL is governed by an independent board under *The Public Libraries Act, 1996*.

2025



Financial Statement: Discussion and Analysis

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

INTRODUCTION

The discussion and analysis of the City of Regina's financial performance provides an overall review of the City's financial activities for the fiscal year ended December 31, 2025. The intent of this discussion and analysis is to look at the City's financial performance as a whole; readers should review the "Regina at a Glance" and "2025 Strategic Priorities Results" contained within the Annual Report, notes to the financial statements and financial statements to enhance their understanding of the City's service efforts and accomplishments from both financial and non-financial perspectives.

The Consolidated Financial Statements are prepared by management in accordance with Canadian Public Sector Accounting Standards. The Consolidated Financial Statements combine the financial results of the City and all organizations which are controlled or owned by the City. These include:

- Buffalo Pound Water Treatment Corporation (BPWTC)
- Economic Development Regina Inc. (EDR)
- Regina Downtown Business Improvement District (RDBID)
- Regina Exhibition Association Limited (REAL)
- Regina Public Library Board (RPL)
- Regina's Warehouse Business Improvement District (RWBID)

At a meeting of City Council on February 5, 2025, the City Council passed a special resolution of dissolution of CSIR. The dissolution was completed by June 27, 2025.

At a meeting of City Council on May 6, 2026, the City Council passed a proposal to sell and lease certain land, buildings and related assets of REAL to Brandt Properties Ltd., subject to the negotiation and execution of agreements and other conditions.

KEY HIGHLIGHTS

- The 2025 Consolidated Financial Statements report net financial debt of \$190.5 million, an increase of \$53.7 million from a \$136.8 million net financial debt balance at the end of 2024.
- The 2025 Consolidated Financial Statements show an annual operating surplus of \$117.1 million compared to \$120.6 million in 2024.
- The City's accumulated surplus increased \$121.2 million from 2024 to a \$3 billion surplus at December 31, 2025. The accumulated surplus shows positive growth in our financial position, primarily related to an \$174.9 million net increase in Tangible Capital Assets which is due to continued investment in our Tangible Capital Assets to provide future service capacity.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

The Statement of Financial Position (Table 1) outlines the City's financial assets, financial liabilities and non-financial assets. This information allows users to evaluate the City's ability to finance its activities and to meet its liabilities and contractual obligations as well as its ability to provide future services. The City needs to understand the total economic resources they have available to deliver services. These resources can be financial (e.g. cash, accounts receivable) and non-financial (e.g. tangible capital assets).

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

The City also has liabilities for service delivery to be settled in the future that will consume the financial resources. This is measured by the City's net financial asset position. This measure is considered tandem with the accumulated surplus to determine the City's ability to delivery services in the future. A significant portion of accumulated surplus includes the investment made in tangible capital assets which, for the City, represents service delivery capacity.

Table 1: Statement of Financial Position

	2025	2024	2023	2022	2021
Financial assets	\$ 711,392	\$ 660,705	\$ 650,290	\$ 686,807	\$ 684,854
Financial liabilities	901,910	797,478	676,515	665,095	642,345
Net financial (debt) assets	(190,518)	(136,773)	(26,225)	21,712	42,509
Non-financial assets	3,141,657	2,966,682	2,728,123	2,549,755	2,484,114
ACCUMULATED SURPLUS	\$ 2,951,139	2,829,909	2,701,898	2,571,467	2,526,623
ANNUAL OPERATING SURPLUS	\$ 117,086	\$ 120,550	\$ 112,967	\$ 44,847	\$ 86,088

Net Financial Debt

The net financial asset or debt position is determined by subtracting financial liabilities from financial assets. A positive balance indicates funds available for future use, while a net debt position signals that future revenues will be needed to cover past commitments. The growth in net debt in 2025 is attributable to financing requirements for large-scale capital projects, including the Water Network Expansion and unfunded development charge fees.

The City is in a net financial debt position of \$190.5 million. A net debt position means financial assets are insufficient to repay existing liabilities and future revenues will be required to fund costs incurred in prior years for the delivery of services, investments in tangible capital assets and other transactions.

While there were various changes to the City's financial asset and liabilities, key reasons for the change in net financial position are due to a \$115 million debenture secured for the Water Network Expansion project and unfunded development charge fees.

Non-Financial Assets

Non-financial assets increased by \$175.0 million in 2025, bringing the total to \$3.1 billion. This increase is the net result of capital additions of physical assets in the year, offset by disposals and amortization expense. The majority of non-financial assets, 99%, are made up of tangible capital assets which include physical assets such as buildings, roads and underground water utility infrastructure.

Accumulated Surplus

An accumulated surplus position measures the net resources (both financial and non-financial) available to the City that may be used to provide future services.

The City's accumulated surplus at the end of 2025 was \$3 billion, an increase of \$121.2 million from the 2024 accumulated surplus of \$2.8 billion. The accumulated surplus shows positive growth in the City's financial position, primarily related to a net increase in tangible capital assets which is due to continued investment in tangible capital assets to provide future service capacity. Overall, the City continues to maintain a strong financial position.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

CONSOLIDATED STATEMENT OF OPERATIONS

The Consolidated Statement of Operations shows how and where the City recognizes its consolidated revenues and expenses. Consolidated revenues totaled \$926 million against consolidated expenses of \$808.9 million resulting in an operating surplus of \$117.1 million in 2025.

Revenues

Table 2: Revenue by Type

	2025 Budget	2025 Actual	Budget Variance Favourable (Unfavourable)	2024 Actual	Year over Year Increase (Decrease)
Taxation	\$ 361,824	\$ 362,158	\$ 334	\$ 332,414	\$ 29,744
Fees and charges	305,373	306,276	903	283,936	22,340
Government transfers	153,590	107,818	(45,772)	145,115	(37,297)
Electrical distribution	33,998	31,643	(2,355)	32,470	(827)
Licenses, fines and levies	12,488	18,880	6,392	18,316	564
Gas distribution	9,095	6,981	(2,114)	6,248	733
Interest and penalties	6,497	8,098	1,601	7,152	946
Interest on investments	19,867	16,388	(3,479)	15,964	424
Gain on investments	-	10,167	10,167	12,471	(2,304)
Servicing agreement fees	6,484	10,123	3,639	12,256	(2,133)
Land sales	15,771	29,601	13,830	15,119	14,482
Property rentals	3,808	3,977	169	4,009	(32)
Other	3,692	5,467	1,775	6,177	(710)
Contribution of tangible capital assets	-	8,436	8,436	5,447	2,989
Revenue	\$ 932,487	\$ 926,013	(\$ 6,474)	\$ 897,094	\$ 28,919

The table above shows the City's consolidated revenue for 2025 compared to budget and the prior year. It includes both operating and capital revenue and the controlled subsidiaries.

The City relies heavily on its own source of funding to cover the cost of providing services. Of the total revenue earned in the year, 72.2% (2024 - 68.7 per cent) is attributed to taxation and fees.

Certain revenues, particularly own-source revenues follow a predictable pattern of growth; these include revenues such as taxation, licenses, fines and levies and electrical distribution. Other revenues follow a less predictable pattern of growth: government transfers are dependent on the level of funding provided by government; investment income fluctuates based on market conditions, economic factors and investor behaviour; and contributed assets which follow development levels and economic factors.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

Taxation Revenue

Taxation revenue generally increases with growth and tax rate increases. Taxation revenue was \$29.7 million (9 per cent) higher in 2025 when compared to 2024 primarily due to a 7.33% mill rate (2024 - 2.85 per cent).

Taxation revenues result from Municipal and Library taxes levied on all properties in the City and business improvement levies assessed by the Business Improvement Districts on properties in the districts.

Taxable assessment is the value to which a mill rate and mill rate factor are applied to arrive at a property's taxes. This value is arrived at by multiplying the assessed value by the provincial percentage (Assessed value x Provincial percentage = Taxable assessment).

$$\boxed{\text{Taxable assessment}} \times \boxed{\text{Mill rate}} \times \boxed{\text{Mill rate factor}} = \boxed{\text{Property tax}}$$

Table 3: Taxable Property Assessment

Taxable Property Assessment (in thousands of dollars)					
	2025	2024	2023	2022	2021
Total	\$ 28,628,997	\$ 27,629,849	\$ 27,315,558	\$ 27,077,405	\$ 26,769,165

Table 4: Mill Rates And Levies

Mill rates represent the tax per dollar of assessed value of property and is expressed in "mills" (1 mill = 1/10 of a cent or \$0.001).

Year	Mill Rates			Business Improvement Levies	
	Municipal	Library	Total	Regina Downtown	Regina Warehouse
2025*	11.0514	0.9933	12.0447	0.9258	0.8881
2024	10.4200	0.9140	11.3340	0.8214	0.8214
2023	10.1313	0.8937	11.0250	0.7975	0.7736
2022	9.7726	0.8719	10.6445	0.7595	0.7367
2021*	9.4513	0.8510	10.3023	0.7233	0.5457

* Reassessment year and the mill rates and business improvement levies were restated to revenue neutral rates.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

Taxation Revenue (Continued)

Table 5: Municipal Mill Rate Factors

Property Class/Subclass	2025	2024	2023	2022	2021
Residential	0.88032	0.91034	0.91034	0.91034	0.91034
Condominiums	0.88032	0.91034	0.91034	0.91034	0.91034
Multi-family residential	0.88032	0.91034	0.91034	0.91034	0.91034
Commercial and industrial	1.33303	1.24950	1.24950	1.24950	1.24950
Golf courses	0.86624	0.81197	0.81197	0.81197	0.81197
Agriculture	1.33303	1.24950	1.24950	1.24950	1.24950
Railway/Pipelines	1.33303	1.24950	1.24950	1.24950	1.24950
Resources	1.33303	1.24950	1.24950	1.24950	1.24950

Mill rate factors are applied in tax calculations to redistribute the amount of total taxes paid by property classes and subclasses according to the tax policies approved by City Council. The mill rate factors do not increase or decrease the total amount of taxes collected annually but change the amount of tax collected from each property class or subclass.

Table 6: Tax Levies and Collection

	2025	2024	2023	2022	2021
Municipal tax levy	\$ 332,098	\$ 305,388	\$ 295,816	\$ 281,742	\$ 267,773
Global Transportation Hub Authority	4,282	3,970	3,531	3,235	2,873
School boards tax levy	146,814	153,213	151,153	150,205	146,215
Library tax levy	30,060	27,026	26,303	25,345	24,290
Total tax levy	513,254	489,597	476,803	460,527	441,151
Tax levy per capita - Municipal*	1,467	1,349	1,307	1,244	1,183
Tax levy per capita - School boards*	648	677	668	663	646
Tax levy per capita - Library*	133	119	116	112	107
Total tax levy per capita* (\$)	2,248	2,145	2,091	2,019	1,936
Tax levy per household - Municipal**	3,350	3,081	2,984	2,842	2,701
Tax levy per household - School boards**	1,481	1,546	1,525	1,515	1,475
Tax levy per household - Library**	303	273	265	256	245
Total tax levy per household** (\$)	5,134	4,900	4,774	4,613	4,421
Tax arrears, end of year (prior to allowance for doubtful accounts)	34,389	29,528	24,370	29,459	23,138
Arrears as a % of total tax levy	6.70%	6.03%	5.11%	6.40%	5.24%
Tax levy as a % of general operating revenue	35.86%	34.04%	33.67%	36.27%	35.77%
Total taxes collected	\$ 478,865	\$ 460,069	\$ 452,433	\$ 431,068	\$ 418,013

*2021-2025 figures are based on 2021 census.

** Household figure as obtained from Stats Canada 2021 census.

Tax levies refer to the annual billing of general taxes calculated using the taxable assessment, mill rate and mill rate factor as displayed in the table above.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

Taxation Revenue (Continued)

Table 7: Major Property Taxpayers in Regina in 2025

Registered Owner		Total Taxable Assessment	% of Total Taxable Assessment
1.	Consumers' Co-operative Refineries Limited	\$ 779,921	2.72%
2.	Harvard Diversified Enterprises Inc.	431,348	1.51%
3.	Avana Holdings Inc.	278,401	0.97%
4.	Regina Airport Authority	248,932	0.87%
5.	HDL Investments Inc.	220,639	0.77%
6.	Boardwalk REIT Properties Holdings Ltd.	212,039	0.74%
7.	Nobel REIT GP Inc.	186,614	0.65%
8.	Cornerstone Holdings Ltd.	110,276	0.39%
9.	First Willow Developments Limited	109,559	0.38%
10.	Cornwall Centre Inc.	91,171	0.32%
11.	Sherwood Co-operative Association Limited	89,061	0.31%
12.	Loblaw Properties West Inc.	84,953	0.30%
13.	MDL Real Estate Income Fund GP Inc.	80,089	0.28%
14.	Canadian Pacific Railway Company	75,597	0.26%
15.	SGC Holdings Inc.	74,270	0.26%
	Total	3,072,870	10.73%
	Total 2025 taxable assessment	\$ 28,628,997	100.00%

The list of major taxpayers does not include properties where grant or payments in lieu of property tax are paid. This list has remained relatively stable over the last number of years. The major property taxpayers shows that the levy base is a very diverse, strong and stable group.

The following provides further explanations of significant revenue variances as per Table 2.

Fees and Charges

Fees and charges increased \$22.3 million (8 per cent) in 2025 driven primarily by higher revenues from the sale of water and sewer service charges. The increase reflects higher consumption and approved rate adjustments, including a 4 per cent utility rate increase and a 1.82 per cent intensification infrastructure development charge, resulting in a total rate increase of 5.82 per cent during the year.

Government Transfers

Government transfers include both operating and capital transfers and reflects the variability in various federal and provincial capital grant programs. Government transfers decreased by \$37.3 million (26%) in 2025. The decline primarily reflects a reduction in Investing in Canada Infrastructure Program funding from the Buffalo Pound Water Treatment Corporation as the project approaches completion in 2025. In addition, revenue from the Canada Community-Building Fund Program decreased due to the timing of revenue recognition, as a greater portion of funding received during the year was deferred to future periods, resulting in lower revenue recognized in the current year. These decreases were partially offset by new federal funding received under the Unsheltered Homelessness Encampment Initiative. Government transfers were below budget, largely due to the timing of project expenditures and the related recognition of infrastructure funding.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Land Sales

Land sales increased \$14.5 million (96 per cent) in 2025. Lot sales rose by \$3.3 million year over year, driven by the sale of a large parcel and higher single parcel sales in the Towns development. Market conditions for the Towns remain stable, and the ongoing shortage of serviced land across the city continues to support steady demand. In addition, land sales increased due to one time transactions totaling \$11.5 million, including \$8.7 million from the northeast Regina (FCL/CCRL) sale and \$2.8 million from Cowessess/Hawkstones. The positive budget variance of \$13.8 million is also due to these new one-time transactions in 2025.

Contribution of Tangible Capital Assets

Contribution of tangible capital assets increased \$3 million in 2025. This revenue includes tangible capital assets, such as land, roads, and underground networks that the City receives at no cost or below fair market value as per development agreements. However, the City will be expected to maintain and rehabilitate these assets. Tangible capital assets support all of the services the City provides. In the current year, the balance increased with the completion of developer projects. The variance between budget and actual is due to the City not budgeting for the contribution of tangible capital assets.

Table 8: Revenue Summary

	2025	2024	2023	2022	2021
Taxation	\$ 362,158	\$ 332,414	\$ 322,119	\$ 307,087	292,063
Fees and charges	306,276	283,936	267,363	250,494	240,784
Government transfers	107,818	145,115	175,482	110,279	102,684
Electrical distribution	31,643	32,470	29,367	31,328	30,492
Licenses, fines and levies	18,880	18,316	15,483	16,798	18,037
Gas distribution	6,981	6,248	7,842	9,362	6,139
Interest and penalties	8,098	7,152	6,087	6,627	5,786
Interest on investments	16,388	15,964	20,568	10,892	3,144
Gain on investments	10,167	12,471	1,873	659	-
Servicing agreement fees	10,123	12,256	7,118	3,657	9,069
Land sales	29,601	15,119	13,339	19,638	15,173
Property rentals	3,977	4,009	3,762	4,093	2,199
Other	5,467	6,177	4,425	5,663	4,409
Contribution of tangible capital assets	8,436	5,447	3,637	180	17,739
Other capital contributions	-	-	-	-	958
	\$ 926,013	\$ 897,094	\$ 878,465	\$ 776,757	748,676

The table above provides a summary of the total revenue collected over the last five years. The top five revenue sources include taxation, fees and charges, government transfers, electrical distribution and licenses, fine and levies.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

Expenses

Table 9: Expenses – Budget to Actual and Prior Year Comparison

	2025 Budget	2025 Actual	Variance Favourable (Unfavourable)	2024 Actual	Increase (Decrease)
Parks, recreation and community services \$	182,821	\$ 175,029	\$ 7,792	\$ 152,081	\$ 22,948
Police	128,758	134,523	(5,765)	125,247	9,276
Legislative and administrative services	136,508	147,230	(10,722)	105,647	41,583
Water, wastewater and drainage	127,324	103,012	24,312	117,772	(14,760)
Roads and traffic	96,994	87,024	9,970	95,979	(8,955)
Fire	53,089	55,022	(1,933)	57,913	(2,891)
Transit	51,568	52,488	(920)	51,268	1,220
Waste collection and disposal	35,289	28,390	6,899	34,577	(6,187)
Grants	22,685	8,257	14,428	16,310	(8,053)
Planning and development	18,225	17,952	273	19,750	(1,798)
Expenses	\$ 853,261	\$ 808,927	\$ 44,334	\$ 776,544	\$ 32,383

The table above shows the City's consolidated expenses for 2025 compared to budget and the prior year. It includes both operating and capital expense, and controlled subsidiaries.

Of the total expenditures incurred, almost 69.2 per cent is attributed to four areas: parks, recreation and community services, police, legislative and administrative services and water, wastewater and drainage.

The variance between budgeted and actual capital expenditures is primarily due to certain capital expenses that were budgeted as capital but did not meet the Public Sector Accounting Standards (PSAS) criteria for recognition as tangible capital assets. As a result, these amounts are recorded as operating expenses in the financial statements rather than being capitalized on the Statement of Financial Position. This creates a difference between the approved capital budget and the actual expenses reported under PSAS.

Expenses by Department

Parks, Recreation and Community Services

Parks, recreation and community services expenses increased by \$22.9 million (15 per cent) in 2025, primarily due to increases in salaries (\$8 million) and contracted services (\$14 million). Parks, recreation and community services expenses were overbudget primarily driven by increased contracted services related to grant funded initiatives and recoverable services. Significant expenditures were incurred for federally funded projects (Unsheltered Homelessness and Encampment Initiatives and BSCF) and housing programs, where the related revenues or approved budgets are recorded in separate or general accounts. Additional variance relates to contracted services recoverable from property owners, resulting in higher gross expenses with no net financial impact.

Legislative and Administrative

Legislative and administrative expenses increased by \$41.6 million (39 per cent) in 2025, primarily due to \$10 million in debenture debt interest paid for the Waste Water Treatment plant, contracted services increased by \$27 million and impacted sites increased by \$4 million and the change in estimate of tangible capital asset's due to asset retirement obligations of \$8 million.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Water, Wastewater and Drainage

Water, wastewater and drainage expenses decreased by \$14.8 million (13 per cent) million in 2025, primarily due to a decrease in contracted services.

Table 10: Expense Summary

	2025	2024	2023	2022	2021
Parks, recreation and community services	\$ 175,029	\$ 152,081	\$ 157,987	\$ 151,343	\$ 135,625
Police	134,523	125,247	131,962	116,464	98,012
Legislative and administrative services	147,230	105,647	101,120	103,108	89,423
Water, wastewater and drainage	103,012	117,772	115,567	106,282	103,992
Roads and traffic	87,024	95,979	89,798	91,882	81,730
Fire	55,022	57,913	53,726	52,088	50,405
Transit	52,488	51,268	49,381	48,192	42,874
Waste collection and disposal	28,390	34,577	31,600	29,631	31,710
Grants	8,257	16,310	15,975	18,972	12,205
Planning and development	17,952	19,750	18,382	13,948	16,612
Total	\$ 808,927	\$ 776,544	\$ 765,498	\$ 731,910	\$ 662,588

An analysis of the significant trends in expenses indicate that the City of Regina's expenses have increased by \$146.3 million over the last five years in Table 10 above. This increase is primarily attributable to wage and benefit growth, higher material and contracted service costs resulting from inflation and expanded service delivery such as the introduction of green bin composting. Additional contributors include operating costs associated with major capital projects and new accounting standards requiring the recognition of asset retirement obligations.

Expenses by Object

Table 11: Expenses by Object

	2025	2024	2023	2022	2021
Wages and benefits	\$ 380,996	\$ 361,380	\$ 363,688	\$ 325,407	\$ 305,911
Materials, supplies and other goods	36,788	76,304	74,581	87,610	85,244
Contracted and general services	209,897	167,337	153,647	148,215	114,715
Transfer payments/grants	11,486	17,279	16,075	19,107	12,227
Utilities	26,988	21,585	26,975	22,735	20,179
Interest and bank charges	21,349	15,023	14,387	14,415	13,059
Amortization of tangible assets	119,355	114,339	113,036	112,089	109,018
Accretion	2,068	3,297	3,109	2,332	2,235
Total	\$ 808,927	\$ 776,544	\$ 765,498	\$ 731,910	\$ 662,588

Approximately 47.1 per cent of the total expenses incurred (versus 48 per cent budgeted) by the City of Regina are attributed to wages and benefits. Wages and benefits have increased by 5.4 per cent from prior year. The community has experienced significant change over the past few years and there is a

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

resurge in growth in the last several months. The scale of the business we are managing has grown in complexity and in overall size. Our salaries reflect a competitive but middle of the road level of compensation. Salaries for unionized employees are determined through the collective bargaining process. Competitive compensation for out-of-scope staff is essential to attract qualified employees and ensure the continued delivery of high-quality services to our community.

Expenses by Object (Continued)

The number of people employed by the City of Regina and its related entities including casual staff is 5,453 in 2025 (2024 - 5,186). This represents the number of employees paid during the year by the City of Regina and its service partners.

Material, supplies and other goods, contracted and general services and amortization of tangible assets are affected by capital projects that extend over multiple years. These capital projects, in turn, are influenced by major initiatives and the availability of government funding. While most project expenditures are capitalized, not all meet the necessary criteria to be capitalized. Consequently, an increase in capital projects leads to higher operating expenses.

LONG-TERM DEBT

Table 12: Long-Term Debt

	2025	2024	2023	2022	2021
Debt outstanding, beginning					
General Municipal	\$ 258,061	\$ 165,111	\$ 171,923	\$ 178,506	\$ 184,871
Wastewater Treatment Plant	65,759	67,586	69,302	70,913	72,427
Buffalo Pound	106,320	68,797	71,493	74,103	30,649
REAL	9,866	11,627	9,523	8,135	5,042
Total debt outstanding, beginning	\$ 440,006	\$ 313,121	\$ 322,241	\$ 331,657	\$ 292,989
Principal paid					
General Municipal	\$ 7,302	\$ 7,051	\$ 6,812	\$ 6,583	\$ 6,365
Wastewater Treatment Plant	4,110	1,827	1,716	1,612	1,514
Buffalo Pound	3,697	3,178	2,696	2,610	946
REAL	1,585	1,760	1,296	1,676	2,517
Total principal paid	\$ 16,694	\$ 13,816	\$ 12,520	\$ 12,481	\$ 11,342
Interest paid					
General Municipal	\$ 6,274	\$ 6,521	\$ 6,763	\$ 6,991	\$ 7,212
Wastewater Treatment Plant	10,355	4,198	4,406	4,504	4,596
Buffalo Pound	4,248	3,148	2,283	2,430	1,077
REAL	472	1,156	935	490	176
Total interest paid	\$ 21,349	\$ 15,023	\$ 14,387	\$ 14,415	\$ 13,061
New debt issued					
General Municipal	\$ 115,000	\$ 100,000	\$ -	\$ -	\$ -
Buffalo Pound	-	40,700	-	-	44,400
REAL	-	-	3,400	3,065	5,610
Total new debt issued	\$ 115,000	\$ 140,700	\$ 3,400	\$ 3,065	\$ 50,010

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Debt outstanding, ending					
General Municipal	\$ 363,595	\$ 258,060	\$ 165,111	\$ 171,923	\$ 178,506
Wastewater Treatment Plant	63,814	65,759	67,586	69,301	70,913
Buffalo Pound	102,622	106,319	68,797	71,493	74,103
REAL	8,281	9,866	11,627	9,524	8,135
Total debt outstanding, ending	\$ 538,312	\$ 440,004	\$ 313,121	\$ 322,241	\$ 331,657

Authorized debt limit	\$ 890,000	\$ 660,000	\$ 660,000	\$ 450,000	\$ 450,000
Total debt service costs	21,349	15,023	14,387	14,415	13,061
Debt service costs as a % of expenses	2.6%	1.9%	1.9%	2.0%	2.0%
Debt per capita (\$)*	2,378	1,943	1,383	1,423	1,465
Debt per household (\$)**	5,430	4,438	3,159	3,251	3,346
Debt per community assessed value	1.88%	1.59%	1.15%	1.19%	1.24%
Debt as a multiple of revenue	58.1%	49.0%	35.6%	41.5%	44.3%

*Population figure was obtained from Statistics Canada 2021 census.

** Household figure as obtained from Statistics Canada 2021 census.

The affordability of debt is influenced by many factors including the City's revenue, current debt obligations and other financial obligations. The City's Debt Management Policy outlines specific measures to evaluate the affordability of debt. The policy sets limits on the amount of debt the City can borrow, within the current debt limit set by the Saskatchewan Municipal Board.

The City of Regina's current approved debt limit approved by the Saskatchewan Municipal Board is \$890 million. The total consolidated debt on December 31, 2025 was \$538.3 million. The debt undertaken by agencies accountable to and controlled or owned by the City are considered within the overall debt limit. These agencies are responsible for the repayment of the debt they take on. It is important to note that while REAL's long term debt is \$8.3 million, the City guarantees \$21 million of REAL's debt limit.

Historically, the City has used a traditional approach to issuing debt for large capital projects and all debt currently held is planned debt. This approach allows the City of Regina to maintain a reasonable debt limit and demonstrates a commitment to long-term planning and fiscal management.

The total debt outstanding increased in 2025. due to the City acquiring a \$115 million debenture for the Water Network Expansion project and unfunded development charge fees. In 2025, Toronto Dominion Asset Management (TDAM) set up a sinking fund for the \$100 million debenture in which the City will begin in 2025 to contribute \$1.2 million per year for the next 30 years.

The cost of servicing the debt is presented in Table 12 above. The debt service ratio of 5% of consolidated revenues is set within the Debt Management Policy.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

EMPLOYEE BENEFIT OBLIGATIONS

Employee benefit obligations include liabilities for pensions, sick and severance, vacation and overtime. The increase in employee benefit obligations primarily reflects the impact of general wage increases and employees reaching the age of retirement. As a larger proportion of the City's work force reaches retirement age over the next 5 to 10 years, the cash outlays relating to this obligation will continue to grow.

Employee benefit obligations also includes the liability for the Regina Police Pension. The Regina Civic Superannuation and Benefits Plan includes a larger group of employees. As it is a multi-employer plan, it is not possible to determine the City's portion of the deficit. Therefore, no amount is included in the Consolidated Statement of Financial Position for this Plan.

Employee benefit obligations increased by \$5.7 million (5.8 per cent) from 2024. This consists of an increase in the year end accrual for sick, vacation and severance pay (\$2.8 million) and an increase in the pension liability net carrying value for the Regina Police Pension Plan.

TANGIBLE CAPITAL ASSETS

The City continues to invest in infrastructure as noted in the table below showing an increase in the net book value of assets of \$174.9 million (5.9 per cent) from prior year. The acquisition of tangible capital assets is authorized largely through the Council-approved capital budget.

Table 13: Tangible Capital Assets

	2025	2024	2023	2022	2021
Tangible Capital Assets - Net Book Value	\$ 3,122,837	\$ 2,947,916	\$ 2,710,194	\$ 2,534,606	\$ 2,469,116

Tangible capital assets support all of the services provided by the City and its consolidated entities. These assets are capitalized on the Statement of Financial Position at cost and amortized over their estimated useful lives on the Statement of Operations. The City's tangible capital assets include land, buildings, vehicles and equipment, roads and bridges, and underground and other networks. The value of the tangible capital assets grow as the City receives contributed assets from developers and invests in new or replacement assets to continue to provide services.

RESERVES

Table 14: Reserves

The City's reserves decreased by \$17.2 million in 2025. .

	2025	2024	2023	2022	2021
Reserves					
City of Regina Reserves	\$ 177,334	\$ 196,608	\$ 192,677	\$ 211,347	\$ 209,645
Group Benefits Reserves	13,076	13,376	12,895	12,037	12,049
Other Entities Reserves	30,554	28,153	25,659	22,265	16,486
	\$ 220,964	\$ 238,137	\$ 231,231	\$ 245,649	\$ 238,180

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

The City allocates funds to reserves to meet specific future operating and capital requirements. They are a key component to the City's long-term financial strategy, supporting long-term financial viability. Two of the largest reserves are the General Utility reserve and General Fund reserve, which are intended to provide funding in the event of an operating deficit, as well as for one-time initiatives.

Over the past five years the City's reserves have fluctuated as reserves are used for their intended purposes as defined in the *Regina Administration Bylaw, 2003-69*. A comprehensive reserve review was completed in 2024 with planned annual reviews going forward in order to have a strong foundation for establishing and reporting on the reserves to ensure sound fiscal management. Overall, the steady reserve level is an indication of how the City continues to ensure appropriate reserve balances to support planned projects.

The number and level of reserves maintained by a municipality depend on several factors including service levels, internal financial policies, risk tolerances, age of infrastructure, long-term financial plans and economic conditions. The City's reserves align to the bylaw and internal policies. An annual reserve report is presented to City Council to detail the balances and use of each reserve and recommend any adjustments to continue to align to the best practices.

CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES

Table 15: Accumulated Remeasurement Gains

	2025	2024	2023	2022	2021
Accumulated remeasurement gains	\$ 29,069	\$ 24,925	\$ 17,464	\$ -	\$ -

The accumulated remeasurement gains and losses balance represents the cumulative effect of unrealised gains and losses resulting from changes in the fair value of financial instruments. This balance consists of unrealised gains and losses from changes in the fair value of investments. Once the gains and losses are realized upon disposal of an investment, the gains and losses are reclassified to the statement of operations. The PS 1201 Financial Statement Presentation standard became in effect for the City January 1, 2023.

MEASURING FINANCIAL VIABILITY

The Public Sector Accounting Standards (PSAS) 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, the City's ability to meet service commitments to the public, as well as financial obligations to creditors, employees and others. It takes into account sustainability, flexibility and vulnerability.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Sustainability

Table 16: Sustainability

	2025	2024	2023	2022	2021
Total Assets to Liabilities Ratio	4.27	4.56	4.98	4.86	4.93
Financial Assets to Liabilities Ratio	0.79	0.83	0.96	1.03	1.07

Sustainability is the degree to which a government can maintain its existing programs and meet existing creditor requirements without increasing the relative debt or tax burden on the economy.

Flexibility

Table 17: Flexibility

	2025	2024	2023	2022	2021
Debt Charges to Total Revenue Ratio	0.02	0.03	0.03	0.02	0.02

Flexibility is the degree to which government can change its debt or tax burden and still meet its existing financial obligations. One measure of flexibility is debt charges to total revenue. This ratio, often referred to as the interest bite, indicates the proportion of total revenue that is required to pay interest charges on debt and therefore, is not available to pay for program costs. It illustrates the extent to which past borrowing decisions present a constraint on a government's ability to meet its financial and service commitments in the current period. Specifically, the more government uses revenues to meet the interest costs on past borrowing, the less will be available for program spending. This indicator is important because when this indicator increases for an extended period of time, assuming relatively stable interest rates, it means that the government has consistently chosen borrowing over increases in taxation or user fees to meet its financial and service commitments. This will eventually have an effect on its flexibility because once a government borrows, its first commitment must be to service its debt. Failing to do so would impair its future ability to borrow or to roll over its existing debt.

Vulnerability

Table 18: Vulnerability

	2025	2024	2023	2022	2021
Government Transfers to Total Revenue Ratio	0.12	0.18	0.20	0.14	0.14

This is the degree to which a government is dependent on, and therefore vulnerable to, sources of funding 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. Vulnerability is measured by calculating the ratio of revenues from senior governments to the City's own-source revenues.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

CREDIT RATING

A credit rating is a forward-looking opinion provided by an arm's-length organization, such as Standard & Poor's Global's service to identify a borrower's overall credit worthiness. 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 borrowing.

Standard & Poor's Global undertakes a detailed analysis of the borrower's financial condition, using a robust set of criteria and updates it annually. The credit rating in 2025 was AA+. It is anticipated that the rating will remain in this position. According to the credit agency, this consistently strong performance reflects the City's ongoing commitment to sound fiscal management.

DRAFT

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

(in thousands of dollars)

Mosaic Stadium Operating Results	2025	2024
Revenues		
Property Tax	10,860	10,468
Grant Revenue	2,067	2,076
Tenant Revenue	2,987	2,879
Facility Fees	3,043	3,735
Community Use	102	113
Other Rent	300	300
Other General Revenue	759	759
Total Revenues:	20,117	20,330
Expenditures		
Contracted Property Management	5,204	4,849
Utilities	1,014	917
Consulting Services	0	6
Property Tax	222	239
Other	76	71
Claims Deductible	100	
Total Expenditures:	6,615	6,083
Surplus Before Debt Repayment	13,502	14,247
Debt Repayment - Principal & Interest	11,446	11,444
Net Surplus for the year	2,056	2,803

Property Tax Revenue – Regina City Council committed to implementing a 0.45% mill rate increase each year for 10 years beginning in 2013 (CR13-6). After the initial 10-year period, this pool of property tax revenue will (a) continue to be dedicated to stadium operations and (b) will only be increased in response to growth in the assessment roll.

Grant & Tenant Revenue – In 2017 Sask Sport Inc. and the Saskatchewan Roughrider Football Club Inc. (SRFC) entered into 30-year lease agreements as tenants of Mosaic Stadium.

The Sask Sport lease generates revenue of \$2.55 million per year for the use of Sask Sport's leased space and the allocation of a minimum of 600 hours per year for Sask Sport affiliated organizations to access the field of play. A portion of this revenue is recorded as tenant revenue and the balance is recorded as grant revenue.

FINANCIAL STATEMENT DISCUSSION AND ANALYSIS

For the Year Ended December 31

Mosaic Stadium Operating Results

Grant & Tenant Revenue (Continued)

The SRFC lease generates revenue of a minimum of \$1.5 million per year. In 2018 and each subsequent year, this amount is adjusted to ensure that the revenue received by the City is not unduly eroded due to inflation. As a result, in 2025 the SRFC rent is \$2.0 million. In addition, the SRFC pays \$500,000 per year to the City for the ability to market the naming rights and sponsorship rights in respect of the stadium.

Facility Fees – In addition to the rent paid to the City, the SRFC also collects and remits to the City a facility fee of \$12 per ticket sold for SRFC games.

Other General Revenue – Regina City Council (CR13-6) committed to incorporating the general revenue used to fund the operating maintenance budget for the old stadium as a funding source to support the new stadium. The operating maintenance budget for the former stadium was \$759,000.

Contracted Property Management Expense – The City has contracted Regina Exhibition Association Limited (REAL) to operate and maintain the stadium on the City's behalf. In return the City pays REAL a minimum of \$3.6 million per year. The City also pays REAL a per event fee for the services provided during SRFC game days, Sask Sport affiliated user group events etc. These fees are reviewed by the City and REAL on a regular basis to determine if any adjustment to the fee(s) is required.

Utilities Expenses – This includes the cost for heat, power, telephones and the managed information technology service contract with SaskTel. REAL can take advantage of a discounted rate for electricity so the cost of power for the stadium is reimbursed to REAL through the stadium operating and maintenance contract.

Property Tax Expense – This represents the remittance of property taxes collected from stadium tenants.

Debt Repayment – External financing in support of the stadium was obtained from two sources. The Province of Saskatchewan provided a loan of \$100.0 million (CM14-1). The term of this loan is 31.5 years with an interest rate of 3.99 percent per annum. The current balance outstanding is \$75.5 million.

The Canadian Imperial Bank of Commerce provided a loan of \$100.4 million (CR14-45), of which \$67.4 million was used to fund the construction of the stadium and \$33.0 million was set aside for interim cash flow purposes. The term of this loan is 30 years with an interest rate of 4.102 percent per annum. The current outstanding balance is \$75.3 million.

Long Term Financial Outlook

The stadium incurred operating deficits in its first few years of operations while the pool of property tax revenue dedicated to the stadium was being built up. From 2021 to the current year, the stadium began to enjoy annual operating surpluses. If future operating revenue and expenditures remain consistent with current actual results, then it is forecast that the stadium will continue to experience annual operating surpluses.

It is important to note that these operating surpluses are meant to fund annual capital maintenance and renewal expenditures for the stadium. It is intended that capital renewal needs and available surplus funds will be aligned such that the net cashflows from opening in 2017 to when the debt is repaid in 2044 is break even or a modest net positive cashflow. Active and diligent management of the stadium's operations will be required to ensure this outcome.

2025



Consolidated Financial Statements



Management's Responsibility

To His Worship the Mayor and Members of City Council of City of Regina:

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Audit Committee composed primarily of Directors who are neither management nor employees of the City. The Committee is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Audit Committee has the responsibility of meeting with management, internal auditors, and external auditors to discuss the internal controls over the financial reporting process, auditing matters and financial reporting issues. The Committee is also responsible for recommending the appointment of the City's external auditors.

MNP LLP is appointed by His Worship the Mayor and Members of City Council to audit the consolidated financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Committee and management to discuss their audit findings.

June 10, 2026

Kim Krywulak, CPA
Corporate Controller
Financial Strategy & Sustainability

Jim Nicol
Acting City Manager

Independent Auditor's Report

To Mayor Bachynski and Members of City Council of City of Regina:

Opinion

We have audited the consolidated financial statements of City of Regina (the "City"), which comprise the consolidated statement of financial position as at December 31, 2025, and the consolidated statements of operations and accumulated operating surplus, remeasurement of gains and losses, change in net financial debt and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2025, and the results of its consolidated operations and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises Management's Discussion and Analysis. The other information also comprises the information included in the Annual Report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. We obtained Management's Discussion and Analysis prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the City as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Regina, Saskatchewan

June 10, 2026

Chartered Professional Accountants

DRAFT

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31

(in thousands of dollars)

	2025	2024
FINANCIAL ASSETS		
Cash	\$ 121,301	\$ 181,285
Restricted cash (Note 3)	5,066	2,550
Accounts receivable (Note 4)	64,173	68,155
Taxes receivable (Note 5)	30,179	21,123
Portfolio investments (Note 6)	473,607	369,070
Land inventory (Note 7)	17,066	18,522
	711,392	660,705
FINANCIAL LIABILITIES		
Bank indebtedness (Note 8)	932	3,643
Accounts payable and accrued liabilities	114,156	102,262
Taxes payable to school boards	-	7,547
Deferred revenue (Note 9)	100,334	82,554
Capital lease obligations (Note 10)	1,479	1,400
Long-term debt (Note 8)	538,312	440,006
Employee benefit obligations (Note 11)	104,334	98,615
Asset retirement obligations (Note 12)	37,953	61,451
Contaminated sites (Note 13)	4,410	-
	901,910	797,478
NET FINANCIAL DEBT	(190,518)	(136,773)
NON-FINANCIAL ASSETS		
Tangible capital assets (Note 14) (Schedule 3)	3,122,837	2,947,916
Materials and supplies	13,507	13,590
Prepaid	5,313	5,176
ACCUMULATED SURPLUS	2,951,139	2,829,909
Accumulated operating surplus (Note 15)	2,922,070	2,804,984
Accumulated rereasurement gains	29,069	24,925
ACCUMULATED SURPLUS	\$ 2,951,139	\$ 2,829,909

Contractual obligations (Note 23)

See accompanying notes to consolidated financial statements.

Approved on behalf of City Council:

Mayor Chad Bachynski

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED OPERATING SURPLUS

For the Year Ended December 31

(in thousands of dollars)

	Budget 2025 (Note 1j)	Actual 2025	Actual 2024
REVENUE			
Taxation (Note 17)	\$ 361,824	\$ 362,158	\$ 332,414
Fees and charges	305,373	306,276	283,936
Government transfers (Note 18)	153,590	107,818	145,115
Electrical distribution	33,998	31,643	32,470
Licenses, fines and levies	12,488	18,880	18,316
Gas distribution	9,095	6,981	6,248
Interest and penalties	6,497	8,098	7,152
Interest on investments	19,867	16,388	15,964
Gain on investments	-	10,167	12,471
Servicing agreement fees	6,484	10,123	12,256
Land sales	15,771	29,601	15,119
Property rentals	3,808	3,977	4,009
Other	3,692	5,467	6,177
Contribution of tangible capital assets (Note 14)	-	8,436	5,447
	932,487	926,013	897,094
EXPENSES			
Parks, recreation and community services	182,821	175,029	152,081
Police	128,758	134,523	125,247
Legislative and administrative services	136,508	147,230	105,647
Water, wastewater and drainage	127,324	103,012	117,772
Roads and traffic	96,994	87,024	95,979
Fire	53,089	55,022	57,913
Transit	51,568	52,488	51,268
Waste collection and disposal	35,289	28,390	34,577
Grants	22,685	8,257	16,310
Planning and development	18,225	17,952	19,750
	853,261	808,927	776,544
ANNUAL OPERATING SURPLUS	79,226	117,086	120,550
ACCUMULATED OPERATING SURPLUS, BEGINNING OF YEAR	-	2,804,984	2,684,434
ACCUMULATED OPERATING SURPLUS, END OF YEAR	\$ -	\$ 2,922,070	\$ 2,804,984

See accompanying notes to consolidated financial statements.

CONSOLIDATED STATEMENT OF REMEASUREMENT OF GAINS AND LOSSES

For the Year Ended December 31, 2025

(in thousands of dollars)

	2025	2024
Accumulated remeasurement gains, beginning of the year	\$ 24,925	\$ 17,464
Net unrealized gains attributable to:		
Portfolio investments	14,311	19,932
Amounts reclassified to the statement of operations:		
Net realized gains on portfolio investments	(10,167)	(12,471)
Accumulated remeasurement gains, end of year	\$ 29,069	\$ 24,925

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CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL DEBT

For the Year Ended December 31

(in thousands of dollars)

	Budget 2025 (Note 1j)	Actual 2025	Actual 2024
Annual operating surplus	\$ 79,226	\$ 117,086	\$ 120,550
Acquisition of tangible capital assets	-	(290,141)	(349,055)
Contribution of tangible capital assets	-	(8,436)	(5,447)
Amortization of tangible assets	-	119,355	114,340
Proceeds on disposal of tangible capital assets	-	7,154	2,033
(Gain) loss on disposal of tangible capital assets	-	(2,853)	407
	-	(174,921)	(237,722)
Net change in materials and supplies	-	83	(590)
Net change in prepaid	-	(137)	(247)
Net change in remeasurement gains	-	4,144	7,461
	-	4,090	6,624
Decrease in net financial assets	79,226	(53,745)	(110,548)
NET FINANCIAL DEBT, BEGINNING OF YEAR	(136,773)	(136,773)	(26,225)
NET FINANCIAL DEBT, END OF YEAR	\$ (57,547)	\$ (190,518)	\$ (136,773)

See accompanying notes to consolidated financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Year Ended December 31

(in thousands of dollars)

	2025	2024
CASH FLOWS FROM OPERATING ACTIVITIES:		
Annual operating surplus	\$ 117,086	\$ 120,550
Non-cash items		
Amortization of tangible capital assets	119,355	114,340
(Gain) loss on disposal of tangible capital assets	(2,853)	407
Contribution of tangible capital assets	(8,436)	(5,447)
Gains on investments	(10,167)	(12,471)
Net change in non-cash working capital balances		
Decrease in accounts receivable	3,982	29,713
Increase in taxes receivable	(9,056)	(4,567)
Decrease in land inventory	1,456	2,979
Increase (decrease) in accounts payable and accrued liabilities	11,894	(531)
(Decrease) increase in taxes payable to school boards	(7,547)	5,799
Decrease in Government of Canada liability	-	(8,953)
Increase (decrease) in deferred revenue	17,780	(12,653)
Increase (decrease) in capital lease obligations	79	(551)
Increase in employee benefit obligations	5,719	7,345
(Decrease) increase in asset retirement obligations	(23,498)	5,084
Decrease (increase) in materials and supplies	83	(590)
Increase in prepaid	(137)	(247)
Increase in contaminated sites	4,410	-
	220,150	240,207
CASH FLOWS USED IN CAPITAL ACTIVITIES:		
Acquisition of tangible capital assets (Note 12)	(290,141)	(349,055)
Proceeds on disposal of tangible capital assets	7,154	2,033
	(282,987)	(347,022)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of investments	(100,000)	(25,900)
Proceeds on sale of investments	9,774	121,526
	(90,226)	95,626
CASH FLOWS USED IN FINANCING ACTIVITIES:		
Debt issued	115,000	140,700
Repayment of long-term debt	(16,694)	(13,816)
Bank indebtedness	(2,711)	(1,461)
	95,595	125,423
(DECREASE) INCREASE IN CASH	(57,468)	114,234
CASH, BEGINNING OF YEAR	183,835	69,601
CASH, END OF YEAR	\$ 126,367	\$ 183,835

Cash and cash equivalents consist of the following:

Cash	\$ 121,301	\$ 181,285
Restricted cash	5,066	2,550
	\$ 126,367	\$ 183,835

See accompanying notes to consolidated financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31

(in thousands of dollars)

The City of Regina (the City) is a municipality in the Province of Saskatchewan, Canada and operates under the provisions of *The Cities Act*.

1. SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the City of Regina are prepared by management in accordance with Canadian Public Sector Accounting Standards (PSAS). Significant aspects of the accounting policies adopted by the City are as follows:

a. Basis of consolidation

The consolidated financial statements reflect the assets, liabilities, revenues, expenses, changes in accumulated surplus, changes in net financial assets, cash flows and the net remeasurement gains (losses) for the year of the reporting entity. The reporting entity is comprised of all organizations and enterprises which are controlled by the City, namely:

- General operating and capital funds
- Water and sewer utility operating and capital funds
- Buffalo Pound Water Treatment Corporation (BPWTC)
- Economic Development Regina Inc. (EDR)
- Regina Downtown Business Improvement District (RDBID)
- Regina Public Library Board (RPL)
- Regina's Warehouse Business Improvement District (RWBID)
- The Regina Exhibition Association Limited (REAL)

Inter departmental and inter organizational transactions and balances have been eliminated.

On January 1, 2016 the City of Regina and the City of Moose Jaw incorporated a non-profit corporation under the *Non-Profit Corporations Act, 1995 (Saskatchewan)*. The City has a 74 per cent interest in the Buffalo Pound Water Treatment Corporation (BPWTC) which has been proportionately consolidated.

The Regina Public Library Board has a 21.11 per cent (2025 - 21.88 per cent) interest in the Saskatchewan Information and Library Services Consortium Inc. (SILS) and a 5.79 per cent interest in mamaweyatitan centre, which has been proportionately consolidated.

On January 1, 2016, Economic Development Regina Inc. (EDR) incorporated under *The Non-Profit Corporations Act, 1995*, with the City of Regina as its sole voting member.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

a. Basis of consolidation (Continued)

The Regina Exhibition Association Limited (REAL) was incorporated in 1907 pursuant to an act of the Legislature of the Province of Saskatchewan, being C. 41, Statutes of Saskatchewan and transitioned to *The Non-profit Corporations Act, 1995 (Saskatchewan)* on January 1, 2014.

The Community & Social Impact Regina Inc. (CSIR) was incorporated on September 13, 2022 as a controlled corporation pursuant to the *Cities Act* and *The Non-Profit Corporations Act, 1995 (Saskatchewan)*, with the City of Regina as its sole voting member. At a meeting of City Council on February 5, 2025, the City Council passed a special resolution of dissolution of CSIR. This dissolution was completed by June 27, 2025.

b. Revenue recognition

Revenue from transactions with performance obligations are recognized when the City satisfies a performance obligation by providing the promised goods or services to a payor. The performance obligation is evaluated as being satisfied either over a period of time or at a point in time.

The City receives revenue from licenses, fines and levies as well as interest and penalties that are deemed to be non-exchange transactions. These non-exchange transactions have no performance obligations and are recognized at their realizable value when the City has the authority to claim or retain economic inflows based on a past transaction or event giving rise to an asset.

Property tax revenues are recorded at the time tax billings are issued. Property tax revenue is based on assessments determined in accordance with provincial legislation and the formulas, principles and rules in the Saskatchewan Assessment Manual. Tax mill rates are established annually. Taxation revenues are recorded net of a provision for potential losses on outstanding assessment appeals and uncollected taxes. By their nature, these provisions are subject to measurement uncertainty and the impact on the consolidated financial statements of future periods could be material (Note 15). Penalties on overdue taxes are recorded in the period levied.

Electrical distribution revenue consists of the municipal surcharge and payments in lieu of taxes received from SaskPower. The municipal surcharge revenue and payments in lieu of taxes are equal to 10 per cent and 5 per cent, respectively of the value of the supply of electrical energy provided by SaskPower to customers within the City limits.

Gas distribution revenue mainly consists of the payments in lieu of taxes received from SaskEnergy and TransGas. The payment in lieu of taxes received from SaskEnergy is equal to 5 per cent of the fees levied by SaskEnergy to customers within the City limits. The payment in lieu of taxes received from TransGas is equal to 5 per cent of the transportation fees and the deemed value of the gas transmitted by TransGas to consumers within the City limits. Pursuant to an agreement with the City for two major consumers who are served by TransGas, the 5 per cent payments to the City in lieu of taxes are based on the transportation costs and the deemed value of the fuel stock consumed.

Government transfers are recognized in the consolidated financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, eligibility criteria have been met and reasonable estimates of the amounts can be made. Prior to that time, any amounts received are recorded as deferred revenue.

Donated or contributed capital assets are recorded at fair value at the date of contribution.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

c. Expense recognition

Expenses are recorded using the accrual basis of accounting whereby expenses are recognized as they are incurred and measurable based upon receipt of goods and services and/or the legal obligation to pay.

d. Use of estimates

The preparation of consolidated financial statements in conformity with PSAS requires management to make estimates and use assumptions that affect the reported amounts of assets and liabilities at the date of the consolidated financial statements and reported amounts of revenues and expenses during the year. Actual results could differ from those estimates. Significant estimates include allowance for doubtful accounts on accounts receivable and taxes receivable, accrued liabilities, employee benefit obligations, contribution of tangible capital assets, provision on tax appeals, the amortization of tangible capital assets, the allocation of costs associated with land development, contaminated sites remediation, asset retirement obligations or any provision for impairment of investment values.

e. Materials and supplies

Inventories of materials and supplies are valued at the lower of net realizable value and average cost.

f. Taxes collected for others

The City collects taxes for the Regina Separate School Board, the Regina Public School Board and the Global Transportation Hub Authority. These taxes, which are not included in the City's financial results, are remitted to the respective entities less an amount to offset cancellations relating to school taxes and the City's cost in carrying the receivables.

g. Deferred revenue

The City receives servicing agreement fees, payments in lieu of parking and payments in lieu of dedication of land for public reserve under the authority of provincial legislation and City bylaws. The City also receives special taxes levied pursuant to Section 275 of *The Cities Act*, which are to be expended on alley maintenance. As well, the City receives various government grants for special programs offered by either the Provincial or Federal governments and also receives deposits on lots. These funds are restricted as to their use and are not recognized as revenue until the fiscal period in which they are used to make qualifying expenses.

Deferred revenue also includes monies received in advance for taxes, transit passes, servicing and sub-division revenue, prepaid cemetery revenue and pre-season sales from the various recreational facilities.

h. Employee benefit plans

The City participates in contributory defined benefit or defined contribution pension plans for virtually all of its employees. Under the defined contribution plan, the City's obligations are limited to its contributions. These contributions are expensed in the period in which they are due and payable.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

h. Employee benefit plans (Continued)

Costs related to defined benefit pension plans considered to be single-employer plans are recognized when earned by plan members. Pension benefit obligations are actuarially determined using the projected benefit method prorated on service and the pension plan administrator's best estimate of expected salary and benefit escalation and retirement ages of employees. Market rates are used to measure the accrued benefit obligation, as well as the assets of the pension plans. Actuarial gains and losses on pension obligations and/or pension fund assets are amortized over the average remaining service life of the related employee groups.

For defined benefit plans considered to be multiemployer plans, contributions are expensed when they are due and payable.

The City has various post-employment benefits and termination benefit obligations earned by employees and expected to be provided to them when they are no longer providing active service.

The obligations for vested sick leave, service or retirement allowances and other post employment benefits have been determined on an actuarial basis. The obligations for vacation pay and banked time in lieu of overtime have been accounted for at an undiscounted value at the current rate of pay.

i. Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

General	
Land improvements	10 to 80 years
Buildings and building improvements	15 to 129 years
Vehicles and equipment	
Fire trucks and buses	5 to 20 years
Police vehicles	4 to 10 years
Other vehicles	2 to 25 years
Equipment	4 to 50 years
Office and information technology	
Hardware	2 to 15 years
Software	2 to 10 years
Other	7 to 25 years
Infrastructure	
Plants and facilities	5 to 100 years
Roads	1 to 40 years

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

i. Tangible capital assets (Continued)

Underground networks	25 to 169 years
Bridges and other structures	20 to 85 years

Assets under construction are not amortized until the asset is available for productive use. Interest on debt used to purchase tangible capital assets is not capitalized.

Tangible capital assets received as contributions, which are primarily roads and underground networks, are recorded at their fair value at the date of receipt and also are recorded as revenue. Fair value is determined based on an estimate of the cost to construct the contributed asset.

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases and recorded as tangible capital assets. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

Land under roads that is acquired other than by a purchase agreement is valued at a nominal cost. Works of art and historical treasures are not recognized in these consolidated financial statements.

j. Budget information

Budget information is presented on a basis consistent with that used for actual results. The budget was approved by Council on March 20, 2025.

k. Asset retirement obligations

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date when there is a legal obligation for the City to incur retirement costs in relation to a tangible capital asset (or component thereof), the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at December 31, 2025. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset (or component thereof). The asset retirement cost is amortized over the useful life of the related asset.

At each financial reporting date, the City reviews the carrying amount of the liability. The City recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

k. Asset retirement obligations (Continued)

The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

Under the standard, a liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset when certain criteria are met, as described in Note 12.

I. Financial instruments

The City's financial instruments are measured as follows:

Financial Statement Component	Measurement
Cash and cash equivalents	Cost
Restricted cash	Cost
Investments	Fair value
Receivables (excluding taxes)	Amortized cost
Other assets	Amortized cost
Bank indebtedness	Amortized cost
Accounts payable and accrued liabilities	Cost or amortized cost
Long-term debt	Cost or amortized cost

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized. At which time, they are transferred to the statement of operations. Investment transactions are accounted for at the trade date. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. Discounts on sinking funds are recognized using effective interest rate method.

Investment management fees are expensed as incurred.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses. When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

The Standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

Level 1 – Unadjusted quoted market prices in active markets for identical assets or liabilities.

Level 2 – Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities.

Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

I. Financial instruments (Continued)

Fair value measurements are classified in the fair value hierarchy based on the lowest level input that is significant to that fair value measurement. This assessment requires judgment, considering factors specific to an investment that may affect placement within the fair value hierarchy.

m. Foreign currency

Monetary items denominated in foreign currency are translated to Canadian dollars at exchange rates in effect as at December 31 and non-monetary items are translated at rate of exchange in effect when the assets were acquired or obligations incurred. Revenue and expenses are translated at rates in effect at the time of the transactions or at rates of exchange established by the terms of the forward foreign exchange contract. Gains (losses) on foreign currency translation are included as revenue (expenses).

n. Land inventory

Land for resale is recorded at the lower of cost and net realizable value. Cost includes amounts for land acquisition and improvements to prepare the land for sale or servicing.

o. Loan guarantees

Periodically the City provides loan guarantees on specific debt issued by related authorities and other entities not consolidated in the City's financial statements. Loan guarantees are accounted for as contingent liabilities and no amounts are accrued in the consolidated financial statements of the City until the City considers it likely that the borrower will default on the specified loan obligation. Should a default occur, the City's liability would be recorded in the consolidated financial statements.

p. Public Private Partnerships

When the City enters into a public private partnership arrangement an infrastructure asset is recognized and measured at the cost of acquiring and constructing the asset, when determinable. Otherwise, the infrastructure asset is measured at its fair value. Depending on the structure of the agreement, the City also records either a financial liability or performance obligation at an amount that is equal to infrastructure asset.

Where a financial liability arises in the arrangement, it is recognized when the private sector partner designs, builds, finances, operates and maintains the infrastructure in exchange for a contractual right to receive cash. Whereas, where the City has granted the private sector partner the right to earn revenue in exchange for the design, build acquisition, or betterment of infrastructure, a performance obligation is recognized.

At each reporting date the infrastructure asset(s) are amortized using a rational and systematic manner over its useful life. Where a financial liability arises, it is subsequently measured at amortized cost using the effective interest method. Where a performance obligation arises, the City recognizes revenue and the liability is reduced in accordance with PS 3400 Revenue when the obligation is satisfied.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

q. Contaminated Sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic, or radioactive material or live organism that exceeds the environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of contaminated sites is recognized when all conditions are met of there being an environmental standard and the contamination exceeds that standard, the municipality accepts or is directly responsible, future benefits are expected to be given up and a reasonable estimate can be made.

2. FUTURE ACCOUNTING PRONCEMENTS

Effective January 1, 2027, the City will adopt the new Conceptual Framework for Financial Reporting in the Public Sector (Conceptual Framework) and PS 1202 – Financial Statement Presentation. The City continues to assess the impact on the consolidated financial statements.

i. Revised Conceptual Framework

The Conceptual Framework defines the nature, function and scope of financial accounting and reporting in the public sector. It serves as the foundation for developing PSAS and applying professional judgment. This framework will replace the conceptual components of PS 1000 – Financial Statement Concepts and PS 1100 – Financial Statement Objectives.

ii. PS 1202 - Financial Statement Presentation

The Financial Statement Presentation (PS 1202) standard establishes the general and specific requirements for presenting information in government consolidated financial statements. Its principles are based on the concepts outlined in the Conceptual Framework, ensuring consistency and transparency in financial reporting.

3. RESTRICTED CASH

Regina Exhibition Association Limited collects ticket proceeds on behalf of event organizers and these restricted funds will be used to settle the corresponding liability. During the year, Regina Exhibition Association Limited held restricted cash of \$5,066 (2024 - \$2,550) with an equal and corresponding amount in accounts payable and accrued liabilities. The restricted cash is generally settled with the event organizers within 30 days following the related event.

4. ACCOUNTS RECEIVABLE

	2025	2024
Trade and other receivable	48,295	48,705
Water and sewer receivable	24,762	26,160
Allowance for doubtful accounts	(8,884)	(6,710)
	64,173	68,155

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

5. TAXES RECEIVABLE

	2025	2024
Taxes receivable	41,361	29,573
Allowance for doubtful accounts	(11,182)	(8,450)
	30,179	21,123

6. PORTFOLIO INVESTMENTS

Long-term investments include investments in a pooled bond fund. The portfolio investments are all measured subsequent to initial recognition at fair value and are categorized as Level 1 investments as the fair value is based on quoted markets.

	MARKET VALUE	
	2025	2024
Investments	473,607	369,070

The investments are managed by an external investment manager in holdings of which may include equities, government and corporate bonds, commercial mortgages and Canadian Real Estate. The average yield earned from investments was 5.36 per cent (2024 - 6.42 per cent). Included in the investment balance are two sinking fund investments with a balance of \$3,580 (2024 - \$0).

7. LAND INVENTORY

Property acquired through the tax enforcement process and held for sale is recorded at the lesser of cost and net realizable value. Cost is equal to the outstanding taxes including any applicable penalties, as well as the costs incurred in acquiring the land. Land acquired other than through the tax enforcement process and held for re-sale is recorded at the lower of cost or net realizable value. Land inventory also includes acquisition costs of the land and the improvements to prepare the land for sale or servicing.

	2025	2024
Land inventory	17,066	18,522

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

8. LONG-TERM DEBT

Bank indebtedness

Pursuant to *The Regina Administration Bylaw No. 2003-69*, the City can incur bank indebtedness. Interest on this indebtedness is calculated at the prime rate of interest less 0.55 per cent, payable monthly and the City has pledged certain revenues as security for the debt obligation. REAL has an authorized line of credit with Royal Bank of Canada for \$6,800 at a rate of prime - 0.30 per cent, at December 31, 2025 there is an amount of \$932 (2024 - \$3,643) outstanding on the line of credit. The City has access to an unsecured line of credit of up to \$10,000 to cover any bank overdrafts arising from day to day cash transactions.

Debenture debt

The City's long-term debt consists of \$288,141 (2025 - \$180,088) of unsecured debentures issued as fully registered certificates and held by The Canadian Depository for Securities Ltd. (CDS), on behalf of beneficial owners as direct and indirect participants of CDS. An additional \$75,454 (2024 - \$77,973) is held by the Municipal Funding Corporation. The debentures are issued for 10 or 30-year terms with principal payable either annually or semi-annually and interest payable semi-annually. During the year, the City issued an additional \$114,100 sinking fund debenture through CDS to provide for the orderly retirement of sinking fund debentures. The City is expected to annually deposit \$1,966 in addition to the previous \$1,710 into the sinking fund managed by the City's external investment manager which started in 2025.

Obligation under long-term financing agreement – Public Private Partnership (P3)

The long-term debt represents the deferred capital payments portion of the Wastewater Treatment Plant (WWTP) based on the terms of the P3 agreement. The City amortizes the accumulated cost of the completed project over its useful life, expenses the annual interest cost and settles the long-term liability over the term of the P3 project agreement. The City has \$63,814 (2025 - \$65,759) of deferred capital payments that it has recorded as long-term debt. The long-term debt has a 27-year term with principal and interest payable monthly. The entire principal is due 2044.

Term loan

BPWTC entered into a non-revolving term loan for \$45,000 and an interest rate swap agreement with the Bank of Montreal for a 25 year term to fix the interest rate at 3.46 per cent. The term loan is subject to renewal on November 30, 2027. BPWTC also entered into a term loan of \$60,000 payable to TD bank based on a 20-year mortgage style amortization with an interest rate fixed at 3.09 per cent through an interest rate swap and matures on December 1, 2041. BPWTC entered into a non-revolving term loan and an interest rate swap agreement with Royal Bank of Canada for a 25 year term loan to fix the interest rate at 5.39 per cent and matures on June 28, 2049. The City has guaranteed its proportionate share of each of the respective term loans.

REAL has entered into callable term loans that are due on demand with Royal Bank of Canada. The interest rate is paid monthly at prime - 0.30 per cent with loans due May 2026, December 2033, and August 2034. The City has guaranteed all credit facilities with Royal Bank of Canada.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

8. LONG-TERM DEBT (CONTINUED)

	2025	2024
City of Regina unsecured debentures and loan		
Operating fund - general municipal long-term debt	363,595	258,061
WWTP debt - long-term	63,814	65,759
BPWTC term loan	102,622	106,320
REAL callable term loans due on demand	8,281	9,866
Total debt	538,312	440,006
Authorized debt limit	890,000	660,000
Interest rates	4.0-5.0%	2.0-5.4%
Interest costs for year	21,349	15,023

The long-term debt is repayable as follows:

2026	13,925
2027	14,446
2028	14,771
2029	15,374
2029-2054	479,796
	538,312

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

9. DEFERRED REVENUE

	December 31, 2024	Externally restricted inflows	Revenue earned	December 31, 2025
The Community Canada Building Fund	7,009	14,510	(9,737)	11,782
Servicing agreement fees	34,263	10,148	(4,967)	39,444
Property taxes	1,944	2,599	(1,944)	2,599
Paved alleys	177	155	(42)	290
Gravel alleys	-	-	(161)	(161)
Cemetery internments	983	184	(138)	1,029
REAL	4,389	-	(349)	4,040
Other	33,789	37,571	(30,049)	41,311
	82,554	65,167	(47,387)	100,334

10. CAPITAL LEASE OBLIGATIONS

The following is a schedule of future minimum lease payments under capital leases for computer equipment, software and building contracts along with the balance of the capital lease obligation:

2026	685
2027	462
2028	230
2029	102
	1,479

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

11. EMPLOYEE BENEFIT OBLIGATIONS

The City's employee benefit obligations to be funded in the future are as follows:

	Total 2025	Total 2024
Defined benefit pension plans		
Regina Police Superannuation and Benefits Plan	35,067	32,123
RPPP Supplemental Pension Plan	3,307	3,249
	38,374	35,372
Other benefit plans		
Termination payments	26,417	26,296
Continuation of group life, medical and dental benefits	12,099	10,940
	38,516	37,236
Other plans and arrangements		
Vacation	19,951	19,014
Overtime	6,641	6,185
Group life, medical and dental plans	852	808
	27,444	26,007
	104,334	98,615

a. Defined benefit pension plans

The Regina Police Superannuation and Benefits Plan is a defined benefit pension plan. As required by provincial legislation, an actuarial funding valuation is completed at least triennially.

By Memorandum of Agreement dated January 21, 2013, the City and the Employees' Pension Committee agreed to freeze the Regina Police Pension Plan (RPPP) as of June 30, 2014 and to establish the Target Retirement Income Plan (TRIP) for the Regina Police Service as of July 1, 2014. All active members in the RPPP moved over to the TRIP for service on or after July 1, 2014. There are no longer any active members accruing service in the RPPP.

Effective July 1, 2014, the Regina Police Superannuation and Benefits Pension Plan was amended per Amendment 2014-1 which served to close the plan to new entrants, freeze pensionable service, cease employee contributions and change the cost sharing arrangement of the Plan, such that the City assumes full responsibility for all past and future unfunded liabilities in the plan. Prior to this amendment, and as shown in the consolidated financial statements for prior years, the City was responsible for reporting approximately 51 per cent of the Plan's accrued benefit liability. As a result of the amendment to the Plan effective July 1, 2014, the City is now responsible for reporting 100 per cent of the Plan's accrued benefit liability and assets.

An actuarial valuation of the defined benefit pension plans is performed using the projected benefit method prorated on service to determine the accrued benefit obligation and the expense to be recognized in the consolidated financial

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

11. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

a. Defined benefit pension plans (Continued) statements.

The results of the most recent actuarial valuations and significant assumptions utilized in these valuations are as follows:

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan	Total 2025	Total 2024
Fair value of plan assets, beginning of year	162,298	310,600	-	472,898	444,539
Employees' contributions	7,599	-	-	7,599	6,907
Employer contributions	7,529	5,418	-	12,947	11,951
Actual return on plan assets	5,961	5,269	-	11,230	31,953
Less benefits paid	(2,347)	(21,177)	-	(23,524)	(22,452)
Fair value of plan assets, end of year	181,040	300,110	-	481,150	472,898
Accrued benefit obligation, beginning of year	129,513	372,424	4,032	505,969	478,906
Current period benefit cost	13,559	-	-	13,559	12,110
Interest on accrued benefit obligation	8,850	21,167	227	30,244	29,258
Actuarial loss (gain)	3,474	(2,025)	(29)	1,420	8,439
Less benefits paid	(2,347)	(21,177)	(312)	(23,836)	(22,744)
Accrued benefit obligation, end of year	153,049	370,389	3,918	527,356	505,969
Funded status, plan surplus (deficit)	27,991	(70,279)	(3,918)	(46,206)	(33,071)
Valuation allowance	(27,991)	-	-	(27,991)	(24,360)
Unamortized net actuarial loss (gain)	-	35,212	611	35,823	22,059
Accrued benefit asset (liability)	-	(35,067)	(3,307)	(38,374)	(35,372)

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

11. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan	Total 2025	Total 2024
Current period benefit cost	13,559	-	-	13,559	12,110
Amortization of actuarial (gain) loss	(956)	4,904	143	4,091	3,528
Employee contributions	(7,599)	-	-	(7,599)	(6,907)
Interest expense	8,850	21,167	227	30,244	29,258
Expected return on plan assets	(11,049)	(17,709)	-	(28,758)	(27,631)
Change in valuation allowance	3,631	-	-	3,631	4,769
Benefit expense	6,436	8,362	370	15,168	15,127

The actuarial valuations were performed by Eckler.

	Target Retirement Income Plan	Police Pension Plan	RPPP Supplemental Pension Plan
Date of most recent valuation	Dec. 31, 2024	Dec. 31, 2024	Dec. 31, 2023
Discount rate - end of period (%)	6.55	5.9	5.9
Long term inflation rate (%)	2.25	2.25	2.25
Expected long term rate of return on plan assets (%)	6.55	1.3	n/a
Long term salary increase (%)	2.75	2.75	2.75
Expected average remaining service years	11.22	6.9	7.4
Contribution rate as a percentage of salary:			
	6.80% up to the YMPE and 10.70% above YMPE		
Members post July 1, 2014		0.00%	n/a
City post July 1, 2014	8.5%	6.19%	n/a

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

11. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

b. Other benefit plans

Pursuant to union agreements, eligible employees are entitled to termination payments based upon their unused sick leave or years of service.

Group life, medical and dental benefits represents the obligation for the continuation of group life insurance, dental and medical benefits for employees on long-term disability and the City's share of group life insurance for early retirees.

Retirees may continue group life insurance coverage to age 65 on a 50 per cent cost-shared basis with the City. Employee and employer premiums for continuation of group life insurance for employees on long-term disability are fully funded through contributions maintained in a reserve. Medical and dental coverage for employees on long-term disability is provided on a 50 per cent cost shared basis between the employee and employer.

A group life insurance plan is administered by Manulife on a self-insured basis, with a stop loss provision limiting losses to claims in excess of 150 per cent of premiums for any calendar year. The primary components of the plan are funded equally by employer and employees. Dental and medical plans are also provided for most employees on a cost-shared or employer-funded basis.

For group life insurance, the balance of the employer and employee premiums collected in excess of claims are held in group insurance reserves, which are intended for future benefits and stabilization of premiums. The employer's portion of the obligations under the group insurance plan that will be funded from the reserves is reflected in Other Benefit Plans. Amounts held in the reserves that reflect obligations to be funded from employee contributions have been included in Accounts Payable and Accrued Liabilities. The balance of the group life insurance reserves, after reflecting the liabilities for the employee and employer share of future obligations is \$10,046 (2025 - \$10,119). This amount has been included in Group Benefits reserves (Note 16).

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

11. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

Actuarial valuations are performed to determine the accrued benefit obligation and the expense to be recognized in the consolidated financial statements. The results of and significant assumptions utilized in these valuations are as follows:

	City employees	Library employees	Group life, medical and dental plans	Total 2025	Total 2024
Accrued benefit obligation, beginning of year	25,593	518	10,940	37,051	34,209
Current period benefit cost	1,829	29	1,897	3,755	2,681
Interest on accrued benefit obligation	1,012	19	431	1,462	1,396
Actuarial gain	250	(133)	111	228	1,592
Less benefits paid	(2,962)	-	(1,280)	(4,242)	(2,827)
Unamortized net actuarial loss	-	262	-	262	185
Accrued benefit liability - unfunded	25,722	695	12,099	38,516	37,236
Current period benefit cost	1,829	29	-	1,858	1,643
Amortization of actuarial loss (gain)	191	(55)	-	136	66
Interest expense	1,012	18	-	1,030	1,005
Benefit expense	3,032	(8)	-	3,024	2,714

	ECKLER*	AON	Mercer
Date of most recent valuation	Dec 31, 2023	Dec 31, 2025	Dec 31, 2022
Discount rate (%)	3.8	3.2	4.2
Rate of compensation increase (%)	2.75-3.25	2.5	2.25
Expected average remaining service years	6-14	10	n/a

*AON provided a full valuation as at December 31, 2023, Eckler extrapolated that valuation to estimate the 2025 amounts.

c. Other plans and arrangements

Employees are entitled to vacation pay and overtime as outlined in administrative policies and/or contractual agreements. The liability for these benefits is determined using current rates of pay and is undiscounted.

Out-of-scope employees are contractually entitled to certain pensions and termination payments. BPWTC employees are entitled to termination payments based upon years of service or unused sick leave. Benefits start to vest after 10 years of service and are recognized as expenses when they are vested.

Group life, medical and dental plans represents the liability for claims in progress and claim fluctuations under those plans at the end of the year.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

11. EMPLOYEE BENEFIT OBLIGATIONS (CONTINUED)

d. Multiemployer defined benefit plans

Two multiemployer defined benefit plans provide benefits to employees of the City of Regina, the Regina Qu'Appelle Health Region (the Regina General Hospital Division and Community Health Division), Buffalo Pound Water Treatment Corporation, Regina Public Library and the non-teaching staff of the Board of Education of the Regina School Division No. 4 of Saskatchewan. The following represents the amounts for these plans:

	Superannuation & Benefit Plan	Long-Term Disability Plan	Total 2025	Total 2024
Surplus of plan assets over benefit obligation per plan financial statements	252,531	15,209	267,740	264,637
Contribution rate as a percentage of salary:				
Members	8.25 - 12.25%	0.46%		
Employers	8.25 - 12.25%	0.46%		
Date of most recent actuarial valuation	Dec 31, 2024	Dec 31, 2024		

The contributions by the participating employers are not segregated in separate accounts or restricted to provide benefits to the employees of a particular employer. The portion of the annual benefit costs and of the asset surpluses (deficits) that are attributable to the City cannot be easily determined. Accordingly, the multiemployer plans are accounted for on the defined contribution basis. No portion of the asset (deficit) surplus of the plans are recognized in these consolidated financial statements. The benefit expense reflected in the consolidated financial statements is equal to the City's contributions for the year.

A valuation was performed as at December 31, 2023 establishing a minimum funding requirement. In accordance with the Minimum Funding Regulations and the Plan's funding policy, the unfunded liability determined by the December 31, 2023 valuation is amortized over a period of no more than 20 years which began January 1, 2016. The cost sharing arrangement was amended such that 60 per cent of the unfunded liability for service prior to January 1, 2016 was to be funded by the participating employer contributions and 40 per cent from employee contributions.

e. Defined contribution pension plan

The Casual Employees' Superannuation and Elected Officials' Money Purchase Pension Plan is a defined contribution plan. Pension fund assets are invested in marketable investments of organizations external to the City. Benefit expense is limited to the City's contributions to the plan.

	2025	2024
Casual employee members' contribution rate	3.00%	3.00%
Elected official members' contribution rate	6.95%	6.95%
Members' contributions	387	339
Benefit expense	387	339

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

12. ASSET RETIREMENT OBLIGATIONS

The City's asset retirement obligations, recognized under PS 3280 – Asset Retirement Obligations, is comprised of the following:

a. Landfill obligation

The City owns and operates a number of landfill sites. The Municipal Refuse Management Regulations, 1986 requires closure and post-closure care of solid waste landfill sites. Closure care includes final covering and landscaping of the landfill and implementation of drainage and gas management plans. Post closure care requirements include cap maintenance, groundwater monitoring, gas management system operations, inspections and annual reports. The costs were based upon the presently known obligations, obtained through a January 2026 assessment, that will exist at the estimated year of closure (2053) of the sites and for 40 years post this date. The landfill had an estimated useful life of 80 years when the construction of the initial cells of the new landfill were completed in 2011. Post-closure care is estimated to be required for 40 years from the date of site closure. These costs were discounted to December 31, 2025.

Landfill closure and post-closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of groundwater and leachates from the site, ongoing environment monitoring, site inspection and maintenance. The liability recognized in the consolidated financial statements is subject to measurement uncertainty. The recognized amounts are based on the City's best information and judgment. Amounts could change by more than a material amount in the long term.

The unfunded liability for the landfill will be paid for per the annual approved budget where capital expenditures will be funded from the Solid waste reserve and operational expenses will be funded through the operating budget, resulting in a reduction in the transfer to the Solid waste reserve.

The landfill asset retirement obligation was calculated using the 30 year discount rate of 4.70 per cent (2024 - 4.64 per cent).

b. Asbestos obligation

The City owns and operates several buildings that are known to have asbestos, which represents a health hazard upon demolition or renovation of the building. The Occupational Health and Safety Regulations, 1996 outlines the legal obligation to remove it. The City has recognized an obligation relating to the removal of the asbestos in these buildings. The costs were based upon the presently known obligations obtained through assessments. The majority of buildings will be remediated at intervals over the next 30 years. These costs were discounted to December 31, 2025.

c. Storage tank obligation

The City owns and operates several storage tanks which represents a risk of ground contamination due to leaks and corrosion. The Hazardous Substances and Waste Dangerous Goods Regulations outlines the legal obligation to remove the tanks and clean up the surrounding soil. The City recognized an obligation relating to the removal of the tanks and the surrounding soil remediation. The costs were based upon the presently known obligations obtained through assessments. The storage tanks will be remediated at intervals over the next 30 years. These costs were discounted to December 31, 2025.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

12. ASSET RETIREMENT OBLIGATIONS (Continued)

In subsequent periods, the asset retirement obligations are adjusted for accretion. The accretion rate used for 2025 is 4.7 per cent for landfill, 4.7 per cent for buildings and 4.7 per cent for storage tanks (2024 - 6.64 per cent; 4.69 per cent; 4.69 per cent respectively). The Regina Public Library applies an accretion rate of 2 per cent, while Regina Exhibition Association Ltd. applies an accretion rate of 4.15 per cent.

Changes to asset retirement obligations in the year are as follows:

	2024		2025		Ending Balance
	Opening Balance	Liability Incurred (Settled)	Revisions in Estimate	Accretion Expense	
City of Regina					
Buildings (Asbestos)	9,287	(30)	(3,807)	685	6,135
Vehicles & Equipment (Storage Tanks)	3,050	-	(552)	88	2,586
Landfill	45,942	-	(19,860)	1,250	27,332
	58,279	(30)	(24,219)	2,023	36,053
Regina Public Library					
Buildings (Asbestos)	1,083	-	-	22	1,105
Regina Exhibition Association Limited					
Building (Asbestos)	-	-	552	23	575
Buffalo Pound Water Treatment Corporation					
Building (Asbestos)	2,089	(2,611)	742	-	220
	61,451	(2,641)	(22,925)	2,068	37,953

During the year, the City reviewed the model supporting the provision for its asset retirement obligations. The model was revised to reflect the current economic conditions. The City also obtained an updated valuation of its landfill retirement obligation for 2025. The impact of the economic revisions and updated valuation on the City's asset retirement obligations resulted in a \$24,219 reduction to the asset retirement obligation of which \$10,320 was recorded as a reduction to the cost of the original related tangible capital assets and \$13,899 was recognized as a current year recovery.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

13. CONTAMINATED SITES

Contaminated site liabilities are based on internal expert assessments and/or third-party engineering reports covering estimated costs of remediating sites with known impaction for which the City is responsible for remediating. Given that the estimate of liabilities is based on a number of assumptions, such as remediation methods, historical costs and average industry remediation rates, actual costs may vary. The estimated amounts of future remediation costs are reviewed annually based on available information and governing legislation, as well as adjusted to account for annual increases in remediation costs.

The City owns a number of properties that are currently not in productive use and where impaction exceeds applicable environmental standards. While the City is responsible for each of these properties, the anticipated future land use is not known at this time for all properties. As a result, no remediation efforts have been planned for certain sites. Contaminated sites have been accrued where impaction exists above environmental standards, a reasonable estimate can be made, and the City is obligated or likely obligated to remediate.

For the properties that have been recognized most have remediation plans that are expected to commence in late 2026 or 2027. No remediation activities are required for these sites until construction or development begins. The City continues to monitor these properties and will update remediation plans and related liabilities as future land use becomes known and site conditions change.

	2025	2024
Liability for contaminated sites	4,410	-

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

14. TANGIBLE CAPITAL ASSETS

	Net Book Value	
	2025	2024
General		
Land	170,474	167,577
Land improvements	91,616	106,250
Buildings and building improvements	506,892	499,076
Vehicles and equipment	217,586	195,100
Office and information technology	48,283	11,268
Infrastructure		
Plants and facilities	465,293	371,197
Roads	459,844	455,964
Underground and other networks	744,233	639,833
Bridges and other structures	64,186	57,649
	2,768,407	2,503,914
Assets under construction	354,430	444,002
	3,122,837	2,947,916

Tangible capital assets contributed to the City totaled \$8,436 (2025 - \$5,447), which were capitalized and recorded as revenue at their fair value at the time of receipt. The breakdown of contributed assets is as follows:

	2025	2024
Land	44	-
Underground and other networks	2,712	1,716
Vehicles and equipment	10	62
Roads	5,670	3,669
	8,436	5,447

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

15. ACCUMULATED OPERATING SURPLUS

Accumulated operating surplus represents the equity of an organization. In determining accumulated operating surplus, revenue and expenses are recognized as they are earned and incurred, according to PSAS. Council, through its annual budget process and other policies and bylaws, may fund certain amounts on a basis that differs from the expense recognition basis prescribed by PSAS.

Unappropriated surplus represents equity relating to certain entities consolidated within the City's financial statements that have not been designated for a specific use by that entity.

Appropriations for capital projects and reserves represent amounts that are internally restricted for specific purposes.

Obligations to be funded from future revenues represent amounts recognized as expenses according to PSAS, that will be funded from future revenues.

Infrastructure to be funded from future service agreement fees represent infrastructure that has been constructed by the City, of which the costs are expected to be funded from future service agreement fees.

	2025	2024
Unappropriated surplus:		
Regina Downtown Business Improvement District	4	1
Economic Development Regina Inc.	328	191
Regina Public Library Board	73	50
Regina's Warehouse Business Improvement District	49	(1)
The Regina Exhibition Association Limited	(12,492)	(17,481)
Buffalo Pound Water Treatment Corporation	(18,166)	(14,834)
Community and Social Impact Regina	-	1,701
Land inventory	17,066	18,522
Tangible capital assets	3,122,837	2,947,916
Buffalo Pound Water Treatment Corporation portion of tangible capital asset financing	(69,709)	(48,157)
Regina Downtown Business Improvement District portion of tangible capital asset financing	(368)	(414)
Appropriated surplus:		
General capital projects	135,820	124,265
Utility capital projects	164,096	105,648
Buffalo Pound capital funding projects	84,457	91,419
Reserves (Note 16)	220,964	238,137
Infrastructure to be funded from future servicing agreement fees:		
Water, wastewater and drainage	(35,469)	(36,864)
Obligations to be funded from future revenues:		
Bank indebtedness (Note 8)	(932)	(3,643)
Long-term debt	(538,312)	(440,006)
Employee benefit obligations (Note 11)	(104,334)	(98,615)
Asset retirement obligations (Note 12)	(37,953)	(61,451)
Capital lease obligations (Note 10)	(1,479)	(1,400)
Liability for contaminated sites	(4,410)	-
Accumulated operating surplus	2,922,070	2,804,984

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

16. RESERVES

	2025	2024
City of Regina reserves:		
General utility reserve	74,076	112,364
RPS Community Policing Initiative Reserve	251	874
General fund reserve	21,110	20,528
Solid waste reserve	52,210	49,520
Regina revitalization initiative - stadium reserve	(3,589)	103
Land development reserve	29,250	2,439
Asset revitalization reserve	4,037	1,173
Fleet replacement reserve	916	12,666
Social development reserve	5,560	5,203
Elections & property reassessment reserve	538	497
Planning & sustainability stabilization reserve	(14,319)	(12,181)
Winter road maintenance reserve	(1,675)	15
Regina Police Service general reserve	1,771	2,411
Asphalt reserve	536	499
Community investment grants reserve	307	771
Golf course reserve	3,997	3,906
Technology reserve	394	284
mâwawêyatitân centre reserve	784	686
Employer provided parking reserve	1,713	2,677
Cemetery reserve	(761)	(884)
Intensification Infrastructure Reserve	(5,178)	(7,337)
Regina Police Service radio equipment reserve	431	394
Tourism Reserve	695	-
Heritage Incentive Reserve	184	-
City Centre Incentive Reserve	290	-
Sinking Fund Reserve	3,806	-
	177,334	196,608
Group Benefits reserves:		
Group life insurance reserve	10,046	10,119
Dental benefits reserve	1,785	2,149
Medical - City of Regina reserve	6	35
Police services premium reduction reserve	760	667
Police long-term disability reserve	479	406
	13,076	13,376
Other Entities reserves:		
Regina Public Library reserves	29,813	27,412
Regina Downtown Business Improvement District reserve	269	269
Economic Development Regina reserve	472	472
	30,554	28,153
	220,964	238,137

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

17. TAXATION

	Budget (Note 1j)	Actual	Actual
	2025	2025	2024
Total taxation revenue levied	-	513,254	489,597
Taxes levied on behalf of others:			
Regina School Division No. 4	-	(103,201)	(107,227)
Global Transportation Hub Authority	-	(4,282)	(3,970)
Regina Roman Catholic Separate School Division No. 81	-	(43,613)	(45,986)
Taxation revenue	361,824	362,158	332,414
City of Regina			
Municipal levies	313,266	311,966	286,065
Grants in lieu	16,262	17,774	16,669
Supplementary taxes	800	837	1,247
Other	(249)	(249)	(240)
	330,079	330,328	303,741
Regina Public Library			
Taxation levies	28,547	28,438	25,488
Grants in lieu	1,541	1,622	1,538
	30,088	30,060	27,026
Regina Downtown Business Improvement District levies	1,284	1,402	1,274
Regina's Warehouse Business Improvement District levies	373	368	373
	361,824	362,158	332,414

Taxation revenue is recorded net of an allowance for uncollectible outstanding taxes and a provision for potential losses on assessment appeals outstanding. As at December 31, 2025, the following amounts are reflected in the Consolidated Statement of Financial Position for these provisions:

	2025	2024
Allowance for doubtful outstanding taxes netted against taxes receivable	11,182	8,450

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

18. GOVERNMENT TRANSFERS

	Budget (Note 1j)	Actual	Actual
	2025	2025	2024
Operating transfers			
Federal	2,530	7,286	4,702
Provincial	72,515	72,234	69,799
	75,045	79,520	74,501
Capital transfers			
Federal	34,687	11,643	66,092
Provincial	36,632	16,655	4,522
	71,319	28,298	70,614
	146,364	107,818	145,115

Government transfers do not include grants in lieu of taxes received from the Federal and Provincial governments. These amounts are included with taxation revenue (Note 17).

19. FINANCIAL RISK ASSESSMENT

The City is exposed to a variety of financial risks associated with its financial instruments.

A. Market Risk

Market risk is the risk that the value of financial instruments will fluctuate because of changes in market prices. Market risk includes three types of risk: price risk, interest rate risk and foreign currency risk. All investments held by the City comply with the City's Investment Policy and set out in Schedule C to The Regina Administration Bylaw 2023-69. The policy allows for the City to follow the prudent-person principle approach to invest in a broad range of investments and requires investment to be made with care, prudence and diligence that a prudent-person acting in that capacity would use with the aim of generating reasonable income and preservation of capital.

An Investment Committee governs and provides oversight of the City's investments to ensure the objectives of the Investment Policy are achieved, such as preservation of capital, maintenance of liquidity sufficient to meet on-going financial requirements and to maximize return on investments.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

19. FINANCIAL RISK ASSESSMENT (Continued)

i. Price Risk

Price risk is the risk that the fair value or future cash flows of financial instruments will fluctuate due to changes in market prices, other than those arising from interest rate risk or currency risk. The City monitors market risk in relation to its investment portfolio, recognizing that the sensitivity of an investment to price changes increases with its maturity. Mid-term and long-term fixed income investments are more sensitive to interest rate movements, and the City estimates that the price of these investments could fluctuate by approximately ± 6 per cent with a 100 basis change in Canadian Government bond yield rate.

ii. Interest Rate Risk

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in interest rates. The City can be exposed to interest rate risk on its interest-bearing investments and debt.

The City is exposed to interest rate risk through its investment in fixed income securities. In general, investment returns on fixed income securities, including bonds and mortgage funds, are sensitive to changes in the level of interest rates, with longer-term interest-bearing securities being more sensitive to interest rate risk changes than shorter term securities. Short-term investments are estimated to change approximately +/- \$0.25 million with a one per cent change in market yield. Fixed income securities are estimated to have an approximate change of +/- \$2.2 million for the long-term portfolio with a one per cent change in market yield rate.

iii. Foreign Currency Risk

Foreign currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The City holds cash denominated in foreign currencies which is translated into Canadian dollars using the exchange rate at the reporting date. United States dollar (USD) investments account for nine per cent of the City's total investments while investment in other currencies accounted for just three per cent of total City's investment. Therefore, the City's main exposure to foreign currency risk is related to investments in foreign currencies accounting for 11.8 per cent of total investment as of December 31, 2025, cash held in USD of \$239,000 for accounts payable payments.

B. Liquidity Risk

Liquidity risk is the risk that the City will encounter difficulty in meeting their obligations as they come due. The City mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that can be converted to cash in the near-term if unexpected cash outflows arise.

The City also plans to acquire debt for large projects that are unfunded. The City is actively monitoring to remain within its debt limit set by the Saskatchewan Municipal Board. The Sinking Fund Investment account has also been established with the singular aim of ensuring liquidity at maturity of our sinking fund debentures. These investments are not redeemable until the debt's maturity.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

19. FINANCIAL RISK ASSESSMENT (Continued)

C. Credit Risk

The City is exposed to credit risk on investments arising from the potential failure of a counterparty to honor its contractual obligations. The City has credit risk in the following areas:

Cash

Credit risk associated with cash holdings is mitigated by holding cash with a federally regulated chartered bank. In the event of a bank failure, the City's cash accounts are insured through Canada Deposit Insurance Corporation for a balance up to \$100,000.

Investments

The City investment policy manages credit risk by setting limits on eligible asset classes, issuer type, bond quality and geographical exposure.

The City manages investment risk through a sound governance framework and a comprehensive investment policy. In 2021, City Council approved amendments to the City's Investment Policy which provided guidance on asset mix and risk. The policy permits the City to invest in bonds issued by the Government of Canada or a Canadian Province having a credit rating of A or better, or corporate investments having a rating of AAA or better.

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Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

20. GOVERNMENT PARTNERSHIPS

BPWTC was incorporated in 2016 as a non-profit membership corporation by the City of Regina and the City of Moose Jaw. Its purpose is to operate the assets of the Buffalo Pound Water Treatment Plant. BPWTC is responsible for reliable and efficient provision of safe, high quality and affordable drinking water to the Cities. Based on the provisions of unanimous membership agreement, BPWTC is intended to operate a full cost recovery model and is mainly funded by water rates as paid by the Cities.

The following is a schedule of relevant financial information as stated within the financial statements of BPWTC for the year ended December 31, 2025 in thousands of dollars. There are no known contractual obligations or contingencies as at December 31, 2025. These amounts represent 100 per cent of the financial position and activities:

	2025	2024
Financial assets	30,190	77,073
Financial liabilities	149,279	162,458
Net financial assets	(119,089)	(85,385)
Inventory	338	261
Tangible capital assets	398,469	355,676
Accumulated surplus	279,718	270,552
Statement of Operations		
Revenue	35,920	85,775
Expenses	26,754	26,834
Annual surplus	9,166	58,941
Accumulated surplus, beginning of year	270,552	211,611
Accumulated surplus, end of year	279,718	270,552

The financial statements shown are proportionately consolidated within the consolidated financial statements at 74 per cent, representing the City's interest in BPWTC. After eliminating inter-company transactions, the following amounts have been included in the consolidated financial statements:

	2025	2024
Statement of Financial Position		
Financial assets	22,341	57,034
Financial liabilities	110,466	120,219
Non-financial assets	295,117	263,394
Net assets	206,992	200,209
Statement of Operations		
Revenue	26,581	63,474
Expenses	19,789	19,857
Annual surplus	6,792	43,617

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

20. GOVERNMENT PARTNERSHIPS (CONTINUED)

The City of Regina and the Regina Public Library entered into a master agreement with the Board of Education of the Regina School Division No. 4 and constructed an integrated educational/library/community facility in the North Central area of the City of Regina known as the māmawēyatitān centre. The purpose of the partnership is to develop and operate a Facility as an integrated gathering place of the community and to deliver programs and services to the public. Any distribution (recovery) of annual operation surplus (deficit) is shared between the partners according to their respective usage of services.

The condensed supplementary financial information of the māmawēyatitān centre is as follows:

	2025	2024
Tangible Capital Assets	30,421	31,550

The above financial information has been proportionately consolidated with the City and the Regina Public Library's partnership share of 5.79 per cent. After adjusting the accounting policies to be consistent with those of the City's and Regina Public Library and eliminating transactions between the partnership and the City, the following amounts have been included in the consolidated financial statements:

	2025	2024
Tangible Capital Assets	8,259	8,566

21. FUNDS HELD IN TRUST

The City of Regina administers the following trusts. As related assets are not owned by the City, the trusts have been excluded from the consolidated financial statements. Following is a summary of the net assets of the trusts:

	2025	2024
Perpetual Care Trust	2,433	2,436
Williamson Driver Award	5	5
	2,438	2,441

22. CONTRACTUAL RIGHTS

1) Saskatchewan Roughrider Football Club Inc. Lease Agreement

On June 6, 2017 the City and the Saskatchewan Roughrider Football Club Inc. (SRFC) entered into a lease agreement for Mosaic Stadium. The term of the Agreement became effective as of February 13, 2017 and expires on March 31, 2047, or until earlier terminated by either party pursuant to the terms of this Agreement. The yearly lease fee is \$1,553.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

22. CONTRACTUAL RIGHTS (Continued)

2) Indoor Aquatic Centre

The City has entered into funding agreements with the Government of Canada and the Province of Saskatchewan under the Investing in Canada Infrastructure Program (ICIP) related to the Indoor Aquatic Centre. Funding is provided on a reimbursement basis for eligible project expenditures. As at December 31, 2025, the total approved funding under the signed Investing in Canada Infrastructure Agreements is \$94.0 million, comprising \$51.3 million from the Government of Canada and \$42.7 million from the Province of Saskatchewan. No reimbursements had been received as at December 31, 2025.

3) Housing Accelerator Fund

The City has entered into a funding agreement with the Canada Mortgage and Housing Corporation (CMHC) under the Housing Accelerator Fund. The agreement supports the delivery of an additional 1,100 housing units above average annual growth over a three year period ending December 31, 2026. The total approved funding is \$35.3 million, with amounts receivable subject to meeting the terms, conditions, and performance milestones outlined in the agreement. As at December 31, 2025, the total funding received to date is \$17.6 million.

23. CONTRACTUAL OBLIGATIONS

1) Wastewater Treatment Plant

As at December 31, 2025, the expected commitment related to the Wastewater Treatment Plant is \$172,615. The Wastewater Treatment Plant is a P3 project and has qualified for P3 funding from the Government of Canada. On May 29, 2014 the City announced that EPCOR Water Prairies Inc. as the preferred proponent to design, build, finance, operate and maintain the City's new Wastewater Treatment Plant. EPCOR has taken on operations for the existing facility. EPCOR will also operate the new facility until June 2044.

The payment schedule, including capital payments on long term debt, is as follows:

Year	Amount
2026	9,864
2027	9,884
2028	9,663
2029	9,404
2030 - 2044	133,800

2) māmawēyatitān centre Development Agreement

The agreement was made between the Board of Education of the Regina School Division No. 4 of Saskatchewan, the City and the Regina Public Library Board. The City and the Regina Public Library's share is 27.15 per cent.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

23. CONTRACTUAL OBLIGATIONS (Continued)

3) Taylor Field Neighbourhood

This project is the redevelopment of the area where historic Mosaic Stadium was located, \$630 has been spent as of December 31, 2025.

4) Railyard Renewal

This project is the redevelopment of the Railyard site in the City Centre, including the implementation of the Yards Neighbourhood Plan, as at December 31, 2025 \$1,340 has been spent.

5) Animal Services Agreement

The agreement made on January 1, 2015 between the City and the Regina Humane Society Inc. (RHS) for animal services and the capital cost of a new facility. The City's share is 46 per cent of the capital costs of the RHS Facility. The commitment includes an annual fee of \$1,290 for services; share of the capital cost of the facility \$12,610 of which \$2,645 was paid by the City in 2024; financing costs for the financing of the City's share; and an amount equal to 10 per cent of the value of all licenses sold or renewed through RHS.

6) Bunge Canada Inc., formerly Viterra Canada Inc.

The City entered into a Memorandum of Understanding with Bunge Canada Inc. ancillary to the Option to Purchase Agreement dated April 12, 2021 that outlined incentives provided to Bunge including: transfer of up to \$12,600 for the Land Development Reserve to fund the costs of providing water and wastewater infrastructure, paying development charges, and acquiring land for rail, water and wastewater infrastructure; transfer \$6,000 from the Asset Revitalization Reserve to fund the costs of investments in rail line development.

7) Indoor Aquatic Facility

The Indoor Aquatic Centre project is currently under construction. As at December 31, 2025, the City has approved a total project budget of \$313.6 million.

Of the 313.6 million, \$306.6 million is anticipated to be committed through future external contracts related to construction, professional services, equipment, and other project related activities.

Contracts executed to date for the Indoor Aquatic Centre do not obligate the City to the full remaining project cost. Accordingly, if the project were to be cancelled, the City would not be contractually obligated for the balance of the anticipated project expenditures beyond amounts committed or work performed at the date of cancellation.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

23. CONTRACTUAL OBLIGATIONS (Continued)

8) Water Network Expansion Project

The City has entered into a multi-year contractual commitment related to the Water Network Expansion Project, a major infrastructure initiative to support long-term population growth and maintain water service levels. The project involves the construction of a new water pumping station with integrated solar energy, new water storage reservoirs, and an 8.4-kilometre water supply main. As of December 31, 2025, \$162,658 has been expended, with an estimated total project cost of \$187,610. The remaining contractual commitment as at year-end is \$24,952, which is expected to be incurred over the remainder of the project term.

24. CONTINGENT LIABILITY

In the ordinary course of business, various claims and lawsuits are brought against the City. Provisions have been made for any claims that are likely and the amount of the potential loss can be reasonably estimated. It is the opinion of management that final determination of any other claims will not materially affect the financial position of the City.

25. SEGMENTED INFORMATION

The City is a diversified municipal government institution that provides a wide range of services to its citizens, including police, fire, public transit, and water. The organizational structure includes City Operations, Corporate Services, City Planning & Community Development, Regina Police Service, Financial Strategy & Sustainability and Communications, Service Regina & Tourism. The segmented information in these statements reflect the organizational structure described. For management reporting purposes, the City's operations and activities are organized and reported by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations. The financial activities of the City reported by Fund are included in Schedule 1. City Services are provided by groups/divisions and their activities are reported in these funds. Certain divisions that have been separately disclosed in the segmented information in Schedule 2, along with the services they provide, are as follows:

a. City Operations

The City Operations division delivers reliable services to address the fundamental needs of our community and partners. This includes providing services in the areas of transit, waste management, water, wastewater, and transportation.

The division is comprised of four departments: Roadways & Transportation, Transit, Fire & Protective Services and Water, Waste & Environmental Services.

b. Corporate Services

The Corporate Services division plans and supports organizational change that modernizes our traditional business lines and the services citizens rely on every day. Together we integrate people, strategy, process and technology to create an environment that sparks innovation, transforms services and changes our workplace culture.

This division includes: Technology, People & Organizational Culture and Facilities & Fleet.

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

25. SEGMENTED INFORMATION (Continued)

c. City Planning & Community Development

This division shapes the City's development and the quality of life residents experience by working with internal and external partners to create complete neighbourhoods, and programs and services that achieve the goals of the Official Community Plan for residents and visitors.

The division consists of four departments: Parks & Open Spaces, Recreation & Cultural Services; Planning & Development Services; and Sustainable Infrastructure.

d. Regina Police Service

Regina Police Service is responsible for the delivery of policing services within the municipality and dedicated to a safe and caring community.

e. Financial Strategy & Sustainability

The Financial Strategy & Sustainability division contributes to a customer-focused, financially sustainable city by providing strategic, equitable, and transparent tax, financial, and land management services. These high-level services are delivered via three departments: Assessment & Property Revenue Services, Finance, Financial Planning & Analysis, Treasury and Land, Real Estate & Economic Development.

f. Communications, Service Regina & Tourism

The Communications, Service Regina & Tourism division is dedicated to fostering a vibrant community through effective communication, exceptional customer service, and the promotion of tourism to Regina. This division enhances the City's brand and reputation, internal and external events, and implements strategies for internal communications to ensure that employees are informed, engaged and aligned with the City's strategies and goals.

For each reported segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information. The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in Note 1. For additional information see the Consolidated Schedule of Operations by Segment (Schedule 2).

Notes to the Financial Statements

For the Year Ended December 31, 2025

(in thousands of dollars)

26. SUBSEQUENT EVENT

Subsequent to year end, on May 6, 2026, City Council approved a non-binding agreement to sell and lease certain land, buildings, and related assets of the REAL campus to Brandt Properties Ltd. The approval authorizes Administration to negotiate and execute agreements consistent with the terms of the non-binding term sheet dated April 9, 2026. The transaction is subject to the execution of definitive agreements and other conditions. The proposed purchase price is approximately \$6.5 million and factors in a significant adjustment from the appraised value for deferred maintenance costs. Management has confirmed that the appraised value of each of the properties exceeds the carrying value as of December 31, 2025 and that the service potential of each property was not permanently reduced as of December 31, 2025. Administration has not yet finalized a sale contract with Brandt Properties Ltd.

27. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current year's presentation.

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CONSOLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION

2025 Schedule 1

For the year ended December 31

(in thousands of dollars)

	General Operating	Utility Operating	General Capital	Utility Capital	Total City of Regina
REVENUE					
Taxation	331,087	-	-	-	331,087
Fees and charges	84,672	185,167	6,788	344	276,971
Government transfers	82,628	-	23,716	-	106,344
Electrical distribution	31,643	-	-	-	31,643
Licenses, fines and levies	18,843	-	37	-	18,880
Gas distribution	6,981	-	-	-	6,981
Interest and penalties	6,712	316	-	-	7,028
Interest on investments	15,130	296	-	-	15,426
Gain on investments	10,167	-	-	-	10,167
Servicing agreement fees	674	575	2,436	6,438	10,123
Land sales	29,601	-	-	-	29,601
Property rentals	3,977	-	-	-	3,977
Other	3,710	240	949	-	4,899
Contribution of tangible capital assets	-	-	5,713	2,713	8,426
	625,825	186,594	39,639	9,495	861,553
EXPENSES					
Parks, recreation and community services	84,550	-	8,876	-	93,426
Police	128,166	-	1,748	-	129,914
Legislative and administrative services	101,074	30,975	3,390	-	135,439
Water, wastewater and drainage	-	61,006	-	15,714	76,720
Roads and traffic	37,111	-	15,243	-	52,354
Fire	51,865	-	1,523	-	53,388
Transit	46,405	-	(103)	-	46,302
Waste collection and disposal	31,578	-	(8,473)	-	23,105
Grants	24,474	-	100	-	24,574
Planning and development	17,952	-	-	-	17,952
Amortization	-	-	81,699	25,802	107,501
Accretion	2,023	-	-	-	2,023
	525,198	91,981	104,003	41,516	762,698
Annual surplus	100,627	94,613	(64,364)	(32,021)	98,855

CONSOLIDATED STATEMENT OF OPERATIONS BY FUND AND ORGANIZATION

2025 Schedule 1

For the year ended December 31

(in thousands of dollars)

RDBID	EDR	BPWTC	RPL	RWBID	REAL	Consolidation adjustments	Consolidated 2025
1,403	-	-	30,060	368	-	(760)	362,158
-	2,753	22,397	478	-	35,939	(32,262)	306,276
373	-	3,066	1,143	-	7,522	(10,630)	107,818
-	-	-	-	-	-	-	31,643
-	-	-	-	-	-	-	18,880
-	-	-	-	-	-	-	6,981
-	-	-	1,070	-	-	-	8,098
-	-	962	-	-	-	-	16,388
-	-	-	-	-	-	-	10,167
-	-	-	-	-	-	-	10,123
-	-	-	-	-	-	-	29,601
-	-	-	-	-	-	-	3,977
2,365	-	155	-	30	-	(1,982)	5,467
10	-	-	-	-	-	-	8,436
4,151	2,753	26,580	32,751	398	43,461	(45,634)	926,013
3,712	2,593	-	25,584	348	35,796	(10,372)	151,087
-	-	-	-	-	-	-	129,914
-	-	-	-	-	-	(3,838)	131,601
-	-	16,123	-	-	-	(19,299)	73,544
-	-	-	-	-	-	-	52,354
-	-	-	-	-	-	-	53,388
-	-	-	-	-	-	-	46,302
-	-	-	-	-	-	-	23,105
-	-	-	-	-	-	(16,317)	8,257
-	-	-	-	-	-	-	17,952
188	32	3,647	2,518	16	5,453	-	119,355
-	-	-	22	-	23	-	2,068
3,900	2,625	19,770	28,124	364	41,272	(49,826)	808,927
251	128	6,810	4,627	34	2,189	4,192	117,086

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT

2025 Schedule 2

For the year ended December 31

(in thousands of dollars)

	City Operations	Corporate Services	City Planning & Community Services	Regina Police Service	Financial Strategy & Sustainability	Comm, Service Regina & Tourism	Total City of Regina
REVENUES							
Taxation	-	-	10,860	-	320,227	-	331,087
Fees and charges	54,986	1,602	27,855	1,684	190,784	60	276,971
Government transfers	13,895	7,941	10,481	12,203	61,794	30	106,344
Electrical distribution	-	-	-	-	31,643	-	31,643
Licenses, fines and levies	5,551	-	5,776	-	7,553	-	18,880
Gas distribution	-	-	-	-	6,981	-	6,981
Interest and penalties	-	-	-	-	7,028	-	7,028
Interest on investments	-	-	121	-	15,305	-	15,426
Gain on investments	-	-	-	-	10,167	-	10,167
Servicing agreement fees	192	1,460	3,186	-	5,285	-	10,123
Land sales	-	-	596	-	29,005	-	29,601
Property rentals	-	-	2,487	-	1,490	-	3,977
Other	1,140	107	1,277	1,876	428	71	4,899
Contribution of tangible capital assets	8,382	-	-	-	44	-	8,426
	84,146	11,110	62,639	15,763	687,734	161	861,553
EXPENSES							
Wages and benefits	115,673	28,840	48,948	111,507	28,895	7,007	340,870
Material, supplies, and other goods	(3,976)	601	18,902	6,205	(3,547)	121	18,306
Contracted and general services	57,644	50,875	29,330	11,295	59,288	1,346	209,778
Utilities	8,468	4,790	571	792	25,475	-	40,096
Transfer payments/grants	6	-	10,438	149	16,902	-	27,495
Interest and bank charges	-	-	6,251	-	10,378	-	16,629
Amortization of tangible assets	83,524	2,775	16,595	4,607	-	-	107,501
Accretion	1,315	-	185	-	523	-	2,023
	262,654	87,881	131,220	134,555	137,914	8,474	762,698
Excess of revenues over expenditures (expenses over revenues)	\$ (178,508)	\$ (76,771)	\$ (68,581)	\$ (118,792)	\$ 549,820	\$ (8,313)	\$ 98,855

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT

2025 Schedule 2

RDBID	EDR	BPWTC	RPL	RWBID	REAL	Consolidation Adjustment	Consolidated 2025
1,403	-	-	30,060	368	-	(760)	362,158
-	2,753	22,397	478	-	35,939	(32,262)	306,276
373	-	3,066	1,143	-	7,522	(10,630)	107,818
-	-	-	-	-	-	-	31,643
-	-	-	-	-	-	-	18,880
-	-	-	-	-	-	-	6,981
-	-	-	1,070	-	-	-	8,098
-	-	962	-	-	-	-	16,388
-	-	-	-	-	-	-	10,167
-	-	-	-	-	-	-	10,123
-	-	-	-	-	-	-	29,601
-	-	-	-	-	-	-	3,977
2,365	-	155	-	30	-	(1,982)	5,467
10	-	-	-	-	-	-	8,436
4,151	2,753	26,580	32,751	398	43,461	(45,634)	926,013
1,986	1,278	3,961	16,494	139	16,268	-	380,996
390	1,315	3,176	9,090	29	11,136	(6,654)	36,788
1,024	-	2,524	-	180	3,734	(7,343)	209,897
4	-	2,214	-	-	4,186	(19,512)	26,988
308	-	-	-	-	-	(16,317)	11,486
-	-	4,248	-	-	472	-	21,349
188	32	3,647	2,518	16	5,453	-	119,355
-	-	-	22	-	23	-	2,068
3,900	2,625	19,770	28,124	364	41,272	(49,826)	808,927
\$ 251 \$	128 \$	6,810 \$	4,627 \$	34 \$	2,189 \$	4,192 \$	117,086

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT

2024 Schedule 2

For the year ended December 31

(in thousands of dollars)

	City Operations	Corporate Services	City Planning & Community Services	Regina Police Service	Financial Strategy & Sustainability	Communicati ons, Service Regina & Tourism Officers	Total City of Regina
REVENUES							
Taxation	\$ -	\$ -	10,468	\$ -	293,900	\$ -	304,368
Fees and charges	52,227	1,576	25,429	1,604	178,686	252	259,774
Government transfers	22,294	3,521	6,892	10,168	58,822	30	101,727
Electrical distribution	-	-	-	-	32,470	-	32,470
Licenses, fines and levies	10,022	-	2	-	8,292	-	18,316
Gas distribution	-	-	-	-	6,248	-	6,248
Interest and penalties	-	-	-	-	5,822	-	5,822
Interest on investments	-	-	111	-	14,276	-	14,387
Gain on investments	-	-	-	-	12,471	-	12,471
Servicing agreement fees	139	488	8,702	-	2,927	-	12,256
Land sales	-	-	1,457	-	13,662	-	15,119
Property rentals	79	-	2,379	-	1,551	-	4,009
Other	1,212	112	2,073	2,189	352	184	6,122
Contribution of tangible capital assets	5,385	-	248	-	-	-	5,633
	91,358	5,697	57,761	13,961	629,479	466	798,722
EXPENSES							
Wages and benefits	109,923	27,591	41,440	102,799	33,745	6,036	321,534
Material, supplies, and other goods	7,722	33,411	4,966	4,414	1,419	342	52,274
Contracted and general services	17,862	42,189	42,359	12,375	55,091	1,387	171,263
Utilities	3,113	5,207	480	724	22,153	-	31,677
Transfer payments/grants	4	-	12,464	64	24,477	-	37,009
Interest and bank charges	-	-	6,453	-	4,266	-	10,719
Amortization of tangible assets	79,327	2,576	15,825	4,882	-	-	102,610
Accretion	2,894	-	127	-	255	-	3,276
	220,845	110,974	124,114	125,258	141,406	7,765	730,362
Excess of revenues over expenditures (expenses over revenues)	\$ (129,487)	\$ (105,277)	\$ (66,353)	\$ (111,297)	\$ 488,073	\$ (7,299)	\$ 68,360

CONSOLIDATED STATEMENT OF OPERATIONS BY SEGMENT

2024 Schedule 2

	RDBID	EDR	BPWTC	RPL	RWBID	REAL	CSIR	Consolidation Adjustment	Consolidated 2025
\$	1,274	\$ -	\$ -	27,025	\$ 374	\$ -	\$ -	(627)	\$ 332,414
	3	3,350	19,535	472	-	32,981	-	(32,179)	283,936
	141	-	42,222	1,055	110	15,099	-	(15,239)	145,115
	-	-	-	-	-	-	-	-	32,470
	-	-	-	-	-	-	-	-	18,316
	-	-	-	-	-	-	-	-	6,248
	-	-	-	1,330	-	-	-	-	7,152
	-	-	1,577	-	-	-	-	-	15,964
	-	-	-	-	-	-	-	-	12,471
	-	-	-	-	-	-	-	-	12,256
	-	-	-	-	-	-	-	-	15,119
	-	-	-	-	-	-	-	-	4,009
	1,619	-	139	-	-	-	1,737	(3,440)	6,177
	62	-	-	-	-	-	-	(248)	5,447
	3,099	3,350	63,473	29,882	484	48,080	1,737	(51,733)	897,094
	1,607	1,334	3,633	16,206	161	16,365	540	-	361,380
	593	1,335	6,051	8,784	63	12,769	-	(5,565)	76,304
	747	-	1,204	-	221	2,152	146	(8,396)	167,337
	-	-	2,327	-	-	4,683	-	(17,102)	21,585
	13	-	-	-	-	-	927	(20,670)	17,279
	-	-	3,148	-	-	1,156	-	-	15,023
	168	31	3,441	2,453	20	5,615	1	-	114,339
	-	-	-	21	-	-	-	-	3,297
	3,128	2,700	19,804	27,464	465	42,740	1,614	(51,733)	776,544
\$	(29)	\$ 650	\$ 43,669	\$ 2,418	\$ 19	\$ 5,340	\$ 123	\$ -	\$ 120,550

CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS

2025 Schedule 3

For the year ended December 31

(in thousands of dollars)

	General				
	Land	Land improvements	Buildings and building improvements	Vehicles and equipment	Office and information technology
Cost					
Balance, beginning of year	167,577	225,951	663,419	422,877	34,497
Add:					
Additions during the year	3,590	2,416	6,995	51,517	7,861
Transfers from assets under construction	302	288	17,915	3,717	34,926
Less:					
Disposals during the year	995	10,882	1,109	36,881	13,673
Balance, end of year	170,474	217,773	687,220	441,230	63,611
Accumulated amortization					
Balance, beginning of year	-	119,701	164,343	227,777	23,229
Add:					
Amortization	-	6,857	16,677	31,487	5,767
Less:					
Accumulated amortization on disposals	-	401	692	35,620	13,668
Balance, end of year	-	126,157	180,328	223,644	15,328
Net Book Value	170,474	91,616	506,892	217,586	48,283

CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS

2025 Schedule 3

For the year ended December 31

(in thousands of dollars)

Infrastructure						
Plants and facilities	Roads	Underground and other networks	Bridges and other structures	Assets under construction	2025	2024
559,215	953,531	922,174	75,079	444,002	4,468,322	4,172,497
15,823	33,068	53,605	7,939	126,083	308,897	354,503
92,198	2,037	64,197	74	-	215,654	28,817
2,071	8,134	247	1,118	215,655	290,765	87,495
665,165	980,502	1,039,729	81,974	354,430	4,702,108	4,468,322
188,018	497,567	282,341	17,430	-	1,520,406	1,462,304
13,925	30,314	13,169	1,159	-	119,355	114,340
2,071	7,223	14	801	-	60,490	56,238
199,872	520,658	295,496	17,788	-	1,579,271	1,520,406
465,293	459,844	744,233	64,186	354,430	3,122,837	2,947,916

2025



General Trust Fund



Management's Responsibility

To His Worship the Mayor and Members of City Council of General Trust Fund:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Audit Committee composed primarily of Councillors who are neither management nor employees of the General Trust Fund. The Committee is responsible for overseeing management in the performance of its financial reporting responsibilities, and for approving the financial information included in the annual report. The Audit Committee has the responsibility of meeting with management, internal auditors, and external auditors to discuss the internal controls over the financial reporting process, auditing matters and financial reporting issues. The Committee is also responsible for recommending the appointment of the General Trust Fund's external auditors.

MNP LLP is appointed by His Worship the Mayor and Members of City Council to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Committee and management to discuss their audit findings.

June 10, 2026

Kim Krywulak, CPA
Corporate Controller
Financial Strategy & Sustainability

Jim Nicol
Acting City Manager

To Mayor Bachynski and Members of City Council of the General Trust Fund of the City of Regina:

Opinion

We have audited the financial statements of General Trust Fund of the City of Regina (the "Trust"), which comprise the statement of financial position as at December 31, 2025, and the statement of revenue, expenditures and change in fund balance and the statement of remeasurement of gains and losses for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Trust as at December 31, 2025, and the results of its operations for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Trust in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Trust or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Trust's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Trust's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Trust's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Trust to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Regina, Saskatchewan

June 10, 2026

Chartered Professional Accountants

General Trust Fund

STATEMENT OF FINANCIAL POSITION

(in thousands of dollars)

As at December 31

	Perpetual Care Trust	Williamson Driver Award	Total 2025	Total 2024
FINANCIAL ASSETS				
Cash	108	-	108	147
Portfolio investments (Note 4)	2,412	5	2,417	2,355
Total Assets	2,520	5	2,525	2,502
FINANCIAL LIABILITIES AND FUND BALANCES				
Due to the City of Regina	87	-	87	61
Fund balance	2,433	5	2,438	2,441
Total Liabilities and Fund Balances	2,520	5	2,525	2,502
Fund Balance is Comprised of:				
Accumulated fund balance			2,745	2,728
Accumulated remeasurement losses			(307)	(287)
Accumulated Fund Balance			2,438	2,441

See accompanying notes.

General Trust Fund

STATEMENT OF REVENUE, EXPENDITURES AND CHANGE IN FUND BALANCE

(in thousands of dollars)

As at December 31

	Perpetual Care Trust	Williamson Driver Award	Total 2025	Total 2024
REVENUE				
Contributions	19	-	19	10
Investment income	86	-	86	84
Realized loss attributable to investments	-	-	-	(24)
Total Revenue	105	-	105	70
EXPENDITURES				
Cemetery maintenance	88	-	88	61
Total Expenditures	88	-	88	61
Excess of revenue over expenditures	17	-	17	9
Fund balance, beginning of year	2,723	5	2,728	2,719
Fund balance, end of year	2,740	5	2,745	2,728

See accompanying notes

General Trust Fund

STATEMENT OF REMEASUREMENT OF GAINS AND LOSSES

(in thousands of dollars)

As at December 31

	Total 2025	Total 2024
Accumulated remeasurement losses beginning of the year	(287)	(330)
Unrealized (losses) gains attributable to:		
Portfolio investments	(20)	67
Realized losses attributable to:		
Portfolio investments	-	(24)
Net remeasurement losses	(307)	(287)
Accumulated remeasurement losses, end of year	(307)	(287)

DRAFT

General Trust Fund

NOTES TO FINANCIAL STATEMENTS

(in thousands of dollars)

As at December 31

1. PURPOSE OF FUND

The General Trust Fund (the "Trust") comprises the assets, liabilities, revenues and expenses of the following two trusts administered by the City of Regina (the City):

- (a) Perpetual Care Trust - In accordance with *The Cemeteries Act, 1999*, a portion of the monies received by the City from the sale of cemetery plot rights is put into a trust and invested. The income from the trust is used to pay for care and maintenance of the plots. Special approval is needed from the Registrar of Cemeteries before trust capital can be used to fund care and maintenance. The amendment to the Act exempted municipal owned cemeteries being required to contribute the 15% dollar value of plot sales to the perpetual care fund beginning in 1999. Since that time the City has not made this contribution to the fund and this funding has been part of the annual revenue to the Cemetery reserve.
- (b) Williamson Driver Award - When a bond was bequeathed to the City of Regina with trust conditions attached, a trust was established under *The Trust Act*. Each year the income from the bond is used to provide a safe-driving award to a Regina Transit employee.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian public sector accounting standards, as recommended by the Chartered Professional Accountants of Canada (CPA Canada). The following policies are considered to be significant.

- (a) The preparation of the financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and use assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates.
- (b) Investments are recorded at fair value with the associated unrealized gains or losses reflected in the statement of remeasurement of gain and loss. When an investment gain or loss is realized, the accumulated remeasurement gain or loss is reclassified to the statement of revenue, expenditures and change in fund balance. When there has been a loss in fair value that is determined not to be a temporary decline, the respective investment is written down to recognize the loss.
- (c) Investment revenue is recorded on the accrual basis.

General Trust Fund

NOTES TO FINANCIAL STATEMENTS

(in thousands of dollars)

As at December 31

3. FINANCIAL INSTRUMENTS

The Trust's financial instruments are measured as follows:

Financial Statement Component	Measurement
Cash and cash equivalents	Cost
Investments	Fair value

Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, at which time they are transferred to the statement of operations. Investment transactions are accounted for at the trade date. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. Investments are recorded at fair value with the associated unrealized gains or losses reflected in the statement of remeasurement of gain and loss. When an investment gain or loss is realized, the accumulated remeasurement gain or loss is reclassified to the statement of revenue, expenditures and change in fund balance. When there has been a loss in fair value that is determined not to be a temporary decline, the respective investment is written down to recognize the loss.

The Standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

Level 1 – Unadjusted quoted market prices in active markets for identical assets or liabilities;

Level 2 – Observable or corroborated inputs, other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and

Level 3 – Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

Long-term investments are primarily exposed to foreign currency, interest rate, and market risk.

Interest rate risk refers to the adverse consequences of interest rate changes on the General Trust Fund's cash flows, financial position and excess of revenues over expenditures. This risk arises from differences in the timing and amount of cash flows related to the General Trust Fund's assets and liabilities.

Foreign currency risk arises from holding investments denominated in currencies other than the Canadian dollar. Fluctuations in the relative value of the Canadian dollar against these foreign currencies can result in a positive or negative effect on the fair value of investments held in the pooled bond fund.

General Trust Fund

NOTES TO FINANCIAL STATEMENTS

(in thousands of dollars)

As at December 31

3. FINANCIAL INSTRUMENTS (CONTINUED)

Market risk is the risk that the value of an investment will fluctuate as a result of changes in market prices, whether those changes are caused by factors specific to the individual investment, or factors affecting all securities traded in the market.

4. PORTFOLIO INVESTMENTS

The long-term investments consist of a pooled bond fund. A pooled bond fund is a group of individual bonds managed by an investment manager. The market value of the pooled bond fund units is based on the market price per unit which is determined by the overall market values of each of the bonds in the fund.

	2025	2024
Investment cost	2,724	2,642
Market value	2,417	2,355

5. STATEMENT OF CASH FLOWS AND CHANGE IN NET FINANCIAL ASSETS

The statement of cash flows and the statement of change in net financial assets have not been prepared for the year ended December 31, 2025, as they would not provide additional information.

2025



Appendices



Appendix 1 - Glossary of Terms

Accrual Accounting: the accrual basis of accounting 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. This is also known as the full accrual basis of accounting.

Accrued Benefit Liability: the amount recorded in the Statement of Financial Position representing the present value of the expected payouts for benefits which employees have earned at year end, after allowing for the required smoothing of actuarial gains and losses. PSAS requires amortization of each actuarial gain or loss over the Expected Average Remaining Service Life of the employee group, at the time of the actuarial valuation. This net liability may be lower than the gross liability when actuarial losses exceed gains, or larger than the gross liability when gains exceed losses.

Accrued Benefit Obligation: the present value of the expected payouts for benefits which employees have earned at year end. This amount is calculated by the City's actuaries every three years, and updated based on actual data between valuations.

Accumulated amortization: the sum of all amortization expensed on a given asset or asset class to-date.

Accumulated surplus: the difference between the City's financial and non-financial assets and its liabilities. The accumulated surplus represents the net financial and physical assets/resources available to provide future services. It is the sum of amounts invested in: tangible capital assets; the operating, capital, reserve and reserve funds; net of amounts to be recovered from future revenues.

Amortization expense: annual charge to expense to represent allocation of an asset's cost over its useful life.

Amounts to be recovered: the sum of items that have not been included in previous budgets and that will be recovered from future rates or taxes. Amounts to be recovered consist of outstanding debt, unfunded future employment costs, unfunded landfill post-closure costs, as well as unfunded environmental, property and liability claims.

Assets: assets have three essential characteristics: (1) they embody a future benefit that involves a capacity, singly or in combination with other assets, to provide future net cash flows or to provide goods and services; (2) the government can control access to the benefit; and (3) the transaction or event giving rise to the government's control of the benefit has already occurred.

Benchmarking: the measurement of the quality of an organization's policies, programs, services, etc., and their comparison with similar measurements of its peers. The objectives of benchmarking are: (1) to determine what and where improvements are called for; (2) to analyze how other organizations achieve their high-performance levels; and (3) to use this information to improve performance.

Brownfield development: undeveloped or previously developed properties that may be contaminated. These are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant.

Budget – operating/utility: an outline of the government's operating/utility revenue and expense plan for the upcoming year. The Operating/Utility Budget is formally presented early each year and is subject to public consultation and debate prior to approval. The Operating/Utility Budget sets out the amount of taxes to be collected for the year, fees to be charged and authorized expenses.

Budget - capital: an outline of the government's capital revenue and expense plans for the upcoming year. It is the process of allocating resources for major capital projects, investment, and expenditures.

Business Improvement District (BID): a Business Improvement District is an association of commercial property owners and tenants within a defined district who work in partnership with the City to create a thriving, competitive, and safe business areas that attract shoppers, diners, tourists, and new businesses.

Canadian Professional Accountants of Canada (CPA Canada): the CPA Canada conducts research into current business issues and supports the setting of accounting, auditing and assurance standards for business, not-for-profit organizations and government.

Consolidated statements: financial statements which include all of the entities controlled by the City.

Consolidation: inclusion of all entities controlled by the City, except for those which qualify as government business enterprises, on a line-by-line basis in the City's financial statements.

Contingent Liabilities: possible obligations that may result in the future sacrifice of economic benefits arising from existing conditions or situations involving uncertainty. The uncertainty will ultimately be resolved when one or more future events not wholly within the government's control occur or fail to occur. Resolution of the uncertainty will confirm the incurrence or non-incurrence of a liability.

Contra-account: an account in the financial records that offsets or reduces the balance of a related account, for example; Accumulated Amortization of an asset class is contra to the Tangible Capital Asset account for that same class.

Contractual Obligations: obligations of a government to others that will become liabilities when the terms of a contract or agreement are met.

Dashboard: a reporting tool that visually displays an organization's performance status on a collection of performance indicators. It provides decision makers with easily accessible information to inform decisions about service delivery and the performance of parts or the whole of an organization.

Debenture: a debt instrument where the issuer promises to pay interest and repay the principal by the maturity date. It is unsecured, meaning there is no lien on any specific asset.

Debt: a financial obligation to another entity from borrowing money.

Deferred revenue: amounts received or funds with external restrictions, which have remained unspent at year end. These amounts are shown with liabilities and are recognized in revenue when the revenues are earned, which may include spending the monies for their intended purpose.

Deficit: the amount, if any, by which government expenses exceed revenues in any given year. Unlike the senior levels of government, municipalities cannot budget to run a deficit.

Fair Value: the price that would be agreed upon in an arm's length transaction and in an open market between knowledgeable, willing parties who are under no compulsion to act. It is not the effect of a forced or liquidation sale.

Financial Assets: assets that could be used to discharge existing liabilities or finance future operations and are not for consumption in the normal course of operations. Financial assets include cash; an asset that is convertible to cash; a contractual right to receive cash or another financial asset from another party; a temporary or portfolio investment; and a financial claim on an outside organization or individual.

Fiscal Year: the City of Regina's fiscal year runs from January 1 to December 31.

GAAP: generally accepted accounting principles, as laid out in the relevant handbook – the Public-Sector Accounting Handbook for government organizations and the CPA Canada Handbook.

GAAS: generally accepted auditing standards. Standards established by CPA Canada for use by public accountants when conducting external audits of the financial statements.

Greenfield development: new developments that occur on lands located at the city's periphery that have not previously been developed. New servicing such as roads, water and sewer are all requirements for greenfield development.

GST: the Goods and Services Tax levied on either goods or services by the federal government.

Indemnity: an agreement whereby one party agrees to compensate another party for any loss suffered by that party. The City can either seek or provide indemnification.

Infrastructure: the facilities, systems and equipment required to provide public services and support private sector economic activity including network infrastructure (e.g., roads, bridges, water and wastewater systems, large information technology systems, buildings (e.g., hospitals, schools, courts, and machinery and equipment (e.g., medical equipment, research equipment).

Key Performance Indicators (KPI): a set of quantifiable measures that an organization uses to gauge or compare performance in terms of meeting their strategic and operational goals.

Liabilities: are present obligations of a government to others arising from past transactions or events, the settlement of which is expected to result in the future sacrifice of economic benefits. These liabilities have three essential characteristics: (1) they embody a duty or responsibility to others, leaving a government little or no discretion to avoid settlement of the obligation; (2) the duty or responsibility to others entails settlement by future transfer or use of assets, provision of goods or services, or other form of economic settlement at a specified or determinable date, on occurrence of a specified event, or on demand; and (3) the transactions or events obligating the government have already occurred.

LTD: the Long Term Disability plan.

Multi-employer Pension Plan: is a defined benefit pension plan to which two or more governments or government organizations contribute, usually pursuant to legislation or one or more collective bargaining agreements. The main distinguishing characteristic of a multi-employer plan is that the contributions by one participating entity are not segregated in a separate account or restricted to provide benefits only to employees of the entity and, thus may be used to provide benefits to employees of all participating entities.

Net Book Value of Tangible Capital Assets: historical cost of tangible capital assets less both the accumulated amortization and the amount of any write-downs.

Net Debt: the difference between the City's total liabilities and financial assets. It represents the City's future revenue requirements to pay for past transactions and events.

Non-Financial Assets: assets that normally do not generate cash capable of being used to repay existing debts. For the Province, it comprises tangible capital assets and net assets of broader public sector organizations.

Prepaid Expenses: the prepaid expenses are non-financial assets which result when payments are made in advance of the receipt of goods or services. Prepaid expenses may arise from payments for insurance premiums, leases, professional dues, memberships and subscriptions.

PSAS: the CPA Canada Public Sector Accounting Handbook sets standards and provides guidance for financial and other performance information reported by the public sector.

Present Value: the current worth of one or more future cash payments, determined by discounting the payments using a given rate of interest.

Realized Gains and Losses: gains/losses resulting from selling assets at a price higher/lower than the original purchase price.

Recognition: the process of including an item in the financial statements of an entity.

Reserves and reserve funds: funds segregated by Municipal Council for the purpose of carrying on specific activities or attaining certain objectives in accordance with internally established restrictions or limitations.

RRI: the Regina Revitalization Initiative is the largest revitalization project in City of Regina's history beginning with the construction of a new stadium at Evraz Place.

Service Agreement Fee: amounts collected from developers through Servicing Agreements entered into by the City and the Developer in respect of the development area, which must be spent in a prescribed manner.

Sinking fund: a financial tool used to plan ahead for predictable expenses by saving small amounts over time rather than paying a large sum all at once.

S & P Global: the world's leading index provider and the foremost source of independent credit ratings. S & P Global; formerly Standard & Poor's has been providing financial market intelligence to decision-makers for more than 150 years.

Straight-Line Basis of Amortization: a method whereby the annual amortization expense is computed by dividing (1) the historical cost of the asset less the residual value by (2) the number of years the asset is expected to be used.

Surplus: the amount by which revenues exceed expenses in any given year.

Tangible Capital Assets: physical assets including land, buildings, transportation and transit infrastructure, water & wastewater infrastructure, vehicles and equipment.

The Cities Act 2002: the Statutes of Saskatchewan that outlines the broad permissive powers of the City of Regina to pass by-laws that range from public safety, to the City's economic, social and environmental wellbeing.

Total Debt: the City's total consolidated borrowings outstanding that includes debt or borrowings by the City's related entities.

Transfer Payments: grants or transfers of monies to individuals, organizations or other levels of government for which the government making the transfer does not receive any goods or services directly in return, as would occur in a purchase or sale transaction; expect to be repaid, as would be expected in a loan; or expect a financial return, as would be expected in an investment.

Unrealized Gain or Loss: an increase or decrease in the fair value of an asset accruing to the holder. Once the asset is disposed of or written off, the gain or loss is realized.

WCB: Workers' Compensation Board, Saskatchewan.

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2025
Public Accounts

Year Ended December 31, 2025

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June 10, 2026

Mayor and Members of Council;

In accordance with Section 156 of *The Cities Act* and *The Cities Regulations*, I am submitting the City of Regina Public Accounts for the year ended December 31, 2025.

This report is divided into the following sections:

1. City Council Remuneration and Expenses
2. Grants – City of Regina
3. Employee Remuneration – City of Regina and entities: Buffalo Pound Water Treatment Corporation, Community and Social Impact Regina, Economic Development Regina Inc., Regina Downtown Business Improvement District, Regina Exhibition Association Limited, Regina Police Services, Regina Public Library, and Regina’s Warehouse Business Improvement District
4. Expenditures – City of Regina and entities: Buffalo Pound Water Treatment Corporation, Community and Social Impact Regina, Economic Development Regina Inc., Regina Downtown Business Improvement District, Regina Exhibition Association Limited, Regina Police Services, Regina Public Library, and Regina’s Warehouse Business Improvement District

Each section contains notes detailing the reporting requirements and provides an explanation of the contents.

The statements and schedules in this report include information on all City of Regina operations and entities: Buffalo Pound Water Treatment Corporation, Community and Social Impact Regina, Economic Development Regina Inc., Regina Downtown Business Improvement District, Regina Exhibition Association Limited, Regina Police Services, Regina Public Library, and Regina’s Warehouse Business Improvement District.

The City of Regina Annual Report and entities’ Annual Reports also form part of the Public Accounts: Buffalo Pound Water Treatment Corporation, Community and Social Impact Regina, Economic Development Regina Inc., Regina Downtown Business Improvement District, Regina Exhibition Association Limited, Regina Police Services, Regina Public Library, and Regina’s Warehouse Business Improvement District. The annual reports provide information on 2025 actual and budgeted revenues and expenses.

Respectfully submitted,

Kim Krywulak, CPA, CMA
Corporate Controller

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City Council Remuneration and Expenses

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City Council Remuneration and Expenses

For the Year Ended December 31, 2025

(in dollars)

Payee	Base Salary	Deputy Mayor Salary	Travel Per Diems	Total Remuneration
Mayor				
Bachynski, Chad	166,891	-	-	166,891
Councillors				
Bezo, Clark	67,665	-	-	67,665
Burton, Mark	67,665	600	-	68,265
Flores Herbas, Sarah	67,665	600	-	68,265
Froh, David	67,665	600	-	68,265
Mancinelli, Jason	67,665	-	-	67,665
Radons, Shobna	67,665	-	-	67,665
Rashovich, Danilo	67,665	600	-	68,265
Tsiklis, George	67,665	-	-	67,665
Turnbull, Sarah	67,665	600	-	68,265
Zachidniak, Shanon	67,665	900	-	68,565

See accompanying notes.

City Council Remuneration and Expenses

For the Year Ended December 31, 2025

(in dollars)

Expenses				Total
Payee	Travel & Conferences	Mileage	Communications	Expenses
Mayor				
Bachynski, Chad	16,353	3,988	4,786	25,127
Councillors				
Bezo, Clark	-	-	1,531	1,531
Burton, Mark	-	-	10,826	10,826
Flores Herbas, Sarah	-	-	7,676	7,676
Froh, David	-	-	1,934	1,934
Mancinelli, Jason	-	-	6,128	6,128
Radons, Shobna	-	-	8,609	8,609
Rashovich, Danilo	-	-	1,170	1,170
Tsiklis, George	-	-	8,714	8,714
Turnbull, Sarah	833	-	3,109	3,942
Zachidniak, Shanon	-	-	4,277	4,277

See accompanying notes.

Notes to City Council Remuneration and Expenses

For the Year Ended December 31, 2025

(in dollars)

Note 1

City Council remuneration and expenses have been reported in accordance with Section 9 of *The Cities Regulations* .

Note 2

Travel per diems are allowances paid to Councillors when they travel out of the city on City business. The per diem rate is \$100 per day.

Note 3

Travel includes all 2025 travel expenses incurred by the Mayor and Councillors, whether paid to the Mayor and/or Councillors or on their behalf. Travel expenses represent expenses, including conference registration fees, paid directly by the City of Regina.

Note 4

Each Councillor has an annual budget of \$10,000 that covers travel, travel per diems and communication expenses. Communication expenses include ward newsletters and community newsletter advertisements.

The following table summarizes the expenses incurred for each Councillor in 2025:

Councillor	2025 Expenses
Bezo, Clark	1,531
Burton, Mark	10,826 *
Flores Herbas, Sarah	7,676
Froh, David	1,934
Mancinelli, Jason	6,128
Radons, Shobna	8,609
Rashovich, Danilo	1,170
Tsiklis, George	8,714
Turnbull, Sarah	3,942
Zachidniak, Shanon	4,277

*Variance is due to delayed processing and payment of an expense (timing difference), resulting in prior-year costs being recorded in the current year.

Notes to City Council Remuneration and Expenses

For the Year Ended December 31, 2025

(in dollars)

Note 5

Each Councillor has an annual budget of \$3,800 that covers home and business office services. Home and business office services include: computer, copier, facsimile, computer modem line, public telephone line, services, electronic organizer, office supplies and mobile devices.

The following table summarizes the expenses incurred for each Councillor in 2025:

Councillor	2025 Expenses
Bezo, Clark	1,127
Burton, Mark	456
Flores Herbas, Sarah	3,067
Froh, David	526
Mancinelli, Jason	456
Radons, Shobna	481
Rashovich, Danilo	813
Tsiklis, George	2,736
Turnbull, Sarah	456
Zachidniak, Shanon	1,196

Note 6

In 2025, Mayor Bachynski has not leased a vehicle.

Board Remuneration and Expenses

For the Year Ended December 31, 2025

(in dollars)

Board Member	Board Payments	Board Travel & Conferences
Board of Police Commissioners		
Amyotte, Tanner	450	-
Bachynski, Chad	1,076	4,042
Bither, Yashu	1,080	4,305
Dubois, Anastassia	630	3,574
Morrow, Alicia	180	-
Nowosielski, Robert	1,080	4,612
Radons, Shobna	1,076	4,202
Singh, Manmeet	990	4,294
Tsiklis, George	1,076	5,227
Board of Regina Public Library		
Bachynski, Chad	1,920	-
Froh, David	1,760	-
Gavigan, Marjorie	12,500	1,017
Kobayashi, Cindy	3,680	-
Lemieux, Danae	1,280	-
New, Piper	400	-
Oni, Olajumoke	2,480	394
Redenbach, Michael	3,120	6,365
Romanow, Carly	5,280	399
Yee, Kristi	1,120	323
Zankl, Cheryl	2,800	244

See accompanying notes.

Board Remuneration and Expenses

For the Year Ended December 31, 2025

(in dollars)

Board Member	Board Payments	Board Travel & Conferences
Board of Buffalo Pound Water Treatment Corporation		
Boots, Ben	16,300	380
Dundas, Jim	11,254	1,021
May, Judy	5,398	99
McIntyre, Greg	11,254	824
Posehn, Daryl	17,275	910
Ring, Grant	19,250	583
Schoffer, Dale	5,398	-
Therriault, Jessica	18,000	882
Warsaba, Patricia	24,550	1,667
Wilson, Pat	17,925	2,223

See accompanying notes.

Notes to Board Remuneration and Expenses

For the Year Ended December 31, 2025

(in dollars)

Note 1

Board remuneration and expenses have been reported in accordance with Section 10 of *The Cities Regulations*.

Note 2

Board payments represent amounts paid to Members of the Board for attendance at Board meetings.

Board of Police Commissioners

Board members receive an honorarium of \$90 per month. The honorarium rate where board travel is involved is \$100 per day.

Board of Regina Public Library

Board payments represent amounts paid to Members of the Board for attendance at Board meetings and travel per diems paid to Board Members when they travel out of the City on Board business. Board members receive an honorarium of \$80 per meeting attended and the Board Chair receives \$100 per meeting attended.

Board of Buffalo Pound Water Treatment Corporation

The Board as of January 1, 2016 is an independent Board with no representatives from the Cities of Regina or Moose Jaw. The Board is compensated similar to a Crown Investments Corporation Tier 2 for the Board and Committee meetings that they attend.

Board of The Regina Exhibition Association Limited

As of 2024, a decision was made by the Board not to receive per diems.

Board of Economic Development Regina Inc.

Board members are volunteer and are not paid to attend Board meetings.

Note 3

Board travel includes all travel and conference expenses incurred by Members of the Board that were funded by the respective Boards whether paid directly to the Members of the Board or on their behalf.

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Grants

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Grants - City of Regina
For the Year Ended December 31, 2025
(in dollars)

Name	Operating/ Capital	Subsidized Rent	Transit Subsidies	General Municipal	Library
Al Ritchie Community Association Inc.	104,065	62,909	-	2,051	184
All Nations Hope Network Inc.	415,000	-	5,103	9,556	859
Alliance Pulse Processors Inc.	-	-	-	116,883	10,505
Argyle North Community Association Inc.	89,997	-	-	-	-
Art Gallery of Regina Inc.	93,080	-	-	-	-
Avana Foundation Inc.	294,000	-	-	87,856	7,896
Avana Holdings Inc.	650,000	-	-	515,949	46,371
Caledonian Curling Club	-	300,000	-	-	-
Can-Am Police-Fire Games Regina Inc.	200,000	-	-	-	-
Canadian Snowboard Federation	50,000	-	-	-	-
Canadian Western Agribition	55,000	-	-	-	-
Carmichael Outreach Incorporated	557,000	-	-	8,297	746
Community & Social Impact Regina (CSIR)	413,750	4,266	-	-	-
Eagle Heart Centre Inc.	42,500	-	785	48,220	4,334
Economic Development Regina Inc.	2,100,000	-	-	-	-
Frontenac Place Inc.	20,000	-	-	30,190	2,713
Growing Young Movers (GYM) Youth Development Inc.	58,500	-	-	-	-
Heritage Community Association Inc.	147,759	27,938	-	-	-
Khan, Abid	50,000	-	-	-	-
Mackenzie Art Gallery Inc.	308,000	-	-	223,444	20,082
MayBell Developments Inc.	327,240	-	-	-	-
Mertz (MJ) Holdings Ltd.	21,352	-	-	85,735	7,706
Mobile Crisis Services Inc.	139,000	-	2,297	17,379	1,562
Mounted Police Heritage Centre	80,000	-	-	478,431	43,000
New Dance Horizons Inc.	55,400	-	-	-	-
Newo Yotina Friendship Centre Inc.	667,000	-	2,648	13,060	1,174
North Central Community Association Inc.	102,365	-	-	-	-
North Central Family Centre Inc.	94,000	-	3,517	9,592	862
North East Community Association Inc.	98,225	-	-	-	-
Nwaoha, Chikezie	119,815	-	-	-	-
Phoenix Residential Society	5,670	-	-	77,301	6,948
Provincial Capital Commission	2,719,000	-	-	-	-
Queen City Eastview Community Association Inc.	152,453	-	-	-	-

See accompanying notes.

Grants - City of Regina
For the Year Ended December 31, 2025
(in dollars)

Name	Operating/ Capital	Subsidized Rent	Transit Subsidies	General Municipal	Library
Rainbow Youth Centre Inc.	117,890	-	382	-	-
Regina & District Food Bank Inc.	30,000	70,000	-	173,699	15,611
Regina Airport Authority	-	-	-	314,692	28,283
Regina Downtown Business Improvement District (RDBID)	246,800	-	-	-	-
Regina Early Learning Centre Inc.	40,000	-	-	35,707	3,209
Regina Education & Action On Child Hunger (REACH)	95,000	-	-	12,527	1,126
Regina Exhibition Association Limited (REAL)	10,527,665	-	-	-	-
Regina Folk Festival Inc.	54,500	-	-	-	-
Regina Humane Society Inc.	810,387	-	-	219,194	19,700
Regina Lakeview Community Association Inc.	62,494	-	-	-	-
Regina Public Library	1,000	-	-	72,812	6,544
Regina Senior Citizens Centre Inc.	211,676	-	-	-	-
Regina Symphony Orchestra Inc.	157,300	-	-	-	-
Regina Trades and Skills Centre Inc.	-	-	-	69,512	6,248
Regina Treaty/Status Indian Services, Inc.	1,044,000	618,165	-	-	-
Regina Warehouse Business Improvement District	150,990	-	-	-	-
S&H Wildman Holdings Ltd.	50,000	-	-	-	-
Saskatchewan Science Centre Inc.	175,000	-	-	188,017	16,898
SCEP Centre Society	45,000	-	-	6,306	567
Silver Sage Holdings Ltd.	-	-	-	50,950	4,579
Skills Canada Corporation	50,000	-	-	-	-
Tarry Homes Ltd.	180,000	-	-	6,921	622
The Circle Project Association Inc.	42,500	-	-	27,112	2,437
The Globe Theatre Society	129,200	-	-	240,443	21,610
Theatre Regina Inc.	17,000	-	-	39,998	3,595
Welbec Hamilton Holdings Ltd.	-	-	-	71,410	6,418
Young Women's Christian Association of Regina (YWCA)	113,841	-	4,803	-	-

See accompanying notes.

Grants - Regina Downtown Business Improvement District

For the Year Ended December 31, 2025

(in dollars)

<u>Name</u>	<u>Operating/ Capital</u>	<u>Subsidized Rent</u>	<u>Transit Subsidies</u>	<u>General Municipal</u>	<u>Library</u>
Canadian Snowboard Federation	300,000	-	-	-	-

See accompanying notes.

Notes to Grants

For the Year Ended December 31, 2025

(in dollars)

Note 1

Grants have been reported in accordance with Subsection 9 (c) and (d) of *The Cities Regulations*.

Note 2

Grants are separated into a variety of categories in order to disclose the nature of grant or subsidy. Grants include all assistance paid by the City of Regina and other entities to organizations or individuals of \$50,000 or greater.

Operating/Capital Grants

Grants paid to organizations to assist them in their operations and/or capital projects. This also includes grants to assist organizations with conventions or shows held in the City. Negative balance may occur due to grant funding returned by organizations resulting from non-compliance with the program.

Subsidized Rent

Properties owned by the City and leased below market value. The amount disclosed represents the difference between the actual lease payment and the estimated market value of the lease.

Transit Subsidies

Free transportation given to organizations in the form of passes and tickets.

Tax Abatements and Exemptions

Various tax abatements and exemptions given to organizations and approved by City Council under Sections 244 (abatements) or 262 (exemptions) of *The Cities Act*. The tax abatement amounts disclosed represent the entire amount of the abatement and the tax exemption amounts disclosed represent both the municipal and library portion of the taxes forgiven. For the year 2025, there were no tax abatements for General Municipal or Library.

Employee Remuneration

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Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Ababei, Nicolae	Supervisor, Mechanical and Plumbing Inspections	94,987	-
Abaniwu, Maylieta O.	Customer Service Representative II	59,689	-
Abano, Fe	Accounts Payable Clerk	51,730	-
Abtosway, Cory G.	Crew Lead, Landfill	80,963	-
Acapuyan, Sheryl	Financial Reporting Advisor II	118,661	-
Aceron, Glen S.	Paratransit Clerk	62,281	-
Acharya, Kriti	Coordinator, Urban Design	53,270	4,725
Achint, Hanish K.	Bus Operator	95,614	-
Achtymichuk, Christopher B.	Casual Labourer 2006	57,295	-
Ackerman, Amber	City Clerk	167,462	3,225
Ackley, Chris	Heavy Duty Mechanic Apprentice Year 4	61,816	400
Adam, Carl D.	Senior Fire Fighter	142,690	-
Adam, Derek M.	Coordinator, Program Delivery	94,983	-
Adeel, Faizan	Bus Operator	105,483	-
Adeel, Nida	Corporate Budget Consultant	115,332	-
Adegbola, Oluwatobi	Senior Business Solutions Specialist	84,151	-
Adegeye, Adefemi O.	Senior City Planner	109,318	-
Aebig, Cory	Supervisor, Field Operations	112,889	-
Agarwal, Nitya	City Planner II	77,793	-
Agarwal, Vikash K.	Corporate Asset Management Consultant	102,785	-
Agbomedarho, Philip O.	Business Intelligence Administrator	93,605	-
Agha, Amir A.	Senior Engineer	122,639	-
Agha, Raheela	Coordinator, Corporate Payment System	94,164	-
Agnew, Scott A.	Journeyman - Mechanic Light	95,475	400
Ahluwalia, Puneet	Bus Operator	76,381	2,347
Ahmad, Rameez	Assistant Property Assessor	59,058	1,737
Ahmed, Abdel Bagi O.	Bus Operator	83,536	-
Ahmed, Joshua	Paratransit Clerk	60,705	-
Ahmed, Rayhan	Project Engineer	90,048	-
Aird, Janet	Manager, Program Development and Delivery	160,130	1,950
Ajobiewe, Babawale A.	Senior Cybersecurity Specialist	116,148	-
Akbar, Zarshaid	Bus Operator	52,405	-
Akinade, Aderonke A.	Benefit Specialist	78,396	-
Akindiose, Mosunmola A.	Senior Assessment Appraiser	86,357	-
Akon, Akon	Technologist II	84,025	-
Akuma, Precious	Claims Investigator	78,638	-
Alarcon, Ian Q.	Senior Engineer	114,418	-
Aldcorn, Shayla D.	Financial Operational Administrator	67,183	-
Alejandria, Carlo D.	Casual Labourer 2006	51,384	-
Alejandria, Joseph A.	Senior Engineer	85,112	29,394
Alejandria, Richard H.	Geospatial Technician	74,821	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Alexander, Breanna L.	Cleaner - City Hall	52,803	-
Ali, Farhia	Cleaner - City Hall	53,055	-
Allin, Robert	Bus Operator	75,747	-
Althawadi, Bassam	Casual Labourer 2006	66,947	-
Althouse, Michael N.	Solution Analyst II	80,646	-
Altrogge, Jordan D.	Firefighter	136,309	-
Ambrosia, Nives	Senior Engineer	122,516	-
Amin, Khaled	Manager, City Projects	119,830	750
Anderson, Aaron L.	Firefighter	136,440	-
Anderson, Brad	Bus Operator	66,578	300
Anderson, Danielle M.	Manager, Marketing and Sponsorship	136,827	1,950
Anderson, Daren	Chief Financial Officer/Deputy City Manager	241,294	8,575
Anderson, Derek M.	Journeyman - Industrial Mechanic	109,208	-
Anderson, Jeff	Firefighter	141,581	-
Anderson, Justin	Engineering Assistant III	67,086	-
Anderson, Kevin K.	Bus Operator	77,977	-
Anderson, Michael	Trades 1 - Emergency Services Unit	87,034	-
Anderson, Nicol L.	City Manager	214,916	245,465
Anderson, Robert	Inventory Controller	81,717	-
Anderson, Tim	Manager, Civic Fleet Maintenance	110,854	1,950
Antochow, Gordon J.	Supervisor, Field Operations	93,838	-
Antonick, Cory M.	Crew Lead, Roadway Operations	67,446	-
Aportadera, Allen B.	Irrigation Worker II	75,561	-
Araujo, Frederico M.	Construction Management Specialist	82,464	-
Arceno, Ernesto	Bus Operator	119,903	-
Archibald, Tanys	Accounting Clerk V	63,510	-
Arinze, Chinyere U.	Administrative Assistant	59,022	-
Arnold, Shay-Lynn	Cemetery Clerk	61,660	-
Arsenault, Mitchell S.	Firefighter	136,178	-
Arsenault, Roger	Captain	171,123	-
Asante, James K.	Crew Lead-Water and Sewer Construction	83,178	-
Aschenbrener, Jordan M.	Facilities Operator I	60,372	-
Aspen, Blaine	Operator	120,318	-
Aspinall, Stuart	Journeyman - Mechanic	95,558	400
Atchison, Chrystal L.	Legal Counsel	153,079	-
Aubichon, Catlin C.	Water and Sewer Construction Pipelayer	82,955	-
Aujla, AmitPal S.	Bus Operator	58,509	-
Austin, Van G.	Coordinator, Bylaw Operations	103,810	-
Austring, Don	Senior Captain	52,165	92,344
Ayoola-Oni, Kehinde A.	Data Architect	105,458	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Baay, Jasper A.	Utilityperson II	53,311	25
Babalola, Olufunke A.	Coordinator, Financial and Business Support	58,688	-
Babcock, Bradley T.	Bridge Inspector Engineer	136,325	-
Babcock, Ryan T.	Journeyman - Parts	72,190	-
Bach, Austin W.	Sewerjet/Hydrovac Operator	83,148	-
Bachinsky, Christine J.	Coordinator, Parks and Recreation Planning	102,166	-
Bade, Aileen L.	Solutions Architect	103,186	-
Baer, Magnus J.	Traffic Underground Installer	60,310	-
Baht, Jason G.	Firefighter	131,700	-
Baht, Starla M.	Customer Service Representative II	62,267	-
Baier, Tammy R.	Coordinator, Business System Administration	104,314	-
Bailey, James J.	Irrigation Worker II	67,299	-
Baillargeon, Lee A.	Training Captain	155,472	-
Bajaj, Aditi	Corporate Asset Management Consultant	86,763	-
Bajpai, Atish	Project Engineer	108,611	-
Baker, Barry	Skilled Labourer	53,137	-
Baker, Dean K.	Journeyman - Electrician	76,912	14,446
Baker, Wyatt J.	Senior Development Manager	125,138	675
Ballao, Dindo G.	Bus Operator	50,346	-
Ballis, Alexander T.	Property Assessor	84,405	-
Balogun, Olusegun	Human Resources Consultant	50,712	4,969
Balysky, Shawn P.	Equipment Operator III	72,034	-
Bamigbose, Kazeem O.	Financial Business Partner	115,987	-
Bamrah, Pritpal S.	Journeyman Transit	53,552	-
Banin, Jacob A.	Crew Lead, Landfill	81,743	-
Banin, Jason	Trades Coordinator	94,293	-
Banin, Justin J.	Coordinator, Water and Sewer Construction	109,123	-
Baniulis, Alicia E.	Process and Performance Consultant	102,934	-
Banks, Corey K.	Skilled Labourer	78,576	-
Bansah, Gloria	Senior Engineer	115,214	-
Baragar, Adam S.	Coordinator, Facilities Maintenance Program	109,664	-
Barbeau, Marc L.	Foreperson, Painter/Decorator	77,958	-
Barber, Dallas J.	Engineer	77,042	-
Barber, Nicole C.	Project Engineer	50,249	-
Barclay, Robyn H.	Coordinator, Cultural Development	108,608	-
Barnsley, Chase W.	Equipment Operator IV	77,747	849
Barth, Brett	Firefighter	132,306	-
Bartley, Shawn R.	Crew Lead, Roadway Operations	74,133	-
Barton, Elvira	Coordinator, Furniture, Fixtures and Equipment	94,408	-
Basco, Aileen M.	Financial Reporting Advisor II	103,921	-
Bashutski, Warren M.	Firefighter	136,256	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Bata, Dante C.	Bus Operator	103,610	-
Bates, Austin R.	Firefighter	131,022	-
Bateson, Graham P.	Coordinator, Water and Sewer Programming	102,299	-
Bath, Karamjit S.	Bus Operator	64,352	-
Battiste, Glenroy	Casual Labourer 2006	73,362	-
Baumgart, Michelle L.	Bus Operator	72,048	-
Bautista, Rizalito A.	Project Engineer	109,013	-
Bayinbateer, B	Technologist	70,821	-
Beach, Kathryn	Paratransit Clerk	53,679	-
Beaton, Boyd	Manager, Facilities Operations	142,466	1,950
Beatty, Allison	Bylaw Enforcement Officer II	55,152	-
Beatty, Raymond V.	Casual Labourer 2006	72,011	-
Beaulieu, Larry J.	Supervisor, Central Stores, Salvage and Fuel	115,158	-
Bechthold, Andrew W.	Equipment Operator IV	73,585	-
Bechtold, Brayden	Customer Service Representative II	67,089	-
Becker, Blake A.	Neighbourhood Centre Programmer	66,017	-
Belcourt, Nicholas	Equipment Operator III	66,955	-
Belick, John	Coordinator, Transit and Fleet Maintenance	109,449	-
Bell, Carey	Tax Exemption Analyst	86,173	-
Bell, Valerie	Clerk Typist V	53,999	-
Bellegarde, Peter D.	Senior Captain	60,445	88,401
Bello, Michael A.	Financial Business Partner	97,314	-
Belof, Jordan S.	Skilled Labourer	69,100	-
Benna-Stewart, Linette L.	Bus Operator	67,125	-
Benson, Alex L.	Firefighter	126,126	-
Benson, Dennis A.	Fire Inspector	47,189	15,641
Bercier, Joshua D.	Skilled Labourer	76,013	-
Berezowski, Ashley	Coordinator, Environmental Compliance	85,612	-
Berezowski, Derek	Coordinator, Fleet Capital Program	90,287	-
Berg, Vanessa J.	City Planner I	67,560	-
Berhe, Tsige A.	Cleaner - City Hall	53,292	-
Bernakevitch, Paul C.	Firefighter	136,256	-
Bernreuther, Desirae L.	Communications Consultant	90,072	-
Berthelette, Dennis E.	Utilityperson II	60,372	25
Bertsch, Paul	Journeyperson Transit	95,550	25
Besinque, Alex	Coordinator, Transit and Fleet Maintenance	115,398	-
Bessel, Matthew	Skilled Labourer	80,781	-
Bews, Jordan R.	Technologist II	73,980	-
Bezborotko, Brian W.	Irrigation Worker II	65,531	-
Bhagat, Maulik J.	Bus Operator	61,015	25
Bharthi, Anukaranjit K.	Transportation Master Plan Coordinator	77,391	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Bharucha, Krishna S.	Technologist	71,547	-
Bhavsar, Gautamkumar R.	Bus Operator	74,691	-
Bien, Tyler W.	Manager, Sweeping and Alleys	137,204	8,551
Bigler, Hugh J.	Electrical/Instrumentation Journeyperson	112,501	-
Binsfeld, Tyson N.	Community Consultant	80,116	-
Bird, Charles E.	Bus Operator	66,345	-
Bird, Jessi S.	Project Transition Consultant	71,796	853
Bird, Robyn A.	Manager, Community and Cultural Development	128,627	1,950
Birley, Cordell C.	Business Solutions Specialist	87,059	-
Bissett, Jacob D.	Crew Lead-Water and Sewer Construction	111,794	-
Bistretzan, Joel A.	Skilled Labourer	60,089	-
Black, Trevor	Manager, Budget and Long-term Financial Planning	143,540	1,950
Blanchette, Adam L.	Lead Hand	105,955	25
Blehm, Keven	Event Specialist	55,031	-
Bley, Michelle L.	Senior Assessment Appraiser	126,611	1,275
Blight, Chelsea L.	Casual Labourer 2006	53,029	-
Blondeau, Dustin	Foreperson, Facilities Operations	80,264	-
Blondeau, Jason W.	Bus Operator	67,207	-
Blondeau, Kenneth A.	Bus Operator	69,827	-
Blyth, Cindy A.	Accounting Clerk V	63,074	-
Boan, Susan	Human Resources Consultant	121,332	-
Bogard, Nicole E.	Bylaw Enforcement Officer II	77,850	-
Boha, Brett A.	Firefighter	130,937	-
Bolen, Jeffrey	Crew Lead - Traffic Electrical	99,116	-
Bond, Bryce	Firefighter	132,914	-
Bondy, Terrence A.	Truck Driver - Sewer and Water	65,411	-
Bonish, Dane M.	Firefighter	130,671	-
Booth, Douglas W.	Field Services Representative	102,403	-
Bork, Brad	Senior Fire Fighter	142,588	-
Bosgoed, Chad W.	Senior Engineer	112,866	-
Boswell, Kevin F.	Utilityperson II	65,199	25
Bot, Rony H.	Field Services Representative	105,970	-
Botkin, Helen J.	Facilities Project Consultant	109,445	-
Botkin, Stephen J.	Engineering Assistant III	67,555	-
Boudreau, Donnell	Equipment Operator IV	99,443	-
Bourdin, Kymberly	Communications Consultant	87,700	-
Bourlon, Ericka N.	Coordinator, Program Development	94,748	-
Bourret, Jeffrey M.	Firefighter	132,468	-
Boutin, Matthew	Senior Fire Fighter	153,263	-
Bowles, Lawren K.	Firefighter	136,325	-
Boyko, Brett R.	Semi Skilled Labourer	60,035	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Boyko, Kevin B.	Bus Operator	72,513	-
Brabant, Autumn R.	Casual Labourer 2006	50,579	-
Braddock, Mitchell J.	Equipment Operator II	60,841	-
Brahmbhatt, Vaibhav M.	Coordinator, Customer Service	73,459	-
Brailean, Linda	Coordinator, Parking Services	94,481	-
Brakefield, Ryan R.	Solutions Architect	107,266	-
Bravo Rosales, Mariana	Talent Specialist	82,607	-
Bravo-Farias, Flavio C.	Facilities Operator I	63,921	-
Braziuniene, Regina	Accounting Clerk VI	61,698	-
Bresselaar, Stacey L.	Permit Services Representative	81,752	-
Brezinski, Dwain	Bus Operator	70,540	-
Briere, Steven J.	Utilityperson II	65,805	25
Brodts, Michael J.	Traffic Signals Systems Analyst	80,854	-
Brossart, Justin S.	Caretaker II	54,925	-
Brotzel, Tanner J.	Firefighter	126,860	-
Brown, Austin J.	Firefighter	105,069	-
Brown, Connor S.	Firefighter	118,873	-
Brown, Davis T.	Firefighter	136,084	-
Brown, Geoff G.	Manager, Corporate Asset Management	150,995	2,548
Brown, Royce	Water Attendant	75,142	-
Bruce, Shelley	Financial Business Partner	63,319	-
Bryant, Adam J.	Manager, Sewer and Drainage Operations	130,555	675
Bryden, Deborah	Deputy City Manager, City Planning and Community Services	271,102	3,900
Bubley, Melissa	Traffic Operations Coordinator	72,915	-
Bubnick, Juniper A.	Solution Analyst III	54,027	1,578
Buch, Landon M.	Firefighter	119,910	-
Buchan, Brad	Lieutenant	161,812	-
Buckoski, James C.	Equipment Operator IV	66,915	-
Buendia, Felma D.	Information Preservation Technician	64,475	-
Buffalo, Stan I.	Saw Operator - Concrete Services	64,249	-
Burgess, Nathaniel A.	Lot Grading Inspector	68,577	-
Burley, Gerald M.	Equipment Operator III	63,480	-
Burns, Maria L.	Senior Program Manager	108,591	4,280
Burntack, Jeffrey W.	Senior Fire Fighter	146,359	-
Burton, Diana	Director, Recreation and Cultural Services	149,920	2,425
Bushay, Coye	Administrative Support	54,865	-
Bzdell, Anthony G.	Bus Operator	67,886	-
Cabaluna, Chris	Building Official I	68,227	-
Cabasa, Dexter A.	Casual Labourer 2006	61,569	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Cabylis, Samantha R.	Business Performance Consultant	77,843	-
Cabylis, Tyler D.	Firefighter	130,976	-
Calilung, Frea L.	Solution Analyst I	61,686	-
Callander, Charlene D.	Director, Treasury	173,079	6,100
Cameron, Richard A.	Journeyman - Carpenter	67,048	-
Cameron, Rorey	Sign Shop Worker	59,995	-
Cameron, Zakary	Facilities Operator I	64,702	-
Campbell, Alan	Cleaner - City Hall	55,457	-
Campbell, Bruce M.	City Hall Building Operator	61,319	-
Campbell, Chris B.	Manager, Roadways Capital Operations	137,203	4,629
Campbell, Randy M.	Equipment Operator IV	65,584	-
Campbell, Todd G.	Crew Lead, Heavy Equipment	98,944	400
Campese, Robin	Director, Strategic Communications and Media Relations	75,096	3,865
Cantello, Ian D.	Transportation Master Plan Coordinator	88,889	-
Cardinal, Beverly C.	Coordinator, Indigenous Engagement	103,630	-
Carey, Christopher J.	Utilityperson	65,654	-
Carey, Ronald	Facilities Operator I	64,395	-
Carleton, Colin A.	Firefighter	148,164	-
Carlston, Rick J.	Equipment Coordinator	70,035	-
Carrick, Sheena M.	Manager, Financial Analysis and Support	125,424	1,950
Carrol, Kesiena	Talent Specialist	67,230	-
Carson, Derek	Firefighter	132,873	-
Carson, Tia R.	Traffic Underground Installer	68,194	-
Carter, Tyler H.	Firefighter	137,818	-
Carteri, Jason R.	Firefighter	138,101	-
Cassano, Pietro	Bus Operator	60,544	-
Cassell, Ashley A.	Administrative Associate	66,400	-
Cassell, Ernest J.	Crew Lead, Heavy Equipment	98,843	400
Castillo, John	Bus Operator	61,215	-
Cedar, Kyle M.	Fleet Training Officer	95,604	-
Cesselli, Cory R.	Facilities Operator I	60,090	-
Chahal, Gurjinder S.	Bus Operator	93,970	-
Chalupiak, Jeremy K.	Building Official II	84,163	-
Chambers, Evan W.	Firefighter	138,233	-
Chandler, Michael R.	Mechanical Inspector	89,717	-
Charko, Reid S.	Field Services Representative	74,156	-
Charly, Noel J.	Utilityperson II	64,588	25
Charolia, Alif M.	Bus Operator	62,147	-
Chaudhary, Krunal	Client Support Analyst	51,339	-
Chauhan, Tanmay R.	Technologist II	64,860	-
Chawla, Robin	Human Resources Consultant and Supervisor	121,330	2,369

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Cheema, Harjinder	Bus Operator	55,292	1,086
Cheema, Iqvinderpal	Bus Operator	62,619	-
Chen, Fengyan R.	Coordinator, Financial and Business Support	87,514	-
Chen, Jingrong	Landscape Architect	89,133	-
Cherneski, Chad P.	Fire Inspector	134,272	-
Chernick, Glenn	Forestry Technician	72,393	-
Cherwinski, Andrew C.	Facilities Operator I	71,657	-
Cherwinski, Nicholas B.	Light Mechanic Apprentice Year 1	61,757	-
Chesterton, Michael L.	Programmer Analyst II	69,889	-
Cheveldeoff, Katherine L.	Health and Wellness Specialist	98,789	-
Chillog, Michael G.	Senior Fire Fighter	146,806	-
Chmelowski, Aiden	Communications Consultant	79,527	-
Chomos, Geoff	Manager, Business Solutions	153,078	1,950
Choquette, Tyler S.	Senior Fire Fighter	144,319	-
Chorney, Ken	Captain	152,869	-
Christianson, April D.	Accounting Clerk VI	68,035	-
Cichocki, Aaron P.	Senior Fire Fighter	140,243	-
Cifuentes, Brendon J.	Skilled Labourer	64,222	-
Cifuentes, Nicholas A.	Equipment Operator III	71,208	-
Clappison, Michael D.	Casual Labourer 2006	67,182	-
Clarke, Brian	Enterprise Architect	137,225	-
Clarke, Dave	Captain	171,945	-
Clements, Savannah L.	Technologist II	78,533	-
Clemmensen, Aaron	Skilled Labourer	65,000	-
Clifford, Christine	Senior Legal Counsel	171,445	-
Clow, Melissa D.	Manager, Corporate Information Governance	99,263	1,950
Coderre, Melissa M.	Manager, Sport Facilities and Special Events	108,015	600
Coffey, Fred	Business Solutions Specialist	89,199	-
Cole, Jessee R.	Privacy and Freedom of Information Officer	70,177	-
Coleman, Kalvin D.	Human Resources Consultant	121,332	-
Collins, Michael	Traffic Signal Control Electrician	88,950	-
Comfort, Paul J.	Captain	167,652	-
Comrie, Kelten J.	Manager, Integrated Engineering Services	150,612	1,950
Condon, Derek	Hydrant Repairperson	76,059	-
Cook, Chelsea F.	Journeyman Apprentice Year 3	81,119	25
Coolen, Ann M.	Paratransit Clerk	70,620	-
Cooper, Riley K.	Firefighter	130,638	-
Cooper, Ryan	Senior Environmental Scientist	102,741	-
Cooper, Tyler C.	Cemeterian II	64,361	-
Corley, Michael C.	Bus Operator	128,566	-
Corpuz, Nicole A.	Building and Yard Maintenance Operator	62,017	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Cotcher, Michael D.	Senior City Planner	99,602	-
Cowan, Randi	Firefighter	89,507	-
Cowman, Benjamin P.	Integrated Transportation/Revenue Services Coordinator	94,229	-
Craig, Robert J.	Casual Labourer 2006	63,006	-
Craigen, Cory D.	Captain	175,253	-
Crook, Cyrus A.	Senior Engineer	122,516	-
Cross, Nathan	Senior Engineer	91,185	-
Crowe, Curtis	Equipment Operator IV	66,238	-
Csoke, Sidney	Bus Operator	70,630	-
Cumming, Terrance L.	Property Assessor	89,551	-
Cunningham, Ryan J.	Bus Operator	79,501	-
Curley, Alexandra J.	Building Official I	51,237	-
Curley, Cassandra M.	Collection Officer	57,575	-
Currie, Landon D.	Skilled Labourer	71,575	-
Curry, Chris	Senior Captain	186,106	-
Cushicondor, Hebly S.	Process and Performance Consultant	94,887	-
Cyr, Justin J.	Casual Labourer 2006	65,089	-
Cyr, Victoria L.	Legal Assistant	67,628	-
Dadwal, Gursharan S.	Bus Operator	63,063	-
Dagenais, Anthony D.	Journeyperson - Mechanic	95,111	400
Dagenais, Jean-Yves A.	Crew Lead - Cold Planer	87,962	-
Daku, Kevin P.	Firefighter	130,996	-
Daly, Amanda	Coordinator, Financial and Business Support	76,764	-
Daly, Todd	Facilities Operator I	63,987	-
Dang, Ngoc Anh Kiet	Senior Purchasing Agent	66,622	-
Dangwal, Pranshul	Landscape Architect	93,125	-
Danielson, Andrew J.	Landscape Architect	93,870	-
Dann, Jason A.	Equipment Operator III	73,860	-
Daradich, Janine R.	Manager, Planning and Partnerships	153,078	4,939
Darapiza, Ramon M.	Field Services Representative	94,214	-
Daschner, Kurtis	Irrigation Worker II	63,294	-
Davies Geisel, Kerri-Lee	Market Research Analyst	81,618	-
Davies, Scott	Lieutenant	162,604	-
Davies, Vanessa R.	Service Coordinator	93,514	-
Davis, Kris J.	Coordinator, Transit and Fleet Maintenance	111,008	-
Dawson, Autumn D.	Director, Planning and Development Services	176,726	2,600
Dawson, Dillon J.	Firefighter	127,795	-
Dawson, Jeremy B.	Development Control Officer II	62,469	-
Day, Keith H.	Firefighter	136,247	-
Day, Thomas	Chief of Staff	153,639	2,600

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
De Jesus, Angelo D.	Technologist II	77,128	-
De Waal, Eric A.	Senior Project Manager	89,418	4,077
Debert, Jaxon K.	Firefighter	130,937	-
Debia, Keneni M.	Sustainability and Adaptation Consultant	115,691	-
Decker, Tracey A.	Coordinator, Development Control Officer	85,130	-
Deener, Shelly A.	Building Official I	75,133	-
Deepak, Deepak	Bus Operator	63,288	-
Deiana, Marco	Manager, Workplace Health and Safety	153,078	1,950
Delmaire, Marcus	Bus Operator	69,272	-
Delorme, Nolan B.	Equipment Operator IV	104,618	-
Demery, Dwight C.	Casual Labourer 2006	70,081	-
Demyen, Alyssa M.	Law Office Administrator	26,847	32,779
Demyen, Kaylyn M.	Liaison Officer	70,129	-
Depaulo, Patrick C.	Firefighter	137,388	-
Derin, Brant	Journey person Body Repairperson	84,538	25
Derkitt, William E.	Facilities Operator I	57,368	-
Derkson, Lyle	Fire Inspector	152,137	-
Dermody, Brody L.	Greenskeeper	75,258	-
Deroose, Sidney J.	Crew Lead II, Landscape	111,620	-
Deroose, Ty C.	Equipment Operator IV	82,992	-
Desjardins, Marissa S.	Parking Services Officer	64,526	-
Desnomie, Leo J.	Crew Lead - Mudjacking	75,251	-
Desnomie, Samantha R.	Clerk Typist V	52,019	-
Despins, Samantha	Revenue and Service Clerk	63,890	-
DesRochers, Lindsay D.	Coordinator, Social Policy and Programs	90,804	-
Detillieux, Dana P.	Firefighter	112,154	-
Devine, Jackson R.	Technologist II	81,655	-
Dezotell, Chrisandra A.	Senior Policy and Grants Consultant	79,670	600
Dhar, Akshi	Technology Partner	102,785	-
Dheilly, Richard	Training Captain	47,974	63,219
Didowycz, Matthew J.	Senior Fire Fighter	141,428	-
Diebel, Warren L.	Casual Labourer 2006	55,122	-
Digney, Kevin D.	Assistant Chief - Operations	185,138	1,950
Dillon, James M.	Assistant Operator	84,086	-
Dimen, Garth W.	Senior Fire Fighter	146,844	-
Dinsmore, Andrew	Manager, Internal Communications	129,184	1,800
Discombe, Kieran A.	Traffic Signal Control Technician	76,968	-
Dodd, Ashley K.	Legal Counsel	148,869	-
Dodd, Brian S.	Skilled Labourer	71,306	-
Doka, Corey	Supervisor of Urban Forestry	97,912	-
Domingo, Benedict	Engineer	60,959	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Domoney, Courtney M.	Project Transition Consultant	108,637	750
Domoslai, Tim R.	Centre Administrator	82,060	-
Donaldson, Juanita	Coordinator, Accounting Services	116,656	-
Donauer, Ryan A.	Semi Skilled Labourer	55,674	-
Donda, Bryon K.	Supervisor, Field Operations	87,509	-
Doney, Kurtis	Deputy City Manager, City Operations	251,723	3,900
Donohue, Jordan C.	Senior Purchasing Agent	56,633	-
Dowling, Sheri L.	Administrative Support	60,497	-
Downie, Holly T.	Business and Contract Administrator	71,770	-
Downing, Larry W.	Transit Fleet Parts Storekeeper	77,544	25
Doyle, Noeleen B.	Property Revenue Clerk	58,967	-
Drackett, Dan G.	Lieutenant	157,937	-
Drake, Eric J.	Facilities Operator I	72,709	-
Draycott-Maguire, William	Utilityperson II	61,382	25
Dreger, Sydney E.	Project Engineer	104,466	-
Dreher, Robert	Cemeterian II	59,803	-
Dribnenki, Steven P.	Legal Counsel	153,079	-
Drimmie, Zoey	City Planner II	77,077	-
Driver, Darin A.	Casual Labourer 2006	53,416	-
Drozda, Mitchell	Firefighter	101,437	-
Dubasov, Ruth A.	Paratransit Clerk	73,233	-
Duchak, Shay R.	Firefighter	132,408	-
Duden-Isaac, Amanda	Crew Lead I, Parks Maintenance	66,686	-
Duesterbeck, Bradley D.	Crew Lead - Grade Finisher	74,475	-
Dugas, Rachel A.	Scheduling Officer	64,439	-
Dumais, Richard T.	Bus Operator	70,871	-
Dundas, Jason C.	Captain	173,858	-
Duperreault, Chance D.	Fire Inspector	155,928	-
Dusyk, John R.	Accountant I	75,841	-
Dwyer, Brennan R.	Facilities Operator I	65,193	-
Dwyer, Joseph D.	Senior Greenskeeper	75,664	-
Dyck, Gavin C.	Journey person - Industrial Mechanic	73,297	-
Dyck, Kendall A.	Senior Utility Billing Officer	69,171	-
Dyck, Randall J.	Senior Fire Fighter	147,018	-
Ear, Calvin C.	Financial Business Partner	126,933	-
Earnshaw, Spencer F.	Coordinator, Water Supply Maintenance	192,462	-
Eashappie, Macy T.	Crew Lead - Traffic Operations	79,152	-
Eaton, Bryden J.	Trades I-Sewer Services	65,213	-
Ebel, Chris L.	Skilled Labourer	63,282	-
Eckersley, Brittany C.	Senior Engineer	122,836	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Ede, Michael K.	Manager, Roadways Maintenance Operations	137,203	4,629
Edwards, Bill G.	Crew Lead I, Parks Maintenance	64,722	-
Eirich, Russell	Director, Parks and Open Space Services	164,115	2,425
Eisler, Chris K.	Crew Lead, Roadway Operations	68,854	-
Eisler, Ryan T.	Lieutenant	157,455	-
Eisnor, Brendan	Firefighter	136,212	-
Elek, Jaclyn L.	Equipment Operator IV	65,784	-
Elliott, Trevor G.	Firefighter	121,893	-
Ellis, Cheryl L.	Business System Analyst	47,553	6,346
Ellis, Colin O.	Technology Partner	103,324	-
Elsaesser, Brent D.	Community Consultant	80,728	-
Emeka Ezikpe, Josephine	Financial Admin Business Systems Analyst	70,158	-
Empey, Roger A.	Equipment Operator III	69,529	-
Englund, Myles	Facilities Operator I	58,388	-
Enriquez, Gloria B.	Coordinator, Revenue Services Accounting	102,665	-
Erdelyan, Shawn	Equipment Operator IV	89,274	-
Ermel, Jessica A.	Administrative Associate	60,319	-
Escobedo, Leila C.	Human Resources Business Partner	92,056	-
Eskra, Alexandra M.	Senior Human Resources Consultant	115,044	-
Esplen, Taylor J.	Firefighter	101,230	-
Estin, Paula-Jayne J.	Customer Service Representative II	65,901	-
Estrella, Francis G.	Bus Operator	68,230	-
Euraoba, Winson C.	City Hall Building Operator	61,365	-
Euteneier, Mark M.	Equipment Operator III	64,295	-
Eva, Justin	Supervisor of Equipment and Maintenance	106,350	25
Evans, Kerry L.	Property Revenue Clerk	59,074	-
Ewanishin, Pamela A.	Coordinator, Development	94,403	-
Ewart, Ryan S.	Building Official II	81,348	-
Ewasienko, Chad A.	Bus Operator	69,896	-
Eyre, Lindsey V.	Coordinator, Administrative Services	61,516	-
Faber, Jared M.	Project Engineer	99,183	-
Fafard, Carolyn J.	Process and Performance Consultant	102,154	-
Fagan, Peter	Coordinator, Water and Sewer	104,174	-
Fahlman, Curtis A.	Firefighter	138,376	-
Fairbairn, Steven E.	Firefighter	130,613	-
Farooq, Rana M.	Geospatial Technician	71,818	-
Farrell, Shannon L.	Coordinator, Purchasing	115,352	-
Fawcett, Robert J.	Facilities Operator I	61,852	-
Fayant, Curtis R.	Semi Skilled Labourer	53,011	-
Fayant, Marlowe	Foreperson, Facilities Operations	95,667	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Fayant, Timothy	Crew Lead I, Parks Maintenance	68,613	-
Fedirko, Scott M.	Senior Assessment Appraiser	99,339	-
Felix, Joseph A.	Fire Inspector	134,739	-
Felix, Paul S.	Firefighter	130,753	-
Fenton, Debbie P.	Bus Operator	68,634	-
Fenton, Jeremy J.	Senior City Planner	109,828	-
Ferch, Braeden R.	Firefighter	118,492	-
Ferguson, Damian J.	Equipment Operator III	67,886	-
Fernell, Brett J.	Casual Labourer 2006	52,871	-
Ferrer, Elmer C.	Bus Operator	64,592	-
Fetch, Matthew K.	Firefighter	112,207	-
Fettes, Deborah	Neighbourhood Centre Programmer	73,534	-
Field, Dwight F.	Facilities Operator I	65,156	-
Fiorante, Antonio	Electrical/Instrumentation Journeyman	111,120	-
Fischer, Michael S.	Skilled Labourer	52,781	-
Fisher, Calvin J.	Firefighter	141,810	-
Fisher, David	Building Official III	77,603	-
Fisher, Trevor	Supervisor, Field Operations	128,282	-
Flamont, Sherry L.	Crew Lead I, Parks Maintenance	65,743	-
Fleming, Brady J.	Traffic Detours/Restrictions Controller	62,123	-
Flis, Carl T.	Manager, Procurement and Supply Chain	102,058	1,583
Fluter, Darcy	Skilled Labourer	84,982	-
Fong, Jason A.	Transportation Services Officer	88,225	-
Forbes, Matthew K.	Geomatics Technician I	68,777	-
Ford, Fraser K.	Real Estate Officer	67,668	-
Forsythe, Krista L.	Manager, Transit Administration	110,746	1,950
Forsythe, Rory A.	Crew Lead, Light Fleet	97,742	400
Forsythe, Stephen	Crew Lead - Solid Waste Collection	73,819	-
Fortier, Cody A.	Building and Yard Maintenance Operator	65,854	-
Fortin, Danielle L.	Senior Engineer	122,692	-
Fox, Darren R.	CCTV Sewer Camera Operator	72,912	-
Fox, Sean D.	Lead Operator	91,779	-
Francis, Stephen S.	Bus Operator	58,611	-
Frank, Erica A.	Coordinator, Winter City Strategy	84,812	-
Frankiewicz, Stephen	Hydrant Specialist	82,108	-
Frederick, Adam T.	Journeyman - Mechanic	96,146	400
Freed, Trevor L.	Skilled Labourer	69,081	-
Freeland, Chad	Manager, Bylaw Enforcement	137,083	1,950
Freeland, Mathew J.	Skilled Labourer	64,315	-
Frei, Todd M.	Emergency Preparedness Specialist	146,320	-
Friesen, James D.	Senior Fire Fighter	143,430	-

See accompanying notes.

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Friesen, Jeret L.	Lieutenant	162,145	-
Froehlich, Laine M.	Manager, Operational Services	105,956	1,950
Froehlich, Ryan	Coordinator, Major Projects	105,302	-
Frohlick, Chris	Director, People and Organizational Culture	76,017	1,050
Frohlick, Dan	Equipment Operator III	86,224	-
Frost, Brenton W.	Casual Labourer 2006	62,125	-
Fuchs, Alex E.	Firefighter	136,226	-
Furey, Conrad N.	Business Solutions Specialist	60,889	-
Furtak, Ewelina	Customer Service Representative II	66,512	-
Gaber, Tyler D.	Firefighter	109,609	-
Gabora, Jeff S.	Serviceperson	58,344	-
Gabriel, Amy L.	Coordinator, Fleet Training and Safety	108,698	-
Gaditano, Christian U.	End Point Management Specialist	86,478	-
Gaetz, D. Dawn	Team Lead, Geospatial Services	43,496	37,823
Gailing, Shawn R.	Equipment Operator III	69,807	-
Gainda, Sukhwinder S.	Bus Operator	56,975	-
Gall, Christopher G.	Journeyman - Mechanic Light	94,112	400
Gallenger, Trevor J.	Senior Fire Fighter	150,134	-
Ganne, Preston	Senior Assessment Appraiser	88,590	-
Gao, Xiaoya	HR Business Analyst	85,528	-
Gardner, Kerry	Training Captain	155,352	-
Gartner, Jeff D.	Training Captain	164,599	-
Gartner, Patrick R.	Mechanical Inspector	87,185	-
Garzona, Nestor R.	Bus Operator	69,352	-
Gaudet, Kenny D.	Manager, Infrastructure Delivery	118,875	300
Gavel, Ryan	Firefighter	136,712	-
Gaw, Peter B.	Fleet Training Officer	86,258	-
Gebert, Dylan M.	Lead Hand, Utilityperson II	67,469	-
Geiss, Darrell J.	Supervisor, Traffic Signals Trades	109,431	-
Gelinas, Jordan C.	Firefighter	132,826	-
Geng, Sherry	Corporate Budget Advisor	107,960	-
Gennutt, Keith W.	Building Official III	94,670	-
Gentile, Kristina M.	Business Performance Consultant	105,458	-
Georgoulis, Varvara I.	Results Consultant	121,786	-
Gerber, Joey	Supervisor, Cemeteries	76,333	-
Gerena, Edwin T.	Casual Labourer 2006	50,296	-
Gerl, Aimee G.	Human Resources Associate	91,750	-
Germaine, Nathan D.	Solid Waste Truck Operator	69,786	-
German, Wally	Equipment Operator III	60,450	-
Gerolami, Coby L.	Financial Operational Administrator	66,449	-

See accompanying notes.

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Gerolami, Michael	Infrastructure Coordinator	118,210	-
Gerspacher, Burton P.	Pest Control Technician	81,045	-
Gerspacher, Michael A.	Senior Engineer	123,020	-
Gervais, Amber	Senior Financial Management Analyst	54,991	76,092
Gervais, Brenda M.	Accounts Payable Clerk	63,794	-
Gessey, Douglas R.	Crew Lead, Roadway Operations	74,785	-
Gessey, Joshua L.	Equipment Operator IV	67,265	-
Gessey, Kent	Crew Lead, Roadway Operations	66,882	-
Gessey, Tina	Crew Lead II, Parks Maintenance	69,652	-
Gette, Loretta J.	Senior Engineer	122,995	-
Gettle, Jordan L.	Crew Lead-Water and Sewer Construction	85,749	-
Giannini, Roberto F.	Coordinator, Water and Sewer	70,413	-
Giblett, Candace E.	Public Education Officer	141,409	-
Gibson, Donna L.	Human Resources Consultant	25,569	40,201
Gibson, Kyle J.	Forester II	69,396	-
Gidluck, Aron	Captain	146,732	-
Giebel, Tyler J.	Firefighter	131,004	-
Gielis, Henricus	Irrigation Worker III	66,609	-
Gielis, Marcus A.	Water and Sewer Construction Pipelayer	93,508	-
Gill, Harmandeep K.	Coordinator, Transit Administration	91,101	-
Gillies, Riley G.	Firefighter	122,643	-
Gimas, Kevin	Coordinator, Water and Sewer	99,854	-
Giroux, Seylor J.	Assistant Supervisor, Leisure Centres	79,053	-
Gismond, Matthew J.	Senior Business Intelligence Administrator	103,244	-
Gittens, Donald A.	Paratransit Clerk	78,399	-
Glazier, Keir E.	Corporate Facilities Security Manager	64,906	1,313
Glencross, Jeff D.	Irrigation Worker II	64,441	-
Glennie, Matthew	Facilities Operator I	55,675	-
Glover, Kennedy A.	Business Performance Consultant	77,021	1,467
Goebel, Brandi A.	Coordinator, Construction Programming	105,341	-
Gohlke, David	Supervisor, Field Operations	115,313	-
Gohlke, Elaine	Council Officer	89,584	-
Gohlke, Kristopher W.	Equipment Operator III	71,896	-
Goodwill, Johnathan A.	Caretaker I	63,198	-
Goodwin, Caroline L.	Public Engagement Advisor	6,733	69,629
Goodwin, Matthew S.	Team Lead, Geospatial Services	86,413	-
Gordon, Jim	Building Official II	78,026	-
Gore, Brad	Director, Destination Marketing	161,337	2,600
Goretzky, Nathan J.	GIS Programmer	84,977	-
Gorham, Carter P.	Supervisor, Golf Courses	93,831	-
Gorman, Bryce P.	Firefighter	102,344	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Gorski, Austin L.	City Hall Foreperson - Facilities Operation	86,066	-
Goryukhanov, Gennady	Manager, Assessment Services	136,116	1,950
Gotchia, Richard R.	Firefighter	136,286	-
Gottfried, Richard K.	Utilityperson II	61,641	25
Grabka, Josh	Journeyman - Industrial Mechanic	107,594	-
Grace, Dean	Cemeterian II	65,631	-
Gracie, Mackenzie R.	Customer Service Representative II	57,861	-
Grandel, David	Trades Coordinator - No MS	92,375	-
Grandel, Janice G.	Forestry Technician	74,212	-
Grandel, Tyler	Semi Skilled Labourer	51,971	-
Grant, Barry K.	Equipment Operator III	64,133	-
Grant, Patti	Executive Assistant	-	62,016
Gravener, Mark F.	Warehouse Associate II	70,126	-
Gray, Michael T.	Firefighter	137,814	-
Gray, Ryan A.	Manager, Government Relations	128,328	1,125
Grazier, Luke W.	Director, Sustainable Infrastructure	136,862	1,950
Grebinsky, Carter W.	Firefighter	132,045	-
Green, Malcolm	Equipment Operator III	75,107	-
Green, Patrick	Journeyman - Industrial Mechanic	116,546	-
Gregory, Stuart	Fleet Training Officer	94,632	-
Grewal, Gurnadar S.	Bus Operator	83,378	-
Greyeyes, Chris	Collection Officer	63,288	-
Griffin, Lynette	Manager, Integrated Transportation Services	137,204	1,950
Griffin, Naomi J.	Risk Manager	107,737	-
Grimard, Kimberley D.	Technologist II	83,693	-
Groff, Trevor G.	Supervisor, Field Operations	105,040	-
Grychowski, Darren G.	Assistant Property Assessor	61,958	-
Guarin, Ashley T.	Accounting Clerk VI	69,252	-
Gudmundson, Arin D.	Firefighter	138,053	-
Guenther, Evan R.	Director, Sustainable Infrastructure	118,135	225
Guevara, Dominic	Lead Hand	102,685	25
Guliani, Amarpreet S.	Senior City Planner	109,604	-
Gupta, Pallavi	Bus Operator	69,218	-
Guraluk, Kevin	Skilled Labourer	62,550	-
Haas, Matthew B.	Firefighter	130,937	-
Hadican, Alysha A.	Revenue and Service Clerk	61,891	-
Hagar, Peter	Project Engineer	40,664	49,276
Hagel, Daniel R.	Facilities Operator I	62,289	-
Hagel, Derek M.	Firefighter	129,401	-
Hagen, Jared W.	Senior Engineer	124,455	-

See accompanying notes.

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Hagley, Colton J.	Firefighter	90,289	-
Hahn, Allison L.	Senior Engineer	122,870	-
Hajdinovic, Miodrag	Bus Operator	82,944	-
Hall, Blair A.	Solid Waste Truck Operator	63,972	-
Hall, Lisa E.	Strategic Technology Contract Specialist	86,404	-
Halvorson, Jonathan N.	Manager, Destination Development	102,445	1,950
Hameluck, Joel W.	Water and Sewer Construction Pipelayer	64,150	-
Hamilton, Noel J.	Coordinator, Water and Sewer Programming	82,357	-
Hamirani, Rahim	Manager, Divisional Business Support	121,172	1,950
Hammond, Tim	Captain	29,090	85,791
Hampson, Mark	Manager, Fleet Assets	143,540	1,950
Hanley, Patricia L.	Executive Assistant	93,676	1,749
Hannah, Curtis D.	Manager, Geospatial Solutions	137,204	1,950
Hansen, Leroy P.	Trades I-Sewer Services	74,190	-
Hanson, Jamie	Director, Facilities and Fleet	165,803	5,489
Haque, AKM Moinul	Bus Operator	68,546	-
Harbis, Nicollette	Cash Management and Investment Analyst	98,889	-
Harding, Dagan G.	Senior Policy and Grants Consultant	94,423	36,862
Harding, Mark T.	Casual Labourer 2006	56,991	-
Hardy, Mikhaila I.	Program Specialist - Aquatics	78,899	-
Harmel, Yulia	Building Official I	64,539	-
Harmen, Lonnie	Building Official I	74,824	-
Harpinder Singh, H	Bus Operator	65,838	-
Harris, Darren	Supervisor, Irrigation Services	94,266	-
Harris, Jason D.	Manager, City Centre	124,706	1,950
Harris, Steven K.	Skilled Labourer	62,511	-
Harrison, Alaina M.	Planning and Performance Consultant	113,244	-
Harron, Kyle D.	Project Engineer	90,268	-
Hartman, Lexie D.	Senior Utility Billing Officer	60,436	-
Hartman, Sherri-Lynn I.	Supervisor, Field Operations	142,448	6,000
Hartman, Traiton J.	Senior Fire Fighter	144,660	-
Harty, Raylene F.	Procurement and Contract Specialist	99,749	-
Harvey, David S.	Bus Operator	70,137	-
Hastings, Stephanie R.	Business Analyst	74,357	-
Hathur, Harkirat Kaur	Technologist	75,017	-
Hauglum, Sean J.	Coordinator, Water and Sewer Programming	103,078	-
Haywahe, Timothy A.	Casual Labourer 2006	75,036	-
Hazen, Scott R.	Warehouse Associate II	69,137	-
He, Xiaoling I.	Project Engineer	107,798	-
Hegyi, Matthew J.	Equipment Operator III	64,098	-
Hegyi, Sherri A.	Business Performance Consultant	100,278	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Heibein, Jonathan R.	Equipment Operator III	72,922	-
Heintz, Curtis	Lieutenant	157,993	-
Heisler, Alberta	Coordinator, Locates	85,678	-
Heisler, Ashley L.	Real Estate Officer	51,128	-
Heistad, Cory E.	Engineering Assistant III	62,815	-
Heller, David	Supervisor, Fleet Stores	93,842	-
Hemm, Kimberly A.	City Planner II	77,389	-
Henderson, Brittany D.	Coordinator, Water and Sewer Programming	88,193	-
Henderson, Dustin L.	Bus Operator	69,242	-
Hendrickson, Adam B.	Health and Wellness Specialist	91,301	-
Henning-Hill, Helene H.	Human Resources Consultant	145,744	1,500
Henricksen, Philip S.	Firefighter	139,874	-
Henry, Tyler	Firefighter	96,996	-
Herauf, Lance M.	Firefighter	132,151	-
Herbel, Bradie	Legal Assistant	51,984	-
Herle, Jeffrey A.	Senior Development Manager	131,228	1,500
Hermosura, Christian E.	Infrastructure Architect	90,658	-
Hertes, Aaron R.	Policy Analyst	93,910	-
Heshka, Lori	Administrative Support	91,702	1,732
Hewitt, Gordon J.	Deputy Chief	195,260	1,950
Hildebrand, Andrew W.	Equipment Operator III	69,296	-
Hilderman, Garth B.	Source Control Inspector	82,421	-
Hildred, Chad E.	Supervisor, Field Operations	97,488	-
Hillstead, Chris J.	Senior Tax Enforcement Officer	68,992	-
Hira, Rahul	Business Intelligence Administrator	81,940	-
Hirapara, Yogeshkumar D.	Cleaner - City Hall	53,261	-
Hlavsa, Rob	Bus Operator	69,291	-
Hodel, Joshua J.	Crew Lead - Cold Planer	81,055	-
Hodgson, Stacey M.	Coordinator, Furniture, Fixtures and Equipment	97,788	-
Hoffart, Paul	Senior Engineer	123,304	-
Hogan, Tyler P.	Firefighter	136,256	-
Hoggan, Rodney	Equipment Operator III	65,319	-
Hohne, William D.	Skilled Labourer	122,637	-
Holinaty, Ashley D.	Human Resources Business Partner	114,515	-
Holinaty, Landan	Equipment Clerk	55,816	-
Holt, Bart K.	Firefighter	140,659	-
Holt, Mark M.	Operator	96,994	-
Hood, Jack	Equipment Operator IV	72,315	-
Hood, Tammy L.	Casual Labourer 2006	52,214	-
Howden, Breanne J.	Senior Financial Reporting and Policy Advisor	125,382	-
Howden, Cindy L.	Privacy and Freedom of Information Officer	105,456	2,059

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Howell, Tracy D.	Senior Captain	174,497	-
Hu, Yafei	Project Engineer	109,368	-
Huang, Peng	Accounting Clerk VI	69,114	-
Hubbard, Kristen	Bylaw Enforcement Officer III	85,723	-
Hudson, Janice L.	Council Officer	89,584	-
Huget, Sarah	Administration Clerk	62,607	-
Hughes, David E.	Manager, City Projects	152,932	-
Hulley, Tyler J.	Firefighter	89,507	-
Humble, Roberta D.	Sustainability and Adaptation Consultant	125,133	-
Hume, Robert M.	Bus Operator	61,789	-
Humphreys, Devon M.	Crew Lead, Roadway Operations	82,279	-
Huntley, David A.	Bus Operator	67,693	-
Hurley, Shawn	Journeyman - Mechanic Light	94,124	400
Hutch, Brenda L.	Manager, Assessment and Property Revenue Systems	148,602	1,950
Hutchinson, Rhea A.	Property Revenue Clerk	58,592	-
Hutton, Simon W.	Legal Counsel	134,768	-
Huynh, Kevin	Manager, Divisional Business Support	121,314	225
Huynh, Linda	Coordinator, Incentives	101,729	-
Hycza, Donna M.	Dispatcher - Fire	113,893	-
Hyder-Shaikh, Khayyam	Bus Operator	77,138	-
Ibalio, Eric P.	Equipment Operator IV	75,372	-
Ifet, Obianuju E.	Business Solutions Specialist	88,964	-
Imdad, Syeda A.	Clerk Typist V	50,235	-
Imhoff, Jon	Supervisor, Parks Maintenance	77,350	-
Insley, Andrea L.	Senior Assessment Appraiser	91,066	-
Insley, Trevor	Infrastructure Specialist	97,603	-
Iorga, Willow D.	Coordinator, Education and Outreach	86,992	-
Iqbal, Adnan	Bus Operator	101,311	-
Ironeagle, Rene C.	Equipment Operator IV	66,247	-
Ironstand, Zack J.	Journeyman - Mechanic	94,218	400
Issel, Kyle	Project Engineer	112,284	-
Ivanchenko, Yevheniia	Accounting Clerk VI	61,894	-
Jack-Robinson, Kerry-Ann K.	Administrative Associate	68,857	-
Jackson, Brodi T.	Traffic Signal Control Electrician	92,324	-
Jackson, G. Layne	Director, Fire and Protective Services	234,094	-
Jackson, Marshall A.	Equipment Operator III	95,008	-
Jacobs, Kyle E.	Facilities Operator I	60,749	-
Jacobson, Cortnie	Senior Human Resources Consultant	134,462	-
Jafar, Imran	Microsoft Solutions Specialist	62,345	-

See accompanying notes.

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Jakubowski, Paul	Captain	166,795	-
Jakupovic, Mirela	Leadperson - Alley Utilities	70,595	-
Jamal, Qaisar	Sustainable Procurement Specialist	94,226	-
James, Cary D.	Project Coordinator - Trades	88,944	-
Jang, Seongpil	Engineer	81,433	-
Jani, Hemangi	Technologist II	79,804	-
Jara, Jose M.	Technologist II	81,223	-
Jarton, Brodie M.	Coordinator, Construction Programming	81,229	-
Jasper, Ryan J.	Casual Labourer 2006	53,461	-
Jassal, Balwinder K.	Bus Operator	118,653	-
Jassal, Tarsem S.	Bus Operator	65,242	-
Jeannot, Bryce B.	Firefighter	147,137	-
Jedlic, Chad A.	Director, Land, Real Estate and Economic Development	213,018	2,600
Jelinski, Chris P.	Journeyman - Welder	83,406	-
Jerkovits, Nicole R.	Coordinator, Recreation Program Services	96,444	-
Jeworski, Brendan M.	Casual Labourer 2006	51,948	-
Jhita, Ramandeep S.	Senior Purchasing Agent	83,030	-
Johns, Jacqueline J.	Senior Human Resources Consultant	55,574	7,147
Johnson, Colinda	City Assessor	155,934	1,950
Johnson, Janell Y.	Senior Fire Fighter	152,746	-
Johnson, Jennifer	Deputy City Manager Communications, Service Regina and Tourism	265,549	3,900
Johnson, Zachary B.	Firefighter	89,514	-
Johnston, Evan	Community Investment Clerk	58,167	-
Johnston, Jaclyn L.	Program Specialist - Fieldhouse	69,621	-
Johnston, Mark A.	Technologist II	80,961	-
Johnston, Ryan	Supervisor, Pest Control	97,237	-
Johny, Albin	Bus Operator	57,796	-
Jollimore, Robert S.	Senior Engineer	122,836	-
Jones, Jennifer L.	Secretary II	55,790	-
Jones, Megan J.	Senior Development Manager	137,204	1,950
Joorisity, Jacqueline M.	Asset Management Administrator	81,563	-
Jordan, Darcy K.	Senior Geospatial Technician	80,822	-
Jordan-Bedore, Anthony	Casual Labourer 2006	51,576	-
Jose, Shane W.	Equipment Operator IV	93,047	-
Joshi, Tanuj	Client Support Analyst	72,980	-
Judge, Namandeep S.	Bus Operator	93,799	-
Juhasz, Jozsef	Bus Operator	146,313	-
Jukes, Eden A.	Employee Engagement Liaison	121,332	-
Julien, Glenn	Casual Labourer	55,684	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Kabatoff, Ken	Supervisor, Parks Development	104,514	-
Kachmarski, Sonia G.	Coordinator, Sport Facilities and Partnerships	98,451	-
Kaip, Steve A.	Firefighter	137,814	-
Kalenchuk, Ryan	Senior Development Manager	101,368	-
Kalim, Carolyn J.	Director, Water, Waste and Environment	166,654	2,600
Kalim, Faisal L.	Director, City Centre and Community Standards	172,109	2,600
Kallichuk, Landon L.	Firefighter	137,621	-
Kalyniuk, Alanna B.	Coordinator, Administrative Services	86,404	-
Kaminski, Levi T.	Firefighter	136,226	-
Kaminski, Stacey M.	Coordinator, Water and Sewer Programming	88,579	-
Kaminski, Vicki M.	Administration Clerk	54,172	-
Kanani, Jaideep D.	Solution Analyst II	76,169	-
Kanda, Ajay	Transportation Services Officer	82,015	-
Kanda, Poonam	Bus Operator	63,520	-
Kanda, Rahul	Bus Operator	82,324	-
Kansra, Ashish	Bus Operator	115,834	-
Karwal, Munish K.	Bus Operator	124,549	-
Kashif, Muhammad	Skilled Labourer	103,168	-
Kasperski, Sharon V.	Manager, Service Regina	135,418	1,950
Kaur, Akshdeep	Bus Operator	59,915	-
Kaur, Surinder	Bus Operator	65,995	1,727
Keewatin, Leroy N.	Solid Waste Truck Operator	66,319	-
Kelemen, Renay D.	HR Business Analyst	103,339	-
Kelly, David J.	Bylaw Enforcement Officer III	82,324	-
Kemp, Joseph D.	Firefighter	89,542	-
Kent, Amy	Manager, Community and Recreation Programs	128,112	1,950
Kerbs, Chad B.	Firefighter	137,750	-
Kerr, Bradley J.	Firefighter	138,233	-
Kerr, Jacelyn	Facilities Operator I	56,584	-
Khan, Nazmul	Building Code Engineer	122,516	-
Kickley, Shanon L.	Geospatial Technician	74,791	-
Kidem, Lillian	Cleaner - City Hall	55,067	-
Kilbride, Mike D.	Journey person - Plumber/Gasfitter	89,239	-
Kindermann, Heather K.	Senior City Planner	97,768	-
Kindopp, Jessy A.	Executive Assistant	86,920	-
Kirk, Candace	Systems and Revenue Analyst	81,866	-
Kirstein, Cory A.	Senior Fire Fighter	144,817	-
Kirstein, Zachary A.	Coordinator, Construction Programming	74,972	-
Kish, Ryan K.	Water and Sewer Construction Pipelayer	67,679	-
Kiss, Frank	Meter Reader	63,761	-
Kistner, Don G.	Assistant Chief, Technical and Administration Services	101,975	2,925

See accompanying notes.

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Kistner, Scott	Director, Strategy and Performance	78,723	7,787
Kizhakkaveetil Mathews, Jerryl	Bus Operator	66,194	-
Klapatiuk, Nathan R.	Journeyman - Mechanic	93,539	400
Klaptchuk, Justin L.	Crew Lead-Water and Sewer Construction	95,849	-
Klassen, Tim	Bus Operator	58,536	-
Klaudeman, Sean A.	Supervisor, Field Operations	93,406	-
Klein, Brandi	Senior Communications Strategist	62,879	-
Klein, Trevor W.	Coordinator, Parks Support Operations	88,566	-
Kleisinger, Shane J.	Project Engineer	77,124	-
Kliman, Jonathan	Captain	169,666	-
Kluge, Darcy A.	Bus Operator	77,844	-
Klymchuk, Beth B.	Licensing Officer	57,009	-
Klyne, Mackenzie	Supervisor, Leisure Centres	83,888	-
Klyne, Steve	Bus Operator	65,248	-
Knaus, Brent W.	Solutions Architect	102,362	-
Knaus, Kurtis B.	Skilled Labourer	74,161	-
Knowles, Dean	Coordinator, Building Permit Inspections	103,111	-
Koch, Dale	Journeyman - Carpenter	85,332	-
Koch, Danny	Captain	163,976	-
Koch, Lyndsey M.	Crew Lead I, Parks Maintenance	65,515	-
Koch, Nicholas J.	Captain	171,821	-
Kocoy, Dwayne A.	Bus Operator	78,330	-
Koffler, Chris D.	Senior Fire Fighter	141,849	-
Kofoed, Devon J.	Client Support Analyst	64,617	-
Kokoski, Sara A.	Senior Greenskeeper	76,345	-
Kolawole, Ebenezer O.	Policy and Procedure Analyst	80,646	-
Kolenich, Diana E.	Customer Service Representative II	67,185	-
Konchakovsky, Vitaliy	Bus Operator	57,902	-
Konkel, Shanna	Property Revenue Clerk	52,276	-
Koothanatham Sridharan, Rangith	Bus Operator	58,771	-
Kopan, Lonny A.	Training Captain	111,758	63,656
Kopriva, Joshua W.	Infrastructure Analyst	67,693	-
Korchinski, Conrad A.	Firefighter	136,226	-
Kosar, Angela C.	Community Consultant	66,882	-
Kosheliev, Oleg	Journeyman - Mechanic	93,432	400
Koshy, Thomas	Solutions Architect	99,303	-
Kosior, Neil B.	Journeyman - Parts	72,728	25
Koteck, Braeden W.	Firefighter	89,871	-
Kotsetas, Maria	Community Consultant	78,536	-
Kovach, Kelly A.	Engineer	82,275	-
Kovatch, Garrett D.	Semi Skilled Labourer	63,930	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Kowbel, Jered L.	Supervisor, Field Operations	98,580	-
Kozack, Jay	Water and Sewer Construction Pipelayer	90,499	-
Kozakewich, Jaeson	Captain	177,856	-
Kozar, Brett J.	Journeyman - Electrician	97,385	-
Kozey, Alicyn C.	Manager, Open Space Services	96,289	75
Kozey, Susan M.	Strategic Procurement Partner	125,522	-
Kozlowski, Trevor A.	Firefighter	140,374	-
Krahenbil, Brent	Manager, Facilities Maintenance	143,542	1,950
Kramarenko, Maksym	Supervisor of Equipment and Maintenance	107,694	25
Krasilowez, Lydia	Client Support Analyst	75,778	-
Krawczyk, Keith B.	Manager, Real Estate	153,078	4,939
Kreis, Drew J.	Firefighter	136,368	-
Kreis, Erik R.	Firefighter	114,846	-
Kress, Colter	Coordinator, Facilities Maintenance Program	100,718	-
Krismer, Sandra L.	Property Revenue Clerk	61,602	-
Krogsgaard, Kresten E.	Building Code Engineer	122,028	-
Krohn, Heather E.	Technologist II	80,333	-
Krohn, Robert G.	Facilities Operator I	68,168	-
Krueger, Criselda A.	Financial Admin Business Systems Analyst	79,732	-
Krueger, Jayne C.	Senior Legal Counsel	173,957	-
Krushlucki, Angela C.	Solid Waste Truck Operator	65,019	-
Krushlucki, Michael S.	Traffic Signal Control Technician	89,784	-
Kryshewsky, Michaela R.	Senior Communications Strategist	72,499	-
Krywulak, Kimberley	Corporate Controller	165,619	2,600
Kuculym, Jaden C.	Firefighter	137,737	-
Kuffner, Courtney E.	Accountant Land and Real Estate	70,463	-
Kumar, Rohit	Bus Operator	59,191	-
Kumar, Suresh	Bus Operator	70,955	-
Kumaran, Nishanth T.	Coordinator, Property Tax and Admin	91,592	-
Kuntz, Daniel F.	Fire Inspector	137,565	-
Kuntz, Deric M.	Coordinator, Materials Production and Engineering	109,502	-
Kuntz, Nicole A.	Senior Utility Billing Officer	66,448	-
Kuntz, Theresa M.	Development Control Officer II	70,913	-
Kurtz, Andrew P.	Equipment Operator II	61,779	-
Kuzma, Mykhaylo I.	Business Systems Analyst	77,448	-
Kvamme, Darcy L.	Bus Operator	65,893	-
Kydd, Travis B.	Firefighter	140,544	-
Lacey, Barry C.	Chief Financial Officer/Deputy City Manager	-	59,011
Lach, Danita	Coordinator, Workforce Development	88,202	-
Lafontaine, Mike	Captain	171,965	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Laidlaw, Jacinta J.	Legal Assistant	67,938	-
Lake, Derek	Maintenance Person	128,449	-
Lalonde, Joseph P.	Journeyman - Carpenter	80,407	-
Lamarre, Steven D.	Firefighter	122,713	-
Lamb, Daniel S.	Traffic Signal Control Electrician	107,354	-
Lambert, Jason	Manager, Transportation Operations	118,071	1,950
Lamichhane, Bijaya K.	City Planner II	86,067	-
Lamont, Jason	Manager, Organizational Wellbeing	65,140	931
Lamy, Ryan D.	Casual Labourer 2006	58,968	-
Landry, Jordan	Journeyman - Carpenter	75,929	-
Landry, Thomas	Facilities Operator I	57,838	-
Lang, Kevin J.	Coordinator, Cross Connection and Metering	96,277	-
Langen, Trevor J.	Human Resources Consultant	121,332	-
Larocque, Spencer D.	Firefighter	127,822	-
Lasher, Eric R.	Truck Driver - Sewer and Water	77,815	-
Latham, Michael D.	Casual Labourer 2006	59,609	-
Lavoie, Kellah J.	Director, Strategic Communications and Customer Service	94,372	1,650
Lawford, Casey	Captain	173,610	-
Lawrence, Ty C.	Skilled Labourer	60,615	-
Lazar, Owen A.	Solution Analyst III	82,047	-
Lazurca, Jeremy D.	Project Lead	94,629	-
Leach, Mitchell	Crew Lead, Roadway Operations	77,448	-
Lea-Wilson, Colin	Bus Operator	73,330	-
Leblanc, Ian P.	Coordinator, Construction Programming	102,666	-
Lee, Diana M.	Bus Operator	66,972	-
Leibel, Barry	Manager, Transit Fleet Maintenance	137,204	1,950
Leichert, Kelly D.	Service Coordinator	93,901	-
Leier, Wade E.	Firefighter	137,038	-
Lemoal, Kieran L.	Civil Engineering Technologist	68,887	-
Lemon, Gregory A.	Manager, City Projects	117,565	1,950
Lenius, Christopher A.	Asphalt Plant Operator	54,651	-
Leonard, Mathieu F.	Emergency Medical Training Captain	147,588	-
Lepine, Brett W.	Firefighter	137,814	-
Lerat, Murray R.	Tradesperson II - Plumber/Cross Connection Control Inspector	60,653	-
Lescanec, Tanya	Cleaner - City Hall	56,651	-
Levesque, Mathew M.	Asphalt Plant Operator	76,358	-
Lin, Hai	Senior Engineer	120,171	-
Lincoln, Chad K.	Firefighter	137,783	-
Ling, James	Client Support Analyst	76,577	-
Lingelbach, Cody	Facilities Operator I	60,087	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Linkevych, Andriy	Journeyman Apprentice Year 4	73,014	1,370
Lipinski, Kristie L.	Utility Billing Clerk	59,107	-
Litterick-Laroque, Patric G.	Skilled Labourer	64,213	-
Little, Brenda D.	Revenue and Service Clerk	69,457	-
Litzenberger, Jeremy T.	Supervisor, Field Operations	120,455	-
Liu, Peidong	Project Engineer	108,695	-
Liu, Ximan	Engineering Assistant I	53,650	-
Liu, Zeyu	Bylaw Enforcement Officer II	65,059	-
Livesey, Richard A.	Crew Lead - Concrete Services	74,328	-
Livingstone, Judy	Caretaker II	54,919	-
Llantos, Danilo P.	Senior Financial and Reporting Consultant	113,163	-
Lloyd, Tyler	Caretaker II	54,943	-
Lobitana, Jeff N.	Technologist II	66,770	-
Lockert, Maureen	Administrative Associate	75,133	-
Loef, Jonathan C.	Firefighter	137,433	-
Loeffler, Tammy L.	Neighbourhood Centre Programmer	69,994	-
Loepky, Doug G.	Supervisor, Parks Maintenance	89,887	-
Lonie, Orion	Health and Wellness Specialist	65,519	2,781
Looker, Bryan L.	Training Captain	156,348	-
Looyen, Kelly J.	Bus Operator	66,782	-
Lorenc, Dariusz P.	Solutions Architect	74,285	618
Lorenz, Shayne A.	Traffic Sign Fabricator	62,442	-
Lott, Corey D.	Firefighter	133,096	-
Love, Richard A.	Business Solutions Specialist	86,404	-
Lovepreet Kaur, L	Bus Operator	61,656	-
Lowe, David	Captain	167,514	-
Lowenberger, Theo H.	Coordinator, Trades Fleet Mechanical Light Equip Garage	112,438	5,957
Lubiano, Romnick E.	Coordinator, Financial and Business Support	67,838	-
Lubiniecki, Noel J.	Captain	167,648	-
Lubkiwski, Louanne	Caretaker I	52,453	-
Lubura, Biljana	Coordinator, Financial and Business Support	71,218	-
Lubura, Nenad	HVAC Controls Specialist	81,255	-
Lucier, Elizabeth B.	Bus Operator	68,469	-
Lucier, Kevin	Superintendent, Transit Operations	98,810	-
Ludwar, Layton R.	Firefighter	124,145	-
Luhning, Nathan I.	Director, Transit	167,805	2,600
Lukey, Dale	Journeyman - Carpenter	89,539	-
Lukey, Tyson R.	Casual Labourer 2006	57,767	-
Lund, Brett R.	Firefighter	137,198	-
Luster, Tanner J.	Casual Labourer 2006	53,022	-
Lutz, Wendy S.	Executive Assistant	89,583	1,749

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Lysack, Dane R.	Facilities Operator I	57,732	-
MacCarron, Shea M.	Equipment Operator II	70,075	-
MacDonald, Chris P.	Senior Fire Fighter	142,712	-
MacDonald, Jason	Senior Financial Management Analyst	100,781	-
MacDonald, Victoria M.	Corporate Budget Consultant	104,490	-
Machdanz, Shaun A.	Manager, Solid Waste Operations	123,911	1,950
Machniak, Kevin T.	Captain	141,545	27,790
MacLean, Jeff	Captain	169,533	-
MacLellan, Aaron	Captain	149,498	-
MacLellan, Zackary J.	Skilled Labourer	89,290	-
Magee, Griffin C.	Supervisor, Field Operations	103,884	-
Mager, Keenan C.	Water and Sewer Construction Pipelayer	84,587	-
Magnusson, Stewart	Firefighter	134,448	-
Mahmood, Tariq	Bus Operator	82,168	-
Mahussier, Randall J.	Coordinator, Construction Programming	112,766	-
Maidy, Tyson A.	Firefighter	107,847	-
Mailander, Trent G.	Coordinator, Client Support	102,785	-
Maknojia, Alfin A.	Bus Operator	60,854	-
Maksymiw, Taylor	Firefighter	140,830	-
Malik, Tayeb A.	Project Engineer	50,009	-
Malley, Amanda	Purchasing Agent	60,936	-
Mallory, Danita D.	Equipment Operator III	75,175	-
Malyk, John M.	Results Consultant	102,488	1,638
Mamucud, Don K.	Business Solutions Specialist	71,825	-
Mancinelli, Bonnie L.	Strategic Communications Advisor	26,768	217,570
Mandryk, Melissa F.	Inventory Controller	59,366	-
Maniangattu joy, Jophin	Journey person Transit	99,504	25
Manivannan, Vijayarajan	Coordinator, Water and Sewer Programming	96,848	-
Mann, Maureen D.	Business Performance Consultant	110,059	788
Manwaring, Kevin	Arborist	77,868	-
Manyang, John A.	Revenue Services Analyst	76,786	-
Marchiori, Sherry L.	Administrative Associate	75,124	-
Marcishchuk, Dolores	Administration Clerk	58,526	-
Marcynuk, Kelly R.	Business Performance Consultant	56,251	-
Maredia, Robin	Infrastructure Specialist	91,701	-
Mario, Ben G.	Manager, City Planning	148,829	1,950
Markel, Clint	Truck Driver - Sewer and Water	108,107	-
Marquez, Jhonson	Bus Operator	91,728	-
Marroquin Rodriguez, Rebecca	Senior Communications Strategist	71,073	-
Martell, Dan P.	Crew Lead I, Parks Maintenance	59,887	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Martin, Dustin H.	Traffic Signal Systems Technician	74,900	-
Martin, Mike J.	Supervisor, Geomatics Services	95,944	-
Martinez, Nenita A.	Information Preservation Technician	58,835	-
Maserek, Ashley	Senior Human Resources Consultant	134,460	2,626
Maskewich, Karen R.	Customer Service Representative II	66,334	-
Masney, Lawrence	Supervisor, Field Operations	112,051	-
Mason, Erin S.	Development Control Officer II	81,991	-
Massier, Daryl	Manager, Roadways Seasonal Operations	110,768	1,950
Massier, Jeff N.	Equipment Operator III	79,476	-
Masson, Dwayne R.	Supervisor, Development Field Services	89,414	-
Mata, Dayana R.	Talent Specialist	66,284	-
Matheson, Shawn S.	Facilities Operator I	73,076	-
Matthew, Deborah	Dispatcher - Fire	86,621	-
Mattison, Marah L.	Community Consultant	71,734	-
Maximiuk, Jaclyn M.	Financial Management Analyst	102,523	-
May, Jeffrey D.	Director, Financial Planning and Analysis	154,012	2,600
Mayer, Jeremy	Lieutenant	161,604	-
Mayert, Reed R.	Skilled Labourer	60,104	-
Mbah, Chris E.	Policy and Procedure Analyst	76,925	-
McArthur, Dale	Manager, Community and Cultural Development	93,059	59,942
McArthur, Koda-Lane K.	Facilities Operator I	62,487	-
McCall, Dustin D.	Manager, Land Development	153,078	1,950
McCarthy, Ashton T.	Firefighter	127,668	-
McCulloch, Bryce	Manager, Transit Operations and Training	123,581	1,950
McCullough, Dustin R.	Deputy Chief	188,895	1,950
McCurry, Liam T.	Water and Sewer Construction Pipelayer	62,316	-
McDonald, Barry L.	Dispatcher	79,850	-
McDonald, Darwin	Casual Labourer 2006	50,762	-
McDonald, Kevin A.	Service and Information Clerk - Transit	60,748	-
McDonald, Stephen R.	Coordinator, Landfill Business Ops	92,116	-
McEachern, Meghan B.	Business Performance Consultant	103,339	-
McElravey, Debbie L.	Administration Clerk	62,765	-
McFarland, Chris S.	Equipment Operator III	71,269	-
McGregor, Mandy	Senior Labour Relations Consultant	109,250	2,626
McGregor, Shawn D.	Bus Operator	67,265	-
McInnis, Meritt G.	Trades 1 - Emergency Services Unit	116,998	-
McIvor, Russ	Captain	171,611	-
McKague, Shannon J.	HR Business Analyst	96,286	-
McKay, Lucas J.	Source Control Inspector	80,364	-
McKellar Chmarney, Darla D.	Community Consultant	78,583	-
McKenzie, Alicia M.	Coordinator, Community and Inclusion Recreation Programs	92,775	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
McKenzie, Katelyn A.	Solution Analyst I	62,077	-
McKinnon, Kyle M.	Firefighter	136,463	-
McLean, Dallas D.	Bylaw Enforcement Officer II	51,889	-
McLellan, Benjamin A.	Communications Consultant	54,361	-
McLennan, Jody M.	Captain	137,755	-
McLeod, Brady B.	Forester II	68,316	-
McLeod, Karalee D.	Health and Wellness Specialist	89,724	-
McLeod, Kelly L.	Maintenance Person	128,335	-
McMillan, Dallas J.	Senior Captain	179,540	-
McMillan, Ward T.	Operator	62,142	22,539
McMurtry, Caillin R.	Casual Labourer 2006	50,790	-
McNichol, Robert G.	Project Engineer	109,699	-
McNichol, Zeb	Utilityperson	63,393	-
McPherson, Jill M.	Business Solutions Coordinator	121,332	-
McRae, Garry	Captain	48,174	67,107
McRorie, Jonathan B.	Firefighter	137,884	-
McStay, Robert	Lieutenant	163,551	-
McWhirter, Tyler A.	Firefighter	137,258	-
Meadows, Jeffrey	Journeyman - Parts	72,989	-
Mehta, Ishan	Bus Operator	82,763	-
Melchiorre, Marina M.	Senior Engineer	84,579	-
Melnechenko, Amber J.	Administrative Support	65,404	-
Melnechenko, Flora	Coordinator, Purchasing	111,149	-
Meloche, Riley	Manager, City Projects	83,130	1,200
Mesghinna, Jonathan F.	Firefighter	132,554	-
Meyer, Chance	Crew Lead, Roadway Operations	70,268	-
Michel, Daniel S.	Facilities Operator I	60,253	-
Middlemiss, Michael J.	Crew Lead I, Parks Maintenance	66,666	-
Middleton, Timothy	Crew Lead II, Parks Maintenance	67,160	-
Mihial, Keith D.	Captain	167,958	-
Miki, Todd L.	Bus Operator	59,580	-
Mildenberger, Richard C.	Civil Engineering Technologist	80,405	-
Milette, Marc	Senior Human Resources Consultant	138,771	10,562
Miller, Brayden W.	Casual Labourer 2006	54,693	-
Miller, Greg	Bus Operator	75,500	-
Miller, Jenna L.	Accounting Clerk VI	57,222	-
Miller, Sean	Fire Inspector	148,198	-
Milliken, David J.	Coordinator, Water and Sewer Programming	102,785	-
Mills, Callum	Firefighter	102,604	-
Mills, Tanya	Director, Assessment and Property Revenue Services	168,004	2,600
Milo, Leonard D.	Captain	172,605	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Miranda, Joseph G.	Bus Operator	131,720	-
Mirza, Nadeem A.	Bus Operator	79,991	-
Mishak, Britnee	Bylaw Clerk	53,878	-
Misterio, Roberto L.	Supervisor, Neighbourhood Centres	78,867	-
Mital, Rajeev	Parking Services Analyst	86,376	-
Mitchell, Donna G.	Senior Policy and Grants Consultant	119,931	-
Mitchell, Keegan R.	Firefighter	101,296	-
Mitchell, Lindsay P.	Information Preservation Assistant	61,580	-
Mitchell, Tanya M.	Accounting Clerk VI	53,081	-
Mithani, Sana	Financial Management Analyst	59,844	-
Mo, Jason	Firefighter	112,154	-
Modi, Smitalben J.	Utility Billing Clerk	54,249	-
Moes, Bradley J.	Captain	171,724	-
Moffatt, Lee M.	Firefighter	141,846	-
Mohamed Rafi, Fazil	Development Control Officer I	66,011	-
Mohr, Patricia D.	Coordinator, Employee Service Centre	87,535	-
Moldenhauer, Greg	Supervisor, Field Operations	99,757	-
Moldovan, James J.	Traffic Signal Control Electrician	109,308	-
Molema, Kyle J.	Crew Lead-Asphalt Screed	93,818	-
Momin, Shahin	Revenue and Service Clerk	51,103	-
Momodu, Igweluesi A.	Senior Engineer	109,844	-
Monckton, Christal L.	Parking Services Officer	65,875	-
Montgomery, Raymond J.	Trades 1 - Emergency Services Unit	106,836	-
Montgomery, Sandra M.	Bus Operator	58,930	1,801
Moore, Bobby Jo L.	GIS Planner	80,823	-
Moore, Brianne A.	Event Specialist	72,163	-
Moore, Thomas A.	Coordinator, Water and Sewer Programming	105,335	-
Morgan, Ray	Manager, Parks Maintenance	165,890	1,950
Moroz, Mark	Lieutenant	161,101	-
Morrell, Kristen	Indigenous Procurement Partner	79,001	1,523
Morris, Mackenzie V.	Firefighter	119,045	-
Morris, Trevor H.	Journey person - Mechanic Light	60,749	-
Morrison, Melody G.	Coordinator, Furniture, Fixtures and Equipment	94,060	-
Morrisette-Bird, Chris W.	Meter Technician	53,346	-
Mosiondz, Robert J.	Senior Development Manager	83,350	1,950
Motsi, Alicia	Assessment Appeals Clerk	52,136	-
Moya, Rodrigo A.	Electrical/Instrumentation Journey person	141,017	-
Mridha, Md Motiur Rahaman	Programmer Analyst III	85,914	-
Mullakunnel Augustine, Sajesh	Bus Operator	100,676	-
Mundi, Harmanjit S.	Bus Operator	54,766	-
Mundy, James	Equipment Operator II	70,830	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Mundy, Kevin	Mechanic	128,424	-
Munro, Tara D.	Building Official I	74,814	-
Munroe, Melissa C.	Executive Assistant	89,387	-
Murray, Matt	Firefighter	132,807	-
Murray, Tom M.	Sewerjet/Hydrovac Operator	86,945	-
Murray, Tyler P.	Firefighter	126,320	-
Murrell, Jamie D.	Coordinator, Administration and Workforce Development	86,107	-
Muscoby, Taner J.	Forester II	69,813	-
Mutengo, Ignatius T.	Journeyman Transit	97,175	25
Mutschall, Mark C.	Equipment Operator III	71,090	-
Nagel, Lorella	Senior Collection Officer	63,823	-
Nagra, Pavitar P.	Bus Operator	126,521	-
Nair, Sreejit S.	Bus Operator	102,579	-
Nameth, Kristen	Business Solutions Specialist	73,564	-
Naniong, Maria	Paratransit Clerk	74,305	-
Nargang, Riley T.	Engineering Assistant III	62,377	-
Nash, Steve E.	Captain	173,811	-
Nathanail, Constantina	Bylaw Prosecution Officer	91,063	-
Navarro, Agdilyn B.	Payroll Specialist	53,440	-
Navin, Erin B.	Communications and Public Affairs Advisor	118,090	2,600
Navjot Kaur, Navjot	Bus Operator	57,192	-
Neher, William G.	Manager, Housing	147,363	1,950
Neilson, Kristina	Weigh Scale Attendant II	61,112	-
Nelson, Daniel P.	Equipment Operator III	64,776	1,670
Nelson, Jade R.	Crew Lead - Solid Waste Collection	72,115	-
Nelson, Stephen K.	Assistant Chief, Safety and Logistics	151,111	1,950
Nelson, Tanya C.	Manager, Customer Experience	140,150	1,950
Nemeth, Ashley D.	Accessibility Advisor	94,734	-
Nemeth, Jason S.	City Hall Building Operator	68,472	-
Neovard, Martha E.	Deputy City Clerk	82,228	-
Nerbas, Jared M.	Captain	168,417	-
Neufeld, Aaron	Assistant Chief, Education and Training	130,730	1,950
Neufeld, Brenton W.	Firefighter	130,613	-
Neugebauer, Teena L.	Scheduling Officer	64,707	-
Neumann, Samantha M.	Health and Wellness Specialist	97,481	-
Nevill, Brock J.	Equipment Operator III	60,191	-
Newson, Darrell S.	Captain	169,145	-
Newson, Travis T.	Facilities Operator I	58,924	-
Ng, Chui Wan	Secretary II	58,277	-
Nguyen, Huey Q.	Equipment Operator III	71,943	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Nguyen, Khiem V.	Firefighter	130,663	-
Nichol, Patricia A.	Operations Clerk	70,674	-
Nicol, Abigail A.	Coordinator, Business Services	93,810	-
Nicol, Jim A.	Acting City Manager	244,928	5,600
Nicolas, Herberth R.	Paratransit Clerk	74,805	-
Nielsen, Tara L.	Clerk Typist V	51,192	-
Niemcow, Ken R.	Casual Labourer 2006	57,248	-
Nistor, Chad R.	Firefighter	120,168	-
Nistor, Cynthia	Customer Service Representative II	66,231	-
Nixon, Richel A.	Human Resources Business Partner	94,048	-
Nkrumah-Young, Kofi K.	Legal Counsel	125,616	-
Noble, Kevin	Utility Billing Clerk	58,835	-
Nogue, Conrad P.	Journeyman - Industrial Mechanic	90,389	-
Nones, Rubia D.	Project Engineer	108,591	-
Norbeck, Preston J.	Firefighter	136,256	-
Nordin, Erin	Building Official II	72,780	-
Norman, John R.	Senior Engineer	122,954	-
Normand, Connie L.	Human Resources Consultant and Supervisor	121,332	-
Novak, Robert J.	Operator	92,475	-
Nwanoruo, Bright	End Point Management Specialist	73,301	-
Oancia, Mark	Coordinator, Trades Fleet Mechanical Light Equip Garage	105,019	-
Oatway, Grant L.	Human Resources Consultant	121,332	-
Obarianyik, Yaroslav	Captain	169,225	-
Obuck, Dean A.	Caretaker I	50,403	-
Ocampo, Joseph R.	Bus Operator	67,877	-
O'Connell, Thomas J.	Senior Engineer	122,393	-
Odling, Jana-Marie	Senior Legal Counsel	171,445	3,348
Odoh, Chidiebere	Compensation and Job Evaluation Specialist	96,651	-
Odutayo, Adeniyi L L.	Coordinator, Financial and Business Support	81,054	-
Oehler, Michelle	Neighbourhood Centre Programmer	72,714	-
Offet, Korbin K.	Manager, Divisional Business Support	115,018	1,950
Ogoegbunam, Ifeyinwa C.	Collection Officer	59,392	-
Oladehinde, Joseph	Human Resources Consultant	112,375	-
Olaleye, Babatunde	Community Consultant	74,785	-
Olanrewaju, Oluwabanmi O.	Solution Analyst II	74,032	-
Olliver, Trent R.	Project Lead	71,858	-
Olsen, James	Bus Operator	75,816	-
Olsen, Kimberly N.	Manager, Emergency Preparedness and Business Continuity	145,367	1,950
Olshanoski, Barry L.	Equipment Operator III	80,083	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Olson, Curtis A.	Journey person - Carpenter	81,278	-
Olson, Russel	Licensing Officer	55,919	-
Olson, Sharyl L.	Supervisor, Leisure Centres	84,602	-
Olynyk, Larrah N.	Senior City Planner	110,278	-
Onafuwa, Adebola	Purchasing Agent	72,748	-
Ong, Ron A.	Project Engineer	106,206	-
Onimoe, Chidera W.	HR Business Analyst	101,088	-
Onyskevitch, David	Building and Yard Maintenance Operator	64,832	-
Orban, Harrison T.	Director, Destination Stewardship	168,804	2,600
Orban, Taylor B.	Firefighter	136,062	-
Oroz, Milena	Solution Analyst III	86,404	-
Orthner, Jeff W.	Bus Operator	68,537	-
Osipoff, Dennis	Truck Driver - Sewer and Water	66,592	-
Osman, Eman A.	Senior Purchasing Agent	78,429	-
Osten, Jared G.	Casual Labourer 2006	53,611	-
Osten, Mindy D.	Cleaner - City Hall	57,300	-
Ostime, Joseph	Communications Consultant	78,911	-
Ott, Jay V.	Senior Fire Fighter	140,558	-
Ouellette, Deborah M.	Bus Operator	66,758	-
Overend, Jay R.	Manager, Water Operations	152,996	1,950
Oyemade, Oluwatobi O.	Human Resources Business Partner	99,386	-
Packham, Tyler J.	Captain	166,691	-
Pahl, Donovan M.	Supervisor, Infrastructure Services	93,223	-
Paik, Kevin	Equipment Operator III	60,800	-
Paisley, Chris J.	Crew Lead I, Parks Maintenance	64,197	-
Pajermo, Leonard I.	Bus Operator	145,100	-
Pamintuan, Librado	Infrastructure Analyst	83,068	-
Panagabko, Blair	Captain	171,477	-
Pandya, Juanita I.	Manager, Public Accounting and Reporting	144,355	1,950
Panzani, Alex	Crew Lead I - Landscape Trades	82,796	-
Parada, Patricia V.	Purchasing Clerk	58,036	-
Parakkal Dhanadhara Prakas, Vishnudas	Business Systems Analyst	67,948	-
Parampreet Singh, P	Bus Operator	59,194	-
Paredes, Francisco A.	Senior Engineer	131,792	-
Parekh, Alpeshkumar J.	Bus Operator	95,967	-
Parekh, Komalben A.	Cleaner - City Hall	55,524	-
Parisian, Shane R.	Coordinator, Facilities Operations	102,849	-
Parisian, Tony	Cemeterian II	67,299	-
Parisien, Scott J.	Firefighter	137,884	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Park, Danielle A.	Senior Purchasing Agent	87,419	-
Parker, Kurt M.	Bylaw Enforcement Officer III	80,141	-
Parker, Kyle B.	Firefighter	130,996	-
Parks, William C.	Journeyman - Carpenter	95,522	-
Parmar, Jigar	Business Systems Analyst	74,449	-
Parminder Singh, Parminder	Bus Operator	50,028	-
Pasiechnyk, Chad C.	Senior Fire Fighter	146,396	-
Pasion, Timothy O.	Business Systems Analyst	68,084	-
Patel, Ankit B.	Bus Operator	80,377	-
Patel, Arpan C.	Bus Operator	69,113	3,596
Patel, Dev H.	Bus Operator	59,443	100
Patel, Devarshi	Bus Operator	85,988	-
Patel, Jaymin A.	Bylaw Enforcement Officer II	66,051	-
Patel, Jenit B.	Bus Operator	63,061	-
Patel, Mayur B.	Bus Operator	61,962	-
Patel, Mayuri R.	Senior Business Solutions Specialist	93,697	-
Patel, Meet	Skilled Labourer	66,015	-
Patel, Mehulkumar P.	Bus Operator	54,635	-
Patel, Miteshkumar N.	Bus Operator	79,471	-
Patel, Niket H.	Bus Operator	86,735	-
Patel, Pratik J.	Bus Operator	56,318	-
Patel, Rahul K.	Routing and Scheduling Analyst	85,406	-
Patel, Rajankumar J.	Air Quality Specialist	69,023	-
Patel, Ritulkumar P.	Solution Analyst II	81,265	-
Patel, Samarth N.	Bus Operator	63,160	-
Patel, Sandip K.	Bus Operator	67,846	-
Patel, Shrihari V.	Design and Construction Consultant	88,237	-
Patel, Urvish J.	Bus Operator	76,296	-
Patel, Vimal K.	Bus Operator	68,102	-
Patel, Viralbhai B.	Bus Operator	88,806	-
Patel, Vraj	Engineer	64,492	-
Patel, Yash R.	Client Support Analyst	55,215	-
Patenaude, Timothy	Firefighter	89,526	-
Paton, Jared T.	Coordinator, Environmental Compliance	87,406	-
Patryluk, Bryce	Firefighter	132,873	-
Patterson, Joshua E.	Project Engineer	108,047	-
Paul, Adrian R.	Technologist II	80,800	-
Paul, Subrata	Technology Support Lead	88,054	-
Paulhus, Danielle C.	Cleaner - City Hall	53,342	-
Paulo, Marlon J.	Forester II	67,893	-
Paw, Amala	Cleaner - City Hall	54,900	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Pedersen, Laureen	Coordinator, Cross Functional Support	103,339	-
Peigan, Anne-Marie	Bus Operator	70,415	-
Pelletier, Charles A.	Solid Waste Truck Operator	64,140	-
Pelletier, Colby J.	Equipment Operator III	66,534	-
Pelletier, Dionne	Sewerjet/Hydrovac Operator	91,909	-
Pelletier, Don	Skilled Labourer	76,238	-
Pelletier, Jade A.	Casual Labourer 2006	68,814	-
Pelletier, Sheldon	Casual Labourer 2006	62,693	-
Pelletier, Vance	Equipment Operator III	84,216	-
Pelletier, Colbey R.	Casual Labourer 2006	59,638	-
Penman, Shayla	Talent Administrator	63,513	-
Penna, Dustin L.	Traffic Signal Control Electrician	110,397	-
Penner, Lee C.	Assistant Chief - Operations	200,829	921
Perrault, Robert A.	Bus Operator	66,772	-
Perreault, Robert J.	Bus Operator	66,225	-
Perron, Donovan R.	Bus Operator	56,736	-
Peruga, Hirlatu	Technologist II	63,161	-
Peter, Jonathan W.	Crew Lead, Light Fleet	51,503	-
Peters, Heather A.	Human Resources Consultant	112,923	-
Petrovitch, Carlo I.	Business Solutions Coordinator	121,332	-
Petrulias, Anthony	Human Resources Business Partner	124,393	-
Pfeifer, Laura R.	Manager, City Revitalization	124,653	1,950
Pflanzner, Christopher J.	Program Specialist - Adaptive Services	75,030	-
Pham, Hongvinhphuc	Electronics Technician Local 21	67,483	-
Pham, Ly T.	Chief of Staff	89,038	151,065
Phaneuf, Garry J.	Bus Operator	71,178	-
Phillips, Brayden S.	Firefighter	137,814	-
Phillips, Crystal M.	Transportation Master Plan Coordinator	82,727	-
Phillips, Kristopher	Coordinator, Facilities Security Administration	89,093	-
Phoummabout, Bounlith	Firefighter	116,682	-
Picard, Jacob C.	Facilities Operator I	59,115	-
Pieczonka, Benjamin	Bylaw Enforcement Officer II	54,689	-
Pierre, Mike P.	Skilled Labourer	63,193	-
Piewkhaow, Lakkana	Sustainability and Adaptation Consultant	120,698	-
Piggott, Ryan D.	Transit Fleet Partsperson	74,533	25
Pihach, Kelly N.	Manager, Client Services and Labour Relations	149,453	3,429
Pilon, Ross J.	Coordinator, Construction Programming	101,390	-
Pinder, Jeff K.	Equipment Operator III	73,551	-
Pinette, Tracy L.	Transit Training Coordinator	96,853	-
Pirlot, Christine L.	Executive Assistant	43,068	38,424
Pirlot, Kyle	Skilled Labourer	60,158	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Placino, Monique	Materials Coordinator	69,722	-
Plaster, Kit	Bus Operator	67,758	-
Pointer, Matthew R.	Senior Fire Fighter	141,993	-
Postras, Darrell Z.	Water and Sewer Construction Pipelayer	72,603	-
Postras, Kody D.	Crew Lead-Water and Sewer Construction	85,577	-
Polivka, Glenn	Bus Operator	68,712	-
Polsom, Andrew J.	Senior Engineer	124,088	-
Polsom, James A.	Bus Operator	68,998	-
Poncsak, Trevor A.	Bus Operator	89,169	-
Ponto, Kyle	Journey person - Mechanic Light	69,783	5,418
Poorman, Brian	Crew Lead, Mains and Valves	72,457	-
Porras, Myriam	Payroll Clerk II - Transit	71,305	-
Posehn, Dewey	Coordinator, Geospatial Technical Services	103,200	-
Poudyal, Binod	Coordinator, Development	93,743	-
Powell, Carrie A.	Coordinator, Bylaw Operations	102,756	-
Powell, Mike G.	Manager, Facilities Building Services	147,706	1,950
Powers, Jordan	Senior Fire Fighter	154,368	-
Prang, Jolene R.	Senior Financial Reporting and Policy Advisor	120,018	-
Prasad, Niraj	Project Leader - Business Technology	102,362	-
Pratt, Amanda D.	Forester II	70,888	-
Preston, Krista A.	Coordinator, Customer Service	92,798	-
Price, Arica M.	Greenskeeper	65,831	-
Prohar, Christopher J.	Senior Fire Fighter	146,733	-
Prokop, Steven B.	Journey person Transit	98,414	25
Prokopchuk, Braydee K.	Firefighter	130,939	-
Prosper, Sarah A.	Equipment Operator IV	73,809	-
Proulx, Norman H.	Business Performance Consultant	84,673	-
Proznick, Lynn	Senior Alarm Dispatcher	154,740	-
Pulga, Allan	Digital Strategy Advisor	95,326	-
Puszkas, Steve	Truck Driver - Sewer and Water	80,367	-
Puthenveedu Gopi, Prajin	Coordinator, Business System Administration	55,420	3,000
Pyne, Connor A.	Firefighter	101,344	-
Quwezance, Melissa D.	Crew Lead, Roadway Operations	63,016	-
Quiring, Wendy	Engineering Assistant IV	80,321	-
Quist, Janelle	Administrative Associate	74,504	-
Raaen, Mason T.	Lifeguard/Instructor II	50,913	100
Rabbi, Fozle	Utility person II	55,903	25
Racette, Blake A.	Technologist II	78,964	-
Racette, Dwayne A.	Foreperson, Facilities Operations	85,598	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Rackow, Frederick C.	Supervisor, Lift Station Operations	129,440	-
Rafique, Imran	Bus Operator	69,739	-
Rai, Tej B.	Bus Operator	87,227	-
Raison, Sean E.	Manager, Divisional Business Support	121,331	1,950
Rajabzadeh, Hoorieh	Community Consultant	52,095	-
Raje, Devendra J.	Business Solutions Specialist	87,359	-
Ramirez, Milton J.	Dispatcher	89,537	-
Ranalli, Matteo T.	Firefighter	126,447	-
Ranalli, Tawna	Coordinator, Business Services	94,657	-
Randhawa, Jagjit S.	Supervisor, Lift Station Operations	15,912	38,133
Ranford, Matthew W.	Solid Waste Truck Operator	62,214	-
Ranjan, Pratyush	Business Solutions Specialist	72,863	-
Rapitta, Colin C.	Small Tools and Equipment Specialist	70,381	-
Raptis, Ioannis	Bus Operator	71,991	-
Raquinio, Fenner G.	Bus Operator	136,806	-
Ratcliffe, Edward J.	Journeyman - Plumber/Gasfitter	86,511	-
Ravada, Vikas V.	Manager, Traffic Engineering	138,272	1,950
Ravi Kumar, R	Bus Operator	56,807	-
Ravindra Naik, Pratheeksha	Solution Analyst III	75,907	-
Raymer, Donald V.	Bus Operator	59,698	-
Reavley, Denise J.	Public Education Officer	130,280	-
Recknell, Brody J.	Equipment Operator IV	78,739	-
Reed, Keith T.	Bus Operator	66,926	-
Reeder, Blair E.	Caretaker I	51,681	-
Rehman, Ateeque	Bus Operator	99,041	-
Reilly, Caelan	Building Official I	61,818	-
Reiman, Trevor	Assistant Chief, Technical and Administration Services	159,643	1,950
Reimer, Mark E.	Firefighter	137,355	-
Reimer, Owen B.	Firefighter	89,508	-
Reinhardt, Kaylee R.	Administrative Associate	50,237	-
Remadevi, Aswathy B.	Business Solutions Specialist	70,889	-
Rettman, Bryon	Foreperson, Painter/Decorator	44,800	18,354
Retzer, Gary L.	Equipment Operator III	63,339	-
Reyes, Efred D.	Casual Labourer 2006	54,926	-
Reynolds, Paul D.	Bus Operator	55,747	-
Reznikov, Rustam	Lead Hand	105,343	25
Rhodes, Lorne E.	Crew Lead, Roadway Operations	75,833	-
Richards, Francis	Engineering Assistant III	56,726	-
Richards, Wendy	Team Lead - Pest Control	65,202	-
Ridgway, Alison	Law Office Administrator	86,963	1,469
Ridgway, Bryson K.	Firefighter	128,068	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Riess, Charlie F.	Casual Labourer 2006	61,704	-
Ringor, Marlon	Journeyman - Mechanic	97,341	400
Ripplinger, Daniel A.	Firefighter	136,250	-
Ritchie, Wade J.	Equipment Operator IV	70,633	-
Rivard, Sebastien S.	Facilities Operator I	61,855	-
Robb, Dan A.	Casual Labourer 2006	56,706	-
Robichaud, Paul	Licensing Coordinator	95,169	-
Robinson, Alyssa J.	Manager, External Communications	66,556	975
Robinson, Mike A.	Parks Maintenance Coordinator	65,033	51,011
Robwoh, Robert N.	Human Resources Business Partner	28,094	33,633
Rogan, Margaret A.	Utility Billing Clerk	55,354	-
Roh, Hyuk-Jae	Project Engineer	109,385	-
Rokosh, Walter S.	Supervisor, Water Supply	224,294	-
Rollins, Quinn	Forester II	68,925	-
Rondeau, Paul A.	Transportation Services Officer	106,265	-
Rosenfeld, Matthew D.	Firefighter	89,507	-
Rosenkranz, Benjamin M.	Skilled Labourer	68,000	-
Ross, Christy	Coordinator, Community Investments	94,443	-
Ross, Collin D.	Coordinator, Construction Programming	82,736	-
Ross, Shane M.	Bus Operator	67,566	-
Ross, Timothy E.	Supervisor, Field Operations	82,490	-
Rostad, Brent	Manager, Operational Services	29,379	53,774
Roszell, Jason P.	CCTV Sewer Camera Operator	86,759	-
Roth, Brennan D.	Engineering Assistant III	64,668	-
Rothmar, Lindsay D.	Senior Communications Strategist	66,082	-
Rowland, Michael T.	Bus Operator	66,055	-
Roy, Proma	Corporate Asset Management Analyst	74,999	-
Rubrecht, Richard R.	Skilled Labourer	57,613	-
Ruecker, Austin M.	Coordinator, Facilities Operations	99,410	-
Ruecker, Deborah	Financial Business Partner	106,682	-
Ruecker, Rayelle L.	Integrated Transportation/Revenue Services Coordinator	102,981	-
Ruecker, Tyler M.	Caretaker I	52,748	-
Rufai, Olalekan A.	Project Engineer	101,999	-
Rugg, Christopher A.	Captain	173,788	-
Ruhr, Brenden W.	Firefighter	130,996	-
Ruiters, Garret A.	Manager, Sustainable Energy and Adaptation	149,067	1,950
Rumelili, Erol T.	Coordinator, Construction Programming	101,165	-
Rumelili, Jennifer M.	Supervisor, Testing Lab and Field Services	99,763	-
Runge, Bonnie L.	Coordinator, Property Assessment Valuation	103,166	-
Runge, Lyndon M.	Technologist II	79,918	-
Runge, Spencer J.	Firefighter	137,783	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Ruopp, Harrison K.	Firefighter	101,279	-
Russell, Richard G.	HR Business Analyst	105,456	2,059
Rutten, Derek	Lieutenant	163,922	-
Sadasivan, Sujit K.	Bus Operator	58,743	-
Sadlemyer, Trevor	Captain	167,909	-
Saharan, Sahil	Bus Operator	57,956	-
Saini, Rajbindarsingh H.	Bus Operator	76,326	-
Salami, Folabomi Y.	Senior Communications Strategist	93,027	-
Saldana, Kristine M.	Financial Reporting Advisor II	102,785	-
Sale, Chris	Coordinator, Integration and Stakeholder Relations	121,415	-
Salesiotis, Dimitrios	Crew Lead-Water and Sewer Construction	132,603	-
Salgado, Severo B.	Journey person Apprentice Year 3	67,753	25
Salmond, Greg S.	Crew Lead-Traffic Pavement Marking	70,213	-
Salmond, Todd	Journey person - Welder	84,201	-
Salter, Laura M.	Crew Lead II, Parks Maintenance	69,727	-
Samoylenko, Vadym A.	Bylaw Enforcement Officer II	81,156	-
Sanchez, Romeo C.	Bus Operator	52,803	25
Sanders, Spencer	Supervisor, Parks Maintenance	88,378	-
Sanderson, Charlie	Fire Inspector	128,191	-
Sanderson, David	Bus Operator	79,363	-
Sanghera, Daljit S.	Bus Operator	75,142	-
Sanith, Anita	Records Services Clerk I	52,381	-
Sanjenko, Tyler	Supervisor, Field Operations	99,953	-
Sano, Brian K.	Bus Operator	95,647	-
Santander, Rene A.	Building Official III	73,854	-
Santo, Lonny A.	Transit Training Officer	80,014	-
Sare, Kim	Senior City Planner	110,290	-
Sarker, Tonmoy	Business Systems Analyst	75,329	-
Saroar, Golam	Solutions Architect	94,847	-
Saroj, Neeraj	Senior Engineer	125,548	-
Saturno, Benice M.	Technologist II	74,159	-
Sauer, Ryan J.	Caretaker I	54,727	-
Saul, Joe	Lieutenant	170,423	-
Savenko, Tetiana	HR Business Analyst	100,195	-
Sawchuk, Wanda L.	Clerk Typist V	53,213	-
Sayer, Dion	Operator	80,576	-
Schaffer, Tracey F.	Crew Lead, Heavy Truck	99,571	400
Schekkk, Dawson E.	Casual Labourer 2006	69,406	-
Schell, Leonard E.	Journey person - Mechanic	90,259	400
Schellhorn, Colin	Firefighter	136,212	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Scherer, Kayle B.	Firefighter	117,109	-
Scherle, Derek W.	Firefighter	78,340	-
Schikowski, Dawn M.	Manager, Licensing and Parking Services	136,148	78,060
Schisler, James E.	Deputy City Manager, Corporate Services	209,949	11,631
Schlechte, Mark	Data Base Administrator	111,143	-
Schlechter, Joe F.	Swimming Pool Technician	74,472	-
Schlitz, Dara K.	Supervisor, Asphalt Plant	191,223	-
Schlosser, Steve P.	Supervisor, Field Operations	164,734	-
Schmalz, Anthony G.	Captain	166,634	-
Schmidt, Corbin M.	Traffic Detours/Restrictions Controller	64,181	-
Schmidt, Della L.	Property Assessor	81,563	-
Schmidt, Derek	Transportation Services Officer	110,458	-
Schmidt, Jordan	Firefighter	136,113	-
Schmidt, Justin C.	Casual Labourer 2006	52,732	-
Schmidthiesler, Ryan M.	Water and Sewer Construction Pipelayer	53,388	-
Schneider, Brenden D.	Geomatics Technician I	73,380	-
Schneider, Holly M.	Waste Diversion Officer	56,154	-
Schneider, Kayla B.	Aquatic Training Specialist	55,243	100
Schneider, Matthew G.	Design and Construction Consultant	102,362	-
Schopf, Tyler R.	Journeyman - Plumber/Gasfitter	86,007	-
Schroder, Veronica G.	Coordinator, Forestry, Pest and Horticulture	102,656	-
Schroeder, Ryan T.	Facilities Operator I	66,135	-
Schroeder, Selby J.	Journeyman Transit	99,116	25
Schroeder-Hillier, Dayle N.	Manager, Event Programs	102,922	1,950
Schroth, Stephanie L.	Property Revenue Clerk	59,074	-
Schumann, Chelsey A.	Bus Operator	75,143	-
Schumann, Jason W.	Captain	168,858	-
Schussler, Otto	Bus Operator	69,030	-
Schwabe, Thomas	Tradesperson I	51,966	-
Scott, Arloe H.	Collection Officer	63,919	-
Scott, Derrick D.	Senior Engineer	112,905	-
Scott, Jaimy B.	Coordinator, Park Development	109,692	-
Scriver, Jason E.	Fire Inspector	89,648	9,282
Sebastian, Chanelle J.	Neighbourhood Centre Programmer	69,778	-
Sebastian, Shane B.	Journeyman - Carpenter	88,504	-
Sebastien, James J.	Field Services Representative	87,308	-
Seguin, Karen	Director, Sustainable Infrastructure	192,020	2,600
Seidenthal, Clifford	Supervisor, Technology Applications	97,938	-
Seifert, Myles	Senior Captain	154,997	93,201
Selby, Ashlynn G.	Casual Labourer 2006	63,319	-
Selinger, Joshua S.	Firefighter	130,613	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Selinger, Tyson W.	City Planner I	70,476	-
Senger, Brittney R.	Business and Workforce Management Analyst	70,432	-
Senger, Sheyna A.	Customer Service Representative II	63,539	-
Senicar, Logan M.	Landscape Architectural Technologist	74,914	-
Senkow, Clifford M.	Senior Captain	181,993	-
Senkow, Josh F.	Skilled Labourer	98,349	-
Sentes, Coralie M.	Office Administrator	68,881	-
Seon, Candace D.	Construction Management Specialist	85,283	-
Severight, Patrick W.	Equipment Operator III	74,606	-
Sewell, Shawn E.	Mechanical Inspector	89,835	-
Shah, Chinmay S.	Revenue Services Analyst	77,149	-
Shahid, Imran	Accounting Clerk VI	54,745	-
Shalley, Laurie L.	Director, Special Projects	190,535	2,600
Shand, Kristina L.	Administrative Associate	63,159	-
Sharma, Akashdeep	Bus Operator	62,851	-
Sharma, Sunny	Senior Business Solutions Specialist	96,266	-
Sharoika, Alexander	Mechanic	118,787	-
Shashank, S.	Bus Operator	52,602	1,950
Shaw, Jeremy B.	Journeyman - Mechanic	53,203	-
Shaw, John	Crew Lead II, Parks Maintenance	69,438	-
Shaw, Kera A.	Crew Lead I, Parks Maintenance	63,936	-
Shaw, Simon	Journeyman - Electrician	69,514	7,534
Shearer, Jeff	Traffic Signal Coordinator	100,235	-
Sheldon, Jacob J.	Senior Communications Strategist	94,169	-
Shepherd, David C.	Program Development Administrator	67,596	-
Sherman, Shane A.	Lieutenant	156,091	-
Shewchuk, Ryan M.	Senior Engineer	87,576	-
Shier, Dan L.	Communications Consultant	84,363	-
Shin, Junhyuck	Journeyman Transit	94,927	25
Shire, Dawn L.	Communications Consultant	74,789	-
Shorinola, Tolutara J.	HR Business Analyst	56,507	-
Shubham, Shubham	Bus Operator	50,609	-
Siddiqui, Ahsan	Internal Audit Specialist	107,300	3,197
Sikma, Derek J.	Senior Fire Fighter	144,806	-
Silva, Filonilo C.	Senior Engineer	122,347	-
Silzer, Trevor M.	Coordinator, Water and Sewer Programming	102,362	-
Simington, Bev A.	Bus Operator	36,970	20,144
Simmons, Dallas J.	Firefighter	113,585	-
Simpson, Cara M.	Microsoft Enterprise Strategist	137,877	2,679
Sinclair, Chad M.	Firefighter	136,256	-
Sindani, Emmanuel K.	Equipment Operator III	74,323	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Singh, Ajay	Bus Operator	85,813	-
Singh, Amritpal	Bus Operator	64,856	-
Singh, Damaninder	Bus Operator	68,009	-
Singh, Davinder	Journey person - Parts	74,900	-
Singh, Gurkirat	Bus Operator	91,220	-
Singh, Gurkirat K.	Bus Operator	72,614	-
Singh, Gurpreet	Programmer Analyst III	79,269	-
Singh, Gurvinder	Dispatcher	80,912	-
Singh, Gurwinder	Bus Operator	60,413	-
Singh, Harpreet	Bus Operator	50,525	1,871
Singh, Jashan P.	Bus Operator	67,815	-
Singh, Jashanpreet	Bus Operator	77,150	-
Singh, Jaswinder	Bus Operator	60,225	-
Singh, Lakhvir	Coordinator, Business System Administration	102,806	-
Singh, Mandeep	Bus Operator	108,202	-
Singh, Maninderjit	Senior Business Solutions Specialist	95,462	-
Singh, Rakesh K.	Business Solutions Specialist	76,104	-
Singh, Sandeep	Bus Operator	102,849	-
Singh, Vikram	Bus Operator	81,838	-
Sipko, Crystal D.	Program Specialist - Aquatics	79,902	-
Sippola, Brit E.	Project Engineer	93,339	-
Sirup, Brendon	Firefighter	118,756	-
Sisco, Tegan M.	Crew Lead - Traffic Operations	67,626	-
Sison, Bonifacio	Caretaker II	54,940	-
Sitter, Luke R.	Firefighter	143,142	-
Skalicky-Handzuik, Alynn N.	Inclusive Recreation Advisor	91,943	-
Slater, Dave	Manager, Community Wellbeing	142,454	1,950
Slater, Launa L.	Technology Partner	101,696	-
Slater, Neil E.	Administration Clerk	62,592	-
Sliva, Michael G.	Senior City Planner	89,365	-
Smadu, Delmar	Bus Operator	70,975	-
Smadu-Soveran, Bryan W.	Skilled Labourer	72,723	-
Smith, Holly	Dispatcher	71,606	-
Smith, Jay R.	Firefighter	131,968	-
Smith, Jay W.	Apprentice - Transit Fleet Partsperson Year 1	76,302	25
Smith, Stephanie D.	Technologist	77,728	-
Smith, Stephen T.	Dispatcher	80,124	-
Smith, Temple L.	Irrigation Worker II	65,402	-
Smith-Stewart, Latoya L.	Paratransit Clerk	63,807	-
Snook, Lorrie L.	Executive Assistant	89,583	1,749
Sokochoff, Dale K.	Journey person - Mechanic Light	96,336	400

See accompanying notes.

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Solanki, Ravi D.	Bus Operator	69,383	-
Solie, Bret	Tradesperson II - Plumber/Cross Connection Control Inspector	72,920	-
Solie, Tyson	Firefighter	136,286	-
Soloway, Jerod W.	Facilities Operator I	63,667	-
Soni, Prateek	Accounting Clerk VI	55,119	-
Soni, Tamanna	Payroll Specialist	64,196	-
Sorensen, Chad R.	Casual Labourer 2006	50,849	-
Spadafora, Dave G.	Bus Operator	72,884	-
Spence, Derek O.	Bus Operator	96,763	-
Spencer, Holly F.	Bus Operator	74,160	-
Sporysh, Vitaliy V.	Journeyman Transit	101,976	25
Sprawson, Jacob T.	Planning and Performance Consultant	114,798	-
Stang, Aaron H.	Journeyman - Carpenter	79,529	-
Stark, Mike	Captain	169,746	-
Stearns, Deborah L.	Assessment Research Technician	62,755	-
Steenbock, Chelsea A.	Director, Indigenous Relations and Community Development	133,167	1,400
Stefan, Evan B.	Lieutenant	132,690	-
Stefankiw, Melissa M.	Coordinator, Tax and Utility Collections	93,947	-
Steiner, Paul	Bus Operator	66,777	-
Stenka, Myron G.	Supervisor, Residential Inspection	103,598	-
Stephen, Sheila	Dispatcher - Fire	143,648	-
Stephenson, Darren W.	Firefighter	130,976	-
Stephenson, Shawn J.	Firefighter	138,233	-
Stevens, Bradley S.	Manager, Property Revenue Services	135,832	1,950
Stevenson, Grace M.	Data Base Administrator	111,301	-
Stewart, Bailee P.	Crew Lead I, Parks Maintenance	64,658	-
Stewart, Paul G.	Survey Technician	79,635	-
Stewart, Robert L.	Crew Lead, Roadway Operations	68,589	-
Stilborn, Dave W.	Bus Operator	157,999	-
Stilborn, Michael R.	Firefighter	132,048	-
Stinson, Mallory A.	Administrative Assistant	78,707	-
Stinson, Scott E.	Senior Fire Fighter	141,927	-
Stochmal, Tim	Bylaw Enforcement Officer II	71,854	-
Stock, Shayna S.	Inclusion, Diversity, Equity, Accessibility Consultant	106,186	-
Stone, Matthew W.	Bus Operator	53,953	-
Stoneham, Rebecca A.	Business Solutions Specialist	81,674	-
Storry, Jeff M.	Irrigation Worker III	71,274	-
Straker, Cody M.	Firefighter	118,872	-
Straza, Chad J.	Facilities Operator I	57,027	-
Straza, Mike E.	Building Official I	71,812	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Streisel, Jacob G.	Skilled Labourer	72,034	-
Stroeder, Jordan R.	Coordinator, Water and Sewer Programming	88,714	-
Struthers, Neil	Manager, City Projects	135,293	1,650
Su, Zhe	Project Engineer	109,262	-
Sukumaran, Niveditha P.	Technology Partner	99,703	-
Sullivan, Sean M.	Neighbourhood Centre Programmer	72,627	-
Sumon, MD Abu	Sustainability and Adaptation Consultant	48,087	40,393
Suwala, Rene	Bus Operator	66,721	-
Svec, John	Bus Operator	67,517	-
Sveinson, Jillian L.	Director, Strategic Communications and Customer Service	-	59,396
Syed Khalid Hussain, Abul Wafa	Engineer	83,008	-
Syhlonyk, Tammy E.	Weigh Scale Attendant II	57,525	-
Symick, Kevin M.	Manager, Water and Sewer Engineering	160,147	1,950
Szabo, Darren M.	Transportation Services Officer	98,182	-
Szakacs, Chris R.	Sales and Salvage Officer	66,803	-
Szeles, Barry	Lieutenant	164,221	-
Tajdin, Shakil	Caretaker II	56,882	-
Talaga, Brett J.	Firefighter	135,697	-
Tallon, Tim	Lieutenant	161,400	-
Tanaka, Richard H.	Bus Operator	98,713	-
Tank, Umesh P.	Bus Operator	79,875	-
Tannahill, Derrick	Manager, Integrated Engineering Services	52,151	1,112
Tanner, Harold	Crew Lead, Roadway Operations	68,121	-
Tebb, Kayla M.	Coordinator, Customer Service	69,520	-
Tebb, Tamara	Manager, ESC and Talent Acquisition	156,951	1,950
Teixeira, Alex V.	Business Performance Specialist	112,709	-
Terlesky, Gerry	Caretaker II	57,553	-
Tessier, Garrett R.	Infrastructure Architect	107,349	-
Theriault, Meagan A.	Engineering Assistant II	70,036	-
Therrien, Jim T.	Fleet Training Officer	90,741	400
Thibodeau, Brayden	Casual Labourer 2006	57,557	-
Thiry, Jason R.	Print Services Representative	64,743	-
Thomas, Scott A.	Senior Engineer	122,995	-
Thompson, Ashley P.	Manager, Parks Technical Services	90,412	75
Thompson, Brandon W.	Firefighter	130,613	-
Thompson, Jay M.	Operator	73,405	-
Thompson, Trevor	Firefighter	89,550	-
Thomson, Dallas D.	Firefighter	152,375	2,652
Thurlow, Curtis W.	Coordinator, Water and Sewer Construction	98,270	-
Thyagaraja Kodi, Priyanka	Business Solutions Specialist	68,954	2,961

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Tian, Wei	Building Code Engineer	122,012	-
Tilson, Gail A.	Specialist - Waste Minimization	86,404	-
Timbadiya, Akash	Client Support Analyst	79,565	-
Timbadiya, Srushti A.	Solution Analyst I	74,357	-
Timleck, Amanda D.	Supervisor, Parks Maintenance	86,312	-
Tink, Carole A.	Director, Technology	192,014	2,600
Todd, Mitchell	Mechanical Inspector	81,440	-
Togneri, Alex D.	Senior Fire Fighter	150,383	-
Toker, Wayne	Crew Lead - Grade Finisher	93,022	-
Tolley, Lindsay	Captain	61,832	37,168
Tomporowski, Barbara A.	Manager, Public Engagement and Research	77,157	35,789
Toms, Ashley A.	Administrative Associate	75,133	-
Tooke, Kevin R.	Crew Lead - Traffic Technical Operations	93,161	-
Torres, Kimpee M.	Bus Operator	71,062	-
Torres, Ronny	Equipment Operator III	96,667	-
Tower, Ron A.	Water Attendant	67,139	-
Townsend, Tricia J.	Fire - Article X	36,027	50,591
Traces, Nebo O.	Field Services Representative	112,974	-
Tracey, Shayne G.	Senior Engineer	122,827	-
Tran, Mark	Director, Strategy and Performance	127,639	1,350
Travis, Jonathan R.	Supervisor, Horticulture Services	79,013	-
Tremblay, Travis	Facilities Operator I	90,033	-
Trenholm, Meghan	Senior Communications Strategist	66,795	-
Treso, Dakota	Field Services Representative	79,378	-
Trevena, Amy J.	Payroll Specialist	63,018	-
Trombetta, Colleen	Senior Financial Reporting and Policy Advisor	124,676	-
Trombley, Brody S.	Source Control Inspector	68,358	-
Trombley, Darcy S.	Casual Labourer 2006	76,211	-
Trotman, Nathan A.	Administrative Support	60,415	-
Trudelle, Joseph B.	Firefighter	130,976	-
Turgeon, Dana M.	Historical Info and Preservation Supervisor	79,049	-
Tysowski, Kade T.	Equipment Operator III	75,483	-
Uleryk, Braden T.	Building Official II	81,244	-
Ulmer, Brandon D.	Building Official III	76,259	-
Ulrich, Shaune	Route Maintenance Worker	59,603	-
Uppal, Rohan	Bus Operator	60,280	-
Usmani, Hassaan A.	Senior Assessment Appraiser	79,693	-
Uy, Allan	Facilities Operator I	63,944	-
Uyam, Thomas L.	Bus Operator	80,136	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Vahab, Rismaana	Technology Partner	82,853	-
Valente, Alan	End Point Management Specialist	87,165	-
Valenzuela, Lovely I.	Coordinator, Financial and Business Support	91,660	-
Van Betuw, Nathan D.	Facilities Project Consultant	92,304	-
Van Der Kooi, Teryn A.	Supervisor, Permit Processing	104,153	-
Vandekamp, Michael	Irrigation Worker II	72,618	-
Vandoros, Vasilis	Geomatics Technician I	72,654	-
Velappan Pillai Sobh, Viju	Dispatcher	85,827	-
Verma, AmanPreet	Bus Operator	86,849	1,974
Vig, Navjot S.	Bus Operator	89,484	-
Vikram Singh, Govind S.	Utilityperson II	57,000	25
Vincent, Yves R.	Bylaw Enforcement Officer II	69,112	-
Vircavs, Nathan D.	Firefighter	133,828	-
Virdi, Mandeep S.	Bus Operator	91,949	-
Virk, Amrinder S.	Bus Operator	96,003	-
Virk, Ramanpreet K.	Bus Operator	108,775	-
Visvanathan, Raman	Coordinator, Property Revenue Policy and Programs	101,624	-
Viswanathan, Dhinakar	Internal Auditor	138,181	-
Vittorelli, Margherita	Manager, Media Relations	128,855	1,913
Vogelsang, Jack C.	Semi Skilled Labourer	58,990	-
Volk, David D.	Casual Labourer 2006	52,049	-
Volk, Jaret	Human Resources Consultant and Supervisor	126,933	-
Volk, Matthew M.	Casual Labourer 2006	52,253	-
Vorrieter, Karlee	Manager, Marketing and Communications	93,180	1,950
Voss, Faron J.	Sewer Top Repairs	74,793	-
Vrska, Valentina	Customer Service Representative II	65,443	-
Vyas, Aeshaben	Utility Billing Clerk	58,044	-
Wagner, Brendan	Firefighter	131,670	-
Wagner, Christine	Manager, Cross Functional Solutions	153,078	4,939
Wagner, Glenn M.	Deputy Chief	65,006	102,098
Wahl, Tara L.	Process and Performance Consultant	102,465	-
Walbaum, Roger	Assistant Chief - Operations	185,136	1,950
Walbaum, Samantha R.	Financial Admin Business Systems Analyst	70,400	-
Walker, Angelica M.	Administrative Associate	64,598	-
Walker, Braeden P.	Caretaker I	53,513	-
Walker, Graham L.	Skilled Labourer	69,511	-
Walker, Jesse	Facilities Operator I	63,262	-
Walker, Maurice	Casual Labourer 2006	52,206	-
Wall, Michelle S.	Business Continuity Coordinator	101,621	-
Wallace, Ryan	Journeyperson - Refrigeration/AC Mechanic	91,658	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Walsh, Evelyn	Coordinator, Tax and Utility Customer Service	93,784	-
Walter, Brad J.	Senior Engineer	129,179	-
Wang, Qun	Geospatial Technician	72,148	-
Wang, Ruifeng	Electrical/Instrumentation Journey person	113,316	-
Wang, Xiaoqin	Financial Reporting Advisor II	104,063	-
Wang, Yixin	Talent Specialist	93,601	-
Ward, Michael B.	Water and Sewer Construction Pipelayer	79,255	-
Warren, Chris J.	Director, Roadways and Transportation	192,013	2,600
Warren, Leanne C.	Coordinator, Administrative Services	61,585	40,253
Wasylyshyn, Daniel J.	Firefighter	101,317	-
Watson Ruiters, Jill A.	Manager, City Projects	59,345	600
Watt, Paul W.	Semi Skilled Labourer	52,131	-
Weber, Charla N.	Coordinator, Property Assessment Research and Appeals	114,203	-
Webster, William B.	Firefighter	137,674	-
Wee, Maria I.	Solution Analyst II	80,930	-
Weichel, Taylor P.	Coordinator, Property Assessment Valuation	85,016	-
Weiers, Deloy E.	Coordinator, Property Assessment Research and Appeals	95,511	-
Weild, Steven R.	Senior Policy and Grants Consultant	38,914	18,282
Weimer, Derek	Coordinator, Facilities Operations	96,357	-
Weinberger, Erik	Lieutenant	159,013	-
Weisbeck, Brittany	Project Engineer	62,325	-
Weisgerber, Dayton W.	Coordinator, Construction Programming	101,804	-
Weist, Kim L.	Coordinator, Water and Sewer	139,024	-
Weist, Robert	Trades 1 - Emergency Services Unit	118,831	-
Weitzel, Jason C.	Manager, Licensing and Parking Services	96,963	-
Welder, Chadwick S.	Water Attendant	61,558	-
Wellman, Shelley J.	Manager, Environmental Services	144,025	1,950
Welsh, Ian M.	Coordinator, Trades Fleet Mechanical Light Equip Garage	101,797	400
Welsh, Lindsey	Billing Coordinator	94,327	-
Wendler, Richard J.	Equipment Operator IV	68,782	-
Werchuk, Rick D.	Equipment Operator III	67,608	-
Werner, Daniel D.	Equipment Operator III	69,044	-
Whalen, Nikolas I.	Firefighter	136,994	-
Whitehawk, Curtis D.	Engineering Assistant III	67,827	-
Whiteoak, Paul D.	Captain	171,724	-
Whitrow, Jonathan M.	Semi Skilled Labourer	58,644	163
Wickenheiser, Walter J.	Crew Lead, Landfill	75,275	-
Wiebe, Jared A.	Senior Fire Fighter	143,608	-
Wiens, Jonathan P.	Manager, Partnerships and Permit Services	142,699	1,950
Wiens, Luke G.	Solution Analyst III	86,681	-
Wihlidal, Grayson	Technologist II	55,169	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Wild, Maeghan M.	Administration Clerk	58,806	-
Wilhelms, Thomas J.	Bus Operator	66,745	-
Wilke, Timothy S.	Captain	169,053	-
Wilkins, Deiter J.	Firefighter	124,275	-
Wilkinson, Brian R.	Coordinator, Computer and Financial Systems	101,412	-
Willford, Trina M.	Coordinator, Administrative Services	85,510	-
Williams, Michael K.	Facilities Operator I	62,583	-
Williams, Shannon	City Solicitor	242,979	3,900
Williamson, Caleb	Firefighter	138,265	-
Willis, Brett M.	Manager, Facilities Engineering	138,285	1,950
Willoughby, Cheryl M.	Senior Legal Counsel	166,830	-
Willox, Daniel B.	Firefighter	114,902	-
Wilson, Brent K.	Senior Engineer	123,056	-
Wilson, Evan	Senior Engineer	122,336	-
Wilson, Paul I.	Supervisor of Equipment and Maintenance	109,213	25
Wilson, Rob	Captain	164,778	-
Wilton, Matt K.	Saw Operator - Concrete Services	62,535	-
Winchester, Jennelle R.	Crew Lead I, Parks Maintenance	61,254	-
Windjack, Megan L.	Coordinator, Water and Sewer Programming	101,132	-
Winter, Derek S.	Facilities Operator I	53,070	-
Wiskar, Lindsay M.	Office Administrator	55,189	-
Wlodarczyk, Vaughn A.	Senior Engineer	122,966	-
Wolbaum, Chad L.	Assistant Chief - Operations	170,209	1,950
Wolf, Alexander B.	Geomatics Technician I	74,126	-
Wolfe, George	Coordinator, Environmental Response	48,563	2,146
Wolk, Michael G.	Senior Purchasing Agent	72,565	4,804
Woltman, Justin	Fuel System Officer	68,594	-
Wood, Landon J.	Coordinator, Construction Programming	109,402	-
Wood, Shane W.	Senior Fire Fighter	146,275	-
Wood, Vincent L.	Field Services Representative	76,596	-
Woolsey, Heather L.	Engineering Assistant III	66,267	-
Work, Austin	Program Specialist-Social Inclusion	59,855	100
Woulfe, Darrell M.	Coordinator, Water and Sewer Construction	119,146	-
Wowchuk, Michael P.	Project Management Analyst	102,676	-
Woynarski, Brennan S.	Journey person - Industrial Mechanic	107,283	-
Xia, Ning	Financial Reporting Advisor II	102,785	-
Yaciw, Jay P.	Senior Fire Fighter	143,022	-
Yakymyk, Wade K.	Solid Waste Truck Operator	64,301	-
Yang, Hao	Coordinator, Financial and Business Support	80,767	-

See accompanying notes .

Employee Remuneration - General Municipal

For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Yang, Wenqing	Project Engineer	108,570	-
Yantz, Morgan S.	Executive Assistant	62,022	-
Yao, Liguo	Database Analyst	97,135	-
Yee, Mathew J.	Senior Engineer	116,477	-
Yoon, Hong	Building Code Engineer	122,516	604
Youlyahshiev, Bahodir	Senior Engineer	122,516	-
Young, Audra L.	Director, Indigenous Relations and Community Development	83,805	113,721
Young, Eric A.	Solid Waste Truck Operator	66,841	-
Ysaguirre, Cheyenne A.	Coordinator, Financial and Business Support	89,429	-
Yuhasz, Tyler S.	Manager, Engineering Design Solutions	139,972	1,950
Yule, Clinton R.	Journeyman Transit	96,951	25
Yulyakshieva, Nigora	Manager, Roadway Preservation	160,147	1,950
Yusuf, Abimbola R.	Financial Reporting Advisor II	102,785	-
Zaheer, Saqib	Bus Operator	61,475	-
Zaka, Ahmad	Bus Operator	104,362	-
Zaman, Abid	Engineer	69,771	-
Zanacic, Enisa	Senior Engineer	130,250	825
Zander, Brandon J.	Forester II	56,436	-
Zander, Kelly	Truck Driver - Sewer and Water	97,350	-
Zasada, Max S.	Transit Planner	94,287	-
Zatylny, Oliva	Financial Admin Business Systems Analyst	80,026	-
Zelinski, Brad A.	Utilityperson II	62,663	25
Zhang, Alisha H.	Coordinator, Geospatial Services	100,761	-
Zhang, Qingjie	Solution Analyst II	74,837	-
Zhao, Zhihao	Project Engineer	82,118	-
Zitaruk, Jennifer N.	Customer Service Representative II	63,115	148
Znidaric-Podolski, Brayden K.	Casual Labourer 2006	50,198	-
Znidaric-Podolski, Koleden K.	Casual Labourer 2006	50,133	-
Zurloff, Evan T.	Firefighter	136,256	-
Zurowski, Nathan	Solution Analyst II	81,144	-

See accompanying notes .

Employee Remuneration - Buffalo Pound Water Treatment Corporation

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Anderson, Aaron E.	Senior Operator	129,357	-
Armbruster, Richard F.	Management System Coordinator	90,668	-
Barth, Robin M.	Senior Laboratory Technician	103,733	-
Berezowski, Eugene	Plant Foreman	129,826	-
Couzens, Carter J.	Laboratory Technician	76,949	-
Daly, Lauren A.	Laboratory Technician	90,578	-
Dlugan, Allan B.	BP- Project Manager	150,663	30,249
Farago, Keith	Senior Instrumentation Tech.	108,507	-
Forbes, Eric M.	Second Operator	117,554	950
Fradette, Shane G.	Senior Operator	159,639	11,267
Gahra, Harjinder	Manager, Maintenance and Engineering	169,001	33,551
Gardiner, Heather A.	Lab Management System and Special Projects Coordinator	104,212	-
Guillaume, Keith M.	Manager, Operation and Safety	167,405	33,551
Gusa, Steven B.	Journeyman Maintenance	103,703	950
Holland, Blake E.	Second Operator	108,412	-
Huel, Jared A.	Senior Electrician	115,977	950
Johnson, Ryan C.	President and CEO, Buffalo Pound Water	205,844	49,096
Kardash, Blair	Manager, Water Lab and Research	167,708	33,551
Koch, Kevin	Maintenance Foreman	129,705	1,500
Lee, Joey J.	Second Operator	114,135	-
Lesperance, Angie M.	Labourer	57,583	950
MacDiarmid, Aaron N.	Senior Industrial Mechanic	115,313	950
Mackey, Braydon S.	Senior Operator	147,117	950
Meili, Shaun	Senior Operator	48,125	36,763
Moisan, Justin B.	Journeyman Maintenance	108,144	950
Newans, Benjamin R.	Second Operator	109,806	-
Nikolejsin, Jeffrey J.	Senior Operator	123,585	-
Oleniuk, Cole E.	Relief Operator/Maintenance Person	43,582	8,359
Olfert, Tyrell S.	Relief Operator/Maintenance Person	96,428	-

See accompanying notes.

Employee Remuneration - Buffalo Pound Water Treatment Corporation

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Selensky, Christopher P.	Relief Operator/Maintenance Person	69,464	-
Short, Daniel K.	Senior Operator	132,610	-
Sripathi, Shivaprakash	Laboratory Technician	91,158	-
Strauss, Austin C.	Second Operator	117,106	-
Tarrant, Allan J.	Labourer	56,503	-
Wilkinson, Laurie M.	Office Manager, Buffalo Pound Water Treatment Plant	81,108	1,500
Wohlberg, Scott L.	Journeyman Maintenance	107,648	-
Woitias, Spencer B.	Relief Operator/Maintenance Person	95,140	-
Zubkow, Joshua J.	Purchasing and Inventory Control	102,008	950

See accompanying notes.

Employee Remuneration - Community and Social Impact Regina

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
McCallum, Cheryl A.	Executive Director	60,308	77,064

See accompanying notes.

**Employee Remuneration -
Economic Development Regina Inc.**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Bonk, Christopher	Director, Brand and Communications	68,541	-
Clark, Kori	Business Growth Coordinator	64,561	2,120
Holtby, Tina	Manager, Finance & Administration	101,999	180
Houston, Sam	Investigative Data Analyst	55,417	1,570
Lane, Christopher	President & CEO	147,654	5,000
Lucyk, Mattea	Manager, Communications	80,763	2,180
Pavlovsky, Mandy	Manager, Entrepreneurship & Emerging Sectors	88,719	2,120
Pilsner, Jennifer	Acting President & CEO / Director, Brand & Communications	132,937	120
Sakyi, George	Economist	112,639	120
Savage, Colin	Director, Economics & Data Analytics	136,756	1,220
Zorn, Caitlyn	Manager, Executive Operations	69,455	2,060

See accompanying notes.

**Employee Remuneration -
Regina Downtown Business Improvement District**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Bodnar, Bonny L.	Office Manager	73,245	4,000
Creer, Roddire	Manager, Marketing and Communications	71,510	3,197
Farrell, Sophie L.	Manager, Member Engagement	70,320	3,750
Gibbons, Leasa D.	Director, Downtown Vibrancy	110,127	4,000
Klapak, Caylin P.	Clinical Support Worker	57,918	-
Knudsen, Jason K.	Outreach Program Manager	90,289	2,188
Kraushaar, Robert T.	Clinical Program Manager	94,792	8,921
Mitchell, Nelson	Operations Manager	71,088	4,000
Obrigewitsch, Sophia J.	Clinical Support Worker	60,099	1,000
Qureshi, Muhammad	Outreach Support Worker	59,187	1,000
Schultz, Damian D.	Outreach Support Worker	57,808	1,000
Toppings, Tyler W.	Member Engagement Coordinator	55,440	1,000
Trenholm, Simon M.	Outreach Program Supervisor	74,420	1,000
Veresuk, Judith C.	Executive Director	125,614	9,877
Walliser, Darlene M.	Clinical Support Worker	60,099	-
Whelan, Emily A.	Planning Coordinator	53,120	1,000
Zwack, Elizabeth J.	Clinical Program Supervisor	74,420	1,000

See accompanying notes.

Employee Remuneration - Regina Exhibition Association Limited

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Adams, Lori	Manager Tenant Relations	97,425	-
Angelopoulos, Angela	Account Executive Trade and Consumer Events	65,667	1,335
Ayub, Naeem	Access Control Operator	61,000	1,000
Bayatan, Jennilyn	Sales Fulfillment Coordinator	62,772	-
Beckel, Meghan	Payroll Admin	64,475	-
Bedell, Daniel	Manager Fixed Assets and Maintenance	74,857	2,305
Benesh, Lauren	Director Executive Office & Governance	124,691	1,000
Bennett, Richard	President CEO	94,229	85,463
Betker, Cathleen	Director Entertainment and Events	108,847	-
Bolen, Dale	Arena Operator	54,148	-
Bradburry, Lorie	Supervisor Security	59,440	-
Brown, Margaret	Supervisor Parking	40,670	15,183
Brown, Matthew	Manager Marketing	101,924	1,000
Butt, Zunair	Access Control Operator	67,791	-
Chow, George	Ground Patrol	60,581	-
Churchill, Dean	Manager Finance	127,124	-
Clifford, Monty	Manager Occupational Health and Safety	103,514	1,000
Colbow, Dean	Planner Fixed Assets and Maintenance	76,673	-
Daniels, Leonard	Director People Services	110,606	9,917
Day, Tim	Manager Communications and Public Affairs	84,988	994
Dela Pena, Wilfredo	Facility Engineer Tech 3	62,995	-
Derenisky, Kevin	Manager Business Trade and Consumer Event Sales	89,999	1,000
Dorwart, Alicia	Sport and Recreation Program Specialist	70,785	-
DSouza, Sudhir	Director Food and Beverage	78,537	120,327
Eashappie Rooney, Joshua	Custodial Supervisor	59,624	-
Eberts, Lori	IT Support Professional	83,464	400
Elles, Lawrence	Facility Engineer 1	71,225	-
Engel, Roberta	President CEO	70,972	272,269
Englund, Carl	Painter	61,437	-
Ezekwube, David	Facility Engineer Tech 3	76,395	-
Faber, Cory	IT Infrastructure Specialist	64,646	3,318
Fairweather, Anthony	Facility Engineer Tech 4	63,071	-
Fedak, Matthea	HR Consultant	75,000	1,000
Fiessel, Jacob	Access Control Operator	50,159	-
Fink, Elvis	Unlicensed Trade Lead	75,531	-

See accompanying notes.

Employee Remuneration - Regina Exhibition Association Limited

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Fink, Fred	DIR Asset Protection and Deliverables	121,111	-
Foster, Joanne	Custodial Supervisor	52,829	-
Frank, Michael	Ground Patrol	57,282	-
Frohlich, Ashley	Account Executive Conference and Meetings	71,615	-
Gentles, Aaron	Assistant Manager Security Operational Support	48,984	4,518
Gerlach, Scott	Manager Grounds and Conversions	76,413	-
Germaine, Lindsay	Electrician	82,625	-
Godlien, Robin	Assistant Manager Custodial	57,024	1,664
Goff, Ken	Assistant Manager Grounds and Conversions	68,111	-
Gronick, Russel	Manager Program Operations	92,934	-
Hack, Kevin	Grounds and Conversion Foreman	51,630	-
Hoewing, Darren	Director Finance	117,154	85,536
Holowenko, Cory	Manager Fixed Assets and Maintenance	52,975	8,883
Hutchinson, Chris	Manager Sponsorship Advertising and Exhibit Sales	129,199	2,400
Kardash, Clint	Electrician	108,378	-
Karunaratna, Dulana	IT Support Professional	66,560	909
Katuin, Roberta	Assistant Manager Guest Experience and Ticketing Operations	65,287	133
Kiflemariam, Robel	Facility Engineer 1	66,289	-
Klotz, Barry	Supervisor Event Delivery	50,646	-
Korfman, Joshua	Arena Operator	51,469	-
Kupusa, Michelle	Manager Human Resources	125,000	-
Lavallee, Reynold	Arena Operator Supervisor	57,442	-
Lees, Trina	Corporate Controller	127,000	-
Loewen, Peter	Manager Custodial and Quality Assurance	86,520	735
Mackenzie, Chris	Access Control Operator	56,917	-
Manson, Scott	Vice President Corporate Finance and Operations	99,019	123,960
Marchant, Kent	Ground Patrol	59,364	-
McCloy-Beach, Tera	Procurement Specialist	77,501	1,000
McCullough, Amber	HR Consultant	60,279	674
McFadden, Dallas	QCEX Major Special Events Coordinator	63,232	-
McKay, Stuart	Scheduler SDOW 2	56,648	-
Melnyk, Connie	Special Event Security	57,963	-
Moats, Amy	Director Guest Experience	60,849	67,789
Mokrousova, Karina	SR Program Coordinator	59,641	-

See accompanying notes.

Employee Remuneration - Regina Exhibition Association Limited

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Morales, Joy	Manager Compensation and Benefits	74,095	-
Morhart, Tyler	Carpenter	57,774	-
Nazarchuk, Jeanine	Manager Events and Entertainment	88,579	559
Oancia, Charlene	Director Corporate Partnership and Sales	127,872	999
Oltean, Lee Anne	Agriculture Coordinator	62,675	-
Orubibi, Iowuna	Junior Accounting Clerk	55,873	-
Rich, Raymond	Arena Operator Supervisor	64,774	-
Rodriguez, Linda	Access Control Operator	53,204	-
Roy, Shruti	Manager Guest Experience and Ticketing	78,650	1,000
Rush, Deborah	Director Marketing and Communications	121,467	582
Schmidt, Jason	Electrician	65,863	-
Scott, Thomas	Assistant Manager Custodial	62,611	-
Selinger, Trevor	Manager Grounds and Conversions	76,169	4,157
Singh Kalsia, Sandeep	Access Control Operator	62,513	1,000
Sleightholm, Jordan	Vice President Chief Financial Officer (CFO)	95,770	1,662
Slowley, Paul	IT Infrastructure Specialist	54,645	1,119
Sprung, Matt	SR Program Coordinator	63,025	-
Stewart, Russell	Arena Operator Supervisor	59,259	-
Tarnes, Evan	Sport Recreation League Specialist	74,675	-
Thakkar, Khushali	Financial Analyst	71,999	380
Topuschak, Zenon	Stage Hand Wardrobe	60,753	-
Torgrimson, Jeffrey	Director Information Technology	141,625	1,000
Van Der Velden, Lynda	FED Operations Coordinator SDOW	69,520	-
Vipond, Carla	Vice President Sales and Marketing	109,154	36,385
Wagner, Shane	Custodial Supervisor	63,258	-
Walsh, Trevor	Vice President Venue Management and Services	109,443	47,989
Walters, Cameron	Custodial Supervisor	51,423	-
White, Douglas	Ground Patrol	55,884	-
Williamson, Candace	Marketing and Communications Strategist	60,303	-
Yates, Geoffrey	Head Facility Tech	76,138	-
Yu, Ben	Manager Finance	112,000	-

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Abdu, Zahra	Cleaner/Caretaker	62,214	358
Adams, Dana K.	Constable	134,697	358
Adams, David G.	Sergeant	141,740	1,480
Alemayehu, Negalegn	Mech Maintenance Caretaker	68,222	358
Alexander, Laurie L.	Sergeant	146,269	358
Anderson, Chad	Sergeant	152,232	358
Andrade, Mariane L.	Data Quality and Case Management Specialist	78,803	-
Andrews, Erin	Administrative Assistant - Integrated Health & Wellness (IHW) - Casual	75,041	-
Arnold, Brandi	Constable	135,963	358
Aschenbrener, Kevin S.	Garage Attendant	75,523	358
Ash, Nicholas	Garage Attendant - Casual	78,599	348
Atnikov, Zoren A.	Constable	106,078	358
Aubichon, Alan	Constable	145,136	358
Austring, Susan L.	Evidence Management Clerk	78,803	358
Bacanu, Gheorghe	Constable	142,395	358
Bacon, Tyler	Constable	155,594	3,534
Baer, Reynold	Sergeant	166,078	358
Baer, Stewart W.	Constable	133,721	358
Baghdadi, Syed	Service Desk Technician	74,414	362
Bailey, Nicole M.	Administrative Support Secretary	89,290	1,690
Baisley, Jill	Human Resources Consultant	114,464	-
Baisley, Regan B.	Training and Quality Assurance Coordinator	110,306	-
Balfour, Amy	Analysis Unit Manager	155,985	2,600
Ballantyne, Tanner	Police Information Clerk-Direct Entry	81,992	-
Bao, Qiang	Programmer Analyst	103,336	-
Barber, Dallas S.	Sergeant	154,092	1,480
Baron, Jenine B.	Constable	147,478	358
Barton, Tami L.	Cleaner/Caretaker - Casual	67,514	363
Bassingthwaite, Kyla M.	Constable	146,264	698
Beauchesne, Pierre C.	Staff Sergeant	197,891	1,480
Bedore, Anna	Support Services Clerk	72,485	-
Bedore, Dakken R.	Constable	83,619	358
Beitel, Neil R.	Sergeant	158,565	2,790
Belcourt, Colin	Constable	152,775	358
Bell, Teresa L.	Senior Data Quality and E-Training Coordinator	85,276	-
Bell, Thomas H.	Constable	78,134	358
Bellamy, Ryan	Communications Officer	128,140	-
Benko, Candace L.	Sergeant	198,409	1,480

See accompanying notes.

Employee Remuneration - Regina Police Services

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Bespalko, Nolan	Sergeant	172,945	358
Beug, Justin J.	Constable	126,791	358
Beug, Whitney L.	Constable	147,366	1,480
Birrell, Keegan	Constable	149,551	1,844
Black, Erin M.	Constable	137,185	358
Blundell, William J.	Constable	88,902	358
Boehm, Teresa M.	Communications Administrator	172,193	-
Boers, Jodi	Sergeant	166,661	358
Bojko, Grzegorz	Automotive Technician	93,396	358
Bonk, Anthony	Constable	151,730	358
Boon, Brandon	Constable	139,452	358
Borgmann, Georg	Garage Attendant	74,945	358
Borne, Graham N.	Sergeant	160,994	358
Bosche, Richard	Constable	134,619	722
Bourassa, Melissa N.	Constable	133,925	358
Bourhis, Austin G.	Constable	115,501	358
Boutarbouch, Mustapha	Mech Maintenance Caretaker	68,634	358
Bowes, Kevin	Constable	158,269	358
Boyd, Keitlyn R.	Police Information Clerk-Direct Entry	87,480	-
Boyes, Colby J.	Constable	80,128	358
Boynton, Tyler B.	Sergeant	146,505	825
Bradshaw, Kyle J.	Constable	147,619	722
Brady, Cheryl	Administrative Assistant-Training and Development	87,679	-
Brakefield, Kim	Court Services Supervisor	103,669	-
Breitkreuz, Kevin D.	Sergeant	150,622	358
Brenner, Natalie M.	Communications Officer	121,258	-
Brewster, Joey A.	Constable	152,077	358
Brezinski, Aaron	Court Information Clerk	101,794	-
Briere, Dylan J.	Special Constable - Alternative Response Officer (ARO)	62,482	358
Briere, Terry A.	Garage Attendant Day	72,485	358
Brisbois, Ashley N.	Constable	135,564	358
Brocklehurst, Aaron S.	Constable	122,347	358
Brooks, Justin M.	Constable	132,011	358
Brown, Kashane C.	Constable	80,534	358
Brown, Michelle C.	Training and Quality Assurance Coordinator	19,765	59,092
Buczulak-Warnar, Amanda	Administrative Assistant	73,590	-
Buhr, Ryan	Constable	150,663	3,534
Burtenshaw, Cheryl	Communications Officer	125,002	14,142
Butz, Jennifer A.	Integrated Health Physiotherapist	116,228	-

See accompanying notes.

Employee Remuneration - Regina Police Services

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Callander, Britton A.	Communications Officer	138,911	-
Campbell, Grant	Constable	146,660	358
Campbell, Jolene	Communications Officer - Casual	117,648	-
Campbell, Kelly L.	Staff Sergeant	59,021	72,889
Campbell, Marla L.	Access and Privacy Clerk	78,803	-
Camponi, Daniel J.	Constable	143,768	414
Carey, Melissa	Constable	147,275	358
Carleton, Matthew	Business System Analyst	103,336	-
Carlier, Derek	Police Information Clerk-Direct Entry	78,633	-
Carlson, Cassandra D.	Constable	135,374	898
Carnall, Riley	Constable	141,757	358
Carroll, Kim	Sergeant	160,736	722
Carter, Jason E.	Sergeant	151,654	1,480
Caza, Katrina J.	Police Information Clerk-Direct Entry	80,070	-
Chadwick, Devin D.	Constable	152,228	1,844
Chagnon, Pascal M.	Constable	140,842	358
Chakma, Rajani	Cleaner/Caretaker - Casual	56,537	363
Chakma, Usha	Cleaner/Caretaker	57,124	358
Chamney, Nevan	Canadian Police Information Center (CPIC) Radio Operator	91,473	-
Chatsis, Tracey D.	Court Document Clerk	56,425	-
Chaykowski, Shane M.	Constable	78,095	358
Cheema, Amol	Constable	140,064	722
Chow, Karena	Traffic Clerk	66,619	-
Chua, Keanu M.	Constable	91,315	358
Clark, Jennifer L.	CPIC Radio Operator	87,048	-
Clark, Mark R.	Staff Sergeant	174,741	358
Clarke, Brent	Constable	136,950	358
Claude, Richard	Constable	134,887	358
Claude, Samantha C.	Special Constable - Alternative Response Officer (ARO)	64,606	358
Cobbledick, Elysia	Sergeant	146,483	1,480
Collins, Brad K.	Constable	91,618	358
Collins, James R.	Sergeant	253,216	4,912
Coons, Corinne J.	Court Information Clerk	102,064	-
Cooper, Jonathan M.	Constable	138,915	1,366
Costanza, Andrea C.	Constable	134,800	358
Coulthard, William N.	Sergeant	157,597	722
Criddle, Guy	Staff Sergeant	171,863	1,480
Crompton, Caroline	Administrative Assistant	69,162	-
Crowley, Jeffrey	Constable	148,810	358

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Csada, Derek J.	Sergeant	150,724	1,480
Daku, Cort S.	Constable	138,373	2,790
Danczak, Nikolaus S.	Constable	130,418	358
D'Andrea, Robert B.	Staff Sergeant	166,967	1,070
Danyliuk, Nicholas W.	Constable	128,241	322
Danylyshen, Darrel	Sergeant	154,161	358
Davey, Lisa N.	Sergeant	148,155	488
Davies, Lorilee E.	Chief of Police	277,999	13,011
Davis, Troy G.	Sergeant	193,065	1,480
Dawson, Corey	Communications Officer	131,966	-
Dawson, Isiah J.	Constable	144,600	358
Deal, Georgina R.	Constable	90,280	358
Decterow, Erin T.	Sergeant	147,932	1,480
Deibert, Tyrell	Sergeant	149,092	722
Delooze, Olivia	Information Clerk	65,960	-
Derkson, Steve	Evidence Management Clerk - Casual	53,638	341
Desjarlais, Echo	Indigenous Resource Officer	77,612	-
DeSorcy, Danielle R.	Clinical Psychologist	176,924	2,600
Dessert, Angela	Criminal Intelligence Analyst	97,727	-
Detz, Sandra A.	Regina Integrated Intelligence Unit (RIIU) Clerk	81,310	-
Dhaliwal, Rajandeep S.	Constable	66,479	2,218
Dirk, Brody L.	Constable	111,605	358
Dods, Steven	Sergeant	149,108	1,480
Doepker, Derek L.	Constable	136,789	358
Donison, Karen	Data Quality and Case Management Specialist	70,965	-
Donnelly, Erin J.	Constable	130,761	1,480
Douglas, Scott	Constable	175,393	358
Doyle, Stephen	Constable	124,982	358
Dreaver, Darcy A.	Constable	171,214	358
Duck, Justin R.	Sergeant	182,705	1,480
Duff, John	Constable	134,619	1,480
Duncan, David S.	Sergeant	156,631	1,480
Dunford, Brittany	Constable	139,991	358
Duquette, Clinton T.	Constable	123,349	358
Dureau, Ryan M.	Staff Sergeant	166,042	358
Dutchak, Gregory	Constable	133,993	358
Duthie, Rodney M.	Constable	142,100	358
Earle, Jason B.	Constable	138,768	1,351

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Eberle, Rodney D.	Sergeant	153,107	1,480
Eckert, Blair G.	Inspector	195,273	6,061
Edwards, Scott	Communications Officer	150,821	-
Egeborn, Marcus	Constable	131,352	358
Eichholz, Tatjana	Cleaner/Caretaker - Casual	56,088	363
Eklund, Rene D.	Constable	129,300	358
Elek, Cory	Constable	166,977	358
Ell, Joshua M.	Police Information Clerk-Direct Entry	86,506	-
Emery, Troy P.	Sergeant	163,568	1,480
Enam, Sazzad E.	Special Constable - Alternative Response Officer (ARO)	62,661	358
Erdelyan, Marla	Access and Privacy Manager	129,039	2,600
Ergete, Mengesha	Cleaner/Caretaker - Casual	50,554	348
Ethier, Joshua	Constable	154,462	358
Farden, April	Constable	135,363	358
Fay, Lisa	Constable	139,335	2,972
Fedora, Katalin	Cleaner/Caretaker	58,221	358
Fenwick, Shawn M.	Inspector	212,965	6,462
Ferris, Jennifer	Sergeant	143,204	1,480
Fiddler, Rhonda	Victim Services Coordinator	94,378	-
Filazek, Timothy E.	Sergeant	156,093	358
Fink, Bryceton	Constable	147,207	2,790
Finkeldey, Darren L.	Sergeant	166,818	488
Finkeldey, Kai E.	Constable	133,128	358
Flaman, Kathleen A.	Communications Officer	103,356	-
Fleece, Garth D.	Constable	149,268	358
Fleece, Melissa J.	Sergeant	147,235	1,480
Foote, Teena	Cleaner/Caretaker	55,522	358
Ford, Duley	Constable	137,404	358
Ford, Luke K.	Constable	79,404	358
Fornwald, Danielle	Criminal Intelligence Analyst	112,967	-
Fowlie, Brian S.	Automated Fingerprint Information System (AFIS) Technician	72,761	-
Fox, Derrick	Constable	135,561	1,351
Fraser, Adam A.	Sergeant	162,371	1,480
Fraser, Jacqueline M.	Constable	83,229	358
Fraser, Miranda N.	Communications Officer	132,403	-
Fraser, Richard R.	Sergeant	149,097	722
Froh, Peter	Constable	115,409	29,437
Froh, Tia L.	Sergeant	190,442	1,480

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Fuchs, Leah	Communications Officer - Casual	89,836	-
Funke, Kaitlin	Communications Officer	91,455	-
Gajmer, Santosh	Document Filing Clerk	63,714	358
Gall, Megan	Major Crimes Coordinator	100,093	-
Gall, Todd M.	Sergeant	150,258	74,198
Gaudette, Christelle A.	Canadian Police Information Center (CPIC) Radio Operator	93,052	-
Gawley, Jessica B.	Sergeant	182,097	1,351
Gay, Branden T.	Constable	124,713	358
Gbaja, Olusegun	Business System Analyst	87,610	-
Geiger, Samantha S.	Constable	132,297	358
Gendreau, Stanislav	Sergeant	153,602	1,480
Germaine, Taelyn M.	Constable	76,178	360
Gerrans, Tyler D.	Constable	149,862	358
Gilbert, Elizabeth	Communications Officer - Casual	108,141	-
Giroux, Gary J.	Inspector	186,665	5,873
Glas, Colin M.	Association President	180,544	-
Glazer, Kimberly	Constable	134,619	358
Gloria, Romualdo	Constable	131,509	358
Golaiy, Mark	Sergeant	155,109	2,208
Golden, Jonathan C.	Sergeant	163,872	1,480
Golding, Chloe	Data Quality and Case Management Specialist	78,803	-
Gomez Saenz, Daniel	Constable	146,681	358
Goodwin, Ashley	Administrative Assistant	57,710	-
Gordon, Shannon M.	Sergeant	149,212	358
Gorgchuck, Anthony J.	Constable	87,561	358
Gorman, Kelly D.	Sergeant	148,018	358
Gottselig, Christina F.	Communications Supervisor	140,230	-
Gottselig, Todd	Sergeant	147,152	1,480
Gower, Nicholas	Digital Media Clerk	56,313	-
Grechina, Elena	Cleaner/Caretaker - Casual	54,499	355
Gregory, Alyssa J.	Constable	139,936	3,534
Griffiths, Alan	Constable	151,129	1,844
Griffiths, James E.	Constable	136,894	358
Grohs, Trevor	Constable	148,785	358
Gropp, William J.	Constable	135,308	358
Gruber, Rachelle	Communications Officer	126,952	-
Gruber, Tyler T.	Constable	141,870	2,790
Grygoruk, Volodymyr	Constable	65,025	358

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Gumisiriza, Micheal	Constable	72,490	913
Gunderson, Jason G.	Staff Sergeant	172,481	423
Gunther, Daniel P.	Constable	148,936	358
Gyurek, Jeremy M.	Constable	154,545	358
Haas, Connor	Constable	149,784	852
Hackywicz, Trevor	Constable	134,619	358
Hagen, Jeanine F.	Internal Electronic Information System (IEIS) Analyst and Data Quality Supervisor	97,115	-
Hagen, Landon T.	Sergeant	159,205	400
Hague, Laura	Court Disposition Clerk	67,569	221
Hall, Alexander T.	Constable	142,637	811
Hall, Morley	Constable	137,243	358
Hamilton, Chandra C.	Payroll Clerk	80,216	-
Hanna, Lorrie L.	Police Info and Evidence Management Manager	173,541	2,600
Hannem, Amanda	Constable	103,450	358
Hanowski, Brett A.	Constable	134,807	358
Haroldson, Robert	Sergeant	143,510	358
Harris, Christie	Constable	144,293	725
Harris, Kevin	Sergeant	159,587	1,480
Hartling, Destiny C.	Access to Information Clerk	60,559	-
Hartling, Priscilla	Access to Information Clerk	70,203	-
Harvey, Breanne	Evidence Management Clerk	76,897	358
Hatharasinghe, Kevin	Canadian Police Information Center (CPIC) Supervisor	98,622	-
Hawker, Amber	Constable	157,368	488
Hebert, Inez M.	Constable	138,867	1,480
Hegi, Colin R.	Sergeant	149,302	358
Heiliger, Alana A.	Sergeant	153,917	1,480
Hendren, Taylor	Criminal Intelligence Analyst	92,704	-
Henry, Renee S.	Evidence Management Supervisor	104,576	358
Herauf, Logan M.	Constable	112,999	358
Hesse, Chad	Sergeant	183,151	1,480
Hoedel, Shane	Sergeant	199,950	358
Hoemsen, Lindsey J.	Public Information Manager	125,383	2,600
Hoffman, Danielle N.	Administrative Assistant	72,099	-
Hook, Karla	Detention Special Constable	84,756	358
Hooker, Ben	Sergeant	154,979	722
Hooker, Mark	Garage Attendant	72,159	358
Houliston, Lhasa	Constable	95,206	358
Hovdestad, Gregory R.	Inspector	181,736	4,829
Howell, Thomas F.	Sergeant	161,529	1,480

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Hua, Shan	Applications Analyst	104,711	-
Hubich, Erin	Communications Officer	156,165	-
Hubick, Cindy M.	Court Information Clerk	98,932	-
Hungle, Katie M.	Constable	134,770	1,351
Hunt, Chadwick	Constable	148,309	358
Jackiw, Christopher S.	Inspector	208,226	6,061
Jakubowski, Joshua	Constable	153,407	358
Jerome, Todd R.	Sergeant	152,904	358
Johnson, Dolton E.	Constable	146,557	811
Justason, Erik	Constable	140,169	722
Kabrud-Spicer, Logan	Constable	131,028	1,351
Kambeitz, Amber	Constable	100,664	358
Kapadia, Rishikumar	Service Desk Technician - Casual	59,086	297
Katragadda, Saketh	Constable	173,732	358
Kauk, Ross M.	Sergeant	149,775	358
Kay, Gerard	Asset Manager	166,233	2,600
Kazmiruk, Kassidey	Alarm Administrator	69,314	-
Kehler, Tanner D.	Constable	78,095	358
Kelly, Joshua J.	Special Constable - Alternative Response Officer (ARO)	62,608	358
Kelly-Bernier, William E.	Constable	85,717	358
Kelsch, Jordan	Constable	160,877	488
Kerr, Matthew A.	Constable	137,763	1,351
Kerth, Jeremy	Sergeant	161,200	358
Keshane, Stuart T.	Constable	147,633	358
Kievits, Casey M.	Constable	132,175	596
King, Kaitlin L.	Constable	121,885	358
Kisusari, Bobo	Constable	85,265	358
Klemp, Janet	Constable	140,808	358
Kliman, David	Staff Sergeant	165,727	358
Klyne, Thomas	Constable	165,338	358
Koch, Darcy W.	Superintendent	51,024	129,884
Kolybaba, Lori D.	Communications Manager	144,456	85,741
Konecsni, Dylan	Automotive Technician	96,574	358
Korchinski, Jarod A.	Sergeant	149,023	1,480
Kosloski, Jeffrey A.	Constable	71,360	360
Kosolofski, Samuel	Constable	129,904	722
Kotylak, Chelsea	Constable	140,116	1,715

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Koutsogiannopoulos, George	Constable	155,772	358
Kovacs, Frank	Constable	148,000	358
Kovacsne Gaal, Laura	Custodial Supervisor	78,543	358
Kowalchuk, Sheldon E.	Constable	157,856	680
Kozakewycz, Barney J.	Radio Coordinator	96,408	-
Kozlowski, Teagan M.	Human Resources Consultant	124,674	-
Krawetz, Gregory	Sergeant	143,676	358
Kress, Jonathan	Constable	140,408	3,534
Krieger, David N.	Sergeant	161,797	1,351
Kristoff, Laura J.	Communications Officer	137,181	-
Kuffner, Cameron R.	Staff Sergeant	169,999	423
Kullman, Rick	Sergeant	156,111	722
Kumar, Yaman	Special Constable - Alternative Response Officer (ARO)	62,719	358
Kupusa, Tony C.	Sergeant	146,959	1,480
Kurtz, Christina	Communications Officer	131,610	-
Labelle, Timothy F.	Constable	142,779	712
Lalach, Melinda M.	Sergeant	141,820	358
Lamer, Derek J.	Staff Sergeant	168,088	498
Landry, Desiree	Sergeant	162,226	722
Langlois, Philippe	Constable	127,037	358
Langlois, Reed C.	Constable	114,364	358
Lanigan, Trent T.	Sergeant	156,601	722
Lapchuk, Michael	Senior Systems Architect	107,349	-
Larocque, Jay I.	Sergeant	156,268	1,480
Lauf, Eric	Sergeant	146,136	358
Lawrence, Curtis	Sergeant	161,342	1,844
Lawson, Cole E.	Sergeant	152,165	722
Le Clair, Rene P.	Sergeant	183,246	1,480
Lee, Gregory	Constable	143,459	423
Lenius, Jason T.	Mech Maintenance Caretaker	81,870	358
Lenius, Tyler J.	Constable	134,854	358
Lerat, Tyler J.	Constable	144,532	1,351
Lewis, Jeffrey	Constable	134,737	358
Lieutier, Jean B.	Constable	98,273	358
Lisitza, Bethany	Constable	97,466	159
Lockeridge, Justin D.	Constable	147,554	358
Logan, Devin L.	Constable	129,597	898
Logan, Timothy	Constable	151,845	358

See accompanying notes.

Employee Remuneration - Regina Police Services

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Longhurst, Cory S.	Sergeant	163,780	358
Longman, Randy	Sergeant	160,872	1,480
Lorence, Jody	Sergeant	177,644	627
Lowenberger, Fotini	Administrative Assistant-HR	81,846	-
Lubiniecki, Luke R.	Constable	113,008	358
Luesink, Stephen R.	Fleet Supervisor	112,929	358
Lulik, Bradley E.	Constable	112,835	344
Lusok, Dean	Constable	66,860	27,814
Lustig, Brent	Integrated Health and Benefits Manager	166,233	2,600
Lutsiv, Oleksandra	Cleaner/Caretaker	53,618	358
Lutz, Bart J.	Staff Sergeant	165,793	1,480
Lutz, Theresa I.	Constable	134,584	488
Luzny, Allison	Court Document Clerk	53,111	-
Lygouriatas, Petroula	Detention Special Constable	103,103	358
MacDonald, James F.	Constable	140,724	1,480
MacKay, Brady T.	Constable	84,818	319
MacLean, Robert W.	Sergeant	161,716	1,351
MacNeil, Karli L.	Constable	135,926	898
Madsen, Laura	Detention Special Constable	108,138	358
Magas, Chantel	Administrative Assistant	66,047	-
Magee, Colin	Constable	131,279	358
Malawski, Stephen	Supervisor, Business Technology	133,877	-
Malcolm, Keith A.	Sergeant	144,575	358
Mamona, Michelle M.	Constable	69,895	360
Mamona, Sara	Constable	122,419	358
Mandziak, Shelley J.	Administrative Assistant	72,485	-
Mang, Megan N.	Constable	107,855	358
Manning, Warren	Automotive Technician	95,062	358
Manz, Tristan C.	Constable	147,277	1,480
Marcellus, Adam	Constable	118,232	358
Marchiori, Christopher	Constable	140,959	358
Marcia, Andrea	Sergeant	165,264	358
Marks, Jordon J.	Sergeant	145,346	1,480
Marks, Kara	Sergeant	168,434	1,329
Marshall, Laurel J.	Superintendent	230,895	7,478
Martin, Camolyn	Strategic Analyst	72,981	-
Martin, Larissa	Cleaner/Caretaker	53,860	357
Martin, Sarah M.	Constable	147,307	488
Martinson, Chad	Constable	155,555	680

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Massier, Ryan	Constable	138,383	1,480
Maur, Arjun	Constable	150,729	811
Maur, Chetan S.	Constable	121,249	358
Maurice, Tanner	Sergeant	168,060	358
Maynes, James	Constable	146,330	1,844
Maze, Belynda	Constable	147,196	358
Mazurak, Chad	Constable	152,677	722
McBride, Jessica L.	Constable	142,857	954
McCabe, Austin J.	Constable	85,953	358
McCormick, Mark T.	Sergeant	200,987	1,480
McCoy, Jenalee D.	Constable	138,617	1,351
McDonald, Amanda	Criminal Intelligence Analyst	61,641	-
McDonald, Graham A.	Constable	162,368	2,790
McDonald, Joseph S.	Mech Maintenance Caretaker	80,713	358
McFetridge, Kyle K.	Inspector	187,913	5,033
McGeough, Karlie	Social Media Officer	54,697	6,337
McGonigal, Rhonda E.	Payroll Supervisor	104,185	-
McKay, Dalynn	Constable	107,641	358
Mckenzie, Navernique	Administrative Assistant	63,828	-
McKim, Shaunna M.	Sergeant	145,921	358
McLellan, Tristin J.	Constable	105,498	358
McMillan, Tyler L.	Infrastructure Support Analyst I	96,819	-
McNutt, Paul	Constable	147,268	722
McPherson, Darren J.	Staff Sergeant	169,751	358
McRadu, Shannon	Administrative Assistant-Legal Services	85,825	-
Miller, Taylor A.	Communications Officer	80,145	-
Mills, Evan R.	Constable	142,953	1,480
Mo, Joey	Constable	102,101	358
Mohr, Riley J.	Constable	120,060	358
Monaghan, Alisa C.	Sergeant	160,255	1,480
Monaghan, James K.	Constable	141,592	358
Monsalud, Melvin	Service Desk Technician	81,092	358
Monsees, Melanie	Evidence Management Clerk	79,049	358
Mortenson, Donald E.	Constable	92,012	358
Muntain, Robert	Constable	134,687	358
Muzylowski, Cindy M.	Communications Supervisor	21,635	46,731
Mwenge, Isaac	Constable	122,616	358
Mwewa, Joshua K.	Constable	123,561	358
Myhra, Jeremy K.	Constable	81,106	358

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Narang, Keshav	Financial Services Administrator	71,254	-
Navarrete, Kelsey	Court Information Clerk	90,676	-
Naylen, Gary P.	Sergeant	156,792	358
Neithercut, Nicole	Constable	128,134	488
Neuberger, Jens	Communications Officer	84,528	-
Neufeld, Corrie E.	Constable	141,411	358
New, Lorianne	Constable	141,320	358
Newman, Kelly D.	Sergeant	176,146	358
Nguyen, Elizabeth T.	Executive Director - Corporate Services	219,403	3,959
Nicholson, Reid S.	Constable	141,932	1,480
Nicholson, Shane G.	Constable	126,634	358
Nicholson, Trisha A.	Constable	158,002	358
Niyogushima, Erick	Constable	86,841	358
Norton, Steven	Constable	165,444	358
O'Donnell, Julianna R.	Constable	131,846	1,480
Ogden, Justin K.	Constable	108,172	358
Oliver, Mark W.	Sergeant	151,612	1,844
Olorunleke, Olayide	Information Services Manager	166,233	2,600
Olynick, Cory	Sergeant	177,018	358
Omole, Festus S.	Programmer Analyst	103,336	-
Ong, Erlyn F.	Infrastructure Support Analyst I	80,375	-
Orban, Jessica A.	Constable	125,610	358
Ormiston, Sean H.	Constable	124,593	358
Ortman, Travis M.	Constable	116,200	358
Oshiyemi, Akinyemi	Security Analyst	83,792	149
O'Soup, Stephanie C.	Victim Services Coordinator	44,331	44,780
Otitoju, Emmanuel	Sergeant	187,543	1,480
Ouellette, Simon	Constable	151,409	358
Padilla, Humilito H.	Cleaner/Caretaker	56,757	358
Paidel, Colleen D.	Digital Media Clerk	78,803	-
Palka, Karolina J.	Regina Integrated Intelligence Unit (RIIU) Technician	107,855	-
Palka, Ryan	Court Disposition Clerk	73,969	-
Pan, Ming	Mech Maintenance Caretaker	82,357	358
Panchuk, Jordan	Constable	148,017	1,844
Parker, Leslie A.	Media Development Officer	53,320	36,942
Parker, Seanna	Constable	76,699	360
Patron, Cory	Sergeant	160,594	400
Paul, Jessica	Communications Officer	109,187	-

See accompanying notes.

Employee Remuneration - Regina Police Services

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Pawliw, Madison	Constable	146,260	358
Peberdy, Sean	Constable	151,636	1,715
Pelletier, Shelly L.	Sergeant	157,810	509
Pelletier, Travis	Constable	115,094	358
Pengelly, Angela	Sergeant	144,069	1,480
Penny, Tyler A.	Constable	151,167	1,844
Pentz, Destiny	Communications Officer	140,164	-
Pentz, Jesse D.	Constable	153,773	1,480
Perrault, Katrina	Crime Analyst	83,712	-
Petkau, Robin	Sergeant	150,391	358
Petruic, David	Constable	136,895	358
Pham, Tuyen	Garage Attendant - Casual	56,641	312
Phillips, Karlene	Constable	145,688	1,844
Picard, Dayton C.	Constable	114,536	321
Piper, Parker W.	Constable	85,332	358
Plomp, Christine P.	Indigenous Resource Officer	87,709	-
Plomp, Tyler	Constable	146,465	358
Polsom, Jaclyn L.	Constable	148,518	2,664
Popowich, Trevor	Constable	142,297	722
Potter, Joshua A.	Sergeant	185,704	1,480
Power, Lorinda	Constable	137,365	358
Power, Rob	Constable	147,443	358
Preun, Megan	Communications Officer - Casual	80,655	-
Purves, Jason	Constable	135,387	1,480
Puscus, Dylan M.	Constable	147,059	358
Pylatuk, Marty J.	Constable	96,963	358
Quon, Ray	Service Desk Technician	87,378	358
Racioppo, Kimberley A.	Communications Officer - Casual	111,744	5,225
Radom, Evan M.	Constable	142,425	722
Rainbird, Chelsea	Administrative Assistant	72,485	-
Raison, Tracy L.	Financial Services Manager	166,678	2,600
Rampone, Christopher	Constable	79,935	48,495
Randall, Blair E.	Constable	147,672	358
Rankin, Sarah	Constable	99,574	358
Redekopp, Derek D.	Sergeant	177,345	1,480
Redler, Tyler N.	Constable	137,229	1,704
Redwood, Cheyla-Raye	Constable	72,302	361
Reed, Gary J.	Facilities Supervisor	110,779	358

See accompanying notes.

Employee Remuneration - Regina Police Services

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Reimer, Rhonda A.	Sergeant	158,610	1,480
Renchko, Andrea	Constable	153,113	1,480
Rennebohm, Taryn	Court Information Clerk	86,683	-
Rensby, Jordan	Access to Information Supervisor	108,912	-
Richter, Erin	Access and Privacy Specialist	94,734	-
Riddell, Rhiannon J.	Canadian Police Information Center (CPIC) Radio Operator	62,359	-
Riddell, Shane R.	Staff Sergeant	150,353	70,625
Rieger, Matthew T.	Constable	134,650	1,480
Robertson, Aaron	Constable	147,520	3,534
Robinson, Anita E.	Sergeant	162,088	358
Roddy, Drake R.	Constable	125,056	358
Rodier, Anthony	Sergeant	152,722	358
Rodriguez, Jose L.	Constable	128,852	358
Rollins, Dennis G.	Constable	116,750	358
Ross, Kirsten N.	Communications Officer	112,764	-
Rowden, Alexi M.	Constable	146,495	811
Rupcich, Maria A.	Sergeant	181,600	1,480
Rybchuk, Allen R.	Constable	78,122	358
Sabo, Jessica	Constable	149,158	358
Saccaro, Jann	Constable	147,523	358
Salamon, Keith	Constable	149,831	1,480
Sampaga, Ferdinand L.	Cleaner/Caretaker	61,791	358
Sandison-Cattell, Patti	Wellness Coordinator	96,229	-
Sands, Brooke D.	Constable	66,028	358
Sarantopoulos, Georgia	Constable	136,551	358
Schenk, Erica	Regina Children's Justice Centre (RCJC) Victim Services Responder	87,378	-
Schienbein, Ryan M.	Constable	89,953	358
Schindel, Taylur A.	Communications Officer	129,066	-
Schmidt, William V.	Sergeant	166,422	358
Schoenroth, Nicole D.	Communications Supervisor	129,851	-
Sebastian, Chad W.	Sergeant	147,398	1,480
Sebulsky, Tyler P.	Sergeant	161,462	358
Seel, Kristin	Communications Officer	118,487	-
Seel, Michael	Constable	149,084	358
Seib, Lisa E.	Communications Officer	114,029	-
Seidlitz, Mackenzie	Court Information Clerk	91,509	-
Seiferling, Cornelia D.	Sergeant	149,574	1,480
Seiferling, Timothy J.	Superintendent	219,783	7,041

See accompanying notes.

Employee Remuneration - Regina Police Services

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Seifert, Michael D.	Constable	106,533	358
Selinger, Sarah M.	Constable	126,140	358
Semenchuck, Robert E.	Sergeant	58,660	90,179
Serrano, Claudio A.	Sergeant	161,153	1,480
Serrano, Juan	Sergeant	177,344	1,480
Shaw, Cole T.	Constable	88,297	358
Shaw, Mehgan C.	Constable	149,980	1,480
Sheikh, Farooq H.	Chief of Police	276,654	29,763
Shepard, Heather	Cultural Relations Officer	96,691	-
Shepperd, Katherine W.	Data Quality and Case Management Specialist	74,780	-
Sherwin, Todd A.	Sergeant	155,353	1,480
Shuba, Devin	Constable	135,892	358
Sieber, Andree A.	Sergeant	144,534	1,480
Silzer, Kevin A.	Sergeant	157,496	358
Simmons, Kyle	Constable	132,980	358
Simmons, Steven	Constable	150,292	358
Simms, Rykley	Policy Analyst	69,931	-
Simonova, Iva	Constable	69,940	360
Simons, Marcus W.	Sergeant	160,109	358
Singh, Avtar	Constable	109,449	358
Singh, Jaswinder	Sergeant	153,154	358
Skolney, Jason D.	Constable	147,837	722
Slater, Sean S.	Sergeant	191,637	1,480
Slater, Shannon D.	Constable	157,089	358
Slatnik, Christine R.	Constable	140,353	1,351
Sliva, Tracey A.	Forensic Technician	101,917	362
Solie, Jill	Data Quality and Case Management Specialist	78,803	-
Solomon, Craig R.	Constable	138,437	358
Song, Xiaohuan	Systems Administrator	103,336	-
Spears, Jared C.	Constable	132,263	358
Srochenski-Fyfe, Mackenzie R.	Constable	78,150	358
Stach, Alana L.	Sergeant	164,999	358
Stadnyk, Michael A.	Constable	124,064	358
Stapleton, Chantalle	Court Information Clerk	99,553	-
Steffenson, Donovan A.	Manager, Technology Implementation Project	58,140	88,091
Steinke, Sheldon W.	Sergeant	157,563	358
Sterling, Devon L.	Sergeant	187,869	358
Stevely, Corwin R.	Constable	142,892	680
Stevely, Trent T.	Deputy Chief, Administration	256,784	11,187
Stevenson, Robert	Armourer	89,166	307

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Stinson, Kurtis L.	Constable	125,658	358
Stone, Wendy K.	Crime Prevention Strategist	104,504	-
Strickland, Marnie	Police Information Clerk-Direct Entry	84,786	-
Stroeder, Amy	Police Information Clerk-Direct Entry	69,738	-
Struble, Trenton W.	Sergeant	176,547	358
Strueby, Ahren A.	Constable	140,607	358
Strueby, Mathew P.	Constable	130,004	358
Strueby, Nathaniel	Sergeant	165,804	1,480
Strueby, Todd J.	Constable	151,465	2,790
Stulberg, Meaghan L.	Constable	98,736	358
Sullivan, Alissa A.	Human Resources Manager	166,233	2,600
Swan, Katrina M.	Executive Director of Legal Services	219,403	3,959
Swetlikoff, William	Constable	136,625	358
Switzer, Frances A.	Communications Supervisor	112,534	-
Syrota, Leah R.	Constable	78,615	358
Sywanyk, Leah	Constable	136,004	1,480
Ta, Minh	Technological Crime Technician	97,292	-
Tamaki, Kevin	Constable	148,909	358
Tang, Qinyi	Business System Analyst	103,336	-
Taylor, Kadine	Human Resources Consultant	113,474	-
Teale Sapach, Michelle	Integrated Health Clinical Psychologist	82,775	221
Temple, Dale E.	Constable	154,150	358
Teron, Kyle W.	Constable	86,304	358
Thacyk, Christopher	Sergeant	147,007	1,480
Thiessen, Desiré	Administrative Assistant-HR	67,389	-
Thompson, Scott B.	Sergeant	104,313	73,617
Thull, Nicole F.	Constable	132,906	358
Tillotson, Sheldon W.	Sergeant	149,084	722
Tillusz, Sarah	Evidence Management Clerk	69,710	358
Tomaschewski, Garth	Constable	157,948	358
Torres, Nizanne E.	Constable	90,833	358
Totten, Melissa	Call Taker - Casual	165,457	-
Totten, Timothy	Technological Crime Technician	96,423	-
Travers, Casey K.	Constable	78,040	358
Trithart, Kelly D.	Superintendent	225,968	7,567
Trithart, Rylan K.	Constable	155,427	1,715
Tucker, Zachary M.	Constable	69,881	360
Tulloch, Lincoln J.	Constable	131,060	358
Tunison, Christopher J.	Sergeant	162,255	722

See accompanying notes.

**Employee Remuneration -
Regina Police Services**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Tunison, Peter J.	Constable	137,390	358
Turner, Jonathan	Sergeant	144,281	358
Vachalackal, Vysagh	Payroll Clerk	77,843	-
Van Mulligen, Kyle P.	Constable	154,669	358
Vass, Shannon D.	Data Quality and Case Management Specialist	76,715	-
Veitch, Clinton	Sergeant	148,518	358
Velmer, Justin J.	Garage Attendant	78,114	358
Venne, Renee L.	Constable	144,943	358
Verhelst, Lindsay	Integrated Health Consultant	131,665	-
Verma, Nidhi	Financial Services Supervisor	102,050	-
Vibert, Wayne D.	Electronics Technician	116,577	358
Vipond, Sherry D.	Access to Information Clerk	63,548	-
Vogel, Terry T.	Service Desk Support Supervisor	105,173	358
Von Falkenhausen, Leonhard	Constable	140,118	358
Wade, Anthony	Constable	136,455	722
Wadsworth, Christie L.	Court Information Clerk	92,763	-
Wadsworth, John P.	Constable	142,849	1,480
Wagar, Angie L.	Communications Supervisor	139,303	-
Walia, Harpreet	Financial Services Assistant	57,594	-
Walker, Trent C.	Constable	158,273	358
Wall, Donna L.	Sergeant	13,829	71,044
Wallace, David	Sergeant	161,808	358
Walter, Bradley M.	Inspector	211,507	6,338
Wandler, Taylor C.	Constable	144,467	1,480
Wanke, Christopher D.	Sergeant	159,373	1,480
Wapegan, Antoine J.	Constable	96,171	358
Ward, Christopher	Staff Sergeant	169,005	358
Warnar, Curtis	Constable	134,650	3,534
Watkins, Kaitlin D.	Constable	102,008	635
Watson, Tiffany A.	Constable	91,718	358
Weir, Trevor J.	Constable	134,866	358
Weise, Kyle	Mech Maintenance Caretaker	72,294	358
Wendler, Cara	Administrative Assistant	73,021	-
Westaff, Jason	Constable	134,205	358
Westerman, Bryant A.	Staff Sergeant	172,925	358
White, Stephanie	Detention Special Constable	69,451	166
White, Zachary	Sergeant	155,383	2,790
Whitehouse, Brandon M.	Constable	134,404	680

See accompanying notes.

Employee Remuneration - Regina Police Services

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Wiebe, Mitchel	Constable	140,671	722
Wild, Sheri K.	Sergeant	154,977	358
Wilgosh, Brooke D.	Constable	130,838	358
Wilkins, Taylor	Court Coordinator	64,339	-
Wilkinson, Jason J.	Sergeant	152,450	358
Wilkinson, Timothy R.	Constable	141,357	358
Williams, Karen R.	Analysis Unit Supervisor	108,546	-
Williams, Ryan	Constable	157,672	1,351
Willis, Lacey	Constable	129,608	1,351
Wilson, Lance G.	Constable	141,891	358
Windjack, Jacy L.	Sergeant	148,158	358
Wolfe, Scott M.	Sergeant	148,982	2,208
Wollbaum, Derek J.	Sergeant	162,990	3,534
Wood, Correy D.	Constable	155,273	1,844
Wooley, Sean A.	Sergeant	155,568	722
Wright, Elizabeth M.	Asset Manager	92,402	358
Wyatt, Steven R.	Sergeant	154,186	358
Yadlowski, Dean E.	Staff Sergeant	165,601	1,480
Yahaya, Jumoke	Security Analyst	104,543	-
Young, Brad	Constable	146,024	358
Young, Kyla D.	Sergeant	153,530	3,912
Young, Shaun A.	Sergeant	170,683	1,480
Yu, Qiufang	Programmer Analyst	103,336	-
Zacharuk, Maria	Communications Officer - Casual	93,608	-
Zanni, Reno E.	Lead Automotive Technician	103,729	358
Ziegler, Jacalyn T.	Administrative Assistant, Chief of Police	87,614	1,611

See accompanying notes.

Employee Remuneration - Regina Public Library

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Adekoya, Ijeamaka	Business Analyst - Product and Service Development	71,271	-
Akehurst, Cody	Truck Driver	51,743	-
Allen, Geoffrey	Director, Collections	146,835	-
Arora, Raman	Senior Developer	84,056	43
Barber, Jeff	Library Director / CEO	227,326	-
Bartlett, Tiffany	Lead, Adult and Young Adult Programming	66,899	-
Bates-Hardy, Courtney	Marketing and Communications Consultant	73,027	-
Bender, Kendra	Branch Manager	111,927	-
Benroth, Shelley	Customer Service Associate	53,990	-
Bissett, Ariadne	Reference & Programming Assistant	69,624	-
Booth, Ashley	Branch Manager	94,668	-
Borges, Robert	Director, Information Technology	143,993	-
Budd, Mark	Customer Service Supervisor	80,772	40
Cammer, Jessica	Lead, Children's & Young Adult Collections	94,056	-
Campbell, Erin	Digital Communications Coordinator	68,230	-
Chauhan, Kanti	Systems Administrator	77,862	476
Christensen, Amber	Executive Director, Central Library	161,588	-
Cody, John	Gallery Preparator	59,447	157
Dedecker, Bev	Human Resources Administrator	86,208	-
Demitor, Jeff	Director, Digital Service Innovation	145,641	-
Dmytrow, Jaleesa	Workstation Administrator	68,230	-
Doede, Jennifer	Community Engagement Librarian	69,341	-
Ekvall, Terri	Customer Service Supervisor	83,888	-
Fan, Juny	Public Service Clerk	50,442	-
Fearon, Alyssa	Director, Dunlop Art Gallery	64,084	74
Fedyk, Michele	Branch Manager	109,914	10,125
Freitag, Leah	Customer Service Supervisor	82,561	-
Gagnon, Elise	Communications Coordinator	65,413	-
Go, Ferdinand	Customer Service Associate	55,778	-
Gordon, Cerys	Lead, Collections	94,056	-
Hall, Charley	Executive Assistant	54,348	-
Hammond, Jason	Community Librarian	90,847	46
Hawkesford, Colleen	Director, Marketing and Communications	150,072	-

See accompanying notes.

Employee Remuneration - Regina Public Library

For the Year Ended December 31, 2025

(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Heinrichs, Sam	Branch Manager	98,039	-
Hill, Eric	Coordinator, Collections and Digital Engagement	61,483	-
Hintz, Kimberley	Executive Director, Branch Libraries	149,187	-
Hodder, Stephen	Cataloguer	56,300	-
Holubieva, Olha	Customer Service Associate	50,434	-
Idem, Sarah	Business Analyst	80,050	-
Jacobs, Taylor	Accounting Supervisor	84,915	-
Jones, Carol	Customer Service Supervisor	85,193	86
Karimzadeh Barouei, Zahra	Reference & Programming Assistant	70,399	-
Kaur, Gurpreet	Programming Assistant	60,045	-
Kew, Berny	Collections Assistant	61,750	-
Klenk, Brian	Director, Facilities Infrastructure & Services	145,643	-
Labun, Jon	Digital Media and Film Theatre Specialist	68,061	-
Lane, Beth	Acquisitions Supervisor	81,190	-
Lavallee, Clarissa	Customer Service Associate	56,793	-
Lawton, Linnea	Branch Manager	74,831	46,732
Lee, Lorne	Reference Assistant	60,662	-
Leszczynski, Cassie	Community Librarian	88,355	45
Luo, Serena	Accounting and Payroll Analyst	67,800	-
Mabi, Millicent	Director, Community Engagement and Programming	75,204	1,365
MacKenzie, Nancy	Executive Director, Customer Experience	186,065	-
Manalo, Manuel	Customer Service Associate	58,111	-
McDonald, Margie	Manager, Finance	131,726	-
McFadzean, Jonah	Reference & Programming Assistant	71,613	-
McLeod, Patti-Lynne	Accessibility Services Librarian	93,491	-
Mennear, Terri	Lead, Children's Programming	94,256	-
Meredith, Cindy	Literacy Programmer	61,741	-
Milligan, Lexi	Literacy Programmer	58,480	-
Mitchell, Dale	Cleaning Services Supervisor	87,240	-
Murphy Balkwill, Katie	Marketing and Communications Consultant	81,190	-
Nault-Tait, Darla	Programming Assistant	62,016	-
Niazi, Rafay Hassan	Systems Analyst	75,027	1,589
Nnadi, Stella	Senior Human Resources Consultant	73,864	1,020
Noble, Pamela	Human Resources Consultant	76,872	-

See accompanying notes.

**Employee Remuneration -
Regina Public Library**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Pantilon, Marisa	Customer Service Associate	53,659	-
Parker, Heather	Reference & Programming Assistant	71,014	-
Pearl, Wendy	Director, Dunlop Art Gallery	99,256	-
Pedeglorio, Ian	Junior Developer	60,750	-
Pham, Trang	Accounting Technician	57,632	-
Pillipow, Janice	Customer Service Associate	58,988	-
Pirie, Scott	Cataloguer	61,750	-
Pitman, Sarah	Arts Educator	70,027	-
Player, Shauna	Customer Service Supervisor	80,066	22
Pugh, Rhys	Digital Media Specialist	52,756	-
Putz, Jeremy	Reference & Programming Assistant	59,096	2,272
Reynish, Lynn	Lead, Digital Service Innovation	84,596	-
Rivera, Feliz	Public Service Clerk	50,454	-
Rivera, Jonathan	Customer Service Associate	57,193	-
Rogoschewsky, Tanya	Director, Community Engagement and Programming	114,209	-
Roske, Cheri	Facilities Infrastructure and Services Clerk	55,345	-
Roussel-Lewis, Sarah	Technical Services Supervisor	75,900	-
Sackville, Hannah	Executive Assistant	79,318	-
Sanders, Audrey	Director, People and Culture	140,221	-
Sandic, Alisa	Customer Service Associate	57,396	-
Santer, Ada	Community Engagement and Programming Clerk	54,629	-
Saunderson, Kevin	Executive Director, Service Innovation	186,163	-
Saxby, Angie	Payroll Administrator	74,691	-
Scheurwater, Kate	Director, Development	132,129	-
Selinger, Jaret	Network Administrator	80,794	97
Shepherd, Jo	mâmwâyatitân Centre Coordinator	84,858	-
Siapno, Fortune	Customer Service Associate	57,962	-
Sinclair, Wendy	Indigenous Services Advisor	88,618	-
Smith, Curtis	Executive Director, Finance and Strategy	160,082	-
Soderberg, Taylor	Safe and Welcoming Specialist	67,972	-
Son, Joohee	Customer Service Associate	51,689	-
Stafford, Trudi	Lead, Collections	94,056	-
Stecyk, Megan	Branch Manager	96,543	-
Thompson, Julie	Reference & Programming Assistant	52,109	-
Webb, Andrew	Customer Service Supervisor	81,130	-
Webb, Kaiti	Customer Service Supervisor	82,677	11

See accompanying notes.

**Employee Remuneration -
Regina Public Library**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Wiest, Terri	Branch Manager	112,404	-
Wittlieb, Erika	Assessment Librarian	87,576	-
Woodward, Anthony	Community Librarian	88,707	12
Xie, Tim	Business Service Specialist	82,230	-
Yau, Alvin	Manager, Planning and Research	124,329	-

See accompanying notes.

**Employee Remuneration -
Regina's Warehouse Business Improvement District**
For the Year Ended December 31, 2025
(in dollars)

Employee Name	Employee Title	Remuneration	
		Regular	Other
Donison, Kenneth L.	Executive Director	84,616	-

See accompanying notes.

Notes to Employee Remuneration

For the Year Ended December 31, 2025

(in dollars)

Note 1

Employee remuneration has been reported in accordance with Subsection 9(a) of *The Cities Regulations*. Employee remuneration has been separately identified as that paid under City Council authority and noted in the Public Accounts as City of Regina operations and entities: Buffalo Pound Water Treatment Corporation, Community and Social Impact Regina, Economic Development Regina Inc., Regina Downtown Business Improvement District, Regina Exhibition Association Limited, Regina Police Services (Board of Police Commissioners authority), Regina Public Library, and Regina's Warehouse Business Improvement District.

Note 2

Employee title represents the employment title of the employee as at December 31, 2025 or at date of termination.

Note 3

Information is included for those employees earning \$50,000 or more. "Other Remuneration" may include vacation credits, sick credits, allowances, membership fees of \$1,000 or greater, and/or amounts paid to an employee upon termination. "Regular Remuneration" includes all remuneration paid other than that included in "Other Remuneration", and includes any remuneration, such as retroactive pay, relating to prior years paid in 2025.

Expenditures

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Expenditures - City of Regina
For the Year Ended December 31, 2025
(in dollars)

Payee	General Municipal	Police	Total
101051161 Saskatchewan Ltd. (Cushman & Wakefield)	-	230,454	230,454
101203067 Saskatchewan Ltd. (Strategy Lab Marketing)	52,236	-	52,236
101294612 Saskatchewan Ltd. (Jordan Excavating)	1,227,906	-	1,227,906
102024265 Saskatchewan Ltd. (C3 Contracting)	236,982	-	236,982
102126744 Saskatchewan Ltd. (Clean Brite)	149,049	-	149,049
1080 Architecture, Planning and Interiors Ltd.	333,263	-	333,263
1302 Broad Holdings Ltd.	-	69,922	69,922
2201 - 1st Avenue Holdings Ltd.	-	63,683	63,683
3043176 Nova Scotia Ltd. (Northern Business Intelligence)	-	62,544	62,544
3M Canada Company	61,414	-	61,414
4812647 Manitoba Ltd. (Sirius Technologies)	268,817	-	268,817
49 North Lubricants Ltd.	160,064	-	160,064
A-1 Rent-Alls Ltd.	95,823	3,215	99,039
ABC Central Towing	238,556	21,534	260,090
Abstract Construction Ltd.	222,790	-	222,790
ACCEO Solutions Inc. (Gtechna)	108,034	-	108,034
Access Communications Co-operative Ltd.	134,794	24,262	159,056
Access Information Management of Canada ULC	-	93,046	93,046
Acme Infrastructure Services Inc.	374,713	-	374,713
Action Sewer and Drain Services Ltd.	107,829	6,125	113,954
Active Network Ltd.	286,606	-	286,606
Adair's Demolition Ltd.	713,115	-	713,115
Aebi Schmidt Canada Inc.	79,356	-	79,356
AECOM Canada ULC	4,215,880	-	4,215,880
AET Group Inc.	158,336	-	158,336
Agence Gravel Inc./Gravel Agency Inc.	-	171,933	171,933
Ainsworth Inc.	101,601	-	101,601
Air Canada	37,408	26,796	64,203
All Nations Hope Network Inc.	102,202	-	102,202
Alliance Energy Ltd.	202,756	969	203,724
ALS Canada Ltd.	160,163	-	160,163
Altec Industries Ltd.	58,575	-	58,575
Altus Group Limited	133,400	-	133,400
Amazon	94,871	81,071	175,942
AND Architecture Inc.	332,945	-	332,945
Andrew Sheret Limited	183,173	-	183,173
Anisoft Group Inc.	14,360	37,049	51,410
Apex Distribution Inc.	170,218	-	170,218
Apex Plumbing and Heating Ltd.	84,603	7,612	92,216
Aquifer Distribution Ltd.	60,252	152	60,404
Arctiq Canada Inc.	-	53,760	53,760
Ascendant Strategy Management Group	62,343	-	62,343
ASL Paving Ltd.	15,699,631	-	15,699,631
AssetWorks Inc.	262,838	-	262,838

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
Associated Engineering (Sask) Ltd.	1,952,157	-	1,952,157
Associated Fire Safety Group Inc.	507,579	-	507,579
Atoskewin Industrial L.P.	230,695	-	230,695
ATS Traffic Ltd.	231,392	1,483	232,875
Aurora Retail Corp	187,044	-	187,044
Axon Public Safety Canada Inc.	-	499,832	499,832
B & R Emergency Inc. (Sea Hawk Service)	157,234	-	157,234
Baker Transit Parts Inc.	620,102	-	620,102
Barricades and Signs Ltd.	116,324	-	116,324
Batty's Excavating & Trucking Ltd.	273,060	-	273,060
Bell Canada	216,435	-	216,435
Bennett Dunlop Collision Centre	3,845	52,707	56,552
Bennett Dunlop Ford	26,218	56,988	83,206
BFL Canada Risk and Insurance Services Inc.	2,339,695	-	2,339,695
BH Telecom Corp. (FlexNetworks)	49,788	15,137	64,925
Big Rock Trucking Ltd.	783,742	-	783,742
Bison Builders Ltd.	61,022	-	61,022
Blackfoot Motorcycle Ltd. (Barnes Powersports Blackfoot)	-	94,469	94,469
Blinkay Mobility Inc.	51,304	-	51,304
BLS Asphalt (2021) Ltd.	589,419	-	589,419
Board of Education of the Regina School Division No. 4 of Saskatchewan (Regina Public School Board)	1,964,802	25,343	1,990,145
Bobcat of Regina Ltd.	191,534	3,049	194,583
Boss Lubricants	128,588	-	128,588
Bot Corp	73,201	-	73,201
Boyd Excavating Ltd.	6,616,453	-	6,616,453
Brandt Tractor Ltd.	7,150,982	-	7,150,982
Brett-Young Seeds Ltd.	100,967	-	100,967
Brink's Canada Ltd.	102,542	-	102,542
Brown Communications Group	288,545	-	288,545
Bruce's Landscaping Supply Centre	118,354	-	118,354
Brunner's Construction (2011) Ltd.	536,466	-	536,466
Bryngelson & Associates Inc.	1,194,540	-	1,194,540
Buffalo Pound Water Treatment Corporation	25,471,191	-	25,471,191
Bunt & Associates Engineering Ltd.	69,324	-	69,324
Bureau Veritas Canada (2019) Inc.	76,059	-	76,059
Cache Tactical Supply Inc.	5,862	295,564	301,427
Calian Ltd.	-	502,481	502,481
Canada Post Corporation	1,021,016	993	1,022,009
Canadian Dewatering LP	450,085	-	450,085
Canadian Linen And Uniform Service	109,621	-	109,621
Canadian National (CN) Railway Company	948,741	-	948,741
Canadian Pacific Railway Company	242,275	-	242,275

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
Canadian Tire	70,691	19,366	90,057
Canham Miller Gulka-Tiechko Law Office Barristers & Solicitors	86,021	-	86,021
Canway Equipment Mfg. Inc.	54,298	-	54,298
Capital Fire Protection Ltd.	49,595	4,217	53,813
Capital Ford Lincoln Inc.	281,324	336,446	617,771
Capital GMC Buick Cadillac Ltd.	4,104	131,585	135,689
Captive Media Inc.	125,666	-	125,666
Carmichael Outreach Incorporated	93,647	-	93,647
CBM NA Inc.	207,803	-	207,803
CBS Contracting Inc.	12,773,911	-	12,773,911
Cellebrite USA Inc.	-	71,429	71,429
Central Aircraft Maintenance Ltd.	-	154,511	154,511
CentralSquare Canada Software Inc, a CentralSquare Company	79,715	-	79,715
Chase Paymentech	82,298	-	82,298
CIMA Canada Inc.	291,386	-	291,386
Circular Innovation Council	79,500	-	79,500
City of Saskatoon	-	74,378	74,378
Cityview, a division of N Harris Computer Corp.	255,252	-	255,252
Clartech Industries Inc.	237,251	-	237,251
Clifton Engineering Group Inc.	173,152	-	173,152
Colliers Project Leaders Inc.	470,540	-	470,540
Convergint Technologies Ltd.	184,273	251,727	436,000
Cority Software Inc.	-	266,067	266,067
Corrosion Service Company Limited	167,916	-	167,916
Crestline Coach Ltd.	1,232,086	-	1,232,086
Crestview Chrysler Dodge Ltd.	1,614	68,591	70,205
CRL Engineering (101150419 Saskatchewan Ltd.)	454,532	-	454,532
Crosby Hanna & Associates	97,182	-	97,182
Crown Shred & Recycling	272,712	-	272,712
CSI Leasing Canada Ltd.	848,873	-	848,873
CSI Shielding Inc.	-	52,439	52,439
Cubbon Advertising	348,053	28,620	376,673
Cubic Transportation Systems Inc.	340,408	-	340,408
Cummins Canada ULC	1,583,565	10,826	1,594,391
Davies Excavating Ltd.	472,565	64,676	537,241
Daytech Limited	167,215	-	167,215
DBM Design Build Maintain Ltd.	145,380	-	145,380
DC Strategic Management	29,322	25,980	55,302
Dell Canada Inc.	-	85,890	85,890
Demand Janitorial Equipment & Repair	66,149	-	66,149
Den-Paul Distributors Ltd.	104,922	-	104,922
Denson Commercial Food Equipment Inc.	73,221	9,859	83,080
Diameter Services Inc.	143,169	-	143,169
Diamond Head Consulting Ltd.	137,226	-	137,226

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
Digital Intelligence Inc.	-	71,499	71,499
Direct Energy Business	991,563	-	991,563
Distributel Communications Ltd. (Thinktel Communications)	52,227	-	52,227
DK Prime Construction Ltd.	61,545	-	61,545
DMA Applied Controls Ltd.	88,608	-	88,608
Draeger Safety Canada Ltd.	-	115,651	115,651
Drive Products Inc.	151,632	-	151,632
Dynamo Electric (Dynamo Group)	137,036	-	137,036
Eagle Lake Nurseries Ltd.	56,573	-	56,573
Early's Farm & Garden Centre	51,853	-	51,853
EarthScience Information Systems	74,094	-	74,094
ECL Fiberglass Manufacturing Inc.	70,172	-	70,172
Econolite Canada Inc.	1,247,580	-	1,247,580
Ed's Backhoe Service Inc.	127,155	-	127,155
EECOL Electric Ltd.	267,188	-	267,188
Election Systems and Software	72,970	-	72,970
EMCO Corporation	1,767,135	-	1,767,135
Emterra Environmental	2,112,879	-	2,112,879
Enerflex Ltd.	473,787	-	473,787
Engo Equipment Sales Inc. (Engo North America)	321,292	-	321,292
EPCOR Utilities Inc.	10,782,150	-	10,782,150
EPCOR Water Prairies Inc.	145,278	-	145,278
EPM One Consulting Ltd.	244,416	-	244,416
ESRI Canada Ltd.	11,594	59,450	71,044
ESTI Consulting Services	316,151	-	316,151
Everbridge, Inc.	93,502	-	93,502
Evolution Audio Visual	291,704	221,292	512,997
Family Service Regina Inc.	267,746	3,000	270,746
Federated Co-operatives Limited	173,741	-	173,741
Fer-Marc Equipment Ltd.	1,950,466	-	1,950,466
Fer-Pal Construction Ltd.	7,705,383	-	7,705,383
Finning (Canada), A Division of Finning International Inc.	78,038	-	78,038
First Choice Excavations and Demolition Ltd.	739,460	-	739,460
First Transit Canada Inc.	5,286,394	-	5,286,394
Flocor Inc.	116,300	-	116,300
Fort Garry Industries Ltd.	194,820	-	194,820
Frei, Lisa dba FocusUp Consulting	-	59,963	59,963
Fresh Electric Ltd.	149,899	-	149,899
Fries Tallman Lumber (1976) Ltd.	61,368	53	61,421
Frontline Outfitters Ltd.	104,278	24,405	128,683
G & R Plumbing and Heating Ltd. (Atlas Sanitary Sewer Services)	327,558	-	327,558
GDI Services (Canada) LP	51,833	-	51,833

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
GE Vernova Electrification Software Canada Company	56,403	-	56,403
Gear Centre Group	173,994	-	173,994
Geiger's Fence Erectors Ltd.	113,865	42,344	156,209
General Body & Equipment Ltd.	84,673	-	84,673
GFL Environmental Inc.	139,663	12,524	152,187
GIRO Inc.	154,559	-	154,559
Global Philanthropic Inc.	213,045	-	213,045
Global Utility Solutions Ltd.	59,702	-	59,702
Goodyear Canada Inc.	252,060	-	252,060
Graham Construction and Engineering LP	370,811	-	370,811
Graham's Tire Service Ltd.	145,299	-	145,299
Grandwest Entpr Inc.	56,306	-	56,306
Granicus Canada Holdings ULC	100,432	-	100,432
Gregg Distributors LP	107,669	-	107,669
Growing Young Movers (GYM) Youth Development Inc.	461,000	-	461,000
Hach Sales & Service Canada Ltd.	68,012	-	68,012
Hamm Construction Ltd.	23,171,347	-	23,171,347
Hansen Banner, LLC	820,338	-	820,338
Harvard Developments	221,037	-	221,037
HBI Office Plus Inc.	583,092	719,464	1,302,556
HCMA Architecture + Design	2,802,607	-	2,802,607
Heidelberg Materials Canada Limited	3,534,603	-	3,534,603
Hillman Audio Video Inc.	127,159	13,741	140,900
Hipperson Construction	4,674,710	-	4,674,710
Honeywell Ltd.	-	97,610	97,610
Horizon Computer Solutions	43,139	83,717	126,855
Hornoi Leasing Ltd.	204,388	-	204,388
HR Path Canada Inc.	35,733	63,669	99,402
Husky Energy Marketing Partnership	2,122,849	-	2,122,849
HVAC Sales & Service Ltd.	59,191	173,986	233,177
HydroX Services Inc.	207,341	-	207,341
Iconix Waterworks Limited Partnership	174,050	-	174,050
ILES Electric Ltd.	50,149	157,539	207,688
IM Wireless Communications Ltd. (The Wireless Age (TWA))	177,510	39,341	216,851
Imaginit Technologies	152,603	-	152,603
Impact Printers	75,147	371	75,518
Imperial Dade Canada Inc.	414,909	-	414,909
Independent Construction Management Inc.	1,523,600	-	1,523,600
Industrial Alliance	769,009	-	769,009
Industrial Scale Ltd.	55,238	382	55,620
Infor (Canada) Ltd.	161,185	-	161,185
Information Services Corporation (ISC)	142,488	-	142,488
Info-Tech Research Group Canada Inc.	94,766	-	94,766

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
Insight Canada Inc.	169,148	-	169,148
Insituform Technologies Ltd.	4,995,167	-	4,995,167
Intergraph Canada Ltd. (Hexagon Safety and Infrastructure)	3,393	683,585	686,978
International Transportation Assessment Solutions (ITAS)	133,404	-	133,404
Interra Global Corporation	54,717	-	54,717
IPL North America Inc.	316,086	-	316,086
IPS Integrated Power Services	176,413	-	176,413
J.J. MacKay Canada Ltd.	75,172	-	75,172
JD Industrial Supplies	119,794	915	120,709
JDM Ventures Ltd. SA Enterprises Ltd. CD Ventures Ltd. (Advanced Waste Solutions)	519,370	-	519,370
JGW Machine Limited	145,432	-	145,432
Joe Johnson Equipment Inc.	109,655	-	109,655
JPH Consulting Ltd.	76,800	-	76,800
JR's Welding	231,671	-	231,671
Kal Tire	300,925	70,658	371,583
Kanuka Thuringer LLP	70,900	-	70,900
KF Aggregates Recycling Inc.	904,927	-	904,927
Kinetic Machine Works Ltd.	130,168	-	130,168
Kleysen Group Ltd.	773,741	-	773,741
Knelsen Sand and Gravel Ltd.	69,671	-	69,671
Koda Project Solutions Inc.	474,666	-	474,666
Konica Minolta Business Solutions (Canada) Ltd.	230,038	-	230,038
Kontzamanis Graumann Smith MacMillan Inc. (KGS Group)	1,026,690	-	1,026,690
Korem Inc. (Korem Geospatial Software and Data Inc.)	64,707	-	64,707
Lafrentz Road Marking (Canadian Road Builders Inc.)	438,460	-	438,460
Lakeshore Tree Farms Ltd.	51,208	-	51,208
Landworks Civil Engineering Ltd.	126,548	-	126,548
Last Mountain Railway	59,387	-	59,387
Latent Forensic Services Inc.	-	110,301	110,301
Levitt-Safety Ltd.	59,520	3,515	63,034
Lewis Instruments Ltd.	-	55,220	55,220
Lifesaving Society	65,501	-	65,501
Line West Ltd.	78,609	-	78,609
Loraas Disposal South Ltd.	6,895,613	22,280	6,917,892
M D Charlton Co. Ltd.	-	82,777	82,777
MacPherson Engineering Inc.	973,083	-	973,083
Magnet Forensics Inc.	-	84,996	84,996
Mainline Fleet Service Ltd.	191,643	-	191,643
Man's Garage Inc.	56,691	-	56,691
Manulife Financial	985,829	-	985,829

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
Manulife, The Manufacturers Life Insurance Company	4,199,346	1,024,411	5,223,757
Martin & Levesque (1983) Inc.	111,839	12,591	124,430
Matthews Equipment Limited (Herc Rentals)	83,135	-	83,135
Maximus Canada Services Inc.	83,805	-	83,805
McAsphalt Industries Ltd.	92,169	-	92,169
McDougall Gauley LLP	271,887	47,887	319,774
McLean & Company A Division of Info-Tech Research Group Inc.	66,948	-	66,948
Medteq Solutions CA Ltd.	57,478	-	57,478
Mega Tech	-	540,544	540,544
Mertz (MJ) Holdings Ltd.	213,624	-	213,624
Michael L. Oehm Professional Corporation	3,455,866	-	3,455,866
Microsoft Canada Inc.	186,642	588,880	775,522
Microsoft Corporation	938,012	216	938,228
Minister of Finance	542,234	43,495	585,729
Miovision Technologies Incorporated	55,067	-	55,067
MMI Regina Industrial Portfolio I GP Ltd.	-	135,069	135,069
MNP LLP	329,380	-	329,380
Mobius Benefit Administrators Inc.	174,852	-	174,852
Modaxo Traffic Management Canada Ltd.	235,485	-	235,485
Moneris	380,030	-	380,030
Morsky Construction Ltd.	248,821	-	248,821
Motorola Solutions Canada Inc.	-	1,176,123	1,176,123
Mottech Water Management Ltd.	70,077	-	70,077
Napa Auto Parts	63,489	26,535	90,024
National Crane Services Inc.	77,901	-	77,901
Nemco Resources Ltd.	143,122	-	143,122
Neptune Technology Group Canada Co.	5,244,746	-	5,244,746
Newo Yotina Friendship Centre Inc.	90,239	-	90,239
NICE Systems Canada Ltd.	14,851	99,440	114,291
Niche Technology Inc.	-	234,934	234,934
NIS Contractors Ltd.	4,208,642	-	4,208,642
North Central Family Centre Inc.	784,071	-	784,071
Northern Tree Co. Inc.	115,429	-	115,429
Nova Bus Inc.	10,096,744	-	10,096,744
Nova Paving (Sask) Limited	7,441,686	-	7,441,686
Novus Law Group	-	103,296	103,296
Nu-Fab Building Products a Division of All-Fab Building Components Inc.	278,947	-	278,947
Nutrien Ag Solutions (Canada) Inc.	94,827	-	94,827
Oakcreek Golf & Turf LP	1,844,768	-	1,844,768
Optiv Canada Inc.	-	99,563	99,563
Optrics Inc.	24,819	32,286	57,105
Oracle Canada ULC	1,956,802	-	1,956,802

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
P3Architecture Partnership	419,507	3,174	422,680
Pace Solutions Corp	31,311	20,178	51,489
Pacific Chemicals Inc.	419,986	-	419,986
Paradise LeisureScapes	164,785	-	164,785
Park N Play Design Co.	531,781	-	531,781
Partner Vantage Point Inc.	150,266	-	150,266
PayByPhone Technologies Inc.	95,285	-	95,285
PC Place	4,288	47,848	52,136
PCL Construction Management Inc.	153,242	-	153,242
Petroleum Technology Research Centre Inc.	83,624	-	83,624
Peyachew, Lionel	90,100	-	90,100
Phoenix Advertising Group Inc. (Phoenix Group)	307,082	-	307,082
Pinnacle Towers Canada Inc.	-	66,282	66,282
PL Technology Solutions Inc.	-	65,458	65,458
PLS Sign & Graphic	76,998	28,421	105,420
PME Inc.	5,422,171	-	5,422,171
Postage By Phone	320,000	-	320,000
Postmedia Networks Inc.	95,022	-	95,022
Powerland Computers	491,522	30,868	522,390
PowerON Energy Solutions LP	4,164,116	-	4,164,116
Prairie Consolidated Construction Inc.	292,833	-	292,833
Prairie Dawg Hydrovac Services Ltd.	144,563	-	144,563
Prairie Demolition & Recycling Ltd.	89,509	-	89,509
Prairie Psychology Services	700	200,675	201,375
Prairie Sky Organics Ltd.	66,399	-	66,399
Prairie United Holdings Inc.	262,219	-	262,219
Prairie Wild Consulting	69,388	-	69,388
Praxis Consulting Ltd.	72,998	-	72,998
Precision Concrete Corporation	4,341,787	-	4,341,787
Prevost Car Inc.	932,486	-	932,486
Primary Engineering and Construction Corporation	886,896	-	886,896
Princess Auto	48,428	3,319	51,746
Printwest Ltd.	94,421	7,285	101,706
Project Control of Texas, Inc.	77,197	-	77,197
Pro-Tec Industries Ltd. (Truck Outfitters Canada Inc.)	285,866	-	285,866
Provincial Capital Commission	76,761	550	77,311
PSB Integration Inc.	86,438	-	86,438
Public Guardian and Trustee of Saskatchewan	73,434	-	73,434
QStar Technology LLC	52,237	-	52,237
Queen City Overhead Door Inc.	104,999	-	104,999
R & D Paving & Landscaping	265,586	-	265,586
R. A. Malatest and Associates Ltd.	55,261	-	55,261

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
Rampart International	-	107,017	107,017
Rapid Lawn Landscape Solutions Ltd.	115,514	-	115,514
RCAP Leasing Inc.	-	69,436	69,436
Receiver General for Canada	14,854,083	4,239,609	19,093,691
Redhead Equipment	3,487,596	-	3,487,596
Regina Civic Employees' Long Term Disability Plan	770,690	-	770,690
Regina Civic Employee's Superannuation & Benefit Plan	16,298,424	-	16,298,424
Regina Downtown Business Improvement District (RDBID)	1,333,108	100,000	1,433,108
Regina Exhibition Association Limited (REAL)	9,063,305	530	9,063,835
Regina Fasteners & Tools Ltd.	58,691	-	58,691
Regina Flying Club	-	87,082	87,082
Regina Humane Society Inc.	1,877,186	-	1,877,186
Regina Mobile Wash	73,202	-	73,202
Regina Motor Products (1970) Ltd.	666	476,588	477,254
Regina Plumbing and Heating Inc.	50,846	-	50,846
Regina Police Pension Plan (Debt Repayment)	5,382,826	-	5,382,826
Regina Police Pension Plan (SERP)	-	311,542	311,542
Regina Treaty/Status Indian Services, Inc.	606,109	1,000	607,109
Reichert, John (Icon Design)	71,942	-	71,942
Residex Canada Inc. (Target Specialty Products)	220,093	-	220,093
RNDSQR Middle Ltd. (mddl)	75,714	-	75,714
Roadside Supply Ltd.	73,769	-	73,769
Rocky Mountain Phoenix	2,304,382	-	2,304,382
Rousseau, Lesley	-	54,779	54,779
Ryan ULC	63,000	-	63,000
RYKO Telecommunications	113,422	-	113,422
SAP Canada Inc.	85,017	-	85,017
Saskatchewan College of Paramedics	58,155	-	58,155
Saskatchewan Government Insurance (SGI)	1,383,063	426,922	1,809,985
Saskatchewan Health Authority	199,712	14,588	214,300
Saskatchewan Roughrider Football Club Inc.	1,638,974	-	1,638,974
Saskatchewan Urban Municipalities Association (SUMA)	121,449	-	121,449
Saskatchewan Workers' Compensation Board	4,520,214	-	4,520,214
SaskBattery	48,508	2,488	50,996
SaskEnergy	1,985,871	182,772	2,168,643
SaskPower Corporation	13,224,181	546,968	13,771,149
SaskTel	1,618,919	517,456	2,136,375
SaskTel Mobility	667,570	520,419	1,187,989
Scatliff + Miller + Murray Inc.	277,358	-	277,358
Sherwood Co-operative Assoc. Ltd.	50,155	5,891	56,046
Shkopich Enviro Ltd. (Protex Environmental)	355,820	-	355,820
Short, Jessie	57,470	-	57,470
Sigma Safety Corp	2,375	154,686	157,061
SiteOne Landscape Supply Ltd.	406,709	-	406,709

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
SMS Equipment Inc.	219,620	-	219,620
Sodales Solutions Inc.	129,700	-	129,700
Solie Drilling	72,811	-	72,811
Solutions Serafin Inc.	353,221	-	353,221
Souris Valley Industries (1977) Ltd.	134,179	-	134,179
South Country Equipment Ltd. (SCE)	850,010	-	850,010
Southern Asphalt Services Ltd.	58,641	-	58,641
Spicers Canada ULC	59,210	693	59,903
SRS Tactical Ltd.	-	62,220	62,220
Stantec Architecture Ltd.	1,067,873	-	1,067,873
Stantec Consulting Ltd.	812,889	-	812,889
Stephenson Equipment Ltd.	109,598	5,534	115,132
Stericycle ULC (Shred-it)	-	59,070	59,070
Sterling Truck & Trailer Sales Ltd.	96,710	-	96,710
Stinson ITS Inc.	185,296	-	185,296
Stone and Arrow Consulting LP	359,719	-	359,719
Street Culture Kidz Project Inc.	774,570	-	774,570
Street Worker's Advocacy Project Regina Inc.	74,151	-	74,151
Sudden Fun Recreation Equipment Ltd.	130,768	-	130,768
Suncor Energy Products Partnership	9,438,424	-	9,438,424
Superior North America Inc.	884,596	-	884,596
Supremex Inc.	64,161	-	64,161
Sustainable Generation, LLC	127,007	-	127,007
Swish-Kemsol	3,572	78,286	81,858
Synergy Construction Ltd.	163,393	-	163,393
T & B Electric Ltd.	401,583	-	401,583
Tacel Ltd.	266,217	-	266,217
Tandem X Visuals Inc.	110,975	-	110,975
TBD Architecture & Urban Planning	291,127	-	291,127
TD Asset Management Inc.	681,443	-	681,443
Terra Developments Inc.	9,539,658	-	9,539,658
TG Marketing	49,894	37,569	87,464
The Canada Life Assurance Company	755,270	-	755,270
The Canadian Corps of Commissionaires	1,551,852	339,409	1,891,261
The Global Transportation Hub	4,167,204	-	4,167,204
The Home Depot	90,601	6,540	97,141
The Soleman Inc. (The Soleman Footwear Co.)	43,291	36,521	79,813
The Target Retirement Income Plan for Regina Police Service	-	7,481,025	7,481,025
Thermo King of Mid Canada	57,307	-	57,307
Thomson Reuters Canada	66,179	27,222	93,401
TK Elevator (Canada) Limited	44,480	15,996	60,476
TMS International	426,729	-	426,729
Top Shot Concrete Systems	96,195	-	96,195
Topa Contracting LP	101,923	-	101,923

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
Tractorland Ltd.	164,362	-	164,362
Trans Canada Contracting Ltd.	105,588	-	105,588
TransGas Limited	216,758	-	216,758
Trapeze Software ULC	69,173	-	69,173
True North Aggregate & Recycling Ltd.	53,593	-	53,593
Tyalta Industries Inc.	801,388	-	801,388
Uline Canada Corporation	85,106	36,686	121,792
Ulmer Construction Inc.	358,486	-	358,486
Uni-Jet Industrial Pipe Ltd.	970,013	-	970,013
United Carpet, Allied Tiling & Floors Ltd.	148,312	-	148,312
United Rentals of Canada, Inc.	144,545	-	144,545
University of Regina	326,073	119,245	445,318
Urban Tactical	-	114,750	114,750
Valmont West Coast Engineering Ltd.	670,577	-	670,577
Vantac ITS Group Inc.	139,767	-	139,767
Vertex Data L.P.	68,870	-	68,870
VertexOne Software, LLC	116,791	-	116,791
Viably Solutions Canada Ltd.	201,920	-	201,920
Vic's Excavating Ltd.	1,498,178	-	1,498,178
W F Botkin Construction Ltd.	2,009,779	-	2,009,779
Wajax Limited	228,508	-	228,508
Walter's Industrial Mechanical Ltd.	72,553	13,665	86,218
Wappel Construction Co. Ltd.	16,425,120	-	16,425,120
Warner Truck Industries Ltd.	89,784	600	90,384
Waterboy Supply Centre Ltd.	102,682	-	102,682
Waxy's Bobcat Inc.	82,851	-	82,851
WBM Technologies Inc.	174,656	171,677	346,333
Weber Supply Company Inc.	679,940	167,312	847,252
Westburne Electric Supply (Midwest)	51,683	-	51,683
Westcan Vac Services Inc.	126,335	-	126,335
Western CML Cleaners Ltd.	61,715	-	61,715
Western Electrical Management Ltd.	133,238	-	133,238
WestJet Airlines Ltd.	29,206	54,343	83,549
Westridge Construction Ltd.	53,774,429	353,012	54,127,440
WestridgeWright Aquatics Joint Venture	590,849	-	590,849
Westside Refrigeration Inc.	62,257	-	62,257
White Spruce Carpentry	-	62,561	62,561
Wilco Contractors Southwest Inc.	352,718	-	352,718
Wildflowers Children's Therapy Ltd.	-	52,968	52,968
Wil-Tech Industries Ltd.	97,008	-	97,008
Wingert Construction Ltd.	1,301,170	-	1,301,170
Wolseley Canada Inc.	1,151,041	(896)	1,150,145

See accompanying notes.

Expenditures - City of Regina

For the Year Ended December 31, 2025

(in dollars)

Payee	General Municipal	Police	Total
Workforce Software Inc.	231,511	-	231,511
WSP Canada Inc.	169,367	-	169,367
Xpera Risk Mitigation & Investigation LP (ESM Solutions)	965,580	-	965,580
YWCA Regina Inc. (The Young Women's Christian Association of Regina)	435,166	603	435,769

See accompanying notes.

Expenditures - Buffalo Pound Water Treatment Corporation

For the Year Ended December 31, 2025

(in dollars)

Payee	Total
AECOM Canada Ltd.	152,564
Air Unlimited Inc.	57,975
Alliance Energy Ltd.	87,617
AtkinsRealis Canada Inc.	75,528
BFL Canada Risk and Insurance Services Inc.	628,542
Brandt Tractor Ltd.	245,721
CH2M Hill Canada Limited	1,823,348
City of Regina	356,477
Cleartech Industries Inc.	3,144,495
Continental Electrical Motor Services Ltd.	74,375
Cummins Canada ULC	54,769
Ecoloop Sustainable Technologies Limited	100,000
Fisher Scientific Ltd.	61,288
Graham-Aecon Joint Venture	51,252,053
HCL Construction Ltd.	712,468
IM Wireless Communications Ltd. (The Wireless Age (TWA))	50,142
Jay's Transportation Group Ltd.	53,143
Klearwater Equipment & Technologies Corp	67,711
KMS Construction Ltd.	59,631
Kontzamanis Graumann Smith MacMillan Inc. (KGS Group)	99,889
Linde Canada Inc.	156,996
Mandel Scientific Company Inc.	80,616
McDougall Gauley LLP	162,222
MNP LLP	53,724
Receiver General for Canada	220,689
Regina Business Systems Inc. (MicroAge Regina)	153,106
Regina Civic Employee's Superannuation & Benefit Plan	360,158
SaskEnergy	245,825
SaskPower Corporation	2,755,890
Spartan Controls Ltd.	2,089,163
The Human Advantage Consulting Inc.	51,314

See accompanying notes.

Expenditures - Economic Development Regina Inc.

For the Year Ended December 31, 2025

(in dollars)

Payee	Total
Canada Life Assurance Company	64,642
Co-operators	58,079
Receiver General for Canada	69,172
Regina Airport Authority	100,000
Saskatchewan Trade & Export Partnership	109,082
Tandem X Visuals	62,298
Think Shift	178,567

See accompanying notes.

Expenditures - Regina Downtown Business Improvement District

For the Year Ended December 31, 2025

(in dollars)

Payee	Total
2201 11th Avenue Properties Ltd. (Mitchell Developments Ltd.)	159,322.45
A-1 Rent-Alls Ltd.	88,303.75
Capital Ford Lincoln Inc.	85,303.88
P3Architecture Partnership	60,890.59
Receiver General for Canada	123,405.96
Sunlife Financial	77,586.07
Technique Construction Inc.	167,641.22

See accompanying notes.

Expenditures - Regina Exhibition Association Limited

For the Year Ended December 31, 2025

(in dollars)

Payee	Total
A-1 Rent-Alls Ltd.	179,650
Adult Safe Hockey Network	83,927
Alliance Energy Ltd.	73,305
Canadian Western Agribition	132,303
Canoe Merchandise Ltd.	242,967
Christie Mechanical Limited	107,200
CIR Commercial Realty Inc.	58,687
City of Regina	2,469,866
Clutch Solutions Canada	82,038
Coca Cola Refreshments Canada Company	82,948
Compass Group Canada Operations Ltd.	4,581,490
Convergint Technologies Ltd.	228,392
Co-Operative Taxi Lines Regina Limited	54,915
Creative Concepts Event and Design	65,239
Cummins Western Canada	61,887
DHR International Canada, Inc.	76,963
Diligent Canada Inc.	73,105
Display Development Group	97,985
EECOL Electric Corp	77,557
EventPro Software	57,853
Executive Protection Services	92,525
FC Regina	56,250
Fraser Strategy Inc.	88,200
Grand & Toy Limited	219,605
Greenwave Innovations Inc.	66,600
Holly Laird Consulting	55,933
IKS Media & Technology Ltd.	74,188
Indiglow Signs & Graphics	64,870
Insight Canada Inc.	66,565
Johnson Controls Ltd.	82,525
Jordan Sleightholm	70,376
Kaleidoscope Productions Inc.	83,250
Konica Minolta Business Solutions (Canada) Ltd.	89,542
Kronos Canadian Systems	131,182

See accompanying notes.

Expenditures - Regina Exhibition Association Limited

For the Year Ended December 31, 2025

(in dollars)

Payee	Total
Live Nation Canada Inc.	5,635,482
Loraas Disposal	141,558
McDougall Gauley LLP	203,814
Mitchell Developments	92,137
MNP LLP	88,870
Neighbours Mechanical Ltd.	100,470
NH Elevators Inc.	136,165
Nite Staging & Sound	154,185
North Central Community Association Inc.	81,920
Ochapowace Sr. Sports	72,722
Oskana Minor Hockey Development Inc.	72,586
Phoenix Advertising Group	163,070
Prairie Mobile Communications	50,470
Praxis Consulting Inc.	59,383
Pro AV	89,613
PSB Integration Inc.	91,061
R.W.D.S.U.	200,298
Receiver General for Canada	884,716
Regina Downtown Business Improvement District (RDBID)	220,828
Regina Pats Hockey Club	820,009
Regina Plumbing & Heating	549,432
Regina Police Service	50,590
Roto Rooter Sewer Service	53,717
Saam Roofing Ltd.	159,898
Sask Workers' Compensation Board	244,407
Saskatchewan Recreational Referees Association	217,847
SaskEnergy	703,747
SaskPower	3,205,152
SaskTel CMR	305,594
Scott Manson	75,378
Sherwood Co-op Assoc. Ltd.	120,675
Sleek Advertising Ltd.	185,587
Sound Waves Entertainment Network Ltd. (Showtime)	73,589
Stevenson Industrial Refrigeration Ltd.	246,533
Strategy Lab	94,350
Tammy Moyse Consulting	75,210
Tandem X Visuals	130,573
Team Response Community Services Corp	99,196

See accompanying notes.

Expenditures - Regina Exhibition Association Limited

For the Year Ended December 31, 2025

(in dollars)

Payee	Total
The Feldman Agency	50,000
Troy Life & Fire Safety Ltd.	123,079
Vipond Inc.	89,991
Worklinks Inc.	79,005

See accompanying notes.

Expenditures - Regina Public Library

For the Year Ended December 31, 2025

(in dollars)

Payee	Total
Ainsworth Inc.	117,969
Alliance Energy Ltd.	62,968
Amazon	257,734
BFL Canada Insurance Services Inc.	122,847
Bravo Tango Advertising Firm Inc.	351,208
Canadian Video Services - Midwest Tape	184,076
CCR Construction	68,663
Ceridian Canada Ltd.	71,514
City of Regina	702,622
Colliers Project Leaders Inc.	670,455
Concept3 Business Interiors Ltd.	353,638
CUPE Local 1594	190,083
ebay	61,476
ESTI Consulting Services	188,732
Family Service Regina	316,906
Five9, Inc.	51,421
Gateway Mechanical Services	122,840
ICR Property Management Inc.	93,264
Insight Canada Inc.	52,625
Konica Minolta Business Solutions (Canada) Ltd.	58,699
Les's Cleaning Services	187,399
Library Bound Inc.	1,432,698
McCOR Management (SK) Inc.	311,304
Minister of Finance	114,437
mk Solutions, Inc.	519,134
MLT Aikins LLP	463,946
MNP LLP	121,240
Overdrive, Inc.	932,900
P3Architecture Partnership	684,983
Pinnacle Distribution Inc.	62,878
Praxis Consulting Inc.	116,276

See accompanying notes.

Expenditures - Regina Public Library

For the Year Ended December 31, 2025

(in dollars)

Payee	Total
Receiver General of Canada	884,959
Regina Civic Employees' Superannuation and Benefit Plan	2,370,731
Regina Public School Division No.4	111,543
Saskatchewan Information & Library Services	275,499
SaskEnergy	215,125
SaskPower Corporation	300,464
SaskTel	153,354
SBLP Southland Mall Inc.	560,499
The Canada Life Assurance Company	700,029
The Canadian Corps of Commissionaires (South Saskatchewan)	448,326
Today's Business Solutions Inc.	102,337
Trans Canada Contracting Ltd.	681,104
WBM Technologies	96,183
ZE Maximum Building Cleaning Ltd.	107,161

See accompanying notes.

Expenditures - Regina's Warehouse Business Improvement District
For the Year Ended December 31, 2025
(in dollars)

Payee	Total
Leibel, Carmen	77,061

Notes to Expenditures

For the Year Ended December 31, 2025

(in dollars)

Note 1

Expenses have been reported in accordance with accounting standards and Subsection 9(b) of *The Cities Regulations*.

Note 2

Expenses include all payments \$50,000 and over made by the City of Regina during 2025 from the following funds:

- General Operating and Capital Funds
- Utility Operating and Capital Funds
- Intergovernmental Services Fund

Expenses have also been reported for the Buffalo Pound Water Treatment Corporation, Community and Social Impact Regina, Economic Development Regina Inc., Regina Downtown Business Improvement District, Regina Exhibition Association Limited, Regina Police Services, Regina Public Library, and Regina's Warehouse Business Improvement District.

TABLE 1: Consolidated Financial Statements

Name	Purpose	Comments
Consolidated Statement of Financial Position.	Provides a summary of the City's consolidated assets and financial liabilities (the financial resources available to provide future services and the future revenues required to pay for past transactions).	<ul style="list-style-type: none"> • Includes tangible capital assets. • Reserves and reserve funds are reported as part of "Accumulated Surplus".
Consolidated Statement of Operations and Accumulated Operating Surplus.	Summarizes revenues, expenses for the year and accumulated surplus at year end. This statement reflects the combined operations of the operating, capital (revenue portion only), reserve and reserve funds for the City of Regina and its consolidated entities and provides the calculation of the City's year-end accumulated surplus.	<ul style="list-style-type: none"> • Includes amortization charge – capital spending is not shown as expenditures. • Only reflects interest payments on debt (debt principal repayments reflected in balances shown on Statement of Financial Position). • Contributed assets reflected as revenue.
Consolidated Statement of Change in Net Financial Assets (Debt).	Summarizes the change in net financial assets (debt) as a result of annual operations, tangible capital asset transactions and changes in other non-financial assets.	<ul style="list-style-type: none"> • This is a statement unique to governments which assists readers in understanding whether enough net revenue was generated during the year to cover capital and other non-financial assets.
Consolidated Statement of Cash Flow.	Summarizes the City's cash position and changes during the year by describing the source and uses of cash categorized by operating, capital, investing and financing transactions.	
Consolidated Statement of Remeasurement of Gains/Losses.	Explains the change in the overall financial position due to remeasurements related to unrealized gains and losses on specific financial assets and liabilities recorded at fair market value and unrealized foreign exchange gains and losses.	<ul style="list-style-type: none"> • Includes unrealized gains and losses related to the City's investment portfolio.

TABLE 2: Public Accounts

Name	Purpose	Comments
City Council Remuneration and Expenses.	Details the total remuneration for the Mayor and Councillors, and details of expenses incurred directly or on behalf of the Mayor and Councillors.	
Grants.	Provides detail on the grants and subsidies provided by the City of Regina to various organizations and individuals. The report provides a further breakdown of the grant or subsidy of more than \$50,000 into the following categories: <ul style="list-style-type: none">• Operating and Capital Grants.• Tax Abatements and Exemptions.• Subsidized Rent.• Transit Subsidies.	To provide the disclosure outlined in <i>The Cities Regulations</i> , the term 'grants', rather than 'community investments', has been used in the Public Accounts document.
Employee Remuneration.	Provides information on employee salaries of more than \$50,000 including any retroactive pay relating to prior years paid during 2023.	
Expenses.	Summarizes expenses of more than \$50,000 with the information shown for each entity that incurred an expense in relation to a particular company, organization or individual.	



2025 Annual Investment Report

Date	May 28, 2026
To	Audit and Finance Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	AFC26-12

RECOMMENDATION

The Audit and Finance Committee recommends that City Council receive and file this report at its June 10, 2026, meeting.

ISSUE

The City of Regina's (City) Investment Policy (Policy) set out in Schedule C of *The Regina Administration Bylaw 2023-69* (Bylaw), requires, that on or before June 30 of each year, an annual investment report be provided to City Council which includes the rate of return achieved on investments, an analysis of the investment accounts compared to benchmarks, and any proposed changes to the policy. The *2025 Annual Investment Report* is attached in Appendix A.

IMPACTS

Financial Impact

The City has internally managed investments which include bank account balances valued at \$78.7 million as of December 31, 2025. The City also has externally managed portfolio investments with a market value and cost of \$469.4 million and \$440.3 million respectively on December 31, 2025.

Internally managed investments generated a total of \$4.3 million and portfolio investments realized investment income of \$22.7 million for a total 2025 realized investment income of \$27.0 million (5.2

per cent return). In addition, the City's portfolio investments had an unrealized gain of \$29.1 million as of December 31, 2025, for a total realized and unrealized investment gain of \$56.1 million (10.8 per cent return).

Note: All 2025 financial information in this report and Appendix A are based on December 31, 2025, unaudited financial statements, and are subject to change pending finalization of the audit.

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

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

As of December 31, 2025, the market value and cost of the City's portfolio investments were \$469.4 million and \$440.3 million respectively. As outlined in Table 1 below, portfolio investments generated realized investment income of \$22.7 million while internally managed investments generated a total of \$4.3 million, for a total 2025 realized investment income of \$27 million (5.2 per cent return). In addition, the City's portfolio investments had an unrealized gain of \$29.1 million as of December 31, 2025, for a total realized and unrealized investment gain of \$56.1 million (10.8 per cent return).

Table 1: 2025 Investment Gains and Returns

	Investment Gain \$ millions	Return on Investment %
Externally Managed Investments (Realized Gain)	22.7	5.2
Internally Managed Investments (Realized Gain)	4.3	5.5
Total Realized Gains	27.0	5.5
Externally Managed Investments (Unrealized Gain)	29.1	6.6
Total Gain (Realized and Unrealized)	56.1	10.8

Table 2 below presents the City's realized investment returns for the past eight years.

Table 2: Realized Investment Return

	2025 %	2024 %	2023 %	2022 %	2021 %	2020 %	2019 %	2018 %
Realized Investment Returns	5.36	6.42	4.21	2.37	0.59	1.13	4.42	0.65

Investment manager's fees paid during the year are also considered and netted against the total City investment return above. In 2025, the investment manager's fee was \$702,540, (before GST) which averaged approximately 0.16 per cent of the market value of the investments managed by the City's external manager.

External Investment Manager Performance Benchmarks

Investment benchmarks are used to assess the performance of the City's investment manager and are based on the investment manager meeting or exceeding the Consumer Price Index (CPI) for the year by a certain percentage depending on the investment account being measured. The investment manager met the City's expectations for short-term, mid-term and long-term investments in 2025 as outlined below.

The Short-Term (ST) investment account is to achieve an annualized nominal return that is equal to or greater than the Canadian inflation rate (as measured by the CPI). In 2025, the City's return on ST investments without unrealized gains/losses was 6.1 per cent compared to the annual average CPI rate of 2.1 per cent. With unrealized gains/losses the return on ST investments totaled 5.3 per cent. Table 3 below shows the ST investment account target and Return on Investment (ROI) comparison for 2025.

Table 3: Short-Term Return on Investment

	2025	
	Target %	ROI %
Short-Term (with Realized gain only)	2.1	6.1
Short-Term (with Realized & Unrealized gain)	2.1	5.3

The Mid-Term (MT) investment account is to achieve a minimum annualized nominal rate of return that is 1.8 per cent points over the Canadian CPI. With the annual average CPI for 2025 being 2.1 per cent, the target for the MT investment account is 3.9 per cent. In 2025, the City's return on the MT investments without unrealized gains/losses was 6.7 per cent. With unrealized gains/losses, the City's return on MT investments totaled 15.3 per cent. Unrealized gains/losses do not materialize

until the investment is sold. Table 4 below shows the MT investment account target and ROI for 2025.

Table 4: Mid-Term Return on Investment

	2025	
	Target %	ROI %
Mid-Term (with Realized gain only)	3.9	6.7
Mid-Term (with Realized & Unrealized gain)	3.9	15.3

The Long-Term (LT) investment account is to achieve a minimum annualized nominal rate of return that is 3.0 per cent over the Canadian CPI. In 2025, the average CPI rate was 2.1 per cent making the target 5.1 per cent for this account. The City’s return on LT investment without unrealized gains/losses was 6.8 per cent. With unrealized gains/losses, the City’s long-term investments totaled 20.3 per cent. It is important to note that due to market uncertainty, capital gains/losses in the value of an investment does not guarantee that the asset will maintain that value in the future. Table 5 below shows the LT investment account target and ROI for 2025.

Table 5: Long-Term Return on Investment

	2025	
	Target %	ROI %
Long-Term (with Realized gain only)	5.1	6.8
Long-Term (with Realized & Unrealized gain)	5.1	20.3

The City’s Policy also requires the investment manager to stay within specific benchmarks or ranges of certain types of investments for each investment account. For example, in the LT investment account the amount of funds invested in Canadian equities must not be less than 10 per cent of the portfolio and not greater than 20 per cent. A total of 14.5 per cent was the actual investment in Canadian equities as of December 31, 2025. The City’s investment mix targets are being met and are within the minimum and maximum ranges in 2025.

Sinking Fund

On December 11, 2024, City Council approved *The Water Network Expansion Project Sinking Fund Debenture Bylaw, 2024 Bylaw No. 2024-99*, which states that the City shall deposit \$1.7 million annually into the Sinking Fund on or before December 18 of each year. The City has complied with this requirement and as outlined in Table 6 below earned \$290,000 or 8.43 per cent. The balance in the Sinking Fund as of December 31, 2025, was \$3.8 million which exceeds the expected amount in the Sinking Fund required to ensure there is \$100 million in 2054.

Table 6: Sinking Fund

Bylaw and Debt at Maturity	Opening Balance	Contributions \$	Earnings \$	Actual Dec 31, 2025 Balance \$	Expected Dec 31, 2025 Balance \$
2024-99, \$100 Million	-	3,509,825	295,889	3,805,714	1,709,825

Investment Manager

In 2022, Toronto-Dominion Asset Management (TDAM) became the external investment manager for the City. On February 25, 2026, City Council approved a 10-year extension of TDAM’s contract to April 9, 2037. City Administration will work with TDAM to extend the agreement before the end of 2026.

Investment manager’s fees paid during the year are netted against the total City investment return above. In 2025, the investment manager’s fee was \$702,540 which averaged approximately 0.15 per cent of the market value of the investments managed by the City’s external investment manager.

2026 Investment Earnings Outlook

The Canadian economy faced uncertainty in 2025 with the imposition of tariffs by the United States and China on Canadian exports which had an impact on our economic growth. The year 2026 is becoming another turbulent year with the war in Iran and the renegotiation of the Canada-United States-Mexico Agreement (CUSMA)¹. This may again create a climate of uncertainty that will affect the country’s economic activity. Canada’s GDP² is expected to grow by a modest 1 per cent in 2026, down from 1.8 per cent in 2025.

The 2025 actual investment earnings were \$27 million. The 2026 investment earnings budget was increased by \$3 million from \$19.7 million in 2025 to \$22.7 million in 2026. It is difficult to forecast a return for a short period of time. However, our investment managers, TDAM forecasts 2026 earnings to be less than in 2025 and estimated to be approximately \$23 million, sufficient to cover the budgeted investment earnings. Administration will continue to monitor investment earnings throughout the year, and updates will be provided in quarterly forecasts.

¹ Also known as United States-Mexico-Canada Agreement (USMCA).

² GDP stands for Gross Domestic Product, which measures the total market value of all final goods and services produced within a country over a specific period which is used to measure the economic activity of a country.

DECISION HISTORY & AUTHORITY

On February 24, 2021, City Council considered item *CR21-22: Investment Policy Update* and approved changes to the policy, including the requirement for an Annual Investment report to be brought forward to City Council.

On December 11, 2024, City Council considered item *CR24-131 Water Network Expansion Project Debt Financing* and approved changes to the policy and Reserve provisions related to the sinking fund and instructed the City Solicitor to bring forward these amendments to the *Bylaw 2003-69*, being *The Regina Administration Bylaw*. Bylaw No. 2024-99 *The Water Network Expansion Project Sinking Fund Debenture Bylaw, 2024* was passed at the same meeting.

On November 5, 2025, City Council considered item *CR25-134 Investment Policy* and approved the option for Mid-term asset mix and option 1 for Long-term asset mix as outlined in the report.

On February 25, 2026, City Council considered item *CR26-8 Investment Manager Agreement* and approved to delegate authority to the Chief Financial Officer and Deputy City Manager or designate to negotiate and approve a 10-year extension (through a combination of renewal terms such as annual and/or bi-annual renewals) of the existing investment manager agreement with TDAM that expires April 9, 2027 and any new agreement with TDAM during this term (if needed) as well as any amendments to the agreement during this time frame including any ancillary agreements or documents required to give effect to this agreement.

Respectfully Submitted,



Michael Bello
Financial Business Partner, Treasury

Respectfully Submitted,



Jeff May
Acting Chief Financial Officer & Deputy
City Manager

Prepared by: Michael Bello, Financial Business Partner, Treasury

ATTACHMENTS

Appendix A - 2025 Annual Investment Report

Appendix A

City of Regina

2025 Annual Investment Report

Contact: Michael Bello, Financial Business Partner

Prepared by: Michael Bello, Financial Business Partner



Investment Management

Section 132 of *The Cities Act states*: 132 (1) Subject to the regulations, a council shall, by bylaw, establish an investment policy setting out the types of investments in which the city is authorized to invest its available funds. (2) A city may only invest its money in investments authorized by the municipality's Investment Policy (Policy). (3) The Lieutenant Governor in Council may make regulations respecting the required contents of a bylaw to be passed pursuant to this section.

City Council and Administration have fiduciary responsibility to the citizens of Regina to prudently manage the City of Regina's (City) cash and investments. Municipalities generally take one of the following two approaches to investing funds: investing in fixed income only or investing following the prudent-person principle. Municipalities that invest in fixed income only invest in bonds, commercial paper, government treasury bills and Guaranteed Investment Certificates (GICs). Municipalities following the prudent-person principle may invest in a broad range of investments, so long as they do so with care, prudence, and diligence that a prudent-person acting in that capacity would use.

The Municipal Best Practices Survey (AON 2020) indicated that cities generally use an investment committee that is responsible for implementing the investment strategy approved by City Council, selecting investment managers, selecting appropriate performance benchmarks and administrative procedures for investment managers, and annually reporting to City Council. The Municipal Best Practices Survey also identified that most cities use a combination of external professional investment managers with some investment activities managed by City administration.

On February 24, 2021, City Council approved the Investment Policy (Policy) set out in Schedule C of *The Regina Administration Bylaw No. 2023-69* (Bylaw) allowing the City to follow the prudent-person principle approach to invest in a broad range of investments. As per the policy, an Investment Committee was established and has the foremost fiduciary responsibility to ensure compliance with the policy requirements.

In mid-2022, an external professional investment manager was secured and began managing the portfolio investments in accordance with the amended policy.

On December 11, 2024, City Council approved the following additions to the policy:

- Sinking fund definition.
- The status of the sinking fund and any proposed changes to contributions to be included in the Annual Investment Report.
- Addition of a sinking fund account as one type of investment account and that investments in the sinking fund will follow investment objectives, eligible investments, investment criteria and investment limits outlined in the policy.

On November 5, 2025, City Council approved updates to the mid-term and long-term asset mixes in the policy which allowed for additional diversification and a suitable investment program for the sinking fund.

The policy requires that, on or before June 30 of each year, an annual report be provided to the City Council which includes the following:

- The rate of return achieved in the prior period for each account, and the combined portfolio.
- An analysis of accounts and total portfolio compared to relevant benchmarks.
- Any proposed changes to the policy.
- The status of any sinking funds the City has established and any proposed changes to the contributions.

The City's current approach remains aligned with Municipal Best Practices, with a City Council approved policy, an established Investment Committee, external professional investment managers and the Annual Investment Report to City Council.

Investment Committee Members

The Investment Committee has a fiduciary responsibility to ensure assets within the investment accounts are managed prudently, ensuring compliance with the policy, regularly reviewing investment allocations of assets and monitoring investment performance.

From January 1, 2025, to May 29, 2025, the Investment Committee was comprised of:

- Chief Financial Officer & Deputy City Manager (Chair).
- Corporate Controller (Vice-Chair).
- Manager, Budget & Long-term Financial Planning.
- Manager, Financial Analysis & Support.
- Financial Business Partner, Financial Analysis & Support.

On May 29, 2025, the Investment Committee approved the Investment Committee members as follows:

- Chief Financial Officer & Deputy City Manager.
- Deputy City Manager, Corporate Services (recently updated to the Deputy City Manager, City Planning and Community Services).
- Deputy City Manager, City Operations.

the attendees as follows:

- Director, Treasury (Chair).
- Director, Financial Planning & Analysis (Vice Chair).
- Corporate Controller.
- Financial Business Partner, Debt and Investments.
- Financial Business Partner, Treasury Analytics.

Source of Investments

The City invests funds that come from the following sources:

- Reserves: operating, capital and self-sustaining.
- Capital Deposits: unspent allocated capital funds and government grants.
- Funded Employee Benefit Obligations (EBO): medical, dental and life insurance.
- General Operations and Deferred Revenues.
- Other: trusts and affiliated entities.

Investments

The overall policy objective is to incorporate industry's best practices to ensure the preservation of capital and maintain liquidity in the portfolio. Each investment account seeks to achieve a combination of the preservation of principal, income maximization subject to constraints of the policy, and minimization of the use of temporary borrowing facility. In managing investments, consideration is given to the rate of return relative to the risk, liquidity of the investment, the duration of the investment portfolio and the prudent-person principle of investment management.

The City collects different revenue streams while delivering services to its citizens. There can be considerable uncertainty regarding the amount and timing of revenues received, operating expenses incurred, and capital project funds expended to deliver municipal services. As a result, the City holds cash in bank accounts for forecasted immediate needs, while setting aside reserves for future known and unknown expenses. The amount available for investment at any point in time varies based on revenues received and expenditures incurred, and subsequent cashflow forecasts.

The City internally manages operating bank accounts for immediate cash needs. The operating bank account is used for operations such as bi-weekly payroll, weekly scheduled payments, planned debentures and other payments or obligations including capital expenditures. The City earns interest on funds in the bank accounts and, at times, Guaranteed Investments Certificates (GIC). GICs are internally managed by Administration when cash flows allow and the rate earned is greater than earned in the bank account.

The City's portfolio investments are managed externally with an investment manager. To manage cash flow uncertainty, the investable assets are divided into three investment accounts:

- A short-term investment account used for cash reserves expected to be spent within three years from the date the funds were received.
- A mid-term investment account used for cash reserves expected to be spent in three to five years from the date the funds were received.
- A long-term investment account used for cash reserves expected to be spent in five or more years from the date the funds were received.

In addition, the City has a sinking fund account where funds are deposited, invested and set aside, to be used solely to repay the principal at maturity.

Cash Flow Management Strategy

Forecasting cash flows is a critical input in the investment management process. To meet the City's investment objectives, the cash flow forecast is utilized for liquidity management purposes and investment decision making. The cash management strategy is largely influenced by the interest rates and daily bank balances, ensuring available funds are utilized to generate returns and adequate cash on hand. The City currently budgets on an annual basis, which reduces monthly cash flow forecasting accuracy. As such, Administration is working to improve its cashflow accuracy.

Risk Management

The City manages investment risk through a sound governance framework and a comprehensive policy. The policy defines investment objectives, appropriate diversification requirements, eligible asset classes and security instruments, investments strategies, and quality and quantity constraints. When investing in capital markets some risks are inevitable. This includes liquidity, market, and interest rate risk. The City monitors risk by ensuring the level of risk taken is in line with the City's policy and meets its investment objectives.

Summary of Investments

As of December 31, 2025, the market value and cost of the City's portfolio investments were \$469.4 million and \$440.3 million respectively. As outlined in Table 1 below, portfolio investments generated realized investment income of \$22.7 million while internally managed investments generated a total of \$4.3 million, for a total 2025 realized investment income of \$27 million (5.2 per cent return). In addition, the City's portfolio investments had an unrealized gain of \$29.1 million at December 31, 2025, for a total realized and unrealized investment gain of \$56.1 million (10.8 per cent return).

Table 1: 2025 Investment Gains and Returns

	Investment Gain \$ millions	Return on Investment %
Externally Managed Investments (Realized Gain)	22.7	5.2
Internally Managed Investments (Realized Gain)	4.3	5.5
Total Realized Gains	27.0	5.5
Externally Managed Investments (Unrealized Gain)	29.1	6.6
Total Gain (Realized and Unrealized)	56.1	10.8

The City's investment returns are calculated by dividing the total investment income earned by the total City's investment portfolio (internal and portfolio investments) and average cash balances during the year. Included in the investment income are realized gains and losses while unrealized gains and losses are excluded.

Table 2 below compares the portfolio's initial investment (\$370 million) to the cost (\$440.3 million) as of December 31, 2025, and shows the realized investment income (\$22.7 million) and return generated in 2025. There was a purchase of \$100 million to the short-term investment portfolio in 2025 to replace the redemption made in 2024.

Table 2: Portfolio Investments (with Realized Gains/Losses)

Portfolio	Initial Investment \$	Cost at Year End \$	Investment Income \$	Investment Return %
Short Term	220,000,000	254,384,064	10,458,451	4.11
Mid Term	70,000,000	86,114,867	5,631,433	6.54
Long Term	80,000,000	99,823,735	6,582,228	6.59
Total	370,000,000	440,322,665	22,672,112	
Investment Redemption - 2024	(100,000,000)	-	-	
Investment Purchase - 2025	100,000,000			
Net Total	370,000,000	440,322,665	22,672,112	

Table 3 below compares the market value (\$469.4 million) including the unrealized gains/losses of the portfolio investments as of December 31, 2025, to the initial investment value (\$370 million) and the variance and shows the realized and unrealized investment income (\$51.7 million) and return generated in 2025.

Table 3: Portfolio Investments (with Realized and Unrealized Gains/Losses)

Portfolio	Initial Investment \$	Market Value \$	Investment Income \$	Investment Return %
Short Term	220,000,000	257,468,337	13,542,724	5.26
Mid Term	70,000,000	94,991,925	14,508,491	15.27
Long Term	80,000,000	116,931,998	23,690,492	20.26
Total	370,000,000	469,392,260	51,741,707	
Investment Redemption - 2024	(100,000,000)	-	-	
Investment Purchase - 2025	100,000,000			
Net Total	370,000,000	469,392,260	51,741,707	

Realized and Unrealized Returns

The City's 2025 Financial Statements¹ include the investment income of interest earned and realized gain/loss as of December 31, 2025. The realized gain/loss is the difference between the initial cost and the proceeds from the sale or redemption of financial security. A gain occurs when the proceeds from the security sold are greater than the cost. A loss occurs when the proceeds are less than the cost. The City's approach is to include realized gains/losses in investment income in the City's Consolidated Statement of Operations and Accumulated Operating Surplus, while unrealized gains/losses are excluded from net income but reported in the City's Consolidated Statement of Remeasurement of Gains and Losses. Due to market volatility, capital gains/losses in the value of an investment do not guarantee that the asset will maintain that value in the future; therefore, an unrealized gain/loss is an increase or decrease in the value of the asset that has not been realized as the investment has not been sold.

Table 4 below shows the City's realized investment returns for the past eight years.

¹ The 2025 financial results in this *Annual Investment Report* are based on December 31, 2025 unaudited financial statement, and subject to change pending finalization of the audit.

Table 4: Realized Investment Returns

	2025 %	2024 %	2023 %	2022 %	2021 %	2020 %	2019 %	2018 %
Realized Investment Returns	5.36	6.42	4.21	2.37	0.59	1.13	4.42	0.65

Internally Managed Investments

The City has internally managed investments which include bank account balances valued at \$78.7 million at December 31, 2025. There are no GICs as of December 31, 2025. These funds earned investment income of \$4.3 million in 2025.

On average, the daily cash balance was \$133.4 million in 2025. Administration monitored cash flow requirements, bank interest rates and GIC rates to determine when to invest these funds.

Portfolio Investments

The City has externally managed portfolio investments with a market value and cost of \$469.4 million and \$440.3 million respectively on December 31, 2025. Portfolio investments realized investment income of \$22.7 million for a total 2025 realized investment income of \$27 million (5.2 per cent return). In addition, the City's portfolio investments had an unrealized gain of \$29.1 million as of December 31, 2025, for a total realized and unrealized investment gain of \$56.1 million (10.8 per cent return).

The City has four investment accounts: short-term, mid-term, long-term and sinking fund, each focusing on the three objectives for the City's investments to varying degrees. The long-term and sinking fund investment accounts have a larger focus on investment returns, while the mid and short-term investment accounts place greater emphasis on liquidity and preservation of principal.

The following legend is used to indicate compliance with the policy.

Legend:	Colour Highlight
A. Cell highlight if the percentage hits within the minimum and maximum range	GREEN
B. Cell highlight if the percentage falls below the minimum range	RED
C. Cell highlighted if the percentage exceeds the maximum range	YELLOW

The Short-term Investment Account

Administration uses cash flow forecasting to determine the amounts to be placed in each of the investment accounts. Funds forecasted to be required in the next three years are placed in the short-term investment account. The short-term investment account is the most conservative account and is intended to protect the purchasing power of the City's funds. The investment objectives of the accounts are to:

- Preserve capital.
- Maintain one to five business day liquidity (for converting investments to cash).
- Achieve a long-term annualized nominal return that is equal to or greater than the Canadian inflation rate, as measured by the Consumer Price Index (CPI).
- Avoid negative cumulative returns over any rolling four-year period.

- For money market funds and short-term bond investments under the responsibility of the investment manager, exceed the return of the benchmark.

Table 5 below compares the actual short-term portfolio composition as at December 31, 2025, to the benchmark outlined in the policy.

Table 5: Short-term Investment Portfolio Composition (as of December 31, 2025)

Asset Class	Minimum %	Benchmark %	Maximum %	Portfolio Actual %
Short-Term Corporate Bonds	40	70	80	70.0
Money Market Funds	20	30	40	30.0
Total		100.0		100.0

- The short-term corporate bonds: represent 70 per cent of the short-term investment accounts, which is equal to the benchmark and within range of the minimum and maximum targets.
- Money market funds: represented 30 per cent, which is equal to the benchmark and within range of the minimum and maximum targets.

One of the investment objectives of the short-term investment account is to achieve an annualized nominal return that is equal to or greater than the Canadian inflation rate (as measured by the CPI). In 2025, the City's return on short-term investment without unrealized gains/losses is 6.1 per cent compared to the annual average CPI rate of 2.1 per cent. With unrealized gains/losses the return on short-term investment totaled 5.3 per cent.

Table 6 below shows the December 31 short-term investment account target and Return On Investment (ROI) comparison between 2024 to 2025.

Table 6: Short-term Return on Investment

	2024		2025		Change	
	Target %	ROI %	Target %	ROI %	Target %	ROI %
Short-Term (with Realized gain only)	2.4	5.9	2.1	6.1	-0.3	0.2
Short-Term (with Realized & Unrealized gain)	2.4	8.7	2.1	5.3	-0.3	-3.4

The Mid-term Investment Account

The mid-term investment account includes City funds not required for three to five years. The goal for these funds is to provide a greater return than the short-term investment account, while still preserving principal and providing liquidity if changes occur that require the City to access these funds sooner than the three-year to five-year time horizon. The investment objectives of the investment account are to:

- Preserve capital and liquidity.
- Achieve a minimum annualized nominal rate of return that is 1.8 percentage points over the Canadian CPI. This return objective is consistent with the balanced objectives of capital preservation, liquidity, return enhancement and the overall investment risk level that the mid-term investment account could assume.
- Exceed the return of the benchmark.

Table 7 below compares the mid-term portfolio composition as of December 31, 2025, to the benchmark outlined in the policy.

Table 7: Mid-term Investment Portfolio Composition

Asset Class	Minimum %	Benchmark %	Maximum %	Portfolio Actual %
Equities:				
Canadian Equities	3	8	13	9.5
Global Equities	15	20	25	18.2
Total Equities	18	28	38	27.7
Alternative Investments:				
Infrastructure	0	6	10	0.0
Canadian Real Estate	0	6	10	4.1
Total Alternatives	0	12	20	4.1
Fixed Income:				
Bonds	30	45	60	46.6
Money Market Funds	2	5	8	10.6
Commercial Mortgages	7	10	13	11.0
Total Fixed Income	39	60	81	68.2
Total		100.0		100.0

Equities: Canadian and global equities represented 27.7 per cent of mid-term investment accounts, which is 0.3 per cent below the benchmark but within the minimum and maximum targets.

- Alternatives: Infrastructure and Canadian real estate represented 4.1 per cent of the mid-term investment accounts, which is 7.9 per cent lower than the benchmark but within the minimum and maximum targets.
- Fixed Income: Bonds, money market funds and commercial mortgage represented 68.2 per cent of the mid-term investment accounts, which is 8.2 per cent above the benchmark but within the minimum and maximum targets. The 10.6 per cent actual for money market fund which is outside of the minimum and maximum targets was as a result of the new asset mix (which has been used to prepare the table) that was approved by City Council and communicated to the investment manager December 19, 2025 but implementation by the investment manager commenced in January 2026.

One of the investment objectives of the mid-term investment account is to achieve a minimum annualized normal rate of return that is 1.8 percentage points over the Canadian CPI. With the annual average CPI for 2025 being 2.1 per cent, the target for the mid-term investment account is 3.9 per cent. In 2025, the City's return on mid-term investment without unrealized gains/losses is 6.7 per cent. With unrealized gains/losses, the City's return on mid-term investment totaled 15.3 per cent. It is important to note that due to market uncertainty, capital gains/losses in the value of an investment do not guarantee that the asset will maintain that value in the future.

Table 8 below shows the December 31 mid-term investment account target and ROI comparison from 2024 to 2025.

Table 8: Mid-term Return on Investment

	2024		2025		Change	
	Target %	ROI %	Target %	ROI %	Target %	ROI %
Mid-Term (with Realized gain only)	4.2	7.5	3.9	6.7	-0.3	-0.8
Mid-Term (with Realized & Unrealized gain)	4.2	14.5	3.9	15.3	-0.3	0.8

Long-term Investment Account

The long-term investment account is the most “return-seeking” component of the investment portfolio. Funds required in five years or more offer the City an opportunity to seek higher returns that can be used to fund operating and capital expenditures. The long-term investment account will be used for cash reserves to be spent in five or more years from the date that the funds were received. The investment objectives of the investment account are to:

- Preserve capital and liquidity.
- Achieve a minimum annualized nominal rate of return that is 3.0 percentage points over the Canadian CPI. This return objective is consistent with balanced objectives of capital preservation, liquidity, return enhancement and the overall investment risk level that the account could assume. It normally will be assessed over an annualized rolling five-year period.
- Exceed the return of the benchmark.

Table 9 compares the long-term portfolio composition to the benchmark as at December 31, 2025, outlined in the policy.

Table 9: Long-term Investment Portfolio

Asset Class	Minimum %	Benchmark %	Maximum %	Portfolio Actual %
Equities:				
Canadian Equities	10	15	20	14.5
Global Equities	25	34	45	33.1
Total Equities	35	49	65	47.6
Alternative Investments:				
Infrastructure	0	9	20	0.0
Canadian Real Estate	0	10	20	9.1
Commodities	0	1	10	0.0
Total Alternatives	0	20	50	9.1
Fixed Income:				
Bonds	10	20	35	31.4
Money Market Funds	0	1	10	1.0
Commercial Mortgage	5	10	15	10.9
Total Fixed Income	15	31	60	43.3
Total		100.0		100.0

- Equities: Canadian and global equities represented 47.6 per cent of long-term investment accounts, which is 1.4 per cent below the benchmark but within the minimum and maximum targets.

- Alternatives Investments: Infrastructure, Canadian Real Estate and Commodities represented 9.1 per cent of long-term investment accounts, which is 10.9 per cent below the benchmark, and within the minimum and maximum targets.
- Fixed Income: Bonds, money market funds and commercial mortgage represented 43.3 per cent of long-term investment accounts, which is 12.3 per cent above the benchmark but within the minimum and maximum target.

As mentioned above, one of the investment objectives of the long-term investment account is to achieve a minimum annualized normal rate of return that is 3.0 per cent over the Canadian CPI. In 2025, the average CPI rate was 2.1 per cent, making the target 5.1 per cent for this account. The City’s return on long-term investment without unrealized gains/losses was 6.8 per cent. With unrealized gains/losses, the City’s long-term investment totaled 20.3 per cent. It is important to note that due to market uncertainty, capital gains/losses in the value of an investment do not guarantee that the asset will maintain that value in the future.

Table 10 below shows December 31 the long-term investment account target and ROI comparison from 2024 to 2025.

Table 10: Long-term Return on Investment

	2024		2025		Change	
	Target %	ROI %	Target %	ROI %	Target %	ROI %
Long-Term (with Realized gain only)	5.4	8.8	5.1	6.8	-0.3	-2.0
Long-Term (with Realized & Unrealized gain)	5.4	18.7	5.1	20.3	-0.3	1.6

It is important to note that some of the deviations from benchmarks noticed in the mid-term and long-term portfolios above were due to a new asset mix approved by City Council for which the investment manager commenced implementation December 19, 2025. Full alignment to the new asset mix is expected in 2026.

Sinking Fund

On December 11, 2024, City Council approved *The Water Network Expansion Project Sinking Fund Debenture Bylaw, 2024 Bylaw No. 2024-99*, which requires the Chief Financial Officer and Deputy City Manager to deposit \$1.7 million annually into the Sinking Fund on or before December 18 of each year. The City has complied with this requirement. As such, as at December 31, 2025, the City has one sinking fund managed by the investment manager. This is a new investment account that was approved by City Council on December 11, 2024, to fund the \$100 million Water Network Expansion sinking fund debenture acquired in December 2024 and maturity in 2054.

The Regina Administration Bylaw, Bylaw No. 2003-69 states that investment income earned on any sinking funds established by the City is not transferred to any reserves but is maintained in the sinking fund to pay the principal of any debentures at maturity. Sinking fund investments align with short, medium or long-term investment account depending on years to maturity. For example, the current sinking fund is invested in long-term investments and has 29 years to maturity. Table 11 below shows the details of the City’s sinking fund.

Table 11: Year End Sinking Fund Balance

Bylaw and Debt at Maturity	Opening Balance	Contributions \$	Earnings \$	Actual	Expected
				Dec 31, 2025 Balance \$	Dec 31, 2025 Balance \$
2024-99, \$100 Million	-	3,509,825	295,889	3,805,714	1,709,825

The above table indicates that total earnings of \$295,889 were earned in 2025 from sinking fund investment of \$3.5 million. The 2024 Budget dedicated mill rate of 0.5 per cent generated \$1.8 million and 2025 Budget provision of \$1.7 million resulted in the total contribution of \$3.5 million.

Table 12 below shows the details of interest earned on the City’s sinking fund investment compared to target. The sinking fund investment earnings target is 4.25 per cent.

Table 12: Sinking Fund Return on Investment

	2025	
	Target %	ROI %
Sinking Fund (with Realized gain only)	4.25	8.43
Sinking Fund (with Realized & Unrealized gain/losses)	4.25	2.00

Investment Manager

In 2022, TDAM became the external investment manager for the City. On February 25, 2026, through *CR26-8 – Investment Manager Agreement*, City Council approved a 10-year extension of TDAM’s contract to April 9, 2037.

Investment benchmarks are used to assess the performance of the City’s investment manager. The investment manager is expected to generate higher returns than the benchmark in the policy. The investment manager met the City’s expectations in 2025. The investment manager maintained the City’s investment assets between the minimum and maximum limits outlined in the policy.

In 2025, the investment manager’s fee was \$702,540 (before GST) based on a fee schedule on the daily Asset Under Management (AUM). As shown in Table 13 below the total AUM for 2025 was \$440.3 million which represents an average fee of approximately 0.16 per cent compared to the 0.20 per cent fee (\$680,439 before GST) paid in 2024. Investment manager’s fees are netted against the City’s investment return.

Table 13: Assets Under Management

Account	AUM 2024 (cost) \$	AUM 2025 (cost) \$
Short Term	150,100,000	254,384,064
Mid Term	87,400,000	86,114,867
Long Term	105,000,000	99,823,735
Total	342,500,000	440,322,665

Investment benchmarks are used to assess the performance of the City's investment manager and are based on the investment manager meeting or exceeding the CPI for the year by a certain percentage depending on the investment account being measured. The investment manager met the City's expectations for short-term, mid-term and long-term investments in 2025 as outlined below.

The short-term investment account is to achieve an annualized nominal return that is equal to or greater than the Canadian inflation rate (as measured by the CPI). In 2025, the City's return on short-term investments without unrealized gains/losses was 6.1 per cent compared to the annual average CPI rate of 2.1 per cent. With unrealized gains/losses the return on short-term investments totaled 5.3 per cent. Table 14 below shows the short-term investment account target and ROI comparison for 2025.

Table 14: Short-term Return on Investment

	2025	
	Target %	ROI %
Short-Term (with Realized gain only)	2.1	6.1
Short-Term (with Realized & Unrealized gain)	2.1	5.3

The mid-term investment account is to achieve a minimum annualized nominal rate of return that is 1.8 per cent points over the Canadian CPI. With the annual average CPI for 2025 being 2.1 per cent, the target for the mid-term investment account is 3.9 per cent. In 2025, the City's return on the mid-term investments without unrealized gains/losses was 6.7 per cent. With unrealized gains/losses, the City's return on mid-term investments totaled 15.3 per cent.

Table 15 below shows the mid-term investment account target and ROI for 2025.

Table 15: Mid-term Return on Investment

	2025	
	Target %	ROI %
Mid-Term (with Realized gain only)	3.9	6.7
Mid-Term (with Realized & Unrealized gain)	3.9	15.3

The long-term investment account is to achieve a minimum annualized nominal rate of return that is 3.0 per cent over the Canadian CPI. In 2025, the average CPI rate was 2.1 per cent making the target 5.1 per cent for this account. The City's return on long-term investment without unrealized gains/losses was 6.8 per cent. With unrealized gains/losses, the City's long-term investments totaled 20.3 per cent.

Table 16 below shows the long-term investment account target and ROI for 2025.

Table 16: Long-term Return on Investment

	2025	
	Target %	ROI %
Long-Term (with Realized gain only)	5.1	6.8
Long-Term (with Realized & Unrealized gain)	5.1	20.3

The City’s policy also requires the investment manager to stay within specific benchmarks or ranges of certain types of investments for each investment account. For example, in the long-term investment account the amount of funds invested in Canadian equities must not be less than 10 per cent of the portfolio and not greater than 20 per cent. The City’s investment mix targets for short-term and long-term investments are being met and are within the minimum and maximum ranges in 2025.

However, it is important to note that some of the deviations from benchmarks noticed in the mid-term portfolio Money Market Funds above were due to a new asset mix approved by City Council for which the investment manager commenced implementation on December 19, 2025. Full alignment to the new asset mix is expected from January 2026.

Capital Market Review

2025 had a solid economic performance and better-than-expected earnings. Investors went into 2025 uncertain about inflation and expected a recession before the year ended. Equity market returns remained solid in 2025, with positive performance. The year also witnessed interest rates cut with last one in October 2025. Equity performance in 2025 was robust across major regions, supported by solid corporate fundamentals and improving investor confidence

As 2026 begins, the global economy is navigating a period marked by resilience, recalibration and renewed momentum. Despite a complex backdrop of policy shifts, evolving trade dynamics, and lingering geopolitical uncertainties, markets have demonstrated notable strength

Canada enters 2026 on a steadier footing following a volatile prior year. With Gross Domestic Product anticipated to expand by approximately 1.3 per cent, the economy is supported by easing inflation, stable interest rates, and fiscal initiatives aimed at strengthening productivity and broadening trade capacity.



2026 First Quarter General & Utility Operating Forecast

Date	May 28, 2026
To	Audit and Finance Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	AFC26-13

RECOMMENDATION

The Audit and Finance Committee recommends that City Council:

1. Approve the transfer of \$40 thousand from the General Fund Reserve (GFR) to the Capital Budget for Capital Project - Election Management Software Solution due to an error in recording the revenue received in a prior period to the Operating Budget;
2. Approve the transfer of approximately \$80 thousand from the General Fund Reserve (GFR) to the City Centre Incentive Reserve to fund prior year grants that were not fully expended; and
3. Approve this recommendation at its June 10, 2026, meeting.

ISSUE

This report presents the City of Regina's (City) 2026 First Quarter Forecast and supplementary information on the General Operating Fund, Utility Operating Fund and related Reserves.

IMPACTS

Financial Impact

General Operating Fund

The First Quarter Forecast for the General Operating Fund predicts a surplus of approximately \$2.1 million, which represents forecasted favorable variance of 0.3 per cent when compared to the 2026 Budget.

2026 First Quarter Forecast	Budget '000	Forecast '000	Variance		Year to Date Actual
			\$	%	
General Operating (Fund 110)					
Operating Revenue					
Taxation	369,642	373,067	3,425	0.9%	392
Government Grant & Transfers	90,759	92,893	2,134	2.4%	14,705
Licenses_ Levies and Fines Revenues	15,080	14,862	(218)	-1.4%	2,422
Fees and Charges Revenue	87,651	93,897	6,246	7.1%	20,329
Other External Revenues (Investments, Surcharges, Penalties etc.)	67,635	69,946	2,311	3.4%	4,727
Other Revenues	45,685	51,984	6,299	13.79%	37,827
Total Revenue	676,452	696,649	20,197	3.0%	80,402
Operating Expenses					
Community Investment	35,731	36,509	(778)	-2.2%	8,343
Utility Expenses	12,491	12,414	77	0.6%	2,840
Transfer to Reserve	33,573	40,435	(6,862)	-20.4%	12,375
Office & Administration	20,672	21,221	(549)	-2.7%	8,493
Material Good & Supplies	16,832	17,969	(1,137)	-6.8%	3,589
Other External Expenses	11,965	13,450	(1,485)	-12.4%	2,065
Other Expenses	545,188	552,520	(7,332)	-1.34%	124,677
Total Expenses	676,452	694,518	(18,066)	-2.7%	162,382
Net General Operating Surplus/(Deficit)	-	2,131	2,131	0.3%	(81,980)

The overall surplus is primarily due to:

- \$5.8 million higher than anticipated tax revenues due to higher than anticipated growth of the assessment base, favorable appeal decisions and higher than anticipated tax penalty revenue.
- Offset by a \$1.4 million unfavorable variance due to Fire Services salary costs exceeding budgeted amounts, as the budget does not reflect the wage increases agreed to in the recently signed Collective Bargaining Agreement.
- \$1 million unfavorable variance in non-salary operating costs for Transit Services primarily due to higher replacement part costs due to tariffs.
- \$500 thousand unfavorable variance in software licensing costs.
- \$500 thousand in unrealized salary lag spread across the organization.

Utility Operating Fund

The First Quarter Forecast for the Utility Operating Fund reflects a forecasted surplus of approximately \$287 thousand, representing 0.1 per cent forecasted favorable variance compared to the 2026 Budget.

2026 First Quarter Forecast	Budget '000	Forecast '000	Variance		Year to Date Actual
			\$	%	
General Operating (Fund 130)					
Operating Revenue					
Licenses_ Levies and Fines Revenues	29,696	25,412	(4,284)	-14.4%	5,134
Fees and Charges Revenue	169,665	167,114	(2,551)	-1.5%	32,241
Other External Revenues (Claims, Penalties etc)	202	312	110	54.5%	79
Other Revenues	13,747	21,031	7,284	52.99%	14,080
Total Revenue	213,310	213,869	559	0.3%	51,534
Operating Expenses					
Professional & External Services	14,427	13,579	848	5.9%	2,324
Debt Servicing	16,161	16,770	(609)	-3.8%	4,065
Utility Expenses	31,201	31,478	(277)	-0.9%	4,834
Transfer to Reserve	84,518	84,518	-	0.0%	1,966
Office & Administration	1,479	1,472	7	0.5%	325
Material Goods & Supplies	4,052	4,041	11	0.3%	704
Other External Expenses (Equipment Rental, Uncollectible Utility Bills, etc)	525	600	(75)	-14.3%	79
Other Expenses	60,947	61,124	(177)	-0.29%	29,979
Total Expenses	213,310	213,582	(272)	-0.1%	44,276
Net General Operating Surplus/(Deficit)	-	287	287	0.1%	7,258

Revenues are forecasted to exceed budget by \$559 thousand, 0.3 per cent compared to the 2026 Budget while expenses are forecasted to exceed budget by \$272 thousand, resulting in a favorable net variance of \$287 thousand. The surplus is primarily due to:

- \$560 thousand in additional revenue due to forecasted water usage and higher than anticipated growth in the number of users.
- Offset by unfavorable forecasted variance in debt payments due to an error in the budget for debt payments.

Policy Impact

If surpluses are achieved by December 31, 2026, these amounts would be transferred into their respective reserves. However, if the City incurred a deficit position on December 31, 2026, the City is legislatively required to either offset the deficit by withdrawing funds from its reserves or it must budget for a surplus in 2027 sufficient to cover the 2026 deficit.

Strategic Priority Impact

This report aligns with the Financial Perspective of the Strategic Plan which serves as a financial guidepost for City Council and Administration.

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

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

In line with the City Council's approved 2026 Budget, revenues and expenses are currently monitored quarterly and reported to City Council through the quarterly forecast process.

For the 2026 First Quarter Forecast, Administration is projecting a General Operating Fund surplus of approximately \$2.1 million. This represents a 0.394 per cent favorable variance from budget.

Administration is also forecasting a 2026 Utility Operating Fund year-end surplus of approximately \$287 thousand, representing a 0.1 per cent favorable variance from budget.

General Operating Fund

General Operating (Fund 110)
(Reported in \$'000's)

	Budget	Forecast	Variance	
			\$	%
Total Operating Revenue	676,452	696,649	20,197	3.0%
Total Operating Expenses	676,452	694,518	(18,066)	-2.7%
Net Operating Surplus/(Deficit)	-	2,131	2,131	

The revenue forecast is projected to be approximately \$20.2 million (3.0 per cent) above budget, primarily due to:

- Forecasted favorable higher than budget taxation revenue; exceeding budget by \$5.8 million due to higher than budget assessment growth and other taxation-based fees impacted by mill rate increase.

- \$5.4 million higher than budget forecasted revenue for Lands for Resale due to sale of Hawkstone land area. This is offset by higher than budgeted transfer to the Land Development Reserve (LDR).
- \$3.6 million unbudgeted transfer from the GFR to fund the debt payment on the Indoor Aquatic Facility (IAF). These were funded by a 0.5 per cent dedicated mill rate increase in 2025 and 2026. This is offset by an unbudgeted debt payment equal to this amount.
- Estimated higher than budget Government grants of \$2.1 million due to Federal Government Housing Accelerator Funding (HAF) and Unsheltered Homelessness and Encampment Initiative (UHEI) that was received last year and moved to operation from deferred revenue in 2026. This is offset by a corresponding forecasted expense.
- \$1 million forecasted favorable variance in golf revenue due to higher than anticipated participation rates. This forecasted additional revenue is offset by an increase in transfer to the golf course reserve to fund future capital improvements at the City owned golf courses.
- \$900 thousand transfer from the GFR related to Community Social Impact Regina's surplus as a result of entity dissolution (*CR26-7 Community & Social Impact Regina Inc. – Dissolution and 2025 Final Audited Financial Statements*) offset by an unbudgeted expenditure outlined below.

Expenses for the General Operating Fund are forecasted to exceed budget by \$18.07 million, primarily due to:

- \$5 million forecasted additional transfer to the LDR funded through forecasted additional funds received from lot sales.
- \$3.6 million forecasted debt payments for the IAF, funded through the 0.5 per cent dedicated mill rates in 2025 and 2026.
- \$2.1 million in additional expenses funded through Federal Grants as noted above.
- \$1.4 million unfavorable variance due to Fire Services salary costs exceeding budgeted amounts, as the budget does not reflect the wage increases agreed to in the recently signed Collective Bargaining Agreement.
- \$1 million additional non-salary costs for Transit Services primarily due to tariffs on parts for the Transit fleet.
- \$1 million forecasted additional transfer to the Golf Reserve funded through forecasted golf revenue from higher than anticipated use.
- \$900 thousand in additional expenditures funded from a transfer from the GFR related to Community Social Impact Regina's surplus as a result of entity dissolution (*CR26-7 Community & Social Impact Regina Inc. – Dissolution and 2025 Final Audited Financial Statements*).
- \$500 thousand in additional software licensing costs.
- \$500 thousand in unrealized salary lag spread throughout the City.

Utility Operating Fund

General Utility Operating (Fund 130)

(Reported in \$'000's)

	Budget	Forecast	Variance	
			\$	%
Total Operating Revenue	213,310	213,869	559	0.3%
Total Operating Expenses	213,310	213,582	(272)	-0.1%
Net Operating Surplus/(Deficit)	-	287	287	

The net \$287 thousand favorable forecast variance to budget for the Utility Operating fund is due to:

- \$560 thousand in additional revenue due to forecasted water usage and higher than anticipated growth in the number of users.
- Offset by unfavorable forecasted variance in debt payments due to an error in the budget for debt payments.

Potential Impacts to Year-End Results

Projected year-end results reflect the information available to date. Certain items involve a greater degree of uncertainty. Administration continues to monitor the following matters and update projections as necessary:

- Impact of new Collective Bargaining Agreements for Amalgamated Transit Union and Regina Civic Middle Management Association (RCMMA). These agreements have expired as of December 31, 2024.
- Winter Road Maintenance expenditures are weather dependent and difficult to predict. The First Quarter forecast includes a \$500 thousand surplus in Winter Road Maintenance operations which is transferred to the Winter Road Maintenance Reserve.
- Volatility of fuel costs may be impacted by the ongoing geopolitical instability. The First Quarter forecast fuel costs are projected to be on budget.

Additional information on the forecasted General Operating Fund for the 2026 First Quarter Forecast is provided in the following appendices:

- Appendix A-1 - 2026 First Quarter General Operating Fund Forecast.
- Appendix A-2 - 2026 First Quarter General Operating Fund Net Forecast.
- Appendix A-3 - 2026 First Quarter General Operating Fund Forecast Variance Notes.

Additional information relating to forecasted Utility Operating Fund for the 2026 First Quarter is provided in the following appendices:

- Appendix B-1 – 2026 First Quarter Utility Operating Fund Forecast.
- Appendix B-2 - 2026 First Quarter Utility Operating Fund Net Forecast.
- Appendix B-3 - 2026 First Quarter Utility Operating Fund Forecast Variance Notes.

General Fund Reserve and General Utility Reserve

Appendix C – 2026 First Quarter Forecasted General Fund and Utility Fund Reserves, provides forecast position(s) of the GFR and the General Utility Reserve including commitments.

In 2025, the City received \$40 thousand from the School Boards relating to capital software upgrades. This revenue was incorrectly recorded to the Operating Budget and subsequently closed out to the GFR. This results in the capital project funding source shortfall of \$40 thousand. Administration is recommending that \$40 thousand be transferred from the GFR to the Capital Budget.

In 2025, City Council established the City Centre Incentive Reserve, whose purpose is to manage funds committed and distributed through the City Centre Incentive Program which provides grant funding to support investment in the City Centre. In prior years the City committed approximately \$80 thousand in funding to organizations. Through an error at year-end, the funding was not transferred to the City Centre Incentive Reserve and was closed out to the GFR. Administration is recommending that approximately \$80 thousand be transferred from the GFR to the City Centre Reserve.

Overtime

In line with City Council directive under *CR24-54 - Overtime Reduction*; requesting that Administration should provide regular updates alongside quarterly reporting on overtime as part of the efforts to monitor and reduce overtime. The 2026 overtime budget for the City, (excluding Regina Police Service), is approximately \$5.4 million. The First Quarter Forecast predicts an expense of \$6.4 million by year-end, resulting in a forecasted unfavorable variance from budget of \$1 million or 18.5 per cent. The unfavorable forecasted overtime is primarily due to Transit Services. Overtime in transit is a result of additional charters, which are offset by additional revenue, and vacancies and work absences.

Appendix D - 2026 First Quarter Forecasted Overtime provides additional details of overtime amounts in the City.

DECISION HISTORY & AUTHORITY

In line with the City Council directive in item *CR24-52 Quarterly Financial Statements Preparation* and directed Administration to prepare its quarterly financial statements mirroring Schedules 1, 2, 4, and 6 of the City of Winnipeg's reporting model, as outlined in Appendix A to item *AFC24-11 Quarterly Financial Statements Preparation*, effective First Quarter 2024.

Respectfully Submitted

Respectfully Submitted



Sheena Carrick
Manager, Financial Analysis & Support

Jeff May
Acting Chief Financial Officer & Deputy
City Manager

Prepared by: Kazeem Bamigbose, Financial Business Partner

ATTACHMENTS

- Appendix A-1 - 2026 First Quarter General Operating Fund Forecast
- Appendix A-2 - 2026 First Quarter General Operating Fund Net Forecast
- Appendix A-3 - 2026 First Quarter General Operating Fund Forecast Variance Notes
- Appendix B-1 - 2026 First Quarter Utility Operating Fund Forecast
- Appendix B-2 - 2026 First Quarter Utility Operating Fund Net Forecast
- Appendix B-3 - 2026 First Quarter Utility Operating Fund Forecast Variance Notes
- Appendix C - 2026 First Quarter Forecasted General Fund and Utility Fund Reserves
- Appendix D - 2026 First Quarter Forecasted Overtime

Appendix A -1
First Quarter Forecast (March 2026)
General Operating (Fund 110)

	Budget	Forecast	Variance to Budget		Year to Date
			\$	%	Actual
REVENUES					
Taxation Revenues	369,641,698	373,066,784	3,425,086	0.9%	39,256
Government Grants and Transfers Revenues	90,758,757	92,892,752	2,133,995	2.4%	14,705,062
Licenses Levies and Fines Revenues	15,080,143	14,861,748	(218,395)	-1.4%	2,422,106
Fees and Charges Revenues	87,650,563	93,861,633	6,211,070	7.1%	20,329,126
Other External Revenues	67,634,563	69,946,313	2,311,750	3.4%	14,229,589
Internal Revenues	40,402,275	39,004,762	(1,397,513)	-3.5%	25,200,480
Miscellaneous Revenues	5,284,500	13,015,548	7,731,048	146.3%	3,476,321
Total Revenues	676,452,499	696,649,540	20,197,041		80,401,940
EXPENSES					
Officers of City Council	2,038,407	2,038,408	(1)	0.0%	440,345
City Manager's Office	1,638,477	1,661,702	(23,225)	-1.4%	199,204
City Clerk's Office	3,188,981	3,242,391	(53,410)	-1.7%	933,011
City Solicitor's Office	5,724,490	5,791,123	(66,633)	-1.2%	3,159,557
Indigenous Relations & Community Development	1,320,771	1,399,293	(78,522)	-5.9%	200,635
Community Standards	10,734,113	10,854,300	(120,187)	-1.1%	3,419,606
Fire & Protective Services	55,445,505	56,704,715	(1,259,210)	-2.3%	16,529,525
Sustainability, Performance & Service Improvements	2,770,275	2,124,434	645,841	23.3%	447,090
Total Officers of City Council	82,861,019	83,816,366	(955,347)		25,328,973
Financial Strategy & Sustainability - Deputy City Manager's Office	1,877,961	1,849,333	28,628	1.5%	404,326
Assessment & Property Revenue Services	6,536,665	6,598,887	(62,222)	-1.0%	1,681,515
Finance	7,328,610	7,453,163	(124,553)	-1.7%	1,831,259
Land, Real Estate & Economic Development	17,097,810	21,978,247	(4,880,437)	-28.5%	1,215,370
Finance Corporate Transactions	22,323,051	22,827,593	(504,542)	-2.3%	18,304,314
Community Investments	15,499,000	15,499,000	0	0.0%	3,749,813
Treasury	706,675	723,089	(16,414)	-2.3%	180,110
Treasury Corporate Transactions	728,310	4,953,590	(4,225,280)	-580.1%	102,718
Financial Planning & Analysis	2,131,109	2,131,074	35	0.0%	520,840
Financial Planning & Analysis Corporate Transactions	84,150,910	84,150,910	0	0.0%	0
Total Financial Strategy & Sustainability	158,380,101	168,164,886	(9,784,785)		27,990,265
Corporate Services - Deputy City Manager's Office	474,796	157,356	317,440.00	66.9%	89
People & Organizational Culture	7,627,249	7,812,236	(184,987)	-2.4%	2,118,523
Technology	16,435,753	17,223,319	(787,566)	-4.8%	6,340,900
Facilities & Fleet	25,841,706	25,779,274	62,432	0.2%	5,970,381
Total Corporate Services	50,379,504	50,972,185	(592,681)		14,429,893
Communications, Service Regina & Tourism - Deputy City Manager's Office	492,896	503,750	(10,854)	-2.2%	119,573
Strategic Communications & Customer Service	5,759,307	6,037,899	(278,592)	-4.8%	1,484,489
Tourism	1,896,710	2,225,744	(329,034)	-17.3%	468,437
Total Communications, Service Regina & Tourism	8,148,913	8,767,393	(618,480)		2,072,499
City Planning & Community Services - Deputy City Manager's Office	1,438,953	1,438,953	-	0.0%	311,091
Sustainable Infrastructure	5,367,272	5,575,983	(208,711)	-3.9%	1,455,353
Planning & Development Services	22,543,941	22,484,653	59,288	0.3%	3,398,602
City Mobilization	5,401,214	8,486,766	(3,085,552)	-57.1%	3,022,578
Recreation & Cultural Services	43,770,707	43,820,677	(49,970)	-0.1%	6,696,351
Parks & Open Space Services	23,190,432	25,094,947	(1,904,515)	-8.2%	3,253,980
Total City Planning & Community Services	101,712,519	106,901,979	(5,189,460)		18,137,955
City Operations - Deputy City Manager's Office	1,021,066	1,466,023	(444,957)	-43.6%	405,781
Transit	53,402,897	54,548,013	(1,145,116)	-2.1%	16,803,636
Roadways & Transportation	48,894,751	47,731,312	1,163,439	2.4%	14,313,202
Water, Waste & Environment	39,765,729	40,264,138	(498,409)	-1.3%	6,140,354
Total City Operations	143,084,443	144,009,486	(925,043)		37,662,973
Total City (Excluding Police) Expenses	544,566,498	562,632,295	(18,065,796)	-3.3%	125,622,557
Total Police	131,886,000	131,886,000	0	0.0%	36,759,774
Total City (Including Police) Expenses	676,452,499	694,518,295	(18,065,796)	-2.7%	162,382,331
Forecast Net Surplus/(Deficit)	-	2,131,246	2,131,246		(81,980,391)

**Appendix A-2
2026 First Quarter Forecast
General Operating (Fund 110)**

(Variances provided on net variance amounts over \$100,000)

	Revenues				Expenses				Net Budget to Forecast
	Budget	Forecast	Variance to Budget		Budget	Forecast	Variance to Budget		
			\$	%			\$	%	
Officers of City Council	-	-	-	0.0%	2,038,407	2,038,408	(1)	0.0%	(1)
City Manager's Office	-	-	-	0.0%	1,638,477	1,661,702	(23,225)	-1.4%	(23,225)
City Clerk's Office	69,400	69,400	-	0.0%	3,188,981	3,242,391	(53,410)	-1.7%	(53,410)
City Solicitor's Office	699,346	699,346	-	0.0%	5,724,490	5,791,123	(66,633)	-1.2%	(66,633)
Indigenous Relations & Community Development	-	-	-	0.0%	1,320,771	1,399,293	(78,522)	-5.9%	(78,522)
Community Standards	8,197,285	7,940,612	(256,673)	-3.1%	10,734,113	10,854,300	(120,187)	-1.1%	(376,860)
Fire & Protective Services	1,114,400	1,223,223	108,823	9.8%	55,445,505	56,704,715	(1,259,210)	-2.3%	(1,150,387)
Sustainability, Performance & Service Improvements	-	-	-	0.0%	2,770,275	2,124,434	645,841	23.3%	645,841
Total Officers of City Council	10,080,431	9,932,581	(147,850)		82,861,019	83,816,366	(955,347)		(1,103,197)
Financial Strategy & Sustainability - Deputy City Manager's Office	-	-	-	0.0%	1,877,961	1,849,333	28,628	1.5%	28,628
Assessment & Property Revenue Services	364,700,098	370,538,303	5,838,205	1.6%	6,536,665	6,598,887	(62,222)	-1.0%	5,775,983
Finance	427,900	393,369	(34,531)	-8.1%	7,328,610	7,453,163	(124,553)	-1.7%	(159,084)
Land, Real Estate & Economic Development	17,097,810	21,978,247	4,880,437	28.5%	17,097,810	21,978,247	(4,880,437)	-28.5%	-
Finance Corporate Transactions	46,558,538	46,558,538	-	0.0%	22,323,051	22,827,593	(504,542)	-2.3%	(504,542)
Community Investments	-	-	-	0.0%	15,499,000	15,499,000	-	0.0%	-
Treasury	-	-	-	0.0%	706,675	723,089	(16,414)	-2.3%	(16,414)
Treasury Corporate Transactions	22,744,385	26,386,885	3,642,500	16.0%	728,310	4,953,590	(4,225,280)	-580.1%	(582,780)
Financial Planning & Analysis Corporate Transactions	83,834,635	83,834,635	-	0.0%	84,150,910	84,150,910	-	0.0%	-
Financial Planning & Analysis	-	-	-	0.0%	2,131,109	2,131,074	35	0.0%	35
Total Financial Strategy & Sustainability	535,363,366	549,689,977	14,326,611		158,380,101	168,164,886	(9,784,785)		4,541,826
Corporate Services - Deputy City Manager's Office	-	-	-	0.0%	474,796	157,356	317,440	66.9%	317,440
People & Organizational Culture	-	411,800	411,800	0.0%	7,627,249	7,812,236	(184,987)	-2.4%	226,813
Technology	33,000	33,000	-	0.0%	16,435,753	17,223,319	(787,566)	-4.8%	(787,566)
Facilities & Fleet	1,056,362	1,056,362	-	0.0%	25,841,706	25,779,274	62,432	0.2%	62,432
Total Corporate Services	1,089,362	1,501,162	411,800		50,379,504	50,972,185	(592,681)		(180,881)
Communications, Service Regina & Tourism - Deputy City Manager's Office	-	-	-	0.0%	492,896	503,750	(10,854)	-2.2%	(10,854)
Strategic Communications & Customer Service	9,000	161,029	152,029	1689.2%	5,759,307	6,037,899	(278,592)	-4.8%	(126,563)
Tourism	-	267,116	267,116	0.0%	1,896,710	2,225,744	(329,034)	-17%	(61,918)
Total Communications, Service Regina & Tourism	9,000	428,145	419,145		8,148,913	8,767,393	(618,480)		(199,335)
City Planning & Community Services - Deputy City Manager's Office	283,600	283,600	-	0.0%	1,438,953	1,438,953	-	0.0%	-
Sustainable Infrastructure	14,500	14,500	-	0.0%	5,367,272	5,575,983	(208,711)	-3.9%	(208,711)
Planning & Development Services	17,744,445	17,744,445	-	0.0%	22,543,941	22,484,653	59,288	0.3%	59,288
City Mobilization	-	3,086,983	3,086,983	0.0%	5,401,214	8,486,766	(3,085,552)	-57.1%	1,431
Recreation & Cultural Services	29,849,987	29,899,987	50,000	0.2%	43,770,707	43,820,677	(49,970)	-0.1%	30
Parks & Open Space Services	5,251,129	6,396,852	1,145,723	21.8%	23,190,432	25,094,947	(1,904,515)	-8.2%	(758,792)
Total City Planning & Community Services	53,143,661	57,426,367	4,282,706		101,712,519	106,901,979	(5,189,460)		(906,754)
City Operations - Deputy City Manager's Office	-	475,000	475,000	0.0%	1,021,066	1,466,023	(444,957)	-43.6%	30,043
Transit	13,741,033	13,514,777	(226,256)	-1.6%	53,402,897	54,548,013	(1,145,116)	-2.1%	(1,371,372)
Roadways & Transportation	7,554,664	7,712,193	157,529	2.1%	48,894,751	47,731,312	1,163,439	2.4%	1,320,968
Water, Waste & Environment	39,765,782	40,264,138	498,356	1.3%	39,765,729	40,264,138	(498,409)	-1.3%	(53)
Total City Operations	61,061,479	61,966,108	904,629		143,084,443	144,009,486	(925,043)	-0.6%	(20,414)
Total City (Excluding Police)	660,747,299	680,944,340	20,197,041	3%	544,566,499	562,632,295	(18,065,796)	-3.3%	2,131,246
Total Police	15,705,200	15,705,200	-	0%	131,886,000	131,886,000	-	0%	-
Total City (With Police)	676,452,499	696,649,540	20,197,041	3.0%	676,452,499	694,518,295	(18,065,796)	-2.7%	2,131,246

Appendix A-3
2026 First Quarter General Fund Forecast
As at March 2026

Notes on Variances tied to Appendices A-2

* Variances are reported on amounts greater than \$100,000

	\$
1 Community Standard forecasted unfavorable variance due to \$279 thousand lower than budget parking revenue due to construction in Downtown and \$96 thousand unrealized budgeted salary lag.	(376,860)
2 Fire Services is forecasting an unfavorable variance due to salary costs exceeding budgeted amounts, as the allocated budget does not reflect the wage increases agreed to in the recently signed collective bargaining agreement.	(1,150,387)
3 Sustainability, Performance & Service Improvements forecasted favorable variance is due to \$706 thousand salary and benefit underspend because of vacant positions, offset by unrealized budgeted salary lag \$57 thousand.	645,841
4 Assessment & Property Revenue Services forecasted a higher than budget revenue of \$5.8 million due to higher than expected assessment growth and taxation-based fees impacted by the mill rate increase. This is offset by unbudgeted provision for loss assessment appeals and other various favorable below budget expenses.	5,775,983
5 Finance forecasted unfavorable variance due to unrealized budgeted salary lag.	(159,084)
6 Finance Corporate Transactions forecasted variance is due to higher than anticipated foreign exchange losses.	(504,542)
7 Treasury Corporate Transactions forecasted overspend variance is due to misalignment of the banking services budget \$450 thousand and underbudgeting of Investment Manager's fees \$125 thousand.	(582,780)
8 Corporate Services - Deputy City Manager's Office favorable variance is due to salary lag because of vacant positions of Deputy City Manager (Corporate Services) and Executive Assistant.	317,440
9 People & Organizational Culture favorable variance is due to unbudgeted transfer from the benefits reserve \$292 thousand to offset the higher than anticipated benefits loss and allocated training recovered through internal charges from operating areas of \$120 thousand. Offset by forecasted training expense overspend by \$108 thousand.	226,813
10 Technology is forecasting an unfavorable variance primarily due to unrealized budgeted salary lag of \$163 thousand, \$500 thousand above budget software maintenance in line with market rates and \$121 thousand for output devices and other various smaller forecasted overspends.	(787,566)
11 Strategic Communications & Customer Service unfavorable variance is due to unrealized salary lag.	(126,563)
12 Sustainable Infrastructure forecasted overspend variance is due to the director's position that is currently shared due to medical return to work.	(208,711)
13 Parks & Open Space Services variance is due to an error in the budget creating a surplus in the Golf Course Activity (\$300 thousand) and unrealized salary savings.	(758,792)
14 Transit is forecasting unfavorable variance due to unrealized \$660 thousand salary lag, forecasted higher than budget vehicle replacement part of \$724 thousand in line with current tariff increase, unbudgeted grease and lubricant \$220 thousand, higher than budget by \$152 thousand for electricity in line with the current rate increase by SaskPower. Offset by various smaller below budget expenses.	(1,371,372)
15 Roadways favorable variance is primarily due to forecasted \$1.1 million saving for salary and benefit. Offset by smaller overspends and underspends in various expense headings.	1,320,968
Other Departments with variances under \$100,000.	(129,143)
Net Surplus/(Deficit)	2,131,245

Appendix B -1
First Quarter Forecast (March 2026)
Utility Operating (Fund 130)

	Budget	Forecast	Variance to Budget		Year to Date
			\$	%	Actual
REVENUES					
Licenses Levies and Fines Revenues	25,696,000	25,412,200	(283,800)	-1.1%	5,133,621
Fees and Charges Revenues	169,664,751	167,667,585	(1,997,166)	-1.2%	32,240,866
Other External Revenues	202,000	312,000	110,000	54.5%	78,644
Internal Revenues	59,600	2,789,600	2,730,000	4580.5%	262,505
Transfer to Reserve Revenue	3,366,000	3,366,000	-	0.0%	0
Miscellaneous Revenues	14,322,000	14,322,000	-	0.0%	13,818,950
Total Revenues	213,310,351	213,869,385	559,034		51,534,586
EXPENSES					
Sustainability, Performance & Service Improvements	224,239	224,239	-	0.0%	30,929
Total - City Manager's Office	224,239	224,239	-		30,929
Assessment & Property Revenue Services	30,496,025	30,132,010	364,015	1.2%	4,475,785
Corporate Transactions	236,299	236,299	-	0.0%	(157)
Treasury	142,219	142,219	-		36,009
Treasury Corporate Transactions	19,767,595	20,376,709	(609,114)		6,031,648
Financial Planning & Analysis Corporate Transactions	103,700,018	103,700,018	-		22,350,000
Financial Planning & Analysis	103,902	105,035	(1,133)		23,670
Total - Financial Strategy & Sustainability	154,446,058	154,692,290	(246,232)		32,916,955
Technology	797,826	798,659	(833.00)	-0.1%	129,090
Facilities & Fleet	507,105	507,105	-	0.0%	149,529
Total - Corporate Services	1,304,931	1,305,764	(833.00)		278,619
Strategic Communications & Customer Service	1,300,816	1,223,548	77,268.00	5.9%	274,757
Total - Communications, Service Regina & Tourism	1,300,816	1,223,548	77,268.00		274,757
Sustainable Infrastructure	3,476,193	3,476,193	-	0.0%	828,564
Planning & Development Services	1,451,149	1,451,149	-	0.0%	241,908
Total - City Planning & Community Services	4,927,342	4,927,342	-		1,070,472
City Operations - Deputy City Manager's Office	403,235	403,235	-	0.0%	89,677
Water, Waste & Environment	50,703,730	50,806,063	(102,333)	-0.2%	9,614,269
Total - City Operations	51,106,965	51,209,298	(102,333)		9,703,946
Total City (Excluding Police) Expenses	213,310,351	213,582,481	(272,130)	0%	44,275,678
Total Police	-	-	-	0%	-
Total City (Including Police) Expenses	213,310,351	213,582,481	(272,130)	0%	44,275,678
Forecast Net Surplus/(Deficit)	-	286,904	286,904		7,258,908

Appendix B-2
First Quarter Forecast (March 2026)
Utility Operations (Fund 130)
(Variations noted on net variances over \$100,000)

	Revenue				Expense				Net Budget to Forecast
	Budget	Forecast	Variance to Budget		Budget	Forecast	Variance to Budget		
			\$	%			\$	%	
Sustainability, Performance & Service Improvements	-	-	-	0%	224,239	224,239	-	0.0%	-
Total Officers of City Council	-	-	-		224,239	224,239	-		-
Assessment & Property Revenue Services	193,579,300	194,036,000	456,700	0.2%	30,496,025	30,132,010	364,015	1.2%	820,715
Corporate Transactions	-	-	-	0.0%	236,299	236,299	-	0.0%	-
Treasury	-	-	-	0.0%	142,219	142,219	-	0.0%	-
Treasury Corporate Transactions	-	-	-	0.0%	19,767,595	20,376,709	(609,114)	-3.1%	(609,114)
Financial Planning & Analysis Corporate Transactions	17,688,000	17,688,000	-	0.0%	103,700,018	103,700,018	-	0.0%	-
Financial Planning & Analysis	-	-	-	0.0%	103,902	105,035	(1,133)	-1.1%	(1,133)
Total Financial Strategy & Sustainability	211,267,300	211,724,000	456,700		154,446,058	154,692,290	(246,232)		210,468
Technology	-	-	-	0.0%	797,826	798,659	(833)	0.0%	(833)
Facilities & Fleet	-	-	-	0.0%	507,105	507,105	-	0.0%	-
Total Corporate Services	-	-	-		1,304,931	1,305,764	(833)		(833)
Strategic Communications & Customer Service	-	-	-	0.0%	1,300,816	1,223,548	77,268	5.9%	77,268
Total Communications, Service Regina & Tourism	-	-	-		1,300,816	1,223,548	77,268		77,268
Sustainable Infrastructure	9,600	9,600	-	0.0%	3,476,193	3,476,193	-	0.0%	-
Planning & Development Services	759,951	759,951	-	0.0%	1,451,149	1,451,149	-	0.0%	-
Total City Planning & Community Services	769,551	769,551	-		4,927,342	4,927,342	-		-
Citizen Services - Deputy City Manager Office	-	-	-	0.0%	403,235	403,235	-	0.0%	-
Water, Waste & Environment	1,273,500	1,375,834	102,334	8.0%	50,703,729	50,806,063	(102,334)	-0.2%	-
Total City Operations	1,273,500	1,375,834	102,334		51,106,964	51,209,298	(102,334)		-
Total City	213,310,351	213,869,385	559,034	0.3%	213,310,350	213,582,481	(272,131)	-0.1%	286,904

Appendix B-3
2026 First Quarter Utility Fund Forecast
As at March 31, 2026
Notes on Variances tied to Appendices B-2

* Variances are reported on amounts greater than \$100,000

	<u>\$</u>
1 Assessment, Tax & Utility Billing is forecasting higher than budgeted revenue from higher than anticipated water usage .	820,715
2 Treasury Corporate Transactions forecasted unfavorable variance due to an error in the 2026 Budget relating to debt payments.	(609,114)
Other Departments with variances under \$100,000.	75,303
Net Surplus/(Deficit)	<u>286,904</u>

Appendix C
2026 First Quarter Forecast
As at March 2026
General Fund Reserve (GFR)

Opening Balance, General Fund Reserve	\$ 21,109,950
Add: Revenues	
Transfer to GFR for Animal Services Agreement - Regina Humane Society	\$ 762,000
Annual Reserve transfer approved as part of the 2026 Budget <i>CM25-19 2026-2027 Budget Deliberations (Amendment #7 - General Reserve Fund & Asset Revitalization Reserve)</i>	\$ 1,320,000
Add: Forecasted Revenues	
Q1 Forecasted Operating Surplus	\$ 2,131,246
Indoor Aquatic Facility- 0.5% dedicated mill rate	\$ 3,200,000
Less: Actual Expenditures	
Transfer to Operating Budget Community Investment (<i>CR25-144 City of Regina's Role in Well-Being and Homelessness</i>)	\$ (881,860)
Estimated Balance	\$ 27,641,336
Less: Forecasted Expenditures	
Transfer 46% of building grant to Regina Humane Society from GFR	\$ (784,327)
Indoor Aquatic Facility - Debt Repayment	\$ (3,642,500)
Transfer to Operating Budget Community Investment (<i>CR25-144 City of Regina's Role in Well-Being and Homelessness</i>)	\$ (1,302,892)
Transfer to City Centre Incentive Reserve	\$ (80,185)
Transfer to Capital Project Election Management Software Solution	\$ (40,000)
Estimated Closing Balance	\$ 21,791,432
Funds Held for Future Year Commitments	
Indoor Aquatic Facility - future year debt payment	\$ (1,107,500)
Estimated Uncommitted Balance	\$ 20,683,932

Range

<i>Recommended Minimum</i>	35,800,000
<i>Recommended Maximum</i>	71,500,000

2026 First Quarter Forecast
As at March 2026
General Utility Reserve

Opening Balance, General Utility Reserve	\$ 74,076,439
Add: Forecasted Revenues	
Utility Operating Surplus - Budgeted	\$ 74,336,512
First Quarter Forecasted Operating Surplus	\$ 286,904
Less: Expenditures	
Less: Forecasted Expenditures	
Capital Program	\$ (104,119,205)
Estimated Closing Balance	\$ 44,580,650

Range

<i>Recommended Minimum</i>	37,000,000
<i>Recommended Maximum</i>	100,000,000

Appendix D

2026 First Quarter Forecast Overtime (Accounts 61120 & 61220)

General Operating, Capital and Inter-Entity (Funds 110, 210, 620)

	Budget	First Quarter Forecast	Year to Date Actuals
Officers of City Council	-	-	-
City Manager's Office	-	-	-
City Clerk's Office	3,000	3,000	18
City Solicitors' Office	-	-	-
Indigenous Relations & Community Development	-	-	-
Community Standards	12,000	13,328	3,065
Fire & Protective Services	254,600	207,617	48,017
Sustainability, Performance & Service Improvement	-	0	-
Total Officers of City Council	269,600	223,945	51,100
Assessment & Property Revenue Services	17,100	6,306	294
Financial Strategy & Sustainability - Deputy City Manager	-	0	0
Finance	179,445	139,500	32,456
Land, Real Estate & Economic Development	-	-	-
Treasury	822	822	-
Financial Planning & Analysis	2,580	2,580	1,602
Total Financial Strategy & Sustainability	199,947	149,208	34,352
People & Organizational Culture	17,100	17,100	2,258
Technology	21,400	21,400	4,058
Facilities & Fleet	167,300	167,300	35,860
Total Corporate Services	205,800	205,800	42,176
Communication & Engagement	46,656	91,723	17,122
Tourism	-	8,638	1,896
Total Communications, Service Regina & Tourism	46,656	100,361	19,018
Sustainable Infrastructure	35,565	35,565	(3,367)
City Planning & Community Services - Deputy City Manager	1,717	1,717	95
Planning & Development Services	44,901	45,044	3,509
Recreation & Cultural Service	135,900	135,900	12,889
Parks & Open Space Services	186,363	227,263	16,533
Total City Planning & Community Services	404,446	445,489	29,659
City Operations - Deputy City Manager	-	107	168
Transit	1,797,725	2,635,432	721,921
Roadways & Transportation	888,976	808,136	287,621
Water, Waste & Environment	282,233	290,302	57,102
Total City Operations	2,968,934	3,733,977	1,066,812
Total City General Operating(Excluding Police)	4,095,383	4,858,780	1,243,117
General Capital	0	0	(455)
Inter-Entity Overtime to be allocated	252,022	480,658	82,716
Total City General Operating, Inter-Entity & Capital Overtime(Excluding Police)	4,347,405	5,339,438	1,325,378

**2026 First Quarter Forecast
Overtime (Accounts 61120 & 61220)
Utility Operations and Capital (Funds 130, 230)**

	Budget	First Quarter Forecast	Year to Date Actuals
City Manager's Office	-	-	-
Sustainability, Performance & Service Improvement	-	-	-
Total Officer's Council	-	-	-
Assessment & Property Revenue Services	6,000	1,560	559
Financial Planning & Analysis	-	1,133	1,133
Total Financial Strategy & Sustainability	6,000	2,693	1,692
Technology	-	-	833
Facilities & Fleet	-	-	-
Total Corporate Services	-	-	833
Communications & Engagement	-	-	-
Total Communications, Service Regina & Tourism	-	-	-
Sustainable Infrastructure	1,200	1,200	-
Planning & Development Services	1,000	1,000	-
Total City Planning & Community Services	2,200	2,200	-
City Operations - Deputy City Manager	-	-	-
Water, Waste & Environment	1,033,200	1,101,574	353,085
Total City Operations	1,033,200	1,101,574	353,085
Total Utility Operating Overtime(Excluding Police)	1,041,400	1,106,467	355,610
Utility Capital	-	-	96,119
Total City Utility Operating & Capital Overtime(Excluding Police)	1,041,400	1,106,467	451,729

**2026 First Quarter Forecast
Total City Overtime Actuals Including all Funds
Overtime (Accounts 61120 & 61220)
(Funds 110,130,210,230,620)**

	Budget	First Quarter Forecast	Year to Date Actuals
Total Overtime All Funds (excluding Police)	\$ 5,388,805	\$ 6,445,905	\$ 1,777,107



2026 First Quarter General & Utility Capital Forecast

Date	May 28, 2026
To	Audit and Finance Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	AFC26-14

RECOMMENDATION

The Audit and Finance Committee recommends that City Council receive and file this report at its June 10, 2026, meeting.

ISSUE

This report provides information on the 2026 First Quarter General and Utility Capital Forecast Expenditures and the corresponding variances.

IMPACTS

Financial Impact

Table 1 provides the City of Regina's (City) First Quarter Forecasted capital project expenditure and carryforward balances. This includes the 2025 capital carryforward for each project/program, the 2026 approved capital budget and subsequent approval to the 2026 Budget by City Council to provide total available funds for each project. The actual spend figures for the first quarter are as of March 31, 2026.

Table 1: Capital Expenditure Summary

Fund	2025 Carryforward (000s)	2026 Budget (000s)	2026 Amendments (000s)	2026 Available Funds to Spend (000s)	2026 First Quarter Forecast Spend (000s)	2026 Actual Spend (000s)	2026 First Quarter Carryforward (000s)
General Capital	\$225,551	\$210,207	(\$2,976)	\$432,782	\$265,423	\$15,834	\$167,359
Utility Capital	\$166,115	\$112,070	\$7,560	\$285,745	\$132,389	\$1,141	\$153,357
Total	\$391,666	\$322,277	\$4,584	\$718,527	\$397,812	\$16,975	\$320,715

In 2026, a total of \$432.8 million is available for General Fund capital projects while \$285.7 million is available for Utility Fund capital projects, providing a grand total of \$718.5 million. As of March 31, 2026, the actual expenditure for General Fund capital projects was \$15.8 million which accounts for 3.7 per cent of the available General Fund while actual expenditure for Utility Fund capital projects is \$1.1 million which accounts for 0.4 per cent of available Utility Fund. The relatively low percentage of available funds spent as of March 31, 2026, is due to the seasonality of the construction industry occurring primarily in the second half of the year.

The First Quarter Forecast for General Fund capital projects is \$265.4 million while Utility Fund capital forecast is \$132.4 million. General and Utility Fund capital projects and programs are forecasted to spend a total of \$397.8 million (55 per cent of total available funds) before the end of 2026 with a forecasted capital carryforward of \$320.7 million.

Strategic Priority Impact

This report supports the Financial Perspective section of the Strategic Plan, ensuring we are financially responsible and prudent stewards of public resources. This report informs the City’s financial progress on capital projects.

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

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

Capital Carryforward

When funds are budgeted but not spent during the year, they create a capital carryforward amount. Capital carryforward occurs because the project is a multi-year project, there are project delays, or the project is under budget. Delays happen because of weather or seasonal dependencies, changes to contracts or agreement through negotiations and supply chain issues. Funding related to the capital carryforward is returned to the funding source at project completion or at the direction of City Council.

Tables 2 and 3 below show capital carryforward that is strategically accumulated to support several major multi-year projects and programs that are proactively funded. Proactively funding projects is a management strategy to reduce the need for City debt and to smooth out the financial impact over time, reducing the need for significant mill rate increase in any single year.

Table 2 shows the top 10 projects with the largest capital carryforward balances in the General Fund for capital projects and programs, totalling \$107.6 million. This represents 64.3 per cent of the \$167.4 million total carryforward identified in Table 1 above.

Table 2: Top 10 General Fund Capital Projects/Programs with Capital Carryforward

General Capital Project/Program	Total Funding Available (000s)	2026 First Quarter Forecast (000s)	2026 Actual Spend (000s)	2026 First Quarter Carryforward (000s)
Projects				
New Indoor Aquatics Facility	\$102,456	\$50,000	\$1,762	\$52,456
Regina Revitalization Initiative - Railyard Renewal Project	\$17,674	\$1,150	\$14	\$16,524
Wascana Parkway to Highway 1A Loop Ramp	\$6,290	\$140	\$0	\$6,150
Landfill Oil Pit Remediation	\$5,650	\$100	\$0	\$5,550
11th Avenue Revitalization Project	\$18,232	\$13,000	\$143	\$5,232
Hawkstone Residential Development	\$7,650	\$2,830	\$0	\$4,820
Taylor Field Redevelopment Project	\$4,000	\$300	\$0	\$3,700
Programs				

Fire Fleet Replacement	\$4,751	\$260	\$0	\$4,491
Recreational Infrastructure Program	\$4,361	\$0	\$451	\$4,361
New/Enhanced Traffic Controls	\$6,570	\$2,250	\$72	\$4,320
Total	\$177,633	\$70,030	\$2,442	\$107,603

Most of the projects in Table 2 are projects that may span multiple years. Delays in projects or programs are largely attributable to weather conditions, contractor availability and/or supply chain issue.

Table 3: Top 10 Utility Fund Capital Projects/Programs with Capital Carryforward

Utility Capital Project/Program	Total Funding Available (000s)	2026 First Quarter Forecast (000s)	2026 Actual Spend (000s)	2026 First Quarter Carryforward (000s)
Projects				
Wastewater Capacity Upgrades - South Trunk	\$43,236	\$21,050	\$212	\$22,186
Water Network Expansion (Eastern Pressure Solution)	\$22,639	\$5,000	(\$106)	\$17,639
Northwest Regional Wastewater Lift Station	\$16,419	\$4,000	\$37	\$12,419
Al Ritchie Stormwater Improvements	\$18,447	\$9,190	\$19	\$9,257
Speakers Corner Drainage Project	\$20,067	\$13,900	(\$18)	\$6,167
Wastewater Treatment Plant	\$5,689	\$0	(\$36)	\$5,689
Heritage Stormwater Improvements	\$15,314	\$11,100	(\$16)	\$4,214
Programs				
Wastewater Collection Renewal - Integrated Works	\$19,570	\$11,500	\$621	\$8,070
Water Pumping Station	\$8,713	\$780	\$45	\$7,933
Water Supply Modification	\$10,641	\$3,623	\$1,222	\$7,018
Total	\$180,735	\$80,143	\$1,980	\$100,592

The total first quarter forecasted 2026 Utility Capital Fund carryforward is \$153.4 million. The projects shown in the table above account for 65.6 per cent of total capital carryforward or \$100.6 million. These projects are multi-year projects with the completion dates expected between 2026 and 2030.

Negative Capital Carryforward

Some projects have a negative capital carryforward balance which occurs when a project is ahead of schedule, has exceeded its allocated budget (either entirely or for that specific year), or when the funding for the project has not been received through grants, third-party funding sources or debt.

Table 4 below lists the projects/programs that have a negative capital carryforward balance projections as of March 31, 2026.

Table 4: Projects/Programs with Negative Capital Carryforward Projections

Capital Project/Program with Negative Capital Carryforward	Total Funding Available (000s)	2026 First Quarter Forecast (000s)	2026 Actual Spend (000s)	2026 First Quarter Carryforward (000s)
Projects				
Regina Exhibition Association limited (REAL)/EVRAZ Food & Beverage Services	(\$4,091)	\$0	\$0	(\$4,091)
Pacer Baseball Park Relocation	(\$2,439)	\$0	\$0	(\$2,439)
Total	(\$6,530)	\$0	\$0	(\$6,530)

The \$4 million negative capital carryforward in relation to the Regina Exhibition Association Limited (REAL)/EVRAZ Food & Beverage Services project stems from the Mosaic Stadium construction project. The City and REAL are in ongoing discussions regarding the repayment of \$4 million that was expended for food and beverage assets at Mosaic Stadium. The Pacer Baseball Park Relocation project has a \$2.4 million negative capital carryforward because the City was anticipating external funding that ultimately was not received.

DECISION HISTORY & AUTHORITY

On July 9, 2024, City Council considered item *CR24-53 Capital Project and Reserve Funding* and directed Administration to include in its future annual capital project and reserve fund reporting:

- Standardized public reporting by capital projects/programs exceeding \$500,000
- Detail and schedule, variances, options
- Dropped projects
- Capital carry-forward projects and statuses and the annual reserve fund report reflecting the transfers out of reserves sitting in capital carryforward accounts
- Percentage of completion reporting

On December 19, 2025, City Council considered item *CM25-3 2026-2027 Budget Deliberations* and approved the 2026 General Capital Budget and the 2026 Utility Capital Budget.

Respectfully Submitted

Respectfully Submitted



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ATTACHMENTS

Appendix A 2026 Q1 General Capital Expenditure

Appendix B 2026 Q1 Utility Capital Expenditure

Appendix A: 2026 First Quarter General Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
1	Fleet Street Rail Crossing Improvements	Lighting improvements at the railway crossing.	Parent Project	City Operations	2027	125,000	0	0	125,000	18,059	125,000	0	25%	Green	Multi year project, carry forward will be used to fund ongoing At-grade railway crossing upgrade projects.
2	Pavement marking program	Additional funds for purchase of new Paint truck	Parent Project	City Operations	2026	0	800,000	0	800,000	0	800,000	0	N/A	Green	Currently forecasting to spend all available funds in 2026 upon delivery of equipment replacement.
3	Transportation Performance Data & Analytics	The City of Regina (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 to make data more accessible and efficient to use.	Parent Program	City Operations	On-going Program	133,495	0	0	133,495	0	133,495	0	N/A	Green	Currently forecasting to spend all available funds in 2026
4	Roadways Concrete Deficiency Repair	Repair concrete deficiencies from previous capital work.	Parent Project	City Operations	2025	275,000	0	0	275,000	0	0	275,000	100%	Green	Project is completed, funds will be transferred to Street Infrastructure Renewal Program.
5	Asphalt Plant Upgrade	Air Compressor Replacement	Parent Program	City Operations	On-going Program	92,312	0	0	92,312	73,436	90,246	2,067	N/A	Green	Carryforward for contingency; unused amount will be returned to Asphalt Reserve
6	Street Infrastructure Renewal Program (SIRP)	The SIRP developed to manage the City's major roadway network and funds all activities related to maintaining the City of Regina's (City) arterial and collector roadway infrastructure network.	Parent Program	City Operations	On-going Program	5,192,731	10,220,250	(2,392,750)	13,020,231	336,363	10,500,000	2,520,231	N/A	Green	Carryforward due to project being deferred and for planned contractual payment obligations and complete landscape work. Also some fund will be transferred to support other road related capital projects.
7	Bridge Infrastructure Renewal Program (BIRP)	The BIRP funds all activities related to maintaining the City's bridge infrastructure network.	Parent Program	City Operations	On-going Program	1,074,285	7,410,000	0	8,484,285	342,868	8,141,418	342,867	N/A	Green	Multi-year work to occur, carry forward also required to ongoing fund multi-year projects/engineering; Engineering future project and 3-Year Bridge Inspection projects
8	New/Enhanced Traffic Controls	This program funds the new traffic signal, pedestrian corridors, signage, lighting, small term growth related traffic improvements, Accessible Pedestrian Signal (APS) and some signal related lighting improvements.	Parent Program	City Operations	On-going Program	4,270,211	1,110,000	1,190,000	6,570,211	72,474	2,250,000	4,320,211	N/A	Green	Multi-year, ongoing capital program. Carryforward funds will be use to towards new traffic infrastructure improvements - design, construction and materials.
9	Winnipeg Street Bridge	The project includes the construction of new overpass adjacent to existing overpass; modifications/realignments of four existing interchange ramps; addition of a loop ramp in southeast quadrant; three new signalized intersections; relocation of utilities and associated works; and decommissioning of the existing overpass.	Parent Project	City Operations	2026	945,059	0	0	945,059	0	945,059	0	99%	Green	Currently forecasting to spend all available funds in 2026
10	Traffic Infrastructure Renewal	This program funds rehabilitation of traffic infrastructure and replacement of signal & sign assets that are at the end of their life, maintenance etc.	Parent Program	City Operations	On-going Program	755,449	900,000	237	1,655,686	52,906	1,250,000	405,686	N/A	Green	Multi-year, ongoing capital program. Carryforward funds will be use to towards renewing end of life traffic infrastructure assets - design, construction and materials.
11	Residential Road Renewal Program (RRRP)	The RRRP is in place to improve the condition of the City's existing local roads. In 2015, City Council approved a long-term strategy for residential road renewal that would continue to dedicate one per cent of the mill rate over the next five years (2015-2019) to address the condition of local roads.	Parent Program	City Operations	On-going Program	3,132,732	12,042,000	2,392,750	17,567,482	37,591	15,000,000	2,567,482	N/A	Green	Multi year, ongoing project. Carryforward for planned contractual payment obligations and complete landscape work.
12	Asphalt (AS) Preservation	Paving work performed for Street Infrastructure Renewal Program (SIRP) and Residential Road Renewal Program (RRRP). This account is used monthly to charge to as a placeholder, and Journal Voucher charges to respective programs from there - It is designed to clear out at the end of each month.	Parent Program	City Operations	On-going Program	(0)	0	0	(0)	1,286	0	0	N/A	Green	Currently forecasting to spend all available funds in 2026
13	Pedestrian Connectivity	This program would address the installation of sidewalks and pedestrian connections to only trails and transit locations, focusing on important points that connect our sidewalk network to develop complete neighborhoods, creating better, more active ways to get around. This program is planned for 40 years to complete the 60 km of missing pedestrian infrastructure connecting to transit locations and trails.	Parent Program	City Operations	On-going Program	653,361	0	0	653,361	1,110	500,000	153,361	N/A	Green	Multi year, ongoing project.
14	Renewal Program-Expressway Lighting	This program fund ongoing expressway rehabilitation of over 1000 expressway lights maintained by the City.	Parent Program	City Operations	On-going Program	792,257	500,000	0	1,292,257	24,896	900,000	392,257	N/A	Green	Multi-year, ongoing program. Carryforward funds will be use to towards renewing end of life expressway lighting infrastructure improvements design and construction.
15	Railway Maintenance Program	The purpose of this Railway Crossing Maintenance Program will be to fund the City's portion of road and railway crossing improvements as contractually obligated as per applicable Board Order Agreements.	Parent Program	City Operations	On-going Program	94,241	300,000	0	394,241	0	200,000	194,241	N/A	Green	The carryforward funds are due to delays in railway maintenance work and funds will be used for railway crossing maintenance.
16	Traffic Grant Application Projects	The purpose of this grant application program is to execute traffic related projects with approved full or partial grant funding for external parties such as Transport Canada, Saskatchewan Government Insurance (SGI) and other organizations.	Parent Program	City Operations	On-going Program	60,070	0	0	60,070	0	60,000	70	N/A	Green	Multi year, ongoing project.
17	Variable Message Sign (VMS) Additions & Software Upgrades	Installing new VMS and replacing one existing if possible.	Parent Project	City Operations	2027	69,420	0	0	69,420	0	69,420	0	75%	Green	Currently forecasting to spend all available funds in 2026
18	Victoria Ave Expressway Lighting Additions	To fund the Expressway lighting addition on Victoria Avenue East between Quance to City limits.	Parent Project	City Operations	2024	0	0	0	0	(1)	0	0	100%	Green	Project is complete.
19	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 with dedicated funding for traffic calming and vulnerable road user safety projects.	Parent Program	City Operations	On-going Program	733,505	250,000	280,703	1,264,207	56,451	950,000	314,207	N/A	Green	Multi-year, ongoing capital program. Carryforward funds will be use to towards new traffic and road safety initiatives identified within the Vision Zero Action plan.
20	Uninterrupted Power Service (UPS) Replacements & Expansion	Replacement and upgrade of existing UPS units, and expansion to install UPS' at more intersections.	Parent Project	City Operations	On-going Program	152,804	0	0	152,804	159,758	152,804	0	10%	Green	Funds to be spent in 2026.
21	Mandatory Railway Signal Upgrades	For signal and safety improvements required for railway crossings identified by Transport Canada, Canadian National Railway (CN), and Canadian Pacific Railway (CP).	Parent Program	City Operations	On-going Program	1,352,726	650,000	0	2,002,726	(159,713)	600,000	1,402,726	N/A	Yellow	Multi-year, ongoing capital program. Carryforward will be used toward at grade crossing safety improvements. This amount includes grant funding allocations.
22	Roadway Noise Attenuation Policy	This project is to update the noise policy and model, create specifications, build a pilot wall and return to City Council with a report and updated budget.	Parent Program	City Operations	On-going Program	5,904	0	0	5,904	54	5,904	0	N/A	Green	Multi-year, ongoing capital program.

Appendix A: 2026 First Quarter General Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
23	11th Avenue Revitalization Project	The city has started an initiative to revitalize the downtown over the next Seven to 10 years and 11th Avenue has been identified in that plan as it is located in the heart of downtown and is a vital link between our citizens and the business community located downtown. This coupled with a need to upgrade our infrastructure to meet current and future requirements, improve the current poor conditions of the roads and sidewalks and to work collaboratively with external utilities for their necessary upgrades to their assets.	Parent Project	City Operations	2026	9,055,000	9,177,443	0	18,232,443	143,078	13,000,000	5,232,443	60%	Green	Carryforward for planned contractual payment obligations and complete landscape work.
24	Recycled Materials in Road Construction	Saskatchewan Polytechnic and the University of Regina's research work for use of recycled materials in road construction.	Parent Project	City Operations	2026	69,050	0	0	69,050	0	69,050	0	10%	Yellow	Delays in getting project started. At this time the project is planned to be completed in early Q2.
25	Transit Fleet Replacement	Regular program for the replacement of the transit fleet and paratransit fleet.	Parent Program	City Operations	On-going Program	23,419,037	3,208,000	978,403	27,605,440	8,016,455	24,551,470	3,053,970	N/A	Green	Zero Emission Transit Fund grant funding will be discontinued after 2026; therefore, unused amount included in the carryforward will be removed.
26	Transit Fleet Peace Officer Vehicles	Since COVID-19 in 2020, Transit has experienced an increase in incidents. This rise is linked to higher ridership, which reached a peak of 7.8 million rides in 2024, creating greater potential for incidents onboard the bus. The graph below illustrates the upward trend in incidents since 2021. However, the increase appears to be largely influenced by growing issues with drug use and homelessness within the community. Larger transit systems typically deploy dedicated transit security personnel at busy terminals to manage and mitigate such challenges. As an initial response, Transit proposes to enhance on-road supervision by assigning dedicated employees to busy bus stops where more antisocial behavior is occurring. These could include locations like the downtown, Golden Mile, and Northgate Mall. These supervisors will also ride on routes with higher incident rates. This plan involves maintaining 2 always dedicated on-road supervisors to monitor service at high-incident stops and routes and to assist operators by responding to incidents. These positions will also assist operators with persistent fare evasion issues. To cover current Transit service hours, a total of 8 positions are needed to ensure 2 supervisors are on duty continuously.	Parent Project	City Operations	2026	0	200,000	0	200,000	0	200,000	0		Green	Currently forecasting to spend all available funds in 2026
27	Residential Organics Service	Implementation of the food & yard waste service.	Parent Program	City Operations	On-going Program	267,579	0	0	267,579	53,071	100,000	167,579	N/A	Green	Project is substantially complete, small amount of carryforward may be required to wrap project up. If funds are not required, they will be transferred back to the Solid Waste Reserve.
28	Green Initiative Funding by Asphalt	Funds for green initiatives.	Parent Program	City Operations	On-going Program	42,218	0	0	42,218	5,000	5,000	37,218	N/A	Yellow	Funds will be used to fund small scale green initiatives. Administration is exploring ways to spend funds. We receive \$10,000/year from Asphalt. We are currently looking into options to use the funds. They must be used for environmentally beneficial work.
29	Landfill Engineering	Larger landfill engineering projects dealing with infrastructure repair, replacement, or implementation of new infrastructure.	Parent Program	City Operations	On-going Program	44,249	0	0	44,249	628	44,249	0	N/A	Green	Carryforward funds related to vendor contract (aerial survey) that will be extended through 2026. This account has multiple projects in it with varied start and stop dates.
30	Waste Plan Regina Implementation Plan	Implementation of Waste Plan Regina initiatives.	Parent Program	City Operations	On-going Program	481,833	0	0	481,833	(15,156)	120,000	361,833	N/A	Green	Project is substantially complete, small amount of carryforward may be required to wrap project up.
31	Landfill Gas Collection	Capital projects related to work pertaining to the landfill gas wellfield.	Parent Program	City Operations	On-going Program	54,263	10,000	0	64,263	7,573	64,263	0	N/A	Green	The funds are part of the Landfill gas use feasibility report which includes expanding the landfill gas collection system. These funds are being used to fund the design which is expected to be concluded in early 2026.
32	Landfill Annual Infrastructure Renewal	This is an ongoing program to ensure landfill infrastructure which includes roadways, fencing and drainage are maintained to ensure uninterrupted service, safety and regulatory compliance.	Parent Program	City Operations	On-going Program	188,447	200,000	0	388,447	12,698	200,000	188,447	n/a	Green	This account is used to fund various smaller projects throughout the year, including unforeseen issues. Funds come from the Solid Waste Reserve.
33	Landfill Gas to Energy Project	Capital projects related to the landfill gas to energy facility.	Parent Program	City Operations	On-going Program	15,718	100,000	0	115,718	5,826	90,000	25,718	N/A	Green	Used to fund ongoing gas to energy facility costs such as media replacement and unforeseen issues.
34	Solid Waste Master Plan	To review/update the Solid Waste Management Plan since it has been 15 years since the plan was developed.	Parent Project	City Operations	2025	293,650	0	0	293,650	0	150,000	143,650	10%	Green	Master Plan expected to be completed in 2027 upon selection of a vendor to complete the plan.
35	Debris Fleet	Units to replace rental trucks used for the program.	Parent Project	City Operations	2026	0	150,000	0	150,000	0	150,000	0		Green	Currently forecasting to spend all available funds in 2026
36	Portable Litter Fence Replacement	Litter fences are used on the tipping face at the landfill to reduce the amount of litter blowing off site.	Parent Project	City Operations	2026	0	130,000	0	130,000	0	0	130,000		Red	Project delayed until 2027. Cost effective method to repair the fence has deferred replacement of the fence.
37	Landfill Leachate System Repair	Funding to fix several areas of the leachate forcemain at the landfill.	Parent Project	City Operations	2026	0	500,000	0	500,000	0	500,000	0		Green	Currently forecasting to spend all available funds in 2026
38	Mt Pleasant Environment Assessment	Hire a consultant to investigate environmental impacts at Mount Pleasant	Parent Project	City Operations	2026	0	180,000	0	180,000	0	180,000	0		Green	Currently forecasting to spend all available funds in 2026
39	Landfill Perimeter Road	Funding to repair the drainage and overall road structure for the perimeter roads at the landfill.	Parent Project	City Operations	2028	0	1,000,000	0	1,000,000	0	200,000	800,000		Green	Project is on time, working through efficiencies that may result in significant savings.
40	Small Vehicle Transfer Station Rehab	Funding to repair and rehabilitate the Small Vehicle Transfer Station at the landfill.	Parent Project	City Operations	2026	0	300,000	0	300,000	0	300,000	0		Green	This location is nearing end of life for some components of the SVTS. This work will extend those components for the next 7-10 years. Project on track to be completed in 2026.
41	3000 Dewdney & 1355 St. John - Phase II	Environmental assessment for two properties. Funds to complete a Phase II Environmental Site Assessment for City owned lands.	Parent Project	City Operations	2025	125,000	0	0	125,000	0	0	125,000	5%	Red	Project costs came back above available funding unable to continue until additional funding is received through the 2027 budget process.
42	Landfill Expansion	Capital projects related to ongoing work to obtain approval and start planning for potential landfill expansion within lands east of current landfill facility.	Parent Project	City Operations	2025	0	0	0	0	(75)	0	0	100%	Green	Funds are no longer needed. Project was completed.
43	Global Positioning System (GPS) Terminal Replacement	Funds to rehabilitate and maintain the existing Global Positioning System (GPS) Terminal units.	Parent Program	City Operations	On-going Program	36,368	30,000	0	66,368	0	15,000	51,368	80%	Green	Project is substantially complete, small amount of carryforward may be required to wrap project up. If funds are not required, they will be transferred back to the Solid Waste Reserve.
44	Landfill Oil Pit Remediation	Investigate and manage or remediate hydrocarbon impacts at landfill.	Parent Project	City Operations	2027	150,000	5,500,000	0	5,650,000	0	100,000	5,550,000	0%	Yellow	Project has been delayed. May occur by late 2026.
45	Landfill Perimeter Fence Replacement	Replacement of sections of the perimeter fencing at the landfill.	Parent Project	City Operations	2028	0	15,000	0	15,000	0		15,000	0%	Yellow	Project is scheduled to start next year.
46	Methane Emission Surveys - Mount Pleasant & Current Fleet Street Landfill	Funding for a methane emissions survey of the City's former landfill sign, at Mount Pleasant, and the current operating facility at Fleet Street.	Parent Project	City Operations	2025	10,000	10,000	0	20,000	0	20,000	0	100%	Green	Funds will be used in 2026 to prepare for upcoming regulations.
47	Five-Year Consultant Fill Plan Update	Five-Year Consultant Fill Plan Update.	Parent Project	City Operations	2026	12,500	0	0	12,500	0	12,500	0	100%	Green	Currently forecasting to spend all available funds in 2026.
48	Collections GPS Software	Routing and maintenance costs.	Parent Project	City Operations	2027	30,000	30,000	0	60,000	0	0	60,000	0%	Red	Decided not to proceed with project involving specialized curbside routing software for waste management services. Alternative options will be explored ahead of the 2027 Budget. Should funds not be required for alternative solution, they will be returned to the Solid Waste Reserve.
49	Landfill Disaster Debris Plan	Hire a consultant to develop a disaster plan for the Landfill.	Parent Project	City Operations	2026	64,169	0	0	64,169	6,945	64,169	0	75%	Green	Currently forecasting to spend all available funds in 2026. Project to be completed by early 2026.
50	Shredder for Landfill	Purchase of shredder at the Landfill to reduce the need for a dozer and increase the landfill airspace.	Parent Project	City Operations	2025	1,800,000	0	0	1,800,000	0	1,800,000	0	90%	Green	Currently forecasting to spend all available funds in 2026

Appendix A: 2026 First Quarter General Capital Expenditure

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51	Curbside Cart Replacement	This represents annual funding to purchase brown bins for new City services and replace damaged carts as well as recycling carts and food and yard waste carts.	Parent Program	City Operations	On-going Program	342,928	0	0	342,928	435	227,000	115,928	N/A	Green	Funds to be used in future years for curbside cart replacement.
52	Indigenous Ceremony Site	Fund the set-up and operation of the site for the purpose of cultural ceremonies and teachings.	Parent Project	City Operations	2029	652,899	0	0	652,899	0	510,000	142,899	30%	Green	Funds will be used for the design of a cultural facility and site work at the Indigenous Ceremony site.
City Operations Total						57,065,468	54,922,693	2,449,343	114,437,504	9,254,016	85,346,047	29,091,457			
53	Irrigation System Improvements	Repair and replace irrigation systems. Funds from this program are used to restore and replace deteriorated irrigation system components (valves, sprinklers, water lines, software and hardware) to ensure effective operation in the City's parks and open space.	Parent Program	City Planning & Community Services	ongoing Program	5,241	0	0	5,241	0	5,241	0	N/A	Green	Currently forecasting to spend all available funds in 2026
54	Pathway Asphalt Recapping	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.	Parent Program	City Planning & Community Services	ongoing Program	23,324	0	0	23,324	0	23,324	0	N/A	Green	Funds expected to be used in 2027.
55	Restoration of Water Components Features	Repair water fountain features in detention ponds.	Parent Project	City Planning & Community Services	2025	149	0	0	149	0	149	0	100%	Green	Funds expected to be used in 2027.
56	Open Space Restoration	Repairing park assets. Capital funding is used to restore or replace deteriorated open space amenities to safe and usable condition.	Parent Program	City Planning & Community Services	ongoing Program	72,467	330,000	500	402,967	18,273	402,967	0	N/A	Green	Funds expected to be used in 2026.
57	General Allocation-Cemeteries	Monument realignment, road repairs, pruning, concrete work, indoor columbarium, administrative renovations.	Parent Program	City Planning & Community Services	ongoing Program	63,910	337,000	0	400,910	(1,784)	400,910	0	N/A	Green	Currently forecasting to spend all available funds in 2026
58	Parks & Open Space General Allocation-Golf	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.	Parent Program	City Planning & Community Services	ongoing Program	512,394	825,000	0	1,337,394	0	1,337,394	0	N/A	Green	Currently forecasting to spend all available funds in 2026
59	Plant Material Establishment	Funding provides for 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.	Parent Program	City Planning & Community Services	ongoing Program	72,580	140,400	15,000	227,980	(793)	227,980	0	N/A	Green	Currently forecasting to spend all available funds in 2026
60	Tree Replacement Along Arterials, Buffers and Parks	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.	Parent Program	City Planning & Community Services	ongoing Program	155,769	0	0	155,769	2,303	155,769	0	N/A	Green	Currently forecasting to spend all available funds in 2026
61	City Square Plaza Restoration	Repair pavers, site furniture repairs. 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 planning.	Parent Program	City Planning & Community Services	ongoing Program	5,351	0	0	5,351	0	5,351	0	N/A	Green	Funds expected to be used in 2026.
62	Pacer Park Tree Enhancement	Pacer Park Enhancement.	Parent Project	City Planning & Community Services	2025	32,440	0	(32,441)	(0)	0	0	0	N/A	Green	Project is complete and closed.
63	Cemeteries Fleet Equipment Requirement	Purchase new tool cat	Parent Project	City Planning & Community Services	2026	0	140,000	0	140,000	0	120,000	20,000	0%	Green	Funds expected to be used in 2027.
64	Boulevard Restoration	Repairing of grass boulevards that have issues on establishment. Funding is for repair and restoration.	Parent Project	City Planning & Community Services	2026	40,695	0	0	40,695	0	40,695	0	80%	Green	Funds expected to be used in 2026.
65	Parks Maintenance - Fleet Equipment Requirements	Purchase of new equipment to assist with new park space coming on line.	Parent Program	City Planning & Community Services	ongoing Program	84,696	0	0	84,696	0	84,696	0	N/A	Green	Funds expected to be used in 2026.
66	Cemetery Software	Purchase and implementation of new cloud based cemetery software.	Parent Project	City Planning & Community Services	2029	130,000	0	0	130,000	0	0	130,000	0%	Red	Project has been pushed to 2029. Cemetery Software is anticipated to be slightly over budget.
67	Downtown Intensification Project	To support shovel ready downtown infrastructure projects that require infrastructure upgrades.	Parent Program	City Planning & Community Services	ongoing Program	1,065,000	0	0	1,065,000	0	500,000	565,000	N/A	Green	This is an ongoing program to support infrastructure projects related to downtown intensification.
68	Community Plan Studies	Official Community Plan (OCP) Implementation - Area and Corridor Plan Development and Implementation.	Parent Program	City Planning & Community Services	ongoing Program	423,140	0	0	423,140	3,775	151,971	271,169	N/A	Green	Funds continue to support area planning work to identify next steps to advance OCP growth and development objectives.
69	Roadways Completion Program	This is an ongoing program to provide low cost transportation infrastructure (signs, ped crossings, markings) along roadways that were constructed in the past five years but missed during the initial review but is warranted.	Parent Program	City Planning & Community Services	ongoing Program	344,854	0	0	344,854	0	0	344,854	N/A	Green	This is an ongoing program.
70	Rapid Housing Initiative 3	These costs are covered from grants from Canada Mortgage and Housing Corporation (CMHC).	Parent Project	City Planning & Community Services	2026	0	0	0	0	362,698	0	0	80%	Green	Funding for this project is outlined in report CR25-118 <i>Rapid Housing Initiative 3 - Project Update</i> . Funding will be recorded in the project in the period in which expenses occur.
71	Cultural Heritage Consultant	Completion of evaluations for properties on the City's Heritage inventory and review of the Heritage Inventory Policy.	Parent Project	City Planning & Community Services	2026	58,566	0	0	58,566	0	58,566	0	80%	Green	Currently forecasting to spend all available funds in 2026
72	Pacer Baseball Park Relocation	Pacer Baseball Park relocation.	Parent Project	City Planning & Community Services	-	(2,438,968)	0	0	(2,438,968)	0	0	(2,438,968)	100%	Red	In discussion to determine how to close out this project. This project is covered by a Memorandum of Understanding with the province.
73	Crime Prevention Through Environmental Design (CPTED) - Improvements	Funding to be used for Safety concerns in parks. The Crime Prevention Through Environmental Design (CPTED) program is a collaborative approach involving the community, Regina Police Services and Administration to address safety issues and citizen concerns in public recreation spaces.	Parent Program	City Planning & Community Services	ongoing Program	94	0	0	94	0	0	94	N/A	Green	CPTED program no longer exists, the remaining amount is carryforward from last project and can be returned to source account.
74	Riverside Cemetery Expansion	Project to expand the number of plots available at the Riverside Cemetery to allow space for the next 25 years.	Parent Project	City Planning & Community Services	2025	3,438	0	0	3,438	0	0	3,438	100%	Green	Project is now complete and we have requested funds to be returned back to the source account.
75	Park & Playground Condition Assessment	Funds will be used to implement the recommendations of the Parks Master Plan.	Parent Project	City Planning & Community Services	12/31/2026	98,921	0	0	98,921	(11,930)	98,921	0	71%	Green	All funds will be spent in 2026.
76	Parks Master Plan Implementation	Projects related to the implementation of the Parks Master Plan.	Parent Project	City Planning & Community Services	2028	289,829	0	0	289,829	(0)	60,000	229,829	60%	Yellow	Remaining funds in this account will be used over the next 3 years on various park/playground priorities aligned with the parks master plan.
77	Park Lighting	To add pathway lighting to parks located along the multi-use pathway that are not currently lit, or to parks with safety concerns where Regina Police Service (RPS) believes lighting would contribute to safety of users.	Parent Project	City Planning & Community Services	ongoing Program	100,000	0	0	100,000	0	42,000	58,000	60%	Green	Funds will be used to repair the lighting in Ripplinger Park which will be completed in 2026. Any remaining funds should be returned to the Recreation/Culture Capital Program E1724
78	Recreation/Culture Capital Program	Funding to implement the Recreation Master Plan and Cultural Plan.	Parent Program	City Planning & Community Services	ongoing Program	1,351,710	0	0	1,351,710	0	0	1,351,710	N/A	Green	The 10 Year Recreation Culture Capital Plan is supposed to be self funded. This means that we save money in certain years to carryforward and pay for more expensive projects in future years.
79	Solar Lighting Pilot Project	Funding to implement a solar lighting pilot project along the multi-use pathway	Parent Project	City Planning & Community Services	2026	4,820	0	0	4,820	0	2,000	2,820	80%	Green	Carryforward amount will be used to pay for the remaining two reports for the 5 year pilot project reporting period.
80	Zone Level Off-Leash Dog Parks	Funding set aside for a southeast dog park.	Parent Project	City Planning & Community Services	2026	40,458	0	0	40,458	0	40,458	0	0%	Green	Funds to be returned to source account.
81	Civic Arts Program	This fund is for the acquisition and maintenance of the civic art collection.	Parent Program	City Planning & Community Services	ongoing Program	725,149	150,000	0	875,149	16,516	19,000	856,149	N/A	Green	Funding for a MMIWG2S+ commemorative project. Project is partially funded from grant agreements spanning 2026 and 2027.
82	Partnerships - Recreation & Culture	Funding set aside to contribute to community partnerships in alignment with the Recreation Master Plan.	Parent program	City Planning & Community Services	ongoing Program	170,000	0	0	170,000	0	50,000	120,000	N/A	Yellow	The Partnership Fund was created using funding from the Recreation Culture Capital Plan. Funding will be used to review the Recreation Partnership Framework in alignment with the Recreation Master Plan refresh.
83	Skating Loop	Construction of a skating loop to create a winter hub at A.E. Wilson Park.	Parent Project	City Planning & Community Services	2026	365,000	0	0	365,000	0	365,000	0	0%	Yellow	Project was delayed due to Water/Sewers trunk main project in the area. Project is expected to proceed in 2026.
84	Mosaic Stadium General Capital Allocation	Renewal or replacement of building systems, broadcast equipment & digital infrastructure and artificial turf.	Parent Program	City Planning & Community Services	ongoing Program	1,679,180	2,400,000	0	4,079,180	29,081	4,079,180	0	N/A	Green	Currently forecasting to spend all available funds in 2026

Appendix A: 2026 First Quarter General Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
85	Placemaking Initiatives	Funding for vibrancy initiatives.	Parent Program	City Planning & Community Services	ongoing Program	502	100,000	0	100,502	(0)	100,502	0	N/A	Green	Currently forecasting to spend all available funds in 2026
86	Baseball Diamond Audit Implementation	Four year project to address deferred capital maintenance issues and improve the quality of the City's 167 ball diamonds.	Parent Project	City Planning & Community Services	2027	576,707	0	0	576,707	1,473	576,707	0	50%	Yellow	All funds will be spent in 2026.
87	Recreational Infrastructure Program	Funding to implement the Recreation Master Plan and Cultural Plan.	Parent Program	City Planning & Community Services	ongoing Program	4,361,397	0	0	4,361,397	451	451	4,360,945	N/A	Green	The 10 Year Recreation Culture Capital Plan is supposed to be self funded. This means that we save money in certain years to carryforward and pay for more expensive projects in future years.
88	Athletic Field Restoration	Funds from this capital program ensure playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards resulting in participants and spectators having access to quality facilities.	Parent Program	City Planning & Community Services	ongoing Program	(11,840)	300,000	0	288,160	(7,688)	288,160	0	N/A	Green	Currently forecasting to spend all available funds in 2026
89	Recreation Equipment	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.	Parent Program	City Planning & Community Services	ongoing Program	36,479	320,000	0	356,479	8,937	356,479	0	N/A	Green	This is an ongoing program. Plans in place to spend full amount by end of year.
90	Regent Par III Golf Course Redevelopment	Project to renovate the Regent Par III to be a neighbourhood recreation hub.	Parent Project	City Planning & Community Services	2027	22,058	0	0	22,058	0	7,500	14,558	98%	Yellow	Funds are required for future feasts and indigenous protocols, as requested through engagement with Elders
91	Confederation Park Upgrade	Renovation of confederation park.	Parent Project	City Planning & Community Services	2026	16,985	0	0	16,985	0	16,985	0	100%	Yellow	Funds will be used in 2026 to completed some artistic restoration work on Confederation Park Fountain. Project was delayed due to artist availability
92	Playground Replacement and Restoration Program	Funding to renew existing playgrounds. Funds from this program are used to replace playgrounds that are either in poor condition or have little play value as well as to repair synthetic surfacing at playground sites.	Parent program	City Planning & Community Services	ongoing Program	1,314,742	460,000	0	1,774,742	(303)	1,774,742	0	N/A	Yellow	Currently forecasting to spend all available funds in 2026
93	Māmawēyatīn Athletic Field	Funding to implement site improvements at māmawēyatīn.	Parent Project	City Planning & Community Services	2026	36,123	0	0	36,123	0	1500	34,623	50%	Yellow	Funding is being used to pay for outdoor maintenance renewal at the site. Work can only take place once approved by the Partners
94	Recreation Facility Plan Refresh	Recreation Facility Plan Funding.	Parent Project	City Planning & Community Services	2026	1,196	0	0	1,196	0	1196	0	90%	Yellow	Currently forecasting to spend all available funds in 2026
95	Rec Culture Capital Plan Implementation - Indoor Skateboard Park	Funding for Recreation & Culture Capital Plan Implementation - Indoor Skateboard Park.	Parent Program	City Planning & Community Services	ongoing Program	5,000	159,000	0	164,000	37,500	164,000	0	N/A	Green	This program has been discontinued so the carryforward will be reallocated to other projects identified in the Recreation Culture Capital Plan
96	New Cricket Field	Funds will be used to plan and construct a new cricket field to increase the City's capacity to manage demand for field time.	Parent Project	City Planning & Community Services	2028	(0)	490,000	0	490,000	0	50,000	440,000	100%	Green	Multi year project 2026 work is design, construction of the washroom will occur in 2027
97	Rec Culture Capital Plan Implementation - Staff Costs	Recreation & Culture Capital Plan Implementation - Staff Costs.	Parent Program	City Planning & Community Services	ongoing Program	64,658	307,000	0	371,658	73,115	371,658	0	N/A	Green	Currently forecasting to spend all available funds in 2026
98	Cricket Field Renewal	Projects include renovations to Grassick Park and Douglas Park.	Parent program	City Planning & Community Services	2027	296,462	0	0	296,462	(61,106)	30,000	266,462	N/A	Yellow	Carryforward funds will be used for Cricket Field development, the project is experiencing delays due to regulatory approvals.
99	Parkdale Park Revitalization	In 2024 Council approved a motion shared by Indigenous Relations to consider funding for redevelopment of Parkdale Park in the future. The planning for the redevelopment of Parkdale Park was driven by youth living in the North Central community, as part of the efforts to revitalize the community. Administration worked with the youth to gather feedback on elements to include in the park, resulting in a concept plan shared with the community. This funding would allow Administration to move forward with construction and implement the vision for the park, taking a phased approach.	Parent Project	City Planning & Community Services	2027	0	1,300,000	0	1,300,000	0	1,000,000	300,000	70%	Green	Multi-Year project with costs expected to be incurred in 2027.
100	Grandfather Teachings	This project was initiated by the Normanview Residents Group to install an Indigenous cultural learning space at Ken Jenkins Park, where community members can gather, reflect, and learn about Indigenous culture, traditions, and teachings. Construction will include the installation of a seating area with four benches, a painted concrete circle depicting an Indigenous medicine wheel, planting of native trees and shrubs important to Indigenous communities, mulch bed for plants, and installation of an information board.	Parent Project	City Planning & Community Services	2025	11,166	0	0	11,166	0	11,166	0	100%	Green	Project to be completed spring of 2026 after remaining signage is installed. Remaining funds to be returned back to the Normanview Residents Group.
101	Recreational Master Plan	The Recreation Master Plan is due for its 5-year review. This minor review will include housekeeping updates to address inaccuracies in the text, updates to current service levels for each recreation facility type as well as the development of descriptions and service level metrics for recreation facilities that were not included in the 2019 plan.	Parent Project	City Planning & Community Services	2026	0	100,000	0	100,000	0	100,000	0		Green	Currently forecasting to spend all available funds in 2026
102	Upgrades to NEST Shelter	To complete repairs required to renovate the entrance at the temporary emergency shelter located at 2400-13th Avenue, Regina.	Parent Project	City Planning & Community Services	2025	13,372	0	0	13,372	45,579	420	12,952	75%	Green	Project substantially complete.
103	Emergency Indigenous Wellness Center	Regina Treaty/Status Indian Services (RTSIS) led, Emergency Shelter, operated at the Nest. For the most part, costs are operational.	Parent Project	City Planning & Community Services	2025	(0)	0	350,000	350,000	46,957	0	350,000	80%	Green	Project substantially complete.
104	Scarth Street Rehabilitation Project	This project involves design, construction and preparation for programming to activate and revitalize the Mall on Scarth Street.	Parent Project	City Planning & Community Services	2027	625,233	0	0	625,233	0	0	625,233	30%	Green	This project is awaiting further funding to proceed to Phase 3, pre-design.
105	Golf Murray Dam Repair (Boggy Creek Dam Repair)	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.	Parent Project	City Planning & Community Services	2025	268,030	200,000	0	468,030	(21,000)	150,000	318,030	N/A	Green	Multi-Year project with costs expected to be incurred in 2027.
106	Corporate Asset Management Reporting & Planning (CAMP)	This project is the development of Asset Management Plans forming the Corporate Asset Management Plan project. Funding is primarily required for consulting support and associated plan expenses. Current funding is to develop asset management plans for Water, Wastewater, Drainage and Transportation.	Parent Project	City Planning & Community Services	2026	1,951	0	0	1,951	(1,470)	1,951	0	35%	Green	Currently forecasting to spend all available funds in 2026
107	Saskatchewan Drive Functional Study-Lewvan Drive to Airport	Functional design of Saskatchewan Drive from Lewvan Drive to west of Campbell Street, including Lewvan Drive Flyover, Wascana Creek Crossing and access locations including a railway crossing at Campbell Street, identification of property needs.	Parent Project	City Planning & Community Services	2026	93,305	0	0	93,305	6,329	93,305	0	70%	Green	Currently forecasting to spend all available funds in 2026
108	Geospatial Sustainable Technology & Growth	Purchase of new survey equipment, software and consulting services to support the Geospatial program.	Parent Program	City Planning & Community Services	ongoing Program	146,345	0	0	146,345	0	0	146,345	N/A	Yellow	Request for Proposal (RFP) currently underway. Funding expected to be used in 2027.
109	Prince of Wales Pathways-Wascana Gate South to Arens Road	Upgrading the gravel path to a paved surface. Funding to upgrade the existing crusher dust pathway along Prince of Wales Drive from Wascana Gate South to Arens Road.	Parent Project	City Planning & Community Services	2025	204,592		0	204,592	(0)	204,592	0	98%	Green	Project Substantially completed. Bullard installation remain for 2026. Exploring push button at ped refuge at Arcola avenue . Traffic work would be done internally and concrete work would be done externally

Appendix A: 2026 First Quarter General Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
110	Central Loop Trail - (Catalyst Pathway)	\$3 million investment for a non-vehicular trail system that supports the connectivity within City Centre supporting improved safety, improved use, connecting civic infrastructure and delivering a vibrant multi-modal transit upgrade for the community.	Parent Project	City Planning & Community Services	2034	816,444	0	0	816,444	10,706	0	816,444	40%	Green	This project is still in the design process, with anticipated construction to start in 2028. The final design is expected in 2027 and the project will then be tendered for construction starting in 2028.
111	On-Street Bike Lanes & Multi-Use Pathways	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.	Parent Program	City Planning & Community Services	ongoing Program	389,463	0	0	389,463	0	0	389,463	N/A	Green	The next project is still in the design phase and it is currently scheduled to be tendered in 2027 and completed in 2028. Additional funds are required to complete the project which will, at a minimum, include the expected budget for 2027.
112	Saskatchewan Drive Functional - Airport to West Regina Bypass	Functional design of Saskatchewan Drive north of the airport to West Bypass, including Courtney Street flyover at Canadian Pacific (CP) railway .	Parent Project	City Planning & Community Services	2026	53,138	0	0	53,138	0	53,138	0	90%	Yellow	Currently forecasting to spend all available funds in 2026. This project has experienced some delays due to external parties.
113	Saskatchewan Drive Corridor Plan and Coordination Initiative	This project addresses aging infrastructure, heavy traffic, and unsafe pedestrian areas. It aims to transform Saskatchewan Drive into a beautiful Grand Avenue, offering improved function, safety, connectivity, and land use for a multimodal community.	Parent Project	City Planning & Community Services	2026	6,125,925	0	0	6,125,925	(0)	6,125,925	0	50%	Yellow	Currently forecasting to spend all available funds in 2026.
114	City - Wide Travel Survey	The City-Wide Travel Survey was recommended by the Transportation Mater Plan (TMP) and forms the basis of tracking progress as well as modelling for congestion and transportation systems across Regina.	Parent Project	City Planning & Community Services	2025	12,628	0	0	12,628	0	12,628	0	100%	Green	Project is complete and closed.
115	Wascana Parkway to Highway 1A Loop Ramp	Improving traffic flow on Highway No.1A northbound by installing a loop ramp from eastbound Wascana Parkway.	Parent Project	City Planning & Community Services	2027	6,289,612	0	0	6,289,612	0	140,000	6,149,612	4%	Green	Multi-year project with construction to take place in 2028. Design finalization currently underway.
116	Wascana Parkway to Prince of Wales Drive Extension	This project is the Public and Stakeholder Engagement, Functional Design, Noise Analysis and Mitigative Measures, Costing and Property Acquisition of the Wascana Parkway to Prince of Wales Drive corridor. The need for this project was identified in the Transportation Mater Plan (TMP) and verified in the Arcola Avenue Functional.	Parent Project	City Planning & Community Services	2035	2,249,854	0	0	2,249,854	0	400,000	1,849,854	0%	Green	Multi-year project spanning 2026 and 2027.
117	Road Network Improvements Property Purchase	Program for property purchases required for growth driven road network improvements and expansions.	Parent Program	City Planning & Community Services	ongoing Program	1,240,739	0	500,000	1,740,739	62,213	1,500,000	240,739	N/A	Green	Ongoing annual program, unused funds will be used in future years.
118	External Utility Driven Infrastructure Projects	This program collaborates with external utility companies to manage surface rehabilitation and underground relocations resulting from their work, with a focus on full cost recovery through invoicing.	Parent Program	City Planning & Community Services	ongoing Program	151,740	0	0	151,740	(0)	151,740	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
119	Ring Road Rail Grade Crossing Relocation-Prelim Design	The project is to explore and prepare a Preliminary Design of the proposed Rail Relocation concept to remove the grade crossings at Ring Road as identified in the 2019 Feasibility Study. The goal of the project is to define a relocation solution that is safe, operationally viable and in the best interests of the City and the affected railway companies.	Parent Project	City Planning & Community Services	2026	163,396	2,000,000	0	2,163,396	(0)	0	2,163,396	94%	Red	Project is awaiting CN's response to complete work so that a report can be brought to Council in Q3 2026. Remaining funds identified for potential land acquisition to support project if approved.
120	Prince of Wales-Jenkins Drive to Highway 46	This project covers the design and construction phases to rebuild Prince of Wales Drive between Jenkins Drive and Highway 46.	Parent Project	City Planning & Community Services	2027	524,809	0	0	524,809	0	524,809	0	15%	Yellow	Currently forecasting to spend all available funds in 2026. Project may experience delays due to third party consultation.
121	Ring Road Widening-Ross Avenue to Dewdney Avenue	Adding a third lane on both directions of Ring Road from Ross Ave to Dewdney Avenue, including drainage repair, ramp resurfacing. A scope change is underway to add expressway lighting. An in-house noise analysis will be completed	Parent Project	City Planning & Community Services	2028	3,244,466	0	0	3,244,466	0	20,000	3,224,466	10%	Yellow	Construction deferred until 2028 after Prince of Wales-Jenkins Drive to Highway 46. (number 120).
122	Transportation Master Plan Update	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.	Parent Project	City Planning & Community Services	2027	457,816	0	0	457,816	0	150,000	307,816	10%	Green	This is a two year project with roughly half of the project expenses occurring in 2027.
123	Intersection Capacity Upgrades	This program delivers intersection capacity upgrades that are required as a result of growth.	Parent Program	City Planning & Community Services	ongoing Program	1,438,416	0	0	1,438,416	6,223	1,438,416	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
124	Pinkie Road Upgrade - Sherwood Drive to Dewdney Avenue	This project will upgrade Pinkie Road, transforming it from a gravel road to a paved one to handle increased traffic and improve safety.	Parent Project	City Planning & Community Services	2026	2,406,403	0	0	2,406,403	239,537	2,406,403	0	95%	Green	Currently forecasting to spend all available funds in 2026.
125	Fleet Street and McDonald Street - Intersection Improvements	Improving the Fleet Street and McDonald Street intersection by adding turning lanes, upgrading traffic signals and street lighting, and repaving the existing roadway.	Parent Project	City Planning & Community Services	2027	1,618,651	0	0	1,618,651	9,192	20,000	1,598,651	10%	Yellow	Construction is deferred to 2027
126	Arcola Avenue Intersection Improvements	This project is a continuation of the Arcola Corridor Study for improvements at several intersections along Arcola Avenue from Park Street to Chuka Boulevard.	Parent Project	City Planning & Community Services	2028	2,002,816	0	0	2,002,816	0	50,000	1,952,816	5%	Yellow	Design work ongoing - An intersection improvement project from the corridor plan is planned to be delivered in 2027
127	Sask Drive Corridor Improvements (Phase I - Heritage)	This project addresses aging infrastructure, heavy traffic, and unsafe pedestrian areas. It aims to transform Saskatchewan Drive into a beautiful Grand Avenue, offering improved function, safety, connectivity, and land use for a multimodal community.	Parent Project	City Planning & Community Services	2028	1,704,887	0	0	1,704,887	210,019	347,759	1,357,128	60%	Green	Ongoing consulting services with design work progressing over multiple years, construction completion is anticipated in 2027-2028.
128	Assiniboine Avenue Northbound On-Ramp	This project will build a Northbound On-Ramp from Assiniboine Avenue to Ring Road. This was identified as a priority in the Transportation Master Plan.	Parent Project	City Planning & Community Services	2026	314,126	0	0	314,126	23,163	28,050	286,076	50%	Green	The remaining budget will be spent on design work and tendering, which will be completed in 2026, as well as engineering services during construction in a future year.
129	Northwest Regina Transportation Network Study	This funding goes 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.	Parent Project	City Planning & Community Services	2026	700,000	0	0	700,000	0	179,200	520,800	60%	Green	This is an ongoing project expected to be completed in Q3 2026.
130	Traffic Model Modernization EMME	This funding goes towards hiring consultants to update the transportation model that is used regularly to perform traffic analysis.	Parent Project	City Planning & Community Services	2026	96,350	0	0	96,350	(73,650)	92,645	3,705	20%	Green	This is an ongoing project expected to be completed in Q4 2026.
131	Victoria Avenue Corridor Improvements	Corridor improvement along Victoria Avenue from Broad Street to Winnipeg Street. Planned work includes rehabilitation and enhancements to support revitalization along the corridor as a gateway into the downtown and includes renewal or replacement of underground water and sewer infrastructure. Surface work includes enhancements to pedestrian, traffic safety and transit elements.	Parent Project	City Planning & Community Services	2026	0	500,000	0	500,000	0	300,000	200,000		Green	The RFP for this work has not yet been awarded. Any remaining funds carried forward will be applied to the design and construction phases of the project.
132	Complete Streets Framework Development	This funding goes towards hiring consultants to develop Complete Streets guidelines for new growth or for improvements to existing infrastructure.	Parent Project	City Planning & Community Services	2026	300,000	0	0	300,000	0	300,000	0	60%	Green	Funds are expected to be used by the end of the year. Any remaining funds will be returned to source after the project's completion.

Appendix A: 2026 First Quarter General Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
133	NG 911 Data Model Readiness	Next Generation 911 (NG-911) is the initiative directed by the Canadian Radio-Television Commission (CRTC) to modernize the emergency response service. Compliance with the data model published by the National Emergency Number Association (NENA) is required by all municipalities by March 2027. Preparing addresses and road datasets for NG911 will ensure compliance and ensure that it supports the targeted capability for NG911 response for residents.	Parent Project	City Planning & Community Services	2027	0	200,000	0	200,000	0	125,000	75,000		Green	RFP Underway. Carryforward will be spent in 2027
134	Dewdney Avenue and Lewvan Drive Intersection Improvements	This project includes capacity improvements to the Dewdney Avenue and Lewvan Intersection through the addition of improved turning lanes and pedestrian improvements intersections.	Parent Project	City Planning & Community Services	2026	0	2,000,000	0	2,000,000	0	2,000,000	0		Green	This project is expected to be completed in Q4 2026.
135	Campbell Street Reconstruction for Simpson Avenue to Abulett	This funding goes towards design to support the upgrading of Campbell Street from a gravel roadway to a paved roadway.	Parent Project	City Planning & Community Services	2026	200,000	0	0	200,000	6,048	200,000	0	20%	Green	Funds in 2026 used for design work, construction planned for 2027.
City Planning & Community Services Total						46,066,350	12,758,400	833,059	59,657,809	1,040,364	30,138,600	29,519,209			
136	Corporate Advertising	Funding for Regina.ca redesign project.	Parent Project	Communications, Service Regina & Tourism	2025	251,974	0	0	251,974	0	0	251,974	10%	Green	Funds will be used for the CRM project.
Communications, Service Regina & Tourism Total						251,974	0	0	251,974	0	0	251,974			
137	Bus Shelter Upgrades	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.	Parent Program	Corporate Services	On-going Program	174,208	1,550,000	0	1,724,208	11,316	1,724,208	0	95%	Green	Currently forecasting to spend all available funds in 2026.
138	Regina Police Service Facilities Renewal Project	This project is the implementation of a campus facility solution to meet current and future programming requirements of the Regina Police Service.	Parent Project	Corporate Services	2026	467,369	0	0	467,369	23,092	467,369	0	95%	Green	Currently forecasting to spend all available funds in 2026.
139	RPS - Second Floor Renovation	This project is for the design work for the 2nd floor of the Regina Police Headquarters	Parent Project	Corporate Services	2026	325,491	0	0	325,491	(41,863)	325,491	0	66%	Green	Currently forecasting to spend all available funds in 2026.
140	Corporate Facilities Recycling	Replacement of waste bins at City owned and operated spaces.	Parent Program	Corporate Services	On-going Program	31,580	0	0	31,580	0	31,580	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
141	Civic Fleet Replacement	Funds from this program are used for the replacement of civic fleet assets that have completed or exceeded their economic service life.	Parent Program	Corporate Services	On-going Program	6,968,503	10,900,000	536,043	18,404,546	707,007	15,900,000	2,504,546	N/A	Green	This is an ongoing program. The majority of the available funds will be spent in 2026.
142	Small Tools Replacement	Funds from this program are used for the scheduled replacement of small tools.	Parent Program	Corporate Services	On-going Program	19,471	99,000	0	118,471	46,177	115,000	3,471	N/A	Green	This is an ongoing program. The majority of the available funds will be spent in 2026.
143	Fire Fleet Replacement	Funds from this program are used for the replacement of frontline fire apparatus and support vehicle assets that have reached or exceeded their economic life.	Parent Program	Corporate Services	On-going Program	2,464,239	2,287,000	0	4,751,239	0	260,000	4,491,239	N/A	Green	This is an ongoing program. Anticipating approx. \$4.5 million in carryforward but committed funds due to planned replacement of 2 pumper trucks with a delivery date of 2027. Fire Fleet is highly specialized and has significant lead time to procure.
144	Cemetery Facilities Asset Management	This funding is allocated to cemetery facilities to maintain the integrity of the facility systems so that the City programs and operations can continue to operate effectively.	Parent Program	Corporate Services	On-going Program	7,883	50,000	0	57,883	0	57,883	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
145	Outdoor Boarded Rink Redevelopment	This program 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.	Parent Program	Corporate Services	On-going Program	13,385	0	0	13,385	(4,554)	13,385	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
146	Golf Course Facilities Asset Management	This funding is allocated to golf course facilities to maintain the integrity of the facility systems so that the City programs and operations can continue to operate effectively.	Parent Program	Corporate Services	On-going Program	388,517	350,000	0	738,517	2,888	738,517	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
147	Office Furniture for New Full Time Equivalents	This program funds the set-up of office space for new City employees.	Parent Program	Corporate Services	On-going Program	7,958	0	0	7,958	0	7,958	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
148	Employee Parking Lot Asset Management	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.	Parent Program	Corporate Services	On-going Program	246,697	100,000	0	346,697	90	346,697	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
149	Facilities Asset Management	This program involves allocating funding to key facilities for projects identified in the Facilities capital planning program and other condition assessments. Projects include roof replacements, structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and services can continue to be delivered.	Parent Program	Corporate Services	On-going Program	2,351,940	14,270,000	44,069	16,666,009	1,098,468	16,666,009	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
150	City Operations - Landfill Facility	The new facility includes an administration area, heated storage for the solid waste collection trucks and landfill equipment, repair bays and training space for Fleet, recycling and solid waste cart storage and repair, a wash bay and new fuel island.	Parent Project	Corporate Services	2025	319,846	0	0	319,846	(1,465)	319,846	0	98%	Green	Currently forecasting to spend all available funds in 2026.
151	Tennis and Pickleball Court Development	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.	Parent Program	Corporate Services	On-going Program	54,628	0	0	54,628	(2,400)	54,628	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
152	Facilities Workspace Improvement Program	This program funds City workspace improvements to improve employee engagement and business efficiency, enhance workflow, collaboration and team dynamics.	Parent Program	Corporate Services	On-going Program	282,926	200,000	0	482,926	740	482,926	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
153	Facilities Security Program	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.	Parent Program	Corporate Services	On-going Program	237,218	0	0	237,218	(4,956)	237,218	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
154	Transit Maintenance Garage Relocation	The project involves the construction of a new Transit Fleet Maintenance Facility co-located with the current Transit Operations Centre on Winnipeg Street.	Parent Project	Corporate Services	2025	10,165	0	0	10,165	0	10,165	0	100%	Green	Currently forecasting to spend all available funds in 2026.
155	Municipal Justice Building Redevelopment	Municipal Justice building redevelopment.	Parent Project	Corporate Services	2025	32,500	0	0	32,500	(1)	32,500	0	99%	Green	Currently forecasting to spend all available funds in 2026.
156	Maple Leaf and Wascana Pool Redevelopment	Funds of this project will be used to design and construct Maple Leaf and Wascana pools.	Parent Project	Corporate Services	2025	270	0	0	270	(0)	270	0	99%	Green	Project complete.
157	Recreation Facility Program and Accessibility Improvements	This program is intended to fund smaller facility improvement projects that will permit recreation program changes and accessibility improvements, improving the customer experience at the major recreation facilities.	Parent Program	Corporate Services	On-going Program	39,613	200,000	0	239,613	(2,908)	239,613	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
158	New Indoor Aquatics Facility	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.	Parent Project	Corporate Services	2029	21,295,891	81,160,000	0	102,455,891	1,761,843	50,000,000	52,455,891	5%	Green	The total budget of the IAF project remains at \$285.1M. All project funding is planned to be spent. The forecasted spend for 2026 is \$50M, with cashflows being updated by the construction team. Construction has begun and is on schedule.
159	Parks Sub-Depots and Mount Pleasant Support Facilities	Funding for the replacement and renovations of existing support facilities to maximize community use.	Parent Project	Corporate Services	2026	3,340,802	0	0	3,340,802	101,434	3,340,802	0	10%	Yellow	The carryforward funding identified is the result of the ongoing discussions on the future of Currie Field and Red Sox long-term plans. Construction is planned for summer of 2026.

Appendix A: 2026 First Quarter General Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
160	Douglas Park Pickleball Facility	The development of a new outdoor 12 court pickleball facility located in Douglas Park.	Parent Project	Corporate Services	Completed	97,233	0	0	97,233	0	97,233	0	100%	Green	Project complete.
161	Downtown Accessible Washroom	Through this projects, a new accessible public washroom will be installed in the existing Welcome Centre Pavilion which is located in the northwest corner of Victoria Park.	Parent Project	Corporate Services	2026	14,344	0	0	14,344	0	14,344	0	99%	Green	Project will be completed by the end of summer 2026. All funding will be spent in 2026.
162	Northeast Community Center	Replacement of the North East Community Operated Centre.	Parent Project	Corporate Services	2026	442,041	0	0	442,041	133	442,041	0	95%	Green	Multi-year project. The carryforward is committed and will be spent in early 2026.
163	City Hall Parkade Improvements	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.	Parent Program	Corporate Services	On-going Program	271,196	250,000	0	521,196	0	521,196	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
164	New Fire Station Development (Station 8)	Design and construction of a new fire station in the southeast.	Parent Project	Corporate Services	2027	6,837,797	6,550,000	72,297	13,460,094	659,556	13,460,094	0	5%	Green	This is a multi-year project that is on-track for completion in 2027.
165	Renewable Regina 2050-Facilities Upgrades	Funding for upgrades to City-owned facilities with a focus on reducing utility consumption and Green House Gas (GHG) emissions consistent with the energy and sustainability framework.	Parent Program	Corporate Services	On-going Program	192,928	0	0	192,928	331	192,928	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
166	Salt and Sand Building	Construction of a new and larger salt and sand storage building to meet long term needs of Roadways and Transportation and the efficient production of salt and sand.	Parent Project	Corporate Services	2025	158,657	0	0	158,657	(36,031)	158,657	0	90%	Green	Currently forecasting to spend all available funds in 2026.
167	Facility Upgrades to Support Bus Electrification	Funding for the upgrade of the transit operations center to support the operation of electric buses.	Parent Project	Corporate Services	2026	5,938,890	0	0	5,938,890	1,510,727	5,938,890	0	65%	Green	This is a multi-year project that is on-track for completion in 2026.
168	Geothermal Feasibility Study	Development of a facility that will be used to heat the new Indoor Aquatic Facility.	Parent Project	Corporate Services	2029	8,430,368	3,300,000	0	11,730,368	(112,800)	10,000,000	1,730,368	5%	Green	The project budget remains at \$28.5M and all funding is planned to be spent. Projected spend in 2026 is \$10M, which is pending final project approval from the Ministry. The cashflow will be updated and reflected in quarterly variance reports as timelines are confirmed.
169	Recreation Facility Accessibility Improvements (Adapted Recreation)	Recreation facility accessibility improvements.	Parent Program	Corporate Services	On-going Program	854,784	500,000	0	1,354,784	45,880	1,354,784	0	N/A	Green	Currently forecasting to spend all available funds in 2026.
170	Parks Maintenance Sub-Depot Dev.-South East	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.	Parent Project	Corporate Services	2026	625,000	0	0	625,000	0	625,000	0	0%	Green	Land purchase is planned to occur in 2026.
171	New Fire Station Development (Station 9)	Funds for the purchase of land, design, and construction of a fire station in the southwest.	Parent Project	Corporate Services	2030	1,950,000	0	0	1,950,000	0	1,950,000	0	0%	Green	Land purchase is planned to occur in 2026.
172	Harbour Landing Community Space	2024 funding is intended to fund a community space in the new Harbour Landing Elementary School.	Parent Project	Corporate Services	2027	2,224,000	1,326,000	0	3,550,000	0	3,000,000	550,000	5%	Green	This is a multiyear project that will be complete in 2027
173	Charging Infrastructure	Establish vehicle charging infrastructure for the first steps of the replacement of the light vehicle fleet with electric vehicles.	Parent Project	Corporate Services	2026	1,249,614	0	0	1,249,614	0	1,249,614	0	15%	Green	Project will be completed by the end of summer 2026. All funding will be spent in 2026.
174	Operational Yard Facility Master Plan	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.	Parent Project	Corporate Services	2026	251,000	0	0	251,000	0	251,000	0	0%	Green	Project will be completed by the end of Q4 2026. All funding will be spent in 2026.
175	Riverside Cemetery Maintenance Facility Expansion	Funds for the design of an expansion to the Riverside Cemetery Maintenance Facility. The expansion will improve operational efficiencies.	Parent Project	Corporate Services	-	0	165,000	0	165,000	0	100,000	65,000		Green	Design work will proceed in 2026. All carryforward will be spent in 2027.
176	Storage building at a new training site	Storage building and shelter at new training site for year-round training events.	Parent Project	Corporate Services	2026	400,000	0	0	400,000	6,000	400,000	0	0%	Green	Project will be completed by the end of Q4 2026. All funding will be spent in 2026.
177	Parking lot at Fire Station 4	Update to parking lot at Fire Station 4.	Parent Project	Corporate Services	2025	5,913	0	0	5,913	1,550	5,913	0	80%	Green	Project is complete.
178	New Salt and Sand Storage Facility	The existing salt and sand storage building which was located at the Asphalt Plant Materials Storage Yard reached the end of its useful life and was demolished in 2024. In 2024 / 2025 a new cold storage building was constructed to meet approximately 40% of Roadways and Transportations salt and sand storage needs. A second salt and sand storage building needs to be constructed to increase the long-term salt and sand storage capacity to 80% of their long-term needs.	Parent Project	Corporate Services	2026	0	1,550,000	0	1,550,000	0	1,550,000	0		Green	Currently forecasting to spend all available funds in 2026.
179	Accessibility Plan	Corporates ask on behalf of all impacted departments to implement the Accessibility Plan passed by Council in April 2024. Actions will prevent and remove barriers to participation in civic life for people with disabilities and older adults. The Plan was informed by community consultation. Costs include additional sidewalk maintenance, sidewalk snow clearing, pedestrian infrastructure, transit improvements, communications costs, a job carving program, and ongoing engagement and consultation.	Parent Program	Corporate Services	On-going Program	0	250,000	0	250,000	0	250,000	0		Green	Currently forecasting to spend all available funds in 2026.
180	Customer Relationship Management (CRM) Solution	The Customer Relationship Management (CRM) Solution project will modernize our interactions with Regina citizens by implementing a new solution to increase and enhance citizen engagement for services offered by the City.	Parent Project	Corporate Services	2026	2,089,975	0	0	2,089,975	295,453	1,149,157	940,818	40%	Green	The project estimates to use the majority of the funds by the end of the year through vendor contracts. Any remaining funds not spent in 2026 will be utilized in 2027 to further expand the functionality of the solution.
181	Technology Sustainable Infrastructure	This is a capital program focused on the renewal and replacement of existing Technology infrastructure deployed throughout the City.	Parent Program	Corporate Services	On-going Program	153,468	225,000	0	378,468	323,981	325,000	53,468	N/A	Green	This is a capital program, which contains investment year over year on the replacement of technology. We develop and follow an investment plan for the replacement of our technology on a rolling 5 year cycle, so carryforward is common from year to year, and is taken into consideration for future years spending.
182	Technology Growth	This is a capital program focused on the growth and implementation of new Technology throughout the City.	Parent Program	Corporate Services	On-going Program	352,881	225,000	0	577,881	245,865	350,000	227,881	N/A	Green	This is capital program for the implementation of new technology or for expansion/growth of existing technology. We develop and follow an investment plan for new technology on a rolling multi-year cycle, so carryforward is common and is taken into consideration for future years spending.
183	Corporate Telematics Program	This program focuses on equipping telematics equipment and tools on the City's fleet equipment. This can include sensors, cameras, and software related to managing the City's Telematics program.	Parent Program	Corporate Services	On-going Program	353,861	0	0	353,861	0	30,000	323,861	N/A	Green	This is a capital program for the funding of telematics capabilities on our fleet. As new use cases are identified, funding to implement those solutions comes from this capital program.
184	Tax and Assessment Suite (TAS) Modernization	Modernize the Tax and Assessment Suite (TAS) application by shifting from Oracle Forms to a .NET Framework.	Parent Project	Corporate Services	2026	45,359	0	0	45,359	0	0	45,359	70%	Yellow	Work continues on this project. The remaining funding may be used to supplement resourcing as required.
185	Enterprise Business Suite (EBS) 12.2 Upgrade	Upgrade and modernize the Oracle Enterprise Business Suite (EBS) Enterprise Resource Planning (ERP). EBS is the City's major financial application that supports financial, procurement and human resources functions. These funds will be used for resources to implement an upgrade to the system to increase efficiency and effectiveness.	Parent Project	Corporate Services	2026	899,859	1,110,000	0	2,009,859	62,197	557,000	1,452,859	30%	Yellow	This is a multi-year and multi-phased project that will continue through 2026 and 2027. The funding will continue to be used for dedicated project resources and our consulting partner.

Appendix A: 2026 First Quarter General Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
186	Next Generation 9-1-1	This is project required to modernize Fire's ability to manage updates to Canadian Radio-television and Telecommunications Commission (CRTC) mandated changes to 911 protocols. This includes upgrading the Dispatch software, upgrading phone lines/connections, and working with Regina Police Services.	Parent Project	Corporate Services	2025	318,279	0	0	318,279	14,330	318,279	0	75%	Green	Project implementation continues through 2026 with the remaining funds expected to be utilized in 2026.
187	Oracle Work and Asset Management (WAM) Replacement Project	WAM is end of life and in need of replacement/upgrade. As part of that, this presents an opportunity to pursue significant enhancements, process improvements, and solution consolidation by leveraging this solutions more broadly than we currently do.	Parent Project	Corporate Services	2026	1,340,298	2,600,000	0	3,940,298	0	1,500,000	2,440,298	5%	Green	This is a multi-year implementation with funding used for both internal dedicated project resources and an Implementation Partner. Once a full implementation plan is finalized, milestone payments will be scheduled of which these funds will be used towards.
188	Henry Baker Hall – Audio-Visual	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.	Parent Project	Corporate Services	2026	167,841	0	0	167,841	220,183	167,841	0	50%	Green	Currently forecasting to spend all available funds in 2026.
189	Payment Manager Upgrade	The Corporate Payment System (Payment Manager) is used across the organization, with payments being processed from Ticket Tracer, TAS, Banner CIS and feeding into eBusiness Suite. The system is currently at its end of life and needs replacing.	Parent Project	Corporate Services	2026	0	630,000	0	630,000	0	630,000	0		Green	Funds for this project will be used for internal resources and vendor implementation costs. The project is expected to be completed in 2026 and all funds utilized for the implementation.
Corporate Services Total						74,746,684	129,847,000	652,409	205,246,093	6,932,265	137,961,035	67,285,058			
190	Regina Exhibition Association Limited (REAL) / EVRAZ Food & Beverage Services	Stadium Food & Beverage to be repaid by REAL.	Parent Project	Financial Strategy & Sustainability	On-going Program	(4,091,430)	0	0	(4,091,430)	0	0	(4,091,430)	100%	Red	Per the Operating and Maintenance Agreement; to date a total of \$4.1 million is outstanding for the food and beverage equipment component of the Mosaic Stadium Construction project. Funding currently in discussion.
191	Debt Funding Held for Future Year Project	The City issued \$30M in debt related to several SAF projects. The project balance represents debt associated with future-year budgets for projects A1021, F1129, U7068, and A1113. Each year, the approved annual funding will be transferred from this project to the respective projects listed above.	Parent Program	Financial Strategy & Sustainability	2027	10,397,000	0	(9,265,000)	1,132,000	0	0	1,132,000	N/A	Green	Debt that was obtained in 2025; however, planned project spending will occur in a future year.
192	Hyperion Upgrade	Funding to upgrade Oracle Hyperion Planning to the current vendor supported version. Hyperion Planning software is the City's management reporting tool used for budget and forecast reporting.	Parent Project	Financial Strategy & Sustainability	2027	327,427	0	0	327,427	4,410	200,000	127,427	50%	Yellow	This is a multi-year and multi-phased project that will continue through 2026 and 2027. The funding will continue to be used for dedicated project resources.
193	Funding Available for Reallocation	Contingency Fund.	Parent Program	Financial Strategy & Sustainability	On-going Program	9,977,924	0	32,441	10,010,364	0	0	10,010,364	N/A	Green	This account is under review as part of the capital governance process. It serves as a temporary holding account for completed projects before their funds are returned to their original funding sources, such as reserves, deferred revenue, or current contributions.
194	Fuel Tank Replacement & Remediation	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.	Parent Project	Financial Strategy & Sustainability	2025	370,752	0	0	370,752	(9,131)	0	370,752	50%	Yellow	Request for Proposal for remediation and replacement will go out in the second quarter of 2026.
195	Regina Revitalization Initiative - Railyard Renewal Project	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.	Parent Project	Financial Strategy & Sustainability	2028	15,351,773	0	2,321,779	17,673,552	(1,831,121)	1,150,000	16,523,552	30%	Yellow	The Capital carryforward is a result of final invoicing related to Dewdney Avenue Rehabilitation Project as well as unused spending for the Railyard Development as we wait on the award of a Development Partner.
196	South East Land Development	South East Land Development. Funds for this project are for the development of The Towns, which consists of approximately 50 acres of primarily residential land. Market conditions will dictate the pace of completion.	Parent Project	Financial Strategy & Sustainability	2029	1,910,031	2,000,000	0	3,910,031	397,113	3,238,000	672,031	87%	Green	Carryforward will be used in 2027 to continue the development
197	Land Development Master Plan	Land Development Master Plan.	Parent Project	Financial Strategy & Sustainability	2024	3,272,667	0	0	3,272,667	24,689	2,900,000	372,667	80%	Yellow	This is a multi-year project that is nearing completion. Majority of the funds will be spent in 2026.
198	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.	Parent Project	Financial Strategy & Sustainability	2033	3,900,000	3,750,000	0	7,650,000	0	2,830,000	4,820,000	0%	Green	This is a multi-year project .To be completed in 2033. Forecasted carryforward funds will be used in 2027 to continue the development.
199	Parliament and Queen Development	The City Land Branch is initiating a development project at the southwest corner of Parliament Avenue and Queen Street.	Parent Project	Financial Strategy & Sustainability	2027	1,500,000	0	0	1,500,000	0	200,000	1,300,000	0%	Green	This is a multi-year project. Most of the proposed construction costs related for this project are to occur in 2027.
200	Taylor Field North Railway Street Sanitary Trunk Main	The Taylor Field Neighbourhood (TFN) redevelopment is part of the Regina Revitalization Initiative (RRI) Vision adopted by the City Council in 2011, aiming to create a mixed-income community with housing options for purchase and rental.	Parent Project	Financial Strategy & Sustainability	2025	2,150,000	0	0	2,150,000	0	0	2,150,000	0%	Red	These funds have been intentionally deferred to align with the anticipated construction timing and coordination requirements of the Indoor Aquatic Facility (IAF) project.
201	Taylor Field Redevelopment Project	Detailed design and construction to provide municipal services to the Taylor field neighborhood including the 10th Avenue reconnection, construction of new roads (where appropriate), water, sanitary, stormwater and parks/open spaces.	Parent Project	Financial Strategy & Sustainability	2025	1,000,000	3,000,000	0	4,000,000	0	300,000	3,700,000	0%	Green	This is a multi-year project. Spending of this project has been aligned with Canadian Housing Infrastructure Fund.
202	Parliament Ave/Queen Street- Municipal Servicing	Design and Construction of municipal infrastructure to service the 6.84 ha site located on the SW corner of Parliament Ave/Queen St.	Parent Project	Financial Strategy & Sustainability	2030	499,850	0	0	499,850	0	200,000	299,850	80%	Green	This is a multi-year project. This funding is being utilized for consulting services.
203	Towns North	Although The Towns North Development falls within a future growth horizon, the accelerated planning for a new joint-use elementary school has advanced the need for site readiness. This budget request supports the subdivision, rezoning and servicing of a designated school parcel to ensure the parcel of land is development ready. While outside the current phasing plan, the funds are required to support the community needs for a school in the surrounding neighbourhood and to enable timely construction in coordination with provincial and school division timelines.	Parent Project	Financial Strategy & Sustainability		0	2,000,000	0	2,000,000	0	0	2,000,000		Yellow	This is a multi-year project. Project spending is dependent on school site construction schedule.
Financial Strategy & Sustainability Total						46,565,994	10,750,000	(6,910,780)	50,405,214	(1,414,041)	11,018,000	39,387,214			
204	Fire Records Management System	Replacement of the Records Management System. The current platform is no longer supported and requires replacement that is compatible with the NG911 project software implementation currently underway.	Parent Project	Officers of Council	2029	45,968	0	0	45,968	0	45,968	0	5%	Red	If the Provincial solution moves forward on the current schedule, there will be a need to invest in the project resulting in no carryover for 2026. This will assist in the preparation of larger investment in the project in 2027 and 2028, based on capital budget requests.
205	Fire Capital Equipment Restoration	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.	Parent Program	Officers of Council	On-going Program	(5,739)	175,000	0	169,261	8,153	169,261	0	N/A	Green	No carryover expected in this program.
206	Fireground Training Props	The project is intended to fund the purchase of training props to enhance delivery of key training programs including fire suppression, hazardous materials, and technical rescue.	Parent Project	Officers of Council	2028	305,299	0	0	305,299	13,347	250,000	55,299	35%	Yellow	The next phase of the Training Prop project was dependent on receiving further capital investment in subsequent years. With these funds being deferred, some minimal carryover will exist to be combined with a resubmission of the capital budget request in 2026 for funding from 2027-2030.
207	Fire Apparatus (Pumper) for Station #8	Purchase of additional fire pumper unit for the Southeast Fire Station.	Parent Project	Officers of Council	2027	0	1,550,000	0	1,550,000	0	0	1,550,000	10%	Yellow	Project is on budget but extended delivery times on fire apparatus will push this purchase into 2027
208	Parking Enforcement Software Replacement	Software replacement for parking lifecycle and ticket processing.	Parent Project	Officers of Council	2025	187,476	0	0	187,476	0	180,000	7,476	60%	Yellow	Delays due to vendor. Working through contingency plans to deliver the project.

Appendix A: 2026 First Quarter General Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation	
209	Parking Meter Replacement Program	Annual program to replace/upgrade meters as they reach end of life.	Parent Program	Officers of Council	On-going Program	(2,908)	0	0	(2,908)	0	(2,908)	0	60%	Green	Small deficit in project planned to be covered by another project in 2026. No carryforward anticipated.	
210	Parking Ticket Equipment Replacement Program	Replacement of handheld devices and printers to issue parking tickets and procurement of paper ticket rolls for printers.	Parent Program	Officers of Council	On-going Program	65,244	0	0	65,244	65	100	65,144	50%	Green	Ongoing capital program.	
211	Parking Pay Stations	Project to pilot replacement of parking meters with parking pay stations on selected streets.	Parent Project	Officers of Council	2026	250,000	0	0	250,000	0	150,000	100,000	10%	Red	Project budget is being used for meter decommissioning as per the 2026 budget deliberations. Decommissioning work will span into 2027.	
212	City Council and Committee Meeting Management Solution Replacement	To replace the current management software.	Parent Project	Officers of Council	2025	8,793	0	0	8,793	0	0	8,793	90%	Yellow	This is an ongoing project - the carryforward amount will be used as needed.	
213	Content Manager Upgrade	To upgrade the Electronics Records Management System (EDRMS)	Parent Project	Officers of Council	2026	0	49,250	0	49,250	0	0	49,250	5%	Green	Project is expected to be completed in 2026	
214	Energy Monitoring and Management System	To modernize and centralize tracking of energy use of our facilities	Parent Project	Officers of Council	2029	0	155,000	0	155,000	0	155,000	0		Green	Awaiting grant funding	
Officers of City Council Total						854,132	1,929,250	0	2,783,382	21,566	947,421	1,835,961				
Grand Total						225,550,602	210,207,343	(2,975,970)	432,781,975	15,834,170	265,411,103	167,370,872				

Appendix B 2026 Q1 Utility Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
1	11th Avenue Revitalization Project	Underground water utility upgrades completed in conjunction with General Fund street enhancements.	Parent Project	City Operations	2026	0	3,425,000	0	3,425,000	0	0	3,425,000	60%	Green	This project will be merged to 210-F1133. Project is planned to be completed in 2026.
2	Water Supply Modification	This program funds the assessment and rehabilitation of the water supply and trunk mains.	Parent Program	City Operations	ongoing	8,936,752	4,625,000	(2,920,395)	10,641,357	2,007	3,623,400	7,017,957	N/A	Green	Capital Program with assessments and rehabilitation work occurring on an ongoing basis.
3	Water Reservoir Upgrade & Rehabilitation	This program inspects, repairs, and rehabilitates the water reservoirs in the City of Regina. As the reservoirs age, these activities are necessary to ensure the long-term reliability of the water supply and reduce emergency repairs.	Parent Program	City Operations	0	3,703,462	250,000	0	3,953,462	5,799	1,500,000	2,453,462	N/A	Green	This is an ongoing capital program.
4	Lead Service Connection Management Program	To support replacement of lead water service connections.	Parent Program	City Operations	ongoing	3,587,294	5,980,000	(1,047,593)	8,519,701	(415,898)	4,375,000	4,144,701	N/A	Green	This is an ongoing capital program.
5	Groundwater Well Renewals	This project funds maintenance of the City's backup wells.	Parent Program	City Operations	ongoing	618,050	0	0	618,050	0	100,000	518,050	N/A	Green	This is an ongoing capital program.
6	Lead Connection - Private Side Replacement	A clearing account to support the Lead Service Connection program.	Parent Program	City Operations	2047	(0)	0	0	(0)	293,577	0	(0)	N/A	Green	Not a project, rather a clearing account to support the Lead Service Connection program. Capital spent by the City is paid back over five or 10 years by the home owners through taxes.
7	Community Water Fluoridation	This project funds the fluoridation of the water supply.	Parent Project	City Operations	2026	2,500,000	0	0	2,500,000	0	0	2,500,000	10%	Green	Project to be completed in 2027 when Buffalo Pound Water Treatment Plant upgrades are complete.
8	Water Pumping Station	Rehabilitate or renew our existing water pumping stations to ensure reliable water service delivery.	Parent Program	City Operations	ongoing	8,713,295	0	0	8,713,295	45,048	780,000	7,933,295	N/A	Green	Capital Program-Includes upgrades of Farrell Pumpstation in 2027 and Replacement of Pumps 1 and 2 at the North Pumping Station in 2027.
9	Water Infrastructure Renewal	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.	Parent Program	City Operations	ongoing	393,463	16,120,000	1,700,000	18,213,463	148,854	18,150,000	63,463	N/A	Green	This is an ongoing capital program.
10	Hydrant Installation	Underground water infrastructure requires renewal to ensure reliability and safety of fire hydrants.	Parent Program	City Operations	ongoing	593,809	700,000	0	1,293,809	225,335	350,000	943,809	N/A	Green	This is an ongoing capital program.
11	Water Service Line Replacement	Underground water infrastructure requires renewal to ensure reliability and safety of service connections.	Parent Program	City Operations	ongoing	1,537,454	1,750,000	0	3,287,454	168,819	865,000	2,422,454	N/A	Green	This is an ongoing capital program.
12	Valve Replacement	To perform assessment and replacement of valves.	Parent Program	City Operations	ongoing	(511,966)	800,000	511,966	800,000	231,210	800,000	0	N/A	Green	This is an ongoing capital program.
13	Hydrant Replacement	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 efficiently and effectively connect to a hydrant.	Parent Program	City Operations	ongoing	(51,453)	640,000	51,453	640,000	65,154	640,000	0	N/A	Green	This is an ongoing capital program.
14	Water Service Connection Replacement	To support replacement of water service connections.	Parent Program	City Operations	ongoing	(814,304)	3,860,000	814,304	3,860,000	902,196	3,860,000	0	N/A	Green	This is an ongoing capital program.
15	Leak Detection Program	To support Leak Detection Program	Parent Program	City Operations	ongoing	100,000	0	0	100,000	0	0	100,000	N/A	Green	This is an ongoing capital program.
16	Water Network Expansion (Eastern Pressure Solution)	To maintain an acceptable level of service as the City continues to grow, additional demands are placed on the City wide water distribution network, a Water Network Expansion is required.	Parent Project	City Operations	2026	22,639,296	0	0	22,639,296	(105,767)	5,000,000	17,639,296	94%	Green	Multi-year project to be completed in 2026.
17	Environmental Compliance-Stormwater Retention Ponds	Improving stormwater quality through retention ponds.	Parent Project	City Operations	2026	188,326	0	0	188,326	0	50,000	138,326	20%	Red	Work to be restarted in 2026.
18	Chlorine Booster Stations	New Regulations and Environmental Protection Projects and programs, including Chlorine Booster Stations.	Parent Project	City Operations	2026	4,000,000	0	0	4,000,000	0	2,000,000	2,000,000	70%	Yellow	Multi-year project to be completed in 2027.
19	Flow Meter Chambers for Transmission Piping	This project will improve monitoring of the water supply and help operations better understand flow within the system.	Parent Program	City Operations	ongoing	1,500,000	0	0	1,500,000	0	0	1,500,000	N/A	Green	This is an ongoing capital program.
20	Tower Crossing Water Connections	Re-establish water connections to existing customer in Tower Crossing Established area.	Parent Project	City Operations	2026	1,517,172	0	0	1,517,172	0	1,000,000	517,172	20%	Green	Multi-year project to be completed in 2026.
21	Distribution Trunk Mains-West Loop	Enhancements to the City's water distribution system to accommodate future growth.	Parent Program	City Operations	ongoing	200,000	0	0	200,000	0	0	200,000	N/A	Red	Construction deferred until development charge funds are available for the project.
22	Trench Settlement Remediation	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.	Parent Program	City Operations	ongoing	310,856	0	0	310,856	0	0	310,856	N/A	Green	This is an ongoing capital program.
23	Meter Installation Program	The City's expanding community requires the installation of water meters in new homes. This program includes the purchase and installation of new water meters for new construction.	Parent Program	City Operations	ongoing	0	550,000	0	550,000	0	61,779	488,221	N/A	Green	This is an ongoing capital program.
24	Linear Infrastructure Contingency Fund	This account is intended to fund the response to an emergency situation in the water, wastewater, or stormwater linear systems.	Parent Program	City Operations	ongoing	50,000	0	0	50,000	0	0	50,000	N/A	Green	Carryforward maintained to fund emergency repairs to underground linear infrastructure.
25	Water Meter Test Bench	Funding for a new Water Meter Test Bench to replace the existing outdated equipment.	Parent Project	City Operations	2026	500,000	0	0	500,000	0	0	500,000	10%	Yellow	Project to be complete in 2026.
26	Safe Sidewalk-Permanent Cold Mix	Funding for the improved material used to patch sidewalks. This material is used for short term patches until a permanent repair can be made.	Parent Program	City Operations	ongoing	140,000	0	(140,000)	0	0	0	0	N/A	Green	This is an ongoing capital program expected to be completed in 2025.

Appendix B 2026 Q1 Utility Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
27	Wastewater Collection Renewal - Integrated Works	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.	Parent Program	City Operations	ongoing	12,162,703	7,920,000	(513,215)	19,569,488	107,616	11,500,000	8,069,488	N/A	Green	This is an ongoing capital program. Significant expenditures expected in 2025 were carried forward to 2026.
28	Wastewater Connections - Replacement	Underground infrastructure requires renewal to ensure reliability and safety of the wastewater system. Includes replacement of sanitary sewer service connections.	Parent Program	City Operations	ongoing	421,688	400,000	0	821,688	0	250,000	571,688	N/A	Green	This is an ongoing capital program.
29	Sewer Connection Replacement	Funds will be used to support replacement of wastewater service connections.	Parent Program	City Operations	ongoing	(513,214)	1,460,000	513,215	1,460,000	356,554	1,460,000	0	N/A	Green	This is an ongoing capital program.
30	Wastewater Lift Station Upgrade - Rehabilitation	The City's wastewater 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, rehabilitation, and/or upgrades of pumping stations.	Parent Program	City Operations	ongoing	3,208,049	0	0	3,208,049	93,535	1,300,000	1,908,049	N/A	Yellow	This is an ongoing capital program.
31	Closed-Circuit Television Camera Truck Upgrades	Closed-Circuit Television camera Truck Upgrades, determines the structural condition of the mains and lateral lines.	Parent Project	City Operations	2024	15,972	0	(15,972)	0	0	0	0	99%	Green	Project Completed. Funds balance needed for future software upgrade.
32	Wastewater Infrastructure - Predesign, Detailed Design and Construction	Funds to be used to advance Wastewater projects that result from servicing studies.	Parent Project	City Operations	2027	600,000	0	0	600,000	0	0	600,000	0%	Green	Projects have now been identified through the serviceability study. New project(s) will be specified and tied to this funding. Such as proposed Interconnector Trunk Improvements
33	Wastewater Treatment Plant Force main Refurbishing	Inspect the portion of the McCarthy Pumping Station south force main to ensure its continuous operation.	Parent Project	City Operations	2025	250,665	0	0	250,665	(2,718)	66,000	184,665	100%	Green	This is an ongoing capital program.
34	Water Service Connection Replacement Horizontal Coring System	Fund to purchase a Horizontal Coring System package. The Water Service Connection Replacement may require Horizontal Directional Drilling services to avoid open trenching.	Parent Project	City Operations	2025	1,355	0	(1,355)	0	0	0	0	100%	Green	Project to be completed in 2025.
35	Lagoon Four Berm	Maintenance of Lagoon Four Berm at Wastewater Treatment Plant.	Parent Project	City Operations	2025	130,191	0	0	130,191	0	0	130,191	100%	Green	Work completed, remaining funds can be returned.
36	Wastewater Treatment Plant	Expansion of Wastewater Treatment Plant to meet city growth.	Parent Project	City Operations	2028	5,438,779	250,000	0	5,688,779	(35,578)	0	5,688,779	5%	Green	This project will be consolidated with U5054 and closed.
37	Storm Sewer Renewal - Catch-Up Program	The stormwater system requires ongoing rehabilitation to ensure system reliability. This includes catch basins replacements etc.	Parent Program	City Operations	ongoing	4,380,968	3,500,000	(178,953)	7,702,015	(90,753)	6,600,000	1,102,015	N/A	Green	This is an ongoing capital program.
38	Catch Basin Renewal - Catch-Up Program	The stormwater system requires ongoing rehabilitation to ensure system reliability. This includes catch basins.	Parent Program	City Operations	ongoing	2,038,592	850,000	0	2,888,592	0	450,000	2,438,592	N/A	Green	This is an ongoing capital program.
39	Catch Basin Replacement	The drainage system requires ongoing rehabilitation, including catch basin replacements to ensure system reliability.	Parent Program	City Operations	ongoing	(178,953)	125,000	178,953	125,000	54,089	125,000	0	N/A	Yellow	This is an ongoing capital program.
40	Drainage System Dredging	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.	Parent Program	City Operations	ongoing	516,803	300,000	0	816,803	(18,385)	816,803	(0)	N/A	Yellow	This is an ongoing capital program.
41	Northeast Neighbourhood Drainage Improvement Project	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 Northeast neighbourhood.	Parent Project	City Operations	2026	4,328,293	0	0	4,328,293	4,713	155,000	4,173,293	95%	Green	Multi-year project to be completed in 2026.
42	North Central Drainage Upgrade Project	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 North Central neighborhood.	Parent Project	City Operations	2025	488,699	0	0	488,699	0	10,000	478,699	100%	Yellow	Work to be completed in spring of 2026.
43	Drainage Pumping Station Upgrading	The City's stormwater 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, rehabilitation, and/or upgrades of stormwater pumping stations.	Parent Program	City Operations	ongoing	806,294	0	0	806,294	0	0	806,294	N/A	Green	This is an ongoing capital program.
44	Trunk Relief Initiative	The project includes construction of the third force main from McCarthy Boulevard Pumping Station to the Wastewater Treatment Plant, upgrades to McCarthy Boulevard Pumping Station and initial work on the Wastewater Capacity Upgrades (South Trunk).	Parent Project	City Operations	2025	387,124	0	0	387,124	283	387,124	0	98%	Green	Multi-year project to be completed in 2026.
45	Wastewater Capacity Upgrades - South Trunk	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.	Parent Project	City Operations	2030	7,236,073	28,440,000	7,560,000	43,236,073	212,083	21,050,000	22,186,073	25%	Green	Multi-year project expected to be completed in 2029/2030.
46	Albert Street Storm Lift Station Replacement	This project will upgrade the stormwater infrastructure at the Albert Street Stormwater Lift Station to address surface ponding in the underpass.	Parent Project	City Operations	2030	697,000	0	0	697,000	0	250,000	447,000	0%	Yellow	Multi-year project aligned with Saskatchewan Drive renewal project.
47	Heritage Stormwater Improvements	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.	Parent Project	City Operations	2030	15,314,315	0	0	15,314,315	(16,063)	11,100,000	4,214,315	10%	Yellow	Multi-year project to proceed in alignment with other projects in the Heritage Neighbourhood.
48	Al Ritchie Stormwater Improvements	This project will upgrade the stormwater system within the Al Ritchie neighbourhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.	Parent Project	City Operations	2027	12,947,045	5,500,000	0	18,447,045	19,062	9,190,000	9,257,045	10%	Green	Multi-year project anticipated to be completed in 2027.

Appendix B 2026 Q1 Utility Capital Expenditure

Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
49	Whitmore Park Stormwater Improvement	This project will upgrade the stormwater system within the Whitmore Park neighbourhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.	Parent Program	City Operations	ongoing	1,200,000	0	0	1,200,000	0	0	1,200,000	N/A	Yellow	Multi-year ongoing project.
50	Uplands Stormwater Improvement Project	This project will upgrade the stormwater system within the Uplands neighbourhood to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.	Parent Program	City Operations	ongoing	500,000	0	0	500,000	0	0	500,000	N/A	Yellow	Multi-year ongoing project.
51	Lead Service Connection Management Program Wastewater Support	The wastewater system requires ongoing rehabilitation to ensure system reliability and alignment with the increased lead service connection replacements.	Parent Program	City Operations	ongoing	(523,796)	1,100,000	1,047,593	1,623,796	8,244	1,100,000	523,796	100%	Green	This is an ongoing program to be completed in 2036 to replace sanitary services where lead water services are replaced under the Lead Service Connections Management Program.
52	Research Funding	Funding is required to research and analyze downstream impacts of our wastewater effluent.	Parent Project	City Operations	2026	100,000	100,000	0	200,000	0	200,000	0	0%	Green	Delay in agreement, funds should be used by Q1 2026.
53	Redundant Services	A pilot program started in 2023/24 to find efficiencies when land developers improve sites. 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.	Parent Program	City Operations	ongoing	150,000	150,000	0	300,000	0	150,000	150,000	N/A	Green	Program to fund the decommissioning of water, wastewater, or storm connections made redundant by intensification.
54	AE Wilson Park Environmental Assessment and Remediation	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.	Parent Program	City Operations	ongoing	750,000	0	0	750,000	35,072	650,000	100,000	30%	Green	Majority of work to be completed in 2026. Carryforward funds will be used in 2027 to complete project.
55	Drainage Lift Station Renewal	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.	Parent Project	City Operations	2026	180,000	0	0	180,000	0	180,000	0	75%	Green	Ongoing capital project.
56	WWTP Utility Cost Reduction		Parent Program	City Operations	2027	0	250,000	0	250,000	0	100,000	150,000	40%	Green	Project expected to be completed in 2027
57	Wastewater Treatment Plant Upgrade/Expansion	Expansion of the WWTP to meet increasing population needs.		City Operations		0	4,000,000	0	4,000,000	0	400,000	3,600,000	10%	Green	This project will be consolidated with U6100 and funds from U6100 will be moved here. This is a multi-year project.
58	Automatic Wastewater Samplers	Samplers used to test the wastewater in the wastewater collection system	Parent Project	City Operations	2026	0	65,000	0	65,000	0	0	65,000	0%	Green	Project progressing as scheduled
59	Area 1 & 17 - Location 3 (Eastview)	This project will upgrade the drainage system within Eastview neighborhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.	Parent Project	City Operations	TBD	0	500,000	0	500,000	0	0	500,000	N/A	Yellow	Multi-year ongoing project.
City Operations Total						133,386,152	93,610,000	7,560,000	234,556,152	2,294,089	110,645,106	123,911,046			
60	Information Technology Infrastructure (Utility)	This funding is focused on the upkeep and replacement of aging and end of life infrastructure components (includes hardware, software, storage and network equipment).	Parent Program	Corporate Services	ongoing	(0)	325,000	0	325,000	0	325,000	(0)	0%	Green	We will be requesting this be transferred to our J1136 budget in our 210 so that we can centrally manage our purchases out of one account. So, this particular line item should have \$0 carryforward when that transfer is complete.
Corporate Services Total						(0)	325,000	0	325,000	0	325,000	(0)			
61	Citywide Drainage Master Plan Update	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.	Parent Project	City Planning & Community Services	2027	1,000,000	0	0	1,000,000	0	0	1,000,000	0%	Green	The projected commenced in 2024 with system assessment and analysis. A work plan to execute external consultant contracts to support the Drainage Master Plan Update will be advancing in 2026 and 2027.
62	Northeast Economic Development	Water and Wastewater Serviceability Study and Preliminary Design for North Regina (Phase 1). Detailed Design, Tendering and Construction of Water and Wastewater Expansion for Northeast Regina (Phase 2) .	Parent Project	City Planning & Community Services	2026	379,992	0	0	379,992	8,851	0	379,992	95%	Green	Detailed design is complete and the project will be closed out in 2026. Construction has been removed from the scope of this project, which will depend on plans for future development in the area.
63	Serviceability Studies	This program will evaluate whether or not the City can provide service to various growth areas that meet current service standards and then develop a plan to ensure that the services are available when needed.	Parent Project	City Planning & Community Services	2028	1,170,931	0	0	1,170,931	0	0	1,170,931	100%	Green	The large overarching servicing studies have been completed for the water and wastewater network. Carryforward will be used to address a continued need for isolated servicing assessments to inform near term investments.
64	Geospatial Sustainable Technology & Growth	Purchase of new survey equipment, software and consulting services to support the Geospatial program.	Parent Program	City Planning & Community Services	ongoing	56,000	0	0	56,000	0	0	56,000	20%	Green	Utility budget amounts will be spent before end of year. 2026 - Request for Information (RFI) completed for drone hardware, Technology delayed in server purchase, Request for Proposal (RFP) underway.
65	Speakers Corner Drainage Project	Installation of a permanent solution to address a 1950mm storm pipe collapse and decommissioning of the temporary pumping installation in Wascana Centre.	Parent Project	City Operations	2026	11,066,523	9,000,000	0	20,066,523	(17,622)	13,900,000	6,166,523	5%	Green	Construction is planned to start at two locations in 2026.
66	Wascana Parkway to Highway 1A Loop Ramp	Improving traffic flow on Highway No. 1A Northbound by installing a loop ramp from Eastbound Wascana Parkway.	Parent Program	City Planning & Community Services	2027	1,120,000	0	0	1,120,000	0	0	1,120,000	0%	Green	Design planned for 2026. Construction in 2027 or 2028.
67	Northwest Regional Wastewater Lift Station	Improve wastewater capacity to existing properties in the Maple Ridge and Westhill neighbourhoods.	Parent Project	City Planning & Community Services	2028	11,803,284	4,615,455	0	16,418,739	37,356	4,000,000	12,418,739	1%	Green	Funds will be used to advance design and engineering for the lift station in 2026.
68	Wastewater Master Plan	This project is a refresh and update the Wastewater Master Plan that will undertake technical analysis and identify planned actions over a revised time horizon.	Parent Project	City Planning & Community Services		0	900,000	0	900,000	0	0	900,000		Green	Expecting to tender in late-2026. Funds will be used to advance work in 2027.

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Number	Project Name	Project Description	Program / Project	Division	Expected Project End Date	2025 Carryforward	2026 Budget	2026 Amendment	2026 Available Funds to Spend	2026 YTD Actual Expenses	2026 First Quarter Annual Forecast Spend	Amount of Carryforward at End of Year	% of Project Completion (Project Only)	Project Status	2026 Carryforward Explanation
69	ESRI Utility Network Manager	The GIS tools used to manage the water and wastewater GIS infrastructure data is being retired in 2026 by the vendor. A new GIS software called Utility Network is set to replace and modernize the tools and are designed especially for infrastructure data management. This proposal is for the software costs and consulting work needed to migrate the GIS systems and data towards Utility Network. It also implements data integrity tooling to ensure the data offered is high quality and accuracy and will remain as such in the future.	Parent Project	City Planning & Community Services		0	90,000	0	90,000	0	70,000	20,000		Green	Carryforward due to timing and resource capacity to support the work.
70	Central Water Network Solution	Project is to confirm through analysis and design a solution that will be constructed to ensure adequate pressure, flow are maintained within the central part of the city and address the risk of service interruptions due to aging water infrastructure and growth through intensification.	Parent Project	City Planning & Community Services		0	210,000	0	210,000	0	0	210,000		Yellow	Funds will be used to advance work in 2027.
71	Dewdney Avenue Rehabilitation - Broad Street to Toronto Street	The Dewdney Avenue corridor between Broad St and Toronto St in addition to requiring a surface rehabilitation requires the review, alignment of the renewal of some or all the underground utilities. The renewal is to also align with the corridor renewal immediately west of this road segment.	Parent Project	City Planning & Community Services		0	2,760,000	0	2,760,000	0	0	2,760,000		Yellow	This project's funding is associated with construction which is tentatively scheduled to occur in 2028.
72	Skyview Watermain Loop	This project is to complete the preliminary design, detailed design and construction of the watermain looping for Skyview.	Parent Project	City Planning & Community Services		0	300,000	0	300,000	0	0	300,000		Yellow	This project's funding is associated with construction which is tentatively scheduled to occur in 2028
City Planning & Community Services Total		City Planning & Community Development Total				26,596,730	17,875,455	0	44,472,185	28,586	17,970,000	26,502,185			
73	Customer Information System - Utility System Upgrade	This funding ensures the Utility Billing system is maintained in a supported condition and allows for ongoing maintenance, functionality improvements and system architecture updates.	Parent Program	Financial Strategy & Sustainability	ongoing	307,672	260,000	0	567,672	18,315	46,010	521,662	N/A	Green	This is an ongoing capital program. Vendor support for future code implementation will continue to be required.
74	Water Meter and Automated Meter Read Replacement	The City's Water Meters and Automated Meter Reading system require upgrading to restore system reliability and reduce downtime costs. This project includes development, design installation and construction over multiple years.	Parent Project	Financial Strategy & Sustainability	2026	4,860,003	0	0	4,860,003	(1,526,975)	2,500,000	2,360,003	90%	Green	This is a multi-year project to be substantially completed in 2026. Optimization activities may continue beyond 2026.
75	Funding Available for Reallocation	Contingency fund.	Parent Program	Financial Strategy & Sustainability	ongoing	61,916	0	0	61,916	0		61,916	N/A	Green	This account is being reviewed as per the capital governance review. Funds should be will be returned to their respective original funding source (reserve, deferred revenue, current contributions).
76	Renewal Road Infrastructure-Dewdney Ave Corridor Rehabilitation	Water, Wastewater and Stormwater infrastructure replacements along Dewdney Avenue (Albert to Broad) associated with the Dewdney Avenue Corridor Revitalization project.	Parent Project	Financial Strategy & Sustainability	2025	903,023	0	0	903,023	327,172	903,023	0	95%	Green	Project to achieve Substantial Performance in 2026.
Financial Strategy & Sustainability Total		Financial Strategy & Sustainability Total				6,132,614	260,000	0	6,392,614	(1,181,488)	3,449,033	2,943,581			
Grand Total		City Utility Total				166,115,495	112,070,455	7,560,000	285,745,950	1,141,187	132,389,139	153,356,812			



Fuel Inventory Audit Report

Date	May 28, 2026
To	Audit and Finance Committee
From	Audit and Finance Committee
Service Area	Financial Strategy & Sustainability
Item #	AFC26-15

RECOMMENDATION

That the Audit and Finance Committee receive and file this report.

HISTORY

At its meeting on April 23, 2026, the Audit and Finance Committee considered in **private** session, the attached report *AF26-1 Fuel Inventory Audit Report*.

The Committee adopted a resolution that the Audit and Finance Committee receive and file this report at its May 28, 2026 public meeting.

Respectfully submitted,

AUDIT AND FINANCE COMMITTEE


Janice Hudson, Council Officer

5/5/2026

ATTACHMENTS

AF26-1 Fuel Inventory Audit Report



Fuel Inventory Audit Report

Date	April 23, 2026
To	Audit and Finance Committee
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	AF26-1

RECOMMENDATION

That the Audit and Finance Committee receive and file this report at its May 28, 2026 public meeting.

ISSUE

The Internal Audit Charter requires the City of Regina's (City) Internal Auditor to report the results of the Internal Audit activities to the Audit and Finance Committee.

This report provides the results of the Fuel Inventory Audit. The report includes Administration's response to the recommendations raised by the Internal Audit Department to improve the internal controls and strengthen procedures governing fuel inventory.

IMPACTS

Strategic Priority Impact

Audit reports support accountability in the stewardship of public funds and resources, strengthening internal controls and improving the effectiveness and efficiency of City operations and Governance processes. This report aligns with City's Strategic Plan through the Financial Perspective and Stewardship & Operations section.

There are no financial, legal, policy, labour, environmental, Indigenous or inclusion, diversity, equity & accessibility (IDEA) impacts respecting this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

None with respect to this report.

DISCUSSION

As part of the City's Internal Audit Plan, the Internal Audit Department conducted a comprehensive Fuel Inventory Audit covering calendar years 2023 and 2024. Fuel represents a significant component of the City's operating expenditures and carries inherent risks of misappropriation and unauthorized use. The primary objective of this audit was to evaluate whether the existing controls and procedures governing fuel inventory, receiving, and distribution are adequate to safeguard assets and ensure the accuracy of fuel records.

The Central Stores Salvage & Fuel (CSSF) branch is responsible for managing fuel operations that support City departments utilizing gasoline and diesel-powered vehicles and equipment, excluding the Fire & Protective Services Department. Fuel is dispensed through nine designated fueling stations located across the City. The Fuel System Officer (FSO) in CSSF is solely responsible for managing all fuel inventory operations, with limited backup support provided by the supervisor.

During the audit period, the City purchased approximately \$21.5 million in fuel, with diesel accounting for 74 per cent of total consumption and gasoline for 26 per cent. Fuel procurement is executed under a blanket purchase order with Suncor Energy Products, and prices fluctuate weekly, ranging from \$1.10 to \$1.46 per liter for gasoline and \$1.18 to \$1.74 per liter for diesel. On-site fueling activities are primarily managed through the AssetWorks Fuel Focus System (M5), which also serves as the City's fleet management platform. Access to fueling stations is restricted to vehicles and equipment owned or leased by the City.

The review primarily focused on activities related to the receiving, storage, and distribution of the two major fuel types, gasoline and diesel. Our audit included an examination of judgmentally selected fuel transactions recorded between January 2023 and December 2024 for City operations, excluding service partners such as the Regina Police Service. Where necessary, transactions and records outside this period were reviewed to validate and corroborate information relevant to the

audit timeframe. The scope of this review excluded the fuel procurement process, pricing considerations, interdepartmental fuel cost allocations, and transactions involving the City's service partners.

Audit Results

Our audit determined that substantial improvements are necessary in the receipt, distribution, management, and accounting of fuel inventory to strengthen internal controls and reduce the risk of improper fuel use.

We identified several deficiencies in oversight, data accuracy, and accountability. Key issues include the absence of exception-based monitoring and routine fuel consumption analysis, insufficient oversight of fuel receipts and distribution, inadequate security camera coverage, and the lack of systematic inventory reconciliations. Collectively, these weaknesses elevate operational and accountability risks.

There is limited awareness among fuel users and process owners regarding the applicable standard operating procedures, key controls, and the functional capabilities of the M5 system. The departure of key personnel in 2018, including the Director of Fleet Services, city-wide reorganization, and consequent changes in fuel management responsibilities, resulted in a loss of institutional knowledge and has likely contributed to the persistence of these control deficiencies.

The following section identifies key areas in which management action is required to strengthen the fuel inventory management program and enhance existing controls.

Implement fuel distribution monitoring controls with exception reports highlighting anomalies such as consecutive refueling under the same unit ID. Follow up with user groups as needed.

- Repair and maintain non-functional Fuel Island Control Unit (ICU) readers and Vehicle Identification Bands (VIBs) regularly and ensure odometer data accuracy.
- Prepare an annual fuel consumption report analyzing liters per 100 kilometers (L/100km) and investigate significant variances.
- Evaluate the feasibility of using employee ID cards for fuel distribution instead of employee numbers.
- Formalize the fuel reconciliation process, including monthly reviews of reports from both M5 and the City's accounting system – Oracle Enterprise Business Suite (EBS).
- Establish variance thresholds for investigating discrepancies between actual fuel inventory and M5 balances.
- Assess the feasibility of installing Veeder Root systems for automated tank measurement to verify fuel deliveries.
- Install additional security cameras at fueling locations and review video retention policies.
- Consider one-time comprehensive M5 training sessions for key users in Fuel, Fleet, and Transit branches.
- Create a complete inventory of policies, procedures, and Standard Operating Procedures (SOP),

and communicate them to key users to ensure understanding and compliance and include specific training.

Implementing these recommendations will improve anomaly detection, enhance fuel data accuracy, and streamline fuel management processes. These changes will strengthen accountability across departments and provide reliable information for operational and financial decisions.

Administration has accepted all recommendations and begun implementing corrective actions as noted in the Management Response. While this report reflects results based on a limited sample, responsibility for maintaining effective internal controls and preventing irregularities rests with management. Internal Audit thanks all City departments for their cooperation and support during this audit.

Management's Response

Management agrees with all audit recommendations and has begun implementing corrective actions to strengthen fuel controls, improve system accuracy, and enhance accountability. Fuel delivery oversight will be improved through pre- and post-delivery tank readings where resources allow, with longer-term automation (e.g., Veeder Root) dependent on future budget approval. Inventory variances will now require investigation and supervisory approval, and Transit-related adjustments will be corrected. Monthly reconciliations between M5 and EBS will be formalized, with efforts underway to enhance documentation and accuracy while assessing long-term system integration, targeted for 2027.

Fuel distribution controls will be strengthened by improving ICU functionality, monitoring manual fueling, enhancing radio frequency identification (RFID) use, and exploring daily maximum fueling thresholds. Slip tank and small tool code usage will be subjected to tighter documentation, escalation procedures, and potential automation. Employee Personal Identification Number (PIN) misuse will be mitigated through reinforced procedures, disciplinary measures, and potential migration to employee ID card readers pending future approvals.

System access and manual override controls will be tightened through a full review of M5 permissions, removal of generic accounts, activation of audit logs, and supervisory approval for manual inventory actions. Physical security will be enhanced through rekeying of fuel infrastructure and development of business cases for expanded security camera coverage, increased video retention, and professional tank/pump calibration.

To address institutional knowledge gaps, management will update all SOPs and collaborate with AssetWorks to deliver comprehensive M5 training. Segregation-of-duties improvements will be pursued through role redesign, enhanced oversight, and potential resourcing requests in the 2027 budget cycle.

DECISION HISTORY & AUTHORITY

In accordance with Table 1.1 section 3(2) of *The Committee Bylaw, Bylaw No. 2009-40*, The Audit and Finance Committee has delegated authority to review a report and it may receive it for information or send it on to City Council or Executive Committee in some cases with or without recommendations.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'V. Dhinakar Viswanathan', with a long horizontal stroke extending to the right.

Dhinakar Viswanathan
City Internal Auditor

Prepared by: Dhinakar Viswanathan, City Internal Auditor