

CITY COUNCIL

Monday, December 7, 2026
9:00 AM

Henry Baker Hall, Main Floor, City Hall

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Agenda
City Council
Monday, December 7, 2026

This is a draft agenda for City Council's budget meeting scheduled to commence on December 7, 2026. The Bylaws listed below related to the recommendation contained in report *CM26-12 2027 Budget Deliberations* will be added to the agenda and published with the **finalized agenda on November 20, 2026**.

Citizens who wish to register to speak to an item on the December 7, 2026 budget meeting agenda may do so by visiting Regina.ca/Register and submitting a completed registration form together with a written submission before the registration deadline of 12:00 p.m. on Tuesday, December 1, 2026.

If you plan to register to speak as a delegation, please note the following:

- **All items on the December 7, 2026 meeting agenda require pre-registration and written submissions from delegations.**
- **All delegation registrations must be submitted through the Regina.ca/Register form. If you require technical assistance with the delegation registration form, please contact us at 306-777-7262 before the registration deadline. Except where accommodations are required by a delegation registrant, all delegations submitting registrations via email or other means will be redirected to the Regina.ca/Register form.**
- **All delegations will be heard by City Council beginning Monday, December 7, 2026 at 9:00 a.m. Registered delegations must ensure their availability December 7, 8, and 9, 2026, in the event there are a large number of delegations registered to speak before Council.**
- **Delegations may appear to speak in-person or by teleconference.**
- **Should a delegation be unable to attend the meeting, their written submission cannot be read aloud by any other party, but will be received and filed by City Council to form part of the historical meeting record.**

Confirmation of Agenda

PUBLIC NOTICE BYLAW

The Alley Tax Bylaw

COMMITTEE REPORTS

REGINA POLICE SERVICE

CR26-133 Regina Police Service 2027-2028 Operating and 2027-2031 Capital Budget

Recommendation
That City Council:

1. Approve the 2027 Regina Police Service Net Operating Budget of $124,842,600;

2. Receive and file the 2028 Regina Police Service Net Operating Budget of $132,350,500;

3. Approve the 2027 Regina Police Service Net Capital Budget of $7,582,000; ad

4. Receive and file the 2028 Regina Police Service Net Capital Budget of $11,929,000.

CITY MANAGER'S REPORT

CM26-12 2027 Budget Deliberations

Recommendation
That City Council:

General Operating Budget:

1. Approve the City of Regina's (City) 2027 Revenues and Expenditures of $733.6 million (Details in Appendix A). This includes:

    a. Approve a mill rate increase of 5.81 per cent that will generate an additional $21.85 million in taxation revenue. Along with the $8.345 million from taxation growth, total 2027 Taxation Revenue will be $399.8 million.

b. Approve Cash to Capital Funding for 2027 General Capital programs and projects of $83.2 million.
c. Approve Reserve transfers of:
    i. Asset Revitalization Reserve: $2.64 million
    ii. General Fund Reserve: $2.02 million
    iii. Industrial Development Charges Reduction Reserve: $0.89 million
    iv. Intensification Infrastructure Reserve: $0.86 million
d. Approve Service Partner Budgets for the following amounts:
    i. Provincial Capital Commission: $2.719 million (Appendix B1)
    ii. Economic Development Regina: $1.98 million (Appendix B2)
    iii. Regina Public Library: 14.99 per cent (Appendix B3)
    iv. Regina Exhibition Association Limited: $10.80 million

2. Approve the following 2027 Alley Maintenance Special Tax levies, proposed revenues and estimated costs (Details in Appendix C):

    Paved Alleys:
    Levy $4.39 per assessable foot against properties abutting or flanking paved alleys
    Proposed Revenue $3,968,643
    Estimated Cost: $3,968,643

    Gravel Alleys:
    Levy $3.30 per assessable foot against properties abutting or flanking paved alleys
    Proposed Revenue $2,035,483
    Estimated Cost: $2,035,483

3. Direct the City Solicitor to prepare the 2027 Alley Maintenance Special Tax Bylaw to include the paved and gravel alley levies, proposed revenues, and estimated costs as detailed in recommendation 2 of this report and Appendix C.

4. Approve the 2027 Snow Storage Site User Fees (Details in Appendix K), including the following details:

    a. City Council approve revisions to the Snow Storage Site User Fee, effective November 1, 2027, as outlined in Appendix K, by increasing fees from:
        i. $15 to $17 per load

ii. $25 to $29 per load
iii. $35 to $41 per load

b. The City Solicitor be instructed to prepare the necessary amendments to Schedule L of *The Clean Property Bylaw* to implement the revised fee structure.

5. Approve the 2027 Costing Fund Budget (details in Appendix D), including the following details:

    a. The total gross revenues and expenditures of $63.8 million.
    b. The Costing Fund is used to reallocate funds to the Operating and Capital Budgets for both the General and Utility Budgets.

General Capital Budget:

6. Approve the 2027 General Capital Budget in the 2027-2031 General Capital Plan with total gross expenditures of $264.05 million in 2027, as detailed in Appendix E.

7. Approve the Multi-Year Projects in the General Capital Budget as outlined on page 11 of Appendix E that require future year commitments with gross expenditures of $118.81 million in 2028 and 2029, be approved as follows:

    a. 2028 - $81.84 million
    b. 2029 - $36.97 million

Utility Operating and Capital Budgets:

8. Approve the 2027 Utility Operating Budget as outlined in Appendix H, with total revenues of $233.6 million and total gross expenditures of $233.6 million.

9. Approve the 2027 Utility Rates stated in Appendix N:

    a. Water rates and fees and charges
    b. Wastewater charges
    c. Storm water (drainage) charges
    d. Approve that the utility rates and other charges set out in these recommendations be effective January 1, 2027

10. Instruct the City Solicitor to prepare amendments to Bylaw No. 8924, being *The Regina Water Bylaw*, and Bylaw No. 2016-24, *The*

Wastewater and Storm Water Bylaw, 2016 to amend the rates and charges as approved under recommendations 8 & 9.

11. Approve the 2027 Utility Capital Budget in the 2027-2031 Utility Capital Budget with total gross expenditures of $155.99 million in 2027, as summarized in the City's 2027 Utility Budget, as detailed in Appendix I.

12. Approve the Multi-Year Projects in the Utility Capital Budget as outlined on page 5 of Appendix E that require future year commitments with gross expenditures of $41.88 million in 2028.

13. Approve a Utility Rate increase of 10.27 per cent for 2027.

Regina Public Library Board:

14. Approve the Regina Public Library Board approved 2027 Budget and mill rate increase request of 14.99 per cent for the Regina Public Library, as summarized in Appendix B3.

15. Instruct the City Solicitor to prepare and bring forward any property tax bylaws needed to implement the above approved mill rates for the City and the Regina Public Library in spring 2027 once the City receives the education mill rate from the Government of Saskatchewan and approves the mill rates for the Business Improvement Districts.

New Debt:

16. Authorize the CFO to negotiate, subject to the necessary borrowing bylaw to be passed by City Council, to engage with one or more financial institutions to obtain long term financing in a maximum principal amount of $85.16 million plus any related interest or other costs of the debt resulting from this borrowing for the Wastewater Treatment Plant Upgrade/Expansion planned to begin in 2028.

17. Authorize the CFO to negotiate and approve and enter into all necessary agreements to facilitate the borrowing of the maximum principal amount of debt in recommendation 16 when it is most advantageous for the City over the course of two to three years, plus any related interest or other costs of the debt resulting from this borrowing, and return to City Council for final approval of the debt and terms in the borrowing bylaw.

18. Instruct Administration to include a mill rate and/or utility rate increase in the following year's Budget after the long-term debt is acquired to fund the annual principal and interest payments.

19. Instruct the City Solicitor to prepare one or more borrowing bylaws based on the terms and conditions negotiated by the CFO and return to City Council for approval.

Other Related Recommendations:

20. Authorize the City Solicitor to prepare any other necessary bylaw amendments not mentioned above to implement the above recommendations and the approved budgets.

21. Remove items from the Outstanding Items List as identified in Appendix L.

BYLAWS

The Clean Property Bylaw

The Regina Water Bylaw

The Wastewater and Storm Water Bylaw

Adjournment

Regina Police Service 2027-2028 Operating and 2027-2031 Capital Budget

Date	December 7, 2026
To	Mayor Bachynski and City Councillors
From	Board of Police Commissioners
Service Area	Chief of Police
Item #	CR26-133

RECOMMENDATION

That City Council:

1. Approve the 2027 Regina Police Service Net Operating Budget of $124,842,600.
2. Receive and file the 2028 Regina Police Service Net Operating Budget of $132,350,500.
3. Approve the 2027 Regina Police Service Net Capital Budget of $7,582,000.
4. Receive and file the 2028 Regina Police Service Net Capital Budget of $11,929,000.

HISTORY

At the October 2, 2026 meeting of the Board of Police Commissioners, the Board considered the attached report P26-50 from the Chief of Police.

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

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

Respectfully submitted,

BOARD OF POLICE COMMISSIONERS

Elaine Gohlke

Elaine Gohlke, Council Officer 11/3/2026

ATTACHMENTS
P26-50-RPS2027-28BudgetRptCC

October 2, 2026

To: Members,
Board of Police Commissioners

Re: Regina Police Service 2027-2028 Operating and 2027-2031 Capital Budget

RECOMMENDATION

It is recommended that the Board of Police Commissioners:

1. Approve the 2027 Regina Police Service Net Operating Budget of $124,842,600.
2. Receive and file the 2028 Regina Police Service Net Operating Budget of $132,350,500.
3. Approve the 2027 Regina Police Service Net Capital Budget of $7,582,000.
4. Receive and file the 2028 Regina Police Service Net Capital Budget of $11,929,000.
5. That this report be forwarded to City Council for tabling to the special City Council budget meeting, prior to December 31, 2026.

CONCLUSION

The 2027-2028 Operating and Capital Budget ("the Budget") for the Regina Police Service continues along the path of responsible investment in community safety and well-being. All requested increases have been limited to those essential to the operation of the Regina Police Service.

BACKGROUND

The Regina Police Service is presenting its proposed Budget to the Board of Police Commissioners for approval. Pursuant to *The Board of Police Commissioners Bylaw*, the Board is required to submit the Regina Police Service's proposed budget to City Council prior to December 31, 2026.

DISCUSSION

Operating Budget

The proposed 2027 Net Operating Budget is $124,842,600 which is a mill rate increase of 2.30 over the 2026 budget. Salaries of current staff and contractual operational expenses account for 2.15 of the 2.30 mill rate increase. Salaries of new staff account for 0.15 of the 2.30 mill rate increase.

The proposed 2028 Net Operating Budget is $132,350,500 which is a mill rate increase of 2.00 over the 2027 budget. Salaries of current staff and contractual operational expenses account for 1.46 of the 2.00 mill rate increase. Salaries of new staff and non-contractual operational expenses account for 0.54 of the 2.00 mill rate increase.

2027-2028 Net Operating Budget					
	2026 Budget	2027 Budget	Difference	2028 Budget	Difference
Salary & Benefit Costs	$ 113,393,500	$ 123,724,900	$ 10,331,400	$ 130,498,400	$ 6,773,500
Operational Expenses	$ 18,492,500	$ 18,940,000	$ 447,500	$ 20,210,000	$ 1,270,000
Less Revenue	$ 15,705,200	$ 17,822,300	$ 2,117,100	$ 18,357,900	$ 535,600
Net Operating Budget	**$ 116,180,800**	**$ 124,842,600**	**$ 8,661,800**	**$ 132,350,500**	**$ 7,507,900**
Mill Rate		**2.30**		**2.00**	

2027 Net Operating Budget			
Description	**Amount**	**%**	**Mill Rate**
Current Staff	$ 7,667,300	6.6%	2.03
New Staff	$ 547,000	0.5%	0.15
Operating Costs Contractual	$ 447,500	0.4%	0.12
TOTAL	**$ 8,661,800**	**7.5%**	**2.30**

2028 Net Operating Budget			
Description	**Amount**	**%**	**Mill Rate**
Current Staff	$ 5,157,500	4.1%	1.37
New Staff	$ 1,080,400	0.9%	0.29
Operating Costs Non-Contractual	$ 933,900	0.7%	0.25
Operating Costs Contractual	$ 336,100	0.3%	0.09
TOTAL	**$ 7,507,900**	**6.0%**	**2.00**

The Regina Police Service is requesting 6 positions in 2027 and 10 positions in 2028. The provincial and federal governments are funding a net of 15 new officers in 2027 and 1 in 2028 therefore City funding is not required for these positions. Staffing expenditures will support 732 permanent and 18 casual employees in 2027 and 742 permanent and 19 casual employees in 2028. Staffing comprises 86% of the gross operating budget.

2027-2028 Staffing Budget

2027	FTE
Cleaner / Caretaker	2.0
DEVR Supervisor	1.0
I.T. Applications Analyst	1.0
I.T. Business Analyst Supervisor	1.0
I.T. Service Desk Technician	1.0
Sergeant (conversion)	(1.0)
Staff Sergeant (conversion)	1.0
Total	**6.0**

2028	FTE
Alternative Response Officer	2.0
Cleaner / Caretaker	2.0
Communications Training Coordinator	1.0
Criminal Intelligence Analyst	1.0
Evidence Management Clerk	1.0
Garage Attendant (casual)	1.0
I.T. Artificial Intelligence (AI) Engineer	1.0
Learning & Development Consultant	1.0
Total	**10.0**

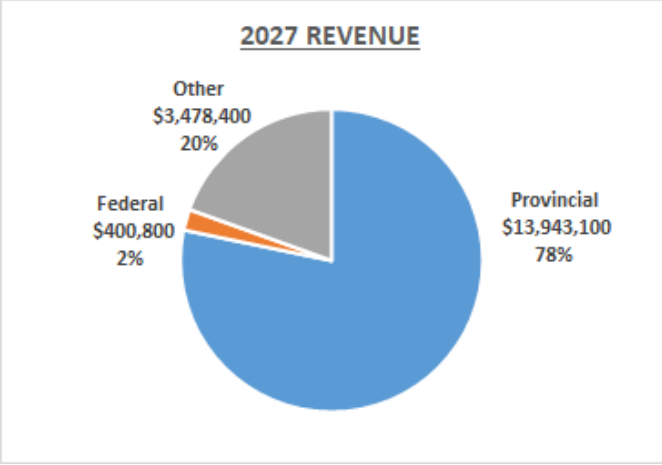
Funded Positions

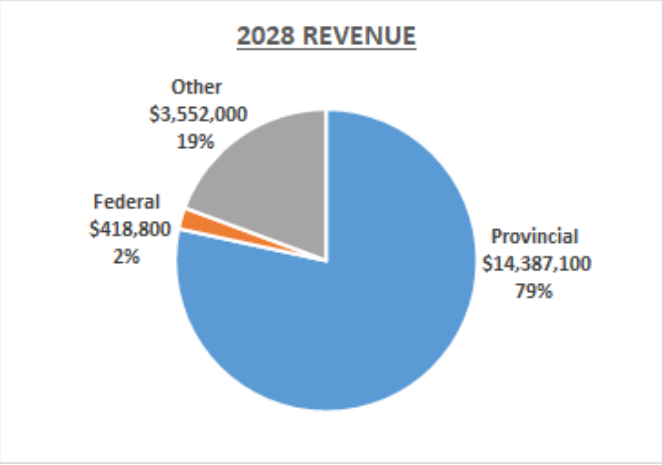
2027	FTE
Constables (provincially funded)	16.0
Constables (federally funded)	(2.0)
Sergeant (federally funded)	1.0
Sergeant (federally funded)	(1.0)
Sergeant (provincially funded)	1.0
Total	**15.0**

2028	FTE
Staff Sergeant (provincially funded)	1.0
Total	**1.0**

Revenue Budget

The 2027 Revenue Budget is $17,822,300 and the 2028 Revenue Budget is $18,357,900. This is an increase in revenue from 2026 mainly due to additional provincial funding for police officers. Over 95% of the revenue received is allocated directly to operating and salary cost recovery. In total, the 2027 revenue budget will fund 116 positions and the 2028 revenue budget will fund 117 positions. Therefore, none of these positions are requested to be paid for by the City of Regina.





Highlights of the 2027-2028 Revenue Budget changes include:

- $1,901,000 new provincial government funding for 16 officers as part of the SCAN (Safer Communities and Neighbourhoods) Initiative
- $503,400 increase in government funding for the Internet Child Exploitation (ICE) Unit and Integrated National Security Enforcement Team (INSET)
- $326,500 increase in government funding for currently funded positions
- $233,000 increase in other revenue including the Communication Technology Unit (Radio Shop) related to user and tenant fees for users on the radio system
- $(311,200) decrease in federal government funding due to the Human Trafficking Unit moving from an integrated unit with the RCMP back to RPS

Capital Budget

The proposed 2027 Net Capital Budget is $7,582,000 in 2027 and $11,929,000 in 2028. SGI is funding $128,000 per year for the Combined Traffic Services Sask (CTSS) vehicles and the remainder of the capital budget would be funded out of the City's current contributions to capital.

It's important to note that the proposed 2027 Net Capital Budget is a **reduction** of $994,000 compared to the 2027 forecasted amount made at the December 2025 City Council budget meeting. All capital projects were analyzed and some were deferred to 2028 or 2029.

Capital program highlights for 2027 and 2028 include the following:

- **Asset Management** – patrol equipment;
- **Communications** – radio antenna site and portable and mobile radios;
- **Emergency Services** – specialty teams equipment;
- **Facilities Development** – ongoing furniture replacement, equipment, and video recording for building security in facilities;
- **Fleet** – regular replacement of vehicles; and
- **Information Technology** – ongoing infrastructure and applications

2027 - 2031 Capital Budget					
Capital Programs (000's)	**2027**	**2028**	**2029**	**2030**	**2031**
Asset Management	643.0	885.0	995.0	985.0	1,095.0
Communications	292.0	750.0	250.0	250.0	300.0
Emergency Services Equipment	85.0	1,114.0	300.0	195.0	585.0
Facilities Development	1,750.0	3,680.0	1,485.0	2,650.0	875.0
Fleet	2,558.0	2,373.0	4,948.0	2,438.0	2,928.0
Information Technology	2,382.0	3,255.0	3,230.0	3,200.0	2,440.0
Capital SubTotal	**$ 7,710.0**	**$ 12,057.0**	**$ 11,208.0**	**$ 9,718.0**	**$ 8,223.0**
Less SGI Funding	(128.0)	(128.0)	(128.0)	(128.0)	(128.0)
Capital Total	**$ 7,582.0**	**$ 11,929.0**	**$ 11,080.0**	**$ 9,590.0**	**$ 8,095.0**

RECOMMENDATION IMPLICATIONS

Financial Implications

The Regina Police Service budget will have financial implications for 2027-2028 as outlined in this report.

Environmental Implications

None with respect to this report.

Strategic Implications

The Regina Police Service budget is prepared in conjunction with the Regina Police Service's Strategic Plan previously endorsed by the Board.

Other Implications

Regina Police Service performance has an impact on the community and its citizens.

COMMUNICATIONS

The Regina Police Service 2027-2028 budget will be submitted to Regina City Council once the budget has been reviewed and approved by the Board of Police Commissioners.

Respectfully submitted,



Lorilee Davies
Chief of Police

REGINA POLICE SERVICE

2027 - 2028 BUDGET

Prepared for:
Board of Police Commissioners
October 2, 2026

Appendix

2027-2028 OPERATING BUDGET

REVENUE	2027 Budget	$ Change From 2026	2028 Budget	$ Change From 2027
Provincial Revenue				
11UI (11 and Under Initiative)	243,100	4,800	243,100	-
ARO (Alternative Response Officers)	150,000	-	150,000	-
ARO (Alternative Response Officers) Operating Cost Recovery	50,000	-	50,000	-
CRT (Crime Reduction Team)	1,108,800	21,600	1,131,100	22,300
CRT (Crime Reduction Team) Operating Cost Recovery	396,000	-	396,000	-
CRT (Crime Reduction Team) Operating Cost Recovery - Analyst	75,000	-	75,000	-
CTSS (Combined Traffic Services Sask)	1,216,000	12,000	1,228,400	12,400
CTSS (Combined Traffic Services Sask) Operating Cost Recovery	172,000	-	172,000	-
ECP (Enhanced Community Policing)	1,232,000	24,000	1,256,800	24,800
EIP (Enhanced Investigative Policing)	616,000	12,000	628,400	12,400
ICE (Internet Child Exploitation)	369,600	7,200	492,800	123,200
ICE (Internet Child Exploitation) Operating Cost Recovery	29,200	1,200	200,000	170,800
ICE (Internet Child Exploitation) Technician	127,400	-	127,400	-
MP/DC (Missing Person / Domestic Conflict)	246,400	4,800	251,400	5,000
PACT (Police and Crisis Team)	369,600	7,200	377,000	7,400
Sask 911 PSAP (Public Safety Answering Point)	2,012,100	40,100	2,053,000	40,900
Sask Police Commission - Police College Training Officers	175,000	(6,400)	175,000	-
SCAN (Safer Communities and Neighbourhoods) Initiative	3,601,000	1,901,000	3,601,000	-
SGI Initiative - Automated Speed Enforcement Traffic Clerks	164,700	7,300	172,100	7,400
SGI Initiative - High Visibility Projects	70,000	-	70,000	-
SHOCAP (Serious & Habitual Offender Comprehensive Action Plan)	492,800	9,600	502,700	9,900
STRT (Sask Trafficking Response Team)	246,400	4,800	251,400	5,000
STRT (Sask Trafficking Response Team) Operating Cost Recovery	33,600	-	33,600	-
SVO (Serious Violent Offender) Program	288,200	2,400	290,700	2,500
Victim Services	149,100	3,000	149,100	-
Victim Services - Indigenous Resource Officers	149,800	2,900	149,800	-
Victim Services - Missing Persons Liaison	72,800	-	72,800	-
Victim Services Responder - RCJC (Regina Children's Justice Centre)	86,500	-	86,500	-
Federal Revenue				
HTCEU (Human Trafficking & Counter Exploitation Unit)	-	(311,200)	-	-
INSET (Integrated National Security Enforcement Team)	200,400	200,400	209,400	9,000
NWEST (National Weapons Enforcement Support Team)	200,400	9,000	209,400	9,000
Other Revenue				
City of Regina - Insurance Recuperated	65,000	-	65,000	-
City of Regina - Red Light Camera Traffic Clerk	75,600	-	77,700	2,100
City of Regina - Traffic Safety Initiatives	160,000	-	160,000	-
Communication Technology Unit (Radio Shop)	1,682,100	148,900	1,753,600	71,500
Criminal Record Checks / Fingerprinting / LA FOIP Requests	813,000	-	813,000	-
Miscellaneous Revenue / Range Rentals / Sigma Testing	40,000	-	40,000	-
Physiotherapy Cost Recovered Treatments	60,000	-	60,000	-
School Resource Officer Program (Public & Catholic School Boards)	82,700	10,500	82,700	-
Special Duty Overtime	500,000	-	500,000	-
	$ 17,822,300	**$ 2,117,100**	**$ 18,357,900**	**$ 535,600**
SALARY & BENEFITS	123,724,900	10,331,400	130,498,400	6,773,500
OPERATIONAL EXPENSES	18,940,000	447,500	20,210,000	1,270,000
GROSS OPERATING BUDGET	**$ 142,664,900**	**$ 10,778,900**	**$ 150,708,400**	**$ 8,043,500**
LESS REVENUE	17,822,300	2,117,100	18,357,900	535,600
NET OPERATING BUDGET	**$ 124,842,600**	**$ 8,661,800**	**$ 132,350,500**	**$ 7,507,900**
NET INCREASE	**7.5%**	**2.30 Mill Rate**	**6.0%**	**2.00 Mill Rate**

2027 - 2031 CAPITAL BUDGET

Description of Expenditure (000's)	2027	2028	2029	2030	2031	TOTAL
ASSET MANAGEMENT	**643.0**	**885.0**	**995.0**	**985.0**	**1,095.0**	**4,603.0**
Ballistic Shields	-	60.0	-	-	-	60.0
Breath Instruments	39.0	-	-	-	-	39.0
Conducted Energy Weapons (Tasers)	-	500.0	500.0	700.0	700.0	2,400.0
Drug & Alcohol Screening Devices	60.0	-	60.0	-	60.0	180.0
Patrol Equipment (Enhanced Body Armour)	233.0	225.0	250.0	250.0	275.0	1,233.0
Polygraph Equipment	-	-	25.0	-	-	25.0
Red Dot Optics	100.0	100.0	100.0	-	-	300.0
Simulated Casualty Mannequin	35.0	-	-	35.0	-	70.0
Traffic & Specialty Equipment	176.0	-	60.0	-	60.0	296.0
Total Asset Management	**643.0**	**885.0**	**995.0**	**985.0**	**1,095.0**	**4,603.0**
COMMUNICATIONS	**292.0**	**750.0**	**250.0**	**250.0**	**300.0**	**1,842.0**
Patrol Radios (Portable & Mobile)	292.0	250.0	250.0	250.0	300.0	1,342.0
Radio Antenna Site	-	500.0	-	-	-	500.0
Total Communications	**292.0**	**750.0**	**250.0**	**250.0**	**300.0**	**1,842.0**
EMERGENCY SERVICES EQUIPMENT	**85.0**	**1,114.0**	**300.0**	**195.0**	**585.0**	**2,279.0**
Emergency Equipment Replacement / Upgrade	75.0	15.0	150.0	-	400.0	640.0
Mobile Electronics	-	-	-	-	150.0	150.0
Tactical Training Facility	-	45.0	-	45.0	-	90.0
Training Building	-	500.0	-	-	-	500.0
Winter Gear	-	-	-	85.0	-	85.0
Total Special Weapons &Tactics (SWAT)	**75.0**	**560.0**	**150.0**	**130.0**	**550.0**	**1,465.0**
Uniform & Equipment Replacement	-	20.0	20.0	25.0	25.0	90.0
Total Public Safety Unit (PSU)	**-**	**20.0**	**20.0**	**25.0**	**25.0**	**90.0**
Bomb Suit Replacement	-	-	80.0	-	-	80.0
Explosives Storage Unit	-	494.0	-	-	-	494.0
Uniform & Equipment Replacement	-	10.0	-	10.0	-	20.0
Total Explosives Disposal Unit (EDU)	**-**	**504.0**	**80.0**	**10.0**	**-**	**594.0**
Equipment Replacement	10.0	10.0	10.0	10.0	10.0	50.0
Helmet & Vest Replacement	-	-	40.0	-	-	40.0
Total Canine (K9)	**10.0**	**10.0**	**50.0**	**10.0**	**10.0**	**90.0**
Equipment Replacement	-	20.0	-	20.0	-	40.0
Total Crisis Negotiation Team (CNT)	**-**	**20.0**	**-**	**20.0**	**-**	**40.0**
FACILITIES DEVELOPMENT	**1,750.0**	**3,680.0**	**1,485.0**	**2,650.0**	**875.0**	**10,440.0**
Chemical Test Station	-	20.0	-	-	-	20.0
Facilities Development	100.0	250.0	250.0	250.0	300.0	1,150.0
Furniture, Fixtures & Equipment (FF & E)	1,500.0	3,250.0	1,000.0	2,000.0	500.0	8,250.0
Honeywell Controls Upgrade	50.0	50.0	100.0	100.0	-	300.0
Vehicle and Building Key Management System	50.0	50.0	50.0	-	-	150.0
Video Recording (Facilities) / Building Security	50.0	60.0	60.0	300.0	75.0	545.0
Work Bench	-	-	25.0	-	-	25.0
Total Facilities Development	**1,750.0**	**3,680.0**	**1,485.0**	**2,650.0**	**875.0**	**10,440.0**

2027 - 2031 CAPITAL BUDGET

Description of Expenditure (000's)	2027	2028	2029	2030	2031	TOTAL
FLEET	**2,558.0**	**2,373.0**	**4,948.0**	**2,438.0**	**2,928.0**	**15,245.0**
Aerial Support Unit	120.0	40.0	1,500.0	50.0	150.0	1,860.0
Aerial Support Unit Camera	-	-	1,000.0	-	-	1,000.0
ALPR's (Automated License Plate Readers)	-	60.0	60.0	60.0	70.0	250.0
CNT (Crisis Negotiation Team) Vehicle	-	-	-	-	300.0	300.0
CTSS (Combined Traffic Services Sask) Veh & Equip	128.0	128.0	128.0	128.0	128.0	640.0
Electric Vehicle Infrastructure	-	-	250.0	250.0	-	500.0
Equipment (fork lift; articulating loader; skid steer)	50.0	70.0	-	-	80.0	200.0
ICART (Inv Collision Analysis Reconst Team) Fleet	110.0	110.0	110.0	-	-	330.0
ISD Fleet Replacement	100.0	300.0	300.0	300.0	400.0	1,400.0
Police Fleet Replacement	2,050.0	1,600.0	1,600.0	1,650.0	1,800.0	8,700.0
Traffic Motorcycle	-	65.0	-	-	-	65.0
Total Fleet	**2,558.0**	**2,373.0**	**4,948.0**	**2,438.0**	**2,928.0**	**15,245.0**
INFORMATION TECHNOLOGY	**2,382.0**	**3,255.0**	**3,230.0**	**3,200.0**	**2,440.0**	**14,507.0**
3D Laser Scanner	-	-	-	-	-	-
Arbitrator In Car Video Systems	100.0	100.0	150.0	150.0	100.0	600.0
Disaster Recovery	-	-	-	150.0	-	150.0
E-Ticketing Hardware (printer, card reader)	-	-	-	25.0	-	25.0
Hardware (computers, printers, scanners, misc)	200.0	250.0	250.0	250.0	200.0	1,150.0
Microsoft Enterprise Agreement	550.0	650.0	650.0	700.0	700.0	3,250.0
Mobile Laptops	107.0	400.0	400.0	75.0	75.0	1,057.0
Replacement of JSI (voice box) Computers	100.0	100.0	50.0	-	300.0	550.0
Enterprise Infrastructure						-
- Backup Tapes	25.0	25.0	25.0	25.0	25.0	125.0
- Data Backup Technology	100.0	100.0	100.0	100.0	100.0	500.0
- Firewall Life Cycle Management	25.0	50.0	50.0	300.0	50.0	475.0
- Hardware and Software	60.0	60.0	60.0	60.0	60.0	300.0
- HQ West Server Room	100.0	100.0	100.0	100.0	50.0	450.0
- Network	30.0	50.0	50.0	50.0	50.0	230.0
- Network Monitoring	20.0	20.0	20.0	20.0	20.0	100.0
- Servers	100.0	100.0	100.0	100.0	100.0	500.0
- Storage	100.0	150.0	200.0	200.0	200.0	850.0
- VMWare Software Maintenance	90.0	100.0	85.0	100.0	85.0	460.0
Total Supporting Infrastructure	**1,707.0**	**2,255.0**	**2,290.0**	**2,405.0**	**2,115.0**	**10,772.0**
Analysis Unit Software Tools	25.0	25.0	-	-	-	50.0
Business Intelligence System	-	-	300.0	300.0	-	600.0
CAD Map Upgrade	75.0	75.0	75.0	75.0	75.0	375.0
CAD Upgrade	100.0	100.0	100.0	150.0	100.0	550.0
General Consulting/Software	75.0	75.0	75.0	75.0	50.0	350.0
HR - Recruitment Software	25.0	25.0	25.0	-	-	75.0
Livescan and Fingerprint Enrollment System	-	35.0	-	35.0	-	70.0
Tech Crime Hardware & Software	50.0	50.0	50.0	50.0	50.0	250.0
Time & Attendance System	250.0	500.0	240.0	-	-	990.0
Video Recording - Cars	40.0	40.0	40.0	60.0	50.0	230.0
Video Recording - Building	35.0	75.0	35.0	50.0	-	195.0
Total Business Applications	**675.0**	**1,000.0**	**940.0**	**795.0**	**325.0**	**3,735.0**
SUBTOTAL CAPITAL EXPENDITURES	**$ 7,710.0**	**$ 12,057.0**	**$ 11,208.0**	**$ 9,718.0**	**$ 8,223.0**	**$ 48,916.0**
SGI Funding - CTSS Vehicles & Equipment	(128.0)	(128.0)	(128.0)	(128.0)	(128.0)	(640.0)
TOTAL CAPITAL EXPENDITURES	**$ 7,582.0**	**$ 11,929.0**	**$ 11,080.0**	**$ 9,590.0**	**$ 8,095.0**	**$ 48,276.0**

2027 Budget Deliberations

Date	December 7, 2026
To	City Council
From	Financial Strategy & Sustainability
Service Area	Financial Strategy & Sustainability
Item No.	CM26-12

RECOMMENDATION

That City Council:

General Operating Budget:

1. Approve the City of Regina's (City) 2027 Revenues and Expenditures of $733.6 million (Details in Appendix A). This includes:

    a. Approve a mill rate increase of 5.81 per cent that will generate an additional $21.85 million in taxation revenue. Along with the $8.345 million from taxation growth, total 2027 Taxation Revenue will be $399.8 million.
    b. Approve Cash to Capital Funding for 2027 General Capital programs and projects of $83.2 million.
    c. Approve Reserve transfers of:
        i. Asset Revitalization Reserve: $2.64 million
        ii. General Fund Reserve: $2.02 million
        iii. Industrial Development Charges Reduction Reserve: $0.89 million
        iv. Intensification Infrastructure Reserve: $0.86 million
    d. Approve Service Partner Budgets for the following amounts:
        i. Provincial Capital Commission: $2.719 million (Appendix B1)
        ii. Economic Development Regina: $1.98 million (Appendix B2)
        iii. Regina Public Library: 14.99 per cent (Appendix B3)
        iv. Regina Exhibition Association Limited: $10.80 million

2. Approve the following 2027 Alley Maintenance Special Tax levies, proposed revenues and estimated costs (Details in Appendix C):

   Paved Alleys:
   Levy $4.39 per assessable foot against properties abutting or flanking paved alleys
   Proposed Revenue $3,968,643
   Estimated Cost: $3,968,643

   Gravel Alleys:
   Levy $3.30 per assessable foot against properties abutting or flanking paved alleys
   Proposed Revenue $2,035,483
   Estimated Cost: $2,035,483

3. Direct the City Solicitor to prepare the 2027 Alley Maintenance Special Tax Bylaw to include the paved and gravel alley levies, proposed revenues, and estimated costs as detailed in recommendation 2 of this report and Appendix C.

4. Approve the 2027 Snow Storage Site User Fees (Details in Appendix K), including the following details:

   a. City Council approve revisions to the Snow Storage Site User Fee, effective November 1, 2027, as outlined in Appendix K, by increasing fees from:
      i. $15 to $17 per load
      ii. $25 to $29 per load
      iii. $35 to $41 per load
   b. The City Solicitor be instructed to prepare the necessary amendments to Schedule L of *The Clean Property Bylaw* to implement the revised fee structure.

5. Approve the 2027 Costing Fund Budget (details in Appendix D), including the following details:

   a. The total gross revenues and expenditures of $63.8 million.
   b. The Costing Fund is used to reallocate funds to the Operating and Capital Budgets for both the General and Utility Budgets.

General Capital Budget:

6. Approve the 2027 General Capital Budget in the 2027-2031 General Capital Plan with total gross expenditures of $264.05 million in 2027, as detailed in Appendix E.

7. Approve the Multi-Year Projects in the General Capital Budget as outlined on page 11 of Appendix E that require future year commitments with gross expenditures of $118.81 million in 2028 and 2029, be approved as follows:

a. 2028 - $81.84 million
b. 2029 - $36.97 million

Utility Operating and Capital Budgets:

8. Approve the 2027 Utility Operating Budget as outlined in Appendix H, with total revenues of $233.6 million and total gross expenditures of $233.6 million.

9. Approve the 2027 Utility Rates stated in Appendix N:

    a. Water rates and fees and charges
    b. Wastewater charges
    c. Storm water (drainage) charges
    d. Approve that the utility rates and other charges set out in these recommendations be effective January 1, 2027

10. Instruct the City Solicitor to prepare amendments to Bylaw No. 8924, being *The Regina Water Bylaw*, and Bylaw No. 2016-24, *The Wastewater and Storm Water Bylaw, 2016* to amend the rates and charges as approved under recommendations 8 & 9.

11. Approve the 2027 Utility Capital Budget in the 2027-2031 Utility Capital Budget with total gross expenditures of $155.99 million in 2027, as summarized in the City's 2027 Utility Budget, as detailed in Appendix I.

12. Approve the Multi-Year Projects in the Utility Capital Budget as outlined on page 5 of Appendix E that require future year commitments with gross expenditures of $41.88 million in 2028.

13. Approve a Utility Rate increase of 10.27 per cent for 2027.

Regina Public Library Board:

14. Approve the Regina Public Library Board approved 2027 Budget and mill rate increase request of 14.99 per cent for the Regina Public Library, as summarized in Appendix B3.

15. Instruct the City Solicitor to prepare and bring forward any property tax bylaws needed to implement the above approved mill rates for the City and the Regina Public Library in spring 2027 once the City receives the education mill rate from the Government of Saskatchewan and approves the mill rates for the Business Improvement Districts.

New Debt:

16. Authorize the CFO to negotiate, subject to the necessary borrowing bylaw to be passed by City Council, to engage with one or more financial institutions to obtain long term financing in

a maximum principal amount of $85.16 million plus any related interest or other costs of the debt resulting from this borrowing for the Wastewater Treatment Plant Upgrade/Expansion planned to begin in 2028.

17. Authorize the CFO to negotiate and approve and enter into all necessary agreements to facilitate the borrowing of the maximum principal amount of debt in recommendation 16 when it is most advantageous for the City over the course of two to three years, plus any related interest or other costs of the debt resulting from this borrowing, and return to City Council for final approval of the debt and terms in the borrowing bylaw.

18. Instruct Administration to include a mill rate and/or utility rate increase in the following year's Budget after the long-term debt is acquired to fund the annual principal and interest payments.

19. Instruct the City Solicitor to prepare one or more borrowing bylaws based on the terms and conditions negotiated by the CFO and return to City Council for approval.

Other Related Recommendations:

20. Authorize the City Solicitor to prepare any other necessary bylaw amendments not mentioned above to implement the above recommendations and the approved budgets.

21. Remove items for the Outstanding Items List as identified in Appendix L.

ISSUE

Section 128(1) of *The Cities Act* states that "a council shall adopt an operating and a capital budget for each financial year".

Administration presented the Preliminary Forecast – 2027 Operating Budgets and 2027 to 2031 Capital Plans at a series of meetings on August 25, September 8, September 22, and October 6, 2026. These preliminary estimates did not constitute a request for funding nor a proposed mill rate increase. Rather, they represented the estimated cost of delivering current civic services. Administration considered this a starting point to begin working with City Council towards a budget that balances service quality with affordability.

During the course of these meetings, City Council made several referral motions seeking additional information to help inform their 2027 Budget deliberations. Responses to those referral motions are included in the report in Appendix J.

This report presents the Proposed 2027 Budgets for City Council's review, debate and approval.

IMPACTS

Financial Impact

General Operating Budget

The approved 2026 General Operating budget was $676.45 million. To provide current services in 2027 at the level currently provided to the public and as previously approved by City Council, Administration has estimated that the cost of Civic services will increase by $50.74 million or 9.32 per cent, and the cost of Police services will increase by $10.78 million or 8.17 per cent resulting in a total cost of $737.97 million.

Prior to any mill rate increase, Administration is forecasting that Civic operating revenues will increase by $33.21 million and Regina Police Service operating revenues will increase by $2.12 million for total General Operating revenue of $711.78 million resulting in a funding shortfall of $26.19 million. Closing this gap with property tax revenue would require a mill rate increase of 6.97 per cent.

However, City Council has adopted a strategic imperative that states that Regina's municipal property taxes should be within the lowest 25 per cent of taxes among comparator Canadian Cities of Saskatoon, Calgary, Edmonton, Winnipeg and Ottawa. To meet this imperative, Administration has proposed service reductions of $1.40 million and a one-time reduction to funding provided to the Transit Fleet Reserve of $2.94 million. As a result, 2027's proposed mill rate increase is capped at 5.81 per cent. See Table 1 in the Discussion section of this report for further details.

The forecasted expenses include 2027 funding requests from the City's service partners:

- $2.719 million - Provincial Capital Commission – See Appendix B1
- $1.98 million - Economic Development Regina – See Appendix B2
- 14.99 per cent - Regina Public Library – See Appendix B3
- $10.80 million - Regina Exhibition Association Limited (REAL) – See Appendix A (Pg 138)

These amounts remain unchanged from 2026's approved budget.

With respect to 2027's forecasted contribution to REAL, on May 6, 2026, per report *CR26-44*, City Council approved the sale and lease of portions of the REAL campus to Brandt Properties Ltd. (Brandt). This arrangement contemplates that Brandt will also act as the City's operator of the REAL District assets that are excluded from the sale and lease agreement. At the time of preparing the Proposed 2027 Budget, the agreement with Brandt had not yet been finalized. However, Administration anticipates that the $10.80 million in financial support for the REAL District will still be required in 2027 and it will be allocated between REAL and Brandt as needed pending the outcome the City's negotiations with Brandt.

It is important to note that the total expenses per the Proposed 2027 Budget do not include any of the service enhancements documented in Appendix M.

General Capital Budget

The Proposed 2027 to 2031 General Capital Plan includes capital investments of $263.05 million in 2027 and $975.45 million over five years. $83.20 million of 2027's proposed capital investments is funded by a cash contribution from the General Operating Budget. This represents an increase of $3.69 million over 2026's cash contribution from the Operating Budget and is accounted for in the mill rate increase of 5.81 per cent presented in the 2027 General Operating Budget.

Utility Operating & Capital

Administration has prepared the Proposed 2027 Utility Operating and 2027 to 2031 Utility Capital Plan (Appendix H & I). The proposed budgets include a utility fee increase of 10.27 per cent for 2027.

Regina Public Library (RPL)

For 2027, the RPL is requesting an operational mill rate increase of 3.99 per cent, which is approximately a $9.84 increase per year, per homeowner in Regina. In addition to its annual operating mill rate, the RPL has proposed a dedicated mill rate of 11.0 per cent per year to assist with costs for the Central Library Renewal Project (CLRP). In total, the 14.99 per cent mill rate increase will generate approximately $4.14 million, resulting in an increase of $37.08 per year to the average homeowner.

See Appendix B-3 for further details regarding the Regina Public Library's 2027 Budget submission.

The following tables summarize the monthly impact to the rate payer of the Proposed 2027 Budgets.

Table 1 – Residential Properties

				2027		
				Assessed Value		
Cost per Household Per Month				Low ($250,000)	Average ($324,000)	High ($500,000)
City of Regina	General Operating & Capital Budget	5.81	per cent Municipal Mill Rate Increase	$9.42	$13.56	$18.84
City of Regina	Utility Operating & Capital Budget	10.27	per cent Utility Rate Increase	$19.64	$19.64	$19.64
Regina Public Library	Library Operations	3.99	per cent Library Mill Rate Increase	$0.65	$0.82	$1.30
Regina Public Library	Central Library Renewal Project	11.00	per cent Library Mill Rate Increase	$1.80	$2.27	$3.60
				$31.51	$36.29	$43.38

Table 2 – Commercial Properties

Cost per Commercial Property Per Month				2027 Assessed Value ($000,000s)				
				Restaurant	Strip Mall	Hotel	Shopping Mall	Office Tower
				$2.0	$5.0	$15.0	$55.0	$70.0
City of Regina	General Operating & Capital Budget	5.81	per cent Municipal Mill Rate Increase	$134.47	$336.18	$1,008.54	$3,697.99	$4,706.53
City of Regina	Utility Operating & Capital Budget	10.27	per cent Utility Rate Increase	$152.54	$152.54	$152.54	$152.54	$152.54
Regina Public Library	Library Operations	3.99	per cent Library Mill Rate Increase	$8.33	$20.83	$62.49	$229.14	$291.63
Regina Public Library	Central Library Renewal Project	11.00	per cent Library Mill Rate Increase	$23.14	$57.86	$173.59	$636.49	$810.08
				$318.48	$567.41	$1,397.16	$4,716.16	$5,960.78

Strategic Priority Impact
City Council has identified four key strategic priorities:

- **Infrastructure** – Modernized, safe infrastructure supporting existing communities, and future growth.
- **Vibrancy** – Places, spaces and programs enabling community connection, city pride and well-being.
- **Livability** – Intentional planning and development that enables communities to thrive.
- **Prosperity** – An enviable local economy drawing on the contributions of public, private and social sectors in the creation of jobs and innovation.

These priorities are further supported by three Strategic Principles: Reconciliation, Environmental Sustainability and Inclusion, Diversity, Equity and Accessibility (IDEA). Impacts on these Strategic Principles are highlighted in Appendix O for each new funding request.

In addition, City Council has adopted a Strategic Imperative that states, “Regina’s municipal property taxes are within the lowest 25 per cent of taxes among comparator Canadian cities.”

These priorities, principles and strategic imperative influence City Council's decisions and Administration's focus when considering the City's 2027 Operating and Capital Budgets.

Labour Impact
The forecasted 2027 Budget included an increase in FTEs of 5.26. Details of the changes to FTEs can be found in appendix A.

Environmental Impact
The preliminary service forecast includes investments that are in alignment with Regina's Renewal 2050 goals with respect to the Energy & Sustainability Framework (ESF) and Action Plan and Climate Adaptation Plan. As mentioned in the previous section, Strategic Principal impacts for each new funding request, including the Environmental Sustainability Principle, have been identified in Appendix O.

Indigenous Impact
The preliminary service forecast includes investments that support the City's elected officials and Administration to incorporate responses to the Truth and Reconciliation Calls to Action for municipalities, in alignment with kâ-nâsihcikêwin that establishes the City's approach to including an Indigenous worldview into all City work, policies, procedures and operations.

Inclusion, Diversity, Equity & Accessibility (IDEA)
The Proposed 2027 Operating Budgets and 2027 to 2031 Capital Budgets present an opportunity for the City to address the City's strategic principle, Inclusion, Diversity, Equity and Accessibility (IDEA), fostering an equitable environment and removing barriers to promote inclusive participation and success for all. Opportunities to advance IDEA will be discussed during the 2027 Budget Deliberations.

There are no legal or policy impacts respecting this report.

OTHER OPTIONS

General
City Council has the authority to direct Administration to make changes to the Proposed 2027 General Operating Budget (Appendix A), 2027 to 2031 General Capital Plan (Appendix E), 2027 Utility Operating Budget (Appendix H), and 2027 to 2031 Utility Capital Budget (Appendix I). Changes to the proposed budgets are made via motions on the City Council meeting floor and could include items such as:

- Remove increases in the proposed budgets by revising or removing forecasted operating cost increases as detailed by service in Appendix A.
- Include Service Enhancements as presented in Appendix M.
- Other changes as identified by City Council during its budget deliberations scheduled for December 7 to 11, 2026.

Regina Police Service

For additional context regarding the 2027 Budget proposed by the Regina Board of Police Commissioners (the Board):

1. The police service is not a department of the City. Other than approving the police budget, City Council has no direct authority over the police service.
2. The Board is responsible for the preparation of the budget of the police service.
3. City Council may accept or reject the proposed police service budget, but it cannot amend the budget content.
4. If City Council does not approve the police service budget, it is returned to the Board, and the Board must resubmit a budget for City Council's approval.
5. If City Council does not approve the second budget submission, then City Council sets the total amount which will be allocated to the police service and that decision is final.
6. While City Council may set the amount of funding, the City is required to maintain a certain standard of policing and police facilities. This must be kept in mind when deciding to approve or not approve the police service budget.

Capital funding of real property, such as police stations, is a matter for the City's Capital Budget, rather than the police budget.

Regina Public Library

For additional context regarding the 2027 Budget proposed by the Regina Public Library Board (RPL):

1. The City of Regina and the RPL Board are two distinct bodies; The RPL is not a department of the City.
2. City Council has no authority to direct the operations of the RPL.
3. *The Public Libraries Act, 1996,* requires the library board to consider all the costs of operation of the public library and any further amount it considers expedient for permanent improvements (in other words operating and capital considerations) when preparing its annual budget.
4. The statute requires disclosure to City Council of the library budget estimate, there is no requirement for City Council's approval of the library budget.
5. City Council does however, retain control over the library mill rate which determines the library tax levy.
6. It is City Council's discretion in setting the library mill rate to either set a rate to fund the library estimate (aka budget) or any lesser amount that may be approved by City Council.

COMMUNICATIONS & ENGAGEMENT

A series of Special City Council meetings were completed during the months of August, September and October to review the 2027 Preliminary Service Forecasts. These meetings provided additional

opportunities for public and City Council engagement which will inform City Council's December budget meetings thereby improving alignment of the approved budget with City Council's priorities.

In accordance with the public notice requirements of *The Public Notice Policy Bylaw, 2020,* advertising for the Special Tax for Alley Maintenance will occur on November 28, 2026 (in the Leader Post, on the City's public notice board and the City's website). The public notice on the debt will occur on November 27, 2026 on the City's website and public notice board.

DISCUSSION

General Operating Budget

Administration has prepared a proposed general operating budget, including a mill rate increase of 5.81 per cent in alignment with City Council's strategic imperative that states that Regina's municipal property taxes should be within the lowest 25 per cent of taxes among comparator Canadian Cities of Saskatoon, Calgary, Edmonton, Winnipeg and Ottawa.

This proposed mill rate increase does not reflect any service level enhancements that Administration would recommend to City Council or any items that City Council has referred to for consideration to the 2027 Budget process. Those items are included in Appendix M of this report for City Council's consideration during budget deliberations. To provide information to the public and City Council earlier in the budget development process, at City Council's August 25, September 8, September 22, and October 6 meetings, Administration presented preliminary revenue and expenditure estimates related to 2027 general operations.

These forecasts have been updated to include 2027 Budget requests from the City's service partners and Regina Police Service.

Table 3 below summarizes the changes from Administration's preliminary forecast to the proposed 2027 General Operating Budget.

Table 3

	Preliminary Forecast	Changes	Proposed Budget	% Mill Rate Increase Equivalent	Cumulative % Mill Rate Increase
2027 PROPOSED BUDGET	**($000's)**	**($000's)**	**(000's)**		
STATUS QUO EXPENDITURE INCREASES					
Reserve Replenishment – See Table 4	10,285		10,285	2.74	2.74
Staff Costs	8,650	1,118	9,768	2.60	5.33
Regina Police Service – See Table 5	7,407	1,255	8,662	2.30	7.64
Debt Servicing | 2026 Debt issued re: IAF of $155M	6,737		6,737	1.79	9.43
Capital Funding	5,188	(1,500)	3,688	0.98	10.41
Bad Debt	1,600		1,600	0.43	10.84
2027 Grey Cup		1,500	1,500	0.40	11.23
Fuel	820		820	0.22	11.45
Transit Fleet Maintenance	805		805	0.21	11.67
Civic Fleet Allocation	783		783	0.21	11.87
Charging Infrastructure	550	(550)	-	-	11.87
Paratransit Contract	445		445	0.12	11.99
Electricity & Gas	426		426	0.11	12.11
Several Other Smaller Cost Increases Due To Inflation	1,044	(500)	544	0.14	12.25
STATUS QUO REVENUE INCREASES					
Property Tax Revenue - Growth from changes in the Assessment Roll	(8,385)		(8,385)	(2.23)	10.02
Utility Admin & Access Fees	(3,427)		(3,427)	(0.91)	9.11
Municipal Revenue Sharing Grant	(3,000)		(3,000)	(0.80)	8.31
Property Tax Penalty	(2,259)		(2,259)	(0.60)	7.71
Fire Service Agreement Fees	(600)		(600)	(0.16)	7.55
Other Non-tax Revenue	(700)	(1,500)	(2,200)	(0.59)	6.97
OPTIONS TO ACHIEVE CITY COUNCIL'S STRATEGIC IMPERATIVE					
Service Reductions – See Table 6	(1,406)		(1,406)	(0.37)	6.60
Reduce Transfer to Transit Fleet Reserve	(3,117)	177	(2,940)	(0.79)	**5.81**

Table 4

Reserve Replenishment	Preliminary Forecast ($000's)	Changes ($000's)	Proposed Budget ($000's)	% Mill Rate Increase Equivalent
General Fund Reserve (GFR) - Year 2 of 5	1,320	-	1,320	0.35
Asset Revitalization Reserve (ARR) - Year 2 of 5	1,010	-	1,010	0.27
Intensification Infrastructure Reserve (IIR)	329	-	329	0.09
Industrial Development Charge Reduction Reserve (IDCRR)	326	-	326	0.08
Transit Fleet Reserve Contribution - 2026 & 2027 Contributions	7,300	-	7,300	1.94
Total	**10,285**	**-**	**10,285**	**2.74**

Table 5

Regina Police Service	2026 Approved Budget	Initial Forecast	Proposed 2027 Budget	2027 Proposed vs 2026 Approved	% Mill Rate Increase Equivalent
	($000's)	($000's)	($000's)	($000's)	
Total Revenue	15,705	15,705	17,822	2,117	0.56
Total Expense	131,886	139,293	142,665	10,779	(2.87)
Operating Deficit to be Funded by General Revenue	(116,181)	(123,588)	(124,843)	(8,662)	2.30

Table 6

Service Reductions	Preliminary Forecast ($000's)	Changes ($000's)	Proposed Budget ($000's)	% Mill Rate Increase Equivalent
Right Sizing Facilities Expense	(375)		(375)	(0.10)
Transit Allocated Fleet Costs (Parts)	(352)		(352)	(0.09)
Dust Suppression - Contractor Support	(219)		(219)	(0.06)
Pavement Marking/Line Painting	(195)		(195)	(0.05)
Eliminate Towing for Spring Sweep	(95)		(95)	(0.03)
General Supplies and Consulting Services Reduction (Strategy & Indigenous Relations)	(100)		(100)	(0.03)
Delay Outdoor Washroom Strategy	(70)		(70)	(0.02)
Total	**(1,406)**	**-**	**(1,406)**	**(0.37)**

Annual Impact of Mill Rate Increase
For 2027, a change in the mill rate of 1.0 per cent will decrease or increase the impact per household by $2.11 per month.

For an average home assessed at $324,000, the forecasted 2027 mill rate increase of 5.81 per cent will result in an approximate property tax increase of $13.56 a month. A breakdown of the mill rate increase is found in Table 7 below:

Table 7

Cost Per Household per Month	2027			
	Mill Rate Increase	Low ($250,000)	Average ($324,000)	High ($500,000)
Indoor Aquatic Facility Dedicated Mill Rate	1.79%	3.22	4.18	6.44
Asset Revitalization Reserve	0.27%	0.49	0.63	0.97
General Fund Reserve	0.35%	0.63	0.82	1.26
Intensification Infrastructure Reserve	0.09%	0.16	0.21	0.29
Industrial Development Charges Reduction Reserve	0.08%	0.14	0.19	0.32
Council Approved Increase	**2.58%**	**4.66**	**6.05**	**9.32**
Maintaining Current Service Levels	0.93%	1.67	2.17	3.35
Civic Increase	**3.51%**	**6.31**	**8.19**	**12.62**
Service Partner Increase	0.00%	-	-	-
Police Operations	2.30%	4.14	5.37	8.27
Total Increase	**5.81%**	**10.45**	**13.56**	**20.90**

Total Average Impact to Commercial Properties
The impact of the 5.81 per cent mill rate increases to the average Commercial Property, based on business type is shown in Table 8 below. The increase ranges from a monthly impact of $134 to $4,706.

Table 8

	2027	
Commercial Type	**Assessed Value ($ millions)**	**Monthly Impact ($ dollars)**
Restaurant	2.0	134.47
Strip Mall	5.0	336.18
Hotel	15.0	1,008.54
Shopping Mall	55.0	3,697.99
Office Tower	70.0	4,706.53

General Capital Budget

Administration has included in Appendix E the Proposed 2027 to 2031 General Capital Plan. This 5-Year Plan reflects the projects and programs that Administration feels are a priority at this time. In addition to the Proposed 2027 to 2031 Capital Plan, Appendix E contains the following information for City Council's consideration during Budget Deliberations:

- Unfunded Capital Projects that Administration has chosen to defer.
- Indoor Aquatic Facility Update - Spending to date and future budget allocations.
- Recreation/Culture Dedicated Funding Summary - 2027 to 2031.

Should City Council wish to prioritize a capital investment that Administration has chosen to defer, City Council must create room in the budget by also removing capital programs and/or projects that require the same amount of funding. It is Administration's advice that City Council focus on 2027's Capital Plan. At a minimum, City Council must approve a balanced 2027 Capital Plan where the total cost of the proposed capital expenditures is equal to the funding that is available.

In addition, Administration is seeking multi-year approval for projects identified in Appendix E on page 1 to allow the procurement process to begin for these multi-year projects. The remainder of the plan will be revisited during City Council's 2028 Budget deliberations. In contrast to recent budget deliberations, Administration is presenting a Proposed Five-Year Capital Plan that is balanced for the entire five years.

Utility Operating Budget and Utility Rate Increase

In Appendix H, Administration has included Proposed 2027 Utility Operating Budget.

Utility rates are proposed to increase by 10.27 per cent for 2027. A breakdown of the rate increases shown in Table 9 below.

Table 9

	2027	
Utility Rate Breakdown	**Utility Rate Increase %**	**Monthly $ Impact to an Average Household**
Base Operations and Maintenance & Renewal of Assets	6.00	11.66
Intensification	1.82	3.42
Lift Station	2.20	4.14
Lead Pipe Connections	0.25	0.42
Total Proposed Utility Rate Increase	**10.27**	**19.64**

Utility Capital Plan

In Appendix I, Administration has included a Proposed 2027 to 2031 Utility Capital Plan. The 5-Year Plan reflects Administration's recommendations for those utility capital projects and programs that should be prioritized. Also included in the appendix, is the list of projects and programs that Administration has chosen to defer at this time.

Regina Public Library

As outlined in Appendix B, for 2027, the RPL is requesting a mill rate increase of 3.99 per cent for library operations, and a mill rate increase of 11 per cent to begin to save enough funds for a new central library by 2035. The combined proposed library mill rate increase of 14.99 per cent will result in an increase in the library levy of approximately $37.08 per year, for the average home with an assessed value of $324,000.

Reserves

Reserves can be used to pay for operating expenses that are one-time in nature such as a project or to offset unexpected fluctuations in operating costs. For example, years where the amount of snow that falls exceeds the funding available to remove it from the City's streets. Administration's 2027 operating expenditures do not include any such one-time expenditures.

Furthermore, Administration recommends against using reserves to pay for on-going operating expenses and has prepared its 2027 operating forecasts accordingly.

A number of 2027 capital investments may be funded in whole or in part by withdrawals from the City's reserves. Details regarding the City's reserves and their forecasted balances can be found in Appendix G.

It should be noted that some of the City's reserves are below their minimum balance, which reduces future financial flexibility. City Council approved dedicated mill rate increases to allocate funds to the

following reserves:

- $1.1 million: General Fund Reserve
- $1.32 million: Asset Revitalization Reserve
- 0.08 per cent: Industrial Development Charge Reduction Reserve
- 0.09 per cent: Intensification Infrastructure Reserve

New Debt

Debt is used to fund major capital projects. Funds to repay the debt are included in the General Operating and Utility Operating Budgets. Administration forecasts that the City will have debt outstanding totalling $720.47 million at December 31, 2026. The City's overall debt limit is $890 million. Administration is forecasting that the remaining debt capacity will be used in 2028 and future years to fund two lift stations and the wastewater treatment plant upgrade. Details of the City's current and future debt is included in Appendix G.

DECISION HISTORY & AUTHORITY

At its meeting on August 25, 2026, City Council considered item *CM26-6 2027 General Operating Overview* and *CM26-7 2027 Preliminary Forecast - Service Details* in which administration presented preliminary forecasts for 2027 General Operating Revenue and Expenditures.

On September 8, 2026, City Council considered report *CM26-8 2027 Preliminary Forecast - Potential Service Enhancements* in which Administration presented preliminary forecast options for potential services enhancements to the General Operating Budget.

On September 22, 2026, City Council considered report *CM26-9 Preliminary Forecast - 2027 to 2031 General Capital Plan* in which Administration presented preliminary forecasted related to the 2027 to 2031 General Capital Plan.

On October 6, 2026, City Council considered report *CM26-10 2027 Preliminary Forecast - Utility Operating & Capital* in which Administration presents preliminary revenue and expenditure estimates related to the 2027 utility operations and the utility capital plan.

The recommendations in this report require City Council approval.

Respectfully submitted,



Trevor Black,
Manager, Budget & Long Term Financial Planning

Respectfully submitted,



Jeff May,
Acting Chief Financial Officer and Deputy City Manager

Prepared by: Trevor Black, Manager, Budget & Long-Term Financial Planning

ATTACHMENTS

Appendix A - General Operating Services
Appendix B1 - Provincial Capital Commission - Service Partner Budget Request
Appendix B2 - Economic Development Regina - Service Partner Budget Request
Appendix B3 - Regina Public Library - Service Partner Budget Request
Appendix C - Paved and Gravel Alleys Levy Report
Appendix D - Costing Fund
Appendix E – General Capital Plan
Appendix F – 2027-2031 Forecasted Capital Plan Funding Summary
Appendix G - Reserves & Debt
Appendix H - Utility Operating Services
Appendix I – Utility Capital Plan
Appendix J - Preliminary Referral Motion Responses
Appendix K - Snow Storage Site User Fee Report
Appendix L - Outstanding Items List
Appendix M - Potential Service Enhancements
Appendix N - Utility Rates Updates
Appendix O – 2027 Preliminary Budget - Impact on Strategic Principles
Appendix P - Parks Master Plan Referral

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Appendix A - General Operating Services

Operating Budget Summary

The 2027 Operating Budget remains balanced, with a net surplus/(deficit) of $0.0 million, consistent with the 2026 Budget. Total revenues, not including Reserve Transfers, are projected at $721.2 million, an increase of $58.1 million (8.8 per cent) over 2026, while total operating expenses are budgeted at $684.5 million, an increase of $41.6 million (6.5 per cent).

Revenue Highlights

Revenue growth is primarily driven by:

- Taxation revenues, increasing by $30.2 million (8.2 per cent) to $399.8 million, accounting for over half of the total revenue increase.
- Fees and charges, increasing by $11.8 million (13.5 per cent) to $99.5 million.
- Government grants and transfers, increasing by $6.8 million (7.5 per cent) to $97.6 million.
- Internal revenues and other external revenues increase by approximately $4.0 million and $5.5 million respectively.
- These increases are partially offset by a decline in miscellaneous revenues of $0.4 million (7.6 per cent).

Expense Highlights

The largest operating expenditure increase relates to:

- Salary and benefit expenses, increasing by $20.4 million (6.2 per cent) to $352.0 million, reflecting workforce and compensation-related pressures.
- Debt servicing costs, increasing by $7.3 million (63.5 per cent) to $18.7 million, representing the largest percentage increase among all expense categories and reflecting growing debt obligations.
- Contributions to capital increase by $3.7 million (4.7 per cent) to $83.2 million.
- Community investment expenses increase by $3.7 million (10.4 per cent) to $39.4 million.
- Office and administrative expenses increase by $2.9 million (14.0 per cent) to $23.6 million.
- Professional and external services, increase by $0.4 million (0.7 per cent) to $62.0 million.

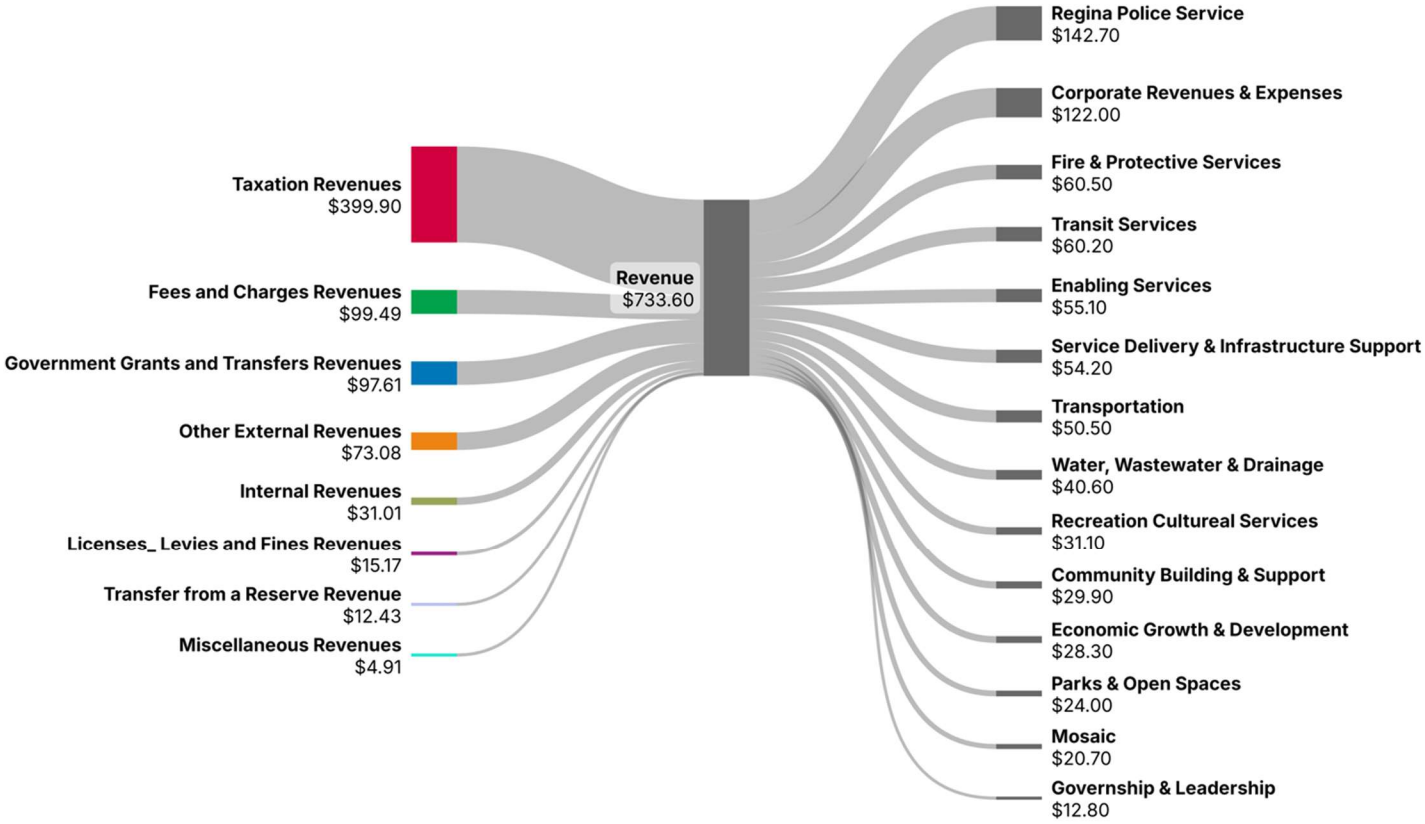
Some expense categories decline, including:

- Training and travel, down $0.1 million (3.2 per cent).
- Miscellaneous expenses, down $0.4 million (2.1 per cent).

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

General Operating revenues and the General Operating services to which those funds are allocated are shown in the graphic below.



In the Service Budget tables presented throughout the remainder of this document, Reserve Revenues and Reserve Expenses are reported separately from Operating Revenue and Expenses. As a result, the Revenue and Expense amounts shown in the service budget tables differ from the total gross Revenue and Expense amounts presented in the Overall Operating Budget. The table below reconciles the total gross Revenue and Expenses of $733.6 million to the Revenue and Expenses reported in the Service Budget tables.

Table 1

	Total	Operations	Reserves
Revenue	733.6	721.2	12.4
Expense	733.6	684.5	49.1
Net	-		

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix A - General Operating Services

Revenues and Expenses by Category

Table 2

Amounts in ($000,000s)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Taxation Revenues	331.1	369.6	399.8	30.2	8.17%
Government Grants and Transfers Revenues	82.6	90.8	97.6	6.8	7.49%
Licenses_ Levies and Fines Revenues	18.1	15.1	15.2	0.1	0.66%
Fees and Charges Revenues	102.9	87.7	99.5	11.8	13.45%
Other External Revenues	71.7	67.6	73.2	5.5	7.51%
Internal Revenues	28.0	27.0	31.0	4.0	14.81%
Miscellaneous Revenues	13.8	5.3	4.9	(0.4)	(7.55)%
Total Revenues	**648.2**	**663.1**	**721.2**	**58.1**	**8.76%**
Salary & Benefit Expenses	313.5	331.6	352.0	20.4	6.15%
Employee Related Payment Expenses	1.8	2.4	2.4	0.0	0.00%
Training & Travel Expenses	1.9	3.1	3.0	(0.1)	(3.23)%
Professional & External Services Expenses	61.1	61.5	62.0	0.4	0.65%
Community Investment Expense	27.6	35.7	39.4	3.7	10.36%
Debt Servicing Expenses	13.6	11.5	18.7	7.3	63.48%
Contribution to Capital Expenses	86.9	79.5	83.2	3.7	4.65%
Utility Expenses	11.3	12.5	13.0	0.6	4.80%
Intramunicipal Charges	34.0	36.3	38.1	1.8	4.96%
Office & Administrative Expenses	24.1	20.7	23.6	2.9	14.01%
Material Goods & Supplies Expenses	18.2	16.8	17.8	1.0	5.95%
Other External Expenses	14.6	12.0	12.2	0.3	2.50%
Miscellaneous Expenses	19.6	19.4	19.0	(0.4)	(2.06)%
Total Operating Expenses	**628.3**	**642.9**	**684.5**	**41.6**	**6.47%**
Transfer from a Reserve Revenue	35.4	13.4	12.4	(0.9)	(6.72)%
Transfers to a Reserve Expense	55.3	33.6	49.1	15.5	46.13%
Reserve Activity	**(20.0)**	**(20.2)**	**(36.7)**	**(16.5)**	**81.68%**
Net Surplus / (Deficit)	**0.0**	**0.0**	**0.0**	**0.0**	**0.00%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix A - General Operating Services

Position Summary By Service

The 2027 Budget includes **2,059.43 FTEs**, an increase of **5.26 FTEs** from the 2026 budgeted complement of **2,054.18 FTEs**. Overall staffing growth is modest at approximately **0.26 per cent**, indicating a continued focus on managing workforce growth while targeting resources to priority service areas.

Table 3

Services (FTEs)	2025	2026	Change	2027
Officers of Council and Senior Leadership	39.00	38.50	-	38.50
Council, Committee Support and Elections Management	20.00	20.00	1.00	22.00
Mayor's Office and City Council	6.00	6.00	-	6.00
Technology	61.80	61.80	-	61.80
Assessment and Property Revenue Services	52.00	52.00	(2.00)	50.00
People and Organizational Culture	50.00	50.00	1.00	51.00
Communications and Engagement	55.00	58.00	1.00	59.00
Financial Management Services	70.35	82.35	-	82.35
Legal Services – Office of the City Solicitor	18.00	18.00	-	18.00
Winter Roads Maintenance	51.17	49.63	-	49.63
Traffic and Road Safety	56.65	54.34	0.45	54.79
Road & Active Transportation	70.90	70.82	-	70.82
Alleys	26.18	26.14	(1.77)	24.37
Conventional Transit	306.38	319.38	-	319.38
Fire & Protective Services	313.00	322.00	1.00	323.00
Landfill Operations	59.55	60.55	-	60.55
Residential Food, Yard Waste & Recycling	12.70	11.70	-	11.70
Residential Garbage	24.75	24.75	-	24.75
Recreation Cultural Services	147.86	154.59	1.74	156.32
Mosaic	-	1.00	1.00	2.00
Parks and Open Spaces Maintenance	179.42	167.82	0.69	168.51
Cemeteries	16.15	16.15	(0.15)	16.00
Golf Courses	25.34	25.34	0.10	25.44
Planning and Development Services	95.00	97.00	(1.00)	96.00
Sustainable Infrastructure	69.70	71.70	1.00	72.70
Fleet	1.50	-	-	-
Facilities	115.54	114.62	(0.30)	114.32
Community Standards	44.00	40.50	(0.50)	40.00
Indigenous Relations	16.33	5.00	-	5.00
Strategy & Performance	16.00	16.00	-	16.00
Tourism	9.00	9.00	1.00	10.00
Real Estate, Land Development and Economic Development	9.00	9.50	1.00	10.50
Total	**2,038.27**	**2,054.18**	**5.26**	**2,059.43**

Note: Details on change can be found in the individual service summaries.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

REGINA

Appendix A - General Operating Services

Operating Expenses by Service

The 2027 service budget totals **$733.6 million**, representing an increase of **$57.1 million (8.4 per cent)** over the 2026 Budget of **$676.5 million**. Budget growth is concentrated in public safety, transit, corporate costs, recreation facilities, infrastructure, and police services, while several service areas remain stable or experience modest reductions.

Table 4

Services ($ 000,000s)	Pg Ref	Actual 2025	Budget 2026	Budget 2027
Mayor's Office and City Council	4	1.9	2.0	2.1
Officers of Council and Senior Leadership	11	6.5	6.9	7.3
Office of City Clerk	15	2.9	3.2	3.4
Strategy & Performance	18	1.8	2.8	2.9
Communications and Engagement	22	5.4	5.8	6.3
Legal Services - Office of the City Solicitor	26	5.2	5.7	6.0
People and Organizational Culture	29	7.3	7.6	9.1
Technology	33	16.0	16.4	17.2
Assessment and Property Revenue Services	33	6.1	6.5	6.1
Financial Management Services	41	7.9	10.2	10.4
Corporate Level Transactions	45	117.4	107.2	122.8
Road & Active Transportation Service	48	12.7	14.3	14.8
Alleys	53	8.7	9.0	8.9
Traffic and Road Safety	57	12.4	13.1	13.8
Winter Roads Maintenance	62	14.0	12.5	13.0
Transit Services	67	50.3	53.4	60.2
Fire & Protective Services	72	52.9	55.4	60.5
Community Standards	77	11.5	10.7	10.1
Landfill Operations	81	12.1	13.7	14.3
Residential Garbage	88	19.1	18.8	18.9
Residential Food, Yard Waste & Recycling	89	6.4	7.3	7.4
Recreation Cultural Services	91	42.0	29.4	31.1
Mosaic Stadium	97	20.1-	19.8	20.7
Parks and Open Spaces Maintenance	100	18.2	18.4	18.9
Cemeteries	108	1.8	1.8	1.8
Golf Courses	109	4.5	3.0	3.3
Facilities	110	23.5	25.7	26.6
Sustainable Infrastructure	115	4.8	5.4	5.5
Planning and Development Services	120	10.4	22.5	22.1
Indigenous Relations and Community Well-Being	125	13.8	1.3	1.4
Real Estate, Land Development and Economic Development	129	43.1	17.1	26.4

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REGINA

Appendix A - General Operating Services

Services ($ 000,000s)	Pg Ref	Actual 2025	Budget 2026	Budget 2027
Tourism	**134**	2.1	1.9	1.9
Service Partners and Community Grants	**138**	15.8	15.5	15.5
Regina Police Service	**139**	125.1	131.9	142.7
Total Services		**683.6**	**676.5**	**733.6**

Detailed Service Descriptions and budgets are below. A guide on how to read the Service Descriptions can be referenced on page 1404.

Allocation of Taxation Revenue by Service

The table below illustrates the allocation of taxation revenue to each service after considering both own-source revenues and allocated corporate revenues. The resulting amounts represent the net taxation support required to fund each service.

Tax Allocation By Service ($ 000,000s)	Actual 2025	Budget 2026	Budget 2027
Mayor's Office and City Council	1.3	1.4	1.5
Officers of Council and Senior Leadership	4.4	4.7	4.7
Council, Committee Support and Elections Management	1.7	2.1	2.6
Sustainability, Performance and Services Improvement	1.3	1.9	2.0
Communications and Engagement	3.5	4.0	4.4
Legal Services	3.2	3.5	3.7
People and Organizational Culture	4.7	5.4	6.4
Technology	11.0	11.5	12.1
Assessment and Property Revenue Services	3.5	4.0	3.7
Financial Management Services	5.0	6.8	7.0
Corporate Revenues and Expenses	61.0	70.0	80.5
Roadways	8.5	9.7	10.1
Alleys	2.1	2.0	1.9
Traffic and Road Safety	8.0	8.7	9.2
Winter Roads Maintenance	8.2	8.6	9.0
Conventional Transit	25.3	27.9	32.6
Fire & Protective Services	35.5	38.3	41.6
City Centre and Community Standards	2.3	1.7	1.8
Landfill Operations	-	-	-
Solid Waste (Garbage) Collection	-	-	-
Solid Waste Diversion	-	-	-
Recreation Cultural Services	6.7	13.6	13.3
Mosaic	11.6	11.6	11.9
Parks and Open Spaces Maintenance	12.5	12.9	13.3
Cemeteries	-	-	-
Golf Courses	-	-	-
Facilities	15.2	17.3	17.9

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Tax Allocation By Service ($ 000,000s)	Actual 2025	Budget 2026	Budget 2027
Fleet			
Sustainable Infrastructure	3.2	3.7	3.9
Planning and Development Services	1.7	3.4	3.2
Indigenous Relations and Community Well-Being	5.3	0.9	1.0
Real Estate, Land Development and Economic Development	-	-	-
Tourism	1.2	1.3	1.3
Service Partners and Community Grants	10.9	10.9	11.0
Regina Police Service	75.1	81.8	88.2
Total	**333.9**	**369.6**	**399.8**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Mayor's Office and City Council

Overview

The Mayor and Councillors are elected officials responsible for setting the vision for Regina and creating the Strategic Plan for City Administration to implement. The vision and Strategic Plan guide the delivery of services and programs to Regina residents. City Council provides leadership on key priorities through decisions on policies and budgets and represents the interests of the community. Through engagement with residents, community organizations, and other levels of government, City Council helps shape a city that is inclusive, responsive, and future-focused.

What We Deliver

Strategic Leadership and Vision Setting

- Develop a Strategic Plan that establishes the long-term vision and priorities for the City.
- Establish goals that guide City planning, development, and service delivery.

Policy and Decision-Making

- Approve bylaws, policies and make decisions on matters that impact the community and City operation, while aligning with the Strategic Plan.

Budget and Financial Oversight

- Approve the City's operating and capital budgets.

Collaboration with City Administration

- Work with City Administration to implement City Council's direction.
- Monitor progress and outcomes of City programs and initiatives.

Community Representation and Engagement

- Represent the interests and well-being of the community and its residents across the city.
- Engage with the public through meetings, consultations and events.

Intergovernmental Relations

- Advocate for Regina's interests, and funding, with provincial and federal governments.
- Collaborate on regional and national initiatives that affect the city.

Values and Benefits

Members of City Council are elected to serve the interests of Regina residents, setting policy, establishing budgets and making major decisions. They also appoint a City Manager who is responsible for the day-to-day operations of the municipal government. City Council sets directives and priorities, policies and bylaws.

Members of Council serve constituents and the public in a conscientious and diligent manner, in accordance with their established Code of Ethics Bylaw and *The Cities Act.* The Mayor and Council

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make responsible decisions and are expected to meet the highest standards of conduct when carrying out their public duties.

There are a number of City Council-appointed boards, committees and commissions that provide advice and guidance on a variety of issues and topics to help Council make informed decisions. These are made up of a combination of Councillors, stakeholders and citizen members, and include:

- Executive Committee
- Audit & Finance Committee
- Regina Planning Commission
- Accessibility Advisory Committee
- School Board/City Council Liaison Committee

Customers/Stakeholders/Partners

- City of Regina residents and businesses
- Economic Development Regina (EDR)
- Regina Exhibition Association Limited (REAL)
- Regina Public Library (RPL)
- Regina Police Service (RPS)
- Regina Downtown Business Improvement District (RDBID)
- Regina's Warehouse Business Improvement District (RWBID)
- Regina Airport Authority (RAA)
- Provincial Capital Commission (PCC)
- Regina & District Chambers of Commerce

Key Assets

N/A

Service Level Gaps and Risks

- The scope of the Strategic Plan presents challenges given current resource constraints.
- Competing priorities within Council can impact decision making and progress towards achieving the Strategic Plan.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Corporate Revenue	0.6	0.6	0.6	-	0.00%
Total Revenue	**0.6**	**0.6**	**0.6**	**-**	**0.00%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	1.6	1.7	1.8	0.1	5.88%
Employee Related Payment Expenses	0.1	0.1	0.1	-	0.00%
Training & Travel Expenses	-	0.1	0.1	-	0.00%
Professional & External Services Expenses	0.1	0.1	0.1	-	0.00%
Office & Administrative Expenses	0.1	0.1	-	-	0.00%
Total Expenses	**1.9**	**2.0**	**2.1**	**0.1**	**5.00%**
Net Funding Requirement before Reserve Activity	**1.3**	**1.4**	**1.5**	**0.1**	**7.14%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
For Approval	**1.3**	**1.4**	**1.5**	**0.1**	**7.14%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	5.00	5.00	5.00
In Scope	1.00	1.00	1.00
Total Positions	**6.00**	**6.00**	**6.00**

Analysis of Changes

2026 Approved Tax Allocation	**1.4**
Base Salary Changes	0.1
2027 Proposed Tax Allocation	**1.5**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Officers of Council & Senior Leadership

Overview

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

The Officers of Council are the key leadership positions comprised of the City Manager, the City Clerk, and the City Solicitor. These positions work closely with members of City Council to inform and advise them of legislative compliance, governance, administrative oversight and legal implications.

The Executive Leadership Team (ELT) provides organizational leadership and oversight in making decisions and delivering services that align with City Council's strategic priorities.

What We Deliver

Strategic Leadership and Vision Setting

- Implement the long-term vision and priorities for the City and Council.
- Coordinate the operations to achieve the goals that guide City planning, development, and service delivery.
- Report on the progress of City Council's Strategic Plan.

Policy and Decision-Making

- Draft bylaws, policies and inform decisions City Council needs to make on matters that impact the community and City operations.
- Review and enact administrative practices and procedures to implement the decisions of City Council.

Budget and Financial Process

- Collaborate and internally coordinate the City's operating and capital budgets to forward City Council's goals and legislated requirements.
- Stewards of the financial integrity of the City.

Collaboration with City Council

- Work with City Council to implement Council's direction.
- Report progress and outcomes of City programs and initiatives.

Community Engagement

- Oversees engagement with the public through corporate communication plans, policies and procedures and ensures the public can provide feedback on social media, at the City's public facilities, public consultations and events.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Values and Benefits

The leadership and oversight are dedicated to building a strong community by providing services that meet the expectations for residents and align with City Council's strategic priorities.

Customers/Stakeholders/Partners

- Members of City Council and its Committees
- City of Regina Employees
- City of Regina Residents
- Businesses and organizations
- Partnering organizations, government agencies

Key Assets

- City of Regina Employees

Service Level Gaps and Risks

- Shifting and competing City Council priorities can impact Administration's ability to advance Strategic Plan initiatives within established timelines.
- Delays in permanent staffing for executive leadership positions remain a risk to organizational capacity, and continuity.
- Budget constraints limit Administration's capacity to maintain existing service levels, implement new initiatives, and advance strategic objectives.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

REGINA

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.1	0.2	0.2	-	-
Total Own Source	**0.1**	**0.2**	**0.2**	**-**	**-**
Corporate Revenue	2.0	2.0	2.0	0.1	5.00%
Total Revenue	**2.0**	**2.2**	**2.2**	**0.1**	**4.55%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	6.2	6.1	6.0	(0.1)	(1.64)%
Employee Related Payment Expenses	0.1	0.1	0.1	-	-
Training & Travel Expenses	-	0.4	0.4	-	-
Professional & External Services Expenses	0.5	0.9	1.0	0.2	22.2%
Intramunicipal Charges	(0.3)	(0.4)	(0.4)	-	-
Office & Administrative Expenses	0.1	0.1	0.1	-	-
Miscellaneous Expenses	(0.1)	(0.1)	(0.1)	-	-
Total Expenses	**6.4**	**6.9**	**7.0**	**0.1**	**2.90%**
Net Funding Requirement before Reserve Activity	**4.4**	**4.8**	**4.8**	**0.0**	**0.00%**
Reserve Activity	**-**	**(0.1)**	**(0.1)**	**-**	**-**
For Approval	**4.4**	**4.7**	**4.7**	**0.0**	**0.0%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	26.00	23.50	21.50
In Scope	13.00	15.00	16.00
Total Positions	**39.00**	**38.50**	**37.50**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**4.7**
Base Salary Changes (Reallocated 2 FTE to City Clerks Office)	(0.1)
DCM, City Planning & Community Services: Special Projects Director for Comprehensive Infrastructure and Service Planning Framework (1 FTE 2 yr Term)	0.2
City Centre Branch Professional & External Services Budget Reallocation into the Deputy City Manager's Area to Align with Actuals	0.2
Reserve Activity	(0.1)
Corporate Revenue Allocation	(0.1)
2027 Proposed Tax Allocation	**4.7**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Office of the City Clerk

Overview

The Office of the City Clerk manages all aspects of municipal elections and provides ongoing support for the management of City Council and Committee meetings. It also administers the access to information, privacy protection, and information management programs. It governs and promotes the openness and transparency of municipal government, serving as a key link between City Council, City Administration, and the public.

What We Deliver

Corporate Information Governance

- Manage access to information requests and privacy incident / complaint investigations, perform privacy assessments, and coordinate the Open Government Program.
- Oversee corporate records management and secure disposal, and the historical collection.

Elections Management

- Support elections for municipal Councils and school board trustees, including supporting the validation of petitions, by-elections, referendums, polling areas and ward boundary changes.

Council and Committee Support

- Provide support to City Council, individual Councillors, and committee members through the management of the decision-making processes of City Council, committees and quasi-judicial boards.
- This includes preparing meeting agendas and minutes and organizing public hearings.

Values and Benefits

This office facilitates the governance functions of City Council and its Committees, the public and Administration, ensuring that protocols are in accordance with legislation, bylaws and Council policies.

This service benefits residents by providing avenues for transparency and public participation in the legislative process, as well as appropriate protocol support.

Customers/Stakeholders/Partners

- City of Regina Residents
- Members of City Council and its Committees
- City of Regina Administration

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Key Assets

- Corporate electronic document and records management system (EDRMS) and historical collection
- Open Data website
- City Council agenda management system
- Audiovisual and control system technology required to support and broadcast legislative meetings.

Service Level Gaps and Risks

- Increased complexity and demand on access to information, privacy, and records management services introduces the risk of missed legislative deadlines, internal gaps in privacy protection, and an inability to manage information as a corporate asset. This could result in compliance failure, reputational damage, and reduced operational effectiveness.

Operating Budget Summary

Amounts in ($ 000,000s)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.3	0.1	0.1	-	0.00%
Total Own Source	**0.3**	**0.1**	**0.1**	**-**	**0.00%**
Corporate Revenue	0.8	0.9	1.0	0.1	**11.11%**
Total Revenue	**1.0**	**1.0**	**1.0**	**0.1**	**10.00%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	1.9	2.3	2.7	0.4	17.39%
Employee Related Payment Expenses	0.1	0.2	0.2	-	0.00%
Professional & External Services Expenses	0.1	0.1	0.1	-	0.00%
Office & Administrative Expenses	0.4	0.4	0.4	-	0.00%
Material Goods & Supplies Expenses	0.1	-	-	-	-
Total Expenses	**2.6**	**3.0**	**3.4**	**0.4**	**13.33%**
Net Funding Requirement before Reserve Activity	**1.6**	**2.0**	**2.4**	**0.1**	**5.00%**
Reserve Activity	**0.1**	**0.2**	**0.3**	**0.1**	**50.00%**
For Approval	**1.7**	**2.1**	**2.6**	**0.5**	**23.81%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	13.00	14.00	16.00
In Scope	7.00	6.00	6.00
Total Positions	**20.00**	**20.00**	**22.00**

Analysis of Changes

2026 Approved Tax Allocation	**2.1**
Base Salary Changes (Includes reallocation of 2FTEs from City Manager's Office)	0.4
Election Reserve Transfer Increase	0.1
Corporate Revenue Allocation	(0.1)
2027 Proposed Tax Allocation	**2.6**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Strategy & Performance

Overview

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

What We Deliver

Sustainable Energy & Adaptation

- The development, implementation, and monitoring of a corporate and community-wide Energy & Sustainability Framework and Action Plan.
- Tracking and reporting of municipal energy consumption, leading the transition to renewable energy and providing sustainability education and outreach to the community.

Strategic Direction

- Guidance and support for the implementation of the City's strategic priorities. Alignment of Budget and Business Planning.
- Ensuring that financial resources and business activities are in sync with the strategic goals, and providing direction risk mitigation and policy development
- Development and monitoring of Key Performance Indicators (KPIs): creating and tracking metrics to measure progress and success.
- Continuous Improvement Efforts: leading or supporting initiatives aimed at enhancing processes and outcomes based on performance data.
- Lead and support corporate and City Council directed key initiatives.
- Stewardship of the Corporate Policy Framework and policy review processes

Government Relations & Grants

- Work collaboratively across the organization to identify issues and opportunities to advocate to other levels of government. This includes oversight and coordination of third-party funding opportunities.

Values and Benefits

Tracking goals and reporting on performance allow residents see meaningful progress on City priorities and build trust that decisions are grounded in real data.

Continuous improvements in City operations lead to faster, more reliable services, while better planning and coordination between departments ensure service delivery is more consistent, efficient, and effective.

Securing grants and external funding enables the City to advance initiatives without increasing the financial burden on residents.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Engraining climate mitigation and adaptation into City Services creates a more sustainable and resilient community, slowing climate change and managing risks and vulnerabilities across the organization and community.

Customers/Stakeholders/Partners

- City of Regina City Council
- City of Regina Administration
- City of Regina Residents and Businesses
- Other levels of Government

Key Assets

A key asset for Corporate Strategy, Performance & Sustainability is ClearPoint Software. ClearPoint is a data collection and reporting tool used to capture corporate key performance indicators and business plans.

Service Level Gaps and Risks

- Sustainability efforts have been slowed by budget pressures and reductions, which has caused corporate Green House Gas (GHG) emissions reductions to fall below target to meet net zero by 2050. Additionally, federal funding for sustainability projects has slowed in the past few years.
- Changing Provincial and Federal sustainability initiatives and targets have made it difficult for the City to achieve GHG reduction targets.
- Third party funding opportunities are difficult to anticipate, making planning and budgeting for them difficult.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Total Own Source	**-**	**-**	**-**	**-**	**-**
Corporate Revenue	0.6	0.8	0.8	-	-
Total Revenue	**0.6**	**0.8**	**0.8**	**0.0**	**0.00%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	1.9	2.4	2.5	0.1	4.17%
Professional & External Services Expenses	0.2	0.5	0.5	-	-
Intramunicipal Charges	(0.2)	(0.2)	(0.2)	-	-
Office & Administrative Expenses	0.0	0.0	0.1	0.1	100%
Miscellaneous Expenses	(0.1)	(0.1)	(0.1)	-	-
Total Expenses	**1.8**	**2.7**	**2.8**	**0.1**	**3.70%**
Net Funding Requirement before Reserve Activity	**1.3**	**1.9**	**2.0**	**0.1**	**5.26%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
For Approval	**1.3**	**1.9**	**2.0**	**0.1**	**5.26%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	16.00	16.00	16.00
In Scope	-	-	-
Total Positions	**16.00**	**16.00**	**16.00**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**1.9**
Base Salary Changes	0.1
Energy Monitoring and Management System Software Maintenance Charges	0.1
Reduction - General Supplies and Consulting Services	(0.1)
2027 Proposed Tax Allocation	**2.0**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Communications & Engagement

Overview

The Strategic Communications & Customer Service department informs and educates residents about municipal services and initiatives and connects with residents to hear their needs and priorities.

What We Deliver

Communications

- Curate the City's story, build and maintain the City's brand and reputation and present the City's services and programs with a customer-focused lens.

Brand Integration

- Present the City’s identity across the organization and in the community through visual, written and creative storytelling that spans all media, from print to digital.

Public Engagement

- Connect with residents to understand their experiences and encourage them to participate meaningfully in civic life and to help draw a clear line from public feedback to municipal decision-making.

Service Regina

- Single point-of-contact center for residents that offers support via phone, email, in-person at City Hall and social media. We respond to inquiries that span all City programs and services, from water to waste collection, recycling, bylaws, construction and parking. We are active 24/7, thanks to an after-hours answering service for urgent calls such as watermain breaks and sewer backups.

Events

- Oversee a diverse portfolio of internal and community events, ensuring community engagement and civic pride.

Sponsorship

- Manage all aspects of sponsorships, naming rights and advertising initiatives both incoming and outgoing to support the City’s strategic objectives and community partnerships, including the naming rights and sponsorship of the new Indoor Aquatics Facility that will open in 2029.

Merchandise

- Manage the distribution and sales of corporate and community branded merchandise.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operational Statistics (as of 2025):

- Service Regina responded to 166,790 calls and online requests, created 84,797 service requests and handled over 84,137 in-person payments.
- Media Relations responded to approximately 635 media requests.
- The City's total social media reach across all platforms at the end of 2025 was 21,516,977, with a total of nearly 84,000 followers across all platforms.
- 7.6 million page views and 1.3 million unique visitors to Regina.ca in 2025.
- The City's digital engagement platform, Be Heard, received 65,140 visits in 2025. While on the page, 476 residents registered to be part of the platform and 15,206 contributions were made to projects via surveys, mapping, Q&As, etc.
- Be Heard had 10 active projects in 2025. Through the platform, the City executed 17 different surveys, published 59 newsfeed updates to share information and answered more than 50 submitted questions. Program areas used the platform to send out 20 newsletter email updates as well.
- 21,000 event attendees at 12 events led by Strategic Communications.

Values and Benefits

The City provides a range of integrated services to keep residents informed, engaged and supported. Strategic Communications & Customer Service ensures transparency and accessibility by sharing timely updates about City programs, services and strategic initiatives. Public Engagement fosters meaningful community participation, allowing residents to influence decisions and shape the services they rely on. Marketing & Sponsorship supports consistent storytelling and visual identity across platforms, enhancing the City's reputation and sense of place.

Service Regina acts as a centralized contact centre, offering residents convenient access to municipal services through phone, email, social media and in-person support at City Hall. It handles inquiries related to water, waste, recycling, bylaws, construction and more, including urgent after-hours issues. This streamlined approach improves customer experience and operational efficiency.

Through these services, residents benefit from clear communication, responsive support and opportunities to connect with their community. City events further enrich civic life by celebrating local culture and fostering pride and belonging. Together, these efforts ensure Regina remains a vibrant, inclusive and well-informed city.

Customers/Stakeholders/Partners

- City of Regina residents
- Government of Saskatchewan
- Government of Canada
- Vendors
- Media
- Businesses
- City partners (business improvement districts, Regina & District Chamber of Commerce, Community Associations, etc.)

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Customers/Stakeholders/Partners - continued

- Visitors to Regina
- City of Regina Council
- City of Regina Administration

Key Assets

Be Heard Regina, the digital asset.

Service Level Gaps and Risks

- An aging agreement with a vendor for digital public engagement creates challenges in growing public participation and trust. There's a need to keep up with technology.
- When communicating with residents and the media, there are inherent reputational risks that create communication challenges, including timing, clarity, consistency and public perception. These could impact trust and confidence in municipal operations and decision making. This is mitigated through ongoing efforts to provide transparent, accurate and accessible information through various communication channels.
- As Marketing and Sponsorship continues to complete more work in-house, rather than contract it out, we could see service levels drop due to capacity issues.

Service Regina

- Telephony system disruptions, while typically temporary, can result in reduced accessibility for customers. During these periods, residents are typically redirected to Regina.ca/ServiceRequest to submit their request online. While this ensures continuity of service, it may not fully meet the needs of all users. Efforts to maintain and enhance system reliability remain critical to minimizing service interruptions.
- Fluctuations in call and email volumes can exceed available staffing resources, leading to increased wait times and reduced ability to meet service-level targets. External factors such as seasonal periods, program or service changes or emergencies can further intensify demand and strain available capacity.
- Over the longer term, continued growth in the number of service requests received will require ongoing alignment of capacity and system enhancements to support service delivery. Continued investment in technology reliability, process improvements and workforce planning will be important to mitigate risks and maintain service standards.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.1	-	-	-	-
Total Own Source	**0.1**	**-**	**-**	**-**	**-**
Corporate Revenue	1.6	1.7	1.8	0.1	**5.88%**
Total Revenue	**1.7**	**1.7**	**1.8**	**0.1**	**5.88%**
EXPENSES BY CATEGORY					-
Salary & Benefit Expenses	5.5	5.9	6.2	0.3	**5.08%**
Professional & External Services Expenses	0.6	0.7	0.7	-	-
Community Investment Expense			0.3	0.3	**100%**
Intramunicipal Charges	(0.9)	(1.0)	(1.0)	-	-
Office & Administrative Expenses	0.1	0.1	0.1	-	-
Total Expenses	**5.3**	**5.7**	**6.3**	**0.5**	**8.77%**
					-
Net Funding Requirement before Reserve Activity	**3.5**	**4.0**	**4.4**	**0.4**	**10.00%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
For Approval	**3.5**	**4.0**	**4.4**	**0.4**	**10.00%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	12.00	11.00	11.00
In Scope	43.00	47.00	48.00
Total Positions	**55.00**	**58.00**	**59.00**

Analysis of Changes

2026 Approved Tax Allocation	**4.0**
Base Salary Changes	0.3
Reallocation of FROST Budget	0.3
Corporate Revenue Allocation	(0.1)
2027 Proposed Tax Allocation	**4.4**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Legal Services - Office of the City Solicitor

Overview

The Office of the City Solicitor provides legal advice and education to the Corporation to support corporate services, priorities, and ensure legislative compliance. The Office also oversees risk management, insurance and claims, prosecutes bylaw offences and administers the Regina Municipal Division of the Provincial Court.

What We Deliver

The Office of the City Solicitor is directed by *The Regina Administration Bylaw 2003-69* to provide legal services to the Corporation and to ensure the City is administered in accordance with the law. The Office offers services in the following areas:

Legal Services

- Provide legal services and advice to the Corporation/Administration and City Council, defend all legal actions brought against the City of Regina, and pursue all legal actions on behalf of the City.
- The legal team also prepares, reviews and provides advice on contracts and financing, reports to Committees and City Council, drafts bylaws and ensures regulatory compliance.

Bylaw Prosecution

- Responsible for the administration of the Regina Municipal Division of the Provincial Court, conducting civic prosecutions and the prosecutions of all bylaw offences in the city except for moving violations under The Regina Traffic Bylaw, 9900.

Risk Management / Claims

- Responsible for obtaining insurance policies for the City's comprehensive portfolio of financial assets, including municipal corporations (e.g. Buffalo Pound, REAL, etc.), and ensures the Corporation is protected against losses related to liability arising out of all civic activities and operations.

Values and Benefits

Our goal is to operate at the highest level of professionalism, effectiveness, transparency, and efficiency to serve our city by ensuring that best practices are employed, and the public interest is protected in a just, efficient and ethical manner. This was demonstrated in 2025 through extensive legal work, including 1,096 assessment appeal notices, the preparation of 93 bylaws, the review of over 540 contracts, and support for major city initiatives and land transactions.

Customers/Stakeholders/Partners

- City of Regina Council and Committees
- City of Regina Administration:
    - Executive Leadership Team
    - All Departments

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Customers/Stakeholders/Partners - continued

- Civic partners

Key Assets

N/A

Service Level Gaps and Risks

- This office is currently operating at full capacity with its existing staff complement. Any budget reduction would place considerable pressure on the delivery of legal services.
- The office is currently functioning with only two staff in our risk management department and one part-time support staff. The area is under resourced which can lead to delays in responding to claims.
- In recent years, the City has expanded its lines of business, and the complexity of the work being asked of the legal team has increased. As a result, additional resources are an anticipated need in the future.

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Miscellaneous Revenues	0.2	0.2	0.2	-	-
Other External Revenues	0.3	0.5	0.5	-	-
Total Own Source	**0.5**	**0.7**	**0.7**	**-**	**-**
Corporate Revenue	1.4	1.5	1.5	0.1	6.67%
Total Revenue	**2.0**	**2.2**	**2.3**	**0.1**	**4.55%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	2.7	2.8	3.1	0.2	7.14%
Employee Related Payment Expenses	0.1	0.1	0.1	-	-
Professional & External Services Expenses	0.0	0.1	0.1	-	-
Office & Administrative Expenses	2.3	2.6	2.6	-	-
Total Expenses	**5.1**	**5.7**	**5.9**	**0.2**	**3.51%**
Net Funding Requirement before Reserve Activity	**3.2**	**3.5**	**3.7**	**0.2**	**5.71%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
For Approval	**3.2**	**3.5**	**3.7**	**0.2**	**5.71%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	12.00	12.00	12.00
In Scope	6.00	6.00	6.00
Total Positions	**18.00**	**18.00**	**18.00**

Analysis of Changes

2026 Approved Budget	**3.5**
Base Salary Changes	0.2
Corporate Revenue Allocation	(0.1)
2027 Proposed Tax Allocation	**3.7**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

People & Organizational Culture

Overview

The People & Organizational Culture (POC) department develops strategies, governance, programs and services that contribute to effective and safe employees, and management.

What We Deliver

Client Services and Labour Relations

- Supports operating areas in core labour relations, compensation programming through data and strategic human resources advice.

Organizational Well-Being

- Provides tools and supports for a positive work environment that supports employee engagement, growth, and productivity.

Employee Service Centre and Talent Acquisition

- Facilitates the hiring process, administers benefits and payroll programs and manages corporate Human Resource metrics to support management and employees.

Workplace Health and Safety

- Provides expertise to reduce workplace injuries, enhance job satisfaction, supports accommodations and promote a safe and respectful work environment.

Values and Benefits

These services create engaged, productive, and safe employees to deliver services to the community and support effective management and leadership.

Customers/Stakeholders/Partners

- City of Regina Administration - We deliver inward-facing services to support the entire organization.
- Third party benefit and payroll provider for:
  - Buffalo Pound
  - Regina Police Services
  - Regina's Warehouse Business Improvement District (RWBID)
  - Regina Downtown Business Improvement District (RDBID)

Key Assets

N/A

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Service Level Gaps and Risks

People and Organizational Culture face the following service risks and challenges:

Leadership Development

- According to McLean & Company, leadership development is the top HR priority in 2026. Organizations where leaders excel at developing talent and managing change are twice as likely to succeed in innovation, agility and efficiency.
- The City currently lacks a formal leadership development program. If funding is not approved, leadership effectiveness will be affected.

Technology

- Enabling innovation is the second HR priority for 2026, which requires modern tools and technology to support program delivery.
- Current HR technology lacks integration and a unified structure, resulting in paper-based processes, duplicate data entry, and reduced data accuracy. As a result, POC and operating areas spend excessive time validating data rather than leveraging it for decision-making and innovation. This results in a focus on transactional work, limiting strategic and proactive efforts, and lacking organizational support.
- Some HR systems are dependent on external resources, creating a risk of system failure, errors or inaccessibility.

Employee Experience

- The third HR priority for 2026 is enhancing employee experience, which is also a key cost-control strategy. Engaged employees stay longer and are 1.9 times more likely to perform at a high level.
- The City's 2024 Employee Engagement score was 44.6 per cent, and in 2026 it was 48.9 per cent, which is below the public sector benchmark of 59.54 per cent.
- Rewards and recognition funding for the industry is ~1 per cent of payroll and the City investment is 0.5 per cent. This gap results in infrequent employee recognition, thinly distributed budgets and inconsistent application across the organization.
- Learning and development funding for the industry is ~2 per cent of payroll and City investment is 0.08 per cent. Employee programs such as external training are often reduced during budget cycles, negatively impacting employee development, recruitment and retention.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.1	-	-	-	-
Internal Revenues	0.1	-	-	-	-
Total Own Source	**0.2**	**-**	**-**	**-**	**-**
Corporate Revenue	2.1	2.3	2.7	0.5	17.39%
Total Revenue	**2.3**	**2.3**	**2.7**	**0.5**	**17.39%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	6.3	6.6	7.8	1.2	18.18%
Employee Related Payment Expenses	0.2	0.3	0.3	-	-
Training & Travel Expenses	0.2	0.3	0.3	-	-
Professional & External Services Expenses	0.4	0.3	0.3	-	-
Office & Administrative Expenses	0.1	0.1	0.1	-	-
Other External Expenses	-	-	0.2	0.2	-
Total Expenses	**7.3**	**7.6**	**9.1**	**1.5**	**19.74%**
Net Funding Requirement before Reserve Activity	**5.0**	**5.4**	**6.4**	**1.1**	**20.37%**
Reserve Activity	**(0.3)**	**-**	**-**	**-**	**-**
For Approval	**4.7**	**5.4**	**6.4**	**1.1**	**20.37%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	44.00	45.00	46.00
In Scope	6.00	5.00	5.00
Total Positions	**50.00**	**50.00**	**51.00**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**5.4**
Base Salary Changes	0.2
Admin Position Reallocated from Senior Leadership (FTE 1)	0.1
Change in Employer Insurance Premium	0.9
Reallocation of Pension Administration from Financial Services	0.2
Corporate Revenue Allocation	(0.5)
2027 Proposed Tax Allocation	**6.4**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Technology

Overview

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

What We Deliver

- Technology Strategy
- Application and Technology Portfolio Management
- Cybersecurity Leadership and Technology Controls
- Data and Analytics Leadership and Services
- Application Hosting, Technical Support, and Programming
- Technology Infrastructure, Network, and Database Management and Maintenance
- Tech Service Centre
- Collaboration Tools and Training
- Meeting Space Audio/Visual Enablement
- End Point Management
- Technology Contract and Vendor Management
- Technology Asset Management
- Networked Printing
- Production Print and Bindery
- Mail Services

Values and Benefits

Technology delivers solutions and services that enable City employees to provide municipal services to all City residents. This includes architecting, managing, and supporting the technology behind every business and public facing interaction including 330 servers, 170 business applications, 4,100 devices, 1,000 connected vehicles, and 50 meeting spaces. A leader amongst Canadian municipalities, the City's 14 kilometers of fibre-optic infrastructure and 90 square kilometers of broadband wireless coverage encourages economic diversity and resiliency and provides connectivity to over 300 buildings and traffic signals. Leveraging technology improves the City’s effectiveness, efficiency, and capacity to deliver and modernize services to residents.

Customers/Stakeholders/Partners

- Direct:
    - City of Regina Council
    - City of Regina Administration
    - Civic Partners

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Customers/Stakeholders/Partners - continued

- Indirect:
  - City of Regina Residents
  - City of Regina Businesses
  - City of Regina Partners
  - External Service Providers

Key Assets

Key assets for this service include line of business applications, network and telecommunications infrastructure (e.g. network/phone switches and towers), fibre optic cable, data centre hardware and software, enterprise software, desktop computing, printers and corporate data.

Service Level Gaps and Risks

The Technology department is experiencing a convergence of pressures that are increasing both operational risk and financial demand. As the City becomes more reliant on digital services, the need to sustain existing systems while advancing modernization initiatives has outpaced current resourcing levels. The following summarizes the key challenges impacting the department and underscores the importance of targeted, sustained investment:

Growing Demand Exceeding Capacity

- Technology now underpins nearly every City service, driving increased expectations for reliability, responsiveness, and innovation. This growth in demand has not been matched by corresponding increases in staffing or funding, resulting in ongoing capacity constraints and the need to defer or prioritize work.

Balancing Innovation with Risk in Artificial Intelligence (AI)

- The City is at a pivotal point in adopting AI-driven tools that can improve productivity and service delivery. However, these technologies introduce new requirements for governance, infrastructure, and oversight. Without appropriate investment, the City risks both falling behind peer organizations and exposing itself to privacy, security, and compliance risks.

Increasing Cybersecurity Risk and Investment Requirements

- Cybersecurity remains one of the most significant risks facing the organization. Identified gaps in staffing, controls, and enterprise governance require sustained investment to address. Current funding limitations have delayed key initiatives, increasing exposure to potential financial, operational, and reputational impacts. Preventative investments remain significantly lower than the potential cost of a major cyber incident.

Rising Costs Across Core Technology Services

- Ongoing increases in software licensing, hardware, and telecommunications costs are driven by expanding digital services, growing device counts and evolving technology requirements. These pressures are compounded as implementation details evolve on major initiatives,

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requiring additional funding to maintain scope and service quality.

Expanding Scope of Responsibilities Without Additional Resources

- The department is increasingly required to absorb new types of work, including cybersecurity, privacy, and AI-related assessments, while continuing to support legacy systems and deliver major transformation initiatives. This expanding scope, without proportional resource growth, is widening the gap between organizational expectations and delivery capacity.

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Corporate Revenue	5.0	4.8	5.0	0.2	4.17%
Total Revenue	**5.0**	**4.8**	**5.0**	**0.2**	**4.17%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	7.1	7.3	7.4	0.1	1.37%
Training & Travel Expenses	0.1	0.1	0.1	-	-
Professional & External Services Expenses	0.1	0.3	0.3	-	-
Intramunicipal Charges	0.0	(0.1)	0.0	0.1	100.00%
Office & Administrative Expenses	7.5	7.5	8.0	0.5	6.67%
Other External Expenses	1.1	1.2	1.4	0.2	16.67%
Total Expenses	**16.0**	**16.4**	**17.2**	**0.8**	**4.88%**
Net Funding Requirement before Reserve Activity	**11.1**	**11.6**	**12.2**	**0.6**	**5.17%**
Reserve Activity	-	-	-	-	-
For Approval	**11.0**	**11.5**	**12.1**	**0.6**	**5.17%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	12.00	12.00	12.00
In Scope	49.80	49.80	49.80
Total Positions	**61.80**	**61.80**	**61.80**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**11.5**
Base Salary Changes	0.1
Maintaining Business Applications – Inflation and Contract and Service Costs	0.3
Intramunicipal Allocations Reinstatement to Align with Actuals	0.1
Technology Hardware – Inflationary Costs Related to Physical Components	0.2
Telephone Portfolio – Internal Centralization of Telephone Related Costs into Technology	0.1
Corporate Revenue Allocation	(0.2)
2027 Proposed Tax Allocation	**12.1**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Assessment & Property Revenue Services

Overview

Assessment & Property Revenue Services is responsible for the billing, collection, and management of the City's primary revenue streams: property taxes, utility services, and other receivables. Additionally, this area ensures all properties in Regina are assessed based on their market value, distributing property taxes fairly among property owners. The area ensures accurate and timely invoicing, flexible payment options, and accessible customer support for residents and property owners. This area maintains accurate account records and ensures regulatory compliance.

What We Deliver

Assessment & Property Revenue Services

- Maintains the assessment roll, delivers billing, payment processing, collections for property taxes and other receivables while providing customer service for all areas of responsibility. Services are delivered through multiple channels, including in person, on-line applications, by phone, email, and mailed notices.
- The City's effectiveness and transparency are highlighted by being one of only three Canadian assessment jurisdictions to hold and maintain a Certificate of Excellence in Assessment Administration (CEAA) through the International Association of Assessing Officers (IAAO). This challenging and rigorous certification recognizes governmental units and individuals involved with assessment that utilize best practices in the workplace.
- Key service functions include:
    - Maintaining an inventory of over 86,900 properties for the delivery of the assessment roll.
    - Establishing and defending property assessment values.
    - Calculating, billing and collecting over $570 million in annual property taxes across residential, commercial property classes.
- Administering the Tax Installment Payment Plan Service (TIPPS) for over 45,400 accounts, allowing for predictable monthly payments.
- Managing customer accounts, processing payments, and following up on overdue balances.
- Collecting and dispersing property tax levies for the Regina Public Library, the Province of Saskatchewan, the Regina Roman Catholic Separate School Division, the Global Transportation Hub Authority and the Regina Downtown and Regina's Warehouse business improvement district.
- Administering an affordability program for property tax deferrals for low- income families.
- Administering legislated and Council-approved tax exemptions.
- Managing eProperty and eServices online portals to provide customers with online access to assessment and property tax account information.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Values and Benefits

Assessment and Property Revenue Services provides residents with confidence and predictability when it comes to paying for core services. This work includes the timely collection of revenue that funds essential city services.

This means:

- The City meets provincial legislation by providing market value property assessments.
- Property Assessments are accurate ensuring property taxes are shared fairly among all property owners.
- Simple and consistent billing for property taxes.
- Flexible, user-friendly payment options.
- Clear and responsive customer service support.
- Online access to account information.
- Equitable and transparent application of billing policies and collections.
- Reliable property information is made available to both internal City departments and external stakeholders who rely on accurate data for planning and decision making by ensuring a stable flow of municipal revenue, this service area plays a critical role in sustaining services that matter most to residents, while delivering a positive and professional service experience.

Customers/Stakeholders/Partners

- City of Regina residents: Property owners, utility account holders, law firms, property managers, and financial institutions.
- Institutions: Government of Saskatchewan, Business Improvement Districts, Regina Public School Board, Regina Catholic School Board, Regina Public Library, Global Transportation Hub Authority.
- City of Regina Administration: Accounts Receivable for stakeholders such as Traffic, Seasonal Roadways, Solid Waste, and others.

Key Assets

Key pieces of Property Revenue and Systems specific software include:

- Property Tax Administration System: TAS, eProperty, eServices.
- Accounts Receivable System: Oracle EBS (AR Module).

Service Level Gaps and Risks

- The continued growth in the number of properties and expanding program responsibilities has outpaced current staffing levels and operational efficiencies, creating a risk of not meeting service targets. Without corresponding increases this imbalance may lead to sustained service gaps, reduced responsiveness, and strain on public-facing services.

- An increase in assessment appeal volumes presents a risk to meeting established timelines. Higher appeal activity diverts staff resources away from core assessment functions such as

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inspections and verifying sales. This may reduce assessment roll accuracy and negatively impact property tax revenue as well as impact the delivery of the 2029 revaluation.

- There continues to be a challenge in attracting and retaining property assessors licensed by the Saskatchewan Assessment Appraisers Association (SAAA). Persistent recruitment and retention difficulties could result in long-term capacity gaps, increased workload for existing staff, and delays in completing assessments.

- The introduction of the Council-approved Nuisance and Derelict Property subclass for 2027 presents a risk if sufficient resourcing is not in place to administer it. The requirement for a dedicated property assessor adds pressure to an already constrained workforce, and failure to adequately staff this function could lead to delays in maintaining the assessment roll, reduced program effectiveness, and challenges in meeting both regulatory expectations and public service commitments.

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.6	0.6	0.7	0.1	16.67%
Licenses, Levies and Fines Revenues	0.1	0.1	0.1	-	-
Total Own Source	**0.8**	**0.7**	**0.8**	**0.1**	**14.29%**
Corporate Revenue	1.6	1.7	1.5	(0.2)	(11.76)%
Total Revenue	**2.3**	**2.4**	**2.3**	**(0.1)**	**(4.17)%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	5.3	5.6	5.4	(0.2)	(3.57)%
Professional & External Services Expenses	0.1	0.2	0.2	-	-
Intramunicipal Charges	0.1	0.1	0.1	-	-
Office & Administrative Expenses	0.3	0.3	0.3	-	-
Total Expenses	**5.9**	**6.1**	**6.0**	**(0.2)**	**(3.28)%**
Net Funding Requirement before Reserve Activity	**3.5**	**3.7**	**3.7**	**(0.1)**	**(2.70)%**
Reserve Activity	**0.0**	**0.3**	**0.0**	**(0.3)**	**(100.00)%**
For Approval	**3.5**	**4.0**	**3.7**	**(0.4)**	**(9.76)%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	6.00	6.00	5.00
In Scope	46.00	46.00	45.00
Total Positions	**52.00**	**52.00**	**50.00**

Analysis of Changes

2026 Approved Tax Allocation	**4.0**
Base Salary Changes (Reallocation of 2 FTEs to Utility Fund to Align with Actuals)	(0.2)
Reduction in Reserves Transfer Due to Reduced Revaluation Expenditures	(0.3)
General Fund Non-Tax Levy Revenue Adjustments (Finance and Admin. Charges)	(0.1)
Corporate Revenue Allocation	0.2
2027 Proposed Tax Allocation	**3.7**

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Financial Management Services

Overview

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

What We Deliver

Financial Systems Management and Operations

- Leads the support of the City's financial systems, costing frameworks, and vendor management processes to ensure efficient financial operations, cost control, and optimal vendor relationships. Provides strategic decision-making by providing accurate costing data and robust financial system integration, thereby contributing to sound fiscal governance for the City.

Public Accounting & Reporting

- Leads financial compliance, external audits, external and annual reporting, capital asset management, payable and general ledger functions and oversight. Provides strategic decision-making regarding transparent and accountable financial reporting and compliance.

Procurement

- Provides strategic direction for governance and planning for the procurement of goods and services, ensuring compliance with trade agreements and bylaws, providing contract management, and administering the procurement policy.

Central Stores

- Provides materials management to meet the needs of the organization. Central Stores provides City stakeholders with asset storage and distribution, fuel inventory management and salvage and asset disposal services.

Financial Planning and Analysis

- Leads the City's budget process and assists with long range financial planning to all resources with City Council directives. Provide Financial Analysis, strategic decision support and assist with forecasting and modelling to guide informed decisions for internal and external stakeholders.

Treasury

- Responsible for safeguarding and managing the financial assets of the City to ensure long-term fiscal sustainability, accountability, and service delivery. It is responsible to provide strategic leadership in financial planning, cash flow optimization, investment management, debt management, and financial risk within the broader context of reserves, deferred revenue and grants to ensure the City can implement its operations and capital plan.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Values and Benefits

Citizens can expect clear, understandable financial reporting and confidence that their tax dollars are being managed wisely. The benefits include:

- Responsible and transparent use of tax dollars.
- Stronger, more reliable City services due to proactive financial planning.
- Long-term stability that safeguards essential programs and infrastructure.
- Greater public trust through consistent oversight and transparency.

Customers/Stakeholders/Partners

- City of Regina Administration
- City of Regina Residents
- Regina Police Services
- Buffalo Pound Water Treatment Corporation (BPWTC)
- Economic Development Regina (EDR)
- Regina Downtown Business Improvement District (RDBID)
- Regina's Warehouse Business Improvement District (RWBID)
- Regina Exhibition Association Limited (REAL)
- Regina Public Library (RPL)
- Regina Public School Board
- Regina Private School Board
- Financial Institutions
- Saskatchewan Municipal Board
- Credit Rating Agencies such as Standard & Poor's Global (S&P)

Key Assets

Employees in Finance and the financial and accounting expertise they possess
Financial Systems and information/reports generated.

Service Level Gaps and Risks

- Funding to respond to Audit recommendations to address the gap with internal resourcing capacity.
    - Fuel Inventory
    - P-Card
    - Central Stores and Parts Inventory
    - Cash Control – Leisure and Recreational Centres
    - Cash Control – Landfill
    - Cash Control – Parking & Transit
    - Vendor Master
    - Non-Standard Procurement
    - Property Tax and Assessment Audit
    - Payroll

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

- Service Level Gaps and Risks - continued
  - Cybersecurity

- Financial Business Systems are under upgrade as legacy systems are creating a risk to the organization. Continued support of these upgrades is imperative to ensure business continuity in order to safeguard City assets, mitigate risk of fraud and ensure financial data integrity.
  - Payment Manager
  - Hyperion
  - EBS
  - WAM/WACS
  - Orbidder templates

- Payment Card Industry (PCI) Compliance Gap, this is an industry standard as the City has reached a Level 3 merchant level.
  - Ongoing cost and 1-time ask for future budgets

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.6	0.4	0.4	-	-
Total Own Source	**0.6**	**0.4**	**0.4**	**-**	**-**
Corporate Revenue	2.2	2.9	2.9	-	-
Total Revenue	**2.8**	**3.3**	**3.3**	**-**	**-**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	7.2	9.6	9.8	0.2	2.08%
Employee Related Payment Expenses	-	0.1	0.1	-	-
Training & Travel Expenses	0.1	-	-	-	-
Professional & External Services Expenses	0.5	0.4	0.4	-	-
Office & Administrative Expenses	-	0.1	-	-	-
Other External Expenses	(0.1)	-	-	-	-
Total Expenses	**7.8**	**10.1**	**10.4**	**0.3**	**2.97%**
Net Funding Requirement before Reserve Activity	**5.0**	**6.8**	**7.0**	**0.2**	**2.94%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
For Approval	**5.0**	**6.8**	**7.0**	**0.2**	**2.94%**

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Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	11.00	19.00	19.00
In Scope	59.35	63.35	63.35
Total Positions	**70.35**	**82.35**	**82.35**

Analysis of Changes

2026 Approved Tax Allocation	**6.8**
Base Salary Changes	0.2
Contract Agreements and Professional Services Inflation	0.1
2027 Proposed Tax Allocation	**7.0**

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Corporate Level Transactions

Overview

These are transactions that do not reside in one specific operating area but are a corporate responsibility and includes both revenues and expenditures.

What We Deliver

Organizational forecasting, payment and oversight of revenue and expenditures paid at a corporate level.

Values and Benefits

- Transparency on Revenue from Fines, Fees, Rentals and interest.
- How much grants funding the City receives.
- How much we spend on Utilities and certain contracted services.

Customers/Stakeholders/Partners

- City of Regina Corporate Support
- Sask Power
- Sask Energy
- Sask Government Insurance
- Trans Gas
- Provincial Ministries
- Federal Ministries
- Buffalo Pound Water Treatment Corporation
- Regina Police Service

Key Assets

N/A

Service Level Gaps and Risks

- Fuel Price Volatility
- Bad Debts
- Banking fees
- Audit Fees

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Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.5	0.4	0.4	-	-
Licenses, Levies and Fines Revenues	6.7	3.6	3.6	-	-
Miscellaneous Revenues	5.6	3.7	4.1	0.4	10.81%
Total Own Source	**12.8**	**7.7**	**8.1**	**0.4**	**5.19%**
Corporate Revenue	27.4	29.4	34.3	4.9	16.67%
Total Revenue	**40.3**	**37.1**	**42.4**	**5.3**	**14.29%**
EXPENSES BY CATEGORY					
Professional & External Services Expenses	2.0	1.6	3.2	1.5	93.75%
Debt Servicing Expenses	2.1	-	7.3	7.3	100.00%
Contribution to Capital Expenses	86.9	79.5	83.2	3.7	4.65%
Office & Administrative Expenses	6.3	2.4	4.0	1.6	66.67%
Other External Expenses	4.7	2.1	1.9	(0.2)	(9.52)%
Miscellaneous Expenses	7.0	14.9	14.2	(0.7)	(4.70)%
Total Expenses	**109.0**	**100.6**	**113.8**	**13.2**	**13.12%**
Net Funding Requirement before Reserve Activity	**68.8**	**63.4**	**71.4**	**8.0**	**12.62%**
Reserve Activity	**(7.8)**	**6.6**	**9.1**	**2.5**	**37.87%**
For Approval	**61.0**	**70.0**	**80.5**	**10.5**	**15.00%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	-
In Scope	-	-	-
Total Positions	**-**	**-**	**-**

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Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**70.0**
Grey Cup Contribution	1.5
Increase to Current Contributions to Capital	5.0
Reallocate the Playground Stream Grant Funding to Capital	0.2
Reduction in Current Contribution from Housing Accelerator Fund allocation to Parkdale Park	(1.5)
Dedicated Mill-Rate - IIR and IDCR	0.7
Dedicated Mill-Rate - Indoor Aquatic Facility	6.7
2026 Approved Dedicated Funding to GFR and ARR	2.3
Increase in Bad Debts	1.6
Increase in Investment Management Fee	0.1
Allocated Revenues Adjustment	(0.4)
MOSAIC Old Taylor Field Budget Reallocation	(0.7)
Reallocation of Local 21 Pension Plan Related Expenses to People and Org Culture	(0.2)
Corporate Revenue Allocation	(4.9)
2027 Proposed Tax Allocation	**79.4**

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Road & Active Transportation Service

Overview

The Road and Active Transportation service maintains and improves Regina's road and pedestrian infrastructure to support safe, accessible, and connected communities. This includes preserving over 1,000 kilometers of paved roads, both residential and major routes, through condition-based repairs, resurfacing, and reconstruction. The service also enhances walkability and accessibility by maintaining sidewalks, installing pedestrian ramps, and improving pedestrian connections. These efforts ensure reliable access for all users, extend the life of infrastructure, and contribute to a cleaner, more livable city.

What We Deliver

Planning, Engineering, Design

- Provide engineering expertise and technical support to enhance, maintain and manage roadways, pedestrian connectivity assets, sidewalks, alleys, easements and bridges to ensure a safe, reliable transportation system for the community.

Construction Delivery

- Provide procurement and project management to support the construction and deliver of projects involving roads, pedestrian connectivity assets, sidewalks, bridges and underground utilities to ensure a safe, reliable transportation system for the community.

Construction Support

- Provide the supply of construction materials, including asphalt and aggregates, quality assurance and quality control of construction projects, and testing and inspection during construction.

Road Renewal

- Provide services that include planning, design, procurement, data collection, maintenance, pedestrian connectivity, and renewal of roads and sidewalks.

Bridge Renewal

- Provide services that include planning, design, procurement, data collection, maintenance, and renewal of bridges, overpasses, and guard rails.

Road Maintenance

- Provide Road maintenance activities that include pothole repairs, asphalt deficiency repairs, and asphalt utility cut repairs.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Sidewalk Maintenance

- Provide sidewalk maintenance activities that include concrete distress repairs, concrete utility cut repairs, and landscaping repairs.

Values and Benefits

Residents benefit from safer, smoother, and more accessible roads, sidewalks, and bridges. Integrated planning, engineering, and design ensure that infrastructure is maintained proactively, reducing disruptions and improving daily commutes. Timely pothole repairs, smoother sidewalks, and well-maintained bridges contribute to a more comfortable and reliable travel experience for drivers, cyclists, and pedestrians alike.

Citizens can expect a coordinated, data-driven approach to road and sidewalk maintenance that prioritizes safety, accessibility, and long-term durability. The service delivers visible improvements in neighborhoods, supports active transportation, and ensures that public funds are used efficiently through expert project management and construction oversight.

- Improved safety through regular road, sidewalk, and bridge maintenance.
- Better accessibility with new pedestrian ramps and smoother walking surfaces.
- Reduced flooding and drainage issues through integrated infrastructure planning.
- Longer-lasting infrastructure that reduces the need for costly emergency repairs.
- Enhanced quality of life through cleaner, more connected, and resilient communities.

Customers/Stakeholders/Partners

- City of Regina Residents
- Visitors
- Contractors
- Local businesses
- Commuters
- Pedestrians
- Emergency Medical Services
- Regina Downtown Business Improvement District (DBID)
- Utility Companies (SaskTel, SaskPower, SaskEnergy, etc.)
- Construction Associations
- City of Regina Administration including:
    - Fleet Services
    - Financial Planning & Analysis
    - Planning and Development
    - Sustainable Infrastructure
    - Regina Fire & Protective Services
    - Regina Police Services
    - Transit
    - Communications and Engagement
    - Water, Waste & Environment

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Key Assets

- Paved Roads – 1078 KM
- Sidewalks – 1636 KM
- Bridges – 39
- Guardrails – 12.104 KM

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Transportation – Road & Active Transportation Service.

Performance Measure	Target	2025 Actual
Residential Road Renewal Projects Planned and Completed (total KM)	23.10	22.30
Major Road Renewal Projects Planned and Completed (total KM)	4.70	4.00
Percentage of Pothole Patching Completed to Service Standard	100%	100%
Percentage of Pothole Patching Completed to Service Standard (Cat 5 in Fair or Better Condition)	80%	97%
Number of Sidewalk Distresses Repaired	500	566

Service Level Gaps and Risks

- Aging, end-of-life equipment and reliance on rentals are constraining winter ice control material production, creating inefficiencies, rising costs, and risk to delivering critical winter maintenance services. Investment in updated equipment is needed to modernize operations, reduce dependency on rentals, improve reliability, and ensure consistent, cost-effective delivery of essential roadway services.
- Current funding is not keeping pace with the rate of sidewalk deterioration, resulting in a growing backlog, increased safety risks, and continued reliance on reactive repairs. Additional investment is needed to expand repair capacity, prevent further backlog growth, and move toward a more proactive and cost-effective approach to maintaining safe, reliable infrastructure.
- New service demands from road safety improvements and expanded easement maintenance have increased workload, while reliance on costly rentals and unsuitable equipment is limiting the City's ability to maintain service levels. Purchasing dedicated and specialized equipment will reduce long-term unit costs, eliminate ongoing rental expenses, and ensure efficient, reliable delivery of these growing service needs.
- Current pothole patching methods during winter months are limited to short-term fixes, resulting in temporary repairs, repeated work, higher costs, and declining roadway quality. Investment in specialized asphalt repair equipment is needed to deliver longer-lasting, higher-

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quality repairs year-round, improving efficiency, reducing rework, and enhancing road safety for residents.

- Current roadway condition monitoring relies on manual inspections, which is a time-consuming approach and an inefficient use of staff resources. Investing in AI-enabled cameras is needed to enable proactive and automated inspections improving safety, reducing manual effort and supporting faster, data-driven maintenance decisions across the network.

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.2	0.1	0.1	-	-
Government Grants and Transfers Revenues	-	0.4	0.4	-	-
Internal Revenues	0.2	-	-	-	-
Total Own Source	**0.4**	**0.5**	**0.5**	**-**	**-**
Corporate Revenue	3.8	4.1	4.2	0.1	2.44%
Total Revenue	**4.2**	**4.6**	**4.7**	**0.1**	**2.17%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	6.4	6.4	6.6	0.1	1.56%
Employee Related Payment Expenses	0.0	0.1	0.1	-	-
Training & Travel Expenses	0.0	0.1	0.1	-	-
Professional & External Services Expenses	0.7	0.5	0.6	0.1	20.00%
Intramunicipal Charges	4.0	5.5	5.8	0.3	5.45%
Office & Administrative Expenses	0.1	-	-	-	-
Material Goods & Supplies Expenses	1.4	1.5	1.5	-	-
Other External Expenses	0.1	0.1	0.1	-	-
Miscellaneous Expenses	0.1	0.2	0.2	-	-
Total Expenses	**12.7**	**14.3**	**14.8**	**0.5**	**3.50%**
Net Funding Requirement before Reserve Activity	**8.5**	**9.7**	**10.1**	**0.4**	**4.12%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
For Approval	**8.5**	**9.7**	**10.1**	**0.4**	**4.12%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	3.00	3.00	3.00
In Scope	67.90	67.82	67.82
Total Positions	**70.90**	**70.82**	**70.82**

Analysis of Changes

2026 Approved Tax Allocation	**9.7**
Base Salary Changes	0.1
Fleet Allocation Updates	0.3
Corporate Revenue Allocation	(0.1)
2027 Proposed Tax Allocation	**10.1**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Alley Service

Overview

The City ensures that the network of paved and gravel alleys remains safe, accessible, and functional year-round. Funded entirely through a dedicated special tax levy, this service supports the renewal, maintenance, and seasonal operations of approximately 463 kilometers of alleys across the city. This service also includes sweeping, gravel road maintenance, bridge washing, and easement maintenance programs.

What We Deliver

Paved Alleys

- Maintenance and capital renewal of the paved alley network, including snow clearing and sweeping.

Gravel Alleys

- Maintenance and capital renewal of the gravel alley network, including snow clearing.

Gravel Road Maintenance

- Maintenance and dust suppression treatment of the gravel road network within city limits.

Sweeping

- Sweeping of all boulevards, streets, and sidewalks, and includes the Spring Sweep, Summer Sweep, and Fall Sweep programs.

Bridge Washing

- Cleaning and washing the City's bridges.

Values and Benefits

Alley and road maintenance, easement upkeep, and street sweeping are essential services that support safe, accessible, and well-functioning communities. These services ensure reliable access for residents, service providers such as solid waste and recycling collection, and emergency vehicles, while also improving neighborhood cleanliness and appearance.

Citizens can expect consistent and proactive maintenance of paved and gravel alleys, including snow clearing, pothole patching, grading, sweeping, and tree pruning. These efforts protect infrastructure, maintain access, manage drainage to prevent flooding, and reduce long-term repair costs. In addition, citizens can expect their road and sidewalk to be cleaned annually to enhance the beautification and cleanliness of the neighborhood.

- Safe and reliable access to homes, garages, and utility services.
- Continuity and support of solid waste and recycling collection service delivery.
- Cleaner, healthier environments through regular sweeping and debris removal.
- Reduced flooding and drainage issues from storm drain maintenance.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Values and Benefits - continued

- Longer-lasting infrastructure through regular upkeep and renewal.
- Equitable service delivery across all neighborhoods, funded transparently through a dedicated tax levy.

Customers/Stakeholders/Partners

- City of Regina Residents
- Visitors
- Contractors
- Local businesses
- Commuters
- Pedestrians
- Emergency Medical Services
- Regina Downtown Business Improvement District (RDBID)
- Utility Companies (SaskTel, SaskPower, SaskEnergy, etc.)
- Construction Associations
- City of Regina Administration including: Fleet Services, Financial Planning & Analysis, Planning and Development, Sustainable Infrastructure, Regina Fire & Protective Services, Regina Police Services, Transit, Communications and Engagement, Water, Waste & Environment

Key Assets

- Paved Alleys – 275 KM
- Gravel Alleys – 188 KM
- Paved Roads – 1078 KM
- Gravel Roads – 45 KM
- Sidewalks – 1636 KM
- Bridges – 39

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Transportation (Roadways) - Alley Service.

Performance Measure	Target	2025 Actual
Gravel Alley Refresh Projects Completed (total KM)	12.60	12.50
Paved Alley Reconstruction Projects Completed (total KM)	7.00	6.90
Percentage of Spring Sweep Completed to Service Standard	100.0%	100%

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Service Level Gaps and Risks

- The road network has grown over the years, and this is leading to consistent overspending and a gap between funding and required service levels. Additional resources are needed to right-size the budget, ensuring the City can maintain annual sweeping standards across the expanded network without ongoing deficits or service reductions.
- The Gravel Alley Refresh Program narrowly missed its 2025 target due to construction access constraints; remaining work is deferred to 2026.
- One paved alley reconstruction was delayed by conflicts with Dewdney Avenue rehabilitation and is rescheduled for 2026.

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Licenses, Levies and Fines Revenues	5.5	5.9	6.0	0.1	1.69%
Internal Revenues	0.2	0.2	0.2	-	-
Total Own Source	**5.7**	**6.1**	**6.2**	**0.1**	**1.64%**
Corporate Revenue	0.9	0.8	0.8	-	-
Total Revenue	**6.7**	**6.9**	**7.0**	**0.1**	**1.45%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	2.4	2.3	2.3	(0.1)	(4.35)%
Professional & External Services Expenses	1.2	0.5	0.4	(0.1)	(20.00)%
Intramunicipal Charges	3.2	3.6	3.7	0.1	2.78%
Material Goods & Supplies Expenses	0.8	1.1	1.1	0.1	9.09%
Other External Expenses	0.3	0.5	0.5	-	-
Miscellaneous Expenses	0.9	1.0	1.0	-	-
Total Expenses	**8.7**	**8.9**	**8.9**	**-**	**-**
Net Funding Requirement before Reserve Activity	**2.1**	**2.0**	**1.9**	**(0.1)**	**(5.00)%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
For Approval	**2.1**	**2.0**	**1.9**	**(0.1)**	**(5.00)%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	1.00	1.00	1.00
In Scope	25.18	25.14	23.37
Total Positions	**26.18**	**26.14**	**24.37**

Analysis of Changes

2026 Approved Tax Allocation	**2.0**
Base Salary Changes	0.1
Proposed Alley Levy Increase	(0.1)
Spring Sweep Rightsizing	0.1
Fleet Allocation Updates	0.1
Service Reduction - Eliminate Towing for Spring Sweep (-0.75 FTE)	(0.1)
Service Reduction - Contractor Support on Dust Suppression	(0.2)
Service Reduction - Eliminate Summer Sweep (-1.02 FTE)	(0.1)
2027 Proposed Tax Allocation	**1.9**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Traffic & Road Safety

Overview

The Traffic and Road Safety service helps keep Regina's streets safe, efficient, and accessible for everyone. This area is responsible for managing traffic flow, reducing collisions, and supporting safe travel for drivers, pedestrians, and cyclists. It oversees the design, installation, and maintenance of traffic signals, signs, pavement markings, and street lighting. It also manages traffic calming, pedestrian crossings, and temporary traffic accommodation during construction. Through data-driven planning, safety engineering, and enforcement support, the service ensures that roads are well-marked, intersections are safe, and traffic moves smoothly across the city.

What We Deliver

Traffic Signage

- Provision and maintenance of traffic signs to manage vehicle and pedestrian flow.

Traffic Signals

- Design, installation, and maintenance of traffic signals and pedestrian crossings to ensure safe and efficient movement.

Expressway Lighting

- Design, installation, and maintenance of expressway lighting on expressways to ensure safe movement.

Traffic Engineering and Data Collection

- Analysis of traffic patterns, signal timing, and safety data to inform infrastructure planning and operational improvements.

Traffic Accommodation

- Planning and implementation of temporary traffic control setups during construction or special events to maintain safety and access.

Pavement Marking

- Seasonal application and maintenance of road markings (e.g., lane lines, crosswalks, stop bars) to guide traffic and enhance visibility.

Traffic Movement

- Manage the Traffic Bylaw to provide provisions for safe movement within the road right-of-way.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Traffic Calming
- Installation of physical measures to reduce vehicle speeds and improve traffic safety.

Street Use Permits
- Issuance and management of permits for temporary use of public roadways, including oversize/overweight loads and construction-related closures.

Vision Zero
- Programs aimed at reducing severe injuries and fatalities through education, enforcement, and infrastructure improvements.

Micro Mobility
- Manage a shared electric scooter program to enhance sustainable mobility options while promoting safe and efficient transportation within Regina.

Noise Attenuation
- Invests in mitigation measures such as sound barriers and design improvements to reduce traffic noise impacts and enhance quality of life for residents.

At Grade Crossings Safety
- Improve safety and operations at rail and roadway intersections through upgrades, monitoring, and coordination with rail partners to reduce conflicts and delays.

Values and Benefits

Traffic and Road Safety services make daily travel safer, smoother, and more predictable. Whether walking, biking, driving, or using transit, residents benefit from well-timed signals, clear signage, and safe intersections. These improvements reduce collisions, ease congestion, and support active transportation, making it easier for everyone to move around the city.

Citizens can expect a coordinated, data-driven approach to traffic management that prioritizes safety and efficiency. Through strategic planning, engineering, and enforcement, the City delivers reliable infrastructure, responsive traffic control, and targeted safety enhancements that support all modes of transportation.

- Fewer collisions and safer streets through effective traffic calming and signal coordination.
- Shorter commutes and less congestion with optimized traffic flow.
- Improved accessibility for pedestrians and cyclists.
- Support for local businesses through better access and goods movement.
- Healthier, more sustainable communities by encouraging walking, cycling, and lower-emission travel.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Customers/Stakeholders/Partners

- City of Regina Residents
- Visitors
- Contractors
- Local businesses
- Commuters
- Pedestrians
- Cyclists
- Emergency Medical Services
- Regina Downtown Business Improvement District (RDBID)
- Regina's Warehouse Business Improvement District (RWBID)
- Regina Public Schools
- Regina Catholic Schools
- SGI
- Utility Companies (SaskTel, SaskPower, SaskEnergy, etc.)
- Construction Associations
- Ministry of Highways
- Trucking Associations
- City of Regina Administration including: Community Standards, Fleet Services, Financial Planning & Analysis, Planning and Development, Sustainable Infrastructure, Regina Fire & Protective Services, Regina Police Service, Transit, Communications and Engagement, Parks & Open Spaces, Recreation & Cultural Services, Water, Waste & Environment

Key Assets

- Expressway Lights – 1,065
- Traffic Signals – 247
- Pedestrian Signals – 116
- Traffic Signs – 40,418
- Traffic Calming Locations – 31
- Pavement Markings – 1,052 KM
- Stop Bars, Crosswalks and Stencils – 698
- Speed Feedback Signs – 25
- Flashing School Zone Signs – 17
- Rectangular Rapid Flashing Beacons – 10
- Speed Feedback Trailers – 8
- Audible Pedestrian Signals –1,040
- Noise Attenuation Walls – 200 metres

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Transportation (Roadways) - Traffic & Road Safety.

Performance Measure	Target	2025 Actual
Percentage of Road Pavement Markings Completed to Service Standard	100.0%	92.0%
Number of Crosswalk/Stencil Pavement Marking Completed to Service Standard	990	742
Number of Street Use Permit Issued	N/A	549
Percentage of Street Use Permits Issued to Service Standard	85%	86%

Service Level Gaps and Risks

- Manual, fragmented road permitting processes are no longer sustainable—rising volumes are overwhelming staff, driving delays, causing overtime, and decreasing compliance inspection capacity. A centralized digital system is required to streamline workflows, improve service reliability, unlock efficiency, and ensure safety compliance.
- Traffic Engineering capacity has not kept pace with a 25 per cent growth in signal infrastructure and doubling of workload in the signal systems and timing work unit, creating backlogs, rising overtime, staff burnout, and risk to delivering critical safety and congestion improvements. Adding additional staff is essential to close this gap — ensuring the City can deliver required intersection signal timing upgrades, maintain traffic movement service levels, and support growth.
- Delivery of the City Council-approved Noise Attenuation Program and development traffic reviews is currently constrained by a lack of dedicated staff and consultant budget, creating a gap in ability to support developers and internal project managers on noise attenuation requirements as per the Noise Policy. Adding resources is essential to lead program delivery, strengthen development oversight, and enable proactive, efficient planning that supports growth while adhering to the Noise Policy.
- Vision Zero delivery is currently constrained by three key gaps: previously unapproved funding is limiting progress toward safety targets, critical school zone design standards remain incomplete, and new risks like hostile vehicle protection were not originally accounted for. Additional investment is needed to close these gaps — ensuring the City can meet safety goals, proactively protect high-risk areas, and deliver a more consistent, modern approach to road safety

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.3	0.2	0.2	-	-
Miscellaneous Revenues	0.3	0.4	0.4	-	-
Other External Revenues	0.2	0.0	0.0	-	-
Total Own Source	**0.8**	**0.6**	**0.6**	**-**	**-**
Corporate Revenue	3.6	3.7	3.8	0.2	5.41%
Total Revenue	**4.3**	**4.3**	**4.4**	**0.2**	**4.65%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	5.1	5.0	5.4	0.2	4.00%
Professional & External Services Expenses	0.5	0.5	0.5	-	-
Utility Expenses	5.2	5.7	6.1	0.4	7.02%
Intramunicipal Charges	0.9	1.1	1.2	0.1	9.09%
Office & Administrative Expenses	0.1	0.1	0.1	0.1	100.00%
Material Goods & Supplies Expenses	0.5	0.6	0.5	(0.1)	(16.67)%
Total Expenses	**12.3**	**13.0**	**13.7**	**0.7**	**5.38%**
For Approval	**8.0**	**8.7**	**9.2**	**0.5**	**5.75%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	2.00	2.00	2.00
In Scope	54.65	52.34	53.79
Total Positions	**56.65**	**54.34**	**54.79**

Analysis of Changes

2026 Approved Tax Allocation	**8.7**
Base Salary Changes	0.2
Traffic Signal System Coordinator (FTE 1)	0.1
Reduction - Pavement Marking (Roads) line painting frequency (FTE -1.05)	(0.1)
Fleet Allocation Updates	0.1
Electricity Rate Adjustment	0.4
Restructuring to support the Traffic Signs and Pavement Marking Programs (FTE 0.5)	0.0
Corporate Revenue Allocation	(0.2)
2027 Proposed Tax Allocation	**9.2**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Winter Road Maintenance

Overview

The City ensures safe and accessible roads and sidewalks during the winter season through snow plowing, snow removal, and ice control. This includes clearing priority roadways and designated sidewalks, applying sand and salt to manage ice, and following a structured policy to respond efficiently to winter weather conditions.

What We Deliver

Road Plowing

- Snow plowing and maintaining the City's roads, including all Category roads, bike lanes, transit stops, snow ridging, snow routes, and drainage support.

Alley Plowing

- Snow plowing the City's alley network.

Ice Control

- Spreading salt or sand on City roads to mitigate icy conditions and improve traction.

Sidewalk Plowing

- Snow plowing and maintaining City sidewalks, including plowing, and ice control.

Snow Removal

- Collection, reduction and pickup of snow from City roads and hauling to a snow storage site, and include removal on Category roads, transit stops, bridge decks and guard rails, school unloading zones, and the Downtown metered parking.

Snow Storage

- Operation and maintenance of the City's snow storage site, which stores snow removed by internal crews, as well as snow hauled from the private industry for a fee.

Values and Benefits

Winter Road Maintenance ensures that roads, sidewalks, and transit areas remain safe and accessible during snow and ice events. Citizens experience fewer disruptions to daily life, safer travel conditions, and improved mobility whether they drive, walk, cycle, or use transit.

Citizens can expect timely snow plowing, ice control, and sidewalk clearing based on clearly defined service levels. The service prioritizes safety, equity, and environmental responsibility, ensuring that all areas of the city receive appropriate attention during winter events.

- Improved safety on roads and sidewalks, reducing accidents and injuries.
- Reliable access to work, school, healthcare, and essential services.
- Support for active transportation through cleared bike lanes and sidewalks.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Values and Benefits - continued

- Reduced flooding risk through proactive drainage maintenance.
- Enhanced quality of life by minimizing winter-related disruptions.
- Transparent and accountable service with performance targets and public reporting.

Customers/Stakeholders/Partners

- City of Regina Residents
- Visitors
- Contractors
- Local businesses
- Commuters
- Pedestrians
- Transit Users
- Emergency Medical Services
- Regina Downtown Business Improvement District (RDBID)
- Regina's Warehouse Business Improvement District (RWBID)
- Regina Public Schools
- Regina Catholic Schools
- SGI
- City of Regina Administration including:
    - Fleet Services
    - Financial Planning & Analysis
    - Planning and Development
    - Sustainable Infrastructure
    - Regina Fire & Protective Services
    - Regina Police Services
    - Transit
    - Parks and Open Spaces
    - Recreation and Culture
    - Bylaw Enforcement
    - Communications and Engagement
    - Water, Waste & Environment

Key Assets

- Paved Roads – 1078 KM
- Gravel Roads – 45 KM
- Sidewalks – 323 KM
- Alleys – 463 KM
- Transit Stops - 1407
- Schools - 100

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the results from 2025 are listed below for Transportation (Roadways) - Winter Road Maintenance.

Performance Measure	2025 Actual
Percentage of Road Snow Plowing Completed to Service Standard (Category 1 Roads)	100%
Percentage of Road Snow Plowing Completed to Service Standard (Category 2 Roads)	96%
Percentage of Road Snow Plowing Completed to Service Standard (Category 3 Roads)	100%
Percentage of Sidewalk Plowing Completed to Service Standard	97%
Percentage of Alley Plowing Completed to Service Standard	95%

Service Level Gaps and Risks

- Snow clearing timelines were impacted by frequent freeze-thaw cycles and high winds, requiring repeated work and resulting in service levels falling below targets. Operational and equipment adjustments are made continuously to improve efficiency and resilience, ensuring consistent service delivery under increasingly variable winter conditions.
- Snow storage operations face two key gaps: the current system has not expanded with demand and the fee structure, unchanged since 2016, is no longer aligned with actual service costs and cost recovery model. Expanding capacity and increasing user fees are required to ensure sustainable operations, fair cost sharing, and continued delivery of this essential winter service without added burden on taxpayers

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.3	0.3	0.3	0.1	33.33%
Total Own Source	**0.3**	**0.3**	**0.3**	**0.1**	**33.33%**
Corporate Revenue	3.7	3.6	3.7	0.1	2.78%
Total Revenue	**4.0**	**3.9**	**4.1**	**0.2**	**5.13%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	4.1	4.7	4.8	0.1	2.13%
Professional & External Services Expenses	3.9	3.3	3.5	0.3	9.09%
Intramunicipal Charges	3.6	3.2	3.4	0.2	6.25%
Material Goods & Supplies Expenses	2.0	0.9	0.9	-	-
Other External Expenses	0.3	0.4	0.3	(0.1)	(25.00)%
Total Expenses	**14.0**	**12.5**	**13.0**	**0.5**	**4.00%**
Net Funding Requirement before Reserve Activity	**9.9**	**8.6**	**9.0**	**0.3**	**3.49%**
Reserve Activity	**(1.7)**	**-**	**-**	**-**	**-**
For Approval	**8.2**	**8.6**	**9.0**	**0.3**	**3.49%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	1.00	1.00	1.00
In Scope	50.17	48.63	48.63
Total Positions	**51.17**	**49.63**	**49.63**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**8.6**
Base Salary Changes	0.1
Implementation of Accessibility Plan – Snow Removal	0.3
Fleet & Fuel Adjustment	0.2
Snow Storage Site Revenue Increase	(0.1)
Corporate Revenue Allocation	(0.1)
2027 Proposed Tax Allocation	**9.0**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Transit

Overview

Regina Transit provides safe, reliable, affordable and accessible public transportation to Regina residents and visitors within the City's boundary limits. Regina Transit is composed of two different types of public transit service: fixed route transit and paratransit. Regina Transit also provides charter service for large-scale events such as Saskatchewan Roughrider home games, Agribition and Mosaic – A Festival of Cultures.

What We Deliver

Conventional Mass Transportation via Fixed Route Buses

- Operating seven days a week from 6 am to 1 am Monday through Saturday. 8 am to 7 pm Sunday and holidays. Fixed route transit does not operate on Christmas Day or New Years Day.

Accessible Mass Transportation

- For people experiencing low mobility, restricted in using door to door service via paratransit buses. Operating seven days a week from 6 am to 11 pm, Monday through Friday. Saturday 7 am to 12 am and 8 am to 9 pm Sunday and holidays.

Transit Fleet Maintenance

- Includes mechanical maintenance, bus cleaning and fleet procurement.

Values and Benefits

By integrating a fleet of fully accessible, low-floor buses with dedicated paratransit door-to-door service, the City's transit network delivers safe, reliable, and affordable travel that alleviates congestion and reduces greenhouse gas emissions. Supported by low fares, the system provides a cost-effective transportation option, while door to door paratransit assistance ensures transportation option for those restricted in using fixed route transit. This comprehensive approach underscores the City's commitment to sustainable, inclusive, and efficient urban mobility.

Customers/Stakeholders/Partners

- Regina Airport Authority
- Global Transportation Hub
- Pattison Advertising
- FirstTransit Canada (TransDev)
- Saskatchewan Health Authority
- School Divisions (Regina Catholic School Division and Regina Public School Division)
- Co-op Taxi
- Cosmopolitan Learning Centre
- Saskatchewan Abilities Council
- Long-term care facilities

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Customers/Stakeholders/Partners - continued

- University of Regina
- Province of Saskatchewan
- Event Partners (Roughriders, Agribition, Mosaic)
- City of Regina Administration including:
  - Office of the City Solicitor
  - Finance Department
  - Communications & Engagement Department
  - Technology Department
  - Facilities Department
  - People & Organizational Culture Department
  - Office of the City Clerk

Key Assets

- 96 conventional 40-foot diesel buses
- 20 40-foot electric buses
- 3 30-foot diesel buses
- 4 24-foot shuttle vehicles
- 2 60-foot articulating diesel buses
- 35 lift equipped diesel buses
- 6 Support Vehicles
- 303 Bus Shelters (maintained by Facilities)

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Transit.

Performance Measure	Target	2025 Actual
Conventional Transit Ridership (trips)	8,000,000	9,046,603
Conventional Transit Route Coverage	90%	95%
Transit Shelter Overall Percentage	25%	20%
Transit Heated Shelters (Stops with 100+ boardings/day)	100%	38%
Conventional Transit Schedule Adherence Weekday	90%	85%
Conventional Transit Schedule Adherence Saturday	90%	86%
Conventional Transit Schedule Adherence Sunday/Holiday	90%	89%
Paratransit Ridership (trips)	185,000	178,639
Paratransit Trip Denial Rate	1.0%	4.8%

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Service Level Gaps and Risks

- Transit continues to install shelters with 22 installed in 2026. This will bring our actual shelters closer to the targets. Regular budget for shelters installs will be requested each year until the targets are met.
- Schedule adherence is not meeting targets. This is occurring as there are more delays for transit vehicles as more customers ride the bus and there is more traffic on the road. There will need to be additional resources to address this and provide reliable service to customers. Additional buses to allow for more time on the road as well as the exploration of transit priority at traffic signals are currently underway.
- The Paratransit trip denial rate increased in 2025. In 2026, Paratransit launched new scheduling software to reduce trip denials. The goal with the software was to increase the number of trips by 5000 that can be provided with current resources. Additional service hours will be explored in the coming years.
- Transit is experiencing price increases for inputs specifically fuel and vehicle parts. Journeyman mechanics are also difficult to attract, resulting in increased contracting out costs to ensure vehicles are safe and reliable. Increased costs also are occurring for ongoing Paratransit and technology contracts.
- The Transit Fleet reserve is at a low balance and will need additional funding in coming years to ensure the replacement of older diesel fleet with new hybrid buses. The replacement program is important to ensure that maintenance costs are kept low as well as providing a safe vehicle for customers. The department started a refurbishment program in 2026 for older buses to extend the life of the bus for another 8 years. This program may be expanded if the results from the first refurbishments are effective.
- Regina continues to grow, and Transit service will need to expand with that growth. Major commercial development in Westerra will need enhanced service levels in 2027.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	11.1	11.9	12.1	0.2	1.68%
Government Grants and Transfers Revenues	1.8	1.7	1.7	-	-
Other External Revenues	0.6	0.2	0.2	-	-
Total Own Source	**13.5**	**13.7**	**14.0**	**0.2**	**1.46%**
Corporate Revenue	11.4	11.7	13.6	1.9	16.24%
Total Revenue	**24.9**	**25.5**	**27.6**	**2.1**	**8.24%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	27.1	28.8	29.6	0.8	2.78%
Employee Related Payment Expenses	0.1	0.1	0.1	-	-
Professional & External Services Expenses	6.9	8.4	8.8	0.4	4.76%
Utility Expenses	-	0.2	0.4	0.2	100.00%
Intramunicipal Charges	5.4	5.9	6.3	0.4	6.78%
Office & Administrative Expenses	0.1	0.4	0.3	(0.1)	(25.00)%
Material Goods & Supplies Expenses	5.0	3.4	4.3	0.8	23.53%
Total Expenses	**44.6**	**47.3**	**49.7**	**2.4**	**5.07%**
Net Funding Requirement before Reserve Activity	**19.6**	**21.8**	**22.2**	**0.4**	**1.83%**
Reserve Activity	**5.7**	**6.1**	**10.5**	**4.4**	**72.13%**
For Approval	**25.3**	**27.9**	**32.6**	**4.7**	**16.85%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	7.00	7.00	7.00
In Scope	299.38	312.38	312.38
Total Positions	**306.38**	**319.38**	**319.38**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**27.9**
Base Salary Changes	0.8
Impact of 2026 Transit Fee Increase	(0.2)
Fuel Adjustment	0.5
Right size Radio Maintenance Costs	0.1
Electricity for Electric Buses	0.2
Right size Transit Grease and Lubricants Costs	0.2
Increase In Transit Fleet Maintenance Costs	0.6
Paratransit UPI Contract	0.4
Transfer of Transit Security Expense to Facilities	(0.1)
Required increase in Transit Reserve Transfer to Meet Scheduled Replacement Plan	7.3
Reduction to meet Mill-Rate Target - Transit Reserve Transfer	(4.4)
Increase in Transit Reserve Transfer – Current Contributions savings from Housing Accelerator Fund allocated to Parkdale Park	1.5
Efficiency Reduction - Transit Allocated Expenses	(0.4)
Corporate Revenue Allocation	(1.9)
2027 Proposed Tax Allocation	**32.6**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Fire Services

Overview

Regina Fire & Protective Services (RFPS) responded to over 13,000 calls for service in 2025, including fire suppression, technical rescue, hazardous materials response, emergency medical services, dive recovery, inspections, investigations, public education, and emergency planning. Emphasizing community risk reduction, the department delivers leading-edge proactive programs focused on prevention, outreach, and preparedness, enhancing public safety awareness and improving response outcomes across the community.

What We Deliver

Emergency Incident Response

- Fire suppression, emergency medical incidents, hazardous materials response technical rescue events and dive recovery.
- Fire Investigations and analysis of all reported fires and explosions to determine cause, origin and circumstances.

Fire Prevention

- Inspection and plan review to ensure compliance with all codes, bylaws and applicable standards.

Emergency Management

- Provides coordination and implementation for major emergencies and planned events.

Training, Education and Community Outreach

- Professional and technical programs are developed to meet elective and mandatory workplace training, including certifications, technical competencies, and legislated training requirements for licensures for all staff.
- Fire & Life Safety Education and awareness programs are delivered to diverse audiences including high-risk groups such as children, seniors, new Canadians, and vulnerable members of the community.
- Overdose prevention and community safety programming related to drug toxicity in partnership with the Ministry of Health and Saskatchewan Health Authority.

Logistical Support

- Provided to ensure efficient and effective delivery of service by managing all fleet and facilities and procurement and maintenance of all equipment including fire apparatus and personal protective equipment for our firefighters.
- Technical & Administrative Services are provided to support service delivery through the management of all financial, administrative and technology systems. This includes the administration of all licensing and permitting requirements identified in the Regina Fire Bylaw.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Values and Benefits

Regina Fire & Protective Services delivers all-hazard emergency response covering fire suppression, medical calls, technical rescue, hazmat incidents and more backed by internationally accredited quality standards, and performance reporting focused on continuous improvement. Residents benefit from proactive risk reduction through inspections, public education, and emergency preparedness, plus the potential for lower home insurance rates thanks to enhanced fire protection and reliable water supply. This combination of dependable service, community resilience, and financial savings enhances both safety and peace of mind.

Customers/Stakeholders/Partners

List of External:

- City of Regina Residents including:
  - Business owners
  - Major industry partners in the region
- Commission on Fire Accreditation International (CFAI)
- Saskatchewan Health Authority (SHA)
- Regina Police Service and RCMP
- Ministry of Health
- Ministry of Corrections, Policing and Public Safety
- Saskatchewan Public Safety Agency (SPSA)
- Fire Service Agreement & Mutual aid partners (e.g., surrounding municipalities, PCC, GTHA, RAA)
- School divisions and post-secondary institutions
- Mobile Crisis, Canadian Red Cross and other Community Based Organizations (CBO)
- City of Regina Administration, including:
  - City Operations
  - Communications & Media Relations
  - Facilities & Fleet
  - Technology
  - People & Organizational Culture
  - Planning & Development Services
  - Financial Strategy
  - Legal Services
  - Emergency Preparedness and Business Continuity work with all City departments and Service Partners

Key Assets

- Seven (7) strategically located fire stations plus land for station #8 opening in March of 2027
- Headquarters Building
- Emergency Communications Centre (911 Dispatch)
- Education & Training Centre including training grounds and equipment
- 48 - Fire department fleet (pumpers, aerials, rescue units, specialty and support vehicles)

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Key Assets - continued

- Mechanical and Maintenance Facilities with all equipment required to support the apparatus and department fleet
- Major technology systems including station alerting system, radio system, computer-aided dispatch (CAD) and Records Management System (RMS)

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Fire Services.

Performance Measure	2025 Actual
Number of Emergency Incidents Responded to Annually	8,029
Emergency Response Time	7:43
Number of Proactive Service Events	3,722
Number of Emergent Overdose Responses	1,066

Service Level Gaps and Risks

Regina Fire & Protective Services is experiencing increasing service demand driven by population growth, evolving community risk, and greater incident complexity, while also facing significant external cost pressures. These combined factors are impacting the department's ability to sustain service levels across emergency response, prevention, preparedness, and community risk reduction programs.

- Call volumes continue to increase, particularly with complex and resource-intensive incidents, placing increased pressure on overall service capacity and the ability to maintain response time performance during periods of high demand and coinciding incidents. This increased demand also limits available capacity to deliver proactive services such as inspections, investigations, public education, and outreach activities.
- Sustained inflation, combined with substantial increases in the cost of fire apparatus, specialized equipment, technology systems, and fleet maintenance, is placing pressure on the department's ability to maintain current service levels across all service areas, including emergency response, prevention, preparedness, and proactive community safety programs.
- Continued growth in the City's population, geographic footprint and building inventory is increasing demand for both emergency response coverage and proactive services, including inspections, code enforcement, pre-incident planning, and public education. This expansion places additional pressure on existing resources and infrastructure to maintain service levels and response performance across a larger and more complex built environment.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	1.4	1.1	1.7	0.6	54.55%
Total Own Source	**1.4**	**1.1**	**1.7**	**0.6**	**54.55%**
Corporate Revenue	16.0	16.1	17.2	1.2	7.45%
Total Revenue	**17.4**	**17.4**	**19.1**	**1.8**	**9.98%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	49.4	50.6	55.6	5.0	9.88%
Employee Related Payment Expenses	0.1	0.1	0.1	-	-
Training & Travel Expenses	0.1	0.3	0.3	-	-
Professional & External Services Expenses	0.2	0.4	0.6	0.2	50.00%
Intramunicipal Charges	0.2	0.2	0.2	-	-
Office & Administrative Expenses	0.1	0.1	0.1	-	-
Material Goods & Supplies Expenses	1.5	1.6	1.6	(0.1)	(6.25)%
Total Expenses	**51.7**	**53.3**	**58.4**	**5.1**	**9.57%**
Net Funding Requirement before Reserve Activity	**34.4**	**36.1**	**39.4**	**3.3**	**9.14%**
Reserve Activity	**1.1**	**2.1**	**2.1**	**-**	**-**
For Approval	**35.5**	**38.3**	**41.6**	**3.3**	**8.62%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	12.00	12.00	12.00
In Scope	301.00	310.00	311.00
Total Positions	**313.00**	**322.00**	**323.00**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**38.3**
Base Salary Changes	4.8
One-time Staff On-boarding Costs Returned	(0.1)
Fire Inspector (FTE 1)	0.2
Post Traumatic Stress Disorder Resiliency Program	0.1
Fire Service Agreement Revenue Adjustment	(0.6)
PPE Inspection and Maintenance Program	0.1
Corporate Revenue Allocation	(1.2)
2027 Proposed Tax Allocation	**41.6**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Community Standards

Overview

The City provides education, advice and enforcement to support public safety, community standards and legislative compliance within the community.

What We Deliver

Parking Services

- Management of public parking with a focus on traffic safety, traffic flow and upholding regulatory standards.

Business Licensing

- Regulation of activities to ensure they are conducted in accordance with rules and regulations.

Animal Licensing

- Promotes the safety, health and welfare of people and the protection of people, animals and property and ensures the humane treatment of animals.

Bylaw Enforcement

- Supports compliance and executes enforcement of regulatory standards and legislation to protect the health, safety and welfare of neighborhoods.

Values and Benefits

The City's Community Standards service works to improve residents' day-to-day experiences by fostering clean, safe, and well-regulated neighborhoods. Through consistent bylaw enforcement, effective parking management, and fair business licensing, it enhances public spaces and supports local businesses. The department prioritizes education and voluntary compliance to encourage community pride and civic engagement. Residents benefit from safer environments, easier mobility especially with snow removal enforcement and greater confidence in local businesses, all delivered with an approach rooted in engagement, education, and enforcement.

Customers/Stakeholders/Partners

- City of Regina Residents
- Visitors
- Commuters
- Local Businesses
- Regina Police Service
- Regina Humane Society

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Customers/Stakeholders/Partners - continued

- City of Regina Administration including:
  - Fleet Services
  - Fire & Protective Services
  - Roadways & Transportation
  - Office of the City Solicitor

Key Assets

No assets.

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the results from 2025 are listed below for Community Standards.

Performance Measure	2025 Actual
Number of Parking Tickets Issued	58,727
Number of Resident Parking Complaints Investigated/Attended	10,242
Number of Parking Ticket Reviews Completed	3,375
Number of Bylaw Enforcement Cases Managed	7,565
Number of Bylaw Enforcement Inspections Performed	25,963
Number of Taxis Inspected	344
Number of Animal Licenses Issued	12,891
Number of Business Licenses Issued	3,203
Number of Short-Term Accommodation Licenses Issued	372

Service Level Gaps and Risks

- Animal Control coordination requires resourcing to ensure the licensing processes and the enforcement regime work together to meet the needs of the community. A budget request for an Animal Control Coordinator has been submitted as a 2027 Service Enhancement.
- Community Standards has undergone significant work in the last year to develop Key Performance Indicators (KPI). These KPI's have given departmental leadership a baseline of performance to establish baseline metrics to inform service level adjustments going forward. Revenue numbers are set to be adjusted to ensure they are achievable based on the changing nature of downtown.
- There are significant software upgrades taking place within the department that are intended to improve service delivery and increase departmental efficiency. While these upgrades are implemented there will be some decreased service levels.
-

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Service Level Gaps and Risks - continued

- In general, there is a desire from the community for more proactive enforcement of City bylaws which would require more resources to achieve. The department has reallocated existing resources over the past few years to meet the City's strategic goals, however there are limits in the overall capacity.

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	1.6	2.0	2.0	-	-
Licenses, Levies and Fines Revenues	5.8	5.4	5.4	-	-
Total Own Source	**7.4**	**7.4**	**7.4**	**-**	**-**
Corporate Revenue	1.0	0.7	0.7	-	-
Total Revenue	**8.4**	**8.2**	**8.2**	**-**	**-**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	4.0	4.1	4.1	(0.1)	(2.44)%
Professional & External Services Expenses	5.1	4.3	4.4	0.1	2.33%
Community Investment Expense	0.8	0.8	0.8	-	-
Intramunicipal Charges	0.4	0.3	0.4	-	-
Office & Administrative Expenses	0.2	0.1	0.1	-	-
Material Goods & Supplies Expenses	-	0.1	0.1	-	-
Other External Expenses	0.2	0.2	0.2	0.1	50.00%
Total Expenses	**10.7**	**9.9**	**10.0**	**0.1**	**1.01%**
Net Funding Requirement before Reserve Activity	**2.3**	**1.7**	**1.8**	**0.1**	**5.88%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
For Approval	**2.3**	**1.7**	**1.8**	**0.1**	**5.88%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	4.00	3.00	3.00
In Scope	40.00	37.50	37.00
Total Positions	**44.00**	**40.50**	**40.00**

Analysis of Changes

2026 Approved Tax Allocation	**1.7**
Revenue Reduction Due to Removal of Paid Parking Zones for Bus Stops	0.1
Regina Humane Society (RHS) Contractual Increase	0.1
Position Reallocation to Traffic (FTE -0.5)	(0.1)
2027 Proposed Tax Allocation	**1.8**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Landfill Operations Services

Overview

The Landfill is Regina's and surrounding communities' central facility for solid waste disposal, welcoming over 150,000 individual visits per year. It serves as the primary location where residents and businesses responsibly drop off household garbage, construction debris, appliances, soil, and specially permitted materials such as asbestos.

What We Deliver

Operation and maintenance of the Fleet Street Landfill including diversion opportunities.

Values and Benefits

The Regina Landfill provides a safe, reliable, and municipally managed location for residents to responsibly dispose of waste. As a publicly owned facility, it takes public feedback into consideration and prioritizes the environment as well as safety for both visitors and staff. The Regina Landfill supports environmental protection through engineering controls, the gas to energy facility and proper waste handling.

Residents benefit from convenient access, fair rates, safe operations, and services that promote waste diversion and long-term sustainability.

Customers/Stakeholders/Partners

- Ministry of Environment (issues permit to operate the landfill)
- Regional and local customers

Key Assets

- Gas to Energy Facility and associated items
- Single Vehicle Transfer Station
- Yard Waste Depot
- Household Hazards Materials Depot
- Leachate Collection System
- Equipment (two compactors, 4 dozers, shredder, loader, skid steer & ten half tons)

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Landfill Operations.

Performance Measure	Target	2025 Actual
Landfill Greenhouse Gas Destroyed (CO2e Tonnes) (target by 2030)	45,952	34,504
Estimated Landfill Closure Year	2050	2053

Service Level Gaps and Risks

- The CO2e greenhouse gas (GHG) destruction target has not been met as it was based on assumptions regarding methane concentration and continuous operation of the engine that do not reflect actual operating conditions. However, the addition of the horizontal gas wells on the active portion of the landfill, as identified in the capital budget, will support progress toward the GHG destruction target.
- Regional waste volumes and associated revenues have declined in recent years as customers have access to alternative disposal facilities in the region. Future changes in regional landfill capacity or from regulatory changes, may present opportunities to increase waste volumes and revenues; however, the timing and extent of any such impacts remain uncertain.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	8.4	9.9	10.4	0.5	5.05%
Internal Revenues	3.7	3.2	3.2	-	-
Total Own Source	**12.1**	**13.1**	**13.6**	**0.5**	**3.82%**
Total Revenue	**12.1**	**13.1**	**13.6**	**0.5**	**3.82%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	4.6	5.3	5.4	0.1	1.89%
Professional & External Services Expenses	1.3	1.4	1.3	-	-
Intramunicipal Charges	1.1	1.6	1.9	0.3	18.75%
Office & Administrative Expenses	0.1	0.1	0.1	-	-
Material Goods & Supplies Expenses	0.1	0.1	0.1	-	-
Other External Expenses	0.1	0.1	0.1	-	-
Miscellaneous Expenses	1.4	0.9	0.9	-	-
Total Expenses	**8.7**	**9.5**	**9.9**	**0.4**	**4.21%**
Net Funding Requirement before Reserve Activity	**(3.4)**	**(3.6)**	**(3.7)**	**(0.1)**	**2.78%**
Reserve Activity	**3.4**	**3.6**	**3.7**	**0.1**	**2.78%**
Tax Allocation	-	-	-	-	-

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	2.00	2.00	2.00
In Scope	57.55	58.55	58.55
Total Positions	**59.55**	**60.55**	**60.55**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**0.0**
Base Salary Changes	0.1
Landfill Soil Charge for External Users	(0.5)
Fleet & Fuel Allocations	0.3
Reserve Adjustment	0.1
2027 Proposed Tax Allocation	**0.0**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Residential Waste Services

Overview

The City provides reliable and efficient municipal waste collection and processing services to ensure a healthy, clean and environmentally responsible community. These services are paid through the Waste Charge on the Utility bill. Waste is collected from 68,500 properties.

Residential Food and Yard Waste Service

- Provides curbside collection and processing of food and yard waste year-round. Collection is weekly from April to October and bi-weekly the balance of the year.

Residential Recycling Service

- Provides curbside collection for recyclable materials. Recyclable material is taken to a processing facility operated by SK Recycles.
- Big Blue Bin (BBB) depots are collection sites for additional or oversized recyclables. There are 14 bins in service at 10 locations.

Residential Garbage Service

- Provides bi-weekly curbside collection for garbage, which is taken to the landfill for disposal.
- Seasonal debris cleanup services are provided from April to October.

Carts Management Service

- Provides purchase, maintenance and management of residential carts for all three curbside waste services.

What We Deliver

Residential Food and Yard Waste

- Food and yard waste collection and processing.
- Public education and compliance.

Residential Recycling

- Curbside residential recycling collection.
- Depot collection sites for additional and oversized recyclables.
- Education and compliance programming to the community.

Residential Garbage

- Garbage collection and disposal.
- Public education and compliance.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Values and Benefits

Residential Food and Yard Waste Service

The service provides residents with a convenient opportunity to divert organic waste from the landfill at their homes. This service also provides an option to take additional yard waste to the Yard Waste Depot if the cart does not provide enough capacity, particularly during peak spring and fall periods. Diverting material from the landfill extends the life of the landfill, deferring large capital expenditures required to close the existing landfill and build a new landfill. Diverting organic waste from the landfill also reduces the production of harmful methane in the City's landfill and recovers valuable resources by converting organic waste into a beneficial product, such as compost or biochar.

Residential Recycling Service

The service provides residents with a convenient opportunity to divert recyclable waste from the landfill both at the curbside or by utilizing BBB depots. Recycling extends the life of the landfill, reduces the amount of pollution released into the environment, and helps conserve natural resources.

Residential Garbage Service

The service provides residents with the convenience of having garbage collection at the curbside. Residents have the option of a 240L or 360L garbage cart based on their waste generation needs. Garbage collection protects public health by preventing the spread of disease and maintaining sanitary conditions.

Residents have the option to purchase the service of one additional cart of their choice (blue, green or brown) for additional waste needs.

Customers/Stakeholders/Partners

- City of Regina residents from designated properties
- SK Recycles
- SARCAN
- Other EPR programs
- Ministry of Environment (issues permit to operate the landfill)
- City of Regina Administration

Key Assets

- Garbage trucks (14 trucks)
- Fleet trucks – ½ tones (7)
- Cart Tipper (1)
- 204,000 carts (Blue, Green and Brown)

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Solid Waste Diversion.

Performance Measure	Target	2025 Actual
Blue Cart Contamination	6.0%	18.0%
Green Cart Contamination	5.0%	5.0%
Residential Waste Diversion	65%	40%
Average Garbage Generated per Household (tonnes)	N/A	0.65

Service Level Gaps and Risks

- To achieve both the diversion and contamination targets listed above, the City requires residents to sort their waste properly into the three waste streams. In 2026, the City invested in multiple educational tactics for residents, however contamination rates for recycling remain higher than acceptable. Additional educational opportunities and enforcement tools will be undertaken in 2027.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

REGINA

Appendix A - General Operating Services

RESIDENTIAL GARBAGE

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.1	0.0	0.1	0.1	-
Miscellaneous Revenues	6.3	-	-	-	-
Total Own Source	**6.4**	**0.0**	**0.1**	**0.1**	**-**
Total Revenue	**6.4**	**0.0**	**0.1**	**0.1**	**-**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	1.5	1.8	1.8	-	-
Professional & External Services Expenses	0.1	0.1	0.2	0.1	100.00%
Intramunicipal Charges	4.8	5.0	5.0	-	-
Material Goods & Supplies Expenses	0.0	0.1	0.1	-	-
Miscellaneous Expenses	-	0.4	0.4	-	-
Total Expenses	**6.4**	**7.2**	**7.4**	**0.2**	**2.78%**
Net Funding Requirement before Reserve Activity	**0.0**	**7.2**	**7.3**	**0.1**	**1.37%**
Reserve Activity	**-**	**(7.2)**	**(7.3)**	**(0.1)**	**1.37%**
Tax Allocation	**-**	**-**	**-**	**-**	**-**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	-
In Scope	24.75	24.75	24.75
Total Positions	**24.75**	**24.75**	**24.75**

Analysis of Changes

2026 Approved Tax Allocation	**-**
Base Salary Changes	-
Waste Management Fee	(0.1)
Reserve Transfer	0.1
2027 Proposed Tax Allocation	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

RESIDENTIAL FOOD, YARD WASTE & RECYCLING

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	14.8	15.3	15.3	-	-
Government Grants and Transfers Revenues	3.9	3.6	3.6	-	-
Miscellaneous Revenues	0.3	-	-	-	-
Total Own Source	**19.1**	**18.9**	**18.9**	**-**	**-**
Total Revenue	**19.1**	**18.9**	**18.9**	**-**	**-**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	1.2	1.2	1.2	-	-
Professional & External Services Expenses	7.7	10.4	10.4	-	-
Intramunicipal Charges	0.2	-	-	-	-
Material Goods & Supplies Expenses	-	0.1	0.1	-	-
Other External Expenses	1.1	-	-	-	-
Miscellaneous Expenses	6.4	0.6	0.6	-	-
Total Expenses	**16.5**	**12.3**	**12.3**	**-**	**-**
Net Funding Requirement before Reserve Activity	**(2.6)**	**(6.6)**	**(6.6)**	**-**	**-**
Reserve Activity	**2.5**	**6.6**	**6.6**	**-**	**-**
Tax Allocation	**-**	**-**	**-**	**-**	**-**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	1.00	1.00	1.00
In Scope	11.70	10.70	10.70
Total Positions	**12.70**	**11.70**	**11.70**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**-**
Base Salary Changes	-
2027 Proposed Tax Allocation	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix A - General Operating Services

Recreation and Cultural Services

Overview

Recreation and Cultural Services fosters pride, belonging, and well-being by providing safe, inclusive and welcoming recreation, sport and culture opportunities.

In partnership with community service providers, these services also support a coordinated and holistic approach to helping residents address complex social issues, including food insecurity, problematic substance use and homelessness.

Recreation and Cultural Services also advances social policy, programs and services to foster inclusive and accessible environments that reflect the diverse needs of the community.

What We Deliver

Sport & Recreation Facilities

- Activate recreational and sport facilities by providing access, scheduling and support to user groups and the public.
- The spaces we activate range from major hubs like the Fieldhouse and Lawson Aquatic Centre, to Neighborhood Centers, indoor ice arenas, outdoor pools, outdoor rinks, sport fields and bookable outdoor spaces.

Program Delivery

- Provide direct delivery of year-round art, culture, recreation, sport and leisure opportunities that serve the public, including those with diverse needs, abilities and interests.

Community & Cultural Development

- Provide support to community organizations that deliver art, culture, recreation, sport and social programs in the community.

Grant Delivery

- Administer grant programs to organizations that deliver art, culture, recreation, sport, events, social inclusion, and community wellbeing services.

Parks, Recreation Planning & Development

- Plan, design and develop parks and recreation facilities by working directly with, or through, partnerships with community organizations.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Community Well-being

- Advance community safety, wellbeing, inclusion, and equity by leading policy, planning, research, community engagement, funding administration, and collaborative initiatives that address homelessness, accessibility, and complex social issues through partnerships with community organizations, governments, and residents.

Values and Benefits

Residents benefit from having access to sport and recreation spaces, where there are opportunities to participate in sport, recreation and leisure activities that improve social, physical and mental health outcomes.

The City administers year-round leisure programs, which provide residents of all ages with the ability to sign up for programming that suits their abilities and interests. Eligible residents can purchase admission, and leisure passes through the City's Affordable Access Program, providing an affordable option for residents.

Community organizations have opportunity to receive support and funding resources to deliver initiatives that positively promote art, culture, recreation, sport, events, social inclusion, community well-being and vibrancy within the city.

Customers/Stakeholders/Partners

- City of Regina Residents
- Diverse community groups
- Sport organizations
- Business improvement districts
- Community organizations
- Government agencies and partners
- Non-profit, community-based organizations
- University of Regina
- City of Regina Administration, including:
    - Communications and engagement
    - Roadways and Transportation
    - Facilities and Fleet
    - Planning & Development Services
    - Corporate Services Division
    - Land and Real Estate

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Key Asset

- Through partnership with other internal departments and external parties, we provide programming to assets such as community spaces, sport and recreation facilities and public spaces.
- Software used includes ActiveNet (customer relationship management database), WhentoWork, Markup and BlueToad.
- The “New Beginnings” Enhanced Emergency Shelter (Operated by Regina Treaty/Status Indian Services).

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Recreation and Cultural Services.

Performance Measure	Target	2025 Actual
Annual Attendance to Indoor Major Recreation Facilities and Outdoor Pools	916,192	900,597
Registered Recreation Program Utilization	85%	89%
Number of Residents Supported through the Affordable Fun Program	2,412	2,323
Number of First Nations Participating in the Indigenous Wellness and Leisure Program	17	21
Number of Adapted Program Registrations	3,959	4,481

Service Level Gaps and Risks

- Recreation facilities are experiencing increased social challenges, including serving those with complex social needs, mental health concerns, problematic substance use, and vulnerable populations seeking support. While our facilities serve as inclusive community hubs, these challenges place added demands on staff and services. A social worker pilot is helping support front-line staff with long-term resourcing needs while the pilot is being evaluated.
- In 2027, funding for playground renewal is proposed to be directed to the development of a destination playground at the new Indoor Aquatic Facility (IAF) site. This approach reflects previous discussions with Council related to the relocation of the Canadian Tire Jumpstart playground was relocated to the Glencairn Neighbourhood Centre and aligns with the timing of the IAF project.

  If this funding is not approved, the City will be unable to proceed with the inclusion of a destination playground at the IAF site. Delaying funding beyond 2027 may also result in increased project costs and require revisions to the design.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

- Many services and initiatives are supported through provincial and federal grant funding, such as the Building Safer Communities Fund and the Unsheltered Homelessness and Encampment Initiative. Continued delivery of services such as new warming and shelter spaces are dependent on the availability of external funding sources. If funding is not renewed, then the City's ability to provide these services when called upon is reduced or eliminated.
- Over the past four years, a warming bus has been activated during extreme weather events when shelters and warming spaces reach capacity. The need for this service has been consistent, and the lack of dedicated ongoing funding creates a risk to continuing this service.
- Implementation of the 2SLGBTQIAP+ Plan requires funding to advance the goals and actions outlined in the plan.
- Implementation of the Accessibility Plan requires funding to advance the goals and actions outlined in the plan.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000s)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	10.8	9.7	9.9	0.2	2.06%
Government Grants and Transfers Revenues	0.3	0.3	2.3	1.9	633.33%
Total Own Source	**11.1**	**10.1**	**12.2**	**2.1**	**20.79%**
Corporate Revenue	4.1	5.7	5.6	(0.1)	(1.75%)
Total Revenue	**15.3**	**15.7**	**17.8**	**2.0**	**14.01%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	10.7	12.5	12.9	0.5	4.00%
Employee Related Payment Expenses	0.1	0.1	0.1	-	-
Training & Travel Expenses	0.0	0.1	0.1	-	-
Professional & External Services Expenses	0.7	2.1	2.8	0.7	33.33%
Community Investment Expense	5.7	8.7	9.3	0.6	6.90%
Utility Expenses	0.0	0.1	0.1	(0.1)	(100.00)%
Intramunicipal Charges	0.1	0.1	0.1	-	-
Office & Administrative Expenses	0.3	0.4	0.4	-	-
Material Goods & Supplies Expenses	0.3	0.4	0.4	-	-
Other External Expenses	3.9	4.7	4.7	-	-
Total Expenses	**21.8**	**29.2**	**30.9**	**1.7**	**5.82%**
Net Funding Requirement before Reserve Activity	**6.6**	**13.4**	**13.1**	**(0.3)**	**(2.24)%**
Reserve Activity	**0.1**	**0.2**	**0.2**	**-**	**-**
For Approval	**6.7**	**13.6**	**13.3**	**(0.3)**	**(0.74)%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	6.00	9.00	10.00
In Scope	138.79	145.59	146.32
Total Positions	**144.79**	**154.59**	**156.32**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**13.6**
Base Salary Changes	0.2
2026 Council Motion: Increase Community Grants from 2027 to Inflation (CPI)	0.1
Revenue Increase to Annual Fees for Recreational Programs	(0.1)
Increase to Rental Revenue for Sport Facilities	(0.1)
Position Changes :	-
- Reallocation to Move Leisure Companion and Adapted Recreation Inhouse Casual (FTE 0.6)	
- One-time Budget for Casual Training Hours Returned (FTE -0.87)	
- Reallocation to CSIR Positions (FTE 2)	
Reduction - Porta Potties Washroom Strategy	(0.1)
Return of 2026 Playground Stream Funding to Capital	(0.2)
Reallocate FROST funding to Communications	(0.3)
Corporate Revenue Allocation	0.1
2027 Proposed Tax Allocation	**13.3**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Mosaic Stadium

Overview

The City oversees Mosaic Stadium operations through the management of the operating and maintenance agreement between the City and Regina Exhibition Association Limited (REAL). Additionally, the City is responsible for scheduling the field of play, managing two 30-year lease agreements, and managing customer relations with community users. Mosaic Stadium is funded in part by an annual municipal tax allocation and through net revenues from stadium operations, facility fees, and tenant leases.

What We Deliver

Scheduling

- Coordinate access to the field of play at Mosaic Stadium, ensuring access for five different community groups, five private bookings, and the Saskatchewan Roughriders.

Operations Management

- Management of operations and maintenance agreement between the City and REAL. Management of stadium finances which include debt repayments, revenue sharing agreements, as well as capital planning and repairs.

Leasing Services

- Management of tenant leases with the Saskatchewan Roughrider Football Club and Saskatchewan Sport.

Values and Benefits

The leadership and oversight are dedicated to building a strong community by providing services that meet the expectations for residents and align with City Council's strategic priorities.

Customers/Stakeholders/Partners

- City of Regina Residents
- Members of City Council and its Committees
- City of Regina Employees
- Businesses and organizations
- Partnering organizations, government agencies

Key Assets

City Employees

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Service Level Gaps and Risks

- The CFL's planned field dimension changes for 2027 create a potential risk to community use at Mosaic Stadium, as the potential to reduce flexibility for accommodating multiple sports may result in operational challenges for non-CFL users. To mitigate this risk, the City has retained a turf consultant to engage with stakeholders to strike a balance between community needs and meeting CFL's requirements.

Operating Budget Summary

Amounts in ($ 000,000s)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	6.4	6.1	6.7	0.6	9.84%
Government Grants and Transfers Revenues	2.1	2.1	2.0	-	-
Total Own Source	**8.5**	**8.2**	**8.8**	**0.6**	**7.32%**
Total Revenue	**8.5**	**8.2**	**8.8**	**0.2**	**7.32%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	0.0	0.1	0.2	0.1	100.00%
Professional & External Services Expenses	5.8	5.5	5.5	-	-
Debt Servicing Expenses	11.4	11.5	11.5	-	-
Utility Expenses	0.3	0.3	0.3	-	-
Intramunicipal Charges	0.2	0.2	0.2	-	-
Office & Administrative Expenses	0.2	0.0	0.1	0.1	-
Other External Expenses	1.8	0.2	0.3	0.1	50.00%
Total Expenses	**19.8**	**17.7**	**18.1**	**0.3**	**1.69%**
Net Funding Requirement before Reserve Activity	**11.3**	**9.5**	**9.3**	**(0.3)**	**(3.16)%**
Reserve Activity	**0.3**	**2.1**	**2.7**	**0.6**	**28.57%**
Tax Allocation (based on approved financial model)	**11.6**	**11.6**	**11.9**	**0.3**	**2.59%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	-
In Scope	-	1.00	2.00
Total Positions	**-**	**1.00**	**2.00**

Analysis of Changes

2026 Approved Tax Allocation	**11.6**
Increase in Facility Fees & Field Rental Revenue	(0.6)
MOSAIC Stadium Facilities Coordinator (FTE 1)	0.1
Property Tax Expense	0.1
Other Inflationary Increases	0.1
Reserve Transfer	0.6
2027 Proposed Tax Allocation	**11.9**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Parks & Open Spaces Maintenance

Overview

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

What We Deliver

Parks Maintenance

- Maintenance and servicing of the City's open spaces such as playgrounds, parks, athletics fields, medians and boulevards, outdoor rinks and pathway snow clearing.

Urban Forestry Management

- Maintenance, preservation, pruning, and removal of the City's existing tree canopy within parks, boulevards, and natural areas.
- This work provides services for more than 180,000 trees in Regina.

Pest Management and Lab Services

- Services for the control of mosquitos, gophers, Dutch Elm Disease, emerald ash borers, cankerworms and tent caterpillars.
- The service also includes the removal of coyotes, skunks and badgers from the city when required to ensure public safety.

Horticulture Services

- Implements the City's outdoor floral program as well as the planting and establishment of new trees in city-owned spaces.
- This service provides support to the Regina Floral Conservatory and its Regina Garden Associates volunteers.

Values and Benefits

Residents can experience outdoor spaces that are vibrant, clean, safe and welcoming year-round through the City's Parks & Open Space services. Our service also ensures that our urban forest and natural landscapes are preserved for future generations.

Customers/Stakeholders/Partners

- City of Regina Residents
- Visitors
- Community partners in sport, nature, cultural and recreational activities
- Organizations who host festivals and events

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Customers/Stakeholders/Partners - continued

- City of Regina Administration including:
  - Recreation & Cultural Services Department
  - Communications & Engagement Department
  - Waste, Water & Environment Department
  - Roadways & Transportation Department
  - Facilities & Fleet Department

Key Assets

- Regina's urban forest of over 180,000 trees on public land.
- Parks Maintenance manages 1,352 hectares of parks and open space, of which 23 per cent (310.79 Ha) of which Class A and B space requires weekly minimum mowing.
- Open Space Services maintains 112 athletic fields, 2 cricket fields, 182 ball diamonds and 160 playgrounds.

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Parks & Open Spaces Maintenance.

Performance Measure	Target	2025 Actual
Number of Mosquito Counts Below Historical Averages (# of weeks below weekly average count)	15	18
Number of Trees Pruned	N/A	5,847
Number of Trees Removed	N/A	669
Number of Trees Planted	N/A	1,094
Watering Cost per Tree	N/A	$7.06
Watering Volume per Tree	N/A	53.0 L
Total Hectares of City Owned Green Spaces	N/A	1,357.82

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Service Level Gaps and Risks

2026 Budget Reduction

During the 2025 Budget process, Operating and Current Contributions Capital Funding was reduced for Parks and Open Space Operations by $2.1 million and $1.5 million respectively.

As a result, the following service levels were reduced to meet budgetary requirements.

- Parks Maintenance reduced the overall area of Class B parks requiring weekly mowing by 40 per cent. Park watering is reduced by 50 per cent for remaining Class B space.
- Parks maintenance reduced Class B parks fertilization to once per year for the reduced space.
- A new Class C space was developed whereby the new service level was defined as one cut every 2 weeks. This space is no longer watered or fertilized to slow growth.
- Pest Management reduced the mosquito control program to inside city limits only with the 8 kilometer buffer surrounding the city being eliminated. Key Performance Indicators (KPI) development describing what success looks like for a reduced program is currently underway.
- Forestry eliminated beautification tree pruning requests. It is instead focusing on scheduled pruning and removals as well as requests to public safety related pruning (ex: storm damage calls).
- 2025 Capital programs investing into park and open spaces such as tree planting, irrigation repairs and pathway asphalt recapping is suspended until funding is renewed.
- At a department level, the above reductions reduced staffing levels by approximately 40 seasonal employees as well as equipment requirements by 18 fleet units (6 trucks, 2 argos, 9 mowers and 1 trailer).

Other

- There is a service demand to provide a consistent and enhanced level of cleaning and maintenance of City Centre open spaces. This includes the enhanced servicing of waste bins, general sidewalk cleaning, litter pick up, and maintenance of streetscaping elements.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.0	0.1	0.1	-	-
Internal Revenues	0.2	0.1	0.1	-	-
Total Own Source	**0.2**	**0.1**	**0.1**	-	-
Corporate Revenue	5.6	5.4	5.5	0.1	1.85%
Total Revenue	**5.8**	**5.5**	**5.6**	**0.1**	**1.82%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	11.1	11.3	11.5	0.2	1.77%
Training & Travel Expenses	0.0	0.1	0.1	-	-
Professional & External Services Expenses	0.5	0.5	0.6	0.1	20.00%
Utility Expenses	0.2	0.2	0.3	-	-
Intramunicipal Charges	5.2	5.1	5.3	0.3	5.88%
Office & Administrative Expenses	0.0	0.1	0.0	-	-
Material Goods & Supplies Expenses	1.0	1.1	1.1	-	-
Other External Expenses	0.1	0.1	0.1	-	-
Total Expenses	**18.2**	**18.4**	**18.9**	**0.5**	**2.72%**
For Approval	**12.5**	**12.9**	**13.3**	**0.4**	**3.10%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	1.40	2.40	3.45
In Scope	178.02	165.42	165.06
Total Positions	**179.42**	**167.82**	**168.51**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**12.9**
Fleet & Fuel Allocation Updates	0.3
Athletic Field Short Notice Takeover (FTE 1.34)	0.1
Contracted Services and Staff Reallocations (FTE -1.00)	-
Change in Managers' Salary Allocation to Golf (FTE -0.10) and Cemeteries (FTE +0.15)	0.1
Reallocations - to Support Parks Reclassification by Council (FTE 0.30)	-
Corporate Revenue Allocation	(0.1)
2027 Proposed Tax Allocation	**13.3**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Cemeteries & Golf Services

Overview

The City provides services related to cemeteries and golf courses that are funded through user fees. Through these services, we provide interment, care and maintenance to three cemeteries.
The City also maintains four golf courses that provide a full spectrum of playing opportunities for residents.

What We Deliver

Cemetery Interment & Maintenance

- Culturally appropriate treatment of remains, perpetual care and maintenance for two City owned Cemeteries (Regina Cemetery & Riverside Cemetery).
- The City also provides maintenance services to the privately owned Beth Jacob Jewish Cemetery which is located beside the Regina Cemetery.

Golf Course Maintenance and Management

- Greens-keeping and maintenance services for four City golf courses that include turf care, irrigation systems and bunker repair.
- The City also manages a contract with the golf course operator who provides customer service to the courses.

Values and Benefits

The City's cemetery and golf course services operate under a user fee model (non-tax funded) to provide access to these services when they are needed or desired by residents.

The City's cemetery services provide the public with access to resources and internment options for loved ones that have passed. The City also operates the Field of Honor, which provides veterans with a section dedicated to the interment of past or present members of the Canadian Armed Forces, para-military forces or Allied Forces. Perpetual care of cemetery grounds is also carried out by the City as part of this service.

The City's golf course services provide the public with access to over 81 holes of golf among four City-owned golf courses. The City maintains the infrastructure within golf courses to ensure that user experience is continuously improving. The City also manages a contract with an independent firm to provide customer service to players in addition to the operation of pro-shops, driving ranges, power cart rentals, food and beverage counters.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Customers/Stakeholders/Partners

- City of Regina Residents
- Visitors
- Monument Companies
- Funeral Homes
- Golf Course Operator (Western Golf Management)
- User Groups (tournaments)
- City of Regina Administration including:
    - Sustainable Infrastructure Department
    - Waste, Water & Environment Department
    - Recreation & Cultural Development Department

Key Assets

Two Cemeteries:

- **Regina Cemetery -** Opened in 1883 and is one of Saskatchewan's oldest urban cemeteries. There are approximately 28,000 burials within 42 acres.
- **Riverside Cemetery -** Opened in 1953. There are approximately 44,000 burials within 120 acres.

Four Golf Courses:

- **Murray** - A Stanley Thompson designed 18-hole golf course that opened in 1950
- **Tor Hill** - A Stanley Thompson designed 27-hole golf course that opened in 1931. For the past several years this course has been the second most visited golf course in Saskatchewan.
- **Joanne Goulet** – A 18-hole course that opened in 1990 for quick 3-hour play.
- **Lakeview Par 3** – A 18-hole course that opened in 1963 which is intended for those golfers that are new to the game or wanting to play at a lower difficulty level.

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Cemeteries & Golf Courses.

Performance Measure	Target	2025 Actual
City Golf Course Attendance	N/A	140,132
Number of Interments (Total)	N/A	617

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Service Level Gaps and Risks

Golf Courses

- The golf courses have aging infrastructure. Electrical systems, irrigation systems, tee box and sand trap repairs have been carried out over the past several years and are still on going. However, additional major refurbishments of the club house facilities are required in the near term.
- The 120-year-old boggy creek dam, which provides the Murray Golf Course with its water supply, is currently undergoing an engineering study for possible repair.
- The Golf Reserve is projected to remain in a positive balance over the next five years to support these capital projects.
- There remains a risk that infrastructure may fail before planned repairs are carried out.

Cemeteries

- As community patterns have changed, cremation is becoming a more popular choice than traditional burial. This pattern change delays the immediate need to purchase additional land for cemetery space. However, columbarium's must increasingly be constructed. With that, the current indoor columbarium is nearing capacity and new indoor columbarium must be planned and constructed.
- As the traditional cemetery space is constructed to a usable form, irrigation water supply has peaked and is supported by a more than 70-year-old system that was built at the same time the cemetery was founded.
- Funding for capital improvements may be difficult as the Cemetery Reserve is in a negative balance.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix A - General Operating Services

CEMETERIES

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	1.7	1.8	1.8	-	-
Total Own Source	**1.7**	**1.8**	**1.8**	**-**	**-**
Total Revenue	**1.7**	**1.8**	**1.8**	**-**	**-**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	1.1	1.2	1.1	(0.1)	(8.33)%
Intramunicipal Charges	0.3	0.3	0.4	0.1	33.33%
Material Goods & Supplies Expenses	0.1	0.2	0.2	-	-
Miscellaneous Expenses	0.1	0.1	0.1	-	-
Total Expenses	**1.5**	**1.9**	**1.8**	**(0.1)**	**(5.26)%**
Net Funding Requirement before Reserve Activity	**(0.1)**	**(0.1)**	**-**	**0.1**	**100.00%**
Reserve Activity	**0.2**	**0.1**	**-**	(0.1)	(100.00)%
Tax Allocation	**-**	**-**	**-**	**-**	**-**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	0.30	0.30	0.15
In Scope	15.85	15.85	15.85
Total Positions	**16.15**	**16.15**	**16.00**

Analysis of Changes

2026 Approved Tax Allocation	**0.0**
Base Salary Changes & Reduction in Parks Manager Salary Allocation (FTE -0.15)	(0.1)
Fleet Allocation Updates	0.1
Adjust Cemetery Reserve	(0.1)
2027 Proposed Tax Allocation	**0.0**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix A - General Operating Services

GOLF COURSES

Operating Budget Summary

Amounts in ($ 000,000s)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	4.5	3.3	3.3	-	-
Total Own Source	**4.5**	**3.3**	**3.3**	**-**	**-**
Total Revenue	**4.5**	**3.3**	**3.3**	**-**	**-**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	1.6	1.7	1.8	0.1	5.88%
Professional & External Services Expenses	0.1	0.1	0.1	-	-
Intramunicipal Charges	0.7	0.7	0.8	0.1	14.29%
Material Goods & Supplies Expenses	0.3	0.2	0.2	-	-
Miscellaneous Expenses	0.4	0.3	0.3	-	-
Total Expenses	**3.1**	**3.0**	**3.2**	**0.1**	**3.33%**
Net Funding Requirement before Reserve Activity	**(1.4)**	**(0.3)**	**(0.1)**	**0.1**	**(33.33)%**
Reserve Activity	**1.4**	**0.3**	**0.1**	**(0.1)**	**(33.33)%**
Tax Allocation	**-**	**-**	**-**	**-**	**-**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	0.30	0.30	0.40
In Scope	25.04	25.04	25.04
Total Positions	**25.34**	**25.34**	**25.44**

Analysis of Changes

2026 Approved Tax Allocation	**0.0**
Base Salary Changes & Increase in Parks Manager Salary Allocation (FTE 0.10)	0.1
Fleet Allocation Updates	0.1
Reserve Transfer	(0.1)
2027 Proposed Tax Allocation	**0.0**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Facilities

Overview

Facilities is responsible for the stewardship of City-owned buildings and related assets, delivering reliable and sustainable services within a safe and secure environment. Facilities is responsible for a diverse portfolio of 769 assets totaling 3.2 million square feet and with a current replacement value near $950 million (excluding land). Facilities coordinates the facility space and site needs to accommodate people, vehicles and equipment and provides the operations, maintenance, building services and sustainment for these facilities and sites.

What We Deliver

Facilities Operations

- Facilities Operations is the face of the department, liaising day-to-day with the clients that occupy and deliver services out of the facilities.
- The day-to-day services include custodial services, operational preventative maintenance, safety inspections, comfort control, general security and customer service.

Facilities Maintenance

- Facilities Maintenance is focused on the preventative maintenance of the assets to ensure that the anticipated life expectancy of equipment, systems, and facilities can be realized.
- The branch also provides reactionary maintenance in support of unplanned repairs.

Facilities Engineering

- Facilities Engineering develops master and asset management plans to guide both long-term investment decisions and day-to-day service delivery.
- This includes the development and execution of the capital plan.
- The branch implements all capital improvements including upgrades, renovations, and new construction.

Facilities Building Services

- Facilities Building Services delivers a range of corporate facility support services, including Corporate Facilities Security, Employee Parking, Corporate Office-Space Management, Furniture and Fixtures and Contract Management.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Values and Benefits

Facilities is an enabling service that provides operating areas with a diverse portfolio of complex facilities to deliver their services. Operating areas benefit from safe, reliable, sustainable, accessible and resilient City facilities that are aimed at optimizing staff productivity in the delivery of services to the community. Citizens and community groups have access to City facilities that are safe, accessible, inclusive, service-oriented and enhance community vibrancy and improve overall quality of life.

Customers/Stakeholders/Partners

- City of Regina Council
- City of Regina Administration
- Facility users including:
    - City of Regina residents
    - Private/non-profit organizations
    - Community associations
    - Civic partners
- Regina Police Service
- Regina Public Library
- Third-party tenants
- Consultants
- Contractors and other vendors

Key Assets

Key assets in the delivery of Facilities' services include 187 priority facilities - buildings that are regularly occupied by staff and the public, essential for delivering community programs and services. There are 582 other facility assets, including Transit shelters, seasonal and storage facilities.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Service Level Gaps and Risks

The City's Facilities portfolio is aging, with an average asset age of 44 years, and many buildings now require significant upgrades. Capital renewal funding has not kept pace with deterioration and renewal requirements, resulting in a decline in overall facility condition and growing pressure on financial and staffing resources. Capital funding for replacement facilities is also a challenge. Some capital renewal funding is therefore invested in end-of-life facilities that are at-capacity and not meeting current codes, accessibility, or energy & sustainability standards, rather than investing in new facilities to meet future service delivery requirements and standards.

The current deferred maintenance backlog to achieve condition targets totals approximately $130 million, with $109 million attributed to priority facilities. Addressing this gap will require over $20 million annually to shift the portfolio towards condition targets, compared to the $14 million in annual funding in recent years. Maintaining current conditions requires approximately $16 million annually, highlighting a persistent funding shortfall.

This gap has led to increased operational strain, as aging, end-of-life systems drive higher maintenance costs, unplanned service disruptions, and program impacts.

Additional operational pressures outlined below are further compounding the issue and intensifying the long-term risk to service delivery and asset sustainability:

- Recruitment and retention of technical and trade staff.
- Increasing safety and security concerns of employees and patrons at City facilities and graffiti/vandalism has led to more on-site security.
- Rising costs driven by inflation, tariffs, and supply chain challenges.
- Energy and sustainability initiatives being underfunded limits the ability to meet the Renewable Regina goals of reducing GHG emissions and enhancing energy efficiency.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000s)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.7	0.7	0.9	0.2	28.57%
Miscellaneous Revenues	0.1	-	-	-	-
Internal Revenues	0.2	-	-	-	-
Total Own Source	**1.0**	**0.7**	**0.9**	**0.2**	**28.57%**
Corporate Revenue	6.8	7.3	7.4	0.1	**1.37%**
Total Revenue	**7.8**	**8.0**	**8.3**	**0.3**	**3.75%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	8.8	9.9	10.0	0.1	1.01%
Professional & External Services Expenses	0.9	1.1	0.9	(0.2)	(18.18)%
Utility Expenses	4.8	5.2	5.1	-	-
Intramunicipal Charges	6.8	7.6	7.9	0.3	3.95%
Office & Administrative Expenses	1.2	1.0	1.5	0.5	50.00%
Material Goods & Supplies Expenses	0.9	0.9	1.1	0.2	22.22%
Miscellaneous Expenses	(0.1)	-	-	-	-
Total Expenses	**23.4**	**25.7**	**26.5**	**0.8**	**3.11%**
Net Funding Requirement before Reserve Activity	**15.6**	**17.7**	**18.2**	**0.5**	**2.82%**
Reserve Activity	**(0.4)**	**(0.3)**	**(0.3)**	**0.0**	**0.00%**
For Approval	**15.2**	**17.3**	**17.9**	**0.5**	**2.89%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	5.50	5.50	6.50
In Scope	110.04	109.12	107.82
Total Positions	**115.54**	**114.62**	**114.32**

Analysis of changes

2026 Approved Budget	**17.3**
Base Salary Changes	0.1
Increase in Employee Parking Fees & Related Adjustments	(0.1)
Operations for New Community Spaces in Partnership (at Harbour Landing & Fire Station #8)	0.2
Electricity Rate Adjustment	0.3
Operating Impacts of Fire Station #8, Other New Projects or Upgrades Being Completed	0.5
Efficiencies Realized: Natural Gas, Contracted Services & Overtime	(0.4)
Net Zero FTE Reallocations - Facilities Operations (Casual FTE -0.3)	-
Corporate Revenue Allocation	(0.1)
2027 Proposed Budget	**17.9**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Sustainable Infrastructure

Overview

The City undertakes long-range engineering and technical planning to support the delivery of transportation, water, wastewater and drainage infrastructure and services. This service also provides asset management and public safety, regulatory compliance, and project management standards.

What We Deliver

Integrated Planning

- Support for the integration of different infrastructure programs and the development of a long-range infrastructure plan.

Asset Management

- Management of transportation and utility infrastructure programs and projects to advance asset management improvement initiatives.

Engineering Design

- Development and implementation of engineering plans and studies.
- Advance concepts to preliminary design using a combination of in-house and external resources and coordinates the transition of projects to construction phase.

Construction Scheduling and Coordination

- Coordination of all City construction activities to minimize the negative impact of construction on residents and businesses.
- Includes the reporting of data analytics of construction programing.

Surveying

- Provision of geospatial surveying services.

Locates Management

- Facilitation of requests for marking underground infrastructure for City work and for external parties.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Field Construction Inspection and Support

- Oversight of construction progress to ensure City standards and contractual requirements are met.
- Geospatial, Drafting and Mapping.
- Provide corporate wide management of City-owned geospatial data and leverages technologies to collect, store and analyze data for informed decision making.
- Includes the preparation of design drawings and maps to support City services, programs and projects.

Growth Strategy Coordination

- Leads and delivers complex, cross divisional growth, planning, infrastructure, and data driven initiatives, programs and policies.

Strategy & Plan Management

- Develops and facilitates the delivery of the Growth Plan, Underutilized Land Improvement Strategy and intensification initiatives.

Stakeholder Coordination

- Collaboration with internal teams, the public and external partners on the long-term growth of the city.

Values and Benefits

We provide planning, design, and delivery of infrastructure projects that are carefully coordinated to maximize efficiency while minimizing impact to residents. Our approach anticipates the growth of the city by proactively planning for infrastructure needs. Our analysis is informed by quality data, established specifications, standards, guidelines and best practices.

This service ensures that our residents, visitors, and businesses have adequate infrastructure. In addition to this, we offer utility locate services and visibility into operational processes through location-based data to help stakeholders gain access to the information they need to make informed decisions.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Customers/Stakeholders/Partners

Sustainable Infrastructure provides services to, and engages with, a broad range of external stakeholders who lead or support infrastructure planning and construction projects within the city.

We work with a wide range of external partners to coordinate, oversee, including residents, government bodies, business associations, local businesses, developers, utility companies, and community organizations. Internally, the organization coordinates across departments and teams to fulfill support the delivery of key infrastructure for residents.

- City of Regina Residents
- Stakeholder Associations (Saskatchewan Trucking Association)
- Government (provincial crowns)
- Businesses
- Regina Downtown Business Improvement District (RDBID)
- Regina's Warehouse Business Improvement District (RWBID)
- Community Organizations (special events/organizers)
- Developers
- Utility companies (underground)
- City of Regina Administration, including:
    - Planning & Development Services Department
    - City Operations Division (R&T, WWE, Transit)
    - Land and Real Estate Branch
    - Parks & Open Spaces Department
    - Technology Department
    - Other business areas with geospatial needs

Key Assets

Through coordination with internal and external parties, we carry out the planning, design, and delivery of infrastructure assets that belong to the City.

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Transportation – Residential and Major Road Condition.

Performance Measure	Target	2025 Actual
Percentage of Residential Roads in Fair or Better Condition (Pavement)	85%	76.9%
Percentage of Major Roads in Fair or Better Condition	100%	90.8%

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Service Level Gaps and Risks

- Service demands fluctuate due to development, growth and external pressures. As a result, ongoing adjustments to planning and resource allocation are being explored to maintain service levels.
- Demand for geospatial services continues to increase across the organization. Additional self-service tools and process improvements are needed to meet the demand and improve service levels.
- Engineering specifications and standards are being updated to align with industry best practice while balancing the needs of the City and the development community. Until updates are complete, there is a risk of inheriting potentially deficient infrastructure.
- Limited capital funding capacity remains a challenge for delivering infrastructure initiatives. Funding constraints have resulted in project deferrals and extended timelines, affecting progress on road rehabilitation projects identified in the Annual Road Report, utility infrastructure renewals, development charges projects, the Saskatchewan Drive Corridor project, and other major initiatives.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.1	-	-	-	-
Total Own Source	**0.1**	-	-	-	**-**
Corporate Revenue	1.5	1.6	1.6	-	-
Total Revenue	**1.5**	**1.6**	**1.6**	-	-
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	7.6	8.3	8.6	0.3	3.61%
Employee Related Payment Expenses	0.1	0.1	0.1	-	-
Training & Travel Expenses	0.0	0.1	0.1	-	-
Professional & External Services Expenses	0.1	0.2	0.2	-	-
Intramunicipal Charges	(3.2)	(3.4)	(3.6)	(0.2)	5.88%
Office & Administrative Expenses	0.1	0.1	0.2	-	-
Total Expenses	**4.8**	**5.3**	**5.5**	**0.2**	**3.77%**
Net Funding Requirement before Reserve Activity	**3.2**	**3.7**	**3.9**	**0.1**	**2.70%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
For Approval	**3.2**	**3.7**	**3.9**	**0.1**	**2.70%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	6.00	6.00	6.00
In Scope	63.70	65.70	66.70
Total Positions	**69.70**	**71.70**	**72.70**

Analysis of Changes

2026 Approved Tax Allocation	**3.7**
Base Salary Changes	0.2
Position on Loan to Utility Area Returned (FTE 1)	0.1
Sustainable Infrastructure Allocation to Utility	(0.2)
2027 Proposed Tax Allocation	**3.9**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Planning & Development

Overview

The City provides strategic oversight to align land use and infrastructure development with the long-term goals of the Official Community Plan. This work promotes positive urban growth and design, the development of diverse housing options, and compliance of development to regulatory standards.

What We Deliver

Planning Services

- Strategic vision and direction for development to achieve building and environmental outcomes through land use and design.
- Provide incentive and grant programs that promote vibrancy and heritage conservation within the City.
- Compile and create data to guide decisions.

Development Permits

- Authorization and inspection of new development and infrastructure in the city, in line with provincial legislation, the Zoning Bylaw, City policies and standards.

Building Permits

- Authorization and inspection of buildings in the city, in line with provincial legislation, City bylaws, accessibility and safety standards.

Housing Support

- Support the development of diverse housing units across the city through directed policy, ongoing engagement, and support for non-profit and market builders and developers.
- Provides incentive and grant programs to increase housing supply within the City.

Customer Support

- Provide end-of-end support for residents and businesses related to planning & development activities.
- Ensure that services are delivered within established timelines through in person and online support.

Values and Benefits

Customer experience is enhanced through end-to-end support we provide for all aspects of planning and development services ranging from pre-application inquiries to City Council approvals.

Through our processes, we guide our customers in navigating regulatory requirements, City bylaws, policy documents, strategic plans, and incentive programs.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Residents and stakeholders benefit from a better understanding of the necessary steps they need to take to complete their project. Incentive programs also offer funding opportunities for the preservation and revitalization of our community.

Customers/Stakeholders/Partners

The City provides planning services to residents, business improvement districts, industry partners, business owners, and other governments.

- City of Regina Residents
- Builders
- Land developers
- Community groups
- Event organizers
- Business Improvement Districts
- Intergovernmental organizations (Government of Saskatchewan, Government of Canada)
- Non-profit housing providers
- Stakeholder Associations & Service Providers (Regina Chamber of Commerce, School Boards, Economic Development Regina, etc.)
- Indigenous Rightsholders
- City of Regina Administration, including:
    - Sustainable Infrastructure
    - Roadways & Transportation
    - Open Space Services
    - Recreation & Cultural Services
    - Indigenous Relations & Community Development
    - Land, Real Estate & Economic Development
    - Waste, Water & Environment
- City for Regina Council

Key Assets

N/A

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Planning & Development.

Performance Measure	Target	2025 Actual
Average Commercial Building & Development Permit Review Turnaround	20.0 Days	7.70 Days
Average Residential Building & Development Permit Review Turnaround	10.0 Days	4.70 Days
Annual Building & Development Permit Volume	N/A	2,833
Number of Building Inspections Performed	N/A	19,689

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Service Level Gaps and Risks

- The volume of permits is influenced by market conditions and development activity, which can fluctuate and impact workload and timelines. Therefore, a target has not been established.
- While the City performs well in areas such as permit review timelines and cost of service delivery, the Canadian Home Builders' Association Municipal Benchmarking Study indicated that planning related features and digital capabilities are behind other Canadian municipalities. The City recognizes the need to explore and implement tools such as AI and other automation supports as part of the delivery service.
- The City relies on geospatial services to support digital interactive tools; however, internal GIS capacity is limited due to the growing demand for geospatial services throughout the organization.
- Future development and urban growth is dependent on the availability of sustainable infrastructure capacity. Without adequate investment in infrastructure, the City's ability to support new growth and development will be limited.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	5.3	4.9	4.9	-	-
Government Grants and Transfers Revenues	-	8.8	8.8	-	-
Internal Revenues	0.2	(0.3)	-	0.4	133.33%
Total Own Source	**5.5**	**13.4**	**13.7**	**0.4**	**2.99%**
Corporate Revenue	0.7	1.4	1.3	(0.1)	(7.14)%
Total Revenue	**6.2**	**14.7**	**15.0**	**0.3**	**2.04%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	9.1	10.4	10.5	0.1	0.96%
Employee Related Payment Expenses	0.2	0.2	0.2	-	-
Training & Travel Expenses	-	0.1	0.1	-	-
Professional & External Services Expenses	0.1	0.6	0.5	(0.1)	(16.67)%
Community Investment Expense	-	10.3	10.3	-	-
Intramunicipal Charges	(1.0)	(0.9)	(1.2)	(0.3)	(33.33)%
Office & Administrative Expenses	-	0.1	-	(0.1)	(100)%
Other External Expenses	-	0.3	0.3	-	-
Miscellaneous Expenses	1.5	1.5	1.5	-	-
Total Expenses	**9.9**	**22.5**	**22.1**	**(0.4)**	**(1.78)%**
Net Funding Requirement before Reserve Activity	**3.7**	**7.8**	**7.1**	**(0.7)**	**(8.97)%**
Reserve Activity	**(2.0)**	**(4.4)**	**(3.9)**	**0.5**	**(11.36)%**
For Approval	**1.7**	**3.4**	**3.2**	**(0.2)**	**(5.88)%**

Staffing Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	6.00	8.00	7.00
In Scope	89.00	89.00	89.00
Total Positions	**95.00**	**97.00**	**96.00**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes

2026 Approved Tax Allocation	**3.4**
Base Salary Changes Including Position Reallocation of (FTE -1)	0.1
City Centre Branch Budget Reallocation	(0.2)
Reserve & Internal Funding Allocations	(0.2)
Corporate Revenue Allocation	0.1
2027 Proposed Tax Allocation	**3.2**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Indigenous Relations Service

Overview

Indigenous Relations serves as the City's centre of expertise for Indigenous engagement, reconciliation, relationship-building and Indigenous inclusion through embedding kâ-nâsihcikêwin and Indigenous worldview across all City policies, strategies, programs, projects and operations. An Indigenous worldview recognizes the interconnectedness of people, land, community, culture and the natural world. It is grounded in respect, reciprocity and relationship, viewing humans as caretakers within a larger circle of life. This holistic perspective strengthens relationships, informs decision-making, and ensures Indigenous perspectives are reflected in City policies, programs, and services, helping create a more inclusive, culturally responsive and equitable organization.

What We Deliver

- Provide oversight and guidance to ensure the respectful and culturally appropriate integration of Indigenous worldviews into City strategies, policies and initiatives.
- Support intergovernmental relationships and engagement with First Nations, Métis and Inuit communities.
- Advise and support City departments in incorporating Indigenous perspectives into programs, services and operations.
- Provide guidance on First Nations, Métis and Inuit cultural protocols and practices.
- Facilitate, lead and support the Indigenous Advisory Committee.
- Facilitate, lead and support the Indigenous Ceremony Site.
- Collaborate with community partners to support Indigenous ceremonies, cultural events, traditional practices and community gatherings.

Values and Benefits

Indigenous Relations directly advances the City’s Strategic Plan commitment to Reconciliation. The department also supports all other strategic priorities by ensuring Indigenous perspectives are considered in City decision-making, service delivery and operations. This work contributes to a more inclusive, culturally responsive, and welcoming space, as well as strengthens relationships with Indigenous communities, and promotes equitable experiences for all residents.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Customers/Stakeholders/Partners

- City of Regina Mayor and Council
- City of Regina Administration
- Indigenous Advisory Committee
- Treaty 4 Nations
- Métis Nation–Saskatchewan (MN-S)
- First Nations University of Canada
- File Hills Qu'Appelle Tribal Council
- City of Regina Residents
- Indigenous residents
- Community organizations
- External government partners

Key Assets

- Community relationships and trust
- Indigenous Advisory Committee
- Indigenous Cultural Site
- Indigenous knowledge and expertise

Key Performance Measures

- Number of corporate policies, projects, and strategies reviewed through an Indigenous lens.
- Number of Indigenous Advisory Committee meetings supported.
- Progress toward reconciliation-related strategic commitments.
- Progress on Strategic Plan reconciliation commitments.
- Satisfaction of internal departments receiving Indigenous Relations support.
- Number of partnership initiatives advanced with Indigenous governments and organizations.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Service Level Gaps and Risks

- Increasing organizational expectations regarding reconciliation, Indigenous engagement, cultural protocol guidance, relationship building and policy review, continue to increase demand for Indigenous Relations services.
- Chronic understaffing continues to limit the department’s capacity to build and sustain meaningful relationships, respond to growing organizational needs and advance priority initiatives effectively.
- Insufficient Indigenous Relations capacity may impact the City's ability to meet reconciliation commitments, maintain relationships with Indigenous governments and organizations and respond effectively to emerging opportunities and issues.
- Although the department now has a dedicated operating budget, ongoing reductions and reprioritization of Indigenous initiatives create service instability and threaten the City's ability to advance reconciliation commitments, maintain trust with Indigenous communities and achieve intended outcomes for Indigenous residents.
- Frequent changes in organizational alignment and reporting relationships have limited the department's stability, visibility and ability to influence corporate decision-making effectively.
- The continued extension of Acting Director appointments has prevented the Senior Advisor position from being filled, resulting in one employee performing the functions of both roles. This prolonged staffing gap significantly reduces departmental capacity, limits service delivery, increases organizational risk and creates an unsustainable workload that threatens employee well-being and the department's ability to advance reconciliation priorities effectively.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix A - General Operating Services

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.1	-	-	-	-
Government Grants and Transfers Revenues	5.9	-	-	-	-
Total Own Source	**5.9**	**-**	**-**	**-**	**-**
Corporate Revenue	2.4	0.4	0.3	-	0.00%
Total Revenue	**8.3**	**0.4**	**0.3**	**0.0**	**0.00%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	2.2	0.9	0.9	-	0.00%
Professional & External Services Expenses	3.6	0.2	0.3	0.1	50.00%
Community Investment Expense	3.8	-	-	-	-
Utility Expenses	0.1	-	-	-	-
Intramunicipal Charges	0.8	-	-	-	-
Office & Administrative Expenses	0.1	-	-	-	-
Material Goods & Supplies Expenses	0.6	-	-	-	-
Other External Expenses	0.5	-	-	-	-
Miscellaneous Expenses	0.1	-	-	-	-
Total Expenses	**11.9**	**1.3**	**1.4**	**0.1**	**7.69%**
Net Funding Requirement before Reserve Activity	**3.6**	**0.9**	**1.0**	**0.1**	**11.11%**
Reserve Activity	**1.8**	**-**	**-**	**-**	**-**
For Approval	**5.3**	**0.9**	**1.0**	**0.1**	**11.11%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	6.00	3.00	3.00
In Scope	10.33	2.00	2.00
Total Positions	**16.33**	**5.00**	**5.00**

Analysis of Changes

2026 Approved Tax Allocation	**0.9**
Base Salary Changes	0.0
Consulting Services	0.1
2027 Proposed Tax Allocation	**1.0**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Land, Real Estate & Economic Development

Overview

Real Estate Service

- The Real Estate Branch provides real estate services across all City departments. The branch also conducts an annual assessment of department land and real estate needs. The branch maintains a database of all historical real estate-related agreements and transactions to which the City is a party.

Land Development Service

- The Land Development branch assesses, recommends, and executes strategies for City-owned lands.

Economic Development Service

- Economic Development supports the growth of Regina's economy through strategic partnerships, assisting businesses in obtaining municipal approvals, providing business insights to City departments, and policy development. The branch coordinates engagement with regional partners.

What We Deliver

Real Estate Service

- Purchase, sell and lease real estate.
- Facilitate easements, operating agreements, and encroachments.
- Support internal departments on real estate related matters.
- Respond to residents' inquiries on land matters.

Operational Statistics (2025)

- Negotiated, managed, or renewed 38 lease agreements.
- Granted or obtained 57 easement or encroachment agreements.
- Appraised or valued over 50 properties.
- Completed the sale of 15 parcels of land.
- Completed the purchase of 11 parcels of land.
- Managed 58 tax title properties.
- Completed 93 real estate transaction approval forms.
- Conducted due diligence on over 40 properties.
- Responded to 162 service requests.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Land Development Service

- Assess and recommend actions related to the acquisition, holding, development and disposition of City property.
- Oversee and report on land development projects.
- Forecast the balance of the Land Development Reserve.
- Coordinate with internal and external stakeholders.
- Currently undertaking development works on Taylor Field, The Yards, Hawkstone, Parliament & Queen and The Towns.

Economic Development Service

- Work with stakeholders to promote economic growth
- Assist with planning and implementation of economic initiatives
- Assist proponents of large development projects to obtain municipal approvals
- Build administrative relationships with regional partners

Values and Benefits

Real Estate Service

The Real Estate Branch manages the City's real estate portfolio by facilitating and negotiating corporate real estate transactions. This work benefits residents by:

- Supporting economic development and the improvement of essential city services through strategic stewardship of city-owned land.
- Providing residents with clear and timely responses to inquiries on land-related matters such as easements, encroachments, property boundaries, and land rights.
- Ensuring responsible management of City-owned land by maintaining properties held for future municipal use, disposing of surplus parcels no longer needed, and collaborating with the Land Development Branch to oversee developable land within the City's portfolio.

Land Development Service

The Land Development branch supports the City through the management of City-owned lands. The branch develops greenfield land for profit and invests in City-owned infill projects that may not return a financial profit but do achieve other City priorities.

Economic Development Service

Economic Development looks for opportunities to help grow the City's tax base. A growing tax base supports the funding of essential services such as infrastructure, public safety and recreations programs, all of which benefit residents. The branch also builds relationships with administrations from regional partners.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Customers/Stakeholders/Partners

Real Estate Service

- City of Regina residents
- City of Regina departments that have land requirements or inquiries throughout the course of theirbusiness

Land Development Service

- Building and housing developers
- City Council
- Federal and Provincial government funding partners

Economic Development Service

- City of Regina residents
- Economic Development Regina (EDR)
- Regina Chamber of Commerce
- Saskatchewan Government and Ministries
- Investors, entrepreneurs, and local businesses

Key Assets

Real Estate Service

City-owned land

Land Development Service

Lands owned by the City with no municipal purpose that may be developed to generate property taxes, profit and economic activity for the City. Specific assets include The Towns, The Yards, Taylor Field, Queen & Parliament and land in Hawkstone.

Economic Development Service

Relationships

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

REGINA

Appendix A - General Operating Services

Service Level Gaps and Risks

Information Verification of Environmentally Impacted Sites

- This funding would be used to assess the extent of environment concerns and remediation requirements on environmentally impacted City sites being considered for sale.
- The sale of impacted sites reduces liability for the City and makes underutilized lands available for economic activity and the generation of property tax revenue.

Term Position Senior Development Manager

- This term position would manage re-development of Taylor Field. Typically, the Land Development Branch outsources development management services to a third party, however the re-development of Taylor Field has unique aspects that warrant keeping management of the project with City Administration. The unique complexities include the coordination of Taylor Field work with the city teams working on the construction of the Indoor Aquatic Facility, the revitalization of North Central, the administration of Taylor Field, Canada House Infrastructure Fund (CHIF) funding, and the consideration of capacity increases to city infrastructure networks.

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	30.5	17.1	26.4	9.3	54.39%
Total Revenue	**30.5**	**17.1**	**26.4**	**9.3**	**54.39%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	1.4	1.4	1.6	0.2	14.29%
Professional & External Services Expenses	11.4	10.7	8.0	(2.7)	(25.23)%
Community Investment Expense	1.1	-	2.9	2.9	-
Intramunicipal Charges	0.3	0.4	0.4	-	-
Material Goods & Supplies Expenses	-	0.1	0.1	-	-
Other External Expenses	0.3	0.2	0.1	(0.1)	(50.00)%
Total Expenses	**14.4**	**12.8**	**13.1**	**0.3**	**2.34%**
Net Funding Requirement before Reserve Activity	**(16.1)**	**(4.3)**	**(13.3)**	**(9.0)**	**209.30%**
Reserve Activity	**16.2**	**4.3**	**13.3**	**9.0**	**209.30%**
For Approval	**-**	**-**	**-**	**-**	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	6.00	6.50	7.50
In Scope	3.00	3.00	3.00
Total Positions	**9.00**	**9.50**	**10.50**

Analysis of Changes

2026 Approved Tax Allocation	**0.0**
Base Salary Changes	-
Senior Development Manager (3-year Term) for Taylor Field Redevelopment (FTE +1)	0.2
Adjustment Property Rental & Loss on Tax Title Property	0.5
Land Resale Proceeds Adjustment	3.4
Reduction of Costs for Land Sales	(2.7)
Lot Sales Revenue Increase	(13.3)
Costco Contributions	2.9
Adjust Land Reserve	9.0
2027 Proposed Tax Allocation	**0.0**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Tourism

Overview

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

What We Deliver

Promote the City as a Destination

- Market the city to tourists, business travellers, and event organizers to boost visitation and economic growth.
- Attract events and conferences: bring major events and conferences to the city, supporting year-round tourism and boosting the economy.
- Ensure strong coordination and communication between tourism stakeholders and key partners within the city.

Administer Events, Conventions and Tradeshows (ECT) Funding

- Events, Conventions and Tradeshows (ECT) are important drivers of the local economy. The City can provide cash grants and/or City services to organizations planning to host a major event. Tourism evaluates ECT applications, seeks City Council approval for funding (where necessary), works with the event organizer to ensure the City is recognized in the marketing of the event, and submits an annual report to City Council.

Values and Benefits

We enhance residents' experience by attracting tourists, conferences, and major events year-round. Tourism Regina creates a more vibrant city atmosphere. Residents enjoy more entertainment options — concerts, festivals, sports games, and cultural events — right in their own backyard. The increased activity also supports local businesses, making Regina a more dynamic place to live. Tourism generates wealth and well-being for all of Regina and enriches the lives of our guests.

Additionally, Tourism is an economic driver as it creates increased revenue through the attraction of guests. Residents benefit from a stronger local economy. More visitors mean more spending at local restaurants, hotels, and shops, which leads to job creation and business growth. Tourism Regina's efforts also improve city infrastructure and amenities as Regina becomes more appealing to outside guests and investors. Visitors from outside the city bring net-new dollars, adding to the economy.

Residents will have greater access to world-class events and experiences without having to travel. They will have economic benefits through job opportunities, thriving small businesses, and increased investment in the community. They should see a better quality of life through a lively event calendar and improved services driven by visitor demand.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Customers/Stakeholders/Partners

- City of Regina Residents
- Visitors and Tourists
- Local Businesses
- Tourism Saskatchewan
- Saskatchewan Roughriders Football Club
- Brandt Group of Companies (Regina Pats & Regina Red Sox)
- Tourism Industry Operators (Attractions and Event Organizers)
- Regina & District Chamber of Commerce
- Economic Development Regina
- Regina Downtown Business Improvement District (RDBID)
- Regina's Warehouse Business Improvement District (RWBID)
- Regina International Airport
- Regina Hotel Association & Hotel Operators
- Media, Influencers, and Content Creators
- City Regina Administration including Strategic Communications

Key Assets

N/A

Service Level Gaps and Risks

Tourism continues to deliver strong economic and community value. Tourism's primary Key Performance Indicators (KPI) is visitor spending, which appears to be on track for growth in 2026. Future service levels of year-over-year growth could be constrained by funding, capacity, and increasing external competition.

Limited Marketing Investment

- Current funding levels constrain Tourism Regina's ability to effectively compete in priority markets, limiting reach, conversion, and overall visitation growth.
- Tourism is exploring non-taxpayer impacted funding to address this in 2027 and beyond.

Capacity Constraints in Event Bidding and Activation

- The City benefited from a healthy ECT reserve surplus when Tourism took over the administration of the program in 2025. Since then, Tourism has secured many more events from 2025 to 2028, which will drain the reserve. This will reduce the ability to proactively secure, fund, and fully leverage major events, impacting year-round economic activity and growth opportunities.
- Tourism has put forward a budget case to increase annual funding to the ECT program to mitigate this forecasted situation that will replenish the reserve and continue the flow of funding to bid and win key events.

Economic and Travel Volatility

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

- Inflation, rising travel costs, and broader economic conditions introduce uncertainty in visitor demand and discretionary spending, creating variability in tourism performance.
- Tourism is currently leveraging Provincial and Federal destination marketing organization colleagues and resources to forecast potential macroeconomic changes, to update and adjust the potential impacts on Regina's visitor economy.

Tourism Infrastructure and Experience Gaps

- Evolving visitor expectations, coupled with gaps in attractions and product development (e.g., Indigenous tourism offerings), present long-term challenges to competitiveness, destination awareness, and seasonality.
- Tourism will look to meet with industry and community leaders that may have interest as potential tourism product operators and support their efforts through expertise and connections with Provincial and Federal resources intended for destination development.

Operating Budget Summary

Amounts in ($ 000,000S)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source					
Fees and Charges Revenues	0.3	-	-	-	-
Total Own Source	**0.3**	**-**	**-**	**-**	**-**
Corporate Revenue	0.6	0.6	0.6	-	-
Total Revenue	**0.8**	**0.6**	**0.6**	**-**	**0.00%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	0.9	1.0	1.2	0.2	20.00%
Professional & External Services Expenses	0.6	0.3	0.2	(0.1)	(33.33)%
Community Investment Expense	0.4	0.4	0.4	-	-
Material Goods & Supplies Expenses	-	0.1	0.1	-	-
Total Expenses	**1.9**	**1.8**	**1.9**	**0.1**	**5.56%**
Net Funding Requirement before Reserve Activity	**1.1**	**1.3**	**1.3**	**-**	**-**
Reserve Activity	**0.1**	**-**	**-**	**-**	**-**
For Approval	**1.2**	**1.3**	**1.3**	**-**	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	5.00	4.00	4.00
In Scope	4.00	5.00	6.00
Total Positions	**9.00**	**9.00**	**10.00**

Analysis of Changes

2026 Approved Tax Allocation	**1.3**
Base Salary Changes	0.1
Reallocation of existing salary budget and reclassify existing role (1 FTE)	0.1
Reduction in external services to support the reallocation	(0.1)
2027 Proposed Tax Allocation	**1.3**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix A - General Operating Services

Service Partners and Community Grants

Amounts in ($ 000,000s)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Corporate Revenue	4.9	4.6	4.5	-	-
Total Revenue	**4.9**	**4.6**	**4.5**	**-**	**-**
J200 - Regina Exhibition Association Ltd	11.0	10.8	10.8	-	-
J201 - Economic Development Regina	2.1	2.0	2.0	-	-
J202 - Provincial Capital Commission	2.7	2.7	2.7	-	-
Total Expenses	**15.8**	**15.5**	**15.5**	**-**	**-**
For Approval	**10.9**	**10.9**	**11.0**	**-**	**-**

For additional information on Economic Development's request please refer to Appendix B2.

For additional information on Provincial Capital Commission's request please refer to Appendix B1.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

REGINA

Appendix A - General Operating Services

Regina Police Service

Amounts in ($ 000,000s)	2025 Actual	2026 Budget	2027 Budget	2027 vs 2026 Budget	
REVENUES BY CATEGORY					
Own Source	**15.5**	**15.7**	**17.8**	**2.1**	**13.38%**
Corporate Revenue	33.8	34.4	36.6	2.3	**6.69%**
Total Revenue	**49.3**	**50.1**	**54.4**	**4.4**	**8.78%**
Total Expenses	**125.0**	**131.9**	**142.7**	**10.8**	**8.19%**
Net Funding Requirement before Reserve Activity	**75.7**	**81.8**	**88.2**	**6.4**	**7.82%**
Reserve Activity	**(0.6)**	**-**	**-**	**-**	**-**
For Approval	**75.1**	**81.8**	**88.2**	**6.4**	**7.82%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

REGINA

Appendix A - General Operating Services

How to Read the Service Descriptions

A quick guide to understanding the purpose, service information and financial details presented in each appendix.

Overview

- Provides a brief description of the service and its purpose.
- Use this section to understand the service context before reviewing the financial information.

What We Deliver

- Lists the specific products, activities or outcomes delivered through the service.
- Identifies the primary work included within the service.

Values and Benefits

- Explains the value the service provides to residents, customers and the organization.
- Highlights the intended outcomes and benefits of continuing the service.

Customers, Stakeholders and Partners

- Identifies groups that receive, influence or support the service.
- Clarifies who is involved in service delivery and who benefits from it.

Key Assets

- Identifies the people, facilities, technology, equipment or other resources important to service delivery.
- Helps explain what must be maintained to deliver the service effectively.

Service Level Gaps and Risks

- Describes gaps between approved service levels and the resources currently available.
- Highlights operational, financial or capacity risks that may affect delivery.
- Review this section alongside the budget and staff information to understand funding pressures.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Operating Budget Summary

- Shows revenues, expenses and the resulting funding requirement for the service.
- Amounts are presented in thousands or millions of dollars, as identified in the column heading.
- Actual results are compared with approved budgets and the multi-year outlook.
- The final comparison column shows the dollar and percentage change between the current and previous budget years.
- Revenue and expense categories are grouped to show the main sources of funding and spending.

How to Read the Budget Columns

- Actual: Reports the prior year's actual financial results.
- Budget: Reports the approved amount for the current and future years shown.
- Year-over-year Change: Shows the difference between two budget years. Positive expense changes generally indicate higher planned spending; negative amounts indicate reductions.
- Percentage Change: Expresses the year-over-year change as a percentage. A dash indicates no amount or no applicable change.

Key Budget Lines

- Total Revenue: The combined value of all revenue categories.
- Total Expenses: The combined cost of delivering the service.
- Net Funding Requirement Before Reserve Activity: The amount required after revenue is applied against expenses, before reserves are considered.
- Reserve Activity: Shows planned contributions to or withdrawals from reserves.
- For Approval: The final amount requested for approval after all adjustments and reserve activity.

Staff Complement

- Shows the planned number of full-time equivalent positions, or FTEs, by employee category.
- FTEs measure funded positions and may not represent the exact number of employees.
- Compare years to identify planned additions, reductions or changes in workforce composition.
- Use this section with the operating budget to understand how salary and benefit costs align with staffing levels.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix A - General Operating Services

Analysis of Changes to Operating Budget

- Explains the significant adjustments between the current approved budget and the forecast for the next year.
- Each line identifies a specific driver, such as salary changes, reallocations, new funding or reductions.
- Positive amounts generally increase the budget; amounts in parentheses reduce it.
- Reconciles the starting tax allocation to the forecasted ending allocation.
- Use this section to understand not only what changed, but why it changed.

Rounding Note

- Figures may not add precisely to reported totals because values are rounded.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix B #1: PCC - Service Partner Budget Requests

Provincial Capital Commission
Wascana Centre | Government House

September 18, 2026

City Council
City of Regina
P.O. Box 1790
REGINA SK S4P 3C8

Dear Members of Council:

The Provincial Capital Commission (PCC) requests a total investment of $2.719 million from the City of Regina in 2027-28 to support operations and community-use capital projects as well as maintenance of City-owned assets with Wascana Centre. This request maintains the City's contribution at its current level and represents no increase from 2026-27.

The PCC recognizes the financial pressures facing the City of Regina and its residents. In maintaining a status quo request for 2027-28, the PCC is seeking to provide budget certainty while preserving the services, public spaces and infrastructure that Regina residents rely on throughout the year. It is important that this request be understood in the context of a more significant long-term financial sustainability challenge for the PCC.

I. VALUE FOR REGINA RESIDENTS

Wascana Centre is one of Regina's defining public spaces and one of North America's largest urban parks, encompassing approximately 1,900 acres. Together with Government House, it provides residents and visitors with access to nature, recreation, history, culture, education and community gathering spaces. Wascana Centre is also home to prominent civic and provincial destinations, including the Legislative Building, the MacKenzie Art Gallery, the Royal Saskatchewan Museum, the Saskatchewan Science Centre and Leibel Field.

The PCC is a public asset governed by the Board of Directors (Board) comprised of representatives of the Government of Saskatchewan, the City of Regina, and the University of Regina. The PCC's mission is to enhance pride and quality of life for the general public, tenants and landowners, users and future generations. The PCC is responsible for the preservation and stewardship of the land, heritage and culture; enhancement and maintenance of assets and service delivery; facilitation of visitor experiences; and regulation of use.

Investing in the PCC keeps Wascana Centre and Government House beautiful, safe and accessible. For the City of Regina, it is where Regina people gather, play and enjoy this beautifully landscaped park surrounded by a scenic 300-acre lake with water features, an oasis in the middle of the city. For the Province of Saskatchewan, it is where the seat of government and numerous historic buildings of significance are located. For the University, it is a campus that attracts students and provides research opportunities to innovate and to examine and sustain prairie ecology.

The PCC's work directly supports the daily experience of Regina residents and visitors through:

- maintenance of pathways, public washrooms, parking areas, picnic and recreation spaces;
- snow removal and year-round access to public areas;
- stewardship of the urban forest and horticultural displays;
- management of pests, invasive species, and wildlife;
- planning and delivery of community-use capital projects;
- support for public events, celebrations, and educational programming; and
- preservation of significant natural, cultural, and heritage assets.

These services extend beyond the maintenance of a park. They support public health and recreation, tourism, environmental stewardship, community connection and Regina's identity as Saskatchewan's capital city. PCC-managed spaces provide accessible places for people to walk, cycle, paddle, ski, gather, participate in sports and attend community events. PCC programming and events are community-focused and are generally offered free of charge or at a nominal cost.

The City of Regina also receives direct value from PCC's specialized capacity. PCC maintains City-owned assets within Wascana Centre, coordinates closely with City officials on forestry, horticulture and pest management, and operates greenhouses that provide annual plant material through a partnership arrangement.

The City of Regina's 2026-27 investment has enabled the PCC to maintain safe, accessible and welcoming public spaces while advancing priority community-use capital projects. This includes continued year-round maintenance and visitor services, renewal of pathways and public washrooms, improvements to picnic and event spaces, investment in fleet and support infrastructure, and ongoing stewardship of Wascana Centre's urban forest, horticultural displays, shoreline and natural habitats. The funding also supports educational programming, public events and more than 300 permitted outdoor events each year, helping ensure that Wascana Centre and Government House continue to serve residents as important recreation, cultural and community destinations.

The City of Regina's 2026 Growth Monitoring Report reinforces the importance of planning for sustained demand on these public spaces. Regina's population was estimated at approximately 255,395 as of July 1, 2024, and is projected to reach approximately 369,600 by 2051. Growth through new neighbourhoods and intensification near Wascana Centre will bring tens of thousands of additional residents within convenient access to Wascana Centre. For the PCC, this growth will increase use of pathways, washrooms, event spaces, recreation amenities and natural areas, adding to operating, maintenance and capital-renewal requirements. Long-term funding and asset planning are therefore necessary to ensure that Wascana Centre can continue to meet the needs of a growing capital city.

II. THE 2027-28 BUDGET REQUEST

Grant Investment $2.719 million

For 2027-28, PCC is maintaining the City of Regina's grant request at $2.719 million. Under the status quo budget, PCC expects total expenses of approximately $15.171 million.

The PCC Board has approved the status quo spending plan for 2027-28. Consistent with PCC's statutory governance framework, the funding requests submitted to the partners are based on the spending plan approved by the Board.

(numbers in thousands)	***Province****	***City***	***University***	***Total***
2026-27 Funding	$ 7,471	**$ 2,719**	$ 800	**$ 10,990**
Total 2027-28 Funding Request	$ 7,363*	**$ 2,719**	$ 800	**$ 10,882**

**$108K Information technology budget centralization at the Ministry of SaskBuilds and Procurement; no net budget impact to the PCC.*

Partner grant requests are offset by internally generated revenue of approximately $1.255 million. Internally generated revenues include service revenue, rental revenue, development and application fees, donations, interest revenue and miscellaneous revenue.

Although the 2027-28 budget can be balanced in the short term, it requires a transfer of approximately $3.034 million from accumulated surplus. Of this amount, approximately $2.607 million supports community-use capital investment and approximately $427,000 covers a modest operating shortfall.

The PCC's accumulated surplus is therefore serving two essential but fundamentally different purposes: addressing ongoing operating pressures and renewing public-facing infrastructure. Continued reliance on a finite reserve to fund recurring operations and community-use capital projects is not a sustainable long-term model.

III. A NARROWING WINDOW FOR A LONG-TERM SOLUTION

PCC's accumulated surplus is anticipated to be depleted in 2028-29; therefore, the future financial sustainability of the PCC is at risk. After 2027-28, the PCC will not be able to continue addressing both operating pressures and community-use capital requirements in the same manner. Without a sustainable funding response, future decisions could involve deferring infrastructure renewal, reducing service levels or reconsidering the scope and timing of work that supports safe, accessible and welcoming public spaces.

Deferring necessary investment will not eliminate the underlying need. It will transfer costs and risks into future years as infrastructure ages and renewal requirements accumulate. For the City of Regina, the concern is particularly relevant because the condition, accessibility and reputation of Wascana

Centre directly affect Regina residents, City-owned assets and the broader experience of Saskatchewan's capital city.

The contribution framework for funding partners is defined in *The Provincial Capital Commission Act*. Percentages of costs for funding partners are: 55% for the Government of Saskatchewan, 30% for the City of Regina and 15% for the University of Regina. As a result of utilizing PCC's accumulated surplus, the actual share of true operating and capital costs for each of the funding partners has been less. For example, maintaining the current level of investment for each partner in 2027-28 will result in an actual share of true cost of 53% ($7.363 million) for the Government of Saskatchewan, 20% ($2.719 million) for the City of Regina and 6% ($0.8 million) for the University of Regina.

The PCC is not requesting that the City of Regina or other partners address the difference between legislated and actual funding percentages through this 2027-28 submission. The comparison is provided to demonstrate why all partners need to participate in developing a coordinated and sustainable long-term funding solution for Wascana Centre and Government House.

IV. MOVING FORWARD TOGETHER

The PCC believes that the most responsible course of action is to use 2027-28 as a transition year. The status quo request provides near-term predictability, but it must be accompanied by meaningful partner discussions about a sustainable funding framework.

The PCC is committed to working collaboratively with the City of Regina, the Government of Saskatchewan and the University of Regina to:

- establish a shared understanding of the operating and capital funding required to sustain PCC-managed assets and services;
- reduce reliance on accumulated surplus for recurring operating costs;
- develop a predictable multi-year approach to community-use capital renewal;
- clarify the respective responsibilities and contributions of the funding partners; and
- provide sufficient lead time for future funding requirements to be incorporated into each partner's budget process.

This approach would allow the partners to move beyond annual short-term decisions and toward a funding model that supports responsible asset management, service continuity and long-term affordability. It would also provide City Council with greater transparency about future requirements and the consequences of alternative funding or service-level decisions.

V. REQUEST TO COUNCIL

The PCC respectfully requests that the City of Regina:

1. approve a 2027-28 contribution of $2.719 million, maintaining the City of Reginas current funding level;
2. recognize that continued reliance on accumulated surplus is a time-limited measure rather than a sustainable funding strategy; and
3. actively and collaboratively participate in discussions with the PCC, the Government of Saskatchewan and the University of Regina to develop and implement a long-term funding solution before the PCC's accumulated surplus is depleted, including a review of the legislated partner funding framework and the contributions required to sustain Wascana Centre and Government House into the future.

The PCC Administration will reach out to City Administration in the coming weeks to schedule an initial discussion.

The City of Regina's investment supports much more than the annual operation of the PCC. It helps protect public spaces and infrastructure that contribute to Regina's quality of life, environmental health, civic identity and attractiveness as a place to live, work, visit and invest.

The PCC values its partnership with the City of Regina and appreciates City Council's continued stewardship of these important public assets. By maintaining support in 2027-28 and engaging in a forward-looking funding discussion, the City of Regina can help ensure that Wascana Centre and Government House remain safe, accessible, resilient and welcoming for current residents and future generations.

VI. SUPPLEMENTARY INFORMATION

The PCC's Board-approved 2027-28 Spending Plan is in Appendix A. Information on Board structure and governance is in Appendix B.

Sincerely,

Drew Wilby
Chair of the Board

Jenna Schroeder
Executive Director

APPENDIX A

Provincial Capital Commission	2025-26 Actual ($000s)	2026-27 Budget ($000s)	2026-27 Forecast ($000s)	2027-28 Preliminary Budget ($000s)
Revenue				
Grants				
Government of Saskatchewan	7,705	7,471	7,471	7,363
City of Regina – Operating Grant	2,719	2,719	2,719	2,719
University of Regina	800	800	800	800
PCC Generated Revenue	1,159	1,192	1,103	1,255
Transfer from Surplus Account- Capital Investment	1,605	2,964	2,964	3,034
Total Revenue	**13,988**	**15,146**	**15,057**	**15,171**
Expenses				
ED Office	461	562	548	570
Finance and Corporate Services	752	1,045	798	920
Accommodation	3,356	3,611	3,584	3,692
Outreach and Visitor Experience	1,685	1,753	1,715	1,763
Stewardship and Operations	745	832	756	849
Forestry	838	891	898	893
Horticulture	776	798	740	825
Maintenance	3,161	2,982	3,157	2,982
Development and Infrastructure Projects	2,132	2,607	2,538	2,607
Amortization	84	65	65	70
Total Expenses	**13,988**	**15,146**	**14,799**	**15,171**
Surplus (Deficit)	-	-	**258**	**(0)**
Accumulated Surplus, beginning of year	**9,615**	**8,113**	**8,113**	**5,149**
Adj to Beginning Accumulated Surplus	**103**			
Transfer to Community Use Capital Investment	**1,605**	**2,964**	**2,964**	**3,034**
Accumulated Surplus, end of year	**8,113**	**5,149**	**5,407**	**2,115**
		Operating Deficit		427
		Major Projects		2,607
			Total	3,034

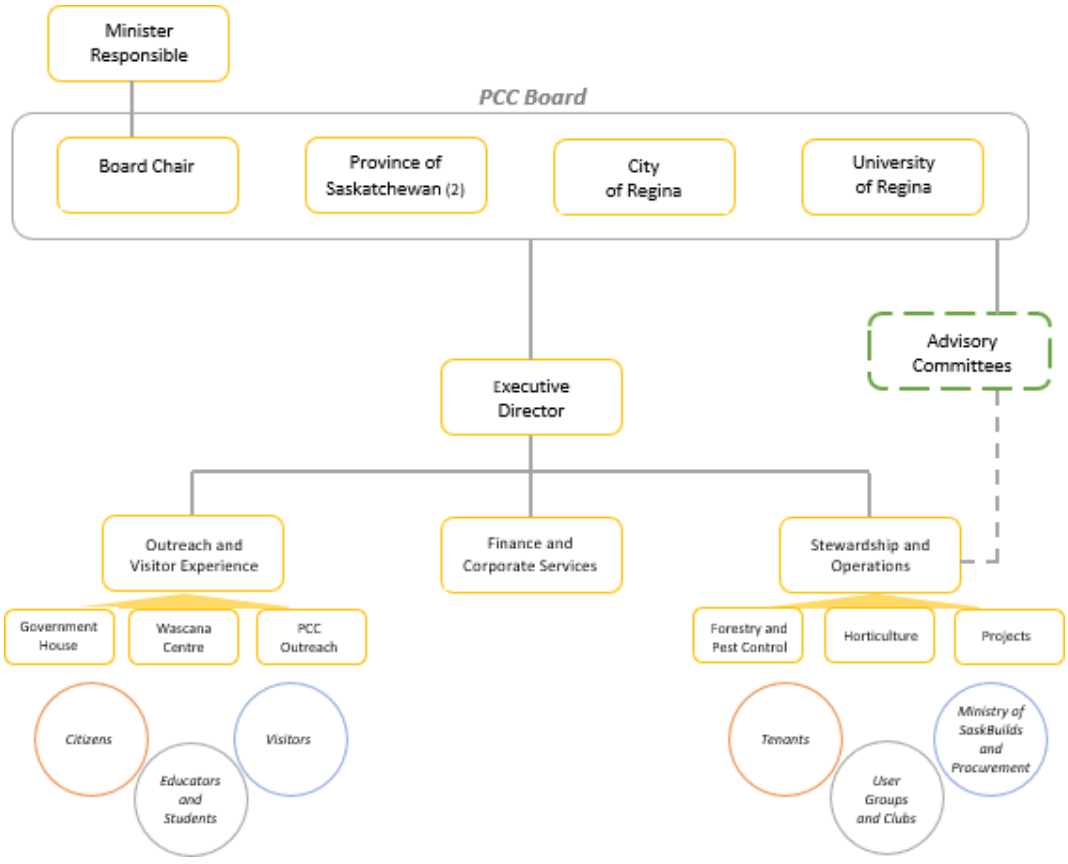
APPENDIX B

Provincial Capital Commission
Wascana Centre | Government House

Hope and Dream
We desire a world where plants, animals and people thrive in co-existence, and where natural and built environments are in harmony and bring beauty and fulfillment to the lives of all.

Mission
The Provincial Capital Commission (PCC) enhances pride and quality of life for the general public, tenants and landowners, users and future generations. PCC is a public asset governed by a board of directors comprised of representatives of the Government of Saskatchewan, the City of Regina and the University of Regina. The PCC is responsible for the preservation and stewardship of the land, heritage and culture; enhancement and maintenance of assets and service delivery; facilitation of visitor experiences; and regulation of use.

Vision
PCC provides beautiful, protected and cherished places and spaces to experience nature, history, learnings and events. Designed for its prairie eco-system, it is relevant for the now and sustainable for the future. We are proud of and celebrate the PCC as an important part of our provincial identity.



Appendix B #2 EDR - Service Partner Budget Request

Economic Development Regina

Budget Proposal

FY2027

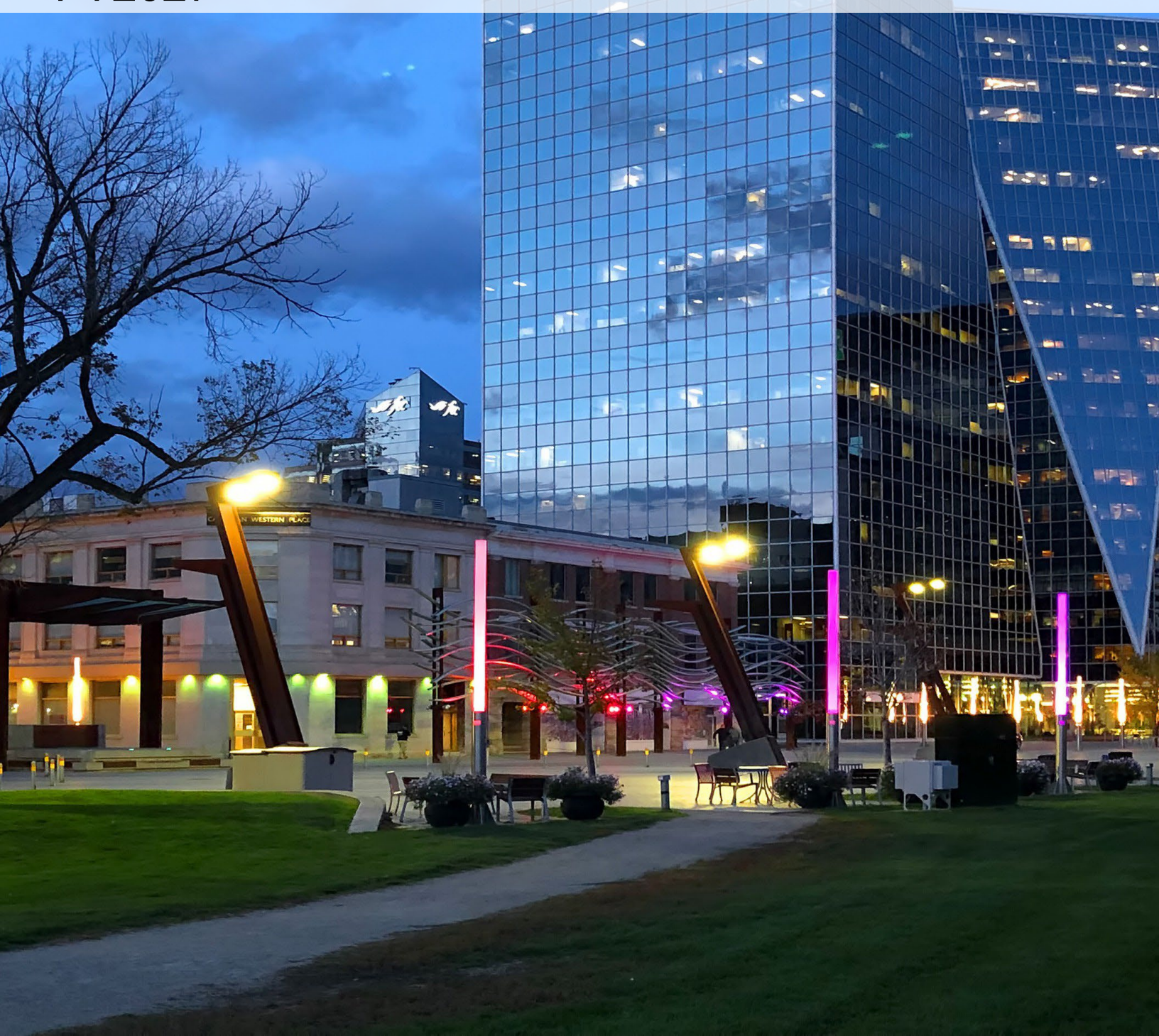


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TO Regina City Council

FROM Economic Development Regina Inc.

DATE September 18, 2026

RE 2027 Budget Submission to the City of Regina

Summary of request. Economic Development Regina (EDR) is requesting $1,980,000 in City of Regina funding for 2027.

This is the same amount approved by city council for 2026 . This below the $2,100,000 EDR received in 2025. The 2027 request represents approximately **0.54% of the City's total municipal tax levy**, or roughly **$13.70 per year for the average homeowner, about $1.14 per month**.

EDR's activity also contributes back to the same tax base this request draws from. Investment and business growth supported by EDR adds new assessed value to Regina's tax base, which in turn generates municipal revenue.

Over the past year, the new residents and businesses EDR helped bring to Regina added an estimated **$45 million in new assessed value**, generating approximately **$507,000 in additional municipal tax revenue**. This is equivalent to approximately **$0.26 in estimated new municipal tax revenue for every dollar of City funding provided to EDR**.This calculation does not capture the full fiscal return from EDR's work. It does not yet include the tax-base impact of local business expansions supported by EDR. EDR has not historically collected the square footage and capital investment information required to translate that business growth into new assessed value.

The business growth itself is measurable. Over the past year, EDR supported **25 existing Regina businesses**, which added an estimated **$2.6 million in new annual revenue and supported 225 jobs**. EDR is improving its data collection so that future reporting can better connect this type of business growth to its impact on the City's tax base.

EDR is introducing this fiscal analysis in direct response to Council's interest in clearer, more tangible measures of EDR's outcomes. Going forward, EDR intends to report both the broader economic outcomes of its work and, where the data allows, the resulting fiscal impact for the City.

EDR has reduced its own costs before bringing this request forward. EDR has taken steps to reduce its operating costs before bringing this request forward.

- **Software and technology:** A full review reduced these costs by **18.4%**, while increasing EDR's reporting and CRM capacity.

- **Occupancy:** EDR's projected 2027 occupancy cost is **$220,321**. EDR is requesting **$110,160** in City funding toward this cost, with the remainder addressed through a co-location strategy already underway.
- **Financial and operations leadership:** A portion of this work has moved to local fractional, vendor-supported model rather than fixed headcount.

EDR has also identified a direct saving for City Administration. Working with City Administration, EDR identified a redundant Conference Board of Canada economic data subscription (Signal 49). The City will discontinue its own subscription and access the data through EDR's existing subscription.

This removes **$10,077.69 in annual cost from the City's budget**, while maintaining access to the same data and analysis used by City Administration on projects such as the City Centre strategy.

City funding supports EDR's core economic development mandate. If this went unfunded, it would not be a program that pauses. It is the underlying function that disappears. This mandate includes the following:

- Reaching out to and building relationships with companies and investors who might bring their business to Regina, meeting with them directly to make Regina's case, and helping them through the process of choosing a site
- Working with existing and prospective businesses on growth and expansion, tracking new investment opportunities, and helping existing Regina businesses stay in the city
- Bringing an economic development perspective into the City's policy work
- Providing insight and analysis on local businesses, so decisions across the community are based on good information, including strengthening business cases and funding applications with data, from initial development through to outputs, and providing data and analysis used directly by City Administration

Every dollar of City funding brings in additional investment. For every dollar the City provides, EDR brings in an estimated $0.44 in grants, partnerships and program revenue, based on the 2027 forecast, up from $0.31 in 2025. This growth reflects EDR's active work to diversify and grow its funding base beyond the City. This additional funding exists because EDR is structured at arm's length from the City. Non-municipal funders, provincial and federal partners, and private investment partnerships fund or partner with EDR in ways they would not with a City department, because EDR is not part of the City's own organization. EDR is also actively securing cost share funding from organizations whose activities occur outside city limits but generate economic benefit for Regina, meaning a growing share of this regional work, alongside EDR's core investor outreach and business growth mandate, is funded by partners with a direct stake in the outcome, not by the City alone.

EDR's efforts generated measurable results for the City this year. The following examples show what EDR does day to day, drawn from the mandate above: investor outreach and site

selection, business growth and retention, policy input, or data and analysis. They also show what happened as a direct result, the economic impact that followed, and why that outcome matters to Regina specifically, whether through the tax base, employment, investment attracted, or business retained. They span the range of investment EDR pursues, from large transformational projects to smaller, faster-moving ones, since both are necessary for sustained economic growth.

Cargill, a multi-year transformational investment. Projects of this scale do not fit neatly into a single year KPI structure. Cargill's canola crush plant took approximately six years from initial work to opening, and required collaboration across many partners, including the Province, federal partners, local landowners, and Cargill itself, none of whom could have delivered this investment alone. EDR's role was to help keep the project moving forward over that span. This included supporting the development of Regina's Agriculture and Food Innovation Strategy in 2020, evaluating the bioeconomy opportunity in 2022, providing local market intelligence, supporting early site selection discussions, and maintaining relationships through construction and opening. As local partnerships strengthened and the project matured, EDR's direct facilitation role decreased. That is a sign the project was succeeding and moving through the process as intended, not a gap in EDR's contribution. A project this size is never the result of one organization acting alone, and EDR is not seeking sole credit for it.

Cargill selected the Global Transportation Hub for the plant itself, based on the site's own fundamentals. The benefit to Regina is not the site decision, but the economic activity that follows. Construction created approximately 1,400 jobs during the build. On an ongoing basis, the facility supports 100 permanent jobs and approximately 95 contract positions, along with an estimated 55 new residents drawn to Regina by the project, increased demand for local suppliers, contractors, and service providers, and a strengthened regional position in value-added agriculture and the bioeconomy that supports the next investment decision.

Media Production Company A. A smaller, faster-moving investment. This opportunity came through the Saskatchewan Ministry of Trade and Export Development's International Singapore office. EDR evaluated the company's fit with Regina, helped it establish here, providing local market information, office location options, introductions to accounting and legal professionals, and support through incorporation and immigration. The company selected Regina, established operations, and EDR continues to support the company through its first year in market. They are expected to produce two films in 2026 and are building a slate for 2027, with each production expected to create approximately 50 jobs, including union positions.

- Annual operating expenditure across two productions, $703,044
- Annual economic output across two productions, $934,346
- Employment across two productions, 100
- Annual city revenue, $41,480

Most investment does not arrive as a $350 million project. It arrives as a small office that grows, and that growth still means new capital, talent, and jobs in Regina that were not here before.

HSB. A specialized growth investment. The Saskatchewan Ministry of Trade and Export Development connected HSB with EDR to establish their Canadian office in Regina. As a former resident, co-founder Udaya Silva was keen to move back to the city and re-establish roots. EDR's work included verifying whether Regina could support HSB's work, introducing the company to the specific suppliers and partners it needs, and supporting its move here. Once established, EDR connected HSB with its program for helping new companies expand. HSB is projected to grow from two jobs today to as many as 30 within three to five years, jobs at the company itself, plus jobs it supports at local suppliers, with annual city revenue projected to grow from $29,500 today to as much as $398,000 at that scale. Local companies bidding on projects that need a mix of specialized skills are also strengthened by having HSB in Regina.

From Udaya Silva - *"Choosing Regina was both a business decision and a personal one. The team at Economic Development Regina has been genuinely welcoming, connecting us with the right people at both the Saskatchewan and federal levels, helping us confirm the city could support the specialized aerospace engineering we do, and making our move smooth. Beyond our own growth, we want to help build a homegrown aerospace engineering skillset here, partnering with the province's academic institutions to develop the next generation of talent."*

Overall Activity and Results

Over the past 12 months:

Investment attraction

- **116** companies and investors met directly.
- **30** serious prospects followed up.
- **4** new investment opportunities identified and pursued.
- **3 investments** chose Regina.

Business growth and retention

- **25 existing Regina businesses** supported through the Upscale cohort program and direct Business Growth support.
- **$2.6 million** in estimated new annual business revenue.
- **225 jobs** supported.

Together, this activity is estimated to have attracted **620 new residents to Regina**.

EDR's work is directly aligned with the City's own priorities. EDR's work is directly aligned with the City's 2026 to 2029 Strategic Plan.

EDR developed this alignment with City Administration rather than setting its direction separately. Of the City's four priorities, EDR's work aligns most directly with **Prosperity**, particularly through:

- Investment attraction.
- Business growth and scaling.
- Entrepreneurship.
- Sector development.

This work is supported by tools and programs already in place, including the **Regina Prosperity Matrix, monthly Economic Briefs, State of Small Business report, Upscale cohort program and Grow Regina investment partnership**.

EDR also contributes to the City's **Vibrancy** priority, although this role is more limited following the formal separation of EDR and Tourism in 2022. EDR continues to support Vibrancy through Regina 25 and the State of Economy event. Neither initiative is included in this funding request. Regina 25 will proceed through sponsorships secured by EDR, while the State of Economy event will be supported through sponsorships and ticket sales.

Inclusive Economic Development. EDR has strengthened its working relationship with the City's Director of Indigenous Relations and is integrating this collaboration into its business attraction, growth and expansion work rather than treating it as a separate function.

This request includes a **$120,000 reallocation for a dedicated inclusive economic development staff position**, along with related engagement and development activity.

The work will be guided by the City's Indigenous Framework, kâ-nâsihcikêwin, including its principle of miskâsowin, finding one's sense of origin, self and belonging.

The specific activities and priorities will continue to be shaped through EDR's relationships with the City and Indigenous partners.

This request is made in the context of a modest projected shortfall of $48,514 in EDR's overall 2027 financial forecast. A full budget table, including this shortfall, is presented as part of this submission.

Request. EDR respectfully requests that Council approve funding of $1,980,000 to Economic Development Regina Inc. for the 2027 fiscal year, in accordance with this submission and the accompanying budget.

EDR welcomes the opportunity to answer any questions Council may have ahead of the formal budget submission.

Economic Development Regina FY2027 Budget

	City Funded	EDR Funded	Total Budget
Funding			
City of Regina Core Funding	$1,980,000	-	$1,980,000
Partner Contributions	-	$344,418	$344,418
Project Funding - Business Growth Program	-	$154,248	$154,248
Grow Regina Partnership Program	-	$250,000	$250,000
Other Revenue	-	$130,000	$130,000
Total Funding	$1,980,000	$878,666	$2,858,666
Expenses			
Salaries & Benefits	$962,619	$412,551	$1,375,170
Occupancy	$110,160	$110,160	$220,320
General & Admin	$75,697	$32,441	$108,138
Professional Fees	$216,895	$92,955	$309,850
Promotion & Publicity	$83,101	$35,615	$118,716
Recruitment & Education	$29,171	$12,502	$41,673
Travel	$17,669	$7,573	$25,242
Corporate Program Costs	$430,438	$200,133	$630,571
Marketing & Communications	$54,250	$23,250	$77,500
Total Expenses	$1,980,000	$927,180	$2,907,180
Surplus (deficiency) of funding over expenses	**-**	**($48,514)**	**($48,514)**

Budget Proposal FY2027

	FY2026 Budget	FY2026 Forecast	FY2027 Budget	FY2028 Budget
Funding				
City of Regina Core Funding	$1,980,040	$1,980,000	$1,980,000	$1,980,000
Partner Contributions	$380,000	$300,091	$344,418	$354,750
Project Funding - Business Growth Program	$166,670	$153,704	$154,248	$158,875
Grow Regina Partnership Program	$275,000	$265,416	$250,000	$257,500
Other Revenue	$13,500	$23,346	$130,000	$233,900
Total Funding	$2,815,210	$2,722,557	$2,858,666	$2,985,025
Expenses				
Salaries & Benefits	$1,615,500	$1,287,931	$1,375,170	$1,416,424
Occupancy	$220,180	$217,042	$220,320	$226,931
General & Admin	$83,620	$76,158	$108,138	$111,382
Professional Fees	$35,900	$229,572	$309,850	$319,146
Promotion & Publicity	$22,500	$50,292	$118,716	$122,276
Recruitment & Education	$23,500	$26,019	$41,673	$42,924
Travel	$11,300	$14,692	$25,242	$25,999
Corporate Program Costs	$397,870	$394,555	$630,571	$649,489
Marketing & Communications	$548,300	$434,710	$77,500	$79,825
Total Expenses	$2,958,670	$2,730,971	$2,907,180	$2,994,396
'Deficit of funding over expenses	**($143,460)**	**($8,414)**	**($48,514)**	**($9,371)**



ECONOMIC DEVELOPMENT
REGINA

THE CORNER OFFICE | CFO

Where Innovation Meets Financial Excellence

REGINA PUBLIC LIBRARY

Board of Directors

2311 12th Avenue
PO Box 2311
Regina, Saskatchewan
Canada S4P 3Z5

September 25, 2026

Mayor Chad Bachynski
Members of City Council
City of Regina
PO Box 1790
Regina, SK S4P 3C8

Dear Mayor Bachynski and City Councillors,

Under Section 22(1) of *The Public Libraries Act, 1996*, the Library Board requests that Council approve the Library 2027 mill rate request and approve, in principle, the 2028 mill rate request.

The Library Board is requesting a 2027 library mill rate increase of 3.99% for general operations and a 2027 new central library related mill rate increase of 11%.

The 3.99% library mill rate increase is approximately equivalent to a 0.36% increase in the City mill rate, which is about an 82-cent increase per month for the average homeowner. The 11% new Central Library mill rate increase is equivalent to about a 1% increase in the City's mill rate. This is about a $2.27 increase per month for the average homeowner

The Library Board is requesting approval in principle of a 2028 library mill rate increase of 11% for the Central Library Renewal project and 4.04% for general operations.

The Library Board submits this mill rate request as citizens entrusted to provide and steward public library services for our customers, and with the knowledge that it is required to operate the library system effectively and efficiently.

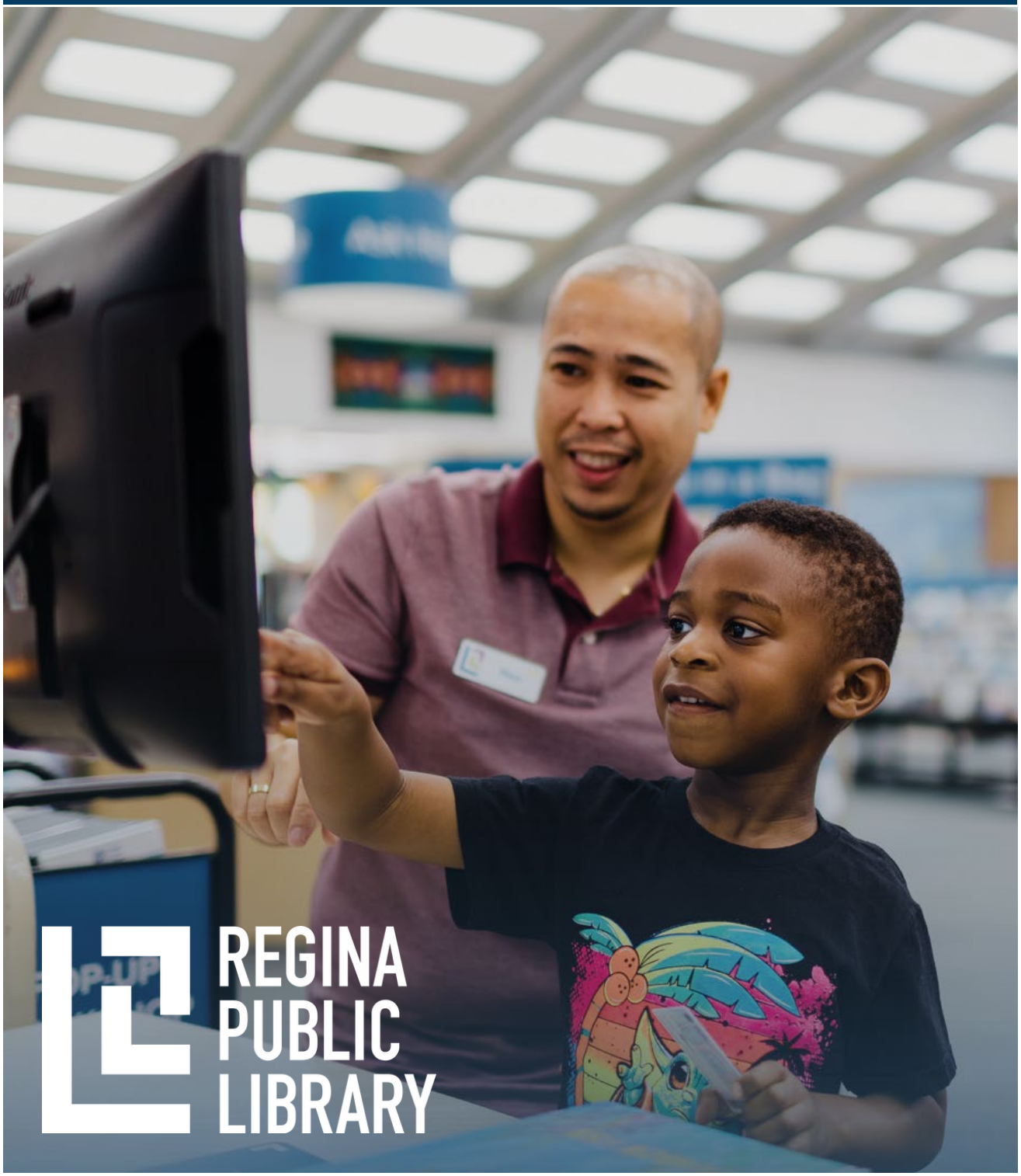
Sincerely,



Marj Gavigan, Chair
Regina Public Library Board of Directors

Encl.

2027 MILL RATE REQUEST



2027 and 2028 Mill Rate Requests

Regina Public Library is pleased to present its 2027 and 2028 mill rate request for our regular operations and for central library renewal.

Mill Rate Request for Library Operations

The increases to our library mill rate described below will support our annual operating budget in 2027 and 2028.

Year	Library mill rate increase request (over the previous year)	City mill rate increase equivalent	Increase per year for the average homeowner[1]	Increase per month for the average homeowner
2027	3.99%	0.36%	$9.89	82 cents
2028	4.04%	0.37%	$10.01	83 cents

We are requesting a 3.99% increase to the library mill rate for 2027, which is lower than the 4.33% in the 2027 mill rate request presented to City Council in 2025 as a part of the previous two-year budget process.

We estimate a 4.04% mill rate increase for 2028. This 2028 rate is provided to Council for information as RPL will return in 2027 with an updated 2028 mill rate increase for approval.

The 3.99% library mill rate increase is approximately equivalent to a 0.36% increase in the City mill rate, which is about an 82-cent increase per month for the average homeowner[1].

The mill rate increase is necessary even as the City reassesses property values, which occur every four years. There is a misconception that this increase in assessed property values results in additional revenue for RPL (and the City). However, this is not the case. RPL receives no additional revenue as a result of reassessment: legislated processes make it revenue-neutral. This is one of the main reasons mill rate increases are required, as they are the only significant method to keep up with rising costs.

[1] Calculated based on the City's average residential assessed value of $324,000.

Key Drivers of the Library Operations Mill Rate Request

Salaries and benefits

Salaries and benefits account for over $18 million of library expenses in 2027 and over $19 million in 2028. Salaries typically increase by 3-4% annually, some of which are related to collective bargaining agreements. Salaries and benefits, as with most other public sector organizations, make up a large percentage of the budget at over 60%. Salary increases alone illustrate that mill rate increases below 3-4% are not sustainable.

Some benefit costs also increased, putting further pressure on the mill rate increase.

Digital Collections

The demand for digital collections has increased significantly. Digital item circulation increased by 6% in the first half of 2026 – a significant increase over the previous year. Of most interest are the changes to audiobooks, as a majority of users move from books on CD and other physical formats to digital audiobooks.

This shift to digital materials, especially audiobooks, presents significant challenges to libraries. Libraries face restrictive licensing terms, rising prices, and market consolidation dominated by large vendors. Metered licenses often expire after one or two years, requiring ongoing repurchasing of popular titles at costs far exceeding individual customer prices.

As such, RPL has increased its digital collections budget by $100,000 in 2027 and $99,000 in 2028 to accommodate rising costs and increased demand. We are also addressing these challenges and seeking to improve customer experience by working together with other library systems in SILS to leverage our province-wide purchasing power.

Safety

RPL is adapting to a changing urban landscape and the evolving needs of community members. This is particularly evident at Central Library, and Albert Branch at mâmawêyatitân centre in the north central neighbourhood.

RPL has budgeted a cost of a new crisis worker at mâmawêyatitân centre to provide immediate support for customers in need.

Service Points Master Plan

The Service Points Master Plan (SPMP) provides a working plan for updates and potential changes to branches and service points in Regina.

While we have increased the annual transfer to the Branch Development Reserve to $1.46 million in the 2027 budget, bringing the reserve to approximately $7.5 million at the end of

2027, there will not be sufficient funds in this reserve to properly fund the SPMP at the recommended pace over the long-term without further increasing the annual transfer amounts in future years. This is even more important given the lack of debt availability.

Inflation

General inflation also puts pressure on our budget in many areas such as lease costs, IT costs, and facilities related costs.

Reductions Made in our Budget

RPL is committed to presenting a reasonable budget that is as affordable as possible for Regina taxpayers while offering the high-quality programs and services that the community has come to expect.

With that in mind, RPL rigorously reviewed budget requests from its internal work units to find potential savings.

Through this process we decreased the 2027 library mill rate request from a 4.33% increase to 3.99%. Some of the ways we achieved this are:

- Automated Materials Handling (AMH): We deferred a $90,000 expenditure to implement the system in branches.
- Fleet: We removed $30,000 that was previously allocated to lease a large delivery truck. We were able to purchase a large delivery truck with our vehicle reserve in the second half of 2026, so $30k for a rental in 2027 is no longer needed.
- Crisis worker at mâmawêyatitân centre: We have budgeted RPL paying 50% of the cost instead of 100%, saving approximately $65,000.
- As noted in the table below, RPL has typically requested low mill rate increases, much lower than the average City mill rate increases. This has resulted in additional risk in areas such as increased deferred maintenance on facilities and maintaining services. The mill rate increase in the past couple of years has reduced this risk but not eliminated it. Even with these higher library mill rate increases there still is risk in areas such as deferred maintenance and maintaining operations.
- No full-time equivalent staff increase. No net new positions. The library makes best efforts to add new positions without a budget impact, unless necessary.
- Even though we did increase the transfer to the Branch Development Reserve to maintain branch facilities, we did this reasonably as the need is still much greater than we have budgeted.

Summary of Recent Mill rate Increases for Library Operations

Year	% Increase

2016	2.70%
2017	2.90%
2018	0.00%
2019	1.80%
2020	2.30%
2021	2.90%
2022	2.46%
2023	2.50%
2024	2.27%
2025	4.58% (for regular operations)
2026	3.85% (for regular operations)

Request for Central Library Renewal

In March 2026 Regina City Council voted against debt funding for Central Library Renewal (CLR). With that in mind, in order to save up the entire funds for the project, Regina Public Library is requesting a CLR related mill rate increase of 11% for 2027 and 2028 – equivalent to about a 1% increase in the City's mill rate. This is equivalent to a $2.27 increase per month for the average homeowner (calculated based on the City's average residential assessed value of $324,000).

A mill rate increase of 11% every year is estimated to allow RPL to save enough funds for a new central library by 2035. The previous plan for an annual 5.5% mill rate increase was based on the assumption that this mill rate increase would be used to make debt payments over 30 years, not save up for the entire capital cost. However, since it is unlikely the City will take on debt for the library, the new plan assumes the library will save up the full capital cost. In order to consider affordability to taxpayers, we created a reasonable mill rate request for Central Library by extending our expectations for a new library from five years to ten.

2026 Year-to-date Overview

Metric	Jan-Jun 2026	Jan-Jun 2025	% difference
Hours of service to public	13,225	13,236	0%
Visits to our physical locations	785,073	713,032	10%
Visits to our website (sessions)	601,399	560,431	7%
Active library cards (within 3 years of use)	114,994	110,816	4%
Total items circulated (physical and digital)	1,173,250	1,172,482	0%
Average number of attendees per film screening at RPL Film Theatre at Central Library	22	17	29%
Digital Media Studio bookings at all locations	1,734	1,619	7%
Digital Media Studio bookings at Central Library	1,341	1,091	23%
Total number of programs delivered (includes special events, traditional library programs, school class visits, one-on-one sessions, and all film screenings)	3,286	3,145	4%

Our Impact

Library Customers

In 2025, RPL participated in a national study by the Canadian Urban Libraries Council (CULC) investigating the impact of Canadian urban libraries. The study found that "[RPL] exhibits a well-rounded impact profile, with demonstrated emotional, intellectual, creative, and social impact." In a section of the study on perceptions from both library users and non-users, the report notes that "libraries are highly valued institutions by both users and non-users…even among non-users, 65% agree that a public library is one of the most valuable resources a city can offer its community." The findings from this study reinforce the high customer satisfaction ratings found in the most recent RPL-issued surveys.

According to our most recent statistics, approximately half the population of Regina is an active library cardholder. With so many people using our programs and services, we know that we are making a difference in people's lives.

RPL customers benefit from programs, services, and collections daily.

"[An RPL staff member] has been leading this book club for years and done an amazing job. She welcomed me into book club and has brightened my life considerably." - Paisley, 2026

"I would like to thank you for the amazing programming of international cinema in May and June at RPL Film Theatre! I was especially thrilled that there were two films in French, the Jody [sic] Foster mystery *A Private Life* and François Ozon's *L'Etranger,* which I had been dying to see." – Jeannie, 2026

"I just wanted to reach out and thank Regina Public Library for supplying the mother and labour unit at the general hospital with books to give to families who just gave birth. We recently just had our second child and there was a bag with two books supplied by RPL and we genuinely feel this is such a great gift. Our older son is currently enjoying these two new books and I'm certain our daughter will soon too." – Kayla, 2026

Our Physical Locations

Visits to RPL locations rose 10% in the first half of 2026 compared to the first half of 2025. This far outpaces the estimated increase to the population: Statistics Canada estimated the population of Regina in 2025 grew by about 2% (an estimate of the population of the Regina in 2026 was not available as of this writing).

Central Library continues to be a community hub for the entire city; visits increased by 8% for the first half of 2026 over 2025. People from every ward in Regina visit Central Library. In fact, 22% of RPL cardholders identified Central Library as their home branch in 2025. We are happy with this growth in Central Library visits as it shows the result of our work contributing to Regina's downtown and to the city as a whole.

RPL made changes to its open hours in summer 2026 to align with community need. The changes represent a significant shift for both staff and customers, as hours hadn't been updated for many years. Rationale for the changes arose from a significant review of customer usage data over the last two years and insights from other Canadian urban public libraries. Through these changes, all RPL locations are now open seven days per week, at times when customers access them most. Updates were cost-neutral.

Our Collections

The total number of digital items circulated increased by 6%, led by audiobooks, which saw a 14% increase in circulation. We are happy to meet our customers' demand for the flexibility of digital items. However, as mentioned above in the Key Drivers section, this creates a budget challenge due to restrictive licensing terms, rising prices, and market consolidation dominated by large vendors.

While digital items are expensive, in 2025 we were able to work together with other SILS library systems to purchase shared subscription packages for some high demand

audiobooks. These special purchase plans allowed simultaneous use, eliminated wait times, and significantly reduced costs for some digital items.

While digital collections circulation continues to rise, our physical collections including books, magazines, CDs and DVDs continue to be highly valued by Regina residents, despite seeing a slight decrease in circulation over the first six months of 2025. Children's print materials, specifically, remain a cornerstone of library use, with over 350,000 circulations in the first half of 2026, roughly holding steady compared to the same period in 2025. Altogether approximately 1.2 million digital and physical items have been circulated in the first six months of 2026. Items in our *Library of Things* collection – a collection of non-traditional physical items including radon detectors, regional park passes, and Indigenous language kits – that people can borrow instead of buying saw a 6% increase in checkouts over the first six months in 2026, compared to the same time period in 2025.

Our Programming

RPL continues to offer a diverse range of programs at all RPL locations, as well as online and in the community. Our programming helps a broad range of Regina residents including job seekers, newcomers, teens, children and families, and English as an Additional Language (EAL) learners.

In the first half of 2026, there were nearly 71,000 attendees of all types of programming, which includes special events held on- or off-site, traditional library programming, school class and daycare visits, one-on-one sessions, and film screenings. Traditional library programing (i.e., facilitated group sessions that meet a specific learning or community objective, such as literacy, connection, and belonging to the community) had an 8% increase during this time period compared to last year. This means more people in the community are connecting to RPL resources beyond our collections; it also means our spaces (e.g., meeting rooms) are being activated.

This year's program highlights to date include:

- *Level Up*, our summer reading contest for kids, drew 1,356 participants to log almost 2.5 million minutes of reading in 2025. This annual program helps combat summer slide, the tendency for children to lose school skills over the holiday, and promotes enthusiasm for early literacy that can have lifelong benefits.
- *Money Mission*, an interactive activity simulating real-life scenarios, helps teenagers learn about personal finance outside the traditional classroom setting. RPL acts as a community connector, designing the framework and uniting students with volunteer experts from financial institutions, government agencies, and local businesses. To date, more than 300 students have participated in 2026, with more being planned in the Fall of this year.
- Regina Symphony Orchestra (RSO) provides free concerts at library locations throughout the year, enabling all members of the community to enjoy classical

music. From January to April 2026, there were 952 attendees at these concerts, a 51% increase over the same period in 2025. One explanation for the big increase is the inclusion of child-friendly concerts by the RSO. This provided us with opportunities to invite schools and families, resulting in concerts at full capacity.
- We partner with expert presenters, such as Reverend Elder Deb Anderson-Pratt, who noted that "the library is the first place [she] saw truth and reconciliation in action." She then took on a lead role at RPL to make the library a home for healing and cultural connection through regular smudge offerings for peoples of all cultures.

RPL regularly brings our community together by hosting special events. Special event examples in 2025 include:

- Former Chief Justice of the Supreme Court of Canada and author Beverley McLachlin attracted a sold-out crowd for her presentation on her *Journey through Life and the Law*;
- RPL partnered once again with the Queen City Marathon to bring author Alex Hutchinson to deliver an engaging talk on *Why We Are Wired to Run*.
- Our first *Locked Library*, an immersive after-hours fundraiser event, drew 179 community members to Central Library to solve puzzles in a race to the finish line, celebrating the connection inherent in in-person experiences.

Our Community and Economy

Our corporate aspiration mirrors the City of Regina's: *Welcome home. Canada's most livable city – more time, connection, and opportunity. You belong.* Regina Public Library contributes to this aspiration by lowering cost of living expenses and injecting cash back into the local economy.

For example:

- In 2025, customers saved themselves about $24.2M by borrowing physical library materials instead of purchasing them, and roughly $4.6M by borrowing digital books instead of purchasing them.[2] That is an overall total cost savings of almost $30M for our customers.
- RPL facilitated 145 one-on-one resumé and job coaching sessions in the first half of 2026. If participants were to purchase these sessions from commercial vendors, it would cost a total of around $7.3K in typical service fees. Twelve participants secured new jobs as a result of this support, generating an average income of about $47,000 to inject into the local economy.

[2] Physical library material cost savings is calculated based on the cost of the item to us at the time of purchased multiplied by the total number of physical items circulated. Digital book cost savings is calculated based on an estimate of the average cost of a digital book to individual consumers ($12.99), multiplied by the total number of digital books circulated.

- RPL plays a critical role in supporting a healthy downtown. There were more than 208K visits to Central Library during the first half of 2026. We know that library users will stay downtown to shop, dine, and seek other entertainment; supporting local business and increasing activity.
- We partner with other organizations to meet the needs of Regina's rapidly growing and diversifying community. For example:
  - Our Culture Connect program and weekly smudging ceremonies at Central Library allow participants from all backgrounds to learn about Indigenous cultural traditions from Traditional Knowledge Keepers;
  - The Cops and Readers program promotes literacy and safety awareness for grade three students by providing opportunity for Regina Police Service (RPS) personnel to engage with children from lower socio-economic areas of Regina to establish healthy and positive relationships. The program is a partnership with RPL, RPS and Regina's school divisions.
  - Through an agreement with Saskatchewan Regional Parks Association, free park passes are available for loan from the library, allowing Reginans the opportunity to enjoy the province's regional parks; and
  - Bike repair kits from Bike Regina are available at Central Library.

Our Staff and the Workplace

RPL is proud of the work that our staff does to meet the needs of our customers and of the wider community. In addition, we are committed to working with our staff to promote and improve their morale, well-being, and security.

Our staff's dedication to helping customers is reflected in the positive feedback we receive throughout the year. Examples include:

> "I was… incredibly impressed by their professionalism and customer service. [They] went above and beyond assisting me to logging in, printing and helping me in managing the important tasks that I had to get done by that day! I'm amazed by his generosity and dedication."

> "[A customer who recently started with Accessibility Services] said it's made a huge impact on her life and she has been excited to tell all of her friends and neighbours about it. She can finally read the books that people have been recommending to her, and she's loving every minute of it!"

> "Just finished receiving help from [an RPL staff person], converting a PDF to a word document. She was wonderfully helpful, very knowledgeable - and with a lovely manner. Great to see the library staff very multicultural."

We recognize that maintaining a high level of service to Reginans requires continued support for and investment in our staff. The People and Culture Unit is preparing RPL's regular employee engagement survey. The results will help us understand staff experiences and identify opportunities to strengthen employee engagement.

Our Strategic Plan

In 2025, RPL's Board of Directors finalized a new strategic plan to guide our work from 2026 to 2028. Led by RPL's Board of Directors, the new plan is guided by our aspiration, mission, 10-year vision, values, and strategic imperative. The new plan is available on our website. Our budget is developed with our Strategic Plan as a key focus.

2027 Budget

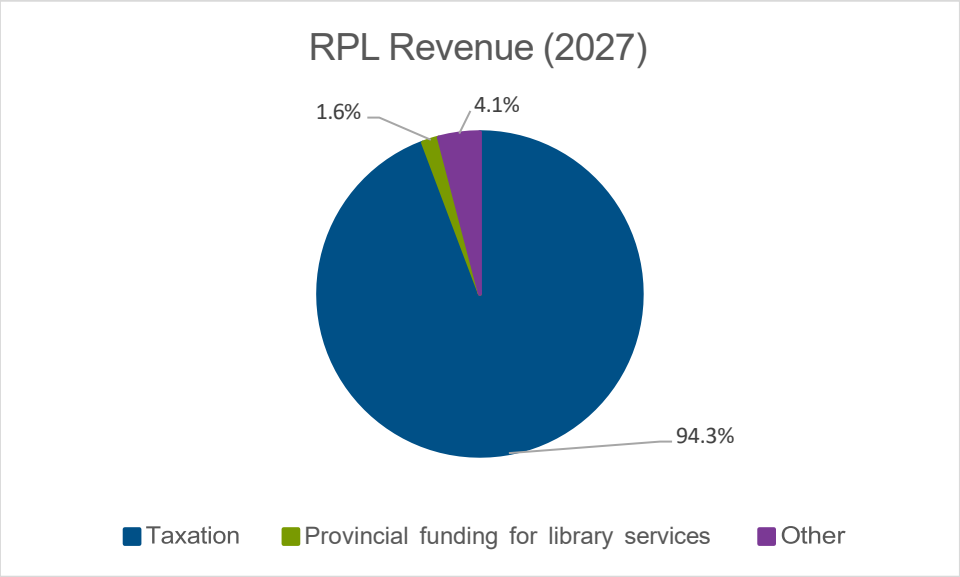
Operating Budget

As stated above, RPL is requesting a 2027 mill rate increase of 3.99% over the 2026 mill rate for regular operations, and 11% for the Central Library Renewal project. See impacts on the average homeowner on page 4 and 7.

Revenue

Sources for RPL's operating revenue include:

- property taxes, which is by far RPL's largest revenue source;
- provincial funding of library services;
- grants for the Dunlop Art Gallery and, to a lesser extent, for other services; and
- self-generated revenue from interest on investments, fundraising, and fees for items such as lost materials or photocopying.



RPL Reserves

RPL draws from its reserves to offset cash requirements for spending related to mostly large one-time items. Rather than requesting more funding (and mill rate increase as a result) in years when large purchases are planned, a steady amount is budgeted each year to transfer into the reserve with funds coming from the reserve when planned purchasing is higher, and funds going into the reserve when planned purchasing is lower. In addition to funding reserves for future expenditures, reserves for future library development will also be funded through the budget process. The budget allocates funds for items such as Central Library development, branch library development, and RPL's share

of mâmawêyatitân centre. Having funds in the branch development reserve, for example, helps reduce the risk of a larger mill rate increase or debt request when facilities need to be invested in.

Central Library Development Reserve
The balance in this reserve at the end of 2025 is $18.6M. This reserve is needed to fund a new central library and helps reduce any debt that is needed and minimizes mill rate request for this project.

Expenses

RPL has three main categories of expenses: Operating, Capital, and Contributions to Reserves for future projects. As above, annual funds are also moved to the Central Library Development Reserve to help offset future project costs.

Operating expenses
The requested increase to our 2027 mill rate primarily addresses typical increases such as:

- RPL's salary budget comprises over 60% of our operating budget. We expect typical cost increases in 2027 and 2028 primarily due to the collective bargaining agreement;
- approximately $100,000 to address increased demand for digital collections;
- additional and higher costs for new technology and safety; and
- general inflationary increases.

Capital
Capital is budgeted for approximately $2 million. $1.3M is related to library and materials, $270k for shelving, furniture and equipment, and approximately $450k for Information Technology.

Transfers to Reserves
Funding will be earmarked for future projects across the library system.

One of the largest transfers to reserves in 2027 is the allocation of property tax revenue, interest income, and donations transferred to the Central Library Development Reserve to save for a future new central library.

A second large transfer will go to the Branch Library Development reserve, which has been allocated $1.46 million to continue building funds to move forward with the Service Points and Branch Renewal plan. It is important to note that this transfer still will not be enough to meet the investment need related to branches and service points.

2028 Budget

RPL is presenting its 2028 mill rate request for approval in principle. Per above, we are requesting an increase of 4.04% over 2027 for general operations and 11% related to the new Central Library Project. We will come back in 2027 with a revised 2028 mill rate request and official approval.

Revenue in 2028 is projected to be similar to 2027, other than the typical natural increase in property tax revenue.

We expect operating expenses to have typical increases, such as inflationary increases and increases projected for salaries and benefits.

Capital will be relatively similar to 2027.

There are commitments in 2028 to fund reserves, including for Central Library Development, Branch Library Development, Information Technology, and mâmawêyatitân centre.

In Closing

RPL is pleased with its successes to date in ensuring our community is provided with outstanding library service. We look forward to the new year and the exciting projects we are preparing.

We are confident that the requested mill rate increase for 2027 and 2028 will support our operations and allow us to continue to contribute to the social vitality and economic prosperity of the people of Regina.

The Regina Public Library
City Mill Rate Request

Account Description	2027 BUD	2026 BUD	Variance	2028 BUD	2027 BUD	Variance
Revenue						
Tax Levy + Grants-in-lieu	$ 36,963,376	$ 32,821,871	$ 4,141,505	$ 42,511,598	$ 36,963,376	$ 5,548,222
Provincial Services Agreement	643,593	630,973	12,620	643,593	643,593	-
Grants Other	246,180	237,880	8,300	256,555	246,180	10,375
Other Revenue	1,355,395	1,312,725	42,670	1,372,646	1,355,395	17,251
Transfers from Reserves	47,111	14,330,385	(14,283,274)	461,706	47,111	414,595
Total Revenue	**$ 39,255,655**	**$ 49,333,834**	**(10,078,179)**	**$ 45,246,098**	**$ 39,255,655**	**$ 5,990,443**
Expenses						
Operating Expenses						
Library Services	$ 12,706,121	$ 12,386,275	$ 319,846	$ 13,299,375	$ 12,706,121	$ 593,254
Customer Experience	9,828,461	9,251,908	576,553	10,198,096	9,828,461	369,635
Service Innovation	4,075,040	3,658,698	416,342	4,200,909	4,075,040	125,869
Finance & Strategy	2,435,383	2,554,827	(119,443)	2,587,120	2,435,383	151,737
Governance	82,135	80,635	1,500	80,635	82,135	(1,500)
Total Operating Expenses	**$ 29,127,140**	**$ 27,932,342**	**$ 1,194,797**	**$ 30,366,135**	**$ 29,127,140**	**$ 1,238,995**
Capital						
Library Materials	$ 1,296,000	$ 1,321,000	(25,000)	$ 1,296,000	$ 1,296,000	-
Shelving, Furniture, and Equipment	270,000	270,000	-	270,000	270,000	-
Leasehold Improvements			-			-
Information Technology	453,552	289,400	164,152	755,000	453,552	301,448
Fleet			-	71,000		71,000
Central Library Development		14,103,000	(14,103,000)			-
Total Capital	**$ 2,019,552**	**$ 15,983,400**	**(13,963,848)**	**$ 2,392,000**	**$ 2,019,552**	**$ 372,448**
Contributions to Reserves						
Contributions to Reserves	$ 9,405,638	$ 5,420,054	$ 3,985,584	$ 13,935,322	$ 9,405,638	$ 4,529,684
Total Expenses	**$ 40,552,330**	**$ 49,335,796**	**(8,783,467)**	**$ 46,693,457**	**$ 40,552,330**	**$ 6,141,127**

Total Revenue	$ 39,255,655	$ 45,246,098
Total Expenses	40,552,330	46,693,457
Net Budget Required ($0 indicates balanced)	**$ 1,296,674**	**$ 1,447,359**

Mill Rate - This is the amount of revenue generated by 1% increase in mill rate.	**$ 325,000**	**$ 358,000**
Mill Rate Request	**3.99%**	**4.04%**

The Regina Public Library
City Mill Rate Request

Account Description	2027 BUD	2026 BUD	Variance	2028 BUD	2027 BUD	Variance
Sch. 1 - Reserve Breakdown						
Transfers from Reserves						
Transfer From Fleet Reserve			-	71,000		71,000
Transfer From Building Maintenance Reserve			-			-
Transfer From mâmawêyatitân centre Renewal Reserve			-			-
Transfer From Operating Reserve			-			-
Transfer From Shelving, Furniture, and Equipment Reserve			-			-
Transfer From Information Technology Reserve	-		-	345,000	-	345,000
Transfer From Branch Library Development Reserve			-			-
Transfer From Central Library Development Reserve	48,000	14,338,000	(14,290,000)	48,000	48,000	-
Planned Funding from Dunlop Reserve	(889)	(7,615)	6,726	(2,294)	(889)	(1,405)
Total Transfers from Reserves	**$ 47,111**	**$ 14,330,385**	**(14,283,274)**	**$ 461,706**	**$ 47,111**	**$ 414,595**
Contributions to Reserves						
Contributions To Fleet Reserve	55,000	30,000	25,000	55,000	55,000	-
Contributions To Building Maintenance Reserve	100,000	100,000	-	100,000	100,000	-
Contributions To mâmawêyatitân centre Renewal Reserve	50,000	50,000	-	50,000	50,000	-
Contributions To Operating Reserve	-	-	-	-	-	-
Contributions To Shelving, Furniture, and Equipment Reserve	-	-	-	-	-	-
Contributions To Information Technology Reserve	100,000	130,000	(30,000)	130,000	100,000	30,000
Contributions To Branch Library Development Reserve	1,460,000	1,130,000	330,000	1,915,000	1,460,000	455,000
Contributions To Central Library Development Reserve	7,640,638	3,980,054	3,660,584	11,685,322	7,640,638	4,044,684
Total Contributions to Reserves	**$ 9,405,638**	**$ 5,420,054**	**$ 3,985,584**	**$ 13,935,322**	**$ 9,405,638**	**$ 4,529,684**
Sch. 2 - Operating Expenses by Object						
Wages, Benefits and Honoraria	18,504,863	17,871,181	633,682	19,309,408	18,504,863	804,545
Administration Costs	2,204,117	2,142,986	61,131	2,403,242	2,204,117	199,125
Client Services	4,082,266	3,890,697	191,569	4,155,010	4,082,266	72,744
Building Costs	4,335,894	4,027,479	308,415	4,498,475	4,335,894	162,581
Total Operating Expenses by Object	**$ 29,127,140**	**$ 27,932,342**	**$ 1,194,797**	**$ 30,366,135**	**$ 29,127,140**	**$ 1,238,995**

Appendix C – Paved and Gravel Alleys Levy Report

2027 Alley Maintenance Special Tax Levies Report

Public Notice Reports – 2027 Purposed Budget Recommendation

Alley Maintenance Special Tax Levies:

1. Approve the following 2027 Alley Maintenance Special Tax Levies, proposed revenues and estimated costs as outlined in Appendix B below:
    - Paved Alleys: Levy $4.39 per assessable foot against properties abutting or flanking paved alleys Proposed Revenue: $3,968,643 Estimated Cost: $3,968,643.
    - Gravel Alleys: Levy $3.30 per assessable foot against properties abutting or flanking gravel alleys Proposed Revenue: $2,035,483 Estimated Cost: $2,035,483.

2. Direct the City Solicitor to prepare the 2027 Alley Maintenance Special Tax Bylaw to include the paved and gravel alley levies, proposed revenues, and estimated costs as detailed in recommendation 1 of this report and Appendix B.

2027 Alley Maintenance Special Tax Levies
The City's Alley Maintenance Program is governed by *The Cities Act*, Sections 275 to 278, which provides the authority to levy a special tax on properties for specific services. Property owners adjacent to paved or gravel alleys are required to pay the special tax, with revenues collected providing 100 per cent of the funding required to support alley renewal, maintenance, and seasonal operations within the Alley Maintenance Program.

Administration recommends increasing the 2027 Alley Maintenance Special Tax Levy from $4.33 to $4.39 per assessable foot for paved alleys and from $3.25 to $3.30 per assessable foot for gravel alleys. The proposed increase will maintain existing service levels and annual renewal targets while addressing inflationary and contractual cost increases, including collective bargaining agreement obligations, equipment lease rates, fuel, and contracted services. For additional details regarding the 2027 Alley Maintenance Special Tax Levies, please refer to Appendix B.

Appendix B – 2027 Alley Maintenance Special Tax Levies

Program Overview
The Alley Maintenance Program is funded entirely through a special tax levy authorized under *The Cities Act*. Revenues generated from the levy are dedicated exclusively to alley maintenance and renewal activities and cannot be used for other municipal services.

The program supports approximately 463 kilometres of alleys, including 275 kilometres of paved alleys and 188 kilometres of gravel alleys, and is responsible for maintaining safe, accessible, and functional alley infrastructure throughout the city.

2026 Alley Maintenance Program Update
In 2026, City Council approved an Alley Maintenance Special Tax Levy of $4.33 per assessable foot for paved alleys and $3.25 per assessable foot for gravel alleys, generating approximately $5.91 million in revenue to support alley renewal, maintenance, and seasonal operations. Administration is forecasting total expenditures of $5.91 million, based on the completed work in 2026 and delivery of the overall program.

Funding was used to maintain approximately 463 kilometres of paved and gravel alleys and achieve the following program results:

Key Performance Indicator	2026 Target	2026 Result
Paved alley renewal projects completed	6.9 km	6.8 km
Gravel alley refresh projects completed	12.4 km	12.3 km
Alleys planned for renewal with tree pruning completed	19.3 km	100%
Storm drains cleaned following alley renewal and refresh activities	19.3 km	18.8km
Paved alley sweeping completed	1 cycle	100%
Paved alley inspection and pothole repair program completed	1 cycle	93%
Gravel alleys checked and maintained	3 cycles	3 cycles
Winter snow clearing cycles	3 cycles	3 cycles
Paved alleys maintained in fair or better condition	85%	87%

Appendix C – Paved and Gravel Alleys Levy Report

2027 Proposed Alley Maintenance Program

The proposed 2027 Alley Maintenance Special Tax Levy will generate approximately $6.0 million in revenue to support alley renewal, maintenance, and seasonal operations across the City's alley network. The proposed levy rates of $4.39 per assessable foot for paved alleys and $3.30 per assessable foot for gravel alleys are expected to generate approximately $3.97 million and $2.04 million in revenue, respectively. For a typical property with 50 feet of alley frontage, the proposed increase represents an additional annual cost of approximately $3.00 for paved alleys and $2.50 for gravel alleys.

The proposed levy increase will generate approximately $94,000 in additional annual revenue compared to 2026. This increase is required to offset inflationary and contractual cost increases associated with collective bargaining agreement obligations, equipment lease rates, fuel, materials, and contracted services. The proposed increase will allow Administration to maintain current service levels and annual renewal targets without reducing maintenance activities or deferring renewal work.

In 2027, Administration plans to complete approximately 7.0 kilometres of paved alley renewal and 12.8 kilometres of gravel alley refresh projects. Funding will also support the continuation of established service levels, including annual paved alley sweeping, annual paved alley inspections and pothole repairs, three annual cycles of gravel alley inspection and maintenance, tree pruning associated with renewal projects, storm drain cleaning following renewal activities, and winter snow clearing operations. These activities help maintain safe, accessible, and functional alleys while supporting residents, waste collection operations, and emergency service access throughout the year.

Appendix D – Costing Fund

The Costing Fund is used to track the internal costs associated with the delivery of services between City departments and allocate them appropriately. For example, the cost of vehicles and equipment for a service is planned and budgeted by the Fleet department but allocated to the departments that require the equipment. As a budgeting practice, the stand-alone costs of providing these services are tracked through costing funds. The budgets for these costing funds are presented and approved within the departmental budgets providing the costed service. Once approved, these funds are then allocated to the budget of the department using the service. These funds are associated with the operating costs for each department but in some cases those operating costs will also contribute to a reserve that would be used for capital replacement.

The following support services are included:

- Parks and Open Spaces (Work for Private Parties)
- Roadways (Granular Material Supply Yard & Asphalt Production Plant)
- Water
- Wastewater
- Fleet
- Facilities Technology (Printing & Graphics)
- Financial Management Services (Central Stores & Fuel)

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix D – Costing Fund

Operating Revenues & Expenditures By Category

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Fees and Charges Revenues	0.9	6.7	1.8	(5.0)	(74.63)%
Internal Revenues	64.2	62.1	62.0	(0.1)	(0.16)%
Total Revenues	**65.1**	**68.9**	**63.8**	**(5.1)**	**(7.40)%**
Salary & Benefit Expenses	20.0	12.3	12.7	0.4	3.25%
Training & Travel Expenses	0.0	0.1	0.1	0.0	0.00%
Professional & External Services Expenses	8.0	9.4	9.6	0.1	1.06%
Utility Expenses	0.5	0.7	0.7	0.0	0.00%
Intramunicipal Charges	12.9	(1.7)	(2.0)	(0.3)	17.65%
Office & Administrative Expenses	0.5	0.6	0.5	(0.1)	(16.67)%
Material Goods & Supplies Expenses	25.8	32.9	30.4	(2.5)	(7.60)%
Other External Expenses	(13.0)	0.0	0.0	0.0	0.00%
Total Operating Expenses	**54.7**	**54.3**	**52.0**	**(2.3)**	**(4.24)%**
Reserve Activity	**(10.4)**	**(14.6)**	**(11.7)**	**2.8**	**(19.18)%**
Net Surplus / (Deficit)	**0.0**	**0.0**	**0.0**	**0.0**	**0.00%**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix D – Costing Fund

Operating Expenditures By Service

Expenditures ($millions)	Pg Ref	2026 Budget	Change	2027 Budget
Fleet	**3**	33.0	(5.6)	27.5
Roadways (Granular Material Supply Yard & Asphalt Production Plant)	**8**	14.3	0.4	14.6
Financial Management Services (Central Stores & Fuel)	**9**	11.7	(0.2)	11.4
Facilities	**10**	7.7	0.2	7.9
Technology (Printing & Graphics)	**11**	0.9	0.0	0.9
Water, Wastewater and Drainage	**12**	0.8	0.1	0.8
Parks and Open Spaces (Work for Private Parties)	**13**	0.6	0.0	0.6
Total City		**68.9**	**(5.1)**	**63.8**

Position Summary By Service

Services (FTEs)	2025 Budget	2026 Budget	Change	2027 Budget
Fleet	61.00	69.50	-	69.50
Roadways (Granular Material Supply Yard & Asphalt Production Plant)	17.27	17.27	-	17.27
Financial Management Services (Central Stores & Fuel)	4.50	4.50	-	4.50
Facilities	29.55	29.55	-	29.55
Technology (Printing & Graphics)	2.70	1.70	1.00	2.70
Water, Wastewater and Drainage	2.18	2.18	-	2.18
Parks and Open Spaces (Work for Private Parties)	1.04	1.04	-	1.04
Total	**118.24**	**125.74**	**1.00**	**126.74**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix D – Costing Fund

Fleet Services

Overview

Fleet enables City services by providing reliable and efficient vehicles, equipment and small tools that maximize safety and minimize lifecycle costs. Fleet is responsible for the acquisition and maintenance of City Fleet assets along with operator and safety training.

What We Deliver

Fleet Assets

- Provides lifecycle management of the civic, fire and small tool fleet assets from planning and acquisition to end-of-life management to minimize the total cost of ownership of the fleet portfolio. Fleet Assets also oversees the deployment of assets including seasonal or temporary vehicles and equipment.

Civic Fleet Maintenance

- Provides preventative maintenance and general repair of the civic fleet and small tools portfolio.

Fleet Training & Safety

- Provides operator and safety training to ensure the efficient and safe operation of the fleet.

Values and Benefits

Fleet's customers require the provision of vehicles, equipment and small tools as well as operator training to deliver front line services to the community. Fleet's expertise ensures cost effective fleet solutions, reliable assets, responsive services and safe operations. Fleet enhances the success of other City services by aiming to provide appropriate, available, and innovative solutions that support the continuity and mobility of delivering those services.

Customers/Stakeholders/Partners

- City operating departments
- Civic partners

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix D – Costing Fund

Key Assets

Fleet manages over 2,300 vehicles, equipment and small tool assets for City departments with a replacement value of approximately $175 million. This includes approximately 290 light fleet vehicles, 125 medium and heavy fleet vehicles, 700 motorized and specialized equipment, 750 small tools, and 450 attachments.

Service Level Gaps and Risks

Fleet Services operates on an internal cost recovery model, with most expenses recovered through lease charges allocated to user departments through the Costing Fund. These lease charges have experienced pressures in recent years as a result of increased licensing and insurance costs as well as inflationary and supply chain challenges for replacement vehicles, equipment and parts.

Other service challenges and risks for Fleet Services include:

- The recruitment and retention of technical and trade staff.
- Uncertainty in the electric vehicle market, especially for heavy and specialized equipment.
- Lead times for the supply and delivery of specialized equipment.

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix D – Costing Fund

Operating Budget Summary

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
REVENUES BY CATEGORY					
Fees and Charges Revenues	-	6.0	1.0	(5.0)	(83.33)%
Internal Revenues	23.3	27.0	26.5	(0.6)	(2.22)%
Total Revenue	**23.3**	**33.0**	**27.5**	**(5.6)**	**(16.97)%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	6.1	6.9	7.1	0.2	2.90%
Training & Travel Expenses	-	0.1	0.1	-	-
Professional & External Services Expenses	1.2	1.9	2.0	0.1	5.26%
Intramunicipal Charges	1.0	1.5	1.9	0.4	26.67%
Office & Administrative Expenses	0.1	0.1	0.1	-	-
Material Goods & Supplies Expenses	4.4	8.0	5.7	(2.4)	(30.00)%
Total Expenses	**12.8**	**18.4**	**16.7**	**(1.7)**	**(9.24)%**
Reserve Activity	**(10.1)**	**(14.5)**	**(10.7)**	**3.8**	**(26.21)%**
Net Surplus / (Deficit)	**0.4**	**-**	**-**	**-**	**-**

Note 1: Civic Fleet expenses are funded through fleet lease charges which are recovered from services both in the General and Utility Fund. The charges are based on each service's usage of fleet vehicles and intended to cover licensing, insurance, general repair, preventive maintenance as well as future replacement.

Note 2: The 2026 Budget does not include the impact of reductions made in the Fleet budget during City Council deliberations.

The following table shows the recovery of fleet expenses from the other services:

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Fee Funded	**5.2**	**6.2**	**6.7**	**0.5**	**8.1%**
Mill-Rate	**10.6**	**11.7**	**12.5**	**0.8**	**6.8%**
Utility	**1.1**	**2.0**	**2.2**	**0.2**	**11%**
Internal Allocation & Other Adjustments	**6.4**	**7.1**	**5.1**	**2.0**	**28.2%**
Sub-Total	**23.3**	**27.0**	**26.5**	**(0.5)**	**(1.9%)**
Salvage	**0.0**	**6.0**	**1.0**	**(5.0)**	**(83.3%)**
Grand Total	**23.3**	**33.0**	**27.5**	**(5.6)**	**(17.0%)**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix D – Costing Fund

Note 3: The increases proposed above for 2027 are based on the 2026 one-time reduction for capital depreciation being restored, increased licensing and staffing costs and a 3 per cent increase for capital depreciation.

Staffing Complement

Full-Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	3.00	3.50	3.50
In Scope	58.00	66.00	66.00
Total Positions	**61.00**	**69.50**	**69.50**

Analysis of Changes

2026 Approved Budgeted Net Surplus/(Deficit)	**-**
Revenue Changes (Note 2 above)	(5.6)
Offset By:	
Base Salary Increase	(0.2)
Increase in Licensing Costs	(0.1)
Ongoing Expense Efficiencies from 2026	0.8
Reallocations (Parts, Facilities Recoveries)	1.3
Net Reserve Adjustment	3.8
2027 Proposed Budget Net Surplus/(Deficit)	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix D – Costing Fund

Roadways (Granular Material Supply Yard & Asphalt Production Plant)

Operating Budget Summary

Expenditures ($'000,000s)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
REVENUES BY CATEGORY					
Fees and Charges Revenues	0.6	0.7	0.7	0.0	0.00%
Internal Revenues	15.9	13.6	13.9	0.3	2.21%
Total Revenues	**16.5**	**14.3**	**14.7**	**0.8**	**2.80%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	4.6	1.7	1.7	0.0	0.00%
Professional & External Services Expenses	4.7	5.6	5.6	0.0	0.00%
Utility Expenses	0.2	0.3	0.3	0.0	0.00%
Intramunicipal Charges	9.0	(4.7)	(4.4)	0.4	(8.51)%
Material Goods & Supplies Expenses	10.7	11.5	11.5	0.0	0.00%
Other External Expenses	(12.9)	(0.1)	(0.1)	0.0	0.00%
Total Operating Expenses	**16.2**	**14.2**	**14.6**	**0.4**	**2.82%**
Reserve Activity	**(0.1)**	**(0.1)**	**(0.1)**	**0.0**	**0.00%**
Net Surplus / (Deficit)	**0.1**	**0.0**	**0.0**	**0.0**	**0.00%**

Staffing Complement

Full-Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	-
In Scope	17.27	17.27	17.27
Total Positions	**17.27**	**17.27**	**17.27**

Analysis of Changes

2026 Approved Budget Net Surplus/(Deficit)	**-**
Increase in Internal Revenues	0.3
Reduction in Intramunicipal Charges Allocation	(0.3)
2027 Proposed Budget Net Surplus/(Deficit)	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

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Appendix D – Costing Fund

Financial Management Services

Operating Budget Summary

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Fees and Charges Revenues	0.1	-	-	-	-
Internal Revenues	9.8	11.7	11.4	(0.2)	(1.79)%
Total Revenues	**9.9**	**11.7**	**11.4**	**(0.2)**	**(1.79)%**
Salary & Benefit Expenses	0.4	0.4	0.4	-	-
Intramunicipal Charges	0.8	0.4	0.4	(0.1)	(25.00)%
Material Goods & Supplies Expenses	8.8	10.8	10.6	(0.2)	(1.85)%
Other External Expenses	(0.1)	-	-	-	-
Total Operating Expenses	**9.9**	**11.6**	**11.4**	**(0.2)**	**(1.72)%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
Net Surplus / (Deficit)	**-**	**-**	**-**	**-**	**-**

Staffing Complement

Full-Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	-
In Scope	4.50	4.50	4.50
Total Positions	**4.50**	**4.50**	**4.50**

Analysis of Changes

2026 Approved Budget Net Surplus/(Deficit)	**-**
2027 Proposed Budget Net Surplus/(Deficit)	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix D – Costing Fund

Facilities

Operating Budget Summary

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
REVENUES BY CATEGORY					
Fees and Charges Revenues	0.1	-	-	-	-
Internal Revenues	7.2	7.7	7.9	0.2	3.09%
Total Revenues	**7.3**	**7.7**	**7.9**	**0.2**	**3.09%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	4.4	2.8	2.9	0.1	2.94%
Professional & External Services Expenses	1.3	1.5	1.6	0.0	3.17%
Utility Expenses	0.3	0.4	0.4	0.0	2.52%
Intramunicipal Charges	0.7	0.6	0.6	0.0	3.10%
Material Goods & Supplies Expenses	1.0	2.3	2.4	0.1	2.74%
Total Operating Expenses	**7.8**	**7.7**	**7.9**	**0.2**	**2.91%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
Net Surplus / (Deficit)	**(0.5)**	**0.0**	**0.0**	**0.0**	**(55.82)%**

Staffing Complement

Full-Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	-
In Scope	29.55	29.55	29.55
Total Positions	**29.55**	**29.55**	**29.55**

Analysis of Changes

2026 Approved Budget Net Surplus/(Deficit)	**-**
Base Salary Changes	(0.1)
Increase in Internal Revenues	0.2
Inflationary Increase in Building Materials	(0.1)
2027 Proposed Budget Net Surplus/(Deficit)	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix D – Costing Fund

Technology

Operating Budget Summary

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
REVENUES BY CATEGORY					
Internal Revenues	0.8	0.9	0.9	0.0	0.27%
Total Revenues	**0.8**	**0.9**	**0.9**	**0.0**	**0.27%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	0.2	0.2	0.3	0.1	46.27%
Professional & External Services Expenses	0.1	0.2	0.2	0.0	0.00%
Office & Administrative Expenses	0.4	0.5	0.4	(0.1)	(15.75)%
Total Operating Expenses	**0.7**	**0.8**	**0.8**	**0.0**	**0.28%**
Reserve Activity	**(0.1)**	**0.0**	**0.0**	**0.0**	**0.00%**

Staffing Compliment

Full-Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	1.00	1.00	1.00
In Scope	1.70	0.70	1.70
Total Positions	**2.70**	**1.70**	**2.70**

Analysis of Changes

2026 Approved Budget Net Surplus/(Deficit)	**-**
Base Salary Changes & Print Services Position (FTE +1)	0.1
Reduction in Office & Administrative Expenses to Fund Position	(0.1)
2027 Proposed Budget Net Surplus/(Deficit)	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix D – Costing Fund

Water & Wastewater

Operating Budget Summary

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
REVENUES BY CATEGORY					
Internal Revenues	2.3	0.8	0.8	0.0	0.00%
Total Revenues	**2.3**	**0.8**	**0.8**	**0.0**	**0.00%**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	1.3	0.3	0.3	0.0	0.00%
Professional & External Services Expenses	0.2	-	-	-	-
Intramunicipal Charges	0.3	0.5	0.5	0.0	0.00%
Material Goods & Supplies Expenses	0.5	-	-	-	-
Total Operating Expenses	**2.3**	**0.8**	**0.8**	**0.0**	**0.00%**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
Net Surplus / (Deficit)	**0.0**	**0.0**	**0.0**	**0.0**	**0.00%**

Staffing Complement

Full-Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	-
In Scope	2.18	2.18	2.18
Total Positions	**2.18**	**2.18**	**2.18**

Analysis of Changes

2026 Approved Budget Net Surplus/(Deficit)	**-**
2027 Proposed Budget Net Surplus/(Deficit)	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix D – Costing Fund

Parks & Open Spaces

Operating Budget Summary

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
REVENUES BY CATEGORY					
Internal Revenues	0.9	0.5	0.5	-	-
Total Revenues	**0.9**	**0.5**	**0.5**	**-**	**-**
EXPENSES BY CATEGORY					
Salary & Benefit Expenses	0.4	0.1	0.1	-	-
Professional & External Services Expenses	0.3	0.2	0.2	-	-
Material Goods & Supplies Expenses	0.2	0.2	0.2	-	-
Total Operating Expenses	**0.9**	**0.5**	**0.5**	**-**	**-**
Reserve Activity	**-**	**-**	**-**	**-**	**-**
Net Surplus / (Deficit)	**-**	**-**	**-**	**-**	**-**

Staffing Complement

Full-Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	-
In Scope	1.04	1.04	1.04
Total Positions	**1.04**	**1.04**	**1.04**

Analysis of Changes

2026 Approved Budget Net Surplus/(Deficit)	**-**
2027 Proposed Budget Net Surplus/(Deficit)	**-**

The numbers presented throughout this report may not add up precisely to the totals provided due to rounding.

Appendix E – General Capital Plan

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2027 to 2031 Proposed Capital Plan & Project Details

Overview

The City of Regina's (City) 2027 to 2031 Capital Plan includes $263.05 million in 2027 and $712.39 million between the years 2028-2031. The table below shows the summary of funding by service.

5-Year Proposed Capital Plan by Service

Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
Roadways Infrastructure	**42,141.5**	**51,033.8**	**41,872.2**	**45,323.0**	**48,926.9**	**229,297.4**	
A1170 - Residential Renewal Program	8,278.0	8,425.0	8,504.0	8,766.0	9,555.0	43,528.0	14
New Project 126 - Saskatchewan Drive Corridor Improvement Phase II - Downtown	-	2,000.0	-	20,000.0	20,000.0	42,000.0	14
New Project 160 - Accessible Sidewalk and Concrete Renewal Program	9,514.6	8,343.8	6,349.1	5,597.0	2,800.5	32,605.1	15
A1004 - Street Infrastructure Renewal	9,937.8	4,605.0	4,159.1	3,900.0	5,711.4	28,313.3	16
F1151 - Saskatchewan Drive Corridor Improvements (Phase I - Heritage)	-	14,100.0	13,000.0	-	-	27,100.0	16
A1018 - Bridge Infrastructure Renewal	1,410.0	1,410.0	5,910.0	1,410.0	8,410.0	18,550.0	17
F1149 - Arcola Avenue Intersection Improvements	200.0	4,200.0	200.0	3,200.0	-	7,800.0	17
F1125 - Wascana Parkway to Highway 1A Loop Ramp	-	5,400.0	-	-	-	5,400.0	18
F1033 - On-Street Bike Lanes & Multi-Use Pathways	850.0	600.0	800.0	1,000.0	1,000.0	4,250.0	19
New Project 128 - Paved Rural Road Renewal and Improvements	1,000.0	500.0	500.0	500.0	500.0	3,000.0	19
F1157 - Assiniboine Avenue Northbound On-Ramp	3,000.0	-	-	-	-	3,000.0	20

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
F1129 - Road Network Improvements Property Purchase	500.0	500.0	500.0	500.0	500.0	2,500.0	20
New Project 135 - Asphalt Crack Sealing Program	450.0	450.0	450.0	450.0	450.0	2,250.0	21
F1177 - Dewdney Avenue and Lewvan Drive Intersection Improvements	2,000.0	-	-	-	-	2,000.0	21
F1173 - Victoria Avenue Corridor Improvements	2,000.0	-	-	-	-	2,000.0	22
A1003 - Asphalt Plant Upgrade	-	-	1,500.0	-	-	1,500.0	23
F1162 - Campbell Street Reconstruction for Simpson Avenue to Albulet Drive	1,000.0	-	-	-	-	1,000.0	23
F1148 - Fleet Street and McDonald Street - Intersection Improvements	900.0	-	-	-	-	900.0	24
New Project 157 - Material Processing Program	650.0	-	-	-	-	650.0	24
F1144 - Intersection Capacity Upgrades	-	500.0	-	-	-	500.0	25
New Project 188 - Asphalt Maintenance Recycling Program	240.1	-	-	-	-	240.1	26
New Project 183 - Right of Way Permitting Software	90.0	-	-	-	-	90.0	26
New Project 181 - Purchase of Skid Steers – Specialized Maintenance	86.0	-	-	-	-	86.0	27
Project New Project 171 - 6 Yard Wheel Loader Upgrade	35.0	-	-	-	-	35.0	27
Transit	**11,798.2**	**23,256.5**	**24,271.2**	**25,590.0**	**30,775.5**	**115,691.4**	
J1032 - Transit Fleet Replacement	11,698.2	23,006.5	23,971.2	25,290.0	30,475.5	114,441.4	28
A1091 - Bus Shelter Upgrades	100.0	250.0	300.0	300.0	300.0	1,250.0	29
Facilities	**13,934.9**	**8,834.3**	**17,221.7**	**17,766.0**	**14,052.5**	**71,809.4**	
J1138 - Facilities Asset Management	10,184.9	6,959.3	11,471.7	11,566.0	10,077.5	50,259.4	29
J1229 - Office Space Renovations	2,500.0	300.0	3,000.0	3,000.0	300.0	9,100.0	30
J1262 - Renewable Regina 2050-Facilities Upgrades	500.0	750.0	1,500.0	2,500.0	3,000.0	8,250.0	31
J1116 - Employee Parking Lot Asset Management	250.0	250.0	800.0	250.0	250.0	1,800.0	31

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
J1192 - Facilities Workspace Improvement Program	250.0	250.0	250.0	250.0	250.0	1,250.0	32
J1259 - City Hall Parkade Improvements	100.0	250.0	125.0	125.0	100.0	700.0	32
J1193 - Facilities Security Infrastructure Program	150.0	75.0	75.0	75.0	75.0	450.0	33
Regina Police Service (RPS)	**9,710.0**	**14,157.0**	**11,383.0**	**10,468.0**	**13,223.0**	**58,941.0**	
C0517 - Police Fleet Services	2,558.0	2,373.0	4,948.0	2,438.0	2,928.0	15,245.0	33
C0507 - Computer Upgrade PRIME/LAN/CPIC	1,707.0	2,255.0	2,290.0	2,405.0	2,115.0	10,772.0	34
C0505 – Routine Facility Improvements	1,750.0	3,680.0	1,485.0	2,650.0	875.0	10,440.0	34
C0520 – RPS Campus Facility Development	-	100.0	175.0	750.0	5,000.0	6,025.0	35
C0522 - RPS - Asset Management	643.0	885.0	995.0	985.0	1,095.0	4,603.0	35
C0523 - RPS HQ- Second Floor Renovations	2,000.0	2,000.0	-	-	-	4,000.0	35
C0519 - Information Management & Technology	675.0	1,000.0	940.0	795.0	325.0	3,735.0	36
C0514 - Emergency Services Equipment	85.0	1,114.0	300.0	195.0	585.0	2,279.0	36
C0506 - Communication Equipment	292.0	750.0	250.0	250.0	300.0	1,842.0	37
Fleet	**12,400.0**	**11,499.0**	**10,599.0**	**12,599.0**	**10,599.0**	**57,696.0**	
J1029 - Civic Fleet Replacement	12,250.0	11,400.0	10,500.0	12,500.0	10,500.0	57,150.0	37
J1030 - Small Tools Replacement	50.0	99.0	99.0	99.0	99.0	546.0	38
Landfill	**3,470.0**	**4,356.0**	**1,269.0**	**7,295.0**	**9,652.0**	**26,042.0**	
A1034 - Landfill Engineering First Cap and Closure Progressive Closure Event	-	-	50.0	6,600.0	-	6,650.0	39
A1134 - Landfill Gas Collection	2,105.0	200.0	202.0	207.0	3,931.0	6,645.0	39
A1284 - Landfill Piggy-back Liner Design & Construction	-	-	-	100.0	5,440.0	5,540.0	40
A1283 - Landfill Perimeter Fence Replacement	1,000.0	1,000.0	-	-	-	2,000.0	40
A1244 - Landfill Perimeter Road	-	2,000.0	-	-	-	2,000.0	41
A1148 - Landfill Annual Infrastructure Renewal	200.0	250.0	250.0	250.0	250.0	1,200.0	41
A1150 - Landfill Gas to Energy Project	80.0	100.0	580.0	100.0	-	860.0	42

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
A1243 - Mt Pleasant Environment Assessment	-	750.0	-	-	-	750.0	43
New Project 019 - Landfill Airspace Audit	-	-	150.0	-	-	150.0	43
New Project 198 - Landfill Aerial Survey	25.0	26.0	27.0	28.0	-	106.0	44
A1279 - GPS Terminal Replacement	10.0	10.0	10.0	10.0	10.0	50.0	44
New Project 199 - City of Regina Landfill Fill Plan Update	50.0	-	-	-	-	50.0	45
New Project 013 - Landfill Liability Report	-	20.0	-	-	21.0	41.0	45
Traffic Infrastructure	**9,447.0**	**9,423.0**	**10,217.0**	**10,634.0**	**11,309.0**	**51,030.0**	
A1021 - New/Enhanced Traffic Controls	3,482.0	2,890.0	2,890.0	2,990.0	3,140.0	15,392.0	46
A1157 - Traffic Infrastructure Renewal	900.0	1,600.0	1,730.0	1,830.0	1,830.0	7,890.0	47
A1271 - Vision Zero	1,550.0	1,215.0	1,215.0	1,400.0	1,400.0	6,780.0	47
A1259 - Renewal Program-Expressway Lighting	500.0	650.0	715.0	715.0	750.0	3,330.0	48
A1223 - Pedestrian Connectivity	600.0	600.0	600.0	600.0	600.0	3,000.0	49
New Project 211 – Accessibility Plan – Pedestrian Infrastructure	490.0	518.0	552.0	584.0	584.0	2,728.0	49
A1287 - High Mast Decommissioning & Interchange Lighting Upgrade	-	125.0	750.0	750.0	750.0	2,375.0	50
New Project 156 - Overhead Sign Replacement Program	300.0	300.0	350.0	350.0	350.0	1,650.0	51
New Project 136 - Permanent Pavement Marking Program	300.0	300.0	300.0	300.0	350.0	1,550.0	51
A1278 - Uninterrupted Power Service (UPS) Replacements & Expansion	100.0	350.0	350.0	350.0	350.0	1,500.0	52
A1266 - Railway Maintenance Program	300.0	300.0	300.0	300.0	300.0	1,500.0	52
A1290 - Street Lighting Deficiencies Program	-	150.0	240.0	240.0	240.0	870.0	53
A1281 - Mandatory Railway Signal Upgrades	-	200.0	200.0	200.0	200.0	800.0	54
F1170 - Traffic Model Modernization EMME	-	-	-	-	440.0	440.0	54

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
New Project 193 - City Centre Transportation Study & Parking Travel Demand Management Strategies	400.0	-	-	-	-	400.0	55
New Project 125 - Pavement Management Analysis and Prioritization Software	100.0	200.0	-	-	-	300.0	56
New Project 196 - Transportation Design Standards Update	200.0	-	-	-	-	200.0	56
New Project 191 - Active Transportation Strategy	200.0	-	-	-	-	200.0	57
A1101 - The Crime Prevention Through Environmental Design Improvements	25.0	25.0	25.0	25.0	25.0	125.0	58
Fire	**7,750.0**	**7,975.0**	**18,117.0**	**12,500.0**	**3,975.0**	**50,317.0**	
J1280 - New Fire Station Development (Station #9)	-	1,600.0	10,092.0	9,000.0	1,000.0	21,692.0	58
J1031 - Fire Fleet Replacement	2,550.0	2,900.0	4,700.0	3,100.0	2,600.0	15,850.0	59
New Project 165 - Fire Pump Testing, Training and Storage Facility	275.0	2,750.0	-	-	-	3,025.0	59
A1295 - Self-Contained Breathing Apparatus (SCBA) Replacement	3,000.0	-	-	-	-	3,000.0	60
New Project 057 - Fire Apparatus Pumper for Station #9	-	-	2,325.0	-	-	2,325.0	61
J1261 - New Fire Station Development (Station #8)	1,200.0	-	-	-	-	1,200.0	61
E1754 - Fireground Training Props	250.0	250.0	250.0	150.0	100.0	1,000.0	62
A1049 - Regulatory Equipment Renewal & Restoration Program	225.0	225.0	250.0	250.0	275.0	1,225.0	63
A1045 - Fire Records Management System	250.0	250.0	500.0	-	-	1,000.0	63
Land Development Real Estate	**4,370.0**	**4,025.0**	**10,600.0**	**10,250.0**	**9,450.0**	**38,695.0**	
F1167 - Hawkstone Residential Development	200.0	225.0	3,200.0	5,500.0	5,500.0	14,625.0	64
F1171 - Taylor Field Redevelopment Project	-	600.0	4,700.0	4,250.0	3,650.0	13,200.0	65
F1070 – South-East Land Development	2,700.0	1,300.0	1,800.0	200.0	-	6,000.0	65
E1732 - Towns North	1,170.0	1,600.0	600.0	-	-	3,370.0	66

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
New Project 187 - Impacted Site Investigation	300.0	300.0	300.0	300.0	300.0	1,500.0	67
Parks Infrastructure	**3,976.4**	**6,521.2**	**2,388.0**	**3,876.1**	**2,625.4**	**19,387.0**	
E1761 - Parkdale Park Revitalization	1,750.0	1,950.0	-	-	-	3,700.0	67
F1100 - Playground Replacement and Restoration Program	610.0	610.0	610.0	610.0	610.0	3,050.0	68
A1097 - Irrigation System Improvements	450.0	450.0	450.0	500.0	500.0	2,350.0	69
A1104 - Open Space Restoration	330.0	356.0	432.0	475.0	510.0	2,103.0	69
J1279 - Parks Maintenance Sub-Depot Development South-East	-	150.0	-	1,350.0	-	1,500.0	70
F0125 - Central Loop Trail	-	1,480.0	-	-	-	1,480.0	70
A1098 - Pathway Asphalt Recapping	195.0	250.0	270.0	292.0	315.0	1,322.0	71
A1136 - Tree Replacement Along Arterials, Buffers and Parks	225.0	225.0	275.0	275.0	300.0	1,300.0	71
E1710 - Parks Maintenance - Fleet Equipment Requirements	161.0	174.0	187.7	202.7	219.0	944.4	72
A1113 – Plant Material Establishment	155.4	163.2	163.3	171.4	171.4	824.6	72
E1728 - Zone Level Off-Leash Dog Parks	-	663.0	-	-	-	663.0	73
E1076 - Boulevard Restoration	100.0	50.0	-	-	-	150.0	73
Downtown	**1,065.0**	**15.0**	**97.5**	**1,015.0**	**9,530.4**	**11,722.9**	
A1267 - Scarth Street Rehabilitation Project	1,000.0	-	-	1,000.0	9,460.0	11,460.0	74
F1116 - Parking Ticket Equipment Replacement Program	35.0	-	65.0	-	35.0	135.0	74
F1089 - Paid Parking Infrastructure Replacement Program	15.0	15.0	15.0	15.0	15.0	75.0	75
A1137 - City Square Plaza Restoration	15.0	-	17.5	-	20.4	52.9	75
Finance	**4,930.0**	**950.0**	**-**	**500.0**	**500.0**	**6,880.0**	
J1284 - Oracle Work and Asset Management (WAM) Replacement Project	2,600.0	-	-	-	-	2,600.0	76
J1274 - Fuel Tank Replacement & Remediation	75.0	500.0	-	500.0	500.0	1,575.0	77

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
New Project 151 - Oracle E-Business Suite (EBS) Procurement Contracts Implementation	790.0	450.0	-	-	-	1,240.0	77
J1253 - E-Business Suite (EBS) 12.2 Upgrade	1,110.0	-	-	-	-	1,110.0	78
New Project 153 – iProcurement Implementation	355.0	-	-	-	-	355.0	78
Golf	**3,850.0**	**1,900.0**	**1,050.0**	**650.0**	**650.0**	**8,100.0**	
J1093 - Golf Course Facilities Asset Management	500.0	550.0	900.0	500.0	500.0	2,950.0	79
New Project 180 – Tor Hill Golf Course Clubhouse Renovation	1,500.0	1,050.0	-	-	-	2,550.0	79
A1109 - P&OS General Allocation-Golf	650.0	300.0	150.0	150.0	150.0	1,400.0	80
F1166 - Golf Murray Dam Repair	1,200.0	-	-	-	-	1,200.0	81
IT Infrastructure	**450.0**	**450.0**	**450.0**	**450.0**	**450.0**	**2,250.0**	
J1136 - Technology Sustainable Infrastructure	225.0	225.0	225.0	225.0	225.0	1,125.0	81
J1137 - Technology Growth	225.0	225.0	225.0	225.0	225.0	1,125.0	82
Solid Waste Diversion	**490.0**	**515.0**	**610.0**	**730.0**	**730.0**	**3,075.0**	
A1123 - Curbside Cart Replacement	490.0	515.0	610.0	730.0	730.0	3,075.0	82
Cemeteries	**1,980.0**	**910.0**	**340.0**	**270.0**	**110.0**	**3,610.0**	
A1108 - P&OS General Allocation-Cemeteries	1,170.0	100.0	180.0	260.0	100.0	1,810.0	83
J1286 – Riverside Cemetery Maintenance Facility Expansion	800.0	800.0	-	-	-	1,600.0	84
E1751 - Cemetery Software	-	-	150.0	-	-	150.0	84
J1043 - Cemetery Facilities Asset Management	10.0	10.0	10.0	10.0	10.0	50.0	85
Solid Waste Collection	**415.0**	**415.0**	**-**	**-**	**-**	**830.0**	
New Project 200 – Locking Waste Carts	415.0	415.0	-	-	-	830.0	85
Clerks	**160.0**	**100.0**	**-**	**-**	**-**	**260.0**	
New Project 177 - Growth of AMS to Replace Appeal Case Management Module	160.0	100.0	-	-	-	260.0	86
Recreation Infrastructure	**7,325.0**	**5,340.0**	**3,598.0**	**3,513.0**	**9,886.0**	**29,662.0**	

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
J1166 - Outdoor Pools Program	-	-	-	-	6,296.0	6,296.0	87
E1029 - New Cricket Field	4,290.0	-	-	-	-	4,290.0	87
J1064 - Outdoor Boarded Rink Redevelopment	70.0	725.0	800.0	800.0	875.0	3,270.0	88
E1724 - Recreation/Culture Capital Program	429.0	376.0	349.0	839.0	641.0	2,634.0	88
J1291 - Fieldhouse Floor Enhancements	-	1,800.0	-	-	-	1,800.0	89
E1024 - Recreation Culture Capital Plan Implementation - Staff Costs	334.0	334.0	334.0	334.0	334.0	1,670.0	89
J1276 - Recreation Facility Accessibility Improvements (Adapted Recreation)	500.0	600.0	500.0	-	-	1,600.0	90
F1038 - Recreation Equipment	290.0	290.0	290.0	290.0	290.0	1,450.0	90
J1167 - Tennis & Pickleball Court Development	265.0	265.0	275.0	350.0	350.0	1,505.0	91
J1301 - Accessibility Plan (Staff Washrooms)	250.0	250.0	250.0	250.0	250.0	1,250.0	92
F1035 - Athletic Field Restoration	250.0	250.0	250.0	250.0	250.0	1,250.0	92
J1239 - Recreation Facility Program & Accessibility Improvements	200.0	200.0	250.0	250.0	250.0	1,150.0	93
E1729 - Civic Arts Program	150.0	150.0	150.0	150.0	150.0	750.0	93
E1749 - Placemaking Initiatives	100.0	100.0	100.0	-	200.0	500.0	94
E1750 - Baseball Diamond Audit Implementation	197.0	-	-	-	-	197.0	94
J1293 – Douglas Park Track Improvements	-	-	50.0	-	-	50.0	95
Mosaic Stadium	**-**	**450.0**	**700.0**	**700.0**	**700.0**	**2,550.0**	
E1745 - Mosaic Stadium General Capital Allocation	-	450.0	700.0	700.0	700.0	2,550.0	95
Indoor Aquatic Facility	**121,960.0**	**44,687.0**	**8,767.0**	**8,427.0**	**2,129.0**	**185,970.0**	
J1248 - New Indoor Aquatics Facility	118,660.0	31,737.0	8,767.0	8,427.0	2,129.0	169,720.0	96
J1267 - Geothermal Feasibility Study	3,300.0	12,950.0	-	-	-	16,250.0	96
Communications	**900.0**	**200.0**	**-**	**-**	**-**	**1,100.0**	
J0151 - Citizen Relationship Management (CRM) Solution	900.0	200.0	-	-	-	1,100.0	97
Strategy and Performance	**380.0**	**-**	**-**	**-**	**-**	**380.0**	

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
J1299 - Energy Monitoring and Management System	380.0	-	-	-	-	380.0	98
Sustainable Infrastructure	**150.0**	**-**	**-**	**-**	**-**	**150.0**	
F1174 - ESRI Utility Network Migration & Data Integrity	110.0	-	-	-	-	110.0	99
New Project 030 - Plotter Replacement	40.0	-	-	-	-	40.0	100
Grand Total	**263,053.0**	**197,012.8**	**163,550.5**	**172,556.2**	**179,273.7**	**975,446.2**	

5-Year Proposed Capital Plan Summary by Service

Service ($ millions)	2027	2028	2029	2030	2031	5-Year Total
Roadways Infrastructure	42.14	51.03	41.87	45.32	48.93	229.30
Transit	11.80	23.26	24.27	25.59	30.78	115.69
Facilities	13.93	8.83	17.22	17.77	14.05	71.81
Regina Police Service	9.71	14.16	11.38	10.47	13.22	58.94
Fleet	12.40	11.50	10.60	12.60	10.60	57.70
Landfill	3.47	4.36	1.27	7.30	9.65	26.04
Traffic Infrastructure	9.45	9.42	10.22	10.63	11.31	51.03
Fire	7.75	7.98	18.12	12.50	3.98	50.32
Land Development Real Estate	4.37	4.03	10.60	10.25	9.45	38.70
Parks Infrastructure	3.98	6.52	2.39	3.88	2.63	19.39
Downtown	1.07	0.02	0.10	1.02	9.53	11.72
Finance	4.93	0.95	-	0.50	0.50	6.88
Golf	3.85	1.90	1.05	0.65	0.65	8.10
IT Infrastructure	0.45	0.45	0.45	0.45	0.45	2.25
Solid Waste Diversion	0.49	0.52	0.61	0.73	0.73	3.08
Cemeteries	1.98	0.91	0.34	0.27	0.11	3.61
Solid Waste Collection	0.42	0.42	-	-	-	0.83

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Service ($ millions)	2027	2028	2029	2030	2031	5-Year Total
Clerks	0.16	0.10	-	-	-	0.26
Recreation Infrastructure	7.33	5.34	3.60	3.51	9.89	29.66
Mosaic Stadium	-	0.45	0.70	0.70	0.70	2.55
Indoor Aquatic Facility (IAF)	21.96	4.69	8.77	8.43	2.13	185.97
Communications	0.90	0.20	-	-	-	1.10
Strategy & Performance	0.38	-	-	-	-	0.38
Sustainable Infrastructure	0.15	-	-	-	-	0.15
Grand Total	**263.05**	**197.01**	**163.55**	**172.56**	**179.27**	**975.45**

Details regarding each project and program are listed below with a brief description and implications of the project if not funded.

Projects Seeking Multi-Year Approval

In addition to all projects and programs, City Council approved the following items that span beyond 2027. These items were approved so the procurement process can begin.

Projects	2028	2029	2030	2031	Total
	$000,000s	$000,000s	$000,000s	$000,000s	$000,000s
A1004 - Street Infrastructure Renewal	3.00	-	-	-	**3.00**
A1021 - New/Enhanced Traffic Controls	2.00	-	-	-	**2.00**
A1157 – Traffic Infrastructure Renewal	0.90	-	-	-	**0.90**
A1170 - Residential Renewal Program	4.00	-	-	-	**4.00**
A1259 - Renewal Program-Expressway Lighting	0.25	-	-	-	**0.25**
A1271 - Vision Zero	0.40	-	-	-	**0.40**

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Projects	2028	2029	2030	2031	Total
	$000,000s	$000,000s	$000,000s	$000,000s	$000,000s
C0523 - RPS HQ 2nd Floor Renovations	2.00	-	-	-	**2.00**
F1125 - Wascana Parkway to Highway 1A Loop Ramp	5.40	-	-	-	**5.40**
F1149 - Arcola Avenue Intersection Improvements	4.20	-	-	-	**4.20**
F1151 - Sask Drive Corridor Improvements (Phase I - Heritage)	14.10	13.00	-	-	**27.10**
J1029 - Civic Fleet Replacement	5.25	-	-	-	**5.25**
J1031 - Fire Fleet Replacement	2.45	-	-	-	**2.45**
J1032-Transit Fleet Replacement	23.01	23.97	-	-	**46.98**
J1093 - Golf Course Facilities Asset Management	0.55	-	-	-	**0.55**
J1138 - Facilities Asset Management	5.00	-	-	-	**5.00**
New Project 160 - Accessible Sidewalk and Concrete Renewal Program	8.28	-	-	-	**8.28**
New Project 180 - Tor Hill Clubhouse Renovation	1.05	-	-	-	**1.05**
Total	**81.84**	**36.97**	**-**	**-**	**118.81**

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Summary of General Capital Funded Positions

Service	Union	2025 Budget	2026 Budget	Change	2027 Budget
Recreation Cultural Services	In Scope	1.00	1.00	-	1.00
Roadways	Out of Scope	1.00	1.00	-	1.00
	In Scope	12.06	12.06	2.00	14.06
Traffic and Road Safety	In Scope	3.58	5.58	1.00	6.58
Landfill	In Scope	-	-	1.00	1.00
Facilities	In Scope	7.00	7.00	-	7.00
Technology	Out of Scope		2.00	-	2.00
	In Scope		5.00	-	5.00
Financial Management Services	Out of Scope		2.00	-	2.00
	In Scope	1.00	8.00	-	8.00
Strategy & Performance	Out of Scope		1.00	-	1.00
	In Scope		0.50	(0.50)	-
Total		**25.64**	**5.14**	**3.50**	**48.64**

The four new capital-funded positions include:

- Project Engineer for A1271 - Vision Zero
- Coordinator, Major Projects for A1004 - Street Infrastructure Renewal
- Technologist II for A1004 - Street Infrastructure Renewal
- Engineer for A1134 - Landfill Gas Collection (Reserve Funded)

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Projects 2027-2031 General Capital Plan Details

Roadways Infrastructure

Project A1170 – Residential Renewal Program (RRRP)

Description:
The Residential Road Renewal Program (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.

Implications of Not Funding:
This program was funded by a dedicated mill rate and is ongoing.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**8,278.0**	**8,425.0**	**8,504.0**	**8,766.0**	**9,555.0**	**43,528.0**
Funded By						
Current Contribution – Residential Roads	8,278.0	8,425.0	8,504.0	8,766.0	9,555.0	43,528.0

New Project 126 - Saskatchewan Drive Corridor Improvement Phase II - Downtown

Description:
This Project is the design and construction for Phase II - Downtown (Albert Street to Broad Street) of the Saskatchewan Drive Corridor Improvements. The work includes wider travel lanes, sidewalks, curbs, street furniture, underground infrastructure and multi-modal transportation infrastructure.

Implications of Not Funding:
Ask for 2026-27 funds for design and public engagement for the project. Delays will have a cascading impact due to other projects within the downtown as well as an east-west collector road. Engagement has already started with Crown Corporations to coordinate work on SaskPower Duct Bank installations and SaskTel HQ renovations. This delay may cause reputational risk with those agencies.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**2,000.0**	**-**	**20,000.0**	**20,000.0**	**42,000.0**
Funded By						
Build Communities Strong Fund - Community Stream	-	-	-	14,942.0	14,942.0	29,884.0
Current Contribution – Civic		2,000.0		5,058.0	5,058.0	10,116.0

New Project 160 – Accessible Sidewalk and Concrete Renewal Program

Description:

The Accessible Sidewalk & Concrete Renewal Program (ASCR) is utilized to renew the condition and address improvements for all users to exist sidewalk, curb, gutter, pedestrian ramps and traffic medians on major and local roads within the city. This program was split from A1004 and A1170.

Implications of Not Funding:

Portions of this funding come from Residential Roads Program - Dedicated mill rate so at least some must be implemented. This would also mean that no concrete or sidewalk work would be completed on any Capital Road projects and all projects would be pavement only. This is not a new ask but rather a redistribution of existing Street Infrastructure Renewal Program (SIRP) and Residential Road Renewal Program (RRRP) budgets to ensure priority is placed on accessible walks as was the direction of City Council at the last Road Report. An alternative would be to balance this funding alongside RRRP and SIRP ensure all 3 programs are above the line.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**9,514.6**	**8,343.8**	**6,349.1**	**5,597.0**	**2,800.5**	**32,605.1**
Funded By						
Build Communities Strong Fund - Community Stream	5,750.6	992.0	-	-	-	6,742.6
Current Contribution – Residential Roads	3,764.0	3,617.0	3,538.0	3,276.0	2,487.0	16,682.0
Current Contribution – Civic	-	3,734.8	2,811.1	2,321.0	313.5	9,180.5

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Project A1004 - Street Infrastructure Renewal

Description:

The Street Infrastructure Renewal Program (SIRP) developed to manage the City's major roadway network and funds all activities related to maintaining the City's arterial and collector roadway infrastructure network. These roads accommodate higher traffic volumes, heavier traffic loads and facilitate city wide vehicle movement.

Implications of Not Funding:

In the 2025/2026 Pre-Budget Survey, respondents ranked Road Construction & Repair as the highest priority with 44.7 per cent indicating they would like to see more spending and 47.6 per cent indicating they would like to see the same spending suggesting a relatively even divide. Only a smaller percentage indicated less spending.

- The recent report to *City Council CR25-16*, *Design Regina: The Official Community Plan Amendment Bylaw, 2025,* indicated the major road network is trending in the opposite direction of the target of 100 per cent fair condition or better. The report indicated the program will propose including inflationary increases into the funding requested. The average increase in concrete over the last 3 years is 4.7 per cent per year and the average increase in asphalt over the last 3 years is 2.0 per cent per year.
- Major roads see the majority of traffic (trips) within the City's road network. The major road network consists of approximately 17 per cent collector roads, 14 per cent arterial roads, and 6 per cent expressway roads for a total of 403 km maintained through this program.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**9,937.8**	**4,605.0**	**4,159.1**	**3,900.0**	**5,711.4**	**28,313.3**
Funded By						
Build Communities Strong Fund - Community Stream	3,641.4					3,641.4
Current Contribution-Civic	6,296.4	4,605.0	4,159.1	3,900.0	5,711.4	24,671.9

Project F1151 - Saskatchewan Drive Corridor Improvements (Phase I - Heritage)

Description:

I Phase Saskatchewan Drive corridor improvements include the reconstruction and upgrade of Saskatchewan Drive in the Heritage Area to improve safety, infrastructure, and multi-modal connectivity. This work will support reinstating road after old Cast Iron watermain replacement.

Implications of Not Funding:

- Continued risk from aging infrastructure (e.g. 120 years old cast iron watermain).
- Delayed safety and accessibility improvements.
- Potential reputational impacts due to prior engagement in Saskatchewan Drive Corridor Plan.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**14,100.0**	**13,000.0**	**-**	**-**	**27,100.0**
Funded By						
Build Communities Strong Fund - Community Stream		12,000.0	13,000.0	-	-	25,000.0
Roadways Development Charges Reserve		1,470.0	-	-	-	1,470.0
Intensification Infrastructure Reserve		630.0	-	-	-	630.0

Project A1018 – Bridge Infrastructure Renewal

Description:

The BRIP program funds all activities related to maintaining the City's bridge infrastructure such as bridge maintenance, engineering studies, bridge inspections, bridge designs, bridge construction projects, project management and administration.

Implications of Not Funding:

The investment aligns with the City's Bridge Asset Management Plan (AMP) and broader infrastructure and sustainability policies. Failure to maintain infrastructure could expose the City to legal claims in the event of structural failure or injury.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,410.0**	**1,410.0**	**5,910.0**	**1,410.0**	**8,410.0**	**18,550.0**
Funded By						
Current Contribution	1,410.0	1,410.0	5,910.0	1,410.0	8,410.0	18,550.0

Project F1149 - Arcola Avenue Intersection Improvements

Description:

This project implements short-term recommendations from the Arcola Corridor Study for

improvements at several intersections along Arcola Avenue from Park Street to Chuka Boulevard to address failing levels of service. It focuses on intersections experiencing increased demand from southeast neighborhood growth.

Implications of Not Funding:

- Increasing congestion in high-growth areas.
- Continued failing levels of service.
- Compounding pressure on the transportation network.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**200.0**	**4,200.0**	**200.0**	**3,200.0**	**-**	**7,800.0**
Funded By						
Current Contribution	200.0	2,500.0	200.0	1,900.0	-	4,800.0
Debt	-	1,700.0	-	1,300.0	-	3,000.0

Project F1125 - Wascana Parkway to Highway 1A Loop Ramp

Description:
Improving traffic flow on Highway No. 1A northbound by installing a loop ramp from eastbound Wascana Parkway.

Implications of Not Funding:
This project is identified in the Transportation Master Plan and identified on the Development Charges Project List to support new growth. This project will reduce congestion and risk of collisions from Wascana Parkway to Northbound Ring Road that has significant backups at peak travel times. Moving this out might create a construction conflict with the opening of the new Provincial care home.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**5,400.0**	**-**	**-**	**-**	**5,400.0**
Funded By						
Current Contribution	-	5,400.0	-	-	-	5,400.0

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Project F1033 – On-Street Bike Lanes & Multi-Use Pathways

Description:
This program includes the design and construction of on-street bikeways and multi-use pathways in existing areas throughout Regina. This is an ongoing program aimed at meeting the sustainable transportation goals identified in the Official Community Plan and the Transportation Master Plan.

Implications of Not Funding:
Funding delays will delay reaching goals set out in the Transportation Master Plan. This funding would advance the Vision Zero framework in installing counter measures (signals, raised crosswalks, etc.) to protect vulnerable road users.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**850.0**	**600.0**	**800.0**	**1,000.0**	**1,000.0**	**4,250.0**
Funded By						
Current Contribution	850.0	600.0	800.0	1,000.0	1,000.0	4,250.0

New Project 128 – Paved Rural Road Renewal and Improvements

Description:
This program improves and renews existing rural cross section gravel and paved roads within city limits with an asphalt surface and supporting substructure.

Implications of Not Funding:
The City inherits new roads because of annexation and changes to the City's boundaries. These roads are often not built to the City's standards and are more susceptible to distress, potholes and drainage concerns.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,000.0**	**500.0**	**500.0**	**500.0**	**500.0**	**3,000.0**
Funded By						
Current Contribution	1,000.0	500.0	500.0	500.0	500.0	3,000.0

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Project F1157 - Assiniboine Avenue Northbound On-Ramp

Description:
This project constructs a northbound ramp from Assiniboine Avenue to Ring Road to improve traffic flow and reduce congestion at nearby intersections. It directly addresses safety concerns identified through collision data and was identified as a priority in the Transportation Master Plan.

Implications of Not Funding:

- Continued congestion and collision risk.
- Reduced efficiency at nearby intersections.
- Ongoing strain on southeast traffic network.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**3,000.0**	**-**	**-**	**-**	**-**	**3,000.0**
Funded By						
Build Communities Strong Fund - Community Stream	1,800.0	-	-	-	-	1,800.0
Debt	1,200.0	-	-	-	-	1,200.0

Project F1129 – Road Network Improvements Property Purchase

Description:
Program for property purchases required for growth driven road network improvements and expansions.

Implications of Not Funding:
The City may lose the ability to procure land in advance of major projects introducing risk to future project timelines.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**500.0**	**500.0**	**500.0**	**500.0**	**500.0**	**2,500.0**
Funded By						
Debt	500.0	500.0	500.0	500.0	500.0	2,500.0

New Project 135 – Asphalt Crack Sealing Program

Description:
The City undertakes crack sealing of new, rehabilitated or reconstructed road surfaces in good to fair condition in order to extend the useful life of the pavement. This work was done earlier under A1004 and is being reallocated to highlight the importance of this activity as a standalone item.

Implications of Not Funding:
In the 2025/2026 Pre-Budget Survey, respondents ranked Road Construction & Repair as the highest priority with 44.7 per cent indicating they would like to see more spending and 47.6 per cent indicating they would like to see the same spending suggesting a relatively even divide. Only a smaller percentage indicated less spending.

- Crack Sealing as a 'preventative maintenance' has been studied on highways to extend the life of the AC pavement by 2 - 5 years, and results within urban environments (including Regina's experience) are similar of seeing approximately a 5-year extension of holding a road condition within a GOOD state.
- The City, on average, undertakes approximately 15 - 16 km of crack sealed roads per year.
- Cost of undertaking 'crack sealing' as a preventative maintenance activity is low compared with undertaking rehabilitation sooner which is moderate to high cost.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**450.0**	**450.0**	**450.0**	**450.0**	**450.0**	**2,250.0**
Funded By						
Current Contribution	450.0	450.0	450.0	450.0	450.0	2,250.0

Project F1177 - Dewdney Avenue and Lewvan Drive Intersection Improvements

Description:
The Dewdney Avenue and Lewvan Drive Intersection Improvements project will upgrade one of Regina's busiest and highest-collision intersections to improve safety, increase capacity, reduce congestion, and support future growth. The project includes dual protected left-turn lanes on Lewvan Drive, traffic signal upgrades, Accessible Pedestrian Signals (APS), enhanced street lighting, pedestrian accessibility improvements, and associated roadway reconstruction required to improve safety and operational performance.

Implications of Not Funding:
The intersection has a significant history of collisions, with approximately 585 reported collisions occurring since 2010. Collision analysis identified rear-end collisions (37 per cent) and left-turn collisions (34 per cent) as the predominant collision types. Existing permissive left-turn movements require motorists to judge gaps in opposing traffic, contributing to elevated collision risk and operational inefficiencies.

The project is strongly supported by SGI, which has committed $600,000 in funding due to the demonstrated safety benefits associated with reducing collisions at a high-risk intersection. Failure to proceed with the project would leave a known high-collision location unaddressed, increase exposure to future construction inflation, delay anticipated safety benefits, and potentially impact on the City's ability to leverage existing external funding contributions.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**2,000.0**	**-**	**-**	**-**	**-**	**2,000.0**
Funded By						
Current Contribution	2,000.0	-	-	-	-	2,000.0

Project F1173 - Victoria Avenue Corridor Improvements

Description:
This project delivers corridor improvements along Victoria Avenue from Broad Street to Winnipeg Street, including renewal of underground water and sewer infrastructure and replacement of lead service connections. Surface upgrades will enhance pedestrian safety, transit operations, and overall streetscape quality, supporting the corridor's role as a key gateway into downtown. The coordinated approach aligns with planned rapid transit investments and supports revitalization, intensification, and improved mobility within the Primary Intensification Boundary.

Implications of Not Funding:
- Continued risk related to aging infrastructure, including deferred replacement of lead service connections and increased likelihood of failures.
- Missed opportunity to coordinate underground and surface upgrades, resulting in higher long-term costs and repeated construction disruptions.
- Reduced ability to support corridor revitalization, safety improvements (Vision Zero), and planned growth and intensification in the area.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**2,000.0**	**-**	**-**	**-**	**-**	**2,000.0**
Funded By						
Current Contribution	2,000.0	-	-	-	-	2,000.0

Project A1003 – Asphalt Plant Upgrade

Description:

This project funds strategic upgrades to the City's asphalt plant to improve reliability, reduce maintenance requirements, and support the use of recycled asphalt pavement (RAP) in asphalt production (2029). The primary investment is a rotary mixer that will allow the plant to incorporate recycled asphalt into new mixes, reducing reliance on natural aggregate materials, lowering production costs, and improving environmental sustainability. The asphalt plant currently produces asphalt at a competitive price when compared to private suppliers and is a critical component of the City's roadway maintenance and construction program.

Implications of Not Funding:

Without these upgrades, the City will miss opportunities to reduce asphalt production costs, increase the use of recycled materials, and align with industry's best practices. Aging infrastructure may also contribute to reduced reliability and increased maintenance requirements, which could impact the City's ability to efficiently support roadway construction and preservation activities.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**1,500.0**	**-**	**-**	**1,500.0**
Funded By						
Asphalt Reserve	-	-	1,500.0	-	-	1,500.0

Project F1162 - Campbell Street Reconstruction for Simpson Avenue to Albulet Drive

Description:

This project upgrades a gravel road to a paved surface to support traffic from a new

school and surrounding development. It addresses known maintenance and safety challenges. This project was a commitment to complete the paving of Campbell Street for the opening of the new Harbour Landing School in the fall of 2026.

Implications of Not Funding:

- Continued difficulty maintaining gravel conditions.
- Safety risks for school traffic.
- Reduced service levels in a growing area.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,000.0**	**-**	**-**	**-**	**-**	**1,000.0**
Funded By						
Current Contribution	1,000.0	-	-	-	-	1,000.0

Project F1148 - Fleet Street and McDonald Street - Intersection Improvements

Description:

Improving the Fleet Street and McDonald Street intersection by adding turning lanes, upgrading traffic signals and street lighting, and repaving the existing roadway.

Implications of Not Funding:

- Continued deterioration and safety risks.
- Expansion of required future reconstruction scope.
- Delayed signal lifecycle upgrades.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**900.0**	**-**	**-**	**-**	**-**	**900.0**
Funded By						
Build Communities Strong Fund - Community Stream	900.0	-	-	-	-	900.0

New Project 157 – Material Processing Program

Description:

The Roadways Capital Operations Branch is requesting to replace and add both staff and equipment to the Materials Production & Engineering Service for the production of winter maintenance products and recycling of concrete and asphalt. The existing sand /

salt blending equipment has exceeded its useful life, leading to inefficiencies and reliability concerns.

Implications of Not Funding:

- Reduced Service Reliability- Aging and unreliable equipment may result in delays or disruptions to winter sand/salt production and summer material processing, impacting service levels and operational readiness.
- Higher Operating Costs and Lower Efficiency- Continued reliance on labor-intensive processes and limited rental equipment availability will increase operating inefficiencies, staff workload, and maintenance costs.
- Lost Sustainability and Cost-Saving Opportunities- Utilization of recycled aggregates reduces the need for natural aggregate dependency that has longer haul distances. Recycled aggregates are approximately 30-50 per cent lower than natural aggregates in cost. Recycled asphalt is estimated to be between 40 and 60 per cent lower in cost than traditional hot mix asphalt. Recycling concrete can cut CO_2 emissions by up to 35 per cent compared to extracting and processing virgin materials.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**650.0**	**-**	**-**	**-**	**-**	**650.0**
Funded By						
Current Contribution	650.0	0	0	0	0	650.0

Project F1144 - Intersection Capacity Upgrades

Description:

This program delivers intersection capacity upgrades that are required as a result of growth.

Implications of Not Funding:

This may delay the delivery of upgrades to congested intersections.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**500.0**	**-**	**-**	**-**	**500.0**
Funded By						
Roadways Development Charges Reserve	-	350.0	-	-	-	350.0
Intensification Infrastructure Reserve	-	150.0	-	-	-	150.0

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New Project 188 - Asphalt Maintenance Recycling Program

Description:
This project purchases an asphalt recycler and infrared asphalt heater to improve the quality, durability, and efficiency of roadway repairs. The equipment allows crews to reheat and reuse existing asphalt, complete full-depth and in-place repairs year-round, reduce dependence on cold mix, and address potholes, utility cuts, low spots, and localized pavement failures more effectively. The program is expected to improve repair quality, extend pavement life, reduce material waste, and generate operating savings through the use of recycled asphalt.

Implications of Not Funding:
Without this investment, the City will continue relying on less effective repair methods that are better suited to temporary surface repairs. This can result in repeated maintenance, increased labor and material costs, reduced roadway quality, and continued deferral of repairs that cannot be completed effectively with existing equipment. Opportunities to lower material costs by using recycled asphalt and to improve long-term pavement performance would also be lost.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**240.1**	**-**	**-**	**-**	**-**	**240.1**
Funded By						
Current Contribution	240.1	-	-	-	-	240.1

New Project 183 - Right of Way Permitting Software

Description:
This project implements specialized permitting software to modernize and streamline the administration of right-of-way permits, including street use and over-dimensional permits. The software would improve permit processing, tracking, reporting, communication with stakeholders, compliance and coordination of construction activities within the City's transportation network.

Implications of Not Funding:
Without the software, the City will continue relying on manual and less integrated processes, resulting in inefficiencies, increased administrative effort, longer permit processing times, reduced coordination of infrastructure projects, and limitations in reporting, transparency, and customer service.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**90.0**	-	-	-	-	**90.0**
Funded By						
Current Contribution	90.0	-	-	-	-	90.0

New Project 181 - Purchase of Skid Steers – Specialized Maintenance

Description:

This project purchases two small and versatile skid steer units that are currently rented by the Roadways Maintenance Operations Branch to support year-round summer and winter maintenance activities. The equipment is used for lawn restoration, easement work, concrete site maintenance, sidewalk snow clearing, traffic calming curb snow removal, and maintenance of protected bike lanes. Purchasing the units would reduce long-term operating costs, improve service delivery, increase equipment availability, and generate cost avoidance compared to continued annual rentals.

Implications of Not Funding:

Without funding, the City would need to continue renting the equipment at a significantly higher annual cost. If the units are unavailable, several service levels would be reduced or eliminated, including easement renewal work, traffic calming curb snow removal, and protected bike lane snow clearing.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**86.0**	-	-	-	-	**86.0**
Funded By						
Current Contribution - Civic	86.0	-	-	-	-	86.0

Project New Project 171 - 6 Yard Wheel Loader Upgrade

Description:

Upgrade one wheeled payloader from 5-yard to 6-yard capacity.

Implications of Not Funding:
Historically, Roadways Seasonal Operations (RSO) has relied on rental equipment to manage snow storage sites during winter months. By investing in a larger, permanent unit, the City can eliminate this recurring expense while improving operational efficiency. This upgraded loader would:

- Support Roadways Capital Operations with material handling, processing, and truck loading for construction projects.
- Assist Roadways Seasonal Operations in managing the snow storage site, reducing dependency on contracted services.
- Enable budgetary savings in winter maintenance rentals and promote cross-functional use of heavy equipment.

Overall, the proposed investment aligns with lifecycle planning, improves equipment availability across branches, and fosters long-term fiscal responsibility.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**35.0**	**-**	**-**	**-**	**-**	**35.0**
Funded By						
Current Contributions - Civic	35.0	-	-	-	-	35.0

Transit

Project J1032 – Transit Fleet Replacement

Description:
Regular program for the replacement of the transit fleet and paratransit fleet.

Implications of Not Funding:
If not approved, safety incidents on transit may increase, leading to reduced rider and operator confidence, higher risk of disruptions, and potential declines in transit use. Missed opportunity to take advantage of funding approved under the Government of Canada's Public Transit Fund.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**11,698.2**	**23,006.4**	**23,971.2**	**25,290.0**	**30,475.5**	**114,441.4**
Funded By						
Government Grants	3,489.9	2,400.0	2,400.0	2,400.0	2,400.0	13,089.9.
Transit Fleet Replacement Reserve	8,208.3	20,606.5	21,571.2	22,890.0	28,075.5	101,351.5

Project A1091 - Bus Shelter Upgrades

Description:
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.

Implications of Not Funding:
If not approved, necessary transit stop upgrades on 11th Avenue will be delayed, potentially compromising rider safety, accessibility, and the overall success of the revitalization project.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**100.0**	**250.0**	**300.0**	**300.0**	**300.0**	**1,250.0**
Funded By						
Current Contribution - Civic	100.0	250.0	300.0	300.0	300.0	1,250.0

Facilities

Project J1138 - Facilities Asset Management

Description:
This program involves allocating funding to key facilities for projects identified in the Facilities Capital Planning program and other condition assessments. Projects include architectural, structural, mechanical, electrical and code or safety requirements to maintain the integrity of the facility systems such that the City's programs and services can continue to be delivered.

Implications of Not Funding:
The priorities for investment are determined through a prioritization model that assesses risk for system or asset failure that would result in unplanned closure, disruption to program and service delivery, as well as safety, asset condition, asset age, asset value, the service the asset is supporting, and variance from condition target, amongst other factors. The data indicates that many facility assets are aging and in need of capital upgrades. Reducing funding for this program would result in the deferred maintenance gap increasing and placing further pressure on day-to-day operations and service delivery.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**10,184.9**	**6,959.3**	**11,471.7**	**11,566.0**	**10,077.5**	**50,259.4**
Funded By						
Current Contribution - Civic	10,184.9	6,959.3	11,471.7	11,566.0	10,077.5	50,259.4

Project J1229 - Office Space Renovations

Description:
This program provides funding to renovate office space at City Hall or other corporate office space to enhance the operational requirements of the user groups by providing an efficient floor plan layout which meets the current and future needs of the user groups. The updated spaces allow for a significant increase in interdepartmental synergies and space efficiencies that can be realized.

Implications of Not Funding:
The Facilities & Fleet department uses a multi-critical analysis tool to prioritize office upgrades to support the budget request. Renovating the floor of City Hall or other corporate office space will enhance the operational requirements of the user groups by providing an efficient floor plan layout which meets the current and future needs of the user groups. The impact of not funding would result in continued space inefficiencies and fragmented operations.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**2,500.0**	**300.0**	**3,000.0**	**3,000.0**	**300.0**	**9,100.0**
Funded By						
Current Contribution - Civic	2,500.0	300.0	3,000.0	3,000.0	300.0	9,100.0

Project J1262 - Renewable Regina 2050-Facilities Upgrades

Description:
This funding is for upgrades to City-owned facilities with a focus on reducing utility consumption and Greenhouse Gas (GHG) emissions consistent with the energy and sustainability framework.

Implications of Not Funding:
The facility upgrades are expected to decrease utility consumption where the City can lead by example to support and engage the public to adopt a net-zero emissions goal. If funding is not provided it will be challenging to achieve the goals of the Energy and Sustainability Framework.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**500.0**	**750.0**	**1,500.0**	**2,500.0**	**3,000.0**	**8,250.0**
Funded by						
Current Contribution - Civic	500.0	750.0	1,500.0	2,500.0	3,000.0	8,250.0

Project J1116 - Employee Parking Lot Asset Management

Description:
This funding is allocated by the employee parking reserve (non-City Hall) to provide for the long-term sustainability of employee provided parking lots. The work includes new asphalt, lighting, and fencing at parking sites other than City Hall.

Implications of Not Funding:
This work will allow Facilities to preserve the assets at an acceptable condition. Many employee parking lots have been built over the last 20 to 50 years. While some have recently been renewed, others need capital investment to maintain current service levels.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**250.0**	**250.0**	**800.0**	**250.0**	**250.0**	**1,800.0**
Funded By						
Employer - Provided Parking Reserve	250.0	250.0	800.0	250.0	250.0	1,800.0

Project J1192 - Facilities Workspace Improvement Program

Description:

This program funds City workspace improvements to improve employee engagement and business efficiency, enhance workflow, collaboration and team dynamics.

Implications of Not Funding:

The funding will ensure smaller space improvements and alterations will have articulated positive impact on the employee work environment. If funding is not provided, some work environments will continue to be less engaging, efficient and collaborative.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**250.0**	**250.0**	**250.0**	**250.0**	**250.0**	**1,250.0**
Funded By						
Current Contribution - Civic	250.0	250.0	250.0	250.0	250.0	1,250.0

Project J1259 - City Hall Parkade Improvements

Description*:*

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.

Implications of Not Funding:
This work will manage the deterioration of the Parkade and preserve the Parkade at an acceptable level. If funding is not provided, it would place the long-term preservation of the asset at risk.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**100.0**	**250.0**	**125.0**	**125.0**	**100.0**	**700.0**
Funded By						
Employer - Provided Parking Reserve	100.0	250.0	125.0	125.0	100.0	700.0

Project J1193 - Facilities Security Infrastructure Program
Description:
Funds from this program support security infrastructure additions and replacements at existing facilities to provide protection to corporate physical assets, City staff, public and information resources.

Implications of Not Funding:
Investing in additional security infrastructure and upgrades enhance protection of City staff, assets and information resources enabling continuity of services. Moreover, it helps create a positive physical environment where the public and staff feel safe and protected; thus, contributing to ensuring a positive customer service experience.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**150.0**	**75.0**	**75.0**	**75.0**	**75.0**	**450.0**
Funded By						
Current Contribution - Civic	150.0	75.0	75.0	75.0	75.0	450.0

Regina Police Service (RPS)

Project C0517 – Police Fleet Services
Description:
Regina Police Service capital project for fleet services cost.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**2,558.0**	**2,373.0**	**4,948.0**	**2,438.0**	**2,928.0**	**15,245.0**
Funded By						
Government grants	128.0	128.0	128.0	128.0	128.0	640.0
Current Contribution	2,430.0	2,245.0	4,820.0	2,310.0	2,800.0	14,605.0

Project C0507 – Computer Upgrade PRIME/LAN/CPIC

Description:

Regina Police Service capital project for information management and technology.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,707.0**	**2,255.0**	**2,290.0**	**2,405.0**	**2,115.0**	**10,772.0**
Funded By						
Current Contribution	1,707.0	2,225.0	2,290.0	2,405.0	2,115.0	10,772.0

Project C0505 – Routine Facility Improvements

Description:

Regina Police Service capital project for funding facility improvements in support of operational need.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,750.0**	**3,680.0**	**1,485.0**	**2,650.0**	**875.0**	**10,440.0**
Funded By						
Current Contribution	1,750.0	3,680.0	1,485.0	2,650.0	875.0	10,440.0

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Project C0520 – RPS Campus Facility Development

Description:
This funding will update the facility needs for RPS and provide a roadmap to address the outstanding facility requirements. The plan will determine the investment, phasing, and prioritization going forward. Funding in 2030 would allow design work to advance based on the recommendations from the plan, followed by construction in future years.

Implications of Not Funding:

- Continued reliance on leased facilities and fragmented operations.
- Inadequate space for training and specialized functions.
- Increased future costs due to delayed planning and escalation.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**100.0**	**175.0**	**750.0**	**5,000.0**	**6,025.0**
Funded By						
Current Contribution	-	100.0	175.0	750.0	5,000.0	6,025.0

Project C0522 – RPS - Asset Management

Description:
Regina Police Service capital project for asset management.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**643.0**	**885.0**	**995.0**	**985.0**	**1,095.0**	**4,603.0**
Funded By						
Current Contribution	643.0	885.0	995.0	985.0	1,095.0	4,603.0

Project C0523 – RPS HQ - Second Floor Renovations

Description:
This funding is for the construction costs associated with the redevelopment of the 2nd floor of the Regina Police Headquarters East, to provide functional and well-designed facilities infrastructure so that it can continue to effectively deliver services to the

community and respond to growth. It will allow 50 employees to be transitioned from office space leased to the second floor of Headquarters East.

Implications of Not Funding:
The second floor of Headquarters East will remain largely unoccupied with employees continuing to work in leased spaces. RPS (Regina Police Services) will also be unable to realize the benefits from collocating the teams within the RPS Headquarters East such as:

- Enhanced communication and collaboration through real time interaction and enhanced coordination between investigative units.
- Efficiencies accomplished through resource sharing.

Further, by vacating the leased space these units currently occupy, RPS will realize lease savings of approximately $240,000 per year.

($000's)	2027	2028	2029	2030	2031	Total
Budget	2,000.0	2,000.0	-	-	-	4,000.0
Funded By						
Current Contribution	2,000.0	2,000.0	-	-	-	4,000.0

Project C0519 – Information Management. & Technology

Description:
Regina Police Service capital project for information management and technology.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**675.0**	**1,000.0**	**940.0**	**795.0**	**325.0**	**3,735.0**
Funded By						
Current Contribution	675.0	1,000.0	940.0	795.0	325.0	3,735.0

Project C0514 – Emergency Services Equipment

Description:
Regina Police Service capital project for emergency services equipment.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**85.0**	**1,114.0**	**300.0**	**195.0**	**585.0**	**2,279.0**
Funded By						
Current Contribution	85.0	1,114.0	300.0	195.0	585.0	2,279.0

Project C0506 – Communication Equipment

Description:

Regina Police Service capital project for communication equipment cost.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**292.0**	**750.0**	**250.0**	**250.0**	**300.0**	**1,842.0**
Funded By						
Current Contribution	292.0	750.0	250.0	250.0	300.0	1,842.0

Fleet

Project J1029 – Civic Fleet Replacement

Description:

This program is funded from the Civic Fleet Reserve for the replacement of civic fleet assets that have completed or exceeded their economic service life. The Civic Fleet portfolio includes equipment necessary to ensure the timely delivery of municipal services such as roadway construction, sewer and water failure repair, winter roadway maintenance, and parks and golf course maintenance.

Implications of Not Funding:

The Civic Fleet Replacement Plan is a replacement schedule based on the recommended economic life of fleet equipment. Facilities & Fleet recommends proceeding with the 2026 Civic Fleet Replacement Plan in order to maintain the reliability and cost effectiveness of the Civic Fleet portfolio. Some unit replacements get deferred through an annual review process where possible and this is already included in the recommended plan. Not replacing, or deferring additional units is an alternative,

but the implications would include escalating maintenance costs, increased downtime, disruption of service delivery and requiring an increasing investment in rental equipment to supplement the fleet to maintain service level expectations.

($000's)	2027	2028	2029	2030	2031	Total
Projected Budget	**12,250.0**	**11,400.0**	**10,500.0**	**12,500.0**	**10,500.0**	**57,150.0**
Funded By						
Civic Fleet Replacement Reserve	12,250.0	11,400.0	10,500.0	12,500.0	10,500.0	57,150.0

Project J1030 – Small Tools Replacement

Description:
Funds from this program are used for the scheduled replacement of small tools in support of service delivery in roadway construction, sewer and water infrastructure repair, winter roadway maintenance, and parks and golf course maintenance.

Implications of Not Funding:
Proceeding with this program ensures the average age of the small tool fleet remains within recommended limits and ensures reliable operation and service life. Older, worn-out small tools are replaced with new equipment featuring better technology and improved reliability. Improved reliability results in less downtime for the user group allowing them to maintain service levels.

($000's)	2027	2028	2029	2030	2031	Total
Projected Budget	**150.0**	**99.0**	**99.0**	**99.0**	**99.0**	**546.0**
Funded By						
Civic Fleet Replacement Reserve	150.0	99.0	99.0	99.0	99.0	546.0

Landfill

Project A1034 - Landfill Engineering First Cap and Closure Progressive Closure Event

Description:
Larger landfill engineering projects dealing with infrastructure repair, replacement, or implementation of new infrastructure. To close the entire landfill at the end of its life is expected to cost upwards of approximately $60 million, it was decided that it would be more realistic, both from a cost and timing perspective, to complete the cap and closure in a number of progressive events, approximately eight in total. The progressive closure will shrink the financial liability that will be required when the landfill is fully closed.

Implications of Not Funding:
Not progressively capping and closing sections of the landfill will force the City to incur the total cost and time commitment to capping and closing the entire facility at the end of its life, which could be prohibitive in both cases.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**50.0**	**6,600.0**	**-**	**6,650.0**
Funded By						
Solid Waste Reserve	-	-	50.0	6,600.0	-	6,650.0

Project A1134 – Landfill Gas Collection

Description:
Capital projects related to work pertaining to the landfill gas wellfield.

Implications of Not Funding:
City Council set a target of 100 per cent renewable for 2050. This is being interpreted as offsetting the City's impact on the environment with renewable sources to a net neutral position. The first step in the process is to reduce the environmental footprint, reducing the quantity of emissions that need be offset. Capturing and burning landfill gas is one of the most efficient ways for the City to reduce its footprint as the landfill is the single highest greenhouse gas contributor in the City. The gas collected can be used as fuel from the City's Landfill Gas to Energy Facility. Producing green electricity not only improves the City's environmental footprint but also generates nontax-based revenue which is in direct alignment with the City's Strategic Plan and its focus on Financial Viability.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**2,105.0**	**200.0**	**202.0**	**207.0**	**3,931.0**	**6,645.0**
Funded By						
Solid Waste Reserve	2,105.0	200.0	202.0	207.0	3,931.0	6,645.0

Project A1284 – Landfill Piggy-back Liner Design & Construction

Description:
Funding for the design and construction of a piggyback liner system at the landfill.

Implications of Not Funding:
The piggy-back system is aligned with previously approved landfill path and engineering reports done for the landfill and is required to meet the current 2053 landfill closure date.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**-**	**100.0**	**5,440.0**	**5,540.0**
Funded By						
Solid Waste Reserve	-	-	-	100.0	5,440.0	5,540.0

Project A1283 – Landfill Perimeter Fence Replacement

Description:
This project replaces sections of deteriorated perimeter fencing at the landfill to improve site security and maintain the integrity of the facility boundary.

Implications of Not Funding:
Large sections of the landfill perimeter fence, required by the Permit to Operate (PTO) for the facility, are reaching their end of life, and will have to be replaced over the next five years. There is approximately 4,800 meters of perimeter fencing at Regina Landfill.

If the fencing isn't repaired, and fails, the landfill would come into contravention of its PTO with the Ministry of Environment. If this occurs, there is potential that the Ministry will require repairs immediately, which will be more costly, or shut the landfill down until such repairs can be made to ensure there is no risk to the community through an unsecured site.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,000.0**	**1,000.0**	**-**	**-**	**-**	**2,000.0**
Funded By						
Solid Waste Reserve	1,000.0	1,000.0	-	-	-	2,000.0

Project A1244 – Landfill Perimeter Road

Description:
This project is for the reconstruction of the north and east landfill perimeter roads.

Implications of Not Funding:
Currently the north and east perimeter roads can be borderline impassable in certain locations during wet weather events or during yearly spring thaw, which slows down what the Landfill Operations staff can get done during business hours, as time must be spent fixing issues on these perimeter roads.

Without funding, there will continue to be long-term costs of constant maintenance / upkeep, diminished levels of service for staff and customers during storm events and during certain times of year the continuing dust issues for both scale staff and staff now located at the new Waste Management.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**2,000.0**	**-**	**-**	**-**	**2,000.0**
Funded By						
Solid Waste Reserve	-	2,000.0	-	-	-	2,000.0

Project A1148 – Landfill Annual Infrastructure Renewal

Description:
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.

Implications of Not Funding:
Maintenance and targeted repairs are necessary to preserve service levels and ensure safety and regulatory compliance.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**200.0**	**250.0**	**250.0**	**250.0**	**250.0**	**1,200.0**
Funded By						
Solid Waste Reserve	200.0	250.0	250.0	250.0	250.0	1,200.0

Project A1150 – Landfill Gas to Energy Project

Description:
This is an ongoing program to ensure Landfill Gas to Energy Facility infrastructure which includes the landfill gas engine, gas conditioning module and power transmission equipment are maintained to ensure safety, regulatory compliance and power generation run time.

Implications of Not Funding:

- The Landfill Gas to Energy Facility requires periodic repairs and maintenance to ensure the landfill gas engine, gas conditioning module and power transmission equipment continue to function correctly and at our run-time goal of 85 per cent annually.
- Landfill gas (which is primarily methane) has a substantially higher impact on the environment than carbon dioxide (about 28 times more harmful). Collecting and destroying landfill gas converts methane into carbon dioxide, drastically reducing greenhouse gas emissions.
- Additionally, when the gas fuels the City's Landfill Gas to Energy Facility, it produces salable electric power generating revenue through a power purchase agreement with SaskPower. The City's current energy facility is estimated to reduce greenhouse gas emissions by approximately 37,000 tons per year.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**80.0**	**100.0**	**580.0**	**100.0**	**-**	**860.0**
Funded By						
Solid Waste Reserve	80.0	100.0	580.0	100.0	-	860.0

Appendix E – General Capital Plan

Project A1243 – Mt Pleasant Environment Assessment

Description:

This project supports further environmental investigation and remediation work at the former Mount Pleasant Landfill (1945 to 1961). The work will identify and address remaining environmental issues associated with historic hydrocarbon impacts resulting from former oil disposal practices at the site.

Implications of Not Funding:

Without properly studying, delineating, and remediate the oil pit increases the City's exposure to the financial liability for the site and/or risk to the public or environment if any.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**750.0**	**-**	**-**	**-**	**750.0**
Funded By						
Solid Waste Reserve	-	750.0	-	-	-	750.0

New Project 019 – Landfill Airspace Audit

Description:

This work will bring in a third party to look at the landfill facilities current operational practices and compare them against industry best practices for operation of landfill facilities. Identified efficiencies will be reviewed and implemented.

Implications of Not Funding:

The original study in 2016 brought about changes that made the operation of the facility more efficient, and landfill operations to maximize its operation with up-to-date standard operating procedures. The landfill is due to another review to ensure the Regina Landfill facility is operating to its peak potential. Working from the older study will keep us at the status quo, possibly missing out on new landfilling techniques that would potentially help us save time, money, and airspace in the facility.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**150.0**	**-**	**-**	**150.0**
Funded By						
Solid Waste Reserve	-	-	150.0	-	-	150.0

New Project 198 - Landfill Aerial Survey

Description:
Periodic Aerial Survey of Regina Landfill's operating and stockpile areas.

Implications of Not Funding:
It is vital to obtain confirmation on soil use and compaction efforts, as it verifies whether the City is meeting the current Landfill closure timeline of 2053 and helps track trending issues that may cause this closure year to slip/occur prematurely.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**25.0**	**26.0**	**27.0**	**28.0**	**-**	**106.0**
Funded By						
Solid Waste Reserve	25.0	26.0	27.0	28.0	-	106.0

Project A1279 – GPS Terminal Replacement

Description:

Funds to rehabilitate and maintain the existing Global Positioning System (GPS) Terminal units.

Implications of Not Funding:
Landfill GPS systems allow operators to track construction on the working face, monitor compaction in real time, and produce timely progress and efficiency reports. Prior to adding the GPS technology operators work involved a certain amount of guesswork. The technology adds a level of certainty to the compaction process that isn't possible by any other means creating a higher level of efficiency.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**50.0**
Funded By						
Solid Waste Reserve	10.0	10.0	10.0	10.0	10.0	50.0

New Project 199 - City of Regina Landfill Fill Plan Update

Description:
An update to the waste filling plan for the Regina Landfill facility to assist with long-term planning.

Implications of Not Funding:
This update will assist the City in planning future waste filling activities, such as the planned piggy-back liner and for the future accommodation/modification/replacing of the landfill gas system as the ongoing sliver fill activities, on the historical side of the landfill, begin to encroach on the existing gas system. There are large sections of the existing gas collection system that also need to be silver filled. This report will help plan for that aspect of things. If the gas system isn't modified to accommodate the sliver fill activities, the City could lose upwards of 2.5 million cubic meters of landfill airspace volume and reduce the current estimated closure/expansion year of 2053.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**50.0**	**-**	**-**	**-**	**-**	**50.0**
Funded By						
Solid Waste Reserve	50.0	-	-	-	-	50.0

New Project 013 – Landfill Liability Report

Description:
The Landfill Liability Report.

Implications of Not Funding:
An update to the liability reporting allows the City to properly plan for funding for closure and post closure activities for the facility. It also allows the City to settle liability items early, where possible, to prevent all liability coming due by the current estimated closure date of 2053.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**20.0**	**-**	**-**	**21.0**	**41.0**
Funded By						
Solid Waste Reserve	-	20.0	-	-	21.0	41.0

Traffic Infrastructure

Project A1021 – New/Enhanced Traffic Controls

Description:

This program funds the installation and enhancement of traffic signals, pedestrian corridors, accessible pedestrian signals, countdown timers, vehicle detection systems, lighting improvements, and other traffic control infrastructure needed to support Regina's growing transportation network. The program improves road safety, accessibility, traffic flow, and transit reliability while advancing priorities within the Transportation Master Plan, Vision Zero Strategy, Accessibility Plan, and Official Community Plan. Funding also supports the technical resources required to design, implement, and manage increasingly complex traffic control systems across the city.

Implications of Not Funding:

Without continued investment, the City will face delays in installing warranted traffic signals and pedestrian crossings, reduced responsiveness to safety concerns, growing project backlogs, increased congestion, and slower implementation of Vision Zero and accessibility initiatives. Capacity constraints may also increase staff workload pressures, reduce service levels, delay project delivery, and limit the City's ability to respond to growth and public safety demands.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**3,482.0**	**2,890.0**	**2,890.0**	**2,990.0**	**3,140.0**	**15,392.0**
Funded By						
Roadways Development Charges Reserve	1,200.0	1,250.0	1,250.0	1,250.0	1,350.0	6,300.0
Debt	1,132.0	-	-	-	-	1,132.0
Intensification Infrastructure Reserve	500.0	550.0	550.0	550.0	600.0	2,750.0
Current Contribution	650.0	1,090.0	1,090.0	1,190.0	1,190.0	5,210.0

Project A1157 – Traffic Infrastructure Renewal

Description:
This program funds the rehabilitation and replacement of aging traffic control infrastructure that has reached the end of its useful life. The program includes traffic signal rehabilitation, pedestrian corridor renewal, sign replacement, accessible pedestrian signal upgrades, and other traffic control infrastructure necessary to maintain current service levels. The program helps ensure safe, reliable, and accessible transportation infrastructure while reducing lifecycle costs and supporting continued growth in the City's transportation network.

Implications of Not Funding:
Without continued renewal funding, aging traffic infrastructure will continue to deteriorate, resulting in increased equipment failures, reduced service levels, higher maintenance costs, more emergency repairs, and greater operational risks. Delaying renewal would also increase the backlog of infrastructure requiring replacement and could negatively impact public safety, accessibility, traffic operations, and the City's ability to maintain its target of 100 per cent uptime for electronic traffic control equipment.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**900.0**	**1,600.0**	**1,730.0**	**1,830.0**	**1,830.0**	**7,890.0**
Funded By						
Current Contribution - Civic	900.0	1,600.0	1,730.0	1,830.0	1,830.0	7,890.0

Project A1271 - Vision Zero

Description:
The Vision Zero Program delivers targeted traffic safety improvements at high-risk locations throughout Regina. The program uses collision data, road safety analysis, and engineering best practices to implement measures such as intersection upgrades, pedestrian crossing enhancements, traffic control improvements, and other safety interventions designed to reduce serious injuries and fatalities. The program supports the City's commitment to creating a safer transportation network for all road users. Additional priorities have emerged and require funding, including school zone design standards and hostile vehicle protection for special events.

Implications of Not Funding:
Without continued investment, the City would be limited in its ability to proactively address high-collision locations and emerging safety concerns. Safety improvements would be delayed, collision risks could persist, and progress toward Vision Zero objectives would be reduced, potentially resulting in increased social, economic, and liability costs associated with traffic collisions.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,550.0**	**1,215.0**	**1,215.0**	**1,400.0**	**1,400.0**	**6,780.0**
Funded By						
Automated Speed Enforcement (ASE) Deferred Revenue	650.0	315.0	315.0	400.0	400.0	2,080.0
Current Contribution - Civic	900.0	900.0	900.0	1,000.0	1,000.0	4,700.0

Project A1259 – Renewal Program-Expressway Lighting

Description:
This program funds the rehabilitation and renewal of more than 1,100 expressway lights maintained by the City on major corridors such as Ring Road, Lewvan Drive, Victoria Avenue East, and Arcola Avenue. The program focuses on replacing aging underground electrical infrastructure and upgrading high-pressure sodium fixtures to energy-efficient LED lighting. The goal is to improve reliability, reduce outages, lower maintenance costs, enhance roadway safety, and support long-term asset management objectives.

Implications of Not Funding:
Without continued investment, ageing lighting infrastructure will experience more frequent cable failures and outages, resulting in reduced lighting reliability, increased emergency repair costs, growing maintenance demands, and an inability to meet service level targets. Poor lighting on high-speed roadways can negatively affect safety, increase public complaints, and increase the City's exposure to liability related to roadway lighting deficiencies.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**500.0**	**650.0**	**715.0**	**715.0**	**750.0**	**3,330.0**
Funded By						
Current Contribution - Civic	500.0	650.0	715.0	715.0	750.0	3,330.0

Project A1223 - Pedestrian Connectivity

Description:
The Pedestrian Connectivity Program addresses missing sidewalk and pathway connections throughout Regina, with a focus on improving access to schools, transit stops, community centers, and other key destinations. Approximately 60 kilometres of priority gaps remain across the city. Continued investment will improve safety, accessibility, mobility, and support City Council's objectives for active transportation, complete communities, and accessibility.

Implications of Not Funding:
Without continued investment, gaps in the pedestrian network will remain, limiting safe access to schools, transit, and community destinations. This will slow progress toward accessibility, active transportation, and community connectivity goals while continuing to create barriers for residents who rely on walking and transit as their primary means of travel.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**600.0**	**600.0**	**600.0**	**600.0**	**600.0**	**3,000.0**
Funded By						
Current Contribution - Civic	600.0	600.0	600.0	600.0	600.0	3,000.0

New Project 211 - Accessibility Plan – Pedestrian Infrastructure

Description:
This capital project advances the corporate Accessibility Plan. It includes the installation of Accessible Pedestrian Signals (APS) and Pedestrian Corridors.

- APS inform pedestrians who are blind or low vision when they have the right-of-way to cross at a signalized intersection. They are also equipped with vibro-tactile features for pedestrians who are deaf or hard of hearing. We currently install an average of 10 new APS per year. This would increase that number to 15 per year.
- Pedestrian corridors provide signalized pedestrian crosswalks with downlighting. We currently install an average of 3 new pedestrian corridors each year. This would provide the installation of 2 additional accessibility priority locations per year.

Implications of Not Funding:
Pedestrian infrastructure has been the highest priority in every engagement related to the Accessibility Plan. Further delaying these improvements risks eroding trust with community members who have participated in the engagement and means ongoing

barriers to safe and accessible movement through the city. No additional funding would result in a reduced number of upgraded pedestrian corridors and accessible pedestrian signals.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**490.0**	**518.0**	**552.0**	**584.0**	**584.0**	**2,728.0**
Funded By						
Current Contribution - Civic	490.0	518.0	552.0	584.0	584.0	2,728.0

Project A1287 – High Mast Decommissioning & Interchange Lighting Upgrade

Description:
This project replaces aging high mast lighting at major Ring Road interchanges with modern LED expressway lighting. Existing high mast structures at Arcola Avenue, Victoria Avenue East, and Albert Street North are approaching end of life, are operationally difficult to maintain, and rely on outdated lighting technology. The project includes engineering studies, design, decommissioning existing high mast structures, and installation of modern lighting systems that improve illumination, reduce energy consumption, lower maintenance requirements, and enhance public safety.

Implications of Not Funding:
If the project is not funded, the City will continue to incur higher maintenance costs and operational challenges associated with aging high mast infrastructure. The risk of equipment failure will increase, lighting reliability may decline, and maintenance will continue to depend on specialized contractors and equipment. The City would also miss opportunities to improve energy efficiency, reduce light pollution, and modernize lighting systems to current standards.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**125.0**	**750.0**	**750.0**	**750.0**	**2,375.0**
Funded By						
Current Contribution - Civic	-	125.0	750.0	750.0	750.0	2,375.0

New Project 156 – Overhead Sign Replacement Program

Description:
This program establishes a long-term replacement strategy for aging overhead sign structures on major roadways, including Ring Road. Recent inspections identified significant deterioration in several structures, with two signs deemed at high risk of failure and requiring priority replacement. The program replaces high-risk signs, complete ongoing inspections, and systematically renew aging infrastructure to current safety standards, helping prevent failures and improve public safety.

Implications of Not Funding:
Without dedicated funding, deteriorating overhead sign structures will continue to age, increasing the risk of structural failures along high-speed roadways. Deferred replacements may result in emergency repairs, traffic disruptions, increased liability exposure, and significant safety risks to motorists and the public.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**300.0**	**300.0**	**350.0**	**350.0**	**350.0**	**1,650.0**
Funded By						
Current Contribution - Civic	300.0	300.0	350.0	350.0	350.0	1,650.0

New Project 136 - Permanent Pavement Marking Program

Description:
This program provides durable, long-life pavement markings on high-volume arterial and collector roads using inlaid thermoplastic and methyl methacrylate (MMA) materials. The markings improve lane delineation, crosswalk visibility, traffic guidance, and overall road safety while reducing the need for frequent repainting. The program supports roadway renewal projects and extends marking life from less than one year for conventional paint to 3 to 10 years, depending on the material used. It is proposed as a dedicated Traffic Engineering program to improve transparency, accountability, and long-term planning.

Implications of Not Funding:
Without a dedicated program, pavement marking funding would remain embedded within the regular Pavement Marking Program. Over time, deterioration of pavement markings could negatively impact driver guidance, traffic flow, pedestrian safety, cyclist safety, and visibility, particularly on high-speed corridors and at intersections. This may also increase maintenance requirements and lifecycle costs.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**300.0**	**300.0**	**300.0**	**300.0**	**350.0**	**1,550.0**
Funded By						
Current Contribution - Civic	300.0	300.0	300.0	300.0	350.0	1,550.0

Project A1278 – Uninterrupted Power Service (UPS) Replacements & Expansion

Description:
This program funds the replacement of aging Uninterrupted Power Service (UPS) units and expands UPS coverage to additional signalized intersections on arterial roads. UPS units provide backup power to traffic signals during power outages, ensuring intersections remain operational and safe for motorists, pedestrians, transit users, and emergency services. The program replaces units that are at the end of their service life and expands the network to improve resiliency and reliability across Regina's most critical transportation corridors.

Implications of Not Funding:
Without replacement and expansion of UPS infrastructure, critical intersections will be more susceptible to traffic signal outages during power failures. This would increase safety risks, congestion, emergency response requirements, overtime costs, and customer complaints. More intersections would require temporary generator deployment following outages, resulting in downtime and reduced service reliability on key transportation routes.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**100.0**	**350.0**	**350.0**	**350.0**	**350.0**	**1,500.0**
Funded By						
Current Contribution - Civic	100.0	350.0	350.0	350.0	350.0	1,500.0

Project A1266 – Railway Maintenance Program

Description:
The Railway Maintenance Program provides dedicated funding to maintain more than 70 at-grade and 10 grade-separated railway crossings that the City is responsible for under agreements with railway companies and Transport Canada requirements. Funding supports routine and emergency repairs, ensures regulatory compliance, and

prevents railway crossing maintenance costs from reducing funding available for roadway preservation projects. Annual maintenance costs average approximately $300,000.

Implications of Not Funding:
If funding remains at current levels, railway crossing maintenance costs will continue to be funded from road renewal budgets, reducing the City's ability to maintain and rehabilitate roads. This approach increases pressure on roadway infrastructure programs and may delay required rail crossing repairs needed to meet regulatory and safety obligations.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**300.0**	**300.0**	**300.0**	**300.0**	**300.0**	**1,500.0**
Funded By						
Current Contribution - Civic	300.0	300.0	300.0	300.0	300.0	1,500.0

Project A1290 – Street Lighting Deficiencies Program

Description:
This program establishes a dedicated funding source to proactively identify and correct street lighting deficiencies throughout Regina. The initiative addresses locations where lighting is inadequate, outdated, or does not meet current safety, accessibility, or design standards. Improvements will focus on intersections, pedestrian routes, neighborhoods, and other locations identified through public requests, safety assessments, and engineering reviews. The program aims to improve visibility, accessibility, public safety, and overall service levels through a structured and prioritized approach.

Implications of Not Funding:
Without a dedicated program, identified lighting deficiencies will continue to go unaddressed unless associated with larger capital projects. The City will remain reliant on reactive responses to complaints, with ongoing safety concerns for motorists, pedestrians, cyclists, and residents. Failure to address known lighting deficiencies could also increase liability risks, reduce accessibility, and contribute to lower public satisfaction with transportation infrastructure.

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($000's)	2027	2028	2029	2030	2031	Total
Budget	**-**	**150.0**	**240.0**	**240.0**	**240.0**	**870.0**
Funding						
Current Contribution - Civic	-	150.0	240.0	240.0	240.0	870.0

Project A1281 – Mandatory Railway Signal Upgrades

Description:
This program funds required upgrades to railway crossings throughout Regina to maintain compliance with federal Railway Crossing Regulations. The City works jointly with railway partners to address safety concerns, improve crossing infrastructure, enhance pedestrian protection, and upgrade traffic control devices at rail crossings. Funding will support ongoing safety improvements along rail corridors, including pedestrian crossing enhancements and fencing upgrades aimed at reducing trespassing and improving public safety.

Implications of Not Funding:
Failure to fund required upgrades could result in non-compliance with federal regulations and increased safety risks for motorists, pedestrians, and cyclists. Transport Canada may require crossing restrictions or closures until deficiencies are corrected, which could negatively impact traffic movement, emergency access, businesses, and rail operations. The City would also face increased liability exposure associated with ageing or non-compliant railway crossing infrastructure.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**200.0**	**200.0**	**200.0**	**200.0**	**800.0**
Funded By						
Current Contribution - Civic	-	200.0	200.0	200.0	200.0	800.0

Project F1170 - Traffic Model Modernization EMME

Description:
This Project typically recurs every 5 years. This Project is to hire a consultant to update the transportation model (EMME) that is used regularly to perform traffic analysis.

Implications of Not Funding:
Updating this traffic model provides information that informs the Transit and the Transportation Master Plans, designs, studies and other development considerations. Not funding this Project would either delay the above work or result in a lack of current data to leverage for each initiative.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**-**	**-**	**440.0**	**440.0**
Funded By						
Roadways Development Charges Reserve	-	-	-	-	440.0	440.0

<u>New Project 193 - City Centre Transportation Study and Parking Travel Demand Management Strategies</u>

Description:
The development of strategies for managing parking and movement of all modes to improve access, reduce congestion, and support economic activity as well as a set of policies and programs designed to influence travel behavior, reduce reliance on single-occupant vehicles and improve the efficiency of the overall transportation system.

Implications of Not Funding:

- Lack of a coordinated plan for downtown mobility and parking management, limiting the City's ability to optimize parking supply, improving turnover, managing demand, and support access to businesses and destinations.
- Missed opportunities to reduce congestion and improve transportation efficiency, including measures that encourage walking, cycling, transit use, carpooling, and other alternatives to single-occupant vehicle travel.
- Reduced preparedness for future growth and redevelopment, as the City will lack a strategic framework to address changing transportation and parking needs in the City Centre, including potential initiatives such as park-and-ride programs and redevelopment of underutilized lands.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**400.0**	**-**	**-**	**-**	**-**	**400.0**
Funded By						
Current Contribution - Civic	400.0	-	-	-	-	400.0

New Project 125 - Pavement Management Analysis and Prioritization Software

Description:
Implementation of software to improve prioritization and lifecycle management of road infrastructure investments. It will enhance planning and reporting capability.

Implications of Not Funding:

- Continued reliance on limited manual tools and single-point expertise.
- Reduced ability to optimize asset lifecycle decisions.
- Increased long-term costs due to less efficient maintenance planning.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**100.0**	**200.0**	**-**	**-**	**-**	**300.0**
Funded By						
Current Contribution - Civic	100.0	200.0	-	-	-	300.0

New Project 196 - Transportation Design Standards Update

Description:
A corporate-wide review and update of the City's transportation design standards to reflect, align and incorporate updated guidelines and recently adopted policies, including the Accessibility Plan Complete Streets and Vision Zero.

Implications of Not Funding:

- Transportation standards will remain outdated and misaligned with current City policies, limiting the implementation of Vision Zero, Complete Streets, Accessibility Plan objectives, and updated concept plan requirements.
- Inconsistencies in infrastructure design and development review processes may occur, as individual business areas may pursue separate updates without a

coordinated corporate framework, resulting in varying design approaches across the transportation network.

- Opportunities to incorporate modern safety, accessibility, and traffic calming measures may be delayed, including treatments for school areas, pedestrian safety improvements, and emerging transportation design practices needed to support future growth and community expectations.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**200.0**	**-**	**-**	**-**	**-**	**200.0**
Funded By						
Current Contribution - Civic	200.0	-	-	-	-	200.0

New Project 191 - Active Transportation Strategy

Description:
This project will develop a comprehensive Active Transportation Strategy to guide the planning and development of Regina's walking and cycling network. The strategy will assess existing infrastructure, identify gaps and opportunities, establish a long-term vision and priorities, and provide recommendations for policies, programs, and investments that support safe, connected, and accessible active transportation for people of all ages and abilities.

Implications of Not Funding:
Less coordinated investment decisions, slower progress in improving walking and cycling connectivity, reduced ability to prioritize projects and secure external funding, and fewer tools to measure progress toward community safety, accessibility, and mobility outcomes.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**200.0**	**-**	**-**	**-**	**-**	**200.0**
Funded By						
Current Contribution - Civic	200.0	-	-	-	-	200.0

Project A1101 – The Crime Prevention Through Environmental Design Improvements

Description:
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.

Implications of Not Funding:
Limited or no funding will impact on the ability to implement CPTED improvements in public parks and spaces. This includes items such as gating of parking lots or replacement of existing light fixtures in parks to ensure public spaces are visible at night.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**25.0**	**25.0**	**25.0**	**25.0**	**25.0**	**125.0**
Funded By						
Current Contribution	25.0	25.0	25.0	25.0	25.0	125.0

Fire

Project J1280 - New Fire Station Development (Station 9)

Description:
Funds for the design and construction of a fire station as per the recommendations from the Fire Master Plan.

Implications of Not Funding:
Industry standards including Commission on Fire Accreditation International (CFAI), NFPA 1710 (The Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments), and Regina Fire and Protective Services 2021 Master Plan identifies the response times to new and forecasted developments are not being met. The increased life safety and property risk will continue to increase if Fire Station #9 is not built. The level of service to citizens in these defined areas is not equal to those in other areas. This inequity may put the City and Regina Fire and Protective Services in an unacceptable risk position. As new development is currently underway, this risk will continue to increase.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**1,600.0**	**10,092.0**	**9,000.0**	**1,000.0**	**21,692.0**
Funded By						
Current Contribution - Civic	-	1,600.0	8,150.0	9,000.0	1,000.0	19,750.0
Build Communities Strong Fund - Community Stream	-	-	1,942.0	-	-	1,942.0

Project J1031 – Fire Fleet Replacement

Description:
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.

Implications of Not Funding:
Replacing Fire Fleet assets that have reached or exceeded their economic life will maintain fleet maintenance costs at an acceptable level. The units to be replaced have reached or exceeded their economic life and are at risk of major failure. If they are not replaced, it would require expensive repairs that will remove them from service, impacting on the ability to maintain required service levels. Public and firefighter safety is reliant on a safe and reliable fleet of fire apparatus and equipment.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**2,550.0**	**2,900.0**	**4,700.0**	**3,100.0**	**2,600.0**	**15,850**
Funded By						
Fire Fleet Replacement Reserve	2,550.0	2,900.0	4,700.0	3,100.0	2,600.0	15,850.0

New Project 165 – Fire Pump Testing Training and Storage Facility

Description:
Construction of a combined facility to support year-round pump testing, driver training, classroom space, and storage. The facility will address current seasonal limitations and space constraints. It will improve operational readiness and training capacity.

Implications of Not Funding:

- Training and pump testing remain limited to seasonal conditions, reducing preparedness.
- Continued pressure on storage, classroom space, and equipment management.
- Increased risk of non-compliance with training standards and operational requirements.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**275.0**	**2,750.0**	**-**	**-**	**-**	**3,025.0**
Funded By						
Current Contribution - Civic	275.0	2,750.0	-	-	-	3,025.0

Project A1295 – Self-Contained Breathing Apparatus (SCBA) Replacement

Description:

This project provides funding to replace Regina Fire & Protective Services' self-contained breathing apparatus (SCBA) and air cylinders that are reaching the end of their 15-year service life. SCBAs are critical life-safety equipment that protect firefighters from toxic gases and hazardous atmospheres during emergency operations. Replacement of these units ensures compliance with National Fire Protection Association (NFPA) standards, maintains firefighter safety, and supports the department's ability to deliver reliable emergency response services to the community.

Implications of Not Funding:

Failure to fund the SCBA replacement project will result in frontline firefighters relying on breathing apparatus and air cylinders that have reached the end of their regulated service life. This increases the risk of equipment failure during emergency operations, potentially exposing firefighters to toxic gases and hazardous atmospheres, while also placing the department at risk of non-compliance with NFPA standards. Deferring replacement would compromise firefighter safety, increase operational and legal risks, and could limit the department's ability to safely and effectively respond to emergencies.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**3,000.0**	**-**	**-**	**-**	**-**	**3,000.0**
Funded By						
Current Contribution - Civic	3,000.0	-	-	-	-	3,000.0

New Project 057 – Fire Apparatus Pumper for Station #9

Description:
This project provides funding to purchase the frontline fire apparatus required to support operations at the future Fire Station #9 and accommodate continued growth within Regina. The additional apparatus will ensure the department can maintain emergency response coverage, meet service level objectives, and support the deployment of personnel and equipment to incidents across the city. Investing in a dedicated apparatus for Station #9 strengthens operational readiness, supports community growth, and helps ensure reliable emergency response service for residents.

Implications of Not Funding:
Failure to fund the Station #9 Apparatus project will require the department to place a reserve apparatus into frontline service to support operations from the new station. While this approach would provide short-term operational capacity, it would significantly reduce the department's reserve fleet available to replace frontline units undergoing maintenance, repairs, or unexpected outages. Reduced reserve capacity increases the risk of apparatus being unavailable during periods of high demand or mechanical failure, potentially impacting response reliability, operational resilience, and the department's ability to maintain established service levels across the city.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**2,325.0**	**-**	**-**	**2,325.0**
Funded By						
Current Contribution - Civic	-	-	2,325.0	-	-	2,325.0

Project J1261 - Fire Station Development (Station #8)
Description:
This funding is for the design and construction of new Fire Station #8 in the southeast to meet the response times and service delivery requirements identified in the Regina Fire and Protective Services Master Plan.

Implications of Not Funding:
This funding is associated with the final year of construction and operationalizing the new facility.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,200.0**	**-**	**-**	**-**	**-**	**1,200.0**
Funded By						
Build Communities Strong Fund - Community Stream	1,200.0	-	-	-	-	1,200.0

Project E1754 – Fireground Training Props

Description:

This project provides funding to enhance the Regina Fire & Protective Services (RFPS) Education & Training Centre through the acquisition of specialized fireground training props and facility improvements. These investments support realistic, hands-on training in fire suppression, hazardous materials response, technical rescue, and structural collapse operations, ensuring firefighters maintain the skills required to meet industry standards and operational demands. The project also supports local recruit training, strengthens emergency preparedness capabilities, and positions RFPS to expand training partnerships and leadership opportunities within the region.

Implications of Not Funding:

Failure to fund the Fireground Training Props project will limit the department's ability to deliver realistic, hands-on training that reflects current emergency response risks and industry's best practices. As training requirements evolve, the lack of modern training props may reduce the department's capacity to maintain proficiency in fire suppression, hazardous materials, technical rescue, and structural collapse operations, increasing operational risk and affecting compliance with Occupational Health and Safety training requirements. Deferring these investments would also hinder local recruit training initiatives and reduce opportunities to strengthen regional emergency preparedness and response.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**250.0**	**250.0**	**250.0**	**150.0**	**100.0**	**1,000.0**
Funded By						
Current Contribution - Civic	250.0	250.0	250.0	150.0	100.0	1,000.0

Appendix E – General Capital Plan

Project A1049 – Regulatory Equipment Renewal & Restoration Program

Description:
This program addresses identified funding gaps for the replacement and restoration of critical emergency response equipment based on equipment lifecycle analysis, manufacturer recommendations, and evolving National Fire Protection Association (NFPA), Canadian Standards Association (CSA), and Occupational Health and Safety (OH&S) requirements. Funding supports the timely renewal of fire appliances, specialized tools, personal protective equipment, thermal imaging cameras, and technical rescue equipment to ensure firefighters have safe, reliable, and compliant equipment, maintain current service levels, and continue protecting the safety of residents and emergency responders.

Implications of Not Funding:
Failure to fund the Regulatory Equipment Renewal & Restoration Program will result in critical equipment remaining in service beyond its safe lifecycle, increasing the risk of equipment failure and non-compliance with NFPA, CSA, and OH&S requirements. This could compromise firefighter and public safety, reduce the reliability of emergency response operations, and lead to higher future costs as aging equipment requires emergency replacement or repair.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**225.0**	**225.0**	**250.0**	**250.0**	**275.0**	**1,225.0**
Funded By						
Current Contribution - Civic	225.0	225.0	250.0	250.0	275.0	1,225.0

Project A1045 – Fire Records Management System

Description:
Replacement of the Records Management System (RMS). The current platform is no longer supported and requires replacement that is compatible with the NG911 project software implementation currently underway.

Implications of Not Funding:
Deferring the RMS replacement prolongs reliance on an outdated, unsupported system that poses significant legal, operational, and cybersecurity risks. The Fire Safety Act mandates accurate and secure recordkeeping for incidents, investigations, inspections, training, and failure to modernize the system jeopardize compliance, data integrity, and service continuity. Continued delay increases the risk of data loss, privacy breaches, and potential liability if critical information becomes inaccessible or compromised.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**250.0**	**250.0**	**500.0**	**-**	**-**	**1,000.0**
Funded By						
Current Contribution	250.0	250.0	500.0	-	-	1,000.0

Land Development & Real Estate

Project F1167 - Hawkstone Residential Development

Description:
Hawkstone Development is a 65-acre residential project in northwest Regina and represents one of the final phases of growth within the Hawkstone neighborhood under the City's 235,000 population plan. The site has an approved concept plan and is ready for development. This funding will allow the City to begin Phase 1 infrastructure, including the extension of Vanstone Road and Argyle Street, as well as required drainage works. These improvements will service approximately 19.3 acres of mixed-use land and 8.4 acres of high-density residential land. The project supports the City's goals for housing supply, commercial growth, and complete neighborhood development. It also aligns with CR24-119, The Land Development and Disposition Strategy, by advancing Greenfield development that generates financial returns and long-term property tax revenue.

Implications of Not Funding:
Advanced the project now positions the City to respond to demand and maximize returns. If the project does not proceed, the City risks missing near-term sales opportunities, delaying housing and commercial development, and forgoing future property tax revenue. Approval of this budget request will not impact on the mill rate as the funds will be drawn up from the Land Development Reserve.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**200.0**	**225.0**	**3,200.0**	**5,500.0**	**5,500.0**	**14,625.0**
Funded By						
Land Development Reserve	200.0	225.0	3,200.0	5,500.0	5,500.0	14,625.0

Appendix E – General Capital Plan

Project F1171 - Taylor Field Redevelopment Project

Description:
The Taylor Field Redevelopment Project will deliver water, wastewater, and stormwater infrastructure upgrades in the North Central neighborhood, supporting future infill development and easing pressure on existing systems. The redevelopment project will create approximately seven acres of newly serviced residential land, enabling a mix of housing options and helping to meet the city's growing housing demand. The project will be on 10th Avenue from Elphinstone to Albert Street. It will also include five acres of new green space that functions as both stormwater management and a central community park, supporting neighborhood revitalization and attracting future investment. The budget amount requested is the full amount of the project and does not account for any reimbursement of eligible expense funds that may be received through Federal or Provincial grants.

Implications of Not Funding:
The Taylor Field Redevelopment Project received a grant from Canadian Housing Infrastructure Fund (CHIF). The project is to deliver on City Council's Strategic direction resulting in several advantages, including support for infill policy objectives, increased housing options within the neighborhood, enhanced climate resiliency through modern infrastructure and green space, and an overall improvement to the public perception of the area.

Not advancing this development would forgo the CHIF funding and result in not achieving the strategic priority of City Council include the high capital cost of redevelopment, legal implications related to environmental risk, and potential challenges associated with market demand in the surrounding area. Approval of this budget request will not impact on the mill rate as the funds will be drawn up from the Land Development Reserve.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**600.0**	**4,700.0**	**4,250.0**	**3,650.0**	**13,200.0**
Funded By						
Land Development Reserve	**-**	**600.0**	**4,700.0**	**4,250.0**	**3,650.0**	**13,200.0**

Project F1070 – South-East Land Development

Description:
The South-East Lands Development, also known as The Towns, has successfully developed approximately 134 acres of residential land. The current budget request is intended to fund the remainder of construction in its final phases of development. The

funding request also aligns with CR24-119, The City's Land Development and Disposition Strategy, which focuses on maximizing financial returns from Greenfield land development for residential and commercial use.

Implications of Not Funding:
If the project is delayed, the City may face increased future costs for infrastructure, design, and service, and will forgo potential revenues. Approval of this budget request will not impact on the mill rate as the funds will be drawn up from the Land Development Reserve.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**2,700.0**	**1,300.0**	**1,800.0**	**200.0**	**-**	**6,000.0**
Funded By						
Land Development Reserve	2,700.0	1,300.0	1,800.0	200.0	-	6,000.0

Project E1732 - Towns North

Description:
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 neighborhood and to enable timely construction in coordination with provincial and school division timelines. The budget request is consistent with the Memorandum of Understanding between the City and the provincial government that was approved by City Council for the south-east elementary school site.

Implications of Not Funding:
The funding is required to deliver the infrastructure obligations for the new Southeast Joint Use Elementary School. If it is not approved, the school will not proceed. Approval of this budget will not impact on the mill rate as the funds will be drawn from the Land Development Reserve.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,170.0**	**1,600.0**	**600.0**	**-**	**-**	**3,370.0**
Funded By						
Land Development Reserve	1,170.0	1,600.0	600.0	-	-	3,370.0

New Project 187 - Impacted Site Investigation

Description:
Investigate the environmental risks and liability of lots and parcels owned by the City that are suspected to have environmental impacts. Investigations would include Phase I and Phase II Environmental Sites Assessments as required. Following assessment, the City would develop environmental management plans to ready the lands for sale so that the properties can be returned to a productive state where additional development and property tax generation can occur.

Implications of not Funding:

- Unable to confirm extent of liability on city owned impacted sites.
- Unable to remediate impacted sites which lead to inactive properties, lost tax revenue and lost business opportunities.
- Ongoing maintenance costs on these sites.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**300.0**	**300.0**	**300.0**	**300.0**	**300.0**	**1,500.0**
Funded By						
Land Development Reserve	300.0	300.0	300.0	300.0	300.0	1,500.0

Parks Infrastructure

Project E1761 - Parkdale Park Revitalization

Description:
Parkdale Park is a community-led project that supports the ongoing revitalization of the North Central neighborhood. Funding in 2027 will enable implementation of Phase 2 of the project.

Implications of Not Funding:
The past City Council made a public commitment to consider implementing this project when the youth of North Central Strong presented as a delegation at Council. This park redevelopment also supports the efforts to revitalize the North Central Community which is a priority for City Council and Administration. If we do not move forward with this project, we risk losing any momentum and trust with the community. We also risk developers/builders not making investments in North Central due to a lack of recreation facilities to support new and existing residents.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,750.0**	**1,950.0**	**-**	**-**	**-**	**3,700.0**
Funded By						
Build Communities Strong Fund – Community Stream	250.0	1,950.0	-	-	-	2,200.0
Housing Accelerator Fund	1,500.00	-	-	-	-	1,500.00

Project F1100 - Playground Replacement and Restoration Program

Description:
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.

Implications of Not Funding:
Funding of $610,000 replaces one playground using the Accessible Playground Design Standards. Limited or no funding to this program will delay or eliminate the ability to provide playground upgrades.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**610.0**	**610.0**	**610.0**	**610.0**	**610.0**	**3,050.0**
Funded By						
Current Contribution - Civic	610.0	610.0	610.0	610.0	610.0	3,050.0

Project A1097 - Irrigation System Improvements

Description:
Ongoing repair and replacement of irrigation infrastructure to maintain park conditions. Ensures effective water distribution and asset reliability.

Implications of Not Funding:

- Irrigation failures leading to service disruptions.
- Deterioration of park conditions and green spaces.
- Increased long-term repair and replacement costs.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**450.0**	**450.0**	**450.0**	**500.0**	**500.0**	**2,350.0**
Funded By						
Current Contribution - Civic	450.0	450.0	450.0	500.0	500.0	2,350.0

Project A1104 - Open Space Restoration

Description:
Repairing park assets. Capital funding is used to restore or replace deteriorated open space amenities in a safe and usable condition.

Implications of Not Funding:

- Reduced ability to carry out repairs for signage, benches, and public open space amenities including field restoration (like Victoria Park Turf) and naturalization changes per the City Council approved Parks Masterplan.
- No repairs would ultimately result in parks' assets being lower than desired conditions.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**330.0**	**356.0**	**432.0**	**475.0**	**510.0**	**2,103.0**
Funded By						
Current Contribution - Civic	330.0	356.0	432.0	475.0	510.0	2,103.0

Project J1279 - Parks Maintenance Sub-Depot Development South-East

Description:
Design and construction of a new Parks sub-depot in the South-East to improve delivery efficiency. The facility will reduce travel time and better align resources with growth areas.

Implications of Not Funding:

- Continued operational inefficiencies and longer response times.
- Increased costs due to travel and logistics.
- Reduced service levels in growing areas.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**150.0**	**-**	**1,350.0**	**-**	**1,500.0**
Funded By						
Current Contribution - Civic	-	150.0	-	1,350.0	-	1,500.0

Project F0125 - Central Loop Trail

Description:
This project delivers a non-vehicular trail system connecting downtown to Wascana Park, integrating with watermain and road renewal work. It supports active transportation and improved connectivity within the city core in an integrated approach to reinstating the road as the result of a watermain replacement and lead service connection replacement required on Lorne Street. $3.0 million is already allocated to the project with additional funding of 1.48 million in 2028.

Implications of Not Funding:

- Missed opportunity to align with scheduled infrastructure work.
- Missed opportunity to take advantage of funding approved under the Government of Canada's Public Transit Fund.
- Delayed active transportation improvements.
- Reduced connectivity between major destinations.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**1,480.0**	**-**	**-**	**-**	**1,480.0**
Funded By						
Current Contribution - Civic	-	1,480.0	-	-	-	1,480.0

Project A1098 - Pathway Asphalt Recapping

Description:
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.

Implications of Not Funding:
This is an existing Capital Program dedicated to the maintenance or replacement of assets. If funding was not provided, service levels would be reduced. Pathways would continue to deteriorate if areas scheduled for repair were not recapped. It may also cost more than the quoted assessment to perform repairs if they are left to degrade further. Safety of residents is at risk if the Pathway program is delayed.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**195.0**	**250.0**	**270.0**	**292.0**	**315.0**	**1,322.0**
Funded By						
Current Contribution - Civic	195.0	250.0	270.0	292.0	315.0	1,322.0

Project A1136 - Tree Replacement Along Arterials, Buffers and Parks

Description:
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.

Implications of Not Funding:
No funding will eliminate the entire tree planting program for the City. This will result in no re-planting of trees where vacancies exist, including within downtown area and the Victoria Park where trees play a vital role in vibrancy. This will also impact on the Administration's ability to advance Key Performance Indicators within the City Council-

approved Parks Masterplan as no new trees will be planted to replace those that have been removed.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**225.0**	**225.0**	**275.0**	**275.0**	**300.0**	**1,300.0**
Funded By						
Current Contribution - Civic	225.0	225.0	275.0	275.0	300.0	1,300.0

Project E1710 - Parks Maintenance - Fleet Equipment Requirements

Description:
Purchase of new equipment to assist with new park spaces brought online.

Implications of Not Funding:
No funding will negatively impact service levels. New fleet equipment is used to support areas where service levels are not being met as well as for new open spaces in growth areas. To maintain service levels, additional parks maintenance equipment is required for day-to-day operations in parks, athletic fields and other open space areas. The Parks Maintenance Branch currently maintains 2,055 hectares of open space. Every year, new open space is added because of growth due to development in the city.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**161.0**	**174.0**	**187.7**	**202.7**	**219.0**	**944.4**
Funded By						
Current Contribution - Civic	161.0	174.0	187.7	202.7	219.0	944.4

Project A1113 – Plant Material Establishment

Description:
Funding provides for watering and maintenance of newly planted trees and shrubs within the parks and open space of 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.

Implications of Not Funding:
This funding is used to water trees that are already in the ground and planted for three years. If no funding is provided, new trees that are funded and planted by the City, or assumed by developers, will be at high risk of dying if a dry summer season occurs.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**155.4**	**163.2**	**163.3**	**171.4**	**171.4**	**824.6**
Funded By						
Current Contribution - Civic	139.9	146.9	146.9	154.2	154.2	742.1
Parks Development Charges Reserve	15.5	16.3	16.3	17.1	17.1	82.5

Project E1728 - Zone Level Off-Leash Dog Parks

Description:
Funding to implement the A.E. Wilson Dog Park, in alignment with ongoing remediation work.

Implications of Not Funding:
No funding would not allow Administration to reach the service levels outlined in the Recreation Master Plan.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**663.0**	**-**	**-**	**-**	**663.0**
Funded By						
Current Contribution - Civic	-	663.0	-	-	-	663.0

Project E1076 - Boulevard Restoration

Description:
This is for the repairing and restoration of grass boulevards.

Implications of Not Funding:
If this funding is removed, repairs cannot be made and asset condition of grass boulevards will be impacted.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**100.0**	**50.0**	**-**	**-**	**-**	**150.0**
Funded By						
Current Contribution - Civic	100.0	50.0	-	-	-	150.0

Downtown

Project A1267 - Scarth Street Rehabilitation Project

Description:
To support the revitalization of Scarth Street Mall, including immediate infrastructure and vibrancy upgrades which will support final design.

Implications of Not Funding:

- Deteriorating surface conditions create safety risks (e.g., trip hazards).
- No efforts toward immediate concerns related to use of space.
- Potential conflicts with required underground utility upgrades.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,000.0**	**-**	**-**	**1,000.0**	**9,4660.0**	**11,460.0**
Funded By						
Intensification Infrastructure Reserve	-		-	-	600.0	600.0
Current Contribution - Civic	1,000.0	-	-	1,000.0	8,860.0	10,860.0

Project F1116 - Parking Ticket Equipment Replacement Program

Description:
Replacement of handheld devices and printers to issue parking tickets.

Implications of Not Funding:
Increased risk of handheld failure. If capital funding is not available operating funds will be used to prop up the gaps to ensure service can continue. Note this program supports a $2 million revenue line.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**35.0**	**-**	**65.0**	**-**	**35.0**	**135.0**
Funded By						
Current Contribution - Civic	35.0	-	65.0	-	35.0	135.0

Project F1089 – Paid Parking Infrastructure Replacement Program

Description:
Annual program to replace/upgrade parking program items as they reach end of life.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**15.0**	**15.0**	**15.0**	**15.0**	**15.0**	**75.0**
Funded By						
Current Contribution - Civic	15.0	15.0	15.0	15.0	15.0	75.0

Project A1137 - City Square Plaza Restoration

Description:
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 landscaping planning.

Implications of Not Funding:
If funding is not provided, repairs to fix deficiencies within the plaza may not occur. This will result in reduced condition of our assets on the Plaza, impacting the vibrancy of our downtown.

Appendix E – General Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**15.0**	**-**	**17.5**	-	**20.4**	**52.9**
Funded By						
Current Contribution	15.0	-	17.5	-	20.4	52.9

Finance

Project J1284 - Oracle Work and Asset Management (WAM) Replacement Project

Description:
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 these solutions more broadly than we currently do.

Implications of Not Funding:

- The City's existing Oracle WAM system is at end of life and presents increasing risks related to system reliability, supportability, and long-term sustainability.
- The City will continue to operate without a corporate asset registry, leaving asset information fragmented across multiple systems and limiting the ability to effectively manage asset condition, maintenance programs, lifecycle planning, and infrastructure investment decisions.
- Inconsistent asset data and the absence of a single source of truth will reduce confidence in decision-making, reporting, and long-term asset management planning.
- The City will be unable to implement standardized asset management, inspection, and maintenance practices across departments, increasing the risk of deferred maintenance, accelerated asset deterioration, and service disruptions.
- Field operations will continue to rely on paper-based work order processes and manual data entry, limiting the timeliness and accuracy of maintenance records and reducing operational effectiveness.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**2,600.0**	**-**	**-**	**-**	**-**	**2,600.0**
Funded By						
Current Contribution - Civic	2,600.0	-	-	-	-	2,600.0

Project J1274 – Fuel Tank Replacement & Remediation

Description:
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.

Implications of Not Funding:
Inability to meet regulatory requirements and environmental standards.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**75.0**	**500.0**	**-**	**500.0**	**500.0**	**1,575.0**
Funded By						
Current Contribution - Civic	75.0	500.0	-	500.0	500.0	1,575.0

New Project 151 - Oracle Enterprise Business Suite (EBS) Procurement Contracts Implementation

Description:
Implements a contract lifecycle management module within Oracle to streamline procurement processes. The system improves compliance, transparency, and efficiency for contract management. It supports both routine and complex procurement activities.

Implications of Not Funding:

- Manual and inconsistent contract processes persist.
- Reduced ability to enforce compliance with legislation and procurement policies.
- Missed opportunities for cost savings and operational efficiencies.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**790.0**	**450.0**	**-**	**-**	**-**	**1,240.0**
Funded By						
Current Contribution - Civic	790.0	450.0	-	-	-	1,240.0

Project J1253 – E-Business Suite (EBS) 12.2 Upgrade

Description:
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.

Implications of Not Funding:
Work has been done in 2024 and 2025 to upgrade the e-Business Suite application and then take a multi-phased approach to optimize this solution. Several system configurations, system enhancements, and process improvements have been identified to be completed in a multi-year, multi-phased approach. This funding is focused on providing a dedicated project team of Financial, Human Resources and Technology experts to be focused on implementing the outcomes of these phases. If funding is not approved, the loss of those dedicated resources would mean that this work would have to be prioritized with day-to-day support for business and systems. This would either prevent or greatly delay this work from being completed.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,110.0**	-	**-**	-	**-**	**1,110.0**
Funded By						
Current Contribution - Civic	1,110.0	-	-	-	-	1,110.0

New Project 153 - iProcurement Implementation

Description:
The iProcurement application is a self-service requisitioning application that will streamline buying, enforce spending policy (trade agreements and Bylaw parameters) and automate requisitioning with self-service shopping.

Implications of Not Funding:
The City will continue to rely on manual and paper-intensive procurement processes, resulting in longer purchasing timelines, increased administrative effort, and reduced organizational efficiency. Opportunities to automate workflows, improve service delivery, and implement Deloitte Efficiency Review recommendations will be delayed.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**355.0**	-	-	-	-	**355.0**
Funded By						
Current Contribution - Civic	355.0	-	-	-	-	355.0

Golf

Project J1093 - Golf Course Facilities Asset Management

Description:
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.

Implications of Not Funding:
This fund is aimed at maintaining the service levels currently achieved and managing aging facility systems. If funding is not allocated, it will place increased pressure on operations and maintenance as well as increase risk to service disruption.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**500.0**	**550.0**	**900.0**	**500.0**	**500.0**	**2,950.0**
Funded By						
RC - Golf Course Reserve	500.0	550.0	900.0	500.0	500.0	2,950.0

New Project 180 - Tor Hill Golf Course Clubhouse Renovation

Description:
This funding is allocated to renovate the Tor Hill Golf Course Clubhouse facility to modern day standards needed to support day-to-day operations and to host major golf events.

Implications of Not Funding:
This project is aimed at addressing several end-of-life building components at the Tor Hill Golf Course Clubhouse. Numerous building systems are reaching end-of-life and addressing these items through a dedicated project will address facilities maintenance items in a coordinated, cost-efficient manner. The investments are in alignment with the

capital planning program aimed at maintaining facility condition within the target range. The renovation will be planned to take place over two consecutive years, during the off-season for golf course operations in tandem with the existing Golf Facilities Asset Management funding.

This project will provide improvements to the Tor Hill Golf Course Clubhouse in support of upcoming national level golf tournaments which have been scheduled for 2028. Addressing end-of-life building components will showcase the high caliber facilities the City strives to maintain and attract more events in the years to come.

All funding for this project will come from golf course revenues from the reserve fund.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,500.0**	**1,050.0**	**-**	**-**	**-**	**2,550.0**
Funded By						
Golf Course Reserve	**1,500.0**	**1,050.0**	**-**	**-**	**-**	**2,550.0**

Project A1109 - P&OS General Allocation-Golf

Description:
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.

Implications of Not Funding:
No funding would result in assets that are not maintained or replaced at the end of their useful life, resulting in unexpected maintenance costs and lost revenue from low golfer satisfaction/playability restrictions.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**650.0**	**300.0**	**150.0**	**150.0**	**150.0**	**1,400.0**
Funded By						
Golf Course Reserve	650.0	300.0	150.0	150.0	150.0	1,400.0

Project F1166 - Golf Murray Dam Repair

Description:
This Project is for the condition assessment of the Boggy Creek Dam to determine the feasibility of repairing, remediating or decommissioning the dam. The project will complete interim repairs to address immediate safety risks currently associated with the dam. The Murray Golf Course currently relies on the water supplied from the reservoir formed by the Boggy Creek Dam.

Implications of Not Funding:
This dam provides irrigation water storage for the Murray and Tor Hill golf courses; failure of the dam will create downstream impacts and increase operating costs. Boggy Creek Dam is a 122-year-old structure that was originally built for city water security and source water for the community. Fast forward to present day, it is currently the water source for the Murray Golf Course. The dam is showing signs of deterioration in the sense that the dam does leak and does need repair. Failure of the dam would damage golf assets and cause uncontrolled flooding downstream along Boggy Creek basin.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,200.0**	**-**	**-**	**-**	**-**	**1,200.0**
Funded By						
Golf Course Reserve	1,200.0	-	-	-	-	1,200.0

IT Infrastructure

Project J1136 - Technology Sustainable Infrastructure

Description:
This is a capital program focused on the renewal and replacement of existing Technology infrastructure deployed throughout the City.

Implications of Not Funding:
This program supports the core technology environment on which every City service depends. Not funding this program would create a substantial risk of technology failure, exposing the organization to service outages, business continuity challenges, reduced operational effectiveness, and significant impacts to City service delivery.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**225.0**	**225.0**	**225.0**	**225.0**	**225.0**	**1,125.0**
Funded By						
Current Contribution - Civic	225.0	225.0	225.0	225.0	225.0	1,125.0

Project J1137 - Technology Growth

Description:
This is a capital program focused on the growth and implementation of new technology throughout the City.

Implications of Not Funding:
This program supports the core Technology environment in which every City service depends. Not funding this program would create a substantial risk of technology failure, exposing the organization to service outages, business continuity challenges, reduced operational effectiveness, and significant impacts to City service delivery.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**225.0**	**225.0**	**225.0**	**225.0**	**225.0**	**1,125.0**
Funded By						
Current Contribution - Civic	225.0	225.0	225.0	225.0	225.0	1,125.0

Solid Waste Diversion

Project A1123 - Curbside Cart Replacement

Description:

This represents annual funding to purchase waste, recycling and organic carts for new locations and replace damaged ones.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**490.0**	**515.0**	**610.0**	**730.0**	**730.0**	**3,075.0**
Funded By						
Sanitary Landfill Reserve	490.0	515.0	610.0	730.0	730.0	3,075.0

Cemeteries

Project A1108 - P&OS General Allocation-Cemeteries

Description:
Cemeteries Capital Funding supports new interment options and the renewal of aging infrastructure to maintain safe, accessible, and sustainable cemetery operations. Projects include new columbarium, pathway resurfacing, tree maintenance, monument leveling, cement strip foundations and irrigation repairs and upgrades.

Implications of Not Funding:
Without this funding, the Cemetery Program will be unable to address critical infrastructure needs, maintain service standards, and provide new interment options to meet community needs. The cemetery's pump system is at end of life. Without replacement, the cemetery risks losing its ability to irrigate grounds, resulting in deteriorating turf, trees, and landscape assets. Aging infrastructure will continue to deteriorate, increasing future repair costs and the risk of service disruptions and safety concerns. Delays in new columbarium development will limit available interment options and the ability to meet future demand. Deteriorating infrastructure may impact accessibility, appearance, and overall cemetery standards. Reduced service quality and site conditions may negatively affect public confidence in the City's cemetery services.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**1,170.0**	**100.0**	**180.0**	**260.0**	**100.0**	**1,810.0**
Funded By						
Cemetery Reserve	1,170.0	100.0	180.0	260.0	100.0	1,810.0

Project J1286 – Riverside Cemetery Maintenance Facility Expansion

Description:
Replaces aging maintenance, storage, and irrigation infrastructure to support cemetery operations and growth. The new facility will replace and consolidate the maintenance shop, storage buildings, and pumphouse.

Implications of Not Funding:

- Ongoing safety concerns and deteriorating buildings.
- Increased risk of equipment damage, theft, and operational disruption.
- Limited ability to meet long-term service demand.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**800.0**	800.0	**-**	**-**	**-**	**1,600.0**
Funded By						
Current Contribution - Civic	800.0	800.0	-	-	-	1,600.0

Project E1751 - Cemetery Software

Description:
Purchase and implementation of new cloud-based cemetery software.

Implications of Not Funding:
Keeping business applications current is fundamental to protect the City from cybersecurity threats and to ensure software investments remain functional. Paying for ongoing support and maintenance of business applications reduces the reputational risk of a failure that would impact on the City's ability to provide important services to citizens. Additionally, residents expect the same service opportunities as the government as they experience with other businesses (e.g. online services, etc.). The City must continue investing in technology solutions that meet the needs and expectations of the public.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	-	**150.0**	**-**	**-**	**150.0**
Funded By						
Cemetery Reserve	-	-	150.0	-	-	150.0

Project J1043 - Cemetery Facilities Asset Management

Description:
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.

Implications of Not Funding:
This program's funding ensures that the base building systems are maintained, and suitable space is available to deliver services. Funding will maintain existing service levels.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**10.0**	**10.0**	**10.0**	**10.0**	**10.0**	**50.0**
Funded By						
Cemetery Reserve	10.0	10.0	10.0	10.0	10.0	50.0

Solid Waste Collection

New Project 200 – Locking Waste Carts

Description:
The City piloted locking carts in high debris neighborhoods to proactively mitigate litter and debris in North Central and Heritage areas. The pilot was conducted in 2025 and the results showed that locking carts did help mitigate litter and debris. In 2026, the City is expanding the use of locks to 25 per cent (1,140 carts - 3 carts per household) of the high debris areas at a cost of $118,500 which was funded from some remaining capital. Expanding the use of locks to all high debris areas (not including North Central west of Elphinstone to Lewvan) requires an additional investment of $830,000 for 7,900 carts which would be deployed over two years.

Implications of Not Funding:
Failure to expand the program will limit the City's ability to provide a consistent and equitable service response across high debris areas and may increase community concerns regarding neighborhood cleanliness and quality of life.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**415.0**	**415.0**	**-**	**-**	**-**	**830.0**
Funded By						
Solid Waste Reserve	415.0	415.0	-	-	-	830.0

Clerks

New Project 177 – Growth of AMS to Replace Appeal Case Management Module

Description:
Following the implementation of the new Agenda Management Software (AMS), a replacement solution is required for the appeal case management functionality currently provided through the retiring MinuteTraq system. This project will leverage the City's CRM platform to create a centralized case management solution for quasi-judicial board appeals, supporting case administration, records management, workflow automation, interdepartmental coordination, and future online services for applicants.

Implications of Not Funding:

- Retirement of the legacy MinuteTraq system will leave the City without a dedicated solution to manage quasi-judicial board appeals, resulting in continued reliance on manual and fragmented processes.
- As appeal volumes and case complexity continue to increase, administrative burden on the Office of the City Clerk will grow, increasing the risk of delays, inefficiencies, and challenges in meeting legislated timelines and records management requirements.
- Opportunities to improve information management, workflow automation, document management, and integration with Tax, Finance, Bylaw, and Development systems will not be realized, resulting in continued duplication of effort and reduced operational efficiency.
- The City will be unable to implement planned digital service enhancements for applicants, including online appeal submissions, document uploads, fee payments, and case tracking, limiting customer service improvements and public accessibility.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**160.0**	**100.0**	**-**	**-**	**-**	**260.0**
Funded By						
Current Contribution - Civic	160.0	100.0	-	-	-	260.0

Recreation Infrastructure

Project J1166 – Outdoor Pools Program

Description:
Funds for the replacement of older outdoor pools.

Implications of Not Funding:
If the funding is not approved, it may result in facility closure as the older outdoor pools have exceeded their useful life.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**-**	**-**	**6,296.0**	**6,296.0**
Funded By						
Current Contribution – Rec Culture Capital	-	-	-	-	6,296.0	6,296.0

Project E1029 - New Cricket Field

Description:
The planning and development of a new cricket field to meet the demand and growth of the sport, in addition to advancing the City's Recreation Master Plan.

Implications of Not Funding:
There is high demand in the community for cricket fields. Limited or no funding will delay the City's ability to carry out work to plan and develop additional cricket fields. This also delay's the City's ability to advance the Recreation Master Plan, which notes that the City should have five fields in total (the City currently has three). Failing to build additional cricket fields will limit the City's ability to support the demand and growth of the sport.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**4,290.0**	**-**	**-**	**-**	**-**	**4,290.0**
Funded By						
Current Contribution – Rec Culture Capital	4,290.0	-	-	-	-	4,290.0

Project J1064 - Outdoor Boarded Rink Redevelopment

Description:
This program's funding supports the renewal of one outdoor boarded rink site per year. Rehabilitating these sites will allow City programs and operations to continue to effectively operate the 24 boarded rink sites with adjacent pleasure skating rinks located around the city.

Implications of Not Funding:
There are 24 outdoor boarded rink sites, with 6 in poor condition and 9 in fair condition. To maintain the existing level of service to the community, this program's funding will ensure that sites are continually renewed as required so that programming can continue to occur and increase opportunities for new programming.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**70.0**	**725.0**	**800.0**	**800.0**	**875.0**	**3,270.0**
Funded By						
Current Contribution	70.0	725.0	800.0	800.0	875.0	3,270.0

Project E1724 - Recreation/Culture Capital Program

Description:
Funding to implement the Recreation Master Plan and Cultural Plan.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**429.0**	**376.0**	**349.0**	**839.0**	**641.0**	**2,634.0**
Funded By						
Current Contribution – Rec Culture Capital	429.0	376.0	349.0	839.0	641.0	2,634.0

Project J1291 - Fieldhouse Floor Enhancements

Description:
This funding is to upgrade the flooring at the Fieldhouse to meet new competition and programming requirements.

Implications of Not Funding:
If the funding is not approved, it will impact on our ability to host events and offer existing and new programs.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**1,800.0**	**-**	**-**	**-**	**1,800.0**
Funded By						
Current Contribution– Rec Culture Capital	-	1,800.0	-	-	-	1,800.0

Project E1024 - Recreation Culture Capital Plan Implementation - Staff Costs

Description:
This project is for the salary and benefits for staff to implement initiatives to advance the Recreation Culture Capital Plan and to lead the refresh of the Recreation Master Plan in 2027.

Implications of Not Funding:
Delay in implementation of initiatives to advance the Recreation Culture Capital Plan.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**334.0**	**334.0**	**334.0**	**334.0**	**334.0**	**1,670.0**
Funded By						
Current Contribution– Rec Culture Capital	334.0	334.0	334.0	334.0	334.0	1,670.0

Project J1276 - Recreation Facility Accessibility Improvements (Adapted Recreation)

Description:
This program funds prioritized accessibility upgrades at City recreation facilities, guided by facility accessibility audits and consultation priorities identified in the Adapted Recreation Plan. These improvements support equitable access, inclusive participation, and improved customer experience for residents with disabilities and their support systems.

Implications of Not Funding:
Limited or no funding would delay or eliminate priority accessibility upgrades, leaving known physical and sensory barriers in place at City recreation facilities. Delaying the work may also increase future project costs as accessibility needs and facility deficiencies accumulate.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**500.0**	**600.0**	**500.0**	**-**	**-**	**1,600.0**
Funded By						
Current Contribution - Civic	500.0	600.0	500.0	-	-	1,600.0

Project F1038 - Recreation Equipment

Description:
This fund provides capital upgrades for all fitness equipment and furnishings in major recreation centers, major facilities, neighborhood centers, outdoor sport facilities, and the Neil Balkwill Arts Centre.

Implications of Not Funding:
Limited or no funding will impact on the ability for the City to maintain the quality and availability of recreation equipment for our users. Worn or broken equipment cannot be replaced and in poor condition will negatively impact the quality of programs and services by creating safety hazards for users. By delaying the replacement of assets, the City is at risk of higher costs of equipment purchases or a reduction in the service if assets are not repaired or replaced. In addition, it will also impede the ability for user groups to host quality special events.

The recreation equipment budget has been $200,000 annually since 2020. The Consumer Price Index (CPI) inflationary rate has increased by 20.4 per cent between 2020 and 2025. It is becoming increasingly difficult to replace equipment at a rate that ensures an adequate level of recreation equipment for users as costs are increasing while attendance/wear and tear on equipment is also increasing.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**290.0**	**290.0**	**290.0**	**290.0**	**290.0**	**1,450.0**
Funded By						
Current Contribution - Civic	290.0	290.0	290.0	290.0	290.0	1,450.0

Project J1167 – Tennis & Pickleball Court Development

Description:
This multi-year program addresses aging tennis and pickleball courts by renewing surfaces, fencing, lighting and related infrastructure. It reflects growing demand for pickleballs and ensures facilities remain accessible and aligned with City Council-approved service standards.

Implications of Not Funding:
- Continued deterioration and potential court closures.
- Reduced ability to meet growing demand for pickleball.
- Service levels fell below endorsed recreation plans.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**265.0**	**265.0**	**275.0**	**350.0**	**350.0**	**1,505.0**
Funded By						
Current Contribution - Civic	265.0	265.0	275.0	350.0	350.0	1,505.0

Project J1301 - Accessibility Plan (Staff Washrooms)

Description:
This is to fund washroom upgrades to provide accessible, all-gender washrooms in City workplaces. This item fulfills actions in both the Accessibility Plan (approved by City Council in 2024) and 2SLGBTQIAP+ Action Plan (approved by City Council in 2023).

Implications of Not Funding:
Accessible, inclusive washroom access for employees is essential to providing equitable employment and dignity in sanitation. Removing funding from this project will mean ongoing barriers to washroom access for City employees in many of our workplaces where wheelchair-accessible, all-gender facilities are not currently available. This would primarily impact on employees with disabilities and diverse gender identities, and would retract from the City's efforts toward inclusion, diversity, equity and accessibility.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**250.0**	**250.0**	**250.0**	**250.0**	**250.0**	**1,250.0**
Funded By						
Current Contribution - Civic	250.0	250.0	250.0	250.0	250.0	1,250.0

Project F1035 - Athletic Field Restoration

Description:
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.

Implications of Not Funding:
If capital is not invested in the Athletic Field, fields would be unsuitable for play and unsafe and may need to be taken out of the bookable inventory.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**250.0**	**250.0**	**250.0**	**250.0**	**250.0**	**1,250.0**
Funded By						
Current Contribution - Civic	250.0	250.0	250.0	250.0	250.0	1,250.0

Project J1239 - Recreation Facility Program & Accessibility Improvements

Description:
This program is intended to fund smaller facility improvement projects that will permit recreation program changes and accessibility improvements, improving customer experience and programming opportunities at recreation facilities.

Implications of Not Funding:
This program is expected to improve the service levels offered to the public. Recreation & Culture may be able to accommodate more programming with these enhancements to the programming areas. Additional family/accessible rooms will improve the experience of young families or groups requiring accessible changing areas, and all future projects are anticipated to have a positive impact on the public using the facilities as well. There is potential for increased revenue by expanding or attracting programs to major recreation facilities.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**200.0**	**200.0**	**250.0**	**250.0**	**250.0**	**1,150.0**
Funded By						
Current Contribution - Civic	200.0	200.0	250.0	250.0	250.0	1,150.0

Project E1729 - Civic Arts Program

Description:
This fund is for the acquisition and maintenance of the civic art collection.

Implications of Not Funding:
A minimum of $25,000 for maintenance of existing civic art collection. No funding would result in no maintenance for the City's existing civic art collection.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**150.0**	**150.0**	**150.0**	**150.0**	**150.0**	**750.0**
Funded By						
Current Contribution – Rec Culture Capital	150.0	150.0	150.0	150.0	150.0	750.0

Project E1749 - Placemaking Initiatives

Description:
Funds from this capital program ensure placemaking initiatives. This includes projects, programs, and improvements that enhance public spaces to create vibrant, welcoming, and functional places that support social connection and local identity.

Implications of Not Funding:
Limited or no funding would impact the ability to implement placemaking initiatives in the downtown and other areas of the City.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**100.0**	**100.0**	**100.0**	**-**	**200.0**	**500.0**
Funded By						
Current Contribution – Rec Culture Capital	**100.0**	**100.0**	**100.0**	**-**	**200.0**	**500.0**

Project E1750 - Baseball Diamond Audit Implementation

Description:
This is part of a four-year project to address deferred capital maintenance issues and improve the quality of the City's 167 ball diamonds.

Implications of Not Funding:
No funding would result in no additional maintenance or renovations of ball diamonds once existing funds are exhausted.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**197.0**	**-**	**-**	**-**	**-**	**197.0**
Funded By						
Current Contribution– Rec Culture Capital	197.0	-	-	-	-	197.0

Project J1293 – Douglas Park Track

Description:
This funding is for the preservation and redevelopment of the track at the Canada Games Athletic Complex within Douglas Park.

Implications of Not Funding:
If the funding is not approved, it will impact on our ability to continue to host events and offer existing and new programs.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**50.0**	**-**	**-**	**50.0**
Funded By						
Current Contribution– Rec Culture Capital	-	-	50.0	-	-	50.0

Mosaic Stadium

Project E1745 - Mosaic Stadium General Capital Allocation

Description:
Renewal or replacement of building systems, broadcast equipment & digital infrastructure and artificial turf. On June 24, 2026, in CR26-80 Mosaic Stadium 2027 Capital Program Advanced Approval, Council provided advance approval for $8.2 million to be funded by the Regina Revitalization Initiative Stadium Reserve to be used for the procurement, installation, commissioning and related project costs associated with the replacement of the video display board and systems and artificial turf at Mosaic Stadium.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**450.0**	**700.0**	**700.0**	**700.0**	**2,550.0**
Funded By						
Stadium Reserve	-	450.0	700.0	700.0	700.0	2,550.0

Indoor Aquatic Facility (IAF)

Project J1248 - New Indoor Aquatics Facility

Description:

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.

Implications of Not Funding:

Stakeholders may perceive the funding as insufficient or question prioritization of specific projects.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**118,660.0**	**31,737.0**	**8,767.0**	**8,427.0**	**2,129.0**	**169,720.0**
Funded By						
Debt	95,000.0	6,000.0	-	-	-	101,000.0
Federal Grants	10,675.5	10,675.5	-	-	-	21,351.0
Provincial Grants	8,734.5	8,734.5	-	-	-	17,469.0
Current Contribution-Recreation Culture Capital	4,250.0	6,327.0	8,767.0	8,427.0	2,129.0	29,900.0

Project J1267 - Geothermal Feasibility Study

Description:

Construction of a facility that will be used to heat the new Indoor Aquatic Facility.

Implications of Not Funding:
Not funding the Geothermal portion of the IAF would impact on the Cities' ability to reach its GHG Emission targets.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**3,300.0**	**12,950.0**	**-**	**-**	**-**	**16,250.0**
Funded By						
Debt	-	12,950.0	-	-	-	12,950.0
Federal Grants	1,815.0	-	-	-	-	1,815.0
Provincial Grants	1,485.0	-	-	-	-	1,485.0

Communications

Project J0151 – Citizen Relationship Management (CRM) Solution

Description:
The City is modernizing customer service in 2026 by implementing Salesforce-based CRM (Phase 1) to improve service delivery. Phase 2 builds on this by introducing a customer portal, mobile app, and workflow automation to enhance how residents interact with the City, enabling residents to submit requests, track service status, and manage their interactions with the City online at any time. $900,000 in funding for Phase 2 was previously approved for the 2027 Capital Budget based on a preliminary estimate and is currently above the line on the City's 5-year Capital Plan report. Following recent project scoping and vendor quotation process, the confirmed project cost exceeds the original estimate. This gap may be covered utilizing carry forward from Phase 1, however, would leave only a small contingency for unexpected expenses. This business case will be used to cover any cost escalations into 2028 or be utilized to further expand the functionality of the solution for additional return on investment.

Implications of Not Funding:
The portal would deliver a reduced level of value, limiting its ability to improve efficiency, enhance customer experience, and achieve the intended modernization of service delivery.

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($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**900.0**	**200.0**	**-**	**-**	**-**	**1,100.0**
Funded By						
Current Contribution - Civic	900.0	200.0	-	-	-	1,100.0

Strategy & Performance

Project J1299 - Energy Monitoring and Management System

Description:
To modernize and centralize tracking of corporate energy use, utility costs, and GHG emissions, the City requires a new corporate energy monitoring and management system. Current data is fragmented and manually processed, leading to inefficiencies, inaccuracies, and delayed decision-making. Additionally, the City's previous energy monitoring software linked to approximately 50 prioritized sites need to be replaced, providing an opportunity to implement a more integrated real-time, cross-corporate solution that streamlines utility data, automates key aspects of GHG reporting across departments, and supports energy use forecasting.

This system is projected to reduce utility costs through real-time insights, billing error prevention, and verification of savings from conservation measures (e.g., LED light replacements and energy retrofits in City facilities). It will also consolidate solar generation data across City sites into a single dashboard.

To ensure successful implementation and maximize energy savings, a dedicated energy manager will lead the two-year project, coordinating cross-departmental efforts, establishing internal systems, and driving strategic energy decisions. This role is essential for unlocking time-sensitive grants — up to $430,000 — including $30,000 from SaskPower's Commercial Energy Optimization Program which can support a dedicated energy manager, and which also offers free energy coaching and energy assessments.

These services extend the impact of the investment by supporting the identification and implementation of capital retrofit projects, which can also be eligible for additional incentives when undertaken as part of a targeted energy management program. This initiative lays the foundation for a long-term energy management program, enabling cost savings, emissions reductions, and access to substantial external funding.

Implications of Not Funding:
Advantages:
Environmental: Enables the City to track and reduce its corporate energy and carbon footprint, aligning with the Energy and Sustainability Framework (ESF) to meet the net-zero target and climate action commitments.

Public/Customer/Stakeholder: Demonstrates the City's leadership and accountability in managing public resources and operational costs such as utilities, while providing transparent reporting on energy use and GHG emissions. Recent research from U of R identified that Regina residents are generally very supportive of the City retrofitting our own facilities to use less energy. This supports improved public communication around these targets.

Operational Efficiency: Reduce manual data handling and improve accuracy, saving staff time and identifying opportunities for utility cost saving. Enables access to significant time-bound grants, while establishing cross-corporate strategies for energy savings reductions and streamlined reporting.

Disadvantages:
Financial: Requires an upfront investment in software procurement, implementation, and staff training. However, most of these costs may be able to be offset by potential grants.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**380.0**	-	**-**	**-**	**-**	**380.0**
Funded By						
Current Contribution - Civic	380.0	-	-	-	-	380.0

Sustainable Infrastructure

Project F1174 - ESRI Utility Network Migration & Data Integrity

Description:
This project will migrate the City's water and wastewater Geographic Information System (GIS) infrastructure data to ESRI's Utility Network platform, replacing legacy GIS tools that will be retired by the vendor in 2026. The project includes software implementation, data migration, and the development of data integrity tools to improve the quality, accuracy, and long-term management of infrastructure information used for asset management and operational decision-making.

Implications of Not Funding:

- Utility network data management would remain on the City's legacy GIS platform, delaying implementation of modern utility network management capabilities.
- Opportunities to improve data quality, consistency, and validation processes would be deferred.
- The City may face increased future migration costs and effort as legacy systems and processes age.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**110.0**	**-**	**-**	**-**	**-**	**110.0**
Funded By						
Current Contributions - Civis	110.0	-	-	-	-	110.0

New Project 030– Plotter Replacement

Description:

This Project is the planned replacement of the plotter that will reach end of its expected life in 2027.

Implications of Not Funding:

The plotter supports several service areas providing large-scale print jobs as well as scanning capacities. If this plotter is not available, this work would need to be outsourced.

($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**40.0**	**-**	**-**	**-**	**-**	**40.0**
Funded By						
Current Contribution - Civic	40.0	-	-	-	-	40.0

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2027 to 2031 Unfunded Capital

Overview

The 2027-2031 Capital Plan "Below the Line" includes $11.12 million in 2027 and $127.66 million in 2028-2031. The table below shows the summary of funding by service.

5-Year Proposed Capital Plan by Service

Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
Facilities	**6,845.5**	**3,195.0**	**750.0**	**10,000.0**	**15,000.0**	**35,790.5**	
J1285 - Operational Yard Facility Master Plan	-	375.0	750.0	10,000.0	15,000.0	26,125.0	104
E1017 – Indigenous Cultural Site	6,845.5	2,820.0	-	-	-	9,665.5	102
Finance	**41.6**	**-**	**-**	**-**	**-**	**41.6**	
New Project 185 - Forklift	41.6	-	-	-	-	41.6	105
Cemeteries	**-**	**320.0**	**2,100.0**	**1,100.0**	**-**	**3,520.0**	
New Project 118 - Riverside Cemetery Administration Building and Chapel	-	320.0	2,100.0	1,100.0	-	3,520.0	104
Parks Infrastructure	**-**	**-**	**1,000.0**	**7,900.0**	**-**	**8,900.0**	
New Project 142 - Queen Elizabeth II Courtyard Renewal	-	-	1,000.0	7,900.0	-	8,900.0	104
Transit	**3,548.1**	**-**	**4,000.0**	**14,000.0**	**-**	**21,548.1**	
New Project 154 - Transit Storage Garage Expansion - RTMP	150.0	-	4,000.0	14,000.0	-	18,150.0	105
New Project 212 - Buses for Schedule AdherenceExpansion - RTMP	3,398.1	-	-	-	-	3,398.1	105
IT Infrastructure	**105.0**	**16.6**	**417.6**	**45.0**	**4,000.0**	**4,584.1**	
New Project 184 - Portable Radio Replacement	-	-	-	-	3,500.0	3,500.0	109

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
New Project 186 - Technology Software Currency Program	-	-	-	-	500.0	500.0	107
New Project 178 - Hosted Contact Centre Solution	-	16.6	324.6	-	-	341.2	110
E1752 - Geospatial Sustainable Technology & Growth	50.0	-	93.0	45.0	-	188.0	111
New Project 182 - Artificial Intelligence Solution	55.0	-	-	-	-	55.0	111
Roadways Infrastructure	**585.0**	**29,237.0**	**14,882.0**	**18,810.0**	**885.0**	**64,399.0**	
F1136 - Ring Road Widening-Ross Ave to Dewdney Ave	-	13,500.0	-	-	-	13,500.0	112
F1156 - 13th Avenue - Sandra Schmirler Way to Courtney Street	-	-	500.0	10,800.0	-	11,300.0	113
A1185 - Snow Storage Site	300.0	4,200.0	5,700.0	-	-	10,200.0	114
F1135 - Prince of Wales Drive-Jenkins Drive to Highway 46	-	9,950.0	-	-	-	9,950.0	114
New Project 127 - Saskatchewan Drive Corridor Improvement Phase III - Cathedral	-	-	3,000.0	3,000.0	-	6,000.0	115
F1126 - Wascana Parkway to Prince of Wales Drive Extension	-	-	-	3,900.0	-	3,900.0	113
New Project 120 - Centre Loop - Phase II	-	-	3,500.0	-	-	3,500.0	116
A1288 - Micro Mobility and Active Transportation Solutions	-	300.0	300.0	300.0	100.0	1,000.0	117
New Project 194 - Transportation Corridor Studies	-	200.0	200.0	200.0	200.0	800.0	117
New Project 033 - Infrastructure Design	-	-	700.0	-	-	700.0	115

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Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
and Construction Standards Review							
A0176 - Transportation Performance Data & Analytics	-	122.0	122.0	150.0	150.0	544.0	119
A1286 - Critical & Peripheral Intersection Vibration Damper	-	100.0	125.0	125.0	-	350.0	119
New Project 195 - Household Travel Survey	-	-	-	-	300.0	300.0	120
New Project 197 - Victoria Avenue East Corridor Study	-	300.0	-	-	-	300.0	118
New Project 031 - Victoria Avenue and Tower Road Functional Study	250.0	-	-	-	-	250.0	122
New Project 192 - Pasqua Street Corridor Staging Plan	-	200.0	-	-	-	200.0	122
New Project 159 - Noise Attenuation Program Continuation	35.0	35.0	35.0	35.0	35.0	175.0	123
New Project 172 - Asphalt Construction Equipment	-	80.0	-	-	-	80.0	124
A1291 - Transportation Management Centre Planning	-	250.0	700.0	300.0	100.0	1,350.0	125
Grand Total	**11,125.1**	**32,768.6**	**23,149.6**	**51,855.0**	**19,885.0**	**138,783.2**	

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5-Year Proposed Capital Plan Summary by Service

Services ($ millions)	2027	2028	2029	2030	2031	Total
Facilities	6.85	3.20	0.75	10.00	15.00	35.79
Finance	0.04	-	-	-	-	0.04
Cemeteries	-	0.32	2.10	1.10	-	3.52
Parks Infrastructure	-	-	1.00	7.90	-	8.90
Transit	3.55	-	4.00	14.00	-	21.55
IT Infrastructure	0.10	0.01	0.42	0.05	4.00	4.58
Roadways Infrastructure	0.59	29.24	14.88	18.81	0.89	63.05
Grand Total	**11.12**	**32.76**	**23.15**	**51.86**	**19.89**	**138.78**

Details regarding each project and program are listed below with a brief description and implications of the project if not funded.

Projects 2027-2031 Unfunded General Capital Plan Details

Facilities

Project J1285 - Operational Yard Facility Master Plan

Description:
Funding for the implementation of the recommendations based on the outcome of a new Operations Yard Master Plan; a long-term plan for operational yard facilities to modernize infrastructure and improve efficiency. The primary objective is to provide sound, effective operational facilities to ensure employees have access to space and equipment that allows them to deliver services in an efficient manner.

Implications of Not Funding:

- Continued use of fragmented, inefficient and end-of-life facilities.
- Increased operating costs due to increased maintenance on end-of-life facility systems and equipment.
- Inefficient workflows and reduced staff productivity.
- Increased long-term costs due to stand alone upgrades.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**375.0**	**750.0**	**10,000.0**	**15,000.0**	**26,125.0**
Funded By						
Current Contribution – Civic	-	375.0	750.0	10,000.0	15,000.0	26,125.0

Project E1017 – Indigenous Cultural Site

Description:
Development of a permanent Indigenous Cultural Site supporting cultural practices, learning, and reconciliation commitments. Builds on existing use and City Council direction.

Implications of Not Funding:

- Undermines reconciliation commitments and stakeholder trust.
- Leaves the site incomplete and limits functionality.
- Potential reputational risk and reduced community engagement.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**6,845.5**	**2,820.0**	**-**	**-**	**-**	**9,665.5**
Funded By						
Current Contribution – Civic	6,845.5	2,820.0	-	-	-	9,665.5

Finance

New Project 185 – Forklift

Description:
Traffic currently manages inventory at 300 Arcola Avenue. Traffic requested that Central Stores manage this traffic in addition to the traffic inventory already managed at Central Stores. This ensures consistency in application of inventory management and is part of the Central Stores and Parts Inventory Audit response. There are three types of storage traffic stock requirements: heated storage, ambient, and outdoor storage. The site at 300 Arcola is currently used for outside storage, with space to expand. There is a secure building with an alarm system for storage of the forklift as well as ambient stock. The request for the Forklift would be procured through the City fleet to ensure that service to stakeholders is not disrupted by managing multiple locations. There is an FTE ask as part of the Fuel Audit response that would be utilized at this location to provide timely service, so internal stakeholders and Citizens of Regina are not impacted. There are anticipated off setting cost savings as traffic would no longer be managing the site at 300 Arcola.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**41.6**	**-**	**-**	**-**	**-**	**41.6**
Funded By						
Current Contribution - Civic	41.6	-	-	-	-	41.6

Cemeteries

New Project 118 - Riverside Cemetery Administration Building and Chapel

Description:
This project will address the deficiencies of the Administration Building, which shows major signs of aging such as deteriorating structure, leaking roof, building drainage, and septic issues. Many elements of the building do not satisfy current building code or barrier free standards and will need to be repaired. It is estimated that the capacity of the indoor columbarium will reach capacity in 8-10 years.

Implications of Not Funding:
No funding will result in continued operational and facility risks, reduced ability to meet customer expectations and accessibility standards, increasing maintenance costs, and a future loss of cemetery revenue as indoor columbarium capacity is depleted. The project is both an asset renewal initiative and a revenue-supporting investment required to sustain long-term cemetery operations and service levels.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**320.0**	**2,100.0**	**1,100.0**	**-**	**3,520.0**
Funded By						
Current Contribution	-	320.0	2,100.0	1,100.0	-	3,520.0

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Parks Infrastructure

New Project 142 - Queen Elizabeth II Courtyard Renewal

Description:
The infrastructure and amenities in the QEII Courtyard are now 50 years old and in need of renewal to support continued safe use, programming and activation. The project includes replacement of underground infrastructure, paving and drainage improvements, electrical upgrades, lighting and fountain replacement, tree and site furnishings replacements along with a replacement Regina sign.

Implications of Not Funding:
No funding will further impact on the condition of assets, impacting vibrancy and safety of the area.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**1,000.0**	**7,900.0**	**-**	**8,900.0**
Funded By						
Current Contribution – Civic	-	-	1,000.0	7,900.0	-	8,900.0

Transit

New Project 154 – Transit Storage Garage Expansion – RTMP

Description:
This project expands the existing transit storage facility to accommodate planned fleet growth under the Regina Transit Master Plan (RTMP). It includes additional storage lanes and supporting infrastructure required to safely house and maintain vehicles.

Implications of Not Funding:
- Inability to accommodate additional buses needed for service expansion.
- Increased reliance on outdoor storage, impacting asset lifespan.
- Reduced service reliability and operational efficiency.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**150.0**	**-**	**4,000.0**	**14,000.0**	**-**	**18,150.0**
Funded By						
Current Contribution - Civic	150.0	-	4,000.0	14,000.0	-	18,150.0

New Project 212 - Buses for Schedule Adherence

Description:
Transit ridership has been increasing over the past few years and in 2025 saw an all-time high of 9 million rides. This increase in transit usage reduces traffic congestion and emissions from private automobiles which helps Regina become a more sustainable city. In order to make transit an attractive mode of transportation and promote new ridership schedules, adherence needs to be maintained and consistent so customers can rely on transit to get them where they need to be when they need to be there. To gauge how reliable transit service is, Regina Transit uses on time performance measures to see how often bus service is on time relative to the publicly posted schedule time. This capital ask to purchase two additional transit buses coincides with the operational ask to address schedule adherence.

Implications of Not Funding:
Without the approved funding, on time performance will continue to decrease or bus service frequencies will be reduced, which will reduce the service customers know today and go against the recommendations in the Regina Transit Master Plan (RTMP).

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**3,398.01**	**-**	**-**	**-**	**-**	**3,398.1**
Funded By						
Transit Reserve	3,398.01	-	-	-	-	3,398.1

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IT Infrastructure

New Project 184 - Portable Radio Replacement

Description:
Regina Fire & Protective Services (RFPS) is seeking funding to replace its portable radio fleet (Approx 110 radios) and associated ancillary equipment, including batteries, chargers, and accessories, which are approaching end of life and will no longer be supported by the manufacturer.

Implications of Not Funding:
Portable radios are a critical component of emergency response operations, enabling reliable communication between personnel on the fireground, within incident command structures, and with dispatch. The current radio inventory is aging, and manufacturer support is expected to end, increasing the risk of equipment failure and limiting the ability to repair or maintain units.

Reliable communication is essential during emergency incidents, enabling coordination between crews, command staff, and dispatch. Up-to-date equipment ensures clarity, consistency, and reliability of communications in high-risk environments.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**-**	**-**	**3,500.0**	**3,500.0**
Funded By						
Current Contribution -Civic	-	-	-	-	3,500.0	3,500.0

New Project 186 - Technology Software Currency Program

Description:
This is a request to create a fund for a Technology Software Currency Program.

Implications of Not Funding:
For many of our applications, upgrades require professional services from vendors or implementing partners. There currently is no fund available to invest in these services, which can result in decreased upgrades to our key business applications. Creating this program would ensure that funding can be made available for upgrades when required, keeping applications current and secure.

This would not address new software/solution requests, nor implementations of alternative/replacement solutions.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**-**	**-**	**500.0**	**500.0**
Funded By						
Current Contribution – Civic	-	-	-	-	500.0	500.0

New Project 178 – Hosted Contact Centre Solution

Description:
This is a capital project of Hosted Contact Centre Solution.

Implications of Not Funding:
We have seen several system disruptions and other challenges with our current vendor and while outages are typically temporary, they can result in reduced accessibility for customers. During these periods, residents are typically redirected to the website to submit their service requests online. While this ensures continuity of service, it may not fully meet the needs of all users. Efforts to maintain and enhance system reliability remain critical to minimizing service interruptions. From a legal perspective, it is critical to have phone lines open as much as possible to answer emergency calls.

There is no disadvantage to moving forward with this proposal, other than the risk of change fatigue. New technology has been implemented consistently over recent years and a need for strong change and communication efforts is required to support the employee experience and assist operational leaders, which is seen by the term FTE requested in this budget request.
Due to recent Computer Telephony Integration (CTI) end-of-life announcement, further scoping of future needs is required to determine path of Salesforce solutions or Request for Proposal (RFP), therefore, refinement / adjustments of this budget request will likely be put forward in next year's budget process.

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Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**16.6**	**324.5**	**-**	**-**	**341.1**
Funded By						
Current Contribution – Civic	-	16.6	324.5	-	-	341.1

Project E1752 – Geospatial Sustainable Technology & Growth

Description:
This project invests in updated survey equipment and geospatial software to support infrastructure planning and design. It enhances the City's ability to collect accurate data and deliver projects efficiently.

Implications of Not Funding:

- Increased reliance on external consultants.
- Delays in project delivery timelines.
- Reduced accuracy and availability of data.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**50.0**	**-**	**93.0**	**45.0**	**-**	**188.0**
Funded By						
Current Contribution - Civic	50.0	-	93.0	45.0	-	188.0

New Project 182 - Artificial Intelligence Solution

Description:
This initiative implements AI-enabled cameras and detection software to automate roadway condition monitoring across Roadways Preservation, Roadways Maintenance Operations, and Transportation Operations. The technology will identify potholes, pavement defects, damaged signs, and deteriorating pavement markings, providing consistent, objective, and geolocated condition data. The solution will improve asset management, reduce manual inspections, support proactive maintenance, enhance public safety, and generate efficiencies in roadway condition assessments.

Implications of Not Funding:
Without this investment, the City will continue to rely on manual inspections and resident complaints to identify roadway deficiencies. This reactive approach is labor-intensive, slower to identify issues, and provides less consistent data, resulting in delayed maintenance responses, continued reliance on seasonal inspection resources, and missed opportunities to improve efficiency and proactive asset management.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**55.0**	**-**	**-**	**-**	**-**	**55.0**
Funded By						
Current Contribution - Civic	55.0	-	-	-	-	55.0

Roadways Infrastructure

Project F1136 - Ring Road Widening-Ross Ave to Dewdney Ave

Description:
Addition of a third lane to increase capacity and improve traffic flow along Ring Road which is supported by the Ring Road Traffic Safety study. Includes drainage and interchange updates.

Implications of Not Funding:
- Increased congestion and delays with future growth at Park St & Ross Ave.
- Higher safety risks due to traffic volumes.
- Reduced network efficiency.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**13,500.0**	**-**	**-**	**-**	**13,500.0**
Funded By						
Current Contribution -Civic	-	12,700.0	-	-	-	12,700.0
Roadways Development Charges Reserve	-	800.0	-	-	-	800.0

Project F1156 - 13th Avenue - Sandra Schmirler Way to Courtney Street

Description:

This project reconstructs 13th Avenue between Sandra Schmirler Way and Courtney Street to improve road condition and support access to the new neighborhoods and the Global Transportation Hub. It enhances connectivity and accommodates future traffic demand.

Implications of Not Funding:

- Reduced accessibility to key development areas.
- Continued deterioration of roadway conditions.
- Increased congestion on surrounding routes.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**500.0**	**10,800.0**	**-**	**11,300.0**
Funded By						
Roadways Development Charges Reserve	-	-	200.0	4,320.0	-	4,520.0
Current Contribution -Civic	-	-	300.0	6,480.0	-	6,780.0

Project A1185 - Snow Storage Site

Description:
This project develops a plan and purchase of land for a new snow storage site to improve hauling efficiency and reduce travel distances during winter operations. It supports more effective snow removal across the growing city.

Implications of Not Funding:

- Longer hauling distances and higher fuel costs.
- Slower snow clearing and reduced service levels.
- Increased public complaints, potential of accidents, and operational strain.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**300.0**	**4,200.0**	**5,700.0**	**-**	**-**	**10,200.0**
Funded By						
Current Contribution - Civic	300.0	4,200.0	5,700.0	-	-	10,200.0

Project F1135 - Prince of Wales Drive-Jenkins Drive to Highway 46

Description:
This project upgrades a gravel roadway portion of Prince of Wales Drive between Jenkins Drive and Highway 46 to a fully reconstructed surface capable of supporting heavy traffic volumes. It provides an alternative route for goods movement and reduces pressure on existing corridors.

Implications of Not Funding:

- Continued maintenance costs for gravel road conditions.
- Increased congestion on surrounding arterial roads.
- Reduced efficiency of goods movement.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**9,950.0**	**-**	**-**	**-**	**9,950.0**
Funded By						
Debt	-	6,150.0	-	-	-	6,150.0
Current Contribution - Civic	-	3,800.0	-	-	-	3,800.0

New Project 127 - Saskatchewan Drive Corridor Improvement Phase III - Cathedral

Description:
This project continues Saskatchewan Drive corridor improvements Phase III - Cathedral (McTavish Street to Albert Street) into the Cathedral area, addressing aging infrastructure and improving transportation functionality. It builds on earlier phases to deliver a consistent corridor upgrade.

Implications of Not Funding:

- Continued risk from aging infrastructure (e.g., very old cast iron watermain).
- Lost efficiencies from coordinated corridor work.
- Reduced safety and service levels.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**3,000.0**	**3,000.0**	**-**	**6,000.0**
Funded By						
Current Contribution	-	-	3,000.0	3,000.0	-	6,000.0

Project F1126 - Wascana Parkway to Prince of Wales Drive Extension

Description:
This project extends Wascana Parkway to connect with Prince of Wales Drive, supporting planned growth and improving network connectivity. It includes early work such as land acquisition, design, and environmental assessments. This extension was

identified as a priority in the City's Transportation Master Plan, the Official Community Plan, and the 2022 Arcola Avenue Corridor Study Report.

Implications of Not Funding:

- Delays to growth-supporting infrastructure.
- Risk in securing required land acquisitions.
- Increased future project costs.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**-**	**3,900.0**	**-**	**3,900.0**
Funded By						
Roadways Development Charges Reserve	-	-	-	1,560.0	-	1,560.0
Current Contribution - Civic	-	-	-	2,340.0	-	2,340.0

New Project 120 - Centre Loop - Phase II

Description:

This project advances Phase II of the Centre Loop, expanding the downtown multi-use pathway network. It builds on earlier investments to connect key destinations and support active transportation initiated through the *CM23-6 Catalyst Committee Report* where the first recommendation was a connected non-vehicular trail system that joins the various districts in the downtown core.

Implications of Not Funding:

- Reduced connectivity within downtown network.
- Increased complexity if constructed later.
- Lower overall impact of Phase I investment.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**3,500.00**	**-**	**-**	**3,500.0**
Funded By						
Current Contribution - Civic	-	-	3,500.00	-	-	3,500.0

Project A1288 - Micro Mobility and Active Transportation Solutions

Description:
Supports infrastructure and program development for micro mobility and active transportation for City Council's approved e-scooter program and deliver on the Transportation Master Plan goals. Includes safety improvements, integration, and program management.

Implications of Not Funding:

- Reduced ability to expand safe and connected active transportation network.
- Increased pressure on existing staff capacity.
- Slower progress toward sustainability and mobility goals.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**300.0**	**300.0**	**300.0**	**100.0**	**1,000.0**
Funded By						
Current Contribution - Civic	-	300.0	300.0	300.0	100.0	1,000.0

New Project 194 - Transportation Corridor Studies

Description:
This project will consist of a series of studies along key corridors to evaluate how all modes of transportation network function currently and the improvements required to prepare for new greenfield growth and intensification in alignment with the updated Official Community Plan growth and phasing of New Neighborhood Plans.

Implications of Not Funding:
Corridor and area transportation studies respond to more immediate planning needs beyond current budget capital projects. Studies would be coordinated with City revitalization planning, Housing Accelerator initiatives, major transportation system changes, and non-routine area analyses.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	-	**200.0**	**200.0**	**200.0**	**200.0**	**800.0**
Funded By						
Current Contribution - Civic	-	200.0	200.0	200.0	200.0	800.0

New Project 033 - Infrastructure Design and Construction Standards Review

Description:
This project updates the City's infrastructure design and construction standards to reflect current best practices and technologies. It ensures consistency and quality across capital projects.

Implications of Not Funding:

- Continued use of outdated standards.
- Increased variability in project delivery.
- Potential inefficiencies and rework.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**700.0**	**-**	**-**	**700.0**
Funded By						
Current Contribution - Civic	-	-	700.0	-	-	700.0

Appendix E – General Capital Plan

Project A0176 - Transportation Performance Data & Analytics

Description:
Implementation of a centralized traffic data system to improve accessibility, analysis, and decision-making. Supports safety, planning, and operational efficiency.

Implications of Not Funding:

- Continued reliance on fragmented and less efficient data systems.
- Reduced ability to support safety and planning initiatives.
- Increase staff time to access and analyze data.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**122.0**	**122.0**	**150.0**	**150.0**	**544.0**
Funded By						
Current Contribution - Civic	-	122.0	122.0	150.0	150.0	544.0

Project A1286 - Critical & Peripheral Intersection Vibration Damper

Description:
This project funds the installation of vibration dampers at critical and peripheral signalized intersections across Regina to protect traffic signal infrastructure from wind-related damage. The dampers reduce vibration on signal poles, helping prevent damage to cameras, communication equipment, and traffic control assets that are essential for maintaining safe and efficient intersection operations. The program is intended to improve asset reliability, extend asset life, and maintain uninterrupted traffic signal service at key locations throughout the city.

Implications of Not Funding:
Without vibration dampers, critical intersections will remain vulnerable to wind-related infrastructure damage, increasing the risk of traffic signal outages, equipment failures, emergency repairs, overtime costs, and safety concerns. Traffic signal downtime could negatively impact the safe and efficient movement of people and goods throughout Regina and increase collision risk at uncontrolled intersections.

Appendix E – General Capital Plan

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**100.0**	**125.0**	**125.0**	**-**	**350.0**
Funded By						
Current Contribution - Civic	-	100.0	125.0	125.0	-	350.0

New Project 195 - Household Travel Survey

Description:
A transportation planning tool used to collect data on travel behavior, including trip origins and destinations, travel times, purposes, modes, and demographic characteristics. The data informs forecasting, policy development, and transportation modeling.

Implications of Not Funding:
Survey results will provide statistically reliable data to inform transportation decisions and calibrate the City's transportation model, enabling accurate multi-modal analysis and forecasting. Regular updates (approximately every five years, aligned with the Census) ensure data remains current and supports effective long-term planning.

If not approved, we will be making transportation decisions on our best guess with the data we have. These decisions impact the delivery of large capital transportation projects which are also often funded through development charges. Strong defensible data is important for the development of charges models and the engagements associated with that work. This work also determines the transportation mode split (cars, transit, Active transportation) which is part of our strategic priorities and the Transit Master Plan).

Like past surveys completed by the City, it is recommended that this project be funded by the Roadways Development Charges Account.

Appendix E – General Capital Plan

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**-**	**-**	**-**	**300.0**	**300.0**
Funded By						
Intensification Infrastructure Reserve					36.0	36.0
Roadways Development Charges Reserve					84.0	84.0
Current Contribution - Civic	-	-	-	-	180.0	180.0

New Project 197 - Victoria Avenue East Corridor Study

Description:
An integrated planning study for Victoria Avenue (Arcola Avenue to Highway 1 Bypass) to assess transportation, land use, and infrastructure needs and establish a prioritized set of medium and long-term initiatives for all users.

Implications of Not Funding:
This study will identify and evaluate transportation improvements for all users along Victoria Avenue between Arcola Avenue and the Highway 1 Bypass, including the timing and prioritization of those investments. Completing this work prior to detailed engineering and construction design supports informed decision-making, reduces implementation risks, and ensures alignment with applicable policies and long-term growth objectives.

The Deferral of this project will delay the City's ability to understand the full extent of prioritized required transportation network improvements to accommodate increased demand from future greenfield growth, intensification and industrial development adjacent to this corridor.

Appendix E – General Capital Plan

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**300.0**	**-**	**-**	**-**	**300.0**
Funded By						
Intensification Infrastructure Reserve	-	27.0	-	-	-	27.0
Roadways Development Charges Reserve	-	63.0	-	-	-	63.0
Current Contribution - Civic	-	210.0	-	-	-	210.0

New Project 031 - Victoria Avenue and Tower Road Functional Study

Description:
This project will assess the appropriate measure to mitigate incoming traffic from the Regina Bypass accessing Victoria Avenue.

Implications of Not Funding:
There may be an increase in congestion and safety risks as traffic increases at this intersection.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**250.0**	**-**	**-**	**-**	**-**	**250.0**
Funded By						
Debt	250.0	-	-	-	-	250.0

New Project 192 - Pasqua Street Corridor Staging Plan

Description:
Building on the previous Pasqua Street Staging Corridor Plan, this project will verify recommendations of the previous corridor plan and will identify when and how to proceed with road widenings, ramp and interchange construction. Construction costs will be updated, and any required right-of-way will be reserved.

Implications of Not Funding:
Improves safety and access to the northwest and north residential areas as well as the north Industrial areas.

This project is identified in the City's Transportation Master Plan, Official Community Plan, and Servicing Agreement Fee project list.

Frees up and preserves future right of way for development and road improvements. Informs timing of other infrastructure projects and supports our long-term financial picture as some projects may require major investments.

Timing: This project should be completed before adjacent development proceeds.

Risk Mitigation: This program is critical to mitigating a few strategic and financial risks including:

- Mitigating reputational risks by demonstrating a focus to address future road networks and development supports as needed.
- Mitigating financial risk by identifying major cash outlays that are supported by data will make for a clearer long term financial picture.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**200.0**	**-**	**-**	**-**	**200.0**
Funded By						
Current Contribution – Civic	-	200.0	-	-	-	200.0

New Project 159 – Noise Attenuation Program Continuation

Description:
This program continues the City's roadway noise attenuation work by supporting noise studies, policy implementation, resident inquiries, and the planning and delivery of future noise mitigation projects. The program helps address community concerns regarding traffic-related noise while supporting long-term transportation planning and external funding opportunities.

Implications of not Funding:
Without continued funding, the City's ability to respond to resident noise concerns, complete required studies, advance mitigation projects, and implement the Roadway Noise Attenuation Policy would be significantly reduced. This could result in increased

public dissatisfaction, delayed responses to noise concerns, and reduced ability to pursue external funding opportunities.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**35.0**	**35.0**	**35.0**	**35.0**	**35.0**	**175.0**
Funded By						
Current Contribution - Civic	35.0	35.0	35.0	35.0	35.0	175.0

New Project 172 – Asphalt Construction Equipment

Description:

This project provides funding to purchase a dedicated light fleet service truck with a storage topper and a 1-ton dump box to support Roadways Capital Operations and Seasonal Operations. Currently, crews rely on pooled fleet vehicles that are rented as needed; however, these shared resources are heavily utilized across the organization, which can limit availability during peak construction periods. A dedicated unit will support on-site maintenance, material transport, and operational efficiency for milling crews and construction activities.

Implications of Not Funding:

- Continued reliance on pooled fleet vehicles reduces availability for both Roadways and other departments, particularly during peak construction season.
- Delays in responding to on-site maintenance issues, resulting in increased equipment downtime and reduced productivity.
- Increased operating costs and inefficiencies from ongoing rentals, overtime, and missed opportunities for preventative maintenance.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**80.0**	**-**	**-**	**-**	**80.0**
Funded By						
Current Contribution - Civic	-	80.0	-	-	-	80.0

Appendix E – General Capital Plan

Project A1291 - Transportation Management Centre Planning

Description:
Supports development of a centralized traffic management capability to monitor and optimize traffic operations. Integrates data, analytics, and system controls.

Implications of Not Funding:

- Limited ability to manage growing traffic network effectively.
- Increased congestion and slower incident response times.
- Reduced efficiency in signal coordination and monitoring.

Capital Items Unfunded ($000's)	2027	2028	2029	2030	2031	Total
Proposed Budget	**-**	**250.0**	**700.0**	**300.0**	**100.0**	**1,350.0**
Funded By						
Current Contribution - Civic	-	250.0	700.0	300.0	100.0	1,350.0

Appendix F – General Capital Plan Funding Summary

Funding Summary

Overview

The City of Regina's (City) Preliminary Forecast - 2027 to 2031 General Capital Plan includes $263.05 million in 2027 and $712.39 million between the years 2028 to 2031. Table 1 below shows the summary of funding sources for the plan.

The City's Capital Program totals approximately $1.0 billion over the 2027 to 2031 period, with funding coming from a combination of annual funding provided by the general operating budget (current operating contributions), debt, grants, and reserve draws. The funding strategy is anchored by current operating contributions, which provide $447.0 million, representing nearly 46 per cent of total funding and demonstrates the City's continued reliance on sustainable pay-as-you-go financing. Annual operating contributions remain relatively stable and gradually increase from $83.2 million in 2027 to $95.0 million by 2031.

The plan also incorporates $121.8 million in new debt financing, concentrated in 2027 and 2028, with new debt peaking at $97.8 million in 2027. This suggests borrowing is being used strategically to support major capital investments during the middle years of the program rather than as an ongoing funding source.

Grants remain an important component of the Capital Plan, particularly in earlier years. Key funding sources include Build Communities Strong Fund ($74.3 million), Federal Government Capital Grants ($34.4 million) and supplemented by provincial contributions ($19.0 million). Overall, grant funding is front-end loaded, with fewer external funding opportunities available in the later years of the plan.

Reserve funding continues to play a significant role in supporting infrastructure and asset renewal projects. The largest reserve contributions come from the Transit Fleet Replacement Reserve ($101.4 million), Civic Fleet Replacement Reserve ($57.7 million), and Sanitary Landfill Reserve ($30.0 million). Additional significant draws are planned from the Land Development Reserve ($38.7 million) and various development charge reserves. The extensive use of reserves reflects the City's commitment to funding lifecycle asset replacement and maintaining critical infrastructure while managing future borrowing requirements.

Annual capital funding requirements fluctuate throughout the planning horizon, peaking at $263.1 million in 2027, before declining and stabilizing between $163.6 million and $197.0 million annually from 2028 onward. Overall, the funding plan reflects a balanced approach that combines operating funding, targeted debt issuance, grant opportunities,

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Appendix F – General Capital Plan Funding Summary

and reserve utilization to support long-term infrastructure investment and asset management objectives.

5-Year Proposed Capital Plan Funding Summary
Table 1

Funding Source (millions)	2027	2028	2029	2030	2031	5-Year Total
Current Contributions	83.20	86.98	89.59	92.21	94.98	446.95
Debt						
Indoor Aquatic Facility	95.00	18.95	-	-	-	113.95
Development Charges Debt	2.83	2.20	0.50	1.80	0.50	7.83
Grants						
Build Communities Strong Fund – Community Stream	14.54	14.94	14.94	14.94	14.94	74.31
Federal Government Capital Grants	14.17	13.08	2.40	2.40	2.40	34.44
Housing Accelerator Fund Change (HAF)	1.50	-	-	-	-	1.50
Provincial Portion	10.22	8.73	-	-	-	18.95
Recognizing Revenue from Automated Speed Enforcement (ASE) Deferred Revenue	0.65	0.32	0.32	0.40	0.40	2.08
Federal Portion	1.82	-	-	-	-	1.82
Provincial	0.13	0.13	0.13	0.13	0.13	0.64
Reserves						
Transit Fleet Replacement Reserve	8.21	20.61	21.57	22.89	28.08	101.35
Civic Fleet Replacement Reserve	12.40	11.50	10.60	12.60	10.60	57.70
Land Development Reserve	4.37	4.03	10.60	10.25	9.45	38.70
Sanitary Landfill Reserve	4.38	5.29	1.88	8.03	10.38	29.95
Roadways Development Charges Reserve	1.20	3.07	1.25	1.25	1.79	8.56
Fire Fleet Replacement Reserve	2.55	2.90	4.70	3.10	2.60	15.85
Golf Course Reserve	3.85	1.90	1.05	0.65	0.65	8.10
Intensification Infrastructure Revenue	0.50	1.33	0.55	0.55	1.20	4.13
RRI Stadium Reserve	-	0.45	0.70	0.70	0.70	2.55
Cemetery Reserve	1.18	0.11	0.34	0.27	0.11	2.01
Employer – Provided Parking Reserve – City Hall Parkade	0.25	0.25	0.80	0.25	0.25	1.80
Asphalt Plant Reserve	-	-	1.50	-	-	1.50
Employer – Provided Parking Reserve – Other Sites	0.10	0.25	0.13	0.13	0.10	0.70
Parks Development Charges Reserve	0.02	0.02	0.02	0.02	0.02	0.08
Total	**263.05**	**197.01**	**163.55**	**172.56**	**179.27**	**975.45**

Appendix G – Debt, Reserves, and Deferred Revenue

Debt, Reserves, and Deferred Revenue

2027 Debt Budget

The plan includes $335 million of total borrowing for major projects, led by the Indoor Aquatic Facility, wastewater infrastructure, and growth-related investments. Debt remains within the City's limit but reduces future borrowing capacity and increases tax and utility rate pressures.

Operating Reserves

Operating reserves generally improve through 2030 but decline in 2031. The General Fund Reserve remains below policy targets, while the Winter Road Maintenance Reserve stays in a deficit position.

Capital Reserves

Capital reserves are projected to move into a deficit position beginning in 2028, driven primarily by Fleet Replacement funding pressures. Asset Revitalization balances improve but do not fully offset overall declines.

Self-Sustaining Reserves

Balances remain positive overall but decline as reserves are used to support infrastructure and utility investments. Several individual reserves remain in deficit throughout the forecast period.

Reserve Summary

Total reserves are expected to decrease significantly before partially recovering by 2031. The forecast highlights increasing reliance on reserves to support capital and growth-related investments.

Deferred Revenue & Servicing Agreement Fees

Deferred revenue balances decline steadily as previously collected development-related funding is invested in infrastructure and growth projects.

Appendix G – Debt, Reserves, and Deferred Revenue

Utility Fund Development Charges

Development charge balances remain substantially negative and continue to deteriorate, reflecting growth infrastructure being built ahead of related revenue collections.

Overall Conclusion

The City is entering a period of significant infrastructure investment supported by a combination of debt, reserves, and development funding. While financing remains manageable, reserve depletion and rising debt servicing costs will increase long-term fiscal pressures. The tables below provide a five-year forecast for Debt, Reserves, and Deferred Revenue.

Appendix G – Debt, Reserves, and Deferred Revenue

Debt

CURRENT & FORECASTED DEBT ($000,000s)	Borrowing Bylaw	2026	2027	2028	2029	2030	2031
Current Debt							
City of Regina							
Line of Credit & Credit Card Program		21.50	21.50	21.50	21.50	21.50	21.50
Waste Water Treatment Plant	2014-48	63.81	61.74	59.54	57.19	54.69	52.03
Mosaic Stadium	2014-09	72.83	70.11	67.27	64.32	61.26	58.06
Mosaic Stadium	2014-51	72.52	69.61	66.59	63.44	60.16	56.75
Water Network Expansion	2024-99	100.00	100.00	100.00	100.00	100.00	100.00
Water Network Expansion	2025-55	85.00	85.00	85.00	85.00	85.00	85.00
Developer Charges	2025-55	30.00	30.00	30.00	30.00	30.00	30.00
Indoor Aquatic Facility	2026-16	155.00	155.00	155.00	155.00	155.00	155.00
Total City of Regina		600.67	592.97	584.90	576.46	567.61	558.35
Buffalo Pound Water Treatment Plant		98.80	94.82	90.69	86.40	81.95	77.33
Regina Exhibition Association		21.00	21.00	21.00	21.00	21.00	21.00

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Appendix G – Debt, Reserves, and Deferred Revenue

		2026	2027	2028	2029	2030	2031
Total Consolidated Current Debt		720.47	708.79	696.59	683.86	670.57	656.68
Planned Additional Debt							
City of Regina							
Lift Station Front Ending - Phase I	Note 1	-	60.00	60.00	60.00	60.00	60.00
Waste Water Treatment Plant Upgrade	Note 2	-	-	85.16	85.16	85.16	85.16
Lift Station Front Ending - Phase II	Note 3	-	-	34.84	34.84	34.84	34.84
Total Debt Forecast		720.47	768.79	876.59	863.86	850.57	836.68
Debt Limit		890.00	890.00	890.00	890.00	890.00	890.00
Potential Debt Room Available		169.53	121.21	13.41	26.14	39.43	53.32

Note 1 - Per December 15, 2025 City Council Report CM25-19, 2026-2027 Budget Deliberations, Recommendation 21(c) & 22, the CFO is authorized to obtain this debt. Debt will likely be attained in 2027.

Note 2 - Per December 7, 2026 City Council Report re: 2027 Budget Deliberations, Recommendation 15 & 16, requests that City Council authorize the CFO to obtain this debt.

Note 3 - Administration plans to apply for grants from other levels of government to cover this phase. However, if those applications are not successful then this additional borrowing will be required.

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Appendix G – Debt, Reserves, and Deferred Revenue

Deferred Revenue and Servicing Agreement Fees

General Fund - Deferred Revenue and Servicing Agreement Fees								
Deferred Revenues and Servicing Agreements Fees ($000s)								
	2023	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
			Projected	**Projected**	**Projected**	**Projected**	**Projected**	**Projected**
	Ending Balance	**Ending Balance**	**Ending Balance**	**Ending Balance**	**Ending Balance**	**Ending Balance**	**Ending Balance**	**Ending Balance**
Alley Maintenance - Gravel	295	-	68	68	68	68	68	68
Alley Maintenance - Paved	574	175	268	268	268	268	268	268
Dedicated Lands Charges	4,079	806	963	1,013	1,063	1,113	1,163	1,213
Development Charges - Parks Reserve	11,620	11,897	11,597	12,279	12,984	13,712	14,465	15,242
Development Charges - Roadways Reserve	29,591	25,800	24,265	20,968	14,764	11,731	11,176	6,876
Deferred Revenue - Automated Speed Enforcement (ASE) - Roadways	3,839	3,414	2,919	2,424	1,929	1,499	1,069	724
Deferred Revenue - Housing Accelerator Fund	8,819	8,666	13,560	12,506	5,025	5,025	5,025	5,025
Deferred Revenue - Downtown Development (DDRA)	304	25	35	35	35	35	35	35
Total Deferred Revenue and Service Agreement Fees	**59,121**	**50,783**	**53,675**	**49,561**	**36,137**	**33,451**	**33,269**	**29,451**

Appendix G – Debt, Reserves, and Deferred Revenue

Utility Fund - Development Charges								
Five-Year Service Agreement Fees (Utility Forecast ($000s)								
	2023	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
			Projected	**Projected**	**Projected**	**Projected**	**Projected**	**Projected**
	Ending Balance	**Ending Balance**	**Ending Balance**	**Ending Balance**	**Ending Balance**	**Ending Balance**	**Ending Balance**	**Ending Balance**
Development Charges - Utilities	(65,848)	(36,864)	(40,418)	(51,700)	(68,303)	(100,215)	(129,257)	(150,940)

Appendix G – Debt, Reserves, and Deferred Revenue

Reserves

Operating Reserves											
Reserve Name ($000s)		Min	Max	2026	Additions 2027	Reductions 2027	2027	2028	2029	2030	2031
1	General Fund Reserve	35,800	71,500	20,834	7,490	5,980	22,344	26,282	31,540	38,117	18,020
2	Social Development Reserve	-	-	353	-	-	353	353	353	353	13
3	Winter Road Maintenance Reserve	(3,000)	3,000	(1,458)	-	-	(1,458)	(1,458)	(1,458)	(1,458)	(1,458)
4	Elections & Property Reassessment Reserve	-	800	743	205	-	948	467	436	641	818
5	Community Investment Grants Reserve	-	850	307	-	-	307	307	307	307	416
6	Tourism Reserve	-	1,000	745	375	680	440	224	(5)	110	673
7	Regina Police Service General Reserve	300	4,000	1,782	10	-	1,792	1,802	1,812	1,822	1,832
8	Regina Police Service Community Policing Initiative Reserve	-	1,500	-	-	-	-	-	-	-	-

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Appendix G – Debt, Reserves, and Deferred Revenue

Operating Reserves											
Reserve Name ($000s)		Min	Max	2026	Additions 2027	Reductions 2027	2027	2028	2029	2030	2031
9	Regina Police Service Radio Equipment Reserve	65	300	220	-	-	220	220	220	220	166
10	City Centre Incentive Reserve	-	-	370	250	250	370	370	370	370	262
11	Heritage Property Incentive Reserve	-	-	184	125	125	184	184	184	184	44
OPERATING RESERVES TOTAL				**24,080**	**8,455**	**7,035**	**25,501**	**28,751**	**33,758**	**40,666**	**20,814**

Capital Reserves											
Reserve Name ($000s)		Min	Max	2026	Additions 2027	Reductions 2027	2027	2028	2029	2030	2031
12	Fleet Replacement Reserve	2,400	49,600	3,801	19,551	23,637	(285)	(13,399)	(26,787)	(61,145)	(48,238)
13	Asset Revitalization Reserve	18,000	72,000	4,664	2,020	-	6,684	9,714	13,754	18,804	19,804
14	Asphalt Plant Reserve	200	1,300	835	200	500	535	735	235	435	358
15	Technology Reserve	100	1,000	227	5	-	232	237	242	247	272
16	mâmawêyatitân Reserve	-	-	882	98	-	980	1,078	1,176	1,274	1,372

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Appendix G – Debt, Reserves, and Deferred Revenue

Operating Reserves											
Reserve Name ($000s)		Min	Max	2026	Additions 2027	Reductions 2027	2027	2028	2029	2030	2031
17	Noise Attenuation Reserve	-	-	-	-	-	-	-	-	-	-
CAPITAL RESERVE TOTAL				10,409	21,874	24,137	8,146	(1,635)	(11,380)	(40,384)	(26,431)

Self-Sustaining Reserves											
Reserve Name ($000s)		Min	Max	2026	Additions 2027	Reductions 2027	2027	2028	2029	2030	2031
18	General Utility Reserve	37,000	100,000	47,712	83,014	91,482	39,244	34,039	26,271	34,515	36,763
19	Solid Waste Reserve	43,900	65,400	46,805	3,000	4,458	45,347	43,043	44,146	39,116	50,718
20	Employer-Provided Parking Reserve	200	3,500	1,501	825	1,738	588	254	33	259	(50)
21	Golf Course Reserve	250	2,000	3,637	1,400	3,850	1,187	(113)	87	687	2,280
22	Cemetery Reserve	100	800	(1,248)	252	1,031	(2,027)	(1,847)	(1,856)	(1,795)	(1,539)
23	Planning & Sustainability Stabilization Reserve	1,700	13,000	(17,289)	-	2,355	(19,644)	(21,999)	(21,999)	(21,999)	(21,999)

Appendix G – Debt, Reserves, and Deferred Revenue

Operating Reserves											
Reserve Name ($000s)		Min	Max	2026	Additions 2027	Reductions 2027	2027	2028	2029	2030	2031
24	Regina Revitalization Initiative Stadium Reserve	-	-	(4,150)	2,221	8,327	(10,256)	(8,129)	(6,053)	(3,978)	(1,830)
25	Intensification Infrastructure Reserve	-	-	(4,871)	9,895	6,031	(1,007)	9,444	24,087	19,907	19,907
26	Land Development Reserve	(10,000)	20,000	23,004	28,218	24,698	26,524	26,868	15,171	4,634	5,220
27	Industrial Development Charge Reduction Reserve	-	-	2,102	2,202	-	4,305	7,341	11,261	16,116	16,116
SELF-SUSTAINING RESERVES TOTAL				97,205	131,027	143,907	84,262	88,903	91,149	87,462	105,586

SUB TOTAL				131,695	161,356	175,142	117,909	116,018	113,527	87,744	99,968

Other Reserves											
Reserve Name ($000s)		Min	Max	2026	Additions 2027	Reductions 2027	2027	2028	2029	2030	2031
28	Sinking Fund Reserve	-	-	7,482	6,326	-	13,808	20,135	26,461	32,787	39,114

GRAND TOTAL				139,177	167,682	175,142	131,718	136,153	139,989	120,531	139,082

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Appendix H – Utility Operating Services

Summary of Changes to the Utility Operating Budget

A high-level summary of changes in the 2027 Utility Operating Budget can be found on the table below.

2027 Utility Operating Changes	$000s	Utility Rate %
Expenditures Changes	19,884	
Staff Costs	973	
Transfer to Intensification Infrastructure & Industrial Development Charges Reduction Reserves	3,890	
Transfer to Utility Reserve	6,177	
Transfer to Sinking Fund Reserve (Debt)	1,323	
Utility Transfer & Administration Fee	2,752	
Interest on new debt (North West Regional Wastewater Lift Station & Westerra Lift Station)	3,174	
Electricity Costs	705	
Purchase of Water	628	
Reduction in EPCOR Maintenance Charges	(533)	
Rebates & Affordability Program	(500)	
Water Smart Incentive Program	250	
Fleet Allocations	234	
Net Impact of Internal Recoveries Correction	783	
Others	28	
Revenues Changes	(1,371)	
Sinking Fund Investment Income	228	
Sewer Surcharge & Miscellaneous Revenue	(200)	
Revenue Reduction Due to Expiry of Western Potash Agreement	(351)	
Program Fees	(300)	
Allocated Revenue & Other	(748)	
Utility Rate Increase to Cover Gap	**21,255**	**10.02**
Rate Increase for Lead Service Connection Management Program	440	0.25
Total Utility Rate Increase	**21,695**	**10.27**

*More details can be found in the Service Budgets in the remainder of this appendix.

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Appendix H – Utility Operating Services

Operating Budget Summary

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Licenses, Levies and Fines Revenues	23.1	25.7	28.4	2.7	10.51%
Fees and Charges Revenues	154.0	169.7	187.8	18.1	10.67%
Other External Revenues	0.6	0.2	0.4	0.2	100.00%
Internal Revenues	2.8	0.1	0.1	-	-
Miscellaneous Revenues	6.1	14.3	13.6	(0.7)	(4.90)%
Total Revenues	**186.6**	**209.9**	**230.3**	**20.3**	**9.67%**
Salary & Benefit Expenses	18.6	19.8	20.8	1.0	5.05%
Employee Related Payment Expenses	0.1	0.2	0.2	-	-
Training & Travel Expenses	0.1	0.3	0.3	-	-
Professional & External Services Expenses	12.6	14.4	13.2	(1.3)	(9.03)%
Debt Servicing Expenses	12.2	16.2	19.3	3.2	19.75%
Utility Expenses	29.4	31.2	32.5	1.3	4.17%
Intramunicipal Charges	36.9	40.6	44.3	3.7	9.11%
Office & Administrative Expenses	1.5	1.5	1.5	0.1	6.67%
Material Goods & Supplies Expenses	4.4	4.1	4.1	-	-
Other External Expenses	0.8	0.5	1.0	0.5	100.00%
Miscellaneous Expenses	0.2	0.1	0.1	-	-
Total Operating Expenses	**116.8**	**128.8**	**137.3**	**8.5**	**6.60%**
Transfer from a Reserve Revenue	5.5	3.4	3.4	-	-
Transfers to a Reserve Expense	75.2	84.5	96.3	11.8	14.00%
Reserve Activity	**(69.8)**	**(81.2)**	**(93.0)**	**(11.8)**	**14.53%**
Net Surplus / (Deficit)	**-**	**-**	**-**	**-**	**-**

Appendix H – Utility Operating Services

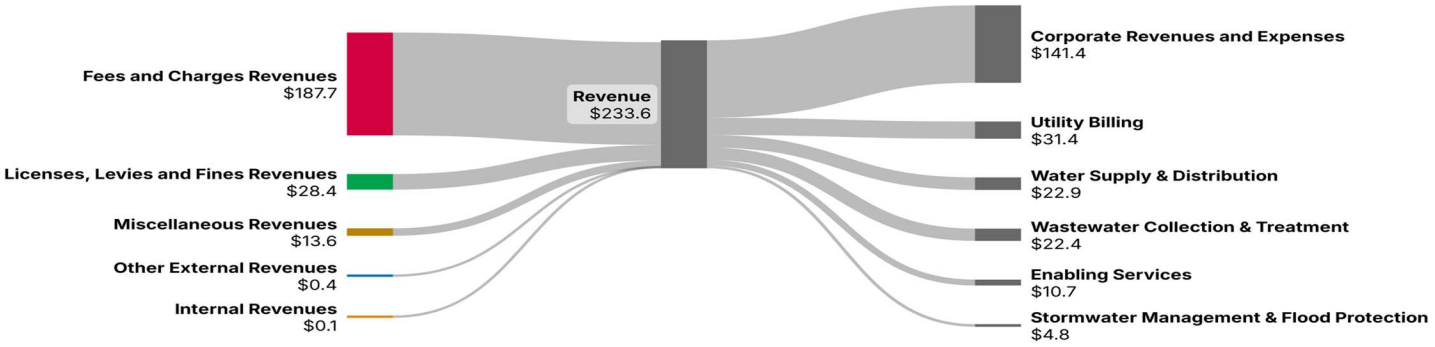
Operating Expenditures By Service

Services ($000,000s)	Pg Ref	2025 Actual	2026 Budget	2027 Budget
Water Supply & Distribution	4	20.0	22.3	22.9
Wastewater Collection & Treatment	7	23.0	23.7	22.4
Stormwater Management & Flood Protection	10	3.0	4.4	4.8
Enabling Services	12	9.6	8.6	10.7
Utility Billing	15	28.5	30.5	31.4
Corporate Revenues and Expenses	18	108.0	123.7	141.5
Total		**192.1**	**213.3**	**233.6**

Position Summary By Service

Services (FTEs)	2025	2026	Change	2027
Water Supply & Distribution	114.55	114.55	1.00	115.55
Wastewater Collection & Treatment	40.66	40.66	0.50	41.16
Stormwater Management & Flood Protection	26.97	26.47	0.50	26.97
Enabling Services	8.5	10.5	0.0	10.5
Utility Billing	16.00	16.00	2.00	18.00
Total	**206.68**	**208.18**	**4.00**	**212.18**

Funding Sources and the services those funds are allocated are depicted in the graphic below.



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Appendix H – Utility Operating Services

Water, Wastewater & Drainage

Water Supply & Distribution

Overview

The City of Regina (City) manages critical water infrastructure—including watermains, storage reservoirs, pumping stations, water meters, fire hydrants and service connections—and jointly owns the Buffalo Pound Water Treatment Plant (BPWTP), which supplies our community's drinking water. This essential service operates under strict regulations to safeguard public health and preserve our water resources year-round.

What We Deliver

- Operations, maintenance and repair of the water supply and distribution systems to effectively provide reliable, safe and high-quality drinking water.
- Collection of water consumption data for accurate billing.

Values and Benefits

Our water service provides the foundation for economic, social, and climate resiliency for all our customers. The reliable delivery of safe drinking water that supports public health, allows businesses to thrive, and provides fire protection. As Regina's population continues to grow, so does the demand for Buffalo Pound Lake and the Buffalo Pound Water Treatment Plant. Since we have a finite supply of water, we need to use it wisely to ensure we have enough to meet our future water needs. Customers are committed to water efficiency and protecting our water source, and we play a leadership role in supporting customers to reduce their water consumption.

Customers/Stakeholders/Partners

- City Residents.
- Buffalo Pound Water Treatment Plant.
- Communities surrounding the City, including:
    - Residential users.
    - Commercial customers (e.g., hotels and restaurants).
    - Hospitals.
    - Schools.
    - Industrial customers (e.g., food producers).
- Water Security Agency (WSA).
- Saskatchewan Health Authority (SHA).
- Non-governmental organizations.
- Community groups and education partners.
- Research partners.
- Government agencies.
- Infrastructure operators.
- City Administration, including:
    - Fire Protective Services Department.

  - Roadways & Transportation Department.
  - Parks & Open Spaces Department.
- Developers.
- Regional Municipalities.
- Indigenous Rightsholders

Key Assets

Water Supply & Distribution has a growing network of:

- One water treatment facility (shareholder).
- Seven water reservoirs.
- Four pump stations.
- Four booster stations.
- Eight backup emergency water wells.
- One bulk water station.
- 5,098 (2026) fire hydrants.
- 1,213 km (2023) of underground water pipes.
- 12,936 (2023) water distribution valves.
- 79,461 (2026) water meters for accurate billing.

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Utility Operating Services - Water.

Performance Measure	Target	2025 Actual
Water Loss (5-year average is 23.61%)	N/A	23.48%
Water Pipes Renewed (total KM)	10.0	10.1
Lead Water Service Connection Removals	220	322

Service Level Gaps and Risks

Costs for renewing water pipes have escalated due to rising material prices, labour shortages and supply chain issues. This could lead to budget overruns, project delays or reduced project scope.

- Hydrovac: aging infrastructure, poor materials, drought conditions, freeze thaw cycles.
- Source Water Protection Planning.
- Climate modeling to predict drought cycles.
- Long term stability of the City's water supply and surrounding watershed areas.

Appendix H – Utility Operating Services

Operating Budget

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Fees and Charges Revenues	87.9	95.4	105.2	9.9	18..70%
Internal Revenues	0.2	-	-	-	-
Total Revenues	**88.1**	**95.4**	**105.0**	**9.9**	**10.37%**
Salary & Benefit Expenses	9.6	11.3	11.7	0.4	3.37%
Employee Related Payment Expenses	0.1	0.2	0.2	0.0	0.00%
Training & Travel Expenses	0.1	0.1	0.1	0.0	0.00%
Professional & External Services Expenses	2.4	1.3	1.3	0.0	0.00%
Utility Expenses	1.0	1.2	1.2	0.1	7.37%
Intramunicipal Charges	3.7	5.2	5.3	0.1	2.71%
Office & Administrative Expenses	0.1	0.1	0.1	0.0	(2.63)%
Material Goods & Supplies Expenses	2.9	2.8	2.8	0.0	0.00%
Miscellaneous Expenses	0.1	0.1	0.1	0.0	0.00%
Total Operating Expenses	**20.0**	**22.3**	**22.9**	**0.6**	**2.70%**
Net Surplus / (Deficit)	**68.1**	**73.0**	**82.3**	**9.3**	**12.71%**

Note- Intramunicipal charges include allocated pavement and concrete cuts and fleet costs.

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	4.00	4.00	4.00
In Scope	110.55	110.55	111.55
Total Positions	**114.55**	**114.55**	**115.55**

Analysis of Changes

2026 Approved Budget	**73.0**
Base Salary Changes	(0.3)
Water Sales	9.7
Engineer for Operational Technology Engineering (FTE 1)	(0.1)
Electricity Rate Adjustment	(0.1)
Internal Recoveries Correction	0.1
Fleet Allocation Updates	(0.2)
Council Approved Utility Rate Increase for Lead Service Connection Management	0.2
2027 Forecasted Budget	**82.3**

Appendix H – Utility Operating Services

Wastewater Collection & Treatment

Overview

The City is committed to public health, environmental stewardship, and infrastructure longevity, through the operation of a cohesive wastewater network that channels sewage from homes, institutions, businesses, and industries through underground pipes and strategically placed lift stations. This collective flow is concentrated at the McCarthy Boulevard Pumping Station before being pumped to the City-owned treatment plant managed by EPCOR for thorough treatment and safe return to Wascana Creek.

What We Deliver

- Operations, maintenance and repair of the wastewater collection system to effectively move wastewater from homes and businesses to the treatment plant where the wastewater meets and exceeds all treatment requirements.
- Education and compliance programming to the community.

Values and Benefits

Our wastewater collection service reliably removes wastewater from Regina homes and businesses and delivers it to the wastewater treatment plant for treatment prior to returning it to the Qu'Appelle water system. We monitor the quality of the treated wastewater to ensure it meets regulatory standards and reduces Regina's impact downstream.

Customers/Stakeholders/Partners

- City Residents.
- Commercial Business such as hotels and septage haulers.
- Institutional such as hospitals and schools.
- Industrial such as the refinery and Canola Crush Facility.
- Research partners such as the University of Regina.
- Government agencies including Water Security Agency, Fisheries and Oceans Canada, Environment and Climate Change Canada.
- Downstream municipalities and Indigenous Rightsholders.

Key Asset

- The Wastewater Collection system has one main pumping station (McCarthy Boulevard Pumping Station).
- 19 lift stations.
- 1000 kms of underground pipes throughout our city. The lift stations are monitored by a SCADA (Supervisory Control and Data Acquisition) system to ensure reliable service for our customers.
- Wastewater Treatment Plant and lagoons.

Appendix H – Utility Operating Services

Key Performance Measures

The City has developed Key Performance Measures for public facing services. Details are available at https://regina.clearpointstrategy.ca/. A summary of the target and results from 2025 are listed below for Utility Operating Services - Wastewater.

Performance Measure	Target	2025 Actual
Wastewater Released to the Environment (000,000's L)	0.00	0.00

Service Level Gaps and Risks

- Costs for renewing wastewater pipes have escalated due to rising material prices, labour shortages and supply chain issues. This could lead to budget overruns, project delays or reduced project scope.
- If increased funding for inflow and infiltration is not approved, there is a risk of higher flows which may result in the need for more expensive infrastructure upgrades to prevent environmental discharges and residential sewer backups in future.

Operating Budget

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Fees and Charges Revenues	65.0	73.0	81.3	8.3	11.30%
Internal Revenues	0.1	-	-	-	-
Total Revenues	**65.1**	**73.0**	**81.3**	**8.3**	**11.30%**
Salary & Benefit Expenses	5.3	3.7	3.8	0.1	3.42%
Training & Travel Expenses	0.0	0.1	0.1	-	-
Professional & External Services Expenses	10.7	11.0	10.4	(0.5)	(4.86)%
Utility Expenses	2.8	3.1	3.3	0.2	6.02%
Intramunicipal Charges	3.0	4.8	3.7	(1.1)	(23.69)%
Office & Administrative Expenses	0.1	-	-	-	-
Material Goods & Supplies Expenses	1.1	0.9	0.9	-	-
Other External Expenses	0.0	0.1	0.1	-	-
Total Operating Expenses	**22.9**	**23.7**	**22.4**	**(1.3)**	**(5.65)%**
Net Surplus / (Deficit)	**42.1**	**49.3**	**58.9**	**9.6**	**19.46%**

Appendix H – Utility Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	1.00	1.00	1.00
In Scope	39.66	39.66	40.16
Total Positions	**40.66**	**40.66**	**41.16**

Analysis of Changes

2026 Approved Budget	**49.3**
Base Salary Changes Including Lift Coordinator Position (0.5 FTE)	(0.1)
Sewer Service Charge	8.6
Sewer Surcharge & Miscellaneous Revenue	(0.2)
Revenue Reduction Due to Expiry of Western Potash Agreement	(0.4)
Reduction in EPCOR Maintenance Charges	0.5
Electricity Rate Adjustment	(0.2)
Internal Recoveries Correction	1.1
Council Approved Utility Rate Increase for Lead Service Connection Management	0.2
2027 Forecasted Budget	**58.9**

Appendix H – Utility Operating Services

Storm Water Management & Flood Protection

Overview

The City provides quality customer service by operating and maintaining the stormwater collection system so that public health and safety, the environment and the community's capital investment are protected. The City's stormwater system collects stormwater from residential, institutional, commercial, and industrial customers. Collection is done through a network of underground pipes and detention/retention ponds with stormwater lift pumping stations located to help move the stormwater through the storm channels and creeks to downstream users.

What We Deliver

- Operating and maintaining storm systems to ensure storm water, rainwater, and snow melting moves to and through the system in a safe manner.
- Education and compliance programming to the community.

Values and Benefits

Our stormwater collection system reliably transports the spring urban melt, the watershed melt, and rainwater from rainstorms through the city and transports it to downstream users. We monitor the quality of the stormwater to ensure it meets regulatory standards and to protect aquatic life.

Customers/Stakeholders/Partners

Stormwater management benefits everyone who lives, does business, or visits Regina. Stormwater management is a critical component of every newly developed area within the city. Innovative methods should be explored to utilize the stormwater rather than trying to move it through the city and downstream as fast as we can.

Our stormwater flows downstream to other stakeholders including Indigenous Rightsholders and other municipalities and communities. Ongoing discussions with all of our downstream users is critical to continue building relationships and building trust.

Key Asset

- Over 1000 km of stormwater piping.
- 22,000 storm drains that either flow into a storm channel/creek or detention pond or retention pond.
- 13 stormwater lift stations help to pump the stormwater through the system for safe entry into the downstream creek.
- 5 Retention Ponds.
- 38 Detention Ponds.

Appendix H – Utility Operating Services

Service Level Gaps and Risks

- If stormwater management is not adequately funded, there is a risk of flooding during extreme rain events and leads to property damage. Mitigation includes implementing neighbourhood-level drainage improvements such as detention ponds and supporting residents in managing runoff through measures such as rain barrels.
- Increased funding in the future will be required to adapt our services to extreme rain events and changes to freeze thaw cycles that will result in flooding if not properly managed.

Operating Budget

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Levies	22.8	25.4	28.4	3.0	11.86%
Total Revenues	**22.8**	**25.4**	**28.3**	**3.0**	**11.86%**
Salary & Benefit Expenses	1.1	2.1	2.2	0.1	4.71%
Professional & External Services Expenses	0.6	0.9	1.2	0.3	33.33%
Utility Expenses	0.1	0.1	0.1	-	6.53%
Intramunicipal Charges	0.8	1.0	1.0	-	-
Material Goods & Supplies Expenses	0.3	0.3	0.3	-	-
Total Operating Expenses	**3.0**	**4.4**	**4.8**	**0.4**	**8.02%**
Net Surplus / (Deficit)	**19.8**	**21.0**	**23.6**	**2.7**	**12.68%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	-
In Scope	26.97	26.47	26.97
Total Positions	**26.97**	**26.47**	**26.97**

Analysis of Changes

2026 Approved Budget	**21.0**
Base Salary Changes Including Lift Coordinator Position (0.5 FTE)	(0.1)
Drainage Infrastructure Levy	3.0
Council Approved Utility Rate Increase for Lead Service Connection Management	0.1
WaterSmart Incentive Program	(0.3)
2027 Forecasted Budget	**23.6**

Appendix H – Utility Operating Services

Enabling Services

Enabling Services

Overview

Although the City has a dedicated utility function and departments that operate fully within the utility fund, there are many operating areas within the City that support both the general and utility operations and as a group they are called Enabling Services. These departments have a portion of their total costs allocated to utility operations from work carried out for those utility fee funded services. The group of City services that make up the Enabling Services section are all other service departments except Utility Billing and Corporate Programs, which are reported on separately.

What We Deliver

The following support services are included:

- Planning and Development Services.
- Sustainable Infrastructure.
- Facilities.
- Senior Leadership.
- Technology.
- Communications and Engagement.
- Financial Management Services.
- Strategy & Performance.

Values and Benefits

Our City's ability to provide a comprehensive Water, Wastewater and Stormwater Management & Flood Prevention system relies not only on the teams in the core Utility Services, but also the teams within the departments of the City that provide cross-function services to all civic services. For management and residents to understand the full costs of providing the utility systems, the costs of the staff and resources that are used to support the provision of the City's Utilities are applied through an internal allocation of costs. Enabling Services that are supported well with enough resources within their departments to support both the general and utility operating areas results in timely and effective operations for the entire city, reflected to the residents through quality and timely work completed.

Customers/Stakeholders/Partners

All City's Utility Services rely on Enabling Services.

Key Assets

The City's corporate systems are critical to supporting the Utility services, such as the Financial Management systems, the Communications and Engagement systems, Technology systems, as well as all Planning systems and Facilities and Fleet coordination and system.

Appendix H – Utility Operating Services

Service Level Gaps and Risks

- If departments within Enabling Services are reduced in staff or other resources to maintain the facilities or systems that support the Utility Services, all areas of the City's operations would be impacted.
- Delays due to outdated systems or uncomfortable work spaces that Utility Services rely on other City Services for can negatively reflect on the delivery of those Water, Wastewater, Stormwater Management and Flood Prevention Services.

Operating Budget

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Fees and Charges Revenues	0.6	0.8	0.7	0.0	0.00%
Total Revenues	**0.6**	**0.8**	**0.7**	**0.0**	**0.00%**
Salary & Benefit Expenses	1.3	1.3	1.3	-	-
Professional & External Services Expenses	0.0	0.5	0.3	(0.2)	(40.00)%
Intramunicipal Charges	7.5	6.4	8.3	1.9	29.69%
Office & Administrative Expenses	0.4	0.4	0.5	0.1	25.00%
Other External Expenses	0.2	-	0.2	0.2	100.00%
Miscellaneous Expenses	0.1	-	-	-	-
Total Operating Expenses	**9.5**	**8.6**	**10.6**	**2.0**	**23.26%**
Reserve Activity	**0.2**	**-**	**0.0**	**0.0**	**-**
Net Surplus / (Deficit)	**(8.7)**	**(7.9)**	**(10.0)**	**(2.1)**	**26.58%**

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	1.00	1.00	1.00
In Scope	7.50	7.50	7.50
Total Positions	**8.50**	**10.50**	**10.50**

Appendix H – Utility Operating Services

Analysis of Changes

2026 Approved Budget	**(7.9)**
Allocation of 40 Per Cent of Sustainable Infrastructure to Utility Fund	(0.5)
Solid Waste Charges	(1.5)
Utility IT Business Applications Budget Increase	(0.1)
2027 Forecasted Budget	**(10.0)**

Appendix H – Utility Operating Services

Utility Billing

Overview

Assessment & Property Revenue Services is responsible for the billing, collection, and management of the City's primary revenue streams: property taxes, utility services, and other receivables. Additionally, this area ensures all properties in Regina are assessed based on their market value, distributing property taxes fairly among property owners. The area ensures accurate and timely invoicing, flexible payment options, and accessible customer support for residents and property owners. This area maintains accurate account records and ensures regulatory compliance.

What We Deliver

Assessment & Property Revenue Services delivers billing, payment processing, collections, and customer service for utility accounts including water, wastewater, stormwater, and waste. Services are delivered through multiple channels, including in person, on-line applications, by phone, email, and mailed notices.

Key service functions include:

- Calculating, billing and collecting over $190 million water and waste charges for over 78,200 customer accounts.
- Administering the Direct Debit & Budget Billing programs for over 15,000 accounts, allowing for convenient, predictable scheduled payments.
- Managing customer accounts, processing payments, and following up on overdue balances.
- Administering affordability programs for water and waste rebates and high efficiency retrofits for low-income families.
- Managing eWater web portal to provide customers on-line access to water and waste utility billing account information.

Values and Benefits

Assessment & Property Revenue Services provides residents with confidence and predictability when it comes to paying for core services. This work includes the timely collection of revenue that funds essential City services.

This means:

- Simple and consistent billing for utilities.
- Flexible, user-friendly payment options.
- Clear and responsive customer service support.
- Online access to account information.
- Equitable and transparent application of billing policies and collections.
- Reliable property information is made available to both internal City departments and external stakeholders who rely on accurate data for planning and decision making by ensuring a stable flow of municipal revenue. This service area plays a critical role in sustaining services that matter most to residents, while delivering a positive and professional service experience.

Appendix H – Utility Operating Services

Customers/Stakeholders/Partners

- City Residents: utility account holders, property managers, and financial institutions.
- City Administration: Water, Waste & Environment.

Key Assets

Key pieces of Property Revenue and Systems specific software include:

- Utility Billing System: Hansen CIS.
- Meter Reading System: Neptune 360 and AMI Infrastructure.
- Utility Customer Portal: VX Smart (publicly branded as eWater).

Service Level Gaps and Risks

Customer Experience & Inquiry Demand: with the launch of the eWater portal and increased customer access to detailed consumption data is expected to drive sustained increases in customer inquiries, requiring additional support capacity to maintain service levels.

Operating Budget

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Licenses_ Levies and Fines Revenues	0.3	0.3	-	(0.3)	(98.36%)
Fees and Charges Revenues	0.5	0.5	0.5	-	-
Other External Revenues	0.3	0.2	0.2	-	-
Internal Revenues	2.5	0.1	0.1	-	-
Total Revenues	**3.59**	**1.09**	**0.79**	**(0.3)**	**-27.52%**
Salary & Benefit Expenses	1.3	1.4	1.8	0.3	24.15%
Professional & External Services Expenses	0.1	0.7	0.3	(0.5)	(66.33)%
Utility Expenses	25.5	26.8	27.9	1.0	3.85%
Intramunicipal Charges	0.2	0.2	0.2	-	0.00%
Office & Administrative Expenses	0.9	0.9	0.9	-	1.27%
Other External Expenses	0.6	0.4	0.4	-	0.00%
Total Operating Expenses	**28.5**	**30.5**	**31.4**	**0.9**	**2.93%**
Net Surplus / (Deficit)	**(24.9)**	**(29.4)**	**(30.6)**	**(1.2)**	**4.06%**

Appendix H – Utility Operating Services

Staff Complement

Full Time Equivalents (FTEs)	2025 Budget	2026 Budget	2027 Budget
Out of Scope	-	-	1.00
In Scope	16.00	16.00	17.00
Total Positions	**16.00**	**16.00**	**18.00**

Analysis of Changes

2026 Approved Budget	**(29.4)**
Base Salary Changes	0.1
Reallocate 2 FTEs from General Fund to Utility Fund in Utility Billing	(0.3)
Rebates & Affordability Program	0.5
Electricity Rate Adjustment	(0.4)
Water Purchased from Buffalo Pound	(0.6)
2027 Forecasted Budget	**(30.6)**

Appendix H – Utility Operating Services

Corporate Revenues and Expenses

Overview

These are transactions that do not reside in one specific operating area but are a corporate responsibility and includes both revenues and expenditures.

What We Deliver

Debt servicing requirements and transfers to reserves to achieve long-term financial sustainability.

Values and Benefits

Corporate Programs provide Administration and the public with confidence and predictability when it comes to the financial practices of the City as a whole and how the City's Utility Services are being paid for and supported.

This means:

- Debt Servicing requirements adhering to Debt Policy.
- Financial long-term sustainability through transfers to the Intensification Infrastructure Reserve, Industrial Development Charge Reduction Reserve, General Utility Reserve and Sinking Fund Reserve.
- Limiting financial risk exposure and applying appropriate risk mitigation strategies.
- Minimizing the long-term cost of financing.
- Aligning the City's planning and budgeting processes and longer-term financial considerations.

Customers/Stakeholders/Partners

- All the City's Utility and General Operations rely on this Service.
- Current and future Utility rate payers.
- Canadian debt capital markets.
- Saskatchewan Municipal Board (SMB).

Key Assets

Staff contingent within the Finance departments ensuring accurate information.

Service Level Gaps and Risks

Reductions in staff or other resources and/or requests to increase the resources are not made available to support the systems within the Financial Strategy & Sustainability area, the ability to provide timely financial information for the Utility or General operations is at risk.

Appendix H – Utility Operating Services

Operating Budget

Expenditures ($millions)	2025 Actual	2026 Budget	2027 Budget	Budget Change 2027 vs 2026	
Other External Revenues	0.3	-	0.2	0.2	-
Miscellaneous Revenues	6.1	14.3	13.6	(0.7)	(4.90)%
Total Revenues	**6.4**	**14.3**	**13.8**	**(0.5)**	**(3.50)%**
Professional & External Services Expenses	(1.2)	-	-	-	-
Debt Servicing Expenses	12.2	16.2	19.3	3.2	19.64%
Intramunicipal Charges	21.8	23.0	25.8	2.8	11.95%
Total Operating Expenses	**32.8**	**39.2**	**45.1**	**5.9**	**15.12%**
Reserve Activity	**(70.0)**	**(81.2)**	**(93.0)**	**(11.8)**	**14.86%**
Net Surplus / (Deficit)	**(96.4)**	**(106.0)**	**(124.2)**	**(18.2)**	**17.20%**

Staff Complement

None

Analysis of Changes

2026 Approved Budget	**(106.0)**
Sinking Fund Investment Income	0.2
Allocated Internal Revenue	(0.7)
Interest on New Debt (North West Regional Wastewater Lift Station & Westerra Lift Station)	(3.2)
Utility Transfer & Administration Fee	(2.8)
Transfer to Sinking Fund Reserve (Debt)	(1.3)
Transfer to Intensification Infrastructure Reserve	(3.4)
Transfer to Industrial Development Charges Reduction Reserve	(0.5)
Transfer to General Utility Reserve	(6.6)
2027 Forecasted Budget	**(124.2)**

Appendix I – 2027 to 2031 Utility Capital Plan

Overview

The City of Regina's (City) 2027-2031 Utility Capital Plan includes $155.49 million in 2027 and $657.61 million between the years 2028-2031. The table below shows the summary of funding by service.

5-Year Proposed Utility Capital Plan by Service

Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
Sustainable Infrastructure	**66,310.0**	**23,460.0**	**10,620.0**	**53,260.0**	**42,510.0**	**196,160.0**	
U5055 - Northwest Regional Wastewater Lift Station	60,000.0	-	-	-	-	60,000.0	8
U3045 - Central Water Network Solution	1,010.0	1,010.0	2,020.0	16,010.0	16,010.0	36,060.0	8
New Project 126 - Saskatchewan Drive Corridor Improvement Phase II – Downtown	-	-	-	20,000.0	-	20,000.0	8
New Project 209 - Northwest Regional Lift Station - Existing Flows Rerouting	-	6,500.0	-	-	11,000.0	17,500.0	9
U7076 - Area 1 & 17 - Location 3 (Eastview)	500.0	-	-	5,000.0	5,000.0	10,500.0	9
F1151 - Saskatchewan Drive Corridor Improvements (Phase I - Heritage)	-	10,200.0	-	-	-	10,200.0	10
U7078 - Area 11 - Location 1 (Cathedral Stormwater Improvement)	500.0	1,100.0	4,000.0	4,000.0	-	9,600.0	10
U7074 - Whitmore Park Stormwater Improvement	500.0	3,500.0	4,000.0	-	-	8,000.0	9
F1173 - Victoria Avenue Corridor Improvements	-	-	-	5,500.0	-	5,500.0	11
U7079 - Area 14 - Location 1 (Lakeview)	-	100.0	-	850.0	4,000.0	4,950.0	10
U7075 - Area 4 - Location 1 (Uplands Stormwater Improvement)	-	-	-	700.0	4,000.0	4,700.0	12
New Project 208 - Green Infrastructure	1,100.0	600.0	600.0	600.0	600.0	3,500.0	13
U4035 - Skyview Watermain Loop	1,700.0	-	-	-	-	1,700.0	13

REGINA

Appendix I – 2027 to 2031 Utility Capital Plan

Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
New Project 123 - Sherwood - McCarthy Drainage Improvements	-	100.0	-	400.0	1,000.0	1,500.0	14
New Project 103 - Utility Master Plan	900.0	100.0	-	-	400.0	1,400.0	14
U1010 - Additional Ground Water Capacity	-	-	-	200.0	500.0	700.0	15
New Project 210 - East Loop Utility Corridor Study		150.0	-	-	-	150.0	15
F1174 - ESRI Utility Network Migration & Data Integrity	100.0	-	-	-	-	100.0	16
New Project 207 - Argyle Park Coronation Park Drainage Improvements	-	100.0	-	-	-	100.0	17
Technology	**325.0**	**325.0**	**350.0**	**350.0**	**350.0**	**1,700.0**	
U4001 - IT Infrastructure (Utility)	325.0	325.0	350.0	350.0	350.0	1,700.0	17
Assessment & Property Revenue Services	**110.0**	**260.0**	**110.0**	**260.0**	**110.0**	**850.0**	
U4003 - CIS - Utility System Upgrade	110.0	260.0	110.0	260.0	110.0	850.0	18
WWES - Water Works - Water	**44,585.0**	**37,985.0**	**39,380.0**	**41,880.0**	**39,880.0**	**203,710.0**	
U3001 - Water Infrastructure Renewal	20,120.0	20,120.0	20,120.0	20,120.0	20,120.0	100,600.0	19
U1005 - Lead Service Connection Management Program	7,595.0	6,845.0	4,815.0	4,815.0	4,815.0	28,885.0	19
U1001 - Water Supply Modification	6,325.0	1,625.0	5,225.0	5,425.0	1,575.0	20,175.0	20
U3016 - Water Service Connection Replacement	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0	18,000.0	20
U3004 - Water Service Line Replacement	1,750.0	1,750.0	1,750.0	1,750.0	1,750.0	8,750.0	21
U3014 - Valve Replacement	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	5,000.0	21
New Project 102 - RedBear Pumping Station Capacity Increase	-	-	-	-	4,400.0	4,400.0	22
U3015 - Hydrant Replacement	770.0	770.0	770.0	770.0	770.0	3,850.0	22
U1003 - Water Reservoir Upgrade & Rehabilitation	250.0	250.0	250.0	2,500.0	250.0	3,500.0	22
U3003 - Hydrant Installation	700.0	700.0	700.0	700.0	700.0	3,500.0	23
U4013 - Meter Installation Program	550.0	550.0	550.0	550.0	550.0	2,750.0	23
U4033 - Leak Detection Program	200.0	500.0	200.0	500.0	200.0	1,600.0	24
U1014 - East Pumpstation (EPS) Heated Garage	1,500.0	-	-	-	-	1,500.0	25

Appendix I – 2027 to 2031 Utility Capital Plan

Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
U4031 - Redundant Services	150.0	150.0	150.0	150.0	150.0	750.0	25
U1016 - Operations Yard Facility Master Plan	-	125.0	250.0	-	-	375.0	26
New Project 203 - Equipment Availability	75.0	-	-	-	-	75.0	27
WWES - Water Works - Wastewater	**46,736.5**	**105,421.5**	**72,691.0**	**57,863.0**	**30,553.0**	**313,265.0**	
U5001 - Wastewater Collection Renewal - Integrated Works	8,535.0	14,006.0	13,994.0	13,970.0	13,970.0	64,475.0	27
U7068 - Wastewater Capacity Upgrades	23,873.5	15,326.5	750.0	6,650.0	6,650.0	53,250.0	28
U7070 - Heritage Drainage Upgrade	3,000.0	5,040.0	9,960.0	-	-	18,000.0	28
U4032 - Lead Service Connection Management Program Wastewater Support	2,860.0	2,860.0	2,860.0	2,860.0	2,860.0	14,300.0	29
U5053 - Wastewater Treatment Plant Biogas Utilization System	1,000.0	10,000.0	-	-	-	11,000.0	29
U5007 - Wastewater Lift Station Upgrade - Rehabilitation	100.0	100.0	100.0	1,020.0	5,370.0	6,690.0	30
U5020 - Sewer Connection Replacement	1,100.0	1,100.0	1,100.0	1,100.0	1,100.0	5,500.0	30
U7084 - AE Wilson Park Environmental Assessment and Remediation	3,000.0	1,000.0	200.0	-	-	4,200.0	31
U5051 - Fleming Road Pumping Station Screens	-	200.0	3,000.0	-	-	3,200.0	31
New Project 205 - Hydrogen Sulfide H2S Reduction	1,000.0	1,000.0	-	-	-	2,000.0	32
U5004 - Wastewater Connections - Replacement	400.0	400.0	400.0	400.0	400.0	2,000.0	33
U5052 - Wastewater Capacity Upgrades - Linear Relief	-	700.0	-	-	-	700.0	33
U4030 - Research Funding	100.0	100.0	100.0	-	-	300.0	34
U5048 - Automatic Wastewater Samplers	65.0	36.0	24.0	-	-	125.0	35
New Project 206 - Cross Connection Elimination Program	203.0	203.0	203.0	203.0	203.0	1015.0	35
U5054 - Wastewater Treatment Plant Upgrade/Expansion	-	50,000.0	40,000.0	31,660.0	-	121,660.0	36
U6100 - WWTP Diversion Chamber	1,500.0	3,250.0	-	-	-	4,750.0	37
U6111 - WWTP Utility Cost Reduction Initiative	-	100.0	-	-	-	100.0	37
WWES - Water Works - Stormwater	**7,425.0**	**6,650.0**	**6,444.0**	**6,550.0**	**5,350.0**	**32,419.0**	
U7001 - Storm Sewer Renewal	4,800.0	5,100.0	4,700.0	4,700.0	4,300.0	23,600.0	38
U7002 - Catch Basin Renewal	850.0	850.0	850.0	850.0	400.0	3,800.0	38

Appendix I – 2027 to 2031 Utility Capital Plan

Service ($'000s)	2027	2028	2029	2030	2031	5-Year Total	Pg Ref
U7004 - Drainage System Dredging	300.0	200.0	200.0	200.0	200.0	1,100.0	39
New Project 201 - Catchbasin Inflow and Infiltration Remediation	250.0	200.0	200.0	200.0	200.0	1,050.0	39
U7080 - Drainage Lift Station Renewal	100.0	100.0	100.0	500.0	150.0	950.0	39
U7026 - Catch Basin Replacement	125.0	100.0	100.0	100.0	100.0	525.0	40
New Project 202 - Berms Waterways Drainage Improvements Assessment	500.0	-	-	-	-	500.0	40
New Project 204 - Underpass Flooding Assessment	500.0	-	-	-	-	500.0	41
U7082 - Underpass Flood Sensor at Signals	-	-	294.0	-	-	294.0	42
U7081 - North Storm Channel - Location 1	-	100.0	-	-	-	100.0	42
Grand Total	**165,491.5**	**174,101.5**	**129,595.0**	**160,163.0**	**118,753.0**	**748,104.0**	

5-Year Proposed Capital Plan Summary by Service

Service ($ millions)	2027	2028	2029	2030	2031	5-Year Total
8214 - Sustainable Infrastructure	66.31	23.46	10.62	53.26	42.51	196.16
8306 - Technology	0.33	0.33	0.35	0.35	0.35	1.70
8602 - Assessment & Property Revenue Services	0.11	0.26	0.11	0.26	0.11	0.85
8802 - WWES - Water Works - Water	44.59	37.99	39.38	41.88	39.88	203.71
8803 - WWES - Water Works - Wastewater	46.74	105.42	72.69	57.86	30.55	313.27
8804 - WWES - Water Works - Stormwater	7.43	6.65	6.44	6.55	5.35	32.42
Grand Total	**165.49**	**174.10**	**129.60**	**160.16**	**118.75**	**748.10**

Appendix I – 2027 to 2031 Utility Capital Plan

Details regarding each project and program are listed below with a brief description and implications of the project if not funded.

Projects Seeking Mult-Year Approval

In addition to all projects and programs, City Council approved for the following items that span beyond 2027. These items were approved so the procurement process can begin.

Projects ($000,000s)	Fund	2028	2029	2030	2031	Total
New Project 209 - Northwest Regional Lift Station - Existing Flows Rerouting	General Utility Reserve	6.50	-	-	-	**6.50**
U5001 – Wastewater Collection Renewal – Integrated Works	General Utility Reserve	14.01	-	-	-	**14.01**
U7068 – Wastewater Capacity Upgrades	Utility Reserve	15.33	-	-	-	**15.33**
U7070 - Heritage Drainage Upgrade	General Utility Reserve	5.04	-	-	-	**5.04**
U7084 - AE Wilson Park Environmental Assessment and Remediation	General Utility Reserve	1.00	-	-	-	**1.00**
Total		**41.88**	**-**	**-**	**-**	**41.88**

Appendix I – 2027 to 2031 Utility Capital Plan

Summary of Utility Capital Funded Positions

Service	Union	2025 Budget	2026 Budget	Change	2027 Budget
Drainage	In Scope	3.24	3.24	-	3.24
Water	In Scope	15.71	15.71	-	15.71
Wastewater	In Scope	2.73	2.73	1.00	3.73
Grand Total		**21.68**	**21.68**	**1.00**	**21.68**

The new Capital – Funded position is a **Technologist II** for **New Project 206 - Cross Connection Elimination Program**

5-Year Proposed Utility Capital Plan Funding Summary

Funding Source (millions)	2027	2028	2029	2030	2031	Five-Year Total
Grants	17.70	11.37	0.17	-	-	29.24
Debt	60.00	35.00	28.00	22.16	-	145.16
Utility Development Charges Reserves	4.06	4.09	-	-	-	8.15
Intensification Infrastructure Reserve	0.64	15.46	12.23	15.99	6.50	50.81
General Utility Reserve	83.09	108.18	89.20	122.01	112.26	514.73
Total	**165.49**	**174.10**	**129.60**	**160.16**	**118.75**	**748.10**

Appendix I – 2027 to 2031 Utility Capital Plan

Projects 2027-2031 General Capital Plan Details

Sustainable Infrastructure

Project U5055 – Front-Ending Lift Station – Phase 1

Description:
The bulk of this funding is for the Northwest Regional Wastewater Lift Station (NRWLS) and remainder is for the Westerra Lift Station. Lift Stations are a strategic wastewater infrastructure project required to support planned growth in northwest Regina, consistent with the long-term growth objectives identified in Design Regina and the City's Wastewater Master Plan. The project will provide additional wastewater servicing capacity for emerging neighborhoods including Cooperstown, Westbrook, and future northwest development areas while addressing existing wastewater service constraints in established neighborhoods.

The $60 million in funding identified is for the front-end development of lift stations in Regina. This amount does not represent the total cost of the project; rather, it reflects only Phase 1. The costs and funding requirements for future phases will be communicated once they have been finalized.

Implications of Not Funding:

- Delays wastewater servicing capacity required to support planned residential and commercial growth in northwest Regina, limiting the City's ability to advance future neighborhood development and associated assessment growth.
- Prolongs reliance on the aging Maple Ridge and Westhill pumping stations, which have limited capacity and are approaching the end of their service lives, while delaying service level improvements for existing northwest residents.
- Increases the risk of ongoing downstream wastewater capacity constraints, including system surcharge, basement flooding, environmental impacts, and higher future project costs due to continued construction cost escalation.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**60,000.0**		**-**	**-**	**-**	**60,000.0**
Funded By						
Debts	60,000.0	-	-	-	-	60,000.0

Appendix I – 2027 to 2031 Utility Capital Plan

Project U3045 - Central Water Network Solution

Description:
This project is to confirm through analysis and design a solution that will be constructed to ensure adequate pressure and 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.

Implications of Not Funding:
Central Regina neighborhoods including Downtown, Centre Square, Al Ritchie, Warehouse District, North Central, Cathedral, and Hillsdale, may face increasing risks to water service reliability as critical infrastructure ages and intensification places additional demands on the system.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,010.0**	**1,010.0**	**2,020.0**	**16,010.0**	**16,010.0**	**36,060.0**
Funded By						
Intensification Infrastructure Reserve	-	-	-	4,500.0	4,500.0	9,000.0
General Utility Reserve	**1,010.0**	**1,010.0**	**2,020.0**	**11,510.0**	**11,510.0**	**27,060.0**

New Project 126 - Saskatchewan Drive Corridor Improvement Phase II - Downtown

Description:
This Project includes the replacement of aging water and wastewater infrastructure within the Phase II - Downtown (Albert Street to Broad Street) of the Saskatchewan Drive Corridor Improvements.

Implications of Not Funding:
Deferring this project would leave aging water and wastewater infrastructure in service within a key downtown corridor, increasing the risk of asset failures, service interruptions, and costly emergency repairs that could impact residents, businesses, and redevelopment activities. It would also reduce the City's ability to proactively support future growth and intensification in the downtown area and may result in higher long-term costs if underground infrastructure requires replacement after roadway and streetscape improvements have already been completed.

Appendix I – 2027 to 2031 Utility Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**-**	**-**	**20,000.0**	**-**	**20,000.0**
Funded By						
General Utility Reserve	-	-	-	20,000.0	-	20,000.0

New Project 209 - Northwest Regional Lift Station - Existing Flows Rerouting

Description:
After completion of the Northwest Regional Wastewater Lift Station, this project will redirect existing wastewater flows to the new lift station.

Implications of Not Funding:
These pumping stations are approaching end of service lives and there is insufficient capacity in downstream collection system. The Utility would see increased maintenance and loss of service risk. It will also prevent system surcharge that causes flooded basements, discharges to the environment and limits growth in the area.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**6,500.0**	**-**	**-**	**11,000.0**	**17,500.0**
Funded By						
General Utility Reserve	-	6,500.0	-	-	11,000.0	17,500.0

Project U7076 - Area 1 & 17 - Location 3 (Eastview)

Description:
This project will upgrade the drainage system within the Eastview neighborhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.

Implications of Not Funding:
Improving the level of service provided by our stormwater management system improves the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

Appendix I – 2027 to 2031 Utility Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**500.0**	**0.0**	**0.0**	**5,000.0**	**5,000.0**	**10,500.0**
Funded By						
General Utility Reserve	500.0	0.0	0.0	5,000.0	5,000.0	10,500.0

Project F1151 - Saskatchewan Drive Corridor Improvements (Phase I - Heritage)

Description:

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.

Implications of Not Funding:

Delaying construction will continue risks with the 120-year-old cast iron watermain. Delays may cause reputation risk with impacted stakeholders who were engaged and a part of the implementation of Saskatchewan Drive Corridor plan which had robust community engagement during development. Continued risk with substandard road conditions and prevailing gaps in our active transportation network.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**10,200.0**	**-**	**-**	**-**	**10,200.0**
Funded By						
General Utility Reserve	-	10,200.0	-	-	-	10,200.0

Project U7078 - Area 11 - Location 1 (Cathedral Stormwater Improvement)

Description:

This project will upgrade the drainage system within the Cathedral neighborhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.

Implications of Not Funding:

Improving the level of service provided by our stormwater management system improves the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

Appendix I – 2027 to 2031 Utility Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**500.0**	**1,100.0**	**4,000.0**	**4,000.0**	**-**	**9,600.0**
Funded By						
General Utility Reserve	500.0	1,100.0	4,000.0	4,000.0	-	9,600.0

Project U7074 - Whitmore Park Stormwater Improvement

Description:
This project will upgrade the stormwater system within the Whitmore Park neighborhood 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.

Implications of Not Funding:
Improving the level of service provided by our stormwater management system improves the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**500.0**	**3,500.0**	**4,000.0**	**-**	**-**	**8,000.0**
Funded By						
General Utility Reserve	500.0	3,500.0	4,000.0	-	-	8,000.0

Project F1173 - Victoria Avenue Corridor Improvements

Description:
This project delivers underground water and sewer infrastructure and replacement of lead service connections as a part of the corridor improvements along Victoria Avenue from Broad Street to Winnipeg Street. Surface upgrades (included in the General Capital Plan) will enhance pedestrian safety, transit operations, and overall streetscape quality, supporting the corridor's role as a key gateway into downtown. The coordinated approach aligns with planned rapid transit investments and supports revitalization, intensification, and improved mobility within the Primary Intensification Boundary.

Implications of Not Funding:
Continued risk related to aging infrastructure, including deferred replacement of lead service connections and increased likelihood of failures and missed opportunity to

coordinate underground and surface upgrades, resulting in higher long-term costs and repeated construction disruptions.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**-**	**-**	**5,500.0**	**-**	**5,500.0**
Funded By						
General Utility Reserve	-	-	-	5,500.0	-	5,500.0

Project U7079 - Area 14 Location 1 (Lakeview)

Description:
This project will upgrade the drainage system within the Lakeview neighborhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.

Implications of Not Funding:
Improving the level of service provided by our stormwater management system improves the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**100.0**	**-**	**850.0**	**4,000.0**	**4,950.0**
Funded By						
General Utility Reserve	-	100.0	-	850.0	4,000.0	4,950.0

Project U7075 - Area 4 - Location 1 (Uplands Stormwater Improvement)

Description:
This project will upgrade the stormwater system within the Uplands neighborhood 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.

Implications of Not Funding:
Improving the level of service provided by our stormwater management system improves the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

Appendix I – 2027 to 2031 Utility Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**-**	**-**	**700.0**	**4,000.0**	**4,700.0**
Funded By						
General Utility Reserve	-	-	-	700.0	4,000.0	4,700.0

New Project 208 - Green Infrastructure

Description:
Green infrastructure initiatives to support City wide drainage through integrations of City rights-of-way, City owned lots and an Al Ritchie retrofit pilot project.

Implications of Not Funding:
Water will continue to pond on the surface at predictable locations causing more rapid degradation of the road surface. Elements of the community may be damaged by flooding if stormwater management is not properly installed by advancing Low Impact Development and Green Infrastructure.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,100.0**	**600.0**	**600.0**	**600.0**	**600.0**	**3,500.0**
Funded By						
General Utility Reserve	1,100.0	600.0	600.0	600.0	600.0	3,500.0

Project U4035 - Skyview Watermain Loop

Description:
This project is to complete the preliminary design, detailed design and construction of the watermain looping for Skyview.

Implications of Not Funding:
The Skyview neighborhood would have insufficient watermain looping. Without this looping, our ability to meet fire flows in an emergency situation, mitigate water disruptions during a water break and develop further in the neighborhood is greatly reduced.

Appendix I – 2027 to 2031 Utility Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,700.0**	**-**	**-**	**-**	**-**	**1,700.0**
Funded By						
Service Agreement Fee	1,190.0	-	-	-	-	1,190.0
General Utility Reserve	510.0	-	-	-	-	510.0

New Project 123 - Sherwood - McCarthy Drainage Improvements

Description:
This project will upgrade the drainage system within Sherwood Estates and McCarthy Park neighborhoods to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.

Implications of Not Funding:
Improving the level of service provided by our stormwater management system improves the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**100.0**	**-**	**400.0**	**1,000.0**	**1,500.0**
Funded By						
General Utility Reserve	-	100.0	-	400.0	1,000.0	1,500.0

New Project 103 - Utility Master Plan

Description:
This project is to refresh and update the Water Master Plan that will undertake technical analysis and identify planned actions over a revised time horizon.

Implications of Not Funding:
The water system is essential to the community's health and well-being, and the master plan provides the necessary actions and guidance on deliver for various projects and

programs within a 25-year time horizon. Master's plans provide continuity and direction to the various activities to be undertaken by City staff.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**900.0**	**100.0**	**-**	**-**	**400.0**	**1,400.0**
Funded By						
Utility Development Charges Reserves	190.0	-	-	-	-	190.0
Intensification Infrastructure Reserve	80.0	-	-	-	-	80.0
General Utility Reserve	630.0	100.0	-	-	400.0	1,130.0

Project U1010 - Additional Ground Water Capacity

Description:
In the event of a water supply disruption from Buffalo Pound Water Treatment Plant, the City relies on ground water wells as an emergency water source. To reduce supply shortage vulnerabilities, additional wells will be drilled.

Implications of Not Funding:
Water security is essential for the health and well-being of the community and ensuring adequate risk mitigation and preparedness is necessary in the event of an emergency event.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**-**	**-**	**200.0**	**500.0**	**700.0**
Funded By						
General Utility Reserve	-	-	-	200.0	500.0	700.0

New Project 210 - East Loop Utility Corridor Study

Description:
The East Loop is identified in the Water Master Plan and the East, West and City Center Serviceability Study as an important improvement to ensure appropriate volumes of water can be transported to future eastern communities to be developed when the city grows beyond the 300,000 population. This Utility Corridor Study will

determine the pipe routing and identify easement requirements so that land can be secured for the East Loop.

Implications of Not Funding:

- Neighborhoods benefit from watermain looping to ensure redundancies during watermain breaks as well as meeting pressure and fire flow targets.
- The Water Master Plan, the East, West and City Center Serviceability and the Regina Water Design Standards are policy documents that help inform areas where watermain looping supports desired service levels.
- There are no major environmental implications related to watermain looping or extensions.
- Watermain looping and extensions improve network performance and support customer levels of service as well as internal operational stakeholder needs for operating a water network during watermain breaks or supporting fire flow.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**150.0**	**150.0**	**-**	**-**	**-**	**300.0**
Funded By						
Intensification Infrastructure Reserve	-	45.0	-	-	-	45.0
Utility Development Charges Reserves	-	105.0	-	-	-	105.0

Project F1174 - ESRI Utility Network Migration & Data Integrity

Description:

The Geographic Information System (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 data infrastructure 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.

Implications of Not Funding:

The City would continue to rely on legacy GIS tools and processes, delaying improvements in data quality, utility network management, and asset information reliability. This may reduce opportunities to improve collaboration, support asset

management and growth planning initiatives, and efficiently deliver corporate projects and geospatial services that depend on accurate infrastructure data, including floodway mapping, as-built records management, and other regulatory and planning requirements.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**100.0**	**-**	**-**	**-**	**-**	**100.0**
Funded By						
General Utility Reserve	100.0	-	-	-	-	100.0

New Project 207 - Argyle Park Coronation Park Drainage Improvements

Description:

This project will upgrade the drainage system within Argyle Park and Coronation Park neighborhoods to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.

Implications of Not Funding:

Not improving the level of service of our stormwater management system will not improve the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**100.0**	**-**	**-**	**-**	**100.0**
Funded By						
General Utility Reserve	-	100.0	-	-	-	100.0

Technology

Project U4001 - IT Infrastructure (Utility)

Description:

This is a capital program focused on the renewal and replacement of existing Technology infrastructure deployed throughout the City.

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Implications of Not Funding:
Technology has a rolling multi-year plan for the scheduled maintenance and replacement of our existing core Technology infrastructure, including network. Removal of this funding would prevent us from replacing our core infrastructure. This would introduce significant risks to network and system failure, which would result in catastrophic failure to deliver fundamental services citywide.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**325.0**	**325.0**	**350.0**	**350.0**	**350.0**	**1,700.0**
Funded By						
General Utility Reserve	325.0	325.0	350.0	350.0	350.0	1,700.0

Assessment & Property Revenue Services

Project U4003 - CIS - Utility System Upgrade

Description:
This funding ensures the Utility Billing system is maintained in a supported condition and allows for ongoing maintenance, functionality improvements and system architecture updates.

Implications of Not Funding:
Having a well-maintained Utility Billing system is critical to the financial sustainability and service delivery of the utility services provided by the City.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**110.0**	**260.0**	**110.0**	**260.0**	**110.0**	**850.0**
Funded By						
General Utility Reserve	110.0	260.0	110.0	260.0	110.0	850.0

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WWES - Water Works - Water

Project U3001 - Water Infrastructure Renewal

Description:

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.

Implications of Not Funding:

Water distribution and hydrants for firefighting are critical for the well-being and safety of the community.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**20,120.0**	**20,120.0**	**20,120.0**	**20,120.0**	**20,120.0**	**100,600.0**
Funded By						
General Utility Reserve	20,120.0	20,120.0	20,120.0	20,120.0	20,120.0	100,600.0

Project U1005 - Lead Service Connection Management Program

Description:

To support replacement of lead water service connections.

Implications of Not Funding:

Lead service connections are no longer an acceptable material in order to protect public safety.

$000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**7,595.0**	**6,845.0**	**4,815.0**	**4,815.0**	**4,815.0**	**28,885.0**
Funded By						
General Utility Reserve	7,595.0	6,845.0	4,815.0	4,815.0	4,815.0	28,885.0

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Project U1001 - Water Supply Modification

Description:
This program funds the assessment and rehabilitation of the water supply and trunk mains.

Implications of Not Funding:
The City's water transmission and distribution system includes approximately 1,200 km of watermains, of which 248 km are critical supply, trunk, and feeder mains. Deferring assessment and rehabilitation activities will increase the risk of major watermain failures, water loss, service disruptions, reduced system pressure, emergency repairs, property damage, and potential boil water advisories affecting portions of the city

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**6,325.0**	**1,625.0**	**5,225.0**	**5,425.0**	**1,575.0**	**20,175.0**
Funded By	-	-	-	-	-	-
General Utility Reserve	6,325.0	1,625.0	5,225.0	5,425.0	1,575.0	20,175.0

Project U3016 - Water Service Connection Replacement

Description:
Maintain the water service to homes and businesses in the event of an unplanned service disruption.

Implications of Not Funding:
There will be continued risk for the loss of a resident's water supply due to connection failure from age-related deterioration. This may also impact neighboring water systems and degrade the road and sidewalk network if they are excavated to complete the repairs.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**3,600.0**	**3,600.0**	**3,600.0**	**3,600.0**	**3,600.0**	**18,000.0**
Funded By						
General Utility Reserve	3,600.0	3,600.0	3,600.0	3,600.0	3,600.0	18,000.0

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Project U3004 - Water Service Line Replacement

Description:
Service connection replacements due to condition and likelihood of future failure and are integrated with the road and underground infrastructure renewals to ensure reliable service delivery and avoid unplanned repairs.

Implications of Not Funding:
Maintains water service to homes and businesses by mitigating risk of failure by integrating replacement of service connections with a high likelihood of failure due to age and condition. Integration of water infrastructure renewals with road work optimizes construction planning and reduces impact to residents by limiting the disruption addressing different asset classes at the same time.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,750.0**	**1,750.0**	**1,750.0**	**1,750.0**	**1,750.0**	**8,750.0**
Funded By						
General Utility Reserve	1,750.0	1,750.0	1,750.0	1,750.0	1,750.0	8,750.0

Project U3014 - Valve Replacement

Description:
To perform assessment and replacement of valves.

Implications of Not Funding:
Valves within the water network are critical for the well-being and safety of the community.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,000.0**	**1,000.0**	**1,000.0**	**1,000.0**	**1,000.0**	**5,000.0**
Funded By						
General Utility Reserve	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0	5,000.0

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New Project 102 - RedBear Pumping Station Capacity Increase

Description:
RedBear Pumping Station capacity increase to provide redundancy and improve resiliency.

Implications of Not Funding:
Water pumping capacity won't be increased to accommodate growing city.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**-**	**-**	**-**	**4,400.0**	**4,400.0**
Funded by						
General Utility Reserve	-	-	-	-	4,400.0	4,400.0

Project U3015 - Hydrant Replacement

Description:
This program replaces hydrants when rendered ineffective to provide service or maintain flows after damage in traffic accidents or alternatively is not possible to repair due to parts availability.

Implications of Not Funding:
Fire hydrants ensure community safety as a result of property fires, by ensuring emergency responders are able to rely on and connect to assets in service and performing at optimum capacity.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**770.0**	**770.0**	**770.0**	**770.0**	**770.0**	**3,850.0**
Funded By						
General Utility Reserve	770.0	770.0	770.0	770.0	770.0	3,850.0

Project U1003 - Water Reservoir Upgrade & Rehabilitation

Description:
This program inspects, repairs, and rehabilitates the water reservoirs in the city. As the reservoirs age, these activities are necessary to ensure the long-term reliability of the water supply and reduce emergency repairs.

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Implications of Not Funding:
The water reservoirs are key to maintaining safe and reliable drinking water to our residents. Efficiency in the pumping system would be greatly reduced and storage capacity impacted if reservoirs experienced significant shutdowns in an emergent situation. In the event of a catastrophic failure damage to surrounding properties, sewer systems and other City assets would very likely occur.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**250.0**	**250.0**	**250.0**	**2,500.0**	**250.0**	**3,500.0**
Funded By						
General Utility Reserve	250.0	250.0	250.0	2,500.0	250.0	3,500.0

Project U3003 - Hydrant Installation

Description:
Hydrants replacement due to condition, parts availability or obsolete designs and are integrated with the renewal road and underground infrastructure renewals.

Implications of Not Funding:
Fire hydrants ensure community safety as a result of property fires, by ensuring emergency responders are able to rely on and connect to assets in service and performing at optimum capacity. Integration of water infrastructure renewals with road work optimizes construction planning and reduces impact to residents by limiting the disruption addressing different asset classes at the same time.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**700.0**	**700.0**	**700.0**	**700.0**	**700.0**	**3,500.0**
Funded By						
General Utility Reserve	700.0	700.0	700.0	700.0	700.0	3,500.0

Project U4013 - Meter Installation Program

Description:
The City's expanding community requires the installation of water meters in new homes.

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This program includes the purchase and installation of new water meters for new construction.

Implications of Not Funding:
When new water services are constructed, a water meter is required in order to bill the new property based on actual consumption. This funding provides for the purchase and installation of meters for new services and replacement meters for existing residence.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**550.0**	**550.0**	**550.0**	**550.0**	**550.0**	**2,750.0**
Funded By						
General Utility Reserve	550.0	550.0	550.0	550.0	550.0	2,750.0

Project U4033 - Leak Detection Program

Description:
Development and installation of a leak detection program within the water distribution network to monitor system performance, reduce non-revenue water and address potential pipe integrity or installation issues.

Implications of Not Funding:
Leak detection is one of the methods of monitoring performance of a distribution system and identifying locations to reduce non-revenue water. The target value for non-revenue water outlined in the 2017 Water Master Planning Study is less than a 2.1 Infrastructure Leakage Index (ILI). The City currently exceeds this limit with an ILI of over 4. The City also does not currently have a formalized leak detection program as recommended in the 2017 Water Master Planning Study.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**200.0**	**500.0**	**200.0**	**500.0**	**200.0**	**1,600.0**
Funded By						
General Utility Reserve	200.0	500.0	200.0	500.0	200.0	1,600.0

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Project U1014 - East Pump Station (EPS) Heated Garage

Description:
This project will design and construct a heated garage at the East Pump Station to provide secure indoor storage for equipment used to operate and maintain Regina's water supply system, including pump stations, booster stations, reservoirs, and transmission infrastructure. The facility will improve operational efficiency, protect equipment from weather-related deterioration, and support the delivery of maintenance and repair activities.

Implications of Not Funding:
The Water Supply team currently operates from Building C at the Public Works Yard, where storage space is limited and equipment is dispersed across multiple locations throughout the city. Without a dedicated heated garage at the East Pump Station, staff will continue to operate under these constraints, resulting in operational inefficiencies, increased equipment deterioration and maintenance costs, and reduced effectiveness in supporting the operation and maintenance of critical water infrastructure.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,500.0**	**0.0**	**0.0**	**0.0**	**0.0**	**1,500.0**
Funded By						
General Utility Reserve	1,500.0	0.0	0.0	0.0	0.0	1,500.0

Project U4031 - Redundant Services

Description:
This project provides program funding and reimburses private entities redeveloping sites which require the cutting and capping of water and sewer service connection pipes at the property line in order to remove old redundant pipes which may cause breaks and other issues if left in the ground.

Implications of Not Funding:
Supports growth through redevelopment, by leveraging external parties already involved in the redevelopment, and eliminates the need to mobilize crews by the City.

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($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**150.0**	**150.0**	**150.0**	**150.0**	**150.0**	**750.0**
Funded By						
General Utility Reserve	150.0	150.0	150.0	150.0	150.0	750.0

Project U1016 - Operations Yard Facility Master Plan

Description:

This project will update the City's 2011 Public Works Facilities Master Plan, which has guided the consolidation and modernization of municipal operations over the past 15 years. The plan has successfully delivered major investments including the Transit Fleet Maintenance Facility, Parks and Facilities Yard, and Waste Management Centre, while enabling the co-location of several operational services. The updated Operations Yard Master Plan will assess the future needs of the remaining operational facilities, including the Operations Yard, St. John Street Yard, asphalt plant, material storage areas, and Central Stores, as well as establish a phased roadmap for future facility replacement, consolidation, and development to support evolving service delivery requirements and organizational growth. This initiative is consistent with the recommendations within the Corporate Facilities Master Plan.

Implications of Not Funding:

An updated Operations Yard Master Plan will provide a roadmap for the next phase of facility consolidation and replacement, ensuring operational facilities continue to meet evolving service delivery needs. Modernized facilities will improve workflows, optimize the use of staff, equipment, and materials, support employee well-being, and align future facility development with the City's Energy and Sustainability Framework.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**125.0**	**250.0**	**-**	**-**	**375.0**
Funded By						
General Utility Reserve	-	125.0	250.0	-	-	375.0

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New Project 203 - Equipment Availability

Description:
Funding is used to acquire equipment, fleet or other capital assets necessary for construction and operational activities performed by City personnel.

Implications of Not Funding:
The increased underground utility network will require additional equipment to maintain Levels of Service and respond to emergent situations.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**75.0**	**-**	**-**	**-**	**-**	**75.0**
Funded By						
General Utility Reserve	75.0	-	-	-	-	75.0

WWES - Water Works - Wastewater

Project U5001 - Wastewater Collection Renewal - Integrated Works

Description:
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.

Implications of Not Funding:
Monitoring and Assessment provide critical data to ascertain conditions and issues as well as prioritize work to be strategically integrated with other infrastructure work.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**8,535.0**	**14,006.0**	**13,994.0**	**13,970.0**	**13,970.0**	**64,475.0**
Funded By						
General Utility Reserve	8,535.0	14,006.0	13,994.0	13,970.0	13,970.0	64,475.0

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Project U7068 - Wastewater Capacity Upgrades

Description:
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.

Implications of Not Funding:
The project strengthens existing infrastructure while making it possible to absorb growth in our wastewater system. In combination with the previous regulatory commitments, this continues to improve our wastewater capacity and avoid discharges.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**23,873.5**	**15,326.5**	**750.0**	**6,650.0**	**6,650.0**	**53,250.0**
Funded By						
Build Communities Strong Fund – Direct Delivery Stream	17,702.9	11,365.1	-	-	-	29,068.0
General Utility Reserve	4,319.4	2,773.0	525.0	4,655.0	4,655.0	16,927.4
Intensification Infrastructure Reserve	555.4	356.5	225.0	1,995.0	1,995.0	5,126.9
Utility Development Charges Reserves – Service Agreement Fund	1,295.8	831.9	-	-	-	2,127.7

Project U7070 - Heritage Drainage Upgrade

Description:
This project will upgrade the drainage system within the Heritage neighborhood to reduce surface flooding and improve service in this area. The project is part of a multi-year improvement plan.

Implications of Not Funding:
No increased level of service provided to the stormwater management system to improve the resilience of our neighborhoods in the face of storm events. This may result in flooding and property damage.

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($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**3,000.0**	**5,040.0**	**9,960.0**	**0.0**	**0.0**	**18,000.0**
Funded By						
General Utility Reserve	3,000.0	5,040.0	9,960.0	0.0	0.0	18,000.0

Project U4032 - Lead Service Connection Management Program Wastewater Support

Description:
The wastewater system requires ongoing rehabilitation to ensure system reliability and alignment with the increased lead service connection replacements.
Implications of Not Funding:
Lead service connections are no longer an acceptable material. To protect public safety & reduce any negative impacts on the system, the removal is necessary. Typically when a lead service connection is replaced the wastewater connection is in close proximity and also needs to be replaced to provide reliable wastewater service.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**2,860.0**	**2,860.0**	**2,860.0**	**2,860.0**	**2,860.0**	**14,300.0**
Funded By						
General Utility Reserve	2,860.0	2,860.0	2,860.0	2,860.0	2,860.0	14,300.0

Project U5053 - Wastewater Treatment Plant Biogas Utilization System

Description:
The wastewater treatment plant (WWTP), operated by EPCOR as part of a Public-Private Partnership (P3) agreement, can receive upgrades to better utilize the biogas and reduce other energy uses.
Implications of Not Funding:
Using biogas takes advantage of an existing WWTP byproduct which can reduce the necessary energy usage. Work is in line with the Energy & Sustainability Framework. The study will identify the technology to use, and the estimated return on investment which will then give us information on whether to move forward or not. Completing the

feasibility study also allows the City to move the project to EPCOR who will tie it in with overall WWTP expansion work if we decide to move forward.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,000.0**	**10,000.0**	**0.0**	**0.0**	**0.0**	**11,000.0**
Funded By						
General Utility Reserve	1,000.0	10,000.0	0.0	0.0	0.0	11,000.0

Project U5007 - Wastewater Lift Station Upgrade - Rehabilitation

Description:
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.

Implications of Not Funding:
Increased likelihood of flood damage due to surface flooding, wastewater pump failure, wastewater discharge to the environment. Loss or disruption of wastewater service, public safety, property damage, negative public image.

($000's)	2027	2028	2029	2030	2031	Total
Budget	**100.0**	**100.0**	**100.0**	**1,020.0**	**5,370.0**	**6,690.0**
Funded By						
General Utility Reserve	100.0	100.0	100.0	1,020.0	5,370.0	6,690.0

Project U5020 - Sewer Connection Replacement

Description:
Funds will be used to support the replacement of wastewater service connections to homes and businesses in the event of an unplanned service disruption.

Implications of Not Funding:
Maintains sewer service to homes and businesses in the event of failure of the connection.

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($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,100.0**	**1,100.0**	**1,100.0**	**1,100.0**	**1,100.0**	**5,500.0**
Funded By						
General Utility Reserve	1,100.0	1,100.0	1,100.0	1,100.0	1,100.0	5,500.0

Project U7084 - AE Wilson Park Environmental Assessment and Remediation

Description:
Funds will be used to support the remediation and risk mitigation of contamination found on the site.

Implications of Not Funding:
Temporary fencing has been up for three years and residents are frustrated with the look as well as not having access to the area. Engagement on the future for the area is slated for this fall with construction next year. Other than local area frustration that the temporary fencing is still up and work has not progressed; the work can be delayed. Work is currently ongoing to get better estimates of options for the work that will reduce costs.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**3,000.0**	**1,000.0**	**200.0**	**0.0**	**0.0**	**4,200.0**
Funded By						
General Utility Reserve	3,000.0	1,000.0	200.0	0.0	0.0	4,200.0

Project U5051 - Fleming Road Pumping Station Screens

Description:
The City's agreement with EPCOR requires all sewage pumped to the Wastewater Treatment Plant be screened. Installation of mechanical screens to the Fleming Road Pumping Station is required to comply with this agreement.

Implications of Not Funding:
The screens are required to mitigate the risk of not meeting the obligations of the EPCOR agreement with the City. Without implementing the screens, the City risks penalties imposed by EPCOR due to misalignment with obligations. As the water is still going straight to the lagoons the risk of not installing the screens is limited.

Appendix I – 2027 to 2031 Utility Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**200.0**	**3,000.0**	**-**	**-**	**3,200.0**
Funded By						
General Utility Reserve	-	200.0	3,000.0	-	-	3,200.0

New Project 205 - Hydrogen Sulfide H2S Reduction

Description:
Hydrogen sulfide (H_2S) generated within the wastewater system presents risks to worker safety, wastewater infrastructure, and surrounding communities. Elevated H_2S levels can create hazardous working conditions, accelerate corrosion of critical assets, and generate odors. Addressing H_2S issues will improve workplace safety, extend infrastructure life, reduce maintenance and replacement costs, and support reliable wastewater service delivery.

This capital request will fund a comprehensive assessment of the City's 19 sewer lift stations to identify H_2S generation risks and determine the most effective chemical treatment strategy. The project will include the design of a chemical dosing system integrated with existing facilities and a pilot implementation at the Creeks Lift Station in 2027. The pilot will evaluate the effectiveness of the proposed solution and provide the information required to support future decisions regarding a city-wide H_2S mitigation program.

Implications of Not Funding:
Hydrogen sulfide (H_2S) generated within the wastewater system presents risks to worker safety, wastewater infrastructure, and surrounding communities. Elevated H_2S levels can create hazardous working conditions, accelerate corrosion of critical assets, and generate odors. Addressing H_2S issues will improve workplace safety, extend infrastructure life, reduce maintenance and replacement costs, and support reliable wastewater service delivery.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,000.0**	**1,000.0**	**-**	**-**	**-**	**2,000.0**
Funded By						
General Utility Reserve	1,000.0	1,000.0	-	-	-	2,000.0

Appendix I – 2027 to 2031 Utility Capital Plan

Project U5004 - Wastewater Connections - Replacement

Description:
Service connection replacements due to condition and likelihood of future failure are integrated with the renewal road and underground infrastructure renewals to ensure reliable service delivery and avoid unplanned repairs.

Implications of Not Funding:
Increased likelihood of connections failing rather than being replaced proactively. Residents may experience sewer backups. If repairs are required, standalone repairs are more costly to Utility.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**400.0**	**400.0**	**400.0**	**400.0**	**400.0**	**2,000.0**
Funded By						
General Utility Reserve	400.0	400.0	400.0	400.0	400.0	2,000.0

Project U5052 - Wastewater Capacity Upgrades - Linear Relief

Description:
This project is the continuation of ongoing efforts to comply with regulatory commitments to improve wastewater capacity.

Implications of Not Funding:
The project strengthens existing infrastructure while making it possible to absorb growth in our wastewater system. In combination with the previous regulatory commitments, this continues to improve our wastewater capacity and avoid discharges.

Appendix I – 2027 to 2031 Utility Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**700.0**	**-**	**-**	**-**	**700.0**
Funded By						
General Utility Reserve	-	490.0	-	--	-	490.0
R2 - Utility Development Charges Reserves - SAF	-	147.0	-	--	-	147.0
Intensification Infrastructure Reserve	-	63.0	-	--	-	63.0

Project U4030 - Research Funding

Description:
Continued partial funding of Dr. Leavitt's Qu'Appelle Watershed research for an additional four years to sustain the environmental monitoring for the Qu'Appelle research program that has been occurring for close to 30 years. The research program uses a combination of long-term monitoring, spatial surveys, whole-ecosystem experiments and small-scale experiments, some of which occur in Wascana Lake to understand how climate change and human interactions affect surface water. This approach helps effectively address most environmental issues. Dr. Leavitt has been working with First Nations for about 25 years. Most of that work has centered around surface water quality issues stemming from urbanization (as the City has grown) and matters related to climate change including water quality degradation, environmental threats, industrial development and the history of freshwater ecosystem change since pre-colonial times, including impacts from Regina's WWTP to downstream water quality.

Implications of Not Funding:
This partnership greatly supports the City's engagement work with Indigenous communities and downstream users. The University of Regina (U of R) is well trusted in the community and the work they've done has been a key part of the City's conversations with these engagement groups. Without the data from the research the City could be blamed for any real or perceived degradation in water quality downstream of WWTP.

The funding is also in line with the City's Memorandum of Understanding (MOU) with the U of R.

Appendix I – 2027 to 2031 Utility Capital Plan

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**100.0**	**100.0**	**100.0**	**0.0**	**0.0**	**300.0**
Funded By						
General Utility Reserve	100.0	100.0	100.0	0.0	0.0	300.0

Project U5048 - Automatic Wastewater Samplers

Description:
Funds to purchase replacement wastewater autosamplers to ensure uninterrupted workflow and continued representative samples of the sewer system.

Implications of Not Funding:
The autosamplers are nearing their life expectancy. Without them the City will have limited ability to identify problematic wastewater discharges. While not every contamination event is caught by the autosamplers, they have been keying in recouping over $4 million in damages over the last seven years.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**65.0**	**36.0**	**24.0**	**0.0**	**0.0**	**125.0**
Funded By						
General Utility Reserve	65.0	36.0	24.0	0.0	0.0	125.0

New Project 206 - Cross Connection Elimination Program

Description:
The City is experiencing cross-connections between stormwater and domestic wastewater systems. Domestic wastewater is entering the stormwater network and discharging into natural waterbodies such as Wascana Creek and Pilot Butte Creek, creating significant water quality, environmental, and public health risks. At the same time, stormwater is entering the sanitary system, increasing flows that can overload infrastructure, elevate the risk of system bypasses, and lead to the release of untreated wastewater.

This project provides interim funding for staff, equipment, and investigations to identify and trace cross-connections between Regina's stormwater and wastewater systems.

Appendix I – 2027 to 2031 Utility Capital Plan

Implications of Not Funding:
Identifying and addressing sewer cross connections is necessary to protect public health, safeguard the environment, reduce regulatory and reputational risk, and improve system performance and cost efficiency.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**500.0**
Funded By						
General Utility Reserve	100.0	100.0	100.0	100.0	100.0	500.0

Project U5054 - Wastewater Treatment Plant Upgrade/Expansion

Description:
The City's Wastewater Treatment Plant (WWTP) operated by EPCOR as part of a P3 agreement requires upgrades to treat increased nutrient loading due to population growth.

Implications of Not Funding:
The Plant's current nutrient loading is nearing the current contract limit. Projected population growth and future industries will further increase the nutrient loading. The nutrient loading levels entering WWTP are contractual. As these levels approach and eventually exceed the contract limits with EPCOR, the City faces an increased risk of higher costs and potential regulatory violations if the WWTP fails to meet the Water Security Agency's permit requirements for wastewater treatment. Failure to upgrade the WWTP appropriately could lead to fines imposed by provincial and/or federal regulators, as well as a significant loss of trust among residents, regulatory authorities, downstream users, and Indigenous communities. Continued growth of Regina may also be prevented by the regulator, until proper treatment occurs.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**50,000.0**	**40,000.0**	**31,660.0**	**-**	**121,660.0**
Funded By						
Debt	-	35,000.0	28,000.0	22,162.00	-	85,162.0
Intensification Infrastructure Reserve	-	15,000.0	12,000.0	9,498	-	36,498.0

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Project U6100 - WWTP Diversion Chamber

Description:
EPCOR is currently operating the City's WWTP based on the 30-year Project Agreement with the City. The Infrastructure Diversion Chamber at the WWTP requires an upgrade to accommodate the connection of two additional force mains, supporting future growth in the northwest and southeast area.

Implications of Not Funding:
This enhancement is essential to ensuring the efficient collection of wastewater, supporting planned future expansion in the northwest and southeast areas.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**1,500.0**	**3,250.0**	**-**	**-**	**-**	**4,750.0**
Funded By						
Utility Development Charges Reserve	1,387.5	3,006.2	-	-	-	4,393.7
General Utility Reserve	112.5	243.8	-	-	-	356.3

Project U6111 - WWTP Utility Cost Reduction Initiative

Description:
This work involves the engagement of consulting services and minor capital work to implement utility reduction measures at the wastewater treatment plant.

Implications of Not Funding:
Lower energy usage contributes to a decrease in carbon emissions, benefiting the environment and helping meet regulatory requirements.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**100.0**	**-**	**-**	**-**	**100.0**
Funded By						
General Utility Reserve	-	100.0	-	-	-	100.0

Appendix I – 2027 to 2031 Utility Capital Plan

WWES – Water Works – Stormwater

Project U7001 – Storm Sewer Renewal

Description:
The drainage system requires assessment and ongoing rehabilitation to ensure system reliability. This includes pipe, catch basins, manholes, culverts and other linear drainage assets.

Implications of Not Funding:
Maintaining the level of service provided by our stormwater management system maintains the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**4,800.0**	**5,100.0**	**4,700.0**	**4,700.0**	**4,300.0**	**23,600.0**
Funded By						
General Utility Reserve	4,800.0	5,100.0	4,700.0	4,700.0	4,300.0	23,600.0

Project U7002 – Catch Basin Renewal

Description:
The drainage system requires ongoing rehabilitation, including catch basins replacements, to ensure system reliability.

Implications of Not Funding:
Maintaining the level of service provided by our stormwater management system maintains the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**850.0**	**850.0**	**850.0**	**850.0**	**400.0**	**3,800.0**
Funded By						
General Utility Reserve	850.0	850.0	850.0	850.0	400.0	3,800.0

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Project U7004 - Drainage System Dredging

Description:
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.

Implications of Not Funding:
Maintaining the level of service provided by our stormwater management system maintains the resilience of our neighborhoods in the face of storm events and high flow runoff in spring that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**300.0**	**200.0**	**200.0**	**200.0**	**200.0**	**1,100.0**
Funded By						
General Utility Reserve	300.0	200.0	200.0	200.0	200.0	1,100.0

New Project 201 - Catch Basin Inflow and Infiltration Remediation

Description:
This program provides funding to mitigate known and discovered cross connects between the storm and sanitary systems, resulting in a reduction in network capacity during rainfall events.

Implications of Not Funding:
Without ongoing remediation of known cross-connections, stormwater will continue to enter the sanitary sewer system during rainfall events, reducing available wastewater system capacity.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**250.0**	**200.0**	**200.0**	**200.0**	**200.0**	**1,050.0**
Funded By						
General Utility Reserve	250.0	200.0	200.0	200.0	200.0	1,050.0

Project U7080 - Drainage Lift Station Renewal

Description:
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.

Implications of Not Funding:
Maintaining the level of service provided by our stormwater management system maintains the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**100.0**	**100.0**	**100.0**	**500.0**	**150.0**	**950.0**
Funded By						
General Utility Reserve	100.0	100.0	100.0	500.0	150.0	950.0

Project U7026 - Catch Basin Replacement
Description:
The drainage system requires ongoing rehabilitation, including catch basin replacements, to ensure system reliability.

Implications of Not Funding:
Maintaining the level of service provided by our stormwater management system maintains the resilience of our neighborhoods in the face of storm events that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**125.0**	**100.0**	**100.0**	**100.0**	**100.0**	**525.0**
Funded By						
General Utility Reserve	125.0	100.0	100.0	100.0	100.0	525.0

New Project 202 - Berms Waterways Drainage Improvements Assessment
Description:
This work will examine existing conditions and maintenance practices to develop a strategy to protect drainage capacity while maintaining ecological integrity. Outcomes may include changes to current stormwater channels or future design and maintenance practices.

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Implications of Not Funding:
This work will examine existing conditions and maintenance practices to develop a strategy to protect and fully understand drainage capacity while maintaining ecological integrity. Outcomes may include changes to current stormwater channels or future design and maintenance practices.

Maintenance of the storm channels will still occur, however the following will not occur:

- A better understanding of the capacity within the system.
- Improved ways of maintaining the channels that don't result in full removal of vegetation or increased erosion downstream.
- Design of the stormwater channel discharge location to reduce impact to Wascana Creek.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**500.0**	**-**	**-**	**-**	**-**	**500.0**
Funded By						
General Utility Reserve	500.0	-	-	-	-	500.0

New Project 204 - Underpass Flooding Assessment

Description:
The City currently maintains drainage for 20 underpasses. This capital request will fund a Project Engineer position and the engagement of an engineering consultant to undertake a systematic assessment of all existing underpasses within city limits. The study will identify the causes of flooding, evaluate existing drainage infrastructure, develop short-term and long-term mitigation strategies, and provide recommendations for operation and maintenance improvements to enhance public safety and system reliability.

Implications of Not Funding:
Due to Regina's relatively flat topography, underpasses are often low points where stormwater naturally accumulates. Runoff is collected through catch basins and conveyed downstream by either gravity systems or pumping stations. During intense rainfall events, underpass flooding can occur with various factors, creating significant risks to public safety, traffic mobility (including impacts to emergency responder's response time), and municipal infrastructure. Flooding can result in vehicle damage, road closures, service disruptions, and, in severe cases, injury or loss of life.

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While some underpass areas were assessed as part of the 2009 Regina Drainage Master Plan and mitigation measures were identified, limited improvements have been implemented over the past 17 years. As rainfall intensity and climate-related impacts continue to increase, a comprehensive review of underpass flood risk is needed.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**500.0**	**-**	**-**	**-**	**-**	**500.0**
Funded By						
General Utility Reserve	500.0	-	-	-	-	500.0

Project U7082 - Underpass Flood Sensor at Signals

Description:

Flooding detection system for underpasses. The proposed system includes detection equipment for water level, "turning prohibited" signs at adjacent intersections, flashing beacons and permanent message boards.

Implications of Not Funding:

Provides warning to motorists and pedestrians of potentially unsafe conditions at underpasses when flooding due to rainstorm events and issues with the supporting drainage infrastructure.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**-**	**294.0**	**-**	**-**	**294.0**
Funded By						
Grants	-	-	174.0	-	-	174.0
General Utility Reserve	-	-	120.0	-	-	120.0

Project U7081 - North Storm Channel - Location 1

Description:

Improvements to the North Storm Channel to accommodate increased volume of drainage.

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Implications of Not Funding:
Maintaining the level of service provided by our stormwater management system maintains the resilience of our neighborhoods in the face of storm events and high flow runoff in spring that may result in flooding and property damage.

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**-**	**100.0**	**-**	**-**	**-**	**100.0**
Funded By						
General Utility Reserve	-	100.0	-	-	-	100.0

Appendix J – Preliminary Forecast Referral Motion Responses

Council Referral #1: General Operating Overview (August 25, 2026)

Description/Referral Motion

Councillor Sarah Turnbull moved, seconded by Councillor Shobna Radons that City Council refer this matter back to Administration to report back as part of the published 2027/2028 Proposed Budget report for Council's consideration at its December 7, 2026 budget meeting, that includes the following information:

Question 1a

Per Capita Comparisons to Comparator Cities for:

a) Tax revenue allocation per service category including Transit, Recreation, Police, Library, and municipal corporations such as Economic Development Regina;

Answer

City Administration does not have access to fulsome data on how comparable Canadian cities allocate tax revenue across civic services and can thus only provide a limited comparison.

Below is a breakdown of how comparable Canadian cities allocate a single dollar of tax revenue across frontline services, based on a study conducted by Deloitte in 2025. [1] Please note that this breakdown is not comprehensive of all services.

[1] City of Regina Core Urban Municipal Services Benchmarking and Cost Driver Analysis November 2025

Appendix J – Preliminary Forecast Referral Motion Responses



Below is an additional breakdown of how comparable Canadian cities allocate tax revenue to economic development corporations, libraries, municipal Corporations, and similar partner organizations. Those organizations also receive other revenues such as provincial/federal funding, grants, and sponsorships. Those revenues are not included in the breakdown.

	REGINA	SASKATOON	OTTAWA	WINNIPEG	CALGARY	EDMONTON
Tax Revenue	$369.6M	$358.6M	$2.470B	$798M	$2.520B	$2.5B
Library	$30.1M (own mill rate)	$36.03M (own mill rate)	$68.48M (2.6%)	$34.35M (4.3%)	$65.1M (2.5%)	$75.5M (3%)
Economic Development Corps	**EDR** $1.98M (0.5%)	**SREDA** $1.012M base with bonus structure $1.139M (w/ bonus 0.3%)	**Invest Ottawa** $4.625M (0.1%)	**Winnipeg Ec Dev & Tourism** $4.07M (0.5%) **Centre Venture Dev. Corp** $600,000 (<0.01%)	**Opp. Calgary** $14.61M (0.6%) **Calgary Ec Dev** $11.425M Operating $1.74M other (0.5%)	**Edmonton Global** $3.3M (0.01%)
Tourism	$1.9M (0.5%) Internal City Department	**Discover Saskatoon** $737, 673 w/ bonus (0.2%)	none	Part of Ec Dev.	**Tourism Calgary** $4.185M, 2027 Special Event $3.97M (0.3%)	**Explore Edmonton** $11M grant 2027 sponsorship $2.5M (0.5%)
Municipal Owned Corps	**REAL** $10.527M (op. grant) $9.06M Exp (5.3%)		**Housing Corp** $70M (2.8%) **Ottawa Markets** $1.6M (<0.01%)	**Assiniboine Park** $13,76M Operating $7.9M Capital (2.7%)	**Calgary Arts Auth**. $9.06 (0.4%) *note: grant is 24.76M but 15M is used to administer grants program*	**HomeED** (project based) $1.25M Land Servicing $3.5M Capital (0.2%) *Ft. Edmonton Park was made an internal depart in 2026*
Service Partners	**PCC** $2.72M (0.7%)					

Appendix J – Preliminary Forecast Referral Motion Responses

Question 1b

Per Capita Comparisons to Comparator Cities for:

b) Rate of necessary mill rate increase to maintain service levels at each comparator city's status quo; and

Answer

City Administration can only provide limited information on the mill rate required to maintain services in comparable Canadian cities, due to the limited data available at this time. The chart below does not reflect adjustments that will occur during budget deliberations nor information on grants, provincial and federal funding, capital spending or changing priorities that have not been made available to third parties.

City	Potential 2027 Mill Rate
Saskatoon	5.81%
Ottawa	Unknown (election October 26, 2026)
Winnipeg	unknown
Calgary	Proposed 15%
Edmonton	Proposed 5.6%
Kelowna	unknown

Question 1c

Per Capita Comparisons to Comparator Cities for:

c) Organizational depth & span of control, number of employees, by category;

Answer

Organizational Depth

The City of Regina (City - excluding Regina Police Service) employs approximately 3,113 employees. This active workforce includes full-time, part-time, seasonal, casual,

and temporary employees. Since multiple casual/temporary employees may collectively occupy a single budgeted position, the total budgeted positions (FTEs) are 2,454.9.

The workforce is distributed across five divisions. The divisions are comprised of 23 departments, and the departments are divided into 87 branches.

Executive Leadership, Directors, and Managers are responsible for service delivery outcomes, workforce planning, operating and capital budgets, infrastructure and asset stewardship, regulatory compliance, and organizational performance across multiple programs and service areas.

Span of Control

The City's organizational structure reflects a relatively low proportion of management positions and a strong focus on frontline service delivery. **Executive, Director, and Manager positions represent approximately 4 per cent of the budgeted positions at the City**. For comparison, management positions account for 6 per cent of staffing on average in comparable municipalities.

Leadership Level	Positions	Average Direct Reports	In-Direct Reports
Executive	8	10	Multiple departments and up to 1,600+ employees
Director	27	5	Multiple branches and up to 400+ employees
Manager	83	9	Up to 200+ employees through indirect reporting relationships

As a comparator, in a 2023 audit The City of Saskatoon showed 11 Executive, 28 Director and 150 Manager positions.

Leadership roles have wide-ranging responsibilities that extend well beyond managing direct reports. Leaders are not just accountable for a high number of direct reports but are each typically responsible for every facet of multiple portfolios, from financial stewardship to regulatory obligations.

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In many cases, a single director oversees multiple branches, while managers are accountable for several programs, service functions, and significant indirect reporting relationships.

Number of Employees by Category

Not all out-of-scope employees are managers. Many out-of-scope positions are not part of the management hierarchy and perform specialized functions such as human resources, legal services, and audit. Most City employees are represented through various bargaining units. Civic Middle Management employees, despite their name, are in-scope employees represented by a bargaining unit and are not considered management positions.

Jurisdiction	Budgeted Positions	Description
Out of Scope Leadership	118	Executive Leadership, Director, and Manager positions responsible for strategic leadership, operational oversight, financial stewardship, workforce management, and service delivery accountability.
Out of Scope (Non-Management)	139	Professional and specialized positions that are deemed out of scope due to labour legislation provisions. Examples include Human Resources, Legal Services, Audit.
Civic Middle Management	420	In-scope professional, technical, and supervisory positions represented by a bargaining unit. This group includes specialized roles such as engineers, technical professionals, and other subject matter experts. CMM employees are not part of the City's management structure.
Amalgamated Transit Union	289.4	Employees supporting public transit operations, including bus operators, paratransit services, mechanical operations, transit support staff, and clerical positions.
International Association of Fire Fighters	298	Fire suppression, fire prevention, training, inspection, and emergency response personnel.
CUPE 21	975.2	Operational and field-based employees responsible for many outdoor and service delivery functions. Includes a significant number of seasonal and operational positions.
CUPE 7	215.3	Administrative, clerical, technical, and professional employees supporting a wide range of municipal services and corporate functions.

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Appendix J – Preliminary Forecast Referral Motion Responses

Question 2

Levels of management and organizational structure (management hierarchy/reporting structure), number of assigned employees under each management position, and compensation comparisons with similar government organizations throughout the province of Saskatchewan and comparator cities across Canada;

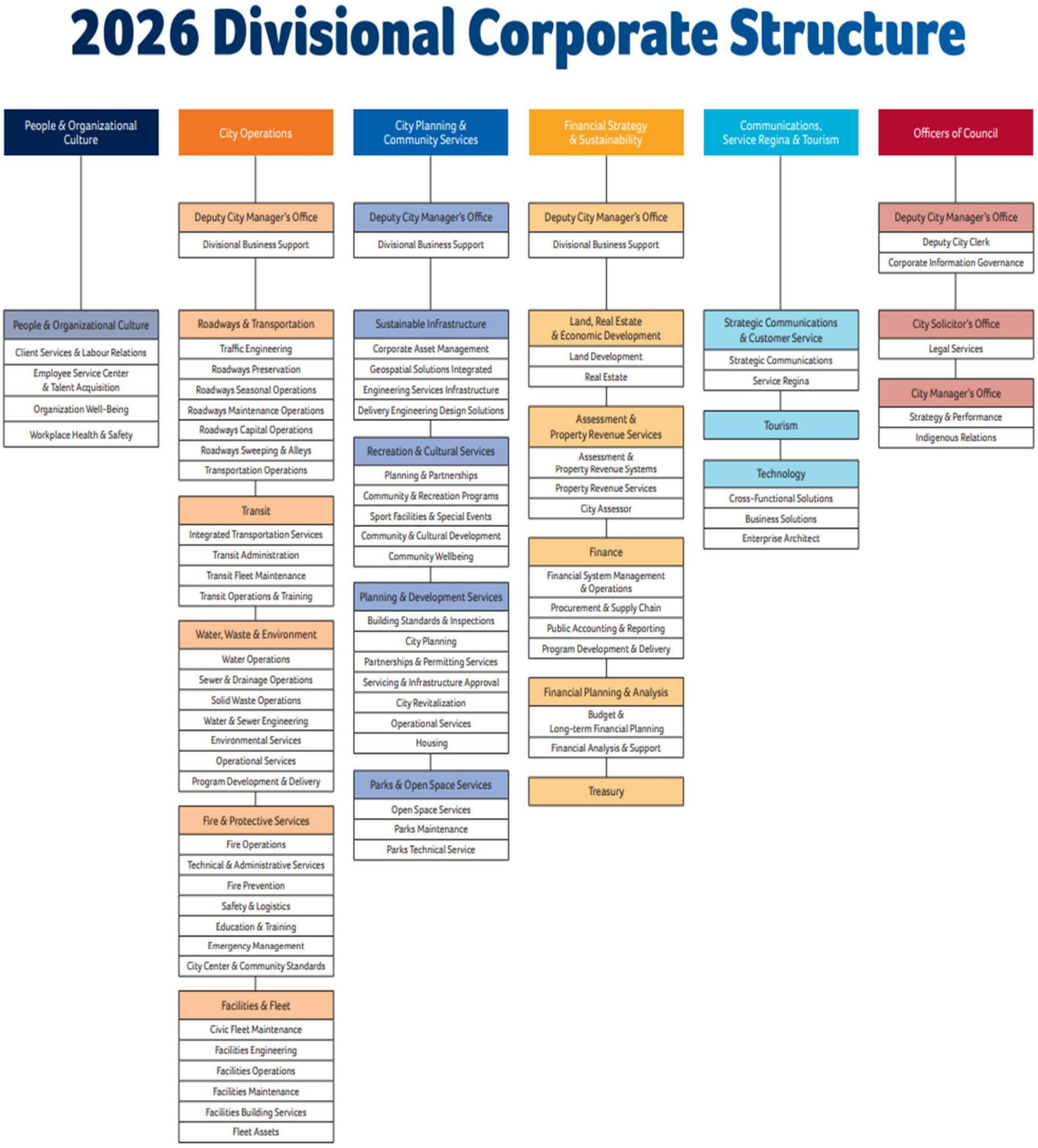
Answer

Levels of Management and Organizational Structure

The City's leadership consists of four management tiers: City Manager, Executive Leadership, Directors, and Managers. Executive Leadership, Directors and Managers are respectively responsible for divisions (5), departments (23), and branches (87).

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This is the City of Regina's Divisional 2026 Corporate structure.



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Administration reviewed compensation for Executive, Director and Manager levels against comparable positions in five Canadian municipalities: Calgary, Edmonton, Ottawa, Saskatoon and Winnipeg and conducted a market review of broader public-sector compensation.

Canadian Municipal Comparison Results

Administration sampled representative positions in common municipal functions. Salary-range midpoints were calculated for each position and consolidated to a midpoint for each municipality and management level. The median of the five municipal midpoints was used as the market benchmark.

Leadership Level	City of Regina Midpoint	Comparison City Media Midpoint	Difference
Executive	$275,000.00	$281,385	($6,385)
Director	$167,740	$203,855	($36,115)
Manager	$131,700	$151,290	($19,589)

Notes: Comparison municipalities are Calgary, Edmonton, Ottawa, Saskatoon and Winnipeg.

Regina Public Sector Comparison Results

Administration also reviewed the Regina market, using a different comparator population and methodology, and assessing it separately from the municipal benchmark.

The Regina compensation survey includes other public sectors, such as SaskPower, SaskEnergy, SaskTel, SGI, Crown Investment Corporation and Government of Saskatchewan. The survey provides broader Regina labour market context; however, the Director and Manager roles are more heavily weighted toward corporate and professional roles rather than municipal operational leadership positions. As a result, the survey is presented as a supplementary reference and is not incorporated into the municipal benchmark.

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Leadership Level	City of Regina Midpoint	Comparator City Media Midpoint	Difference
Executive	$275,000	$335,489	-$60,489
Director	$145,647	$159,268	-$13,621
Manager	$121,534	$125,412	-$3,878

Notes: Job matches were based on overall scope of responsibility rather than title alone.

Interpretation

The municipal comparison and Regina public-sector comparisons use different position matches, as a result the City midpoint values are not identical. This approach ensures that like positions are compared to like positions within each market analysis.

City of Regina compensation is generally aligned with executive compensation, but lags at the Director and Manager level. The Regina public sector reflects a similar overall pattern.

The analysis is limited to salary comparisons and does not assess total compensation. Differences in pension plans, benefits, paid leave, incentive programs and other rewards may represent significant value and influence overall market competitiveness.

Appendix J – Preliminary Forecast Referral Motion Responses

($ millions)	TOTAL		In-Scope				Out of Scope							
			Casual		Permanent		Senior Leader		Director		Manager		Staff	
by Service	FTE	$$	FTE	$$	FTE	$$	FTE	$$	FTE	$$	FTE	$$	FTE	$$
Facilities	**151.17**	**$13.40**	19.17	$1.40	126.5	$11.10	-	-	0.5	$0.10	4	$0.70	1	$0.10
Water	**132.44**	**$12.10**	19.41	$1.40	109.03	$10.00	-	-	1	$0.20	3	$0.50	-	-
Sports & Recreation Facilities and Program Delivery	**125.29**	**$8.90**	79.59	$4.50	42.7	$3.90	-	-	-	-	2	$0.30	1	$0.10
Roadways	**101.15**	**$9.60**	21.6	$1.60	75.55	$7.30	-	-	1	$0.30	3	$0.50	-	-
Financial Management Services	**98.85**	**$11.30**	1.35	$0.10	75.5	$7.80	-	-	3	$0.60	5	$0.90	14	$2.00
Planning and Development Services	**97**	**$10.80**	-	-	89	$9.30	-	-	1	$0.20	6	$1.10	1	$0.20
Technology	**74**	**$8.80**	-	-	59	$6.50	-	-	1	$0.30	2	$0.40	12	$1.70
Sustainable Infrastructure	**73.7**	**$8.70**	6.7	$0.50	61	$7.00	-	-	1	$0.30	5	$0.90	-	-
Fleet	**69.5**	**$6.70**	-	-	66	$6.10	-	-	0.5	$0.10	2	$0.30	1	$0.20
Assessment and Property Revenue Services	**68**	**$7.10**	-	-	62	$6.00	-	-	1	$0.20	4	$0.70	1	$0.20
Landfill Operations	**60.55**	**$5.10**	18.05	$1.00	40.5	$3.80	-	-	-	-	2	$0.30	-	-
Traffic and Road Safety	**59.92**	**$5.50**	12.92	$0.80	45	$4.40	-	-	-	-	2	$0.30	-	-
Communications and Engagement	**58**	**$6.10**	2	$0.10	45	$4.10	-	-	1	$0.20	7	$1.20	3	$0.50
People and Organizational Culture	**50**	**$6.70**	-	-	5	$0.40	-	-	1	$0.20	4	$0.80	40	$5.30

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Appendix J – Preliminary Forecast Referral Motion Responses

($ millions)	TOTAL		In-Scope				Out of Scope							
			Casual		Permanent		Senior Leader		Director		Manager		Staff	
by Service	FTE	$$	FTE	$$	FTE	$$	FTE	$$	FTE	$$	FTE	$$	FTE	$$
Winter Roads Maintenance	**49.63**	**$4.20**	2.4	$0.20	46.23	$3.90	-	-	-	-	1	$0.20	-	-
Wastewater	**44.39**	**$3.90**	10.5	$0.80	32.89	$2.90	-	-	-	-	1	$0.20	-	-
Community Standards	**40.5**	**$4.20**	-	-	37.5	$3.60	-	-	1	$0.20	2	$0.30	-	-
Officers of Council and Senior Leadership	**38.5**	**$6.10**	-	-	15	$1.50	6	$2.00	1.5	$0.40	5	$0.80	11	$1.40
Drainage	**29.71**	**$2.50**	0.63	$0.00	29.08	$2.40	-	-	-	-	-	-	-	-
Alleys	**26.14**	**$2.20**	9.92	$0.70	15.22	$1.30	-	-	-	-	1	$0.20	-	-
Golf Courses	**25.34**	**$1.60**	18.29	$1.00	6.75	$0.60	-	-	-	-	0.3	$0.10	-	-
Solid Waste (Garbage) Collection	**24.75**	**$1.70**	11.75	$0.60	13	$1.00	-	-	-	-	-	-	-	-
Council, Committee Support and Elections Management	**20**	**$2.30**	-	-	6	$0.50	1	$0.30	-	-	1	$0.10	12	$1.40
Legal Services	**18**	**$2.90**	-	-	6	$0.60	1	$0.30	-	-	-	-	11	$2.00
Sustainability, Performance and Services Improvement	**17.5**	**$2.70**	-	-	0.5	$0.10	-	-	2	$0.40	1	$0.20	14	$2.00
Cemeteries	**16.15**	**$1.20**	7.85	$0.40	8	$0.70	-	-	-	-	0.3	$0.10	-	-
Solid Waste Diversion	**13.7**	**$1.40**	2.7	$0.20	10	$1.00	-	-	-	-	1	$0.20	-	-
Community and Cultural Development	**12.3**	**$1.30**	1.3	$0.10	10	$1.10	-	-	-	-	1	$0.20	-	-
Recreation Planning and Development	**10**	**$1.30**	-	-	8	$0.90	-	-	1	$0.20	1	$0.20	-	-

Appendix J – Preliminary Forecast Referral Motion Responses

($ millions)	TOTAL		In-Scope				Out of Scope							
			Casual		Permanent		Senior Leader		Director		Manager		Staff	
by Service	FTE	$$	FTE	$$	FTE	$$	FTE	$$	FTE	$$	FTE	$$	FTE	$$
Land, Real Estate & Economic Development	**9.5**	**$1.40**	-	-	3	$0.30	-	-	0.5	$0.10	2	$0.40	4	$0.60
Tourism	**9**	**$1.10**	1	$0.10	4	$0.40	-	-	2	$0.40	2	$0.30	-	-
Community Safety & Wellbeing Service	**8**	**$1.10**	-	-	5	$0.60	-	-	-	-	1	$0.20	2	$0.30
Mayor's Office and City Council	**6**	**$0.70**	-	-	1	$0.10	-	-	1	$0.20	-	-	4	$0.40
Indigenous Relations and Community Well-Being	**5**	**$0.90**	-	-	2	$0.20	-	-	1	$0.20	-	-	2	$0.40
Mosaic	**1**	**$0.10**	-	-	1	$0.10	-	-	-	-	-	-	-	-
TOTAL	**2,454.91**	**$251.50**	**359.7**	**$21.70**	**1,838.20**	**$187.10**	**8**	**$2.60**	**27**	**$6.00**	**83**	**$14.60**	**139**	**$19.60**

Appendix J – Preliminary Forecast Referral Motion Responses

Question 3

Applying an inflation rate to expenses and rate of growth in determining the mill rate;

Answer

Maintaining current service levels would require an expenditure increase of $56.0 million, $21.9 million of which would be funded from taxation, resulting in an estimated 5.81 per cent mill rate increase.

Capping expenditure growth at 5 per cent would reduce the total expenditure increase to $50.5 million (from $56 million currently forecasted). This would decrease the estimated mill rate increase to 4.34 per cent.

To fund this reduction, the City would need to lower operating budget increases for Civic Operations and Police by $5.5 million, while maintaining previously approved reserve contributions and infrastructure funding commitments. Such a drastic decrease in operating budget would significantly lower service levels and would impact Regina Police Service in particular.

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Appendix J – Preliminary Forecast Referral Motion Responses

Increase to expenditures to Maintain Current Service Levels	Expenditure Increase ($M)	Non-Taxation Funding & Taxation Growth ($M)	Taxation Increase to Cover Gap ($M)	Net Increase in Budget %	Mill Rate Increase to Cover Gap
Indoor Aquatic Facility Dedicated Mill Rate	$1.60	-	$1.60	0.22%	0.43%
Asset Revitalization Reserve	$1.32	-	$1.32	0.18%	0.35%
General Fund Reserve	$1.01	-	$1.01	0.14%	0.27%
Intensification Infrastructure Reserve	$0.39	-	$0.39	0.05%	0.10%
Industrial Development Charges Reduction Reserve	$0.39	-	$0.39	0.05%	0.10%
Council Approved Increase for Infrastructure	**$4.70**	**-**	**$4.70**	**0.64%**	**1.25%**
Civic Operations - Self Funded	$15.00	$15.00	-	0.00%	0.00%
Civic Operations - Taxation Funded	$26.78	$14.93	$11.84	2.00%	3.15%
Police Operations - Taxation Funded	$9.51	$4.20	$5.31	3.76%	1.41%
Total Increase	**$55.99**	**$34.13**	**$21.86**	**6.40%**	**5.81%**

Cap Increase to Expenditures at 5%	Expenditure Increase	Non-Taxation Funding & Taxation Growth ($M)	Taxation Increase to Cover Gap	Budget Increase	Taxation Increase
Indoor Aquatic Facility Dedicated Mill Rate	$1.60	-	$1.60	0.22%	0.43%
Asset Revitalization Reserve	$1.32	-	$1.32	0.18%	0.35%
General Fund Reserve	$1.01	-	$1.01	0.14%	0.27%
Intensification Infrastructure Reserve	$0.39	-	$0.39	0.05%	0.10%
Industrial Development Charges Reduction Reserve	$0.39	-	$0.39	0.05%	0.10%
Council Approved Increase for Infrastructure	**$4.70**	**-**	**$4.70**	**0.64%**	**1.25%**
Civic Operations - Self Funded	$15.00	$15.00	-	0.00%	0.00%
Civic Operations - Taxation Funded	$24.17	$14.93	$9.24	1.56%	2.46%
Police Operations - Taxation Funded	$6.59	$4.20	$2.39	1.69%	0.64%
Total Increase	**$50.47**	**$34.13**	**$16.34**	**3.90%**	**4.34%**

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Appendix J – Preliminary Forecast Referral Motion Responses

Question 4

Tax incentives, and any potential missed revenue (i.e. religious property taxes, business incentives, non-profit exemptions), including tax categories that exist in other comparable cities that do not currently exist in our tax incentive and collection models;

Answer

Legislated Exemptions

In Saskatchewan, provincial legislation requires certain properties to be exempted from taxes. Those exemptions are defined in Section 262 of *The Cities Act*.

	Cities Act Section	Number of Properties		Municipal Levy Exempt ($000s)	
		2025	2026	2025	2026
Crown Property	262(1)(a)	228	230	$8,972	$10,147
Property Specially Exempted by Law	262(1)(b)	169	175	$12,834	$14,017
Independent School	262(1)(c) & (f)	10	10	$662	$735
Property Held or Used by Indian Band	262(1)(d)	5	5	$99	$122
Place of Worship	262(1)(e)	139	142	$2,876	$3,305
School Division	262(1)(f)	89	90	$11,014	$12,623
Cemetery	262(1)(g)	2	2	$26	$29
Public Library	262(1)(j)	4	4	$301	$329
Other City or Municipality Purpose	262(1)(k)	1	1	$54	$32
YWCA and YMCA	262(1)(n)	11	11	$636	$691
All Property of the City	262(1)(o)	2,043	2,071	$30,067	$32,996
Legion/Veterans/ Canadian Mental Health	262(1)(p)	3	2	$47	$39

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Appendix J – Preliminary Forecast Referral Motion Responses

	Cities Act Section	Number of Properties		Municipal Levy Exempt ($000s)	
		2025	2026	2025	2026
Property Leased by Exempt Organization	262(1)(r) & (s)	8	7	$248	$374
Total Statutory Exemptions		2,712	2,750	$67,838	$75,440

Permissive (Council-approved) Exemptions

Section 262 (3) and (4) of *The Cities Act* allows Council to grant property tax exemptions. Permissive tax exemptions support incentive programs, or provide tax relief to approved non-profit organizations. All permissive exemptions require Council approval and may be granted for a single year or up to five years. Multi-year agreements cannot be renewed without Council approval. While tax exemptions result in foregone revenue, they support strategic City initiatives.

The City currently has six categories of exemption programs.

Exemption Type	Program	Number of Properties		Municipal Levy Exempt ($000s)	
		2025	2026	2025	2026
Boundary Alteration Tax Mitigation		156	158	$323	$358
Charitable	Childcare	30	33	$144	$203
	Community Non-Profit Tax Exemption Policy (CNPTEP)	68	64	$2,152	$2,140
Economic	Regina Airport Authority Agreement	1	1	$312	$311
Housing Incentives		171	75	$906	$750

Appendix J – Preliminary Forecast Referral Motion Responses

Exemption Type	Program	Number of Properties		Municipal Levy Exempt ($000s)	
		2025	**2026**	**2025**	2026
Revitalization		102	52	$515	$380
Heritage		77	166	$306	$723
Total Permissive Exemptions		605	549	$4,658	$4,865

Tax Exemptions in Other Cities

While every province has both statutory and permissive exemptions, each province differs in how tax incentives for non-profit and charitable organizations are structured and applied, making comparisons difficult. The ability to draw comparisons between municipalities is further complicated by the fact that there is a significant variance in municipal assets and the use of grant programs.

Jurisdictional scans are typically performed when updating each of the permissive exemption and incentive programs listed above. These scans are performed on an individual and as-needed basis. Due to the differences in each program and jurisdiction, as well as the varying lengths of time since the scans were performed, a full summary is not included in this response.

Property Tax Sub-classes

Section 254 of *The Cities Act* grants City Council the authority to establish property classes and sub-classes and respective tax rates. The creation of property sub-classes does not increase or decrease tax revenue. Rather, it can help distribute the tax burden across properties. Differentiating tax rates by class or sub-class can help determine the share of taxes paid by each property type.

Sub classes vary by province, making a comparison challenging. For example, the Government of Saskatchewan defines multi-residential as a property class, while the Government of Alberta does not.

Appendix J – Preliminary Forecast Referral Motion Responses

	Regina	Saskatoon	Edmonton	Ottawa	Calgary	Winnipeg
Provincially Prescribed Classes Used	• Residential • Multi Residential • Commercial • Agricultural • Railway Rights of Way	• Residential • Multi Residential • Commercial • Agricultural	• Residential • Non-Residential • Farmland • Machinery and Equipment	• Commercial • Residential • Industrial • Multi-residential Pipeline • Farmland • Managed Forests • Landfill	• Residential • Non-Residential • Farmland • Machinery and Equipment	• Residential 1: 1-4 Dwelling Units per Building • Residential 2: 5 or More Dwelling Units per Building • Farm Property (Current Value Assessment) • Farm Property (Farm Use Value) • Institutional • Designated Higher Education Property • Pipeline • Railway • Other • Designated Recreational Property • Residential 3 - Owner Occupied Condominium and Co-operative Housing
Sub-Classes	• Condominiums • Golf Courses • Nuisance and Derelict Properties (2027)	• Condominiums • Multi-residential • Privately-owned Light Aircraft Hangars	• Other Residential • Mature Area • Derelict Residential	• Shopping Centre • Office Building, • Large Industrial • Professional Sports Facility • Small Business and Small-Scale business on farm Subclass I & II	None	None

Appendix J – Preliminary Forecast Referral Motion Responses

Municipal Taxation

Only Winnipeg of the comparator cities has any sort of municipal business taxation. However, *The Cities Act* limits the abilities of cities in Saskatchewan to apply taxation. Section 279 of *The Cities Act* includes information on how an amusement tax can be applied.

Question 5

A detailed account that includes potential consequences, risks, and other implications of the suggested service cuts optioned by Administration in Table 5 Tuesday, August 25, 2026 2 of CM26-6 for Council's consideration

Answer

See below tables for operating area details on the description of the reduction and the implication, if applicable.

Reductions to Achieve Strategic Imperative	$ (000's)	MR Equivalent (%)
Efficiency - Right-Sizing Facilities Expenses	(375)	(0.10)
Efficiency - Transit Allocated Expenses (Parts)	(352)	(0.09)
Service Reduction - Contractor Support on Dust Suppression	(219)	(0.06)
Service Reduction - Pavement Marking (Roads) Line Painting Frequency Casual FTE -1.5	(195)	(0.05)
Service Reduction - Eliminate Towing for Spring Sweep	(95)	(0.03)
Efficiency - General Supplies and Consulting Services (Strategy & Indigenous Relations)	(100)	(0.03)
Service Reduction - Outdoor Washroom Strategy Delayed	(70)	(0.02)
Total Taxation Required	(1,406)	(0.37)

Reduction | Right Sizing Facilities Expenses: The City can lower expenses by $375,000 by reducing energy expenses (use of natural gas), custodial services, overtime and contracted services. There are no risks to implementing this reduction.

Appendix J – Preliminary Forecast Referral Motion Responses

Reduction | Transit Allocated Expenses: The City can lower rental and fleet cost expenses by $351,881 with no expected impact on operations.

Reduction | Contractor Support on Dust Suppression: The City can save approximately $218,500 annually by reducing dust control on gravel roads from two applications per year to one. Dust treatment improves air quality and reduces airborne particulate matter for properties adjacent to gravel roads, which supports quality of life and mitigates potential health impacts related to dust exposure. Reducing the frequency of application may result in increased dust levels during peak dry periods and increase residents concerns.

Reduction | Pavement Marking Line Painting Frequency: The City can lower expenses by $112,000 by painting road lines less frequently on Category 1 and Category 2 roads. With the reduction, category 1 roads would be painted twice a year instead of three times. Category 2 roads would be painted once instead of twice. The reduction may impact the visibility of lanes, particularly in high-volume or complex traffic areas and increase residents concerns.

Reduction | Eliminate Towing for Spring Sweep: The City can lower expenses by $95,000 by eliminating ticketing and towing during spring street sweeping. Sweeping may be less effective if cars are left on the road in areas with high on-street parking.

Reduction | General Supplies and Consulting Services: The City can lower expenses by $100,000 by reducing consulting services in the Indigenous Relations and Strategy & Performance departments.

Reduction | Porta Potties Washroom Strategy Delayed: The City can lower expenses by $70,000 by eliminating the funding allocated for a new strategy to install porta potties in parks. The strategy was not taken forward so funding is no longer needed.

Appendix J – Preliminary Forecast Referral Motion Responses

Question 6

Number of vacant FTE positions currently being funded;

Answer

Vacancy levels change throughout the year due to retirements, resignations, promotions, internal transfers, leaves of absence, and normal employee movement within the organization.

As of Q3 2026, the City had 66 funded vacant positions, representing approximately 2.7 per cent of the 2,454.91 budgeted FTE positions. This rate is below the typical range of 5 to 7 per cent in comparable municipalities.

Question 7

Of the overall forecasted increases, how much of the increases are due to contracts compared to those that are estimates by Administration staff;

Answer

Only a few increases in the Preliminary Forecast – 2027 Operating Budget stem from contracts (highlighted in blue). Of those, the largest are associated with collective bargaining agreements. In general, salaries account for approximately 50 per cent of the City's operating budget. Nearly all other increases stem from estimates.

	Preliminary Forecast	Changes	Proposed Budget	% Mill Rate Increase Equivalent	Cumulative % Mill Rate Increase
2027 PROPOSED BUDGET	**($000's)**	**($000's)**	**(000's)**		
STATUS QUO EXPENDITURE INCREASES					
Reserve Replenishment	10,285		10,285	2.74	2.74
Staff Costs	8,650	1,118	9,768	2.60	5.33
Regina Police Service	7,407	1,255	8,662	2.30	7.64
Debt Servicing | 2026 Debt issued re: IAF of $155M	6,737		6,737	1.79	9.43
Capital Funding	5,188	(1,500)	3,688	0.98	10.41

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Bad Debt	1,600		1,600	0.43	10.84
2027 Grey Cup		1,500	1,500	0.40	11.23
Fuel	820		820	0.22	11.45
Transit Fleet Maintenance	805		805	0.21	11.67
Civic Fleet Allocation	783		783	0.21	11.87
Charging Infrastructure	550	(550)	-	-	11.87
Paratransit Contract	445		445	0.12	11.99
Electricity & Gas	426		426	0.11	12.11
Several Other Smaller Cost Increases Due To Inflation	1,044	(500)	544	0.14	12.25
STATUS QUO REVENUE INCREASES					
Property Tax Revenue - Growth from changes in the Assessment Roll	(8,385)		(8,385)	(2.23)	10.02
Utility Admin & Access Fees	(3,427)		(3,427)	(0.91)	9.11
Municipal Revenue Sharing Grant	(3,000)		(3,000)	(0.80)	8.31
Property Tax Penalty	(2,259)		(2,259)	(0.60)	7.71
Fire Service Agreement Fees	(600)		(600)	(0.16)	7.55
Other Non-tax Revenue	(700)	(1,500)	(2,200)	(0.59)	6.97
OPTIONS TO ACHIEVE CITY COUNCIL'S STRATEGIC IMPERATIVE					
Service Reductions	(1,406)		(1,406)	(0.37)	6.60
Reduce Transfer to Transit Fleet Reserve	(3,117)	177	(2,940)	(0.78)	**5.81**

Appendix J – Preliminary Forecast Referral Motion Responses

Question 8

A summation of the procured value of Canadian-sourced goods and services compared to value of U.S.-sourced imports of goods and services;

Answer

In 2025, the City sourced 99.3 per cent ($336.8 million) of total goods and services from Canada, 58.3 per cent ($197.8 million) of which came from the Regina area, and 9.2 per cent ($31.3 million) from Saskatchewan. **The City sourced 0.7 per cent of goods and services from the U.S**.

In 2026, as of September 9, the City sourced 98.7 per cent ($198.5 million) of goods and services from Canada, 53.5 per cent ($107.5 million) of which came from the Regina area and 11.2 per cent ($22.6 million) from Saskatchewan. **The City sourced 1.3 per cent ($2.5 million) of goods and services from the U.S.**

Procurement in 2025			
Category	Canadian (000s)	US (000s)	Total
Construction	$166,962	$-	$166,962
Goods	$75,434	$586	$76,021
Professional	$29,002	$236	$29,238
Service	$60,184	$314	$60,498
Technology	$5,198	$1,209	$6,407
Grand Total	**$336,780**	**$2,345**	**$339,125**
	99%	**1%**	**100%**

Appendix J – Preliminary Forecast Referral Motion Responses

Procurement in 2026 (January – September)			
Category	**Canadian (000s)**	**US (000s)**	**Total**
Construction	$93,702	$22	$93,725
Goods	$52,143	$1,457	$53,600
Professional	$12,795	$253	$13,048
Service	$35,838	$224	$36,062
Technology	$3,990	$578	$4,568
Grand Total	$198,468	$2,534	$201,002
	99%	**1%**	**100%**

Question 9

Reasons for fluctuations to contributions to capital expenses (shown in Appendix A of CM26-6) from 2024 to 2027;

Answer

The fluctuations from 2024 to 2027 are primarily the result of:

- **Annual changes to the Cash to Capital allocation** based on budget priorities and affordability considerations.
- **A one-time transfer of $11.1 million in 2025** from capital project carryforwards that was used to address funding shortfalls within the 2025 Capital Plan.
- **Removal of the one-time funding in 2026**, which created the apparent decrease in Cash to Capital from $86.9 million in 2025 to $79.5 million in 2026.
- **Resumption of regular annual increases in 2027**, resulting in Cash to Capital increasing to $84.7 million.

(Amounts in millions)	2024	2025	2026	2027
Prior Year Cash to Capital		$65.0	$71.8	$86.9	$79.5
Annual Increase		$6.8	$4.0	$3.7	$5.2
One-Time Adjustment (carry-forward)		-	$11.1	($11.1)	-
Cash to Capital		**$71.8**	**$86.9**	**$79.5**	**$84.7**

Appendix J – Preliminary Forecast Referral Motion Responses

The decline in 2026 does not represent a reduction in the City's ongoing Cash to Capital commitment. Rather, it reflects the removal of the one-time $11.1 million carryforward funding that was added in 2025. Excluding this temporary adjustment, Cash to Capital contributions continued to increase over the period.

From a planning perspective, the City historically presented a fully-funded capital plan for Year 1, with funding gaps shown in Years 2 to 5 to illustrate future infrastructure needs. Beginning with the proposed 2027-2031 Capital Plan, Administration is moving toward presenting a fully-funded five-year plan, with any unfunded projects identified separately for Council consideration during budget deliberations.

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Appendix J – Preliminary Forecast Referral Motion Responses

Question 10

A more fulsome explanation for changes to Transfers to a Reserve expense, as outlined in Expenses by Category table shown on page 6 of Appendix A in CM26-6;

Answer

These planned contributions to reserves will fund future expenditures ranging from capital costs to unforeseen expenses. These transfers are budgeted in the year in which the funds are set aside, even though the related spending may occur in the future.

The initial forecast for 2027 included $60 million in transfers to reserves. That figure has since been adjusted down to $49.1 million. The downward adjustment reflects slightly lower contributions to the Land Development Reserve and the Transit Fleet Replacement Reserve and corrects an initial erroneous inclusion of interest payments on the Sinking Funds debt.

The $49.1 million in the 2027 Proposed Budget is an increase of $15.5 million from 2026. This increase stems primarily from higher contributions to a few select reserves:

Reserve	Contribution (000,000)
Increased Transfer to Land Reserve & Other Non-Mill Rate Funded Services)	$9.1
Fleet Replacement Reserves (Transit)	$4.4
Dedicated Mill Rates / Transfers:	
Indoor Aquatic Sinking Fund	($0.6)
Intensification Infrastructure & Industrial Development Charges Reduction Reserves	$0.6
Asset Revitalization Reserve & General Fund	$2.3
Stadium Reserve (tax allocation less expenses)	$0.6
Election Management	$0.1
Accounting methodology change for Regina Humane Society (no mill-rate impact)	($0.8)
Other	($0.2)
2027 Proposed Budget	**49.1**

Appendix J – Preliminary Forecast Referral Motion Responses

Further details about the reserves and their balances are available in Appendix G – Debt, Deferred Revenue & Reserves.

Question 11

Costs to reinstate the Sandbox Program, that was eliminated by City Council through the 2026 budget deliberations; and

Answer

It would cost an estimated $145,000 annually to reinstate the Sandbox Program to the service level that existed prior to its elimination. This would include the delivery and maintenance of sand/salt mix at 21 designated sandbox locations throughout the city, including costs for material supply and replenishment, transportation and delivery, equipment operation and maintenance, site maintenance and the staff or contracted resources required to support program operations. The program was tax-supported and did not generate revenue.

Question 12

A more detailed explanation for 2024 to 2026 increases to funding allocated to Transit.

Answer

2024			
Description	**Details**	**Revenues**	**Expenses**
Global Transportation Hub (GTH) Bus Service	Council approved a cost-sharing agreement with the GTH to provide a limited bus service to the GTH.	$136,000	$184,000
Increased Service Frequency (20 FTE)	Council increased the number of service hours by 25,000 to address the low-frequency periods where service may run once an hour (evenings and weekends).	$60,900	$655,900
Total		**$196,900**	**$839,900**

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2025			
Description	**Details**	**Revenues**	**Expenses**
Increased Service Frequency (6 FTE)	Council approved 6,000 additional service hours for evening and weekend conventional transit service.	$100,000	$543,696
Paratransit Service Contract Increase	Council approved increases to the Paratransit service provider contract.	$50,000	$104,000
Paratransit Scheduling Software Upgrade	Council approved the purchase of a new Paratransit scheduling software.		$52,000
Paratransit Extended Service	Council approved extending Paratransit service extending service on Sundays and holidays from 7 to 9 p.m.		$85,000
Transit Fleet Reserve	Council approved a transfer to the Transit Fleet Reserve to keep the reserve at a positive balance.		$2,637,000
Pricing, Fuel and Wage Increases	Status quo adjustments to address pricing, fuel and wage increases.		$1,849,900
Total		**$150,000**	**$5,271,596**

2026			
Description	**Details**	**Revenues**	**Expenses**
Contracted Services	Council approved general increases to the clothing, Paratransit and Umo contracts.		$360,000
Electricity Maintenance Charges	Council approved funding for maintenance of electric bus charging infrastructure.		$550,000
Electricity Charges	Council approved electricity charges for electric buses.		$240,000
Increased Service Frequency (3 FTE)	Council approved 4,200 additional service hours for evening and weekend service.	$25,000	$158,000
Accessibility	Council approved upgrades to bus stops to increase accessibility.		$257,789
Transit Fleet Reserve	The contribution to the reserve was reduced.		($100,000)
Enhanced Safety and Security	Council approved a customer reporting tool and de-escalation training for operators to address increasing incidents on buses.		$260,000
Enhanced Safety and Security	Council approved eight additional on-road supervisors to address increasing incidents on buses.		$430,043
Bus Fares	Council approved a 10 per cent fare increase.	$562,500	
Non-fare Pricing Changes	Council approved additional revenue for non-fare pricing changes.	$100,000	
Total		**$687,500**	**$2,155,832**

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Council Referral #2: General Operating Overview (August 25, 2026)

Description/Referral Motion

Councillor Sarah Turnbull moved, seconded by Councillor David Froh, that City Council refer this matter back to Administration to report back as part of the published 2027/2028 Proposed Budget report for Council's consideration at its December 7, 2026 budget meeting, that includes information on the implications of adding ongoing playground grant stream funding to the base operating budget.

Answer

For 2026, City Council approved a one-time reallocation of $160,000 from the Capital budget to establish The Accessible Playground Grant Program. The program enables organizations to access up to $80,000 in funding for playground improvements.

A $160,000 increase to the operating budget is required to continue the program on an on-going basis. If City Council does not allocate this funding, the grant program would end after 2026.

Council Referral #3: Enhancements Overview (September 8, 2026)

Description/Referral Motion

Councillor Sarah Turnbull moved, seconded by Councillor Shobna Radons, that City Council refer this matter to Administration to report back as part of the 2027 proposed budget report for City Council's consideration December 7, 2026, with:

Question 1

a) Cost and implications of preparing a work plan for "Project Listen First", a city-wide Resident Engagement on Civic Service Priorities in preparation for the 2028 proposed budget, and bring a report to City Council with the workplan for this engagement to come back no later than the first regularly scheduled City Council meeting in March 2027, that includes the following:

i. proposed scope of the engagement and planned survey questions

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ii. a methodology designed to be statistically useful and city-wide, not limited to self-selected respondents;

iii. timeline, budget estimate, and whether the work can be delivered internally or will require external support;

iv. how the engagement will be distinguished from existing citizen surveys; and

v. how results will be presented so Council, not Administration, can set service priorities;

b) Upon Council approval of the above noted work plan, carry out the planned engagement from April to September 2027; and

c) Bring a report to City Council no later than the first regularly scheduled City Council meeting in October 2027, designed to best inform Council's deliberations on the 2028/2029 budget, that includes:

a) The survey and engagement results:

b) Potential implications of applying the engagement results to the 2028/2029 budget, with respect to the Long-Term Financial Plan;

c) Recommendations identified through the survey results that do not include either a ranked lists of service cuts or a predetermined tax target.

Answer

Strategic Communications and Customer Service could provide support for a City-wide engagement for Project Listen First. There is no cost to create a workplan, but the engagement project would come at a cost of about $40,000 for a phone survey of 800 residents. This would be done through an external consultant; the City does not have the infrastructure to offer this service internally.

The timeline for an engagement like this would be about three months for prep, approvals and for time in-market. The consultant would deliver the final report, and that process can take an additional month. This project could be completed within an April to September timeframe, with a report to City Council for October 2027. Because the Citizen Satisfaction Survey is already planned for 2027, the Public Engagement & Research Branch would need to delay the timing of that survey from spring to fall so that there would not be overlap in the community.

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Further implications could involve many City departments needing to support with potential budget implications of implementing any of the engagement results with respect to the Long-Term Financial Plans, as Strategic Communications and Customer Service does not own this information.

Question 2

Information respecting costs and implications of including honorariums in the budget for the City's three Committees with citizen members: Accessibility Advisory Committee, Audit & Finance Committee, and Regina Planning Commission, and for those Committees and Boards currently receiving compensation a reevaluation of that remuneration to determine fair compensation amounts, with Administration to suggest values based on comparable committees and cities;

Answer

The total estimated annual cost increase for Board/Committee Compensation, if implemented, would be approximately $37,500. This figure is based on a comparison to other Canadian and Saskatchewan municipalities. It does not include the cost of administrative resources required to implement this change, or account for variable cost increases due to higher number of meetings, length of meetings, number of appeal hearings, decisions written, and other directly compensated Citizen and Board member duties.

The information requested impacts governance framework of Committees of Council and Regina's Quasi-Judicial Boards.

Overview of Regina Committees, Commissions and Boards

Committees

The governance structure of the City Committees and Boards include Committees of Council and Quasi-Judicial Boards. Each Committee and Board provides different services to the community.

Main Committees and Secondary Committees of City Council are established by *The Committee Bylaw*, Bylaw No. 9004, which includes the delegated authority, composition, and terms of reference for each Committee.

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Main committees of Council report and make recommendations directly to City Council and have duties delegated by City Council. The main Committees of Council include:

- Audit and Finance Committee (AFC).
- Executive Committee (EX).
- Regina Planning Commission (RPC).

Secondary committees report and make recommendations to the Executive Committee. The Executive Committee then reviews the recommendations of the secondary Committee, and if the matter considered in the report is not within Executive Committee's delegated authority, it makes its recommendation to City Council for the final decision. The secondary Committees of Council include:

- Accessibility Advisory Committee (ACC).
- School Board City Council Liaison Committee (SBCCLC).

Quasi-Judicial Boards

The City of Regina has three quasi-judicial Boards (Boards):

- The Board of Revision (BOR).
- The Regina Appeal Board (RAB).
- Development Appeals Board (DAB).

Each Board is established and governed in accordance with its own provincial legislation specific to its mandate. The Boards hear appeals of matters related to their mandate and write formal decisions for each appeal they hear. They are Appellate Tribunals and operate as quasi-judicial bodies, meaning their decisions may be appealed to higher provincial bodies and courts. The Boards have no City Council members; they are entirely comprised of citizen members and are required to conduct their matters at arms-length from the City and City Council.

Board of Police Commissioners

The Board of Police Commissioners (BPC) is the governing body of the Regina Police Service and serves as a link between the community and its police, providing civilian governance and formal oversight of the Regina Police Service (RPS) among other duties.

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The Board of Police Commissioners does not fall under the authority of City Council or *The Committee Bylaw*, but is a statutory body under provincial legislation, *The Police Act,* 1990.

The BPC is comprised of 7 members, including the Mayor, two appointed members of City Council, and four citizen members at large.

Members of the BPC receive an honorarium of $90 per month, and $100/day of travel when travel relates to BPC training or member responsibilities.

The honorarium for BPC members is set by the Board, and any changes to the honorarium amount have previously come by resolution from BPC to the Executive Committee, and then City Council. This last occurred in 1997.

Although *The Police Act* allows for remuneration of the BPC to be set by resolution of City Council or by Bylaw, recommending changes to the honorarium amounts for BPC members is not in Administration or City Council's purview.

Citizen Members on Boards and Committees

The ACC, AFC, RPC, BPC, BOR, DAB, and RAB all have citizen member seats as part of their composition. The citizen members apply as volunteers to sit on committees, commissions, and Boards through an annual nominations process facilitated by the Office of the City Clerk and are appointed by City Council to the respective committees through a formal resolution of Council.

This table provides a summary of all boards and committees and their respective composition.

Committee/Commission/Board Name	Type	Total Members	Citizen Members
Audit and Finance Committee (AFC)	Main Committee	7	3
Regina Planning Commission (RPC)	Main Committee	11	8
Accessibility Advisory Committee (ACC)	Secondary Committee	11	11
Board of Police Commissioners (BPC)	No Council Jurisdiction	7	0
Board of Revision (BOR)	Quasi-judicial Board	9	9
Development Appeals Board (DAB)	Quasi-judicial Board	5	5
Regina Appeal Board (RAB)	Quasi-judicial Board	5	5
Total number of Citizen Members:			**45**

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Current Remuneration and Compensation Framework for Citizen Members of Committees of Council

Citizen Members that sit on Committees of Council volunteer their time and expertise to provide advice and recommendations to Council on governance, finance, planning and accessibility-related matters.

As volunteers, citizen members do not receive remuneration. They are provided with parking passes and reimbursed for expenses such as software and hardware needed to attend meetings. Accessibility Advisory Committee members also receive cost coverage for accessible transportation to and from meetings.

*Cur*rent Remuneration, Honorarium, and Compensation Framework for Citizen Members of Quasi-Judicial Boards

Due to the duties, necessary skill, decision writing, required time commitment for hearings, and complexity of matters that come before the Boards, Citizen Members of each Boards receive remuneration or honorariums for the specific roles and duties undertaken in the course of their work for the Board. Each Board has its own remuneration structure. The Boards' remuneration amounts have not been reviewed in recent years. A breakdown is below:

Board of Revision		
Role on the Board	*Per Full Hearing Day*	*Per Written Decision*
Board Chair	$250	$250
Panel Chair	$200	$200
Board Member	$150	$150
Regina Appeal Board		
Role on the Board	*Per Appeal Hearing or Formal Board Meeting*	*Per Decision Meeting to Discuss Appeal Decisions*
Board Chair	$60	$60
Board Member	$30	$30

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Development Appeals Board		
Role on the Board	*Per Appeal Hearing, Decision Meeting, or Board Meeting*	*Per Site Inspection*
Board Chair	$60	$15
Acting Board Chair*	$60	$15
Board Member	$30	$15

Comparable Municipal Practices for Committee Remuneration

Administration reviewed the compensation practices of 16 comparator cities across Canada. The most common compensation model in Canada for Council Committee Citizen Members is a volunteer model, with compensation commonly provided in the form of policies for transportation, reimbursement for equipment, or other incentives such as parking passes.

According to the jurisdictional scan conducted, all Saskatchewan cities have models similar to Regina's. Of the 16 cities included in the scan, only two provide remuneration to Citizen Members of Council Committees: the City of Calgary and the City of Edmonton.

City of Calgary

Effective January 1, 2026, the City of Calgary adopted a policy to provide remuneration and expense reimbursement for public members on boards, commissions and committees. Calgary's policy set a precedent in Canada.

Calgary's blanket remuneration rates are outlined in the table below:

City of Calgary Committee and Board Remuneration Rates (Citizen Members)			
Role	*Meetings/hearings up to and including 2 hours:*	*Meetings/hearings more than 2 hours, up to 4 hours:*	*Meetings/hearings more than 4 hours*
Chair	$200	$295	$485
Co-Chair, Vice Chairs	$175	$250	$425
Member	$150	$205	$360

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City of Edmonton

The City of Edmonton provides honoraria to all Council-appointed citizen members of its Council Committees and certain decision-making Bodies, as well as a flat rate honorarium to members of Ad Hoc Committees and Task Forces.

Edmonton's remuneration rates are outlined in the table below:

City of Edmonton Honoraria and Remuneration Rates			
	Advisory Committees and Decision-Making Bodies		*Ad Hoc Committees and Task Forces*
Role	*Meetings up to and including 3 hours:*	*Meetings over 3 hours:*	*Flat Rate Honorarium*
Chair	$142	$284	$2,838
Member	$114	$227	$2,270

Potential Remuneration for Regina Boards and Committees

Committee Citizen Members

Administration identifies $25 per hour as a target honorarium rate for committee citizen members should City Council choose to adopt a direct compensation model. This rate is based on a living wage in Regina of $21.50 per hour, as calculated by the Canadian Centre for Policy Alternatives in 2026. By setting the rate according to the base living wage, Regina mirrors the framework adopted in Calgary and Edmonton, which align remuneration with the real cost of living.

Assuming the average meeting lasts three to four hours, the cost of implementing this change would be $22,000 per year:

Committee	**Number of Affected Members**	**Number of Meetings per Year**	**Est. Cost per Year assuming 100% Attendance**
ACC	11	10	$11,000
AFC	3	10	$3,000
RPC	8	10	$8,000
Total Cost per year*:			$22,000

** Not including administrative costs or other forms of existing expense reimbursement for citizen members*

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Remuneration for Quasi-Judicial Boards

As each provincial legislative framework is different, it is difficult to draw fair comparisons with extra-provincial municipal Boards, as other provincially mandated municipal boards may have different frameworks and purposes. Accordingly, Administration conducted a scan of Board remuneration in Saskatchewan cities, which are required to have the same three Boards and Board mandates as Regina under provincial legislation.

Board of Revision: The City of Prince Albert undertook a jurisdictional scan of remuneration of Boards of Revision in 2026 and so has the most up to date remuneration rates. Here is a breakdown if Regina were to adopt the same rates from that review:

Board Activity	Description	Remuneration Rates
Meeting & Hearings	Refers to time spent preparing for hearings, deliberations, and attending meetings and hearings.	Board Chair - $400 per day Panel Chair - $350 per day Member - $200 per day
Decision Writing	The primary member designated to write the final decision on the appeal.	Equivalent to the number of days spent in the hearing.

Regina Appeal Board and Development Appeals Board: The City of Saskatoon reviewed its remuneration rates for the Saskatoon Appeal Board and Development Appeals Board in 2024 and brought forward a report to Saskatoon City Council recommending increased per member remuneration rates for these Boards to approximately $150-$100 per meeting, $50 per written decision, and $30 per site visit.

Using a per cent increase from average total remuneration amounts issued to Board members in 2024 and 2025 to the potential updated Board remuneration rates suggested by the jurisdictional scan, we can provide an approximate annual cost comparison of potential increase to existing costs by Board, if Regina were to adopt the suggested remuneration rates from Prince Albert (BOR) and Saskatoon (DAB and RAB):

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Board Name	Average Annual Total Remuneration Amount Paid to Members (2024/2025)	Potential Average Per Cent Increase to Remuneration Identified by Review	*Estimated Total Remuneration Amount Paid to Members if Increase Applied:	*Estimated Additional Annual Cost:
BOR	$26,375	45%	$38,300	+$11,950
DAB	$2430	75%	$4,253	+$1,823
RAB	$2595	67%	$4,334	+$1,739
***Total Estimated Annual Cost Increase:**				+$15,500

**Estimates in the above table were calculated by applying the average percentage increase identified through the remuneration review to the average annual remuneration paid during 2024 and 2025. Actual costs may vary depending on the number of appeals, hearing durations, decision-writing assignments, and site visits required in a given year.*

Notes

Citizen members utilizing Saskatchewan Assured Income for Disability (SAID) may receive income to a certain threshold before reduction is applied dollar-for-dollar to income amounts. Section 6.7.6 of the SAID Policy Manual permits exemptions for honoraria received by the provincial Ministry but does not currently exempt municipal honoraria from income amounts. If City Council adopts a practice of paid honoraria to citizen members, it should also direct that an opt-out option be provided for any citizen member.

The City of Calgary's remuneration model came into effect on January 1, 2026 and set a precedent in Canada. Significant data on its impact is not yet available. The City of Edmonton's current remuneration model came into effect on June 10, 2025. Significant data on its impact is also not yet available.

The cost for administrative resources required to add a system of compensation for the 26 Committee citizen members has not been included in the estimated annual cost increase above.

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Question 3

Additional information from Administration respecting the breakdown of resources for implementation of the Corporate Accessibility Plan, including 8 FTEs, and other resources named in the service enhancements;

Answer

The Accessibility Plan service enhancement is a total of **$814,000 in operating expenditures**.

Description of Work	Details	Cost
Expanded sidewalk snow clearing	Additional sidewalk snow clearing provided on all transit routes starting in November of 2027.	$97,000
Snow removal at bus stops	Snow removal at bus stops will be done in coordination with snow clearing operations to ensure accessibility of transit routes.	$40,000
Introduction of a supported employment program in collaboration with non-profit employment programs	Funding would support wages and tailored workplace opportunities for people who experience barriers to employment, helping them build skills and experience while creating pathways to longer-term employment opportunities, including potential permanent positions within the organization where appropriate.	$200,000
Instructional Designer to support ongoing training (1 FTE)	An FTE will lead the design and delivery of accessible, consistent corporate training. This builds internal capacity to create, maintain and update training in-house, reducing reliance on external vendors, lowering long-term costs and creating reusable learning resources that meet accessibility standards.	$120,000
IDEA training for Transit staff	Overtime wages for bus operators to take the required Level 1 disability and 2SLGBTQIAP+ inclusion training.	$120,000
Extended conventional bus services (7 FTE)	Providing extended conventional bus services from 7-9pm 7 FTE's are required: 4 Bus Operators, 1 Service Supervisor, 1 Utilityperson and 1 Journeyman Mechanic	$237,000

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Question 4

Information respecting funding options and cost analysis for further organizational learning and development training funding for employees, to bring the City up to industry standard for training cost allocation;

Answer

Current Learning and Development Investment

City funding for employee learning and development has steadily declined over the years. In 2020, it was $1.4 million or 0.87 per cent of payroll. By 2026, that figure is down to $1.1 million or 0.51 per cent of payroll – compared with the industry best practice of 1.0 per cent to 1.5 per cent of payroll.

Part of the funding is allocated to the budget for each department, while the rest comprises a central Corporate Learning Budget to support learning for employees across the organization. Between 2017 and 2026, that central Corporate Learning budget decreased over 50 per cent, from $200,500 to $100,500 or 50.1 per cent.

This insufficient investment limits the City's ability to keep pace with evolving workforce and organizational needs and to attract and retain skilled workers.

Addressing the Learning and Development Gap

The City proposes a target investment for learning and development of 1.25 per cent of payroll and approximately 40 hours of learning per employee annually, for a total of $2.7 million – an increase of $1.59 million compared to the 2026 Budget. The City further proposes allocating 20 per cent of that total (equal to $540,000) to the centralized Corporate Learning budget to support organization-wide learning.

Market and Comparator Analysis

The City analyzed several workplaces to provide a market comparison. Targets vary between most set their target as a number of training hours per employee and training as a percentage of payroll. The City of Moncton set it as a percentage of payroll.

Based on market analysis, the City identified 30 to 50 learning hours per employee annually, or 1.0 to 1.5 per cent of payroll, as a reasonable target range.

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Organization/ Benchmark	Annual Learning Hours per Employee	Year	Rationale
City of Edmonton, Office of the City Auditor	80.0	2025	Reported training and development allocation of 10 days per employee.
City of Edmonton, Office of the City Auditor	84.0	2024	Reported training and development allocation of 10.5 days per employee.
Farm Credit Canada (FCC)	96.0	2023–2024	Provides up to 12 learning days per employee annually.
SaskEnergy	32.0	2023–2024	Average training hours per employee.

Municipality	Year	Investment Level	% of Payroll
City of Moncton	2025	Baseline	1.25%
City of Moncton	2026	Target	1.50%

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Funding Scenarios for Consideration

Scenario % of Payroll	Total Annual Investment	Increment / Interpretation
2026 City Budget Figure	$1,108,711	Current approved 2026 Budget.
1.0% of payroll	$2,156,050	$1,047,339 in additional budget. Lower end of the range.
1.25% of payroll	$2,695,063	$1,586,352 in additional budget. Midpoint of the range. Provides a balanced target.
1.5% of payroll	$3,234,076	$2,125,365 in additional budget. Upper end of the comparator range reviewed.

**2026 percentage is based on the training budget and estimated forecasted total earnings, calculated using a 3 per cent increase over 2025 total earnings.*

Conclusion

City employees clearly indicate the need for greater investment in learning and development. In the most recent employee engagement survey, only half of City staff felt that the City provided adequate learning and development. The same number flagged insufficient opportunities for career advancement.

Question 5

Options in collaboration with North Central Community & Heritage Neighbourhoods, Non-Profit Organizations, and Community Members willing to help develop an ongoing solution to address the following matters in North Central and Heritage Neighbourhoods, including but not limited to:

a) Back-alley cleanup;

b) Winter back-alley cleanup and maintenance;

c) Street cleanup;

d) Graffiti cleanup;

e) Bus shelters;

f) Empowering waste pickup crews with bylaw enforcement authority;

g) More frequent residential recycling and garbage pickup in areas with higher-than-average incidents of street and alley waste; and

h) Regular, seasonal cleanups in partnership with the community

Answer

Current service levels

a) Back-alley cleanup - $493,600

The City conducts back-alley cleanups using a debris team that operates from late March to October annually at a cost of approximately $250,000. The team cleans debris, litter and illegal dumping from alleys primarily in the North Central and Heritage areas. In addition, each spring Solid Waste Operations works with Roadways to complete enhanced seasonal cleanup activities following winter conditions at an additional cost of $87,600. There is also a budget of $156,000 for garbage and debris related to the shelter.

d) Graffiti cleanup - $105,000

Graffiti is removed from all City-owned assets and properties based on service requests received from the public and through City staff inspections and reporting. The City's goal is to remove graffiti from high-profile assets within 72 hours of being reported and within 24 hours if the graffiti is of a hateful, racist or obscene nature. While the majority of graffiti is removed in response to reports, there are some proactive removals completed throughout the year.

There are no staff specifically dedicated to graffiti removal. The majority of removals are completed by Facilities trades staff. The annual budget for graffiti removal is $105,000. In 2025 there were over 200 work orders created for graffiti removal from City assets and property. Some of these were open work orders for the entire year, such as one work order for all graffiti removal from bus shelters and one for the proactive program. It is estimated that over 350 graffiti incidents were addressed in 2025 throughout the City.

e) Bus shelters - $210,000

Bus shelters are cleaned throughout the City based on a frequency that aligns with ridership levels as well as need for service. The cleaning program involves three full-time staff that perform litter collection, glass cleaning, concrete pad cleaning, snow removal inside and in front of the shelter, ice treatment and spring pressure

washing. There are approximately 50 bus shelters in the Heritage and North Central Neighbourhoods that are cleaned either daily, three times a week or twice a week. The annual budget for bus shelter cleaning is $210,000.

f) Empowering waste pickup crews with bylaw enforcement authority - $92,000

Enforcement for compliance with the Waste Management Bylaw is managed by the Waste department. The process starts with cart tagging or letters to property owners based on complaints. Waste pickup crews already have the authority to tag carts and enforce various provisions of the Waste Management Bylaw. The City's process requires a property to receive two tags/enforcement actions within a 30-day period before moving towards fines. The City also has the ability to remove waste services for non-compliance with the bylaw such as removing diversion services (recycling and food and yard waste carts) due to contamination. The enforcement of the bylaw is part of several employees' roles. The cost associated with enforcement actions is estimated at $92,000 based on employee time to carry out these activities.

Bylaw Enforcement is in charge of enforcing graffiti removal on private property in accordance with the City of Regina bylaws, as well as enforcing The Community Standards Bylaw, 2016-2.

g) More frequent residential recycling and garbage pickup in areas with higher-than-average incidents of street and alley waste - $5.1M

The City uses set out rate and percent of cart full on collection day to determine cart size and collection frequency for the average household. On a city-wide basis, our waste studies show that 88 per cent of garbage carts are out on collection day and are 75 per cent full, indicating that the frequency and cart size are working for the average resident. Our audit data also shows that 42 per cent of the material in the garbage cart is divertible. If properly sorted, weekly garbage collection is not justified.

The collection data for the two neighbourhoods includes approximately 5,676 households (4,219 in North Central and 1,457 in Heritage). The kilograms collected per household in these areas are within four kg of the City's lowest waste generating locations, and only 2.2 kg above the city-wide average of 19.83 kg per household. For comparison, North Central routes that include Varsity Park and Westerra average approximately 22 kg per household, while Normanview and Friday collection routes average approximately 21.5 kg per household. In short, the data

does not indicate these neighborhoods are generating significantly more residential waste than many other areas of the city.

h) Regular, seasonal cleanups in partnership with the community - $100,000

The City provides up to $2,000 in grant funding to Community Associations interested in conducting neighbourhood cleanup initiatives. This honorarium can be used to cover the cost of bins, paint, graffiti clean-up and volunteer recognition. In addition, the City can also provide resources such as vests, pickers, woodchippers, and debris team support to assist with the initiative when requested by the Community Association. For Community Associations approved under the Landfill Free Account Program, waste collected during approved community clean-up events can be delivered to the Landfill and disposed of at no charge. The cost to administer and support this program is approximately $100,000.

2027 funding requests

a) Bus Shelters - $40,000

Bus Shelters – included in the 2027 Enhancements is a request for $40,000 as part of the Accessibility Plan Enhancement #2 for snow clearing at all shelters within the bylaw requirement of 48 hours.

b) Winter back-alley cleanup and maintenance - $415,000

Locking carts – included in the 2027 and 2028 capital request is funding of $415,000 per year to continue the locking cart roll-out in North Central and Heritage. This is a proactive measure to mitigate litter and debris from scavenging. To date, results show the locking carts are more often secured on property and closed when out for collection.

New funding outside of budget requests

b) Winter back-alley cleanup and maintenance - $132,000 (or $184,000 with bulky pickup)

Includes $132,000 to extend the debris team to the winter months (November to March) and $52,000 for City-provided bulky waste pickup service one weekend day per week for North Central and Heritage communities.

e) Bus shelters - $86,000

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Includes $46,000 in ongoing and $40,000 in one-time funding required to provide daily cleaning of bus shelters in the Heritage and North Central Neighbourhoods.

Long-term

g) More frequent residential recycling and garbage pickup in areas with higher-than-average incidents of street and alley waste - $1.72 million

New funding request for weekly service in only North Central and Heritage Neighbourhoods. Based on and estimated 5,600 households in North Central and Heritage:

- Garbage cost to increase to weekly - $1.4 million annually.
- Recycling cost to increase to weekly - $320,000 annually.

In order to change collection frequency in one area of the city, the routes would need to change to ensure recycling and garbage are on different days (currently same day, opposite week). Lead time for trucks is a minimum of 18 months. Rentals are an option.

Moving to weekly in certain areas of the city brings about the following risks:

- May not address the underlying causes of litter, debris and illegal dumping. Primary causes may be related to poverty and income security, lack of awareness, insufficient bulky-item disposal and landlord/property maintenance issues rather than collection frequency. This will increase cost without significantly addressing litter and debris.
- Creating a precedent where social or neighbourhood issues are addressed through utility rates rather than through tax-supported community programs.
- A service enhancement intended to assist lower-income areas may increase costs for those same users. Collection costs are currently funded by user fees. User fees are set to pay for the service received. Those that receive a higher level of service would pay a higher fee.
- Residents in other areas of the city may question why they are paying higher fees for a specific area service enhancement, which goes against the core user-pay principle that utility rates are tied to the service received.
- Inequity between neighbourhoods, as other areas with illegal dumping and litter may request similar treatment.

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	2027 (000s)
Winter Back Alley Cleanup	$132
Bulky Waste Pickup	$52
Bus Shelters	$86
Increased Collection Frequency	$1,720
Total Expenses	**$1,990**
Own Revenue	
Tax Allocation	

**Typically waste is paid through the user fee. The increased service level for just weekly collection would increase the fee for users receiving the higher level of service by $307/household/year. Alternatively, if all City users funded the increase in service then the estimates cost is $25/household/year. The increased service level could also be tax funded.*

Question 6

For each deferred service enhancement as provided, information on the estimated downstream implications of deferral, including anticipated increases to future capital or maintenance costs, liability exposure, and potential service request volume as a result of that reduction;

Answer

See Appendix M - Potential Service Enhancements. Each case has a Service Impact section that can provide further detail.

Question 7

Additional information on the current backlog in traffic engineering, including outstanding traffic count requests, traffic calming requests and signal timing reviews, with average time from request to completion and a breakdown by ward; and on the specific Vision Zero deliverables that remain unfunded, including the status of school zone design standards;

Appendix J – Preliminary Forecast Referral Motion Responses

Answer

Budget reductions in 2026 resulted in a backlog of 167 traffic engineering requests, caused the timeline for data collection request to double, from one year to two years, and deferred several Vision Zero safety initiatives totaling $650,000.

Data Collection Backlog Summary

Due to 2026 budget reductions, Administration has accumulated a backlog of traffic data collection requests. While historical demand requires approximately 1,200 traffic counts annually, current funding levels support only approximately 500 traffic counts per year (40 per cent).

Current outstanding traffic data collection requests include:

- Traffic count requests: 124
- Traffic calming requests: 22
- Traffic signal timing review requests: 21

There are currently 167 outstanding traffic data collection requests requiring collection and analysis.

Traffic Data** Collection **Requests by Ward

Ward	Outstanding Traffic Count Request	Outstanding Traffic Calming Request	Outstanding Traffic Signal Timing Request	Total by Ward
1	23	3	4	30
2	0	2	1	3
3	46	3	3	52
4	0	0	0	0
5	0	4	0	4
6	25	4	4	33
7	20	1	4	25
8	0	2	1	3
9	0	1	3	4
10	10	2	1	13
Total	**124**	**22**	**21**	**167**

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Service Impacts

The reduction in traffic data collection resources had several operational impacts:

- The City's three-year traffic monitoring cycle will increase to a five-year cycle.
- Administration can address only about 40 per cent of annual traffic- count needs.
- Average completion times for traffic- count requests, traffic-calming reviews, and signal-timing reviews increased from one year to two years.
- Transportation planning, operational reviews, and safety assessments may rely on older or incomplete traffic data.
- Identification of emerging transportation issues, safety concerns, and infrastructure deficiencies may be delayed.
- Delays in data collection may impact the timing of traffic calming measures, signage upgrades, pedestrian crossing improvements, traffic signal warrant reviews, and other transportation safety initiatives.

Vision Zero Deliverables Remaining Unfunded

The Vision Zero Framework approved in 2024 identified approximately $23.5 million in safety countermeasures over a five-year implementation period. Of this amount, approximately $7.5 million required future City Council approval and remain unfunded.

The removal of the 2026 Vision Zero Capital Budget caused the deferral of approximately $650,000 of planned safety countermeasures and delayed several initiatives:

- Temporary curb to permanent curb installations at 6 locations
- Installation of enhanced zebra crossing at 20 locations
- Installation of conflict zone pavement markings
- Installation of a traffic signal at one warranted location
- Speed Monitoring Equipment and Technology - Upgrade and purchase new counting equipment to enhance speed data collection and monitoring throughout the city
- Installation of Pedestrian and cyclist warning signs in 20 high risk intersection

These initiatives will remain deferred pending 2027 Budget approval.

School Zone Design Standards

Administration is seeking $200,000 in the 2027 Vision Zero budget to retain a consultant to develop a School Zone Design Standard. The standard would establish a consistent, evidence-based approach to school site design, including school zone layout, curbside

management, access design, and safety infrastructure. Once developed, it would apply to both new developments and City-led retrofit projects. Subject to City Council approval of the 2027 Budget request, the City could start procurement in the first quarter of 2027 and receive the completed standard by the fourth quarter of 2027.

Question 8

Additional information respecting the number of properties expected to meet the nuisance and derelict subclass criteria and the resulting inspection workload; on annual demolition volumes, the current demolition backlog, and average cost per demolition; on fire and emergency response volumes at vacant and derelict properties; and on what happens to the CR26-35 subclass implementation timeline if the assessor position is not funded, including whether Assessment and Property Revenue Services can absorb the function given its 2027 staffing reduction, and what would be displaced if it did;

Answer

Number of Properties

A preliminary analysis of Community Standards cases and assessment records identified at least 250 properties that require physical inspection to determine whether they meet the nuisance and derelict property subclass criteria.

This number is expected to increase as physical scans are completed. Properties may also move into and out of the subclass over time as conditions change, requiring ongoing inspections and monitoring to ensure the subclass is applied accurately and consistently.

Demolition Volumes, Backlog and Costs

Demolitions as a result of City enforcement have increased year-over-year since 2023. A total of 324 properties have been demolished or brought into compliance since 2023; 136 of those were demolitions completed by the City. As of September 2026 there is a bank of 40 cases with demolition orders on the structures that have not yet been completed.

Typically, demolition of a house with no asbestos remediation required will cost between $30,000 and $45,000. If asbestos is found and must be removed before demolition can commence as required by provincial legislation, these costs can potentially double.

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Fire and Emergency Response Volumes

Fire and Police do not actively track the resources spent on this type of property. If they were provided with a list of addresses that are defined as derelict under the sublcass they may be able to provide statistics for those properties.

Assessor FTE for Subclass Implementation

Through CR26-35, City Council directed Administration to establish the subclass in 2027, with the corresponding tax rate adjustments taking effect in 2028. As a result, the work required to identify, inspect, document and classify eligible properties must proceed in 2027 regardless of whether the additional Property Assessor position is approved.

Existing Assessment and Property Revenue Services resources are not sufficient to absorb this additional workload while maintaining current service levels. The additional Property Assessor position is required to support both the implementation of the subclass and its ongoing administration.

If the position is not approved, resources will have to be redirected from core assessment functions to meet City Council's directive. This work includes the sales verification process to support the 2029 Revaluation, building permit inspections and annual re-inspection programs. The resulting impacts include delayed assessment and property taxation revenue capture, increased pressure on delivery of the 2029 Revaluation, a less current and equitable assessment roll and greater assessment appeal risk. These impacts would be ongoing, as the subclass will require continual monitoring to address properties entering or exiting the subclass over time.

Question 9

Additional information on best practices used by comparator cities to achieve a 70% animal licensing rate and increase revenue from animal licensing;

Answer

Preliminary research undertaken through the review of the Animal Bylaw identified several common practices among municipalities that achieve licensing rates approaching or exceeding 70 per cent. These best practices generally include:

- Strong integration between animal licensing and bylaw enforcement functions, ensuring unlicensed animals identified through complaints, impoundments or investigations are directed into the licensing program.
- Dedicated licensing staff responsible for outreach, compliance monitoring, education and licence renewals.
- Proactive public education campaigns that promote licensing as a community responsibility and highlight the benefits of pet identification and reunification.
- Simplified licensing processes, including online registration and renewal systems.
- Consistent enforcement of licensing requirements and follow-up on non-compliance.

Administration's review also found that many comparator municipalities dedicate significantly more staffing resources to animal licensing administration and compliance activities than Regina. These resources support higher levels of compliance and contribute to increased licensing revenues over time.

The proposed position would provide dedicated operational oversight of the City's animal licensing and enforcement program, including coordination with animal control services, compliance monitoring, prosecution support for bylaw offences and collection of resulting fines. This position would also support the development of enhanced public education and licensing initiatives intended to increase compliance rates.

Increasing animal licensing participation represents a long-term cultural and operational shift. The proposed position is a foundational step toward developing a more comprehensive licensing program. As the program matures and compliance rates improve, Administration anticipates opportunities for increased licensing revenue. Without this position, progress toward implementing best practices and improving licensing compliance and animal control will be limited by competing departmental priorities.

Question 10

For departments that have more than one budget enhancement priority, a report from each department with their internal prioritization of their respective proposed budget enhancements;

Appendix J – Preliminary Forecast Referral Motion Responses

Answer

Service	Service Enhancement	Priority	Ref.	Total Expenses	Own Source Revenue	Taxation Revenue	Mill Rate Impact 1% = 3,760,000
Corporate Ask (Across Multiple Services)	2SLGBTQIAP+ Action Plan (FTE 2)	**3**	**Appendix M Page 3**	444	-	444	0.12
	Accessibility Plan (FTE 8)	**2**	**Appendix M Page 4**	1091	28	1063	0.29
	City Centre Enhanced Services for Winter Maintenance and Cleaning (Cas FTE 8.3 Perm FTE 2)	**1**	**Appendix M Page 6**	889	-	889	0.24
Assessment and Property Revenue Services	Property Assessor - Nuisance and Derelict Property (FTE 1)	**1**	**Appendix M Page 8**	99	-	99	0.03
Community Standards	Paid Parking Expansion	**2**	**Appendix M Page 8**	-	110	(110)	(0.03)
	Animal Control Coordinator (FTE 1)	**1**	**Appendix M Page 9**	119	-	119	0.03
	Parking Seizure and Immobilization	**3**	**Appendix M Page 10**	207	500	(293)	(0.07)
Communications and Engagement	Outgoing Sponsorship Funding	**1**	**Appendix M Page 11**	200	-	200	0.05
Corporate Revenues and Expenses	Fuel Audit Response - Onetime	**2**	**Appendix M Page 12**	40	-	40	0.01
	Fuel Audit Response - Ongoing incl (FTE 1)	**1**	**Appendix M Page 12**	324	-	324	0.09
	Payment Card Industry Data Security Standard (PCI-DSS) - One time	**3**	**Appendix M Page 13**	27	-	27	0.01
Council, Committee Support and Elections Management	Onetime Office Costs: Additional FTE Resources and Reclassifications (conditional on	**1**	**Appendix M Page 15**	32 380	-	32 380	0.01

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Service	Service Enhancement	Priority	Ref.	Total Expenses	Own Source Revenue	Taxation Revenue	Mill Rate Impact 1% = 3,760,000
	the Ongoing Request) Ongoing Additional (FTE 3) Resources and Reclassifications (Net from current budget)						
Financial Management Services	Accountant (FTE 1) - 2026	6	**Appendix M Page 16**	85	-	85	0.02
	Accounting Clerk VI (FTE 1) - 2026	7	**Appendix M Page 17**	77	-	77	0.02
	Coordinator - General Ledger (FTE 1) - 2026	3	**Appendix M Page 18**	106	-	106	0.03
	Financial Business Partner (FTE 1) – Systems - 2026	1	**Appendix M Page 19**	165	-	165	0.04
	Financial Business Partner (FTE 1) - Costing -2026	2	**Appendix M Page 19**	165	-	165	0.04
	Financial Reporting Advisor II (FTE 1) - 2026	8	**Appendix M Page 20**	113	-	113	0.03
	Orbidder Software and Templates - 2026	9	**Appendix M Page 21**	15	-	15	0.00
	Procurement - Purchasing Clerk (FTE 1)	4	**Appendix M Page 23**	73	-	73	0.02
	Purchasing Coordinator (FTE 1)	5	**Appendix M Page 24**	131	-	131	0.03
Fire & Protective Services	Equipment and Supplies Right Sizing	1	**Appendix M Page 25**	40	-	40	0.01
	Fire Master Plan Refresh Onetime	2	**21**	125	-	125	0.03
Legal Services	General Insurance	1	**Appendix M Page 26**	235	-	235	0.06

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Service	Service Enhancement	Priority	Ref.	Total Expenses	Own Source Revenue	Taxation Revenue	Mill Rate Impact 1% = 3,760,000
	Enhancement Increase						
Parks and Open Spaces Maintenance	New Open Space Growth - 2027 (Casual FTE 1.44)	1	**Appendix M Page 26**	98	-	98	0.03
People and Organizational Culture	Leadership Development Program 2026	1	**audit**	150	-	150	0.04
Recreation Cultural Services	Warming Bus Annual Funding	1	**Appendix M Page 29**	200	-	200	0.05
Roadways	Concrete Distress Program Enhancements	1	**Appendix M Page 30**	1,300	-	1,300	0.35
Sustainable Infrastructure	Project Engineer for EDS to Build Capacity (FTE 1)	1	**Appendix M Page 31**	119	-	119	0.03
Technology	Artificial Intelligence Enablement	2	**Appendix M Page 33**	410	-	410	0.11
	Corporate cybersecurity Enhancements	1	**Appendix M Page 37**	375	-	375	0.10
Tourism	Events, Conventions and Tradeshows - ECT Fund	1	**Appendix M Page 38**	200	-	200	0.05
Transit Services	Costco West Bus Service -RTMP 2026 (FTE 5)	1	**Appendix M Page 39**	433	41	392	0.10
	Improve Schedule Adherence Bus Operators (FTE 2)	2	**Appendix M Page 40**	227	-	227	0.06
	Increased Conventional Service 2027 – RTMP (FTE 11)	3	**Appendix M Page 42**	455	36	419	0.11
	UMO Trip Planning - Onetime	4	**Appendix M Page 44**	13	-	13	0.00
	UMO Trip Planning - Ongoing	5	**Appendix M Page 44**	30	-	30	0.01
Indigenous Relations	Office Administrator (FTE 1)	1	**Appendix M Page 45**	86	-	86	0.03

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Service	Service Enhancement	Priority	Ref.	Total Expenses	Own Source Revenue	Taxation Revenue	Mill Rate Impact 1% = 3,760,000
Other External	Regina Floral Conservatory	1	**Appendix M Page 46**	252	-	252	0.06
Grand Total				**9,163**	**215**	**8,448**	**2.25**

Question 11

Additional information on the benefits for the overall city of the proposed Route 50 extension to the new Costco development, addressing:

a) Some of the economic benefits to Regina, including employment, commercial activity, assessment growth and potential to attract further development;

b) the transportation and accessibility benefits, including access to jobs, anticipated ridership and mobility for residents without a personal vehicle;

c) how the service would support continued growth in Westerra and maximize the benefits of this major new investment; and

d) the net financial impact to the City, including potential federal, provincial or other cost-sharing, increased municipal revenues and reduced future transportation or growth-related costs.

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Answer

Westerra Construction Permits

Permits bring revenue to the City and create employment opportunities for residents.

WESTERRA	2024	2025	2026 (up to Sept 15)
Residential Permits	$ 34 M	$ 40 M	$ 100 M
Commercial Permits	$ 0 M	$ 0 M	$ 31 M
Total	**$ 34 M**	**$ 40 M**	**$ 131 M**

Forest Harvard Development Corporation

The City saw private investment in infrastructure (such as sewers, roads, parks) and SAFs for land development in Westerra equal to $60 million.

The City concluded approximately 100,000 sq ft of commercial deals (either completed or nearing completion), with a construction value of $58 million.

Costco Impact

Costco will create good employment opportunities for Regina residents:

- 175+ employees will be employed at opening, and the average employee count per Costco store is 431.
- Cashier starting wage is $20/hr.
- Average hourly wage is $30/hr.
- 10-yr service clerks earn on average $75,500.
- Employment ratio is 58 per cent full time and 42 per cent part time.
- 96 per cent of employees enrolled in benefit plan.

The proposed extension to Route 50 would bring several benefits:

- Transit services increase the attractiveness of the neighbourhood for current and future residents who depend on public transportation.
- The proposed service increase would create five additional full-time positions in Transit, directly contributing to local employment.
- Improved transit access to the new Costco would help connect residents to an estimated 300 new jobs expected to be created by development of the new Costco.
- Providing transit in growing areas such as Westerra supports more sustainable transportation options and may help reduce future roadway infrastructure pressures associated with increased reliance on personal vehicles.
- Enhanced transit service will improve access to employment, education, shopping, and other essential destinations for residents of Westerra and surrounding neighbourhoods.

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- The service will particularly benefit individuals without access to a personal vehicle, including youth, seniors, people with disabilities, and low-income households.
- Improved frequency and connectivity are expected to increase ridership by approximately 135,000 rides annually.
- Improved transit access will support Westerra's growth and ensure transportation options keep pace with community development.
- As a major new retail and employment destination, West Costco is expected to generate significant travel demand from both employees and customers.
- The proposed service improvements respond to feedback received from residents requesting more frequent and convenient transit service to access employment, education, and essential services.
- Westerra may serve as a transit hub connecting Regina with the Global Transportation Hub (GTH). Enhanced transit service would improve access to existing and future employment opportunities in the GTH.
- Transit is proposing adjustments to Route 1 that would allow for the reallocation of existing resources to support service to West Costco. This reduces the overall cost of the proposed service expansion, improves operating efficiencies in the West Dewdney area, and advances recommendations identified in the Regina Transit Master Plan.
    - To reduce the overall cost of this service, Transit proposes to reduce the 15-minute frequency to 30-minute frequency on Route 1 servicing Dewdney Avenue. This would allow 2,300 service hours to be put towards the Costco route.
    - With this reallocation, the total annual operating cost for 2027 is $433,000, with estimated fare revenues of $41,000, resulting in a net budget request of $392,000.

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Council Referral #3: Capital Plan Overview (September 22, 2026)

Description/Referral Motion

Councillor Clark Bezo moved, seconded by Councillor Sarah Turnbull that City Council refer this matter to Administration to report back as part of the 2027 proposed budget report for City Council's consideration on December 7, 2026, with:

Question 1

Feasibility and costs of adding lights to the cricket fields to extend hours to include nighttime use of the fields; a basic overview of cricket community's current and anticipated use of the fields in cricket season; and how needs for this sport compare to turf and facility use of other sports in the community, and any opportunity costs stemming from potential prioritization of cricket facilities.

Answer

Feasibility & Cost of Adding Lights to Cricket Fields to Extend Hours of Play

Adding lighting may improve scheduling flexibility on the cricket fields, but it would not resolve capacity constraints and would have detrimental effects on the turf. A preferred recommendation is to build a new regulation-sized cricket field at Rawlinson Crescent Park.

Cost: Lighting would require the design and construction of poles, LED luminaires, electrical infrastructure and servicing, and site grading adjustments, in addition to ongoing maintenance. Electricity costs, estimated at $5 per hour, would be passed on to the users.

Preliminary costs are outlined below.

Location	One-Time Capital Cost	Annual Deferred Maintenance	Annual Operating Cost
Grassick Park	$700,000 - $800,000	$12,000	$7,100
Sharp Park	$625,000 - $725,000	$12,000	$7,100
Douglas Park	$615,000 - $715,000	$12,000	$7,100

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Turf considerations: The City currently maintains three cricket fields at Douglas, Sharp and Grassick Parks. The fields are used for approximately 40 hours per week from May to October. This high level of use means that, for many years, the natural turf has not had the recommended 18 hours of rest and recovery per week. Lighting could extend play by approximately two to four hours per day between May and September, but this additional time would further reduce the rest time for the natural turf, increase wear and could affect field safety and playability.

Site Specific Risks: Lighting also carries site-specific risks and it is unlikely that all three existing cricket pitches would be suitable for field lighting.

Community consultation would be recommended before lighting projects could proceed due to the proximity to homes. Residential properties are located approximately 60 metres from the cricket fields at Douglas and Grassick Parks and approximately 100 metres from the field at Sharp Park.

Douglas Park is subject to Provincial Capital Commission (PCC) approval, and lighting is not currently contemplated in the PCC Master Plan.

Sharp Park requires Regina Airport Authority review because of its proximity to the airport flight path. Its future availability is also constrained by stormwater conditions. When Westerra is fully built, stormwater flowing to the area will increase at least 50 per cent. This will lengthen field drying times, limiting how often the cricket field can be used.

Rawlinson Crescent Park: As proposed in the 2027 Budget, a new regulation-sized cricket field at Rawlinson Crescent Park would add sustainable playing capacity rather than extend use on fields that are already over-used.

The Rawlinson Crescent Park project is about more than just adding a cricket field. The project would create additional community park space, add a public washroom, address ponding issues affecting neighbouring residents, add a walking path, connect the park to Regina's multi-use pathway system, mitigate snow blowing and drifting along Queen Street, and increase tree planting within Regina's urban forest.

The Rawlinson Crescent Park development is estimated to cost approximately $4.29 million, of which $2.5 million (60 percent) will go towards the cricket field. If construction does not proceed in 2027, escalation in construction prices may make the project unaffordable and postpone the field and the broader park for a decade or longer. The City has already invested close to $1 million in this park development.

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Overview of Current & Anticipated Use of Fields

Cricket participation in Regina has grown significantly in recent years, from approximately 458 players and 21 teams in 2019 to 879 players and 44 teams in 2025.

The Regina Cricket Association has flagged capacity and scheduling limitations. The lack of field time forced to cap their league at the current 44 teams.

The Regina Cricket Association stated that lights would allow for increased programming, scheduling flexibility, and a higher number of teams. The Association estimates that lighting three existing pitches could increase scheduling opportunities more than the construction of a single unlit pitch.

Needs for Cricket (turf/facility) Compared to Other Sports and Any Opportunity Costs from Potential Prioritization of Cricket Facilities

The 2019 Recreation Master Plan (RMP) set a new cricket field as a short-term to medium-term action item. Cricket participation has since grown steeply, and this growth will be reflected in the City's prioritization as it continues to invest in recreation.

The City cannot advance all recreation infrastructure priorities simultaneously. Projects are prioritized over multiple years and implemented strategically. Funding comes from sources such as grants, general capital, servicing agreement fees, developer funding, community funding & donations, and the Recreation & Culture Capital Plan.

Since 2019, the City, developers and community partners have delivered a range of recreation projects resulting in new and upgraded infrastructure driven by the Recreation Master Plan, including:

- 2 outdoor pools
- 16 playgrounds (not including school playgrounds)
- 3 rectangular sports fields
- 6 spray pads
- 2 pump tracks
- 4 boarded rinks
- 2 skate trail (1 built and 1 under construction this year)
- 1 pleasure skate
- 18 dedicated pickleball courts
- 8 basketball courts
- 1 municipal and 2 neighbourhood dog parks
- 3 toboggan hills

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- 3 community gardens
- 2 disc golf courses
- 2 outdoor fitness circuits
- 3 indoor community spaces
- Improvements to over 80 ball diamonds
- Improvements to up to 12 rectangular athletic fields annually
- Turf replacement at Leibel Field

While individual recreation amenities compete for limited capital resources in a given year, the City's long-term planning approach is intended to advance the RMP as a whole over time. Future investment decisions will continue to balance demand, asset condition, community benefit, affordability and alignment with Council-approved plans and priorities.

Recreation Infrastructure Reinvestment and Expansion

The Recreation Master Plan recognizes that ongoing investment in existing recreation infrastructure and development of new facilities are needed to meet the needs of a growing community. Maintenance helps preserve field quality, safety, and asset life but does not increase capacity. New recreation amenities expand service capacity and help address growing demand.

Since 2006, in response to rapid growth and increasing demand, the City maximized field availability by limiting turf rest days. Over the past two decades, the development of new rectangular sport fields and the Liebel Field artificial turf has increased field capacity and will allow Administration to reintroduce a more sustainable maintenance approach beginning in 2027, including approximately one day of rest per week at many field locations. This approach is intended to improve field conditions, extend asset life and reduce the need for reactive repairs.

The City currently invests approximately $250,000 annually in athletic field restoration and rehabilitation through the Athletic Field Restoration operating budget. This funding is fully allocated each year to address field wear, safety concerns and ongoing turf restoration requirements across the athletic field network. Administration will continue to monitor field conditions as regular rest periods are reintroduced in 2027. Should field conditions not improve sufficiently, the City may seek additional funding.

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Question 2

Information respecting the South East Land management and development, and how capital planning funds allocated to these lands will be used;

Answer

The South-East Lands, also known as The Towns, has developed approximately 134 acres of residential land. The current budget request is to fund the remainder of construction. The request aligns with *CR24-119*, the City's Land Development and Disposition Strategy, which focuses on maximizing financial returns from greenfield land development for residential and commercial use. Approval of this budget request will not impact the mill rate as the funds will be drawn from the Land Development Reserve.

Short-Term

Funding will go towards completing infrastructure, landscaping, maintenance, and close out activities:

- Completion of Phase 2.3B through to Phase 2.7
- Pathway construction and landscaping
- Tree Planting and warranty obligations
- Traffic signal installations
- Decommissioning of the clean fill site
- Ongoing maintenance activities
- Land development manager fees as sales close

Long-Term

The funding will support the completion and close out of The Towns South Development. This will allow the City to fulfill servicing commitments, achieve final acceptance and turnover of infrastructure, and realize the financial returns through the completion of existing land sale agreements.

Without funding, the completion of the final phases would be delayed. This would postpone revenues and tax growth, impact existing builder commitments, delay project close out, and increase future costs (due to inflation, maintenance requirements, and potential redesign). Delay could also result in contractual or legal implications associated with existing land sale agreements.

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Question 3

A list of the capital projects in the same prioritized format as provided in the 2026 budget report, complete with the priority ranking that were previously developed, for example.

Answer

The overall Colliers Rankings are included in Appendix J-3 for the Proposed Capital Plan and Unfunded Projects.

The Colliers rankings help assess the relative priority of capital investments. The results generally favor projects that address public safety, environmental compliance, accessibility, asset preservation, and essential service delivery. Lower-ranked projects were administrative systems, internal facility improvements, development initiatives, and discretionary enhancements.

Colliers rankings were only one component of Administration's capital planning process. The City also considered legislative and regulatory requirements, asset condition, operational needs, growth pressures, funding, timing, interdependencies between projects, City Council direction, and emerging demands.

Overall, the recommended capital program balances the Colliers prioritization framework with professional judgment from subject matter experts.

Question 4

A list of changes to budget amounts from the 2026 budget, including any projects which are no longer listed, incurred cost increases, or were cut (ex. Bus shelter amounts, and the accessible playgrounds line item);

Answer

The proposed 2027-2031 Capital Plan focuses on affordability, asset preservation, and service sustainability. Compared to the 2026 Approved Capital Plan, funding generally increased for infrastructure renewal, transportation safety, accessibility improvements, transit fleet replacement, and recreational asset renewal. Several major growth, expansion, and community enhancement projects have been deferred, moved below the funding line, or removed entirely.

Notable projects that removed or deferred include the Prince of Wales Drive expansion, Ring Road Widening, Indoor Skateboard Park, and the Park Lighting Program.

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Significant investment is proposed for Street Infrastructure Renewal, Vision Zero initiatives, Playground Replacement and Restoration, Transit Fleet Replacement, and new pedestrian connectivity projects.

A summary of investment changes by service is below and a detailed table with changes by project is in Appendix J-2.

Service Area	Overall Investment Trend	Key Observations
Transportation Infrastructure	▲ Significant Increase	Increased funding for Street Infrastructure Renewal, Vision Zero initiatives, traffic controls, and pedestrian connectivity. Major growth projects such as Ring Road Widening and Prince of Wales Drive expansion deferred.
Transit	▲ Increase	Transit Fleet Replacement funding increased substantially in later years; Transit Storage Garage Expansion deferred.
Parks & Recreation	▲ Moderate Increase	New funding for Playground Replacement and Restoration, Outdoor Pools, Tennis and Pickleball Courts, and Off-Leash Dog Parks. Some discretionary projects such as the Indoor Skateboard Park removed.
Accessibility	▲ Increase	New investments in pedestrian accessibility and continued funding for recreation accessibility improvements.
Facilities & Civic Buildings	▼ Decrease	Several facility-related programs and projects reduced, deferred or removed, including Facilities Asset Management and Operational Yard Facilities.
Waste Management & Environmental Services	▼ Moderate Decrease (overall)	Active Landfill Gas Capture and Use project removed; however, landfill gas collection investments increase over the longer term.
Community Development & Revitalization	▼ Decrease	11th Avenue Revitalization and several enhancement projects removed or deferred.
Growth Infrastructure	▼ Significant Decrease	Multiple growth-related transportation projects moved below the funding line, reducing capital commitments.

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Question 5

A summary showing pertinent, relevant and non-commercially sensitive information showing City Facility assets and leases, in a format similar to the example below, to include the value of City-owned assets, the amount of total leases rates, and the amount of lease rates, and the amount of maintenance dollars required to bring facilities to desired FCI rate;

Answer

Capital Project J1138 - Facilities Asset Management

($000's)	2027	2028	2029	2030	2031	Total
Forecasted Budget	**9,925.3**	**8,200.0**	**9,057.3**	**11,557.3**	**10,557.3**	**49,297.3**
Funded By						
Current Contribution	9,925.3	8,200.0	9,057.3	11,557.3	10,557.3	49,297.3

This program allocates funding to key facilities for projects identified in the Facilities capital planning program and other condition assessments. Key assets include 187 priority facilities - buildings that are regularly occupied by staff and the public, essential for delivering community programs and services. There are 582 other facility assets, including Transit shelters, seasonal and storage facilities.

The current deferred maintenance backlog totals approximately $130 million, with $109 million attributed to priority facilities. Addressing this gap will require over $20 million annually over the next 10 years, to reach a sustainable level of asset management.

Facility Asset Information

Two tables are included below with information on the facilities portfolio. It should be noted that the Asset Values and Funding to Achieve Facility Condition Index (FCI) Target are based on replacing assets and systems like-for-like. These values do not include upgrading the facilities to modern code, energy, climate adaptation, accessibility or programming standards. The first table includes a summary of leased and owned facility assets grouped by service area including data on size, value, funding needed to align condition of facility to target and utilization where applicable. The second table provides the same data for each priority facility asset and other facility assets.

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Facilities Assets by Service Area

Table 1 – Facilities Assets by Service Area Summary

Service Area	Leased/ Owned	# of Facilities Assets	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition Target	Utilization Rate
Transit	Owned	3	17,100 m^2	$77,408,000	$270,000	100%
Recreation & Culture	Owned	89	64,700 m^2	$292,723,000	$61,347,000	Based on programming
Parks and Open Space	Owned	32	6,900 m^2	$30,018,000	$1,305,000	Seasonal Or N/A
Civic Facilities	Owned	40	94,700 m^2	$402,578,000	$37,722,000	99%
Fire & Protective Services	Owned	15	8,800 m^2	$54,584,000	$5,985,000	100%
Cemeteries	Owned	5	800 m^2	$2,427,000	$176,000	100%
Civic Fleet	Owned	3	6,400 m^2	$25,974,000	$4,948,000	100%
Office Space	Leased	1	848 m^2	N/A	N/A	100%
Other Assets (Transit shelters, parking lots, tennis courts, outdoor rink shelters, park structures, low value storage and maintenance facilities)	Owned	582	105,200 m^2	$61,081,000	$20,947,000	N/A
Total		770	305,448 m^2	$946,793,000	$132,700,000	

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Table 2 – Facilities Assets by Service Area – Detailed Listing

Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Riverside Cemetery Equipment Storage Building	Cemeteries	Maintenance and Storage Facilities	Owned	1001 Assiniboine Avenue East	230	$561,000	$37,025	100%
Riverside Cemetery Garage East	Cemeteries	Maintenance and Storage Facilities	Owned	1001 Assiniboine Avenue East	72	$74,000	$0	100%
Riverside Cemetery Garage West	Cemeteries	Maintenance and Storage Facilities	Owned	1001 Assiniboine Avenue East	60	$54,000	$0	100%
Regina Cemetery Office and Maintenance Building	Cemeteries	Office Space	Owned	2120 4th Avenue	116	$511,000	$138,586	100%
Riverside Cemetery Office Building	Cemeteries	Office Space	Owned	1001 Assiniboine Avenue East	317	$1,227,000	$0	100%
Building B - Water Works Shop	Civic Facilities	Maintenance and Storage Facilities	Owned	2505 4th Avenue	395	$1,530,000	$749,473	100%
Building D - Roadways and Transportation	Civic Facilities	Maintenance and Storage Facilities	Owned	1157 Albert Street	8,126	$31,999,000	$4,799,833	100%
Building G - Equipment Storage/Transit Paint Booth	Civic Facilities	Maintenance and Storage Facilities	Owned	2420 5th Avenue	494	$1,529,000	$143,708	100%
Central Stores Building #2 (Cold Storage)	Civic Facilities	Maintenance and Storage Facilities	Owned	1483 6th Avenue	360	$570,000	$153,965	100%
Central Stores Building #3 (Clothing)	Civic Facilities	Maintenance and Storage Facilities	Owned	1483 6th Avenue	145	$419,000	$205,118	100%
Central Stores Building #4 (Main Warehouse)	Civic Facilities	Maintenance and Storage Facilities	Owned	1483 6th Avenue	240	$623,000	$311,546	100%
Central Stores Cement Storage Shed	Civic Facilities	Maintenance and Storage Facilities	Owned	1483 6th Avenue	50	$97,000	$4,830	100%
Central Stores Hazardous Materials Building	Civic Facilities	Maintenance and Storage Facilities	Owned	1310 7th Avenue	137	$367,000	$0	100%
Central Stores Pipe Storage Buildings	Civic Facilities	Maintenance and Storage Facilities	Owned	1483 6th Avenue	132	$79,000	$0	100%
Chrysler Building	Civic Facilities	Maintenance and Storage Facilities	Owned	1500 4th Avenue	5,968	$14,415,000	$0	100%

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Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
McCarthy Pumping Station Heated Garage	Civic Facilities	Maintenance and Storage Facilities	Owned	6550 Oriole place	446	$1,430,000	$0	100%
Parks & Facilities Yard Vehicle and Equipment Storage	Civic Facilities	Maintenance and Storage Facilities	Owned	830B Toronto Street	1,861	$4,507,000	$0	100%
St. John Yard Asphalt Plant Shop	Civic Facilities	Maintenance and Storage Facilities	Owned	1310 6th Avenue	614	$1,984,000	$0	100%
St. John Yard Roadways Concrete Crew Workshop	Civic Facilities	Maintenance and Storage Facilities	Owned	1001 St John Street	135	$205,000	$90,047	100%
St. John Yard Roadways Tool & Supply Storage Building	Civic Facilities	Maintenance and Storage Facilities	Owned	1001 St John Street	225	$201,000	$0	100%
St. John Yard Salt Storage Building (2002)	Civic Facilities	Maintenance and Storage Facilities	Owned	1001 St John Street	656	$1,060,000	$0	100%
Building A - Administration Building	Civic Facilities	Office Space	Owned	2425 4th Avenue	781	$5,419,000	$0	100%
Building C - Traffic Building & Water Supply	Civic Facilities	Office Space	Owned	1075 Albert Street	2,801	$9,441,000	$3,776,293	100%
Building F - Solid Waste, Water & Sewer	Civic Facilities	Office Space	Owned	2400 6th Avenue	3,254	$9,868,000	$0	100%
Central Stores Building #1 (Salvage)	Civic Facilities	Office Space	Owned	1483 6th Avenue	272	$585,000	$128,740	100%
Central Stores Office	Civic Facilities	Office Space	Owned	1483 6th Avenue	72	$212,000	$251,917	100%
City Hall	Civic Facilities	Office Space	Owned	2476 Victoria Avenue	16,700	$108,857,000	$11,756,543	97%
Old # 1 Fire Hall	Civic Facilities	Office Space	Owned	1654 11th Avenue	1,722	$5,142,000	$1,630,085	90%
Parks & Facilities Yard Operations Centre	Civic Facilities	Office Space	Owned	830C Toronto Street	3,222	$12,387,000	$0	100%
Parks and Facilities Administration Building	Civic Facilities	Office Space	Owned	1430 4th Avenue	977	$5,374,000	$0	100%
St. John Yard Asphalt Plant Managers Office	Civic Facilities	Office Space	Owned	1483 6th Avenue	30	$119,000	$183,391	100%
St. John Yard Asphalt Plant Trailer	Civic Facilities	Office Space	Owned	1310 6th Avenue	45	$171,000	$126,195	100%
St. John Yard Materials Testing Lab	Civic Facilities	Office Space	Owned	1480 6th Avenue	93	$439,000	$144,852	100%

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Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
St. John Yard Weigh Scale Building	Civic Facilities	Office Space	Owned	1169 Toronto Street	54	$278,000	$247,521	100%
Waste Management Centre	Civic Facilities	Office Space	Owned	500 North Prince of Wales Drive	7,289	$32,921,000	$0	100%
City Hall Parkade	Civic Facilities	Parking Lot	Owned	2476 Victoria Avenue	8,839	$8,176,000	$1,117,695	100%
Pedway - Bank of Montreal to Cornwall Centre (4)	Civic Facilities	Pedestrian Pedway - Facilities	Owned	2100 11th Avenue	61	$600,000	$183,067	N/A
Pedway - Gilmore Building to Ag Place across City Lane (3)	Civic Facilities	Pedestrian Pedway - Facilities	Owned	1825 Scarth Street	49	$311,000	$62,727	N/A
Pedway - Main & 2nd level Gilmore Building to City Lane (2)	Civic Facilities	Pedestrian Pedway - Facilities	Owned	1825 Scarth Street	88	$467,000	$40,125	N/A
Pedway - Scarth St Mall to Gilmore Building (1)	Civic Facilities	Pedestrian Pedway - Facilities	Owned	1839 Scarth Street	260	$2,620,000	$217,486	N/A
Emergency Services Building	Civic Facilities	Police Facilities	Owned	1654 11th Avenue	446	$2,081,000	$1,209,238	100%
Mitakuyé Owâs'ā Centre	Civic Facilities	Police Facilities	Owned	1770 Halifax Street	3,320	$15,336,000	$1,150,237	100%
RPS Headquarters East	Civic Facilities	Police Facilities	Owned	1717 Osler Street	11,904	$57,562,000	$9,037,187	80%
Regina Police Services Headquarters Link	Civic Facilities	Police Facilities	Owned	1717 Sask Drive	3,258	$15,626,000	$0	100%
Regina Police Services Headquarters West	Civic Facilities	Police Facilities	Owned	1717 Saskatchewan Drive	9,198	$49,002,000	$0	100%
Fire Station #1	Fire & Protective Services	Fire Facilities	Owned	2585 13th Avenue	845	$5,517,000	$2,234,435	100%
Fire Station #2	Fire & Protective Services	Fire Facilities	Owned	1770 9th Avenue North	937	$6,257,000	$938,557	100%
Fire Station #3	Fire & Protective Services	Fire Facilities	Owned	2640 31st Avenue	822	$5,178,000	$559,274	100%

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Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Fire Station #4	Fire & Protective Services	Fire Facilities	Owned	3855 Dewdney Avenue	1,023	$8,009,000	$0	100%
Fire Station #5	Fire & Protective Services	Fire Facilities	Owned	2700 East Arens Road	937	$6,039,000	$597,822	100%
Fire Station #6	Fire & Protective Services	Fire Facilities	Owned	303 Rink Avenue	723	$4,749,000	$945,020	100%
Fire Station #7	Fire & Protective Services	Fire Facilities	Owned	132 Victoria Avenue	777	$5,230,000	$141,217	100%
Fire Administration Headquarters	Fire & Protective Services	Fire Support Facilities	Owned	1205 Ross Avenue	622	$4,222,000	$0	100%
Fire Education and Training Centre	Fire & Protective Services	Fire Support Facilities	Owned	1201 Ross Avenue	1,296	$7,313,000	$0	100%
Fire Education Trailer	Fire & Protective Services	Fire Support Facilities	Owned	1201 Ross Avenue	36	$11,000	$0	N/A
Fire Farm House	Fire & Protective Services	Fire Support Facilities	Owned	1201 Ross Avenue	54	$145,000	$0	N/A
Fire Quonset	Fire & Protective Services	Fire Support Facilities	Owned	1201 Ross Avenue	216	$572,000	$137,332	100%
Fire Search & Rescue House	Fire & Protective Services	Fire Support Facilities	Owned	1201 Ross Avenue	52	$91,000	$60,270	N/A
Fire Smoke House	Fire & Protective Services	Fire Support Facilities	Owned	1201 Ross Avenue	77	$159,000	$0	N/A
Fire Training Tower	Fire & Protective Services	Fire Support Facilities	Owned	1201 Ross Avenue	384	$1,092,000	$371,237	N/A
Building E - Heavy Fleet Equipment Garage	Civic Fleet	Maintenance and Storage Facilities	Owned	1145 McIntyre Street	4,386	$17,162,000	$858,089	100%

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Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Fleet Services Lube Shack	Civic Fleet	Maintenance and Storage Facilities	Owned	1145 McIntyre Street	22	$111,000	$0	N/A
Light Fleet Equipment Garage Building (A)	Civic Fleet	Maintenance and Storage Facilities	Owned	830 Toronto Street	2,013	$8,702,000	$4,089,775	100%
Goulet Golf Course Cart Storage Building #1 (Joanne)	Parks and Open Space	Golf Course Facilities	Owned	8045 Kestral Drive	75	$109,000	$0	Primarily Seasonal
Goulet Golf Course Cart Storage Building #2 (Joanne)	Parks and Open Space	Golf Course Facilities	Owned	8045 Kestral Drive	119	$157,000	$0	Primarily Seasonal
Goulet Golf Course Clubhouse (Joanne)	Parks and Open Space	Golf Course Facilities	Owned	8045 Kestral Drive	324	$2,084,000	$0	Primarily Seasonal
Goulet Golf Course Maintenance Building (Joanne)	Parks and Open Space	Golf Course Facilities	Owned	8045 Kestral Drive	244	$945,000	$0	Primarily Seasonal
Goulet Golf Course Pump House (Joanne)	Parks and Open Space	Golf Course Facilities	Owned	8045 Kestral Drive	23	$80,000	$0	Primarily Seasonal
Lakeview Par 3 Golf Course - Pump House	Parks and Open Space	Golf Course Facilities	Owned	3100 Kings Road	32	$69,000	$0	N/A
Lakeview Par 3 Golf Course Cart Storage	Parks and Open Space	Golf Course Facilities	Owned	3100 Kings Road	16	$45,000	$0	Primarily Seasonal
Lakeview Par 3 Golf Course Clubhouse	Parks and Open Space	Golf Course Facilities	Owned	3100 Kings Road	137	$644,000	$39,258	Primarily Seasonal
Lakeview Par 3 Golf Course Maintenance Building	Parks and Open Space	Golf Course Facilities	Owned	3100 Kings Road	68	$191,000	$0	Primarily Seasonal
Murray Golf Course Chemical & Equipment Storage Building	Parks and Open Space	Golf Course Facilities	Owned	Murray Golf Course NE121819W2	108	$392,000	$0	Primarily Seasonal
Murray Golf Course Clubhouse	Parks and Open Space	Golf Course Facilities	Owned	Murray Golf Course NE121819W2	791	$5,340,000	$715,528	Primarily Seasonal
Murray Golf Course Pump House	Parks and Open Space	Golf Course Facilities	Owned	Murray Golf Course NE121819W2	30	$193,000	$0	Primarily Seasonal
Murray Golf Course Washroom (2013)	Parks and Open Space	Golf Course Facilities	Owned	Murray Golf Course NE121819W2	21	$83,000	$0	Primarily Seasonal

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Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Murray Golf Course Washroom Building	Parks and Open Space	Golf Course Facilities	Owned	Murray Golf Course NE121819W2	35	$145,000	$0	Primarily Seasonal
Tor Hill Golf Course Clubhouse	Parks and Open Space	Golf Course Facilities	Owned	Tor Hill Golf Course SW121819W2	1,120	$7,702,000	$0	Primarily Seasonal
Tor Hill Golf Course Fertilizer Building	Parks and Open Space	Golf Course Facilities	Owned	Tor Hill Golf Course SW121819W2	47	$127,000	$0	Primarily Seasonal
Tor Hill Golf Course Potable Water Pump House	Parks and Open Space	Golf Course Facilities	Owned	Tor Hill Golf Course SW121819W2	30	$130,000	$0	Primarily Seasonal
Tor Hill Golf Course Pump House	Parks and Open Space	Golf Course Facilities	Owned	Tor Hill Golf Course SW121819W2	20	$175,000	$0	Primarily Seasonal
Tor Hill Golf Course Washroom (2013)	Parks and Open Space	Golf Course Facilities	Owned	Tor Hill Golf Course SW121819W2	21	$83,000	$0	Primarily Seasonal
Tor Hill Golf Course Washroom Building	Parks and Open Space	Golf Course Facilities	Owned	Tor Hill Golf Course SW121819W2	24	$104,000	$0	Primarily Seasonal
Floral Conservatory & Greenhouse Setup Area (Link)	Parks and Open Space	Maintenance and Storage Facilities	Owned	1308 4th Avenue	806	$2,791,000	$0	Based on Programming
King's Park Maintenance Building (2005)	Parks and Open Space	Maintenance and Storage Facilities	Owned	King's Park SE121819W2	601	$2,648,000	$0	100%
Lakeridge Park Sub Depot	Parks and Open Space	Maintenance and Storage Facilities	Owned	5657 Rochdale Boulevard	102	$319,000	$0	Primarily Seasonal
Parks District #1 NW Depot	Parks and Open Space	Maintenance and Storage Facilities	Owned	1010 McCarthy Boulevard	228	$609,000	$213,070	100%
Parks District #1 NW Equipment Storage Building	Parks and Open Space	Maintenance and Storage Facilities	Owned	1010 McCarthy Boulevard	300	$467,000	$0	100%
Parks District #2 SE Depot	Parks and Open Space	Maintenance and Storage Facilities	Owned	1109 14th Avenue East	353	$1,006,000	$0	100%
Parks District #2 SE Equipment Storage Building	Parks and Open Space	Maintenance and Storage Facilities	Owned	1109 14th Avenue East	300	$698,000	$0	100%

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Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Parks District #3 SW Depot	Parks and Open Space	Maintenance and Storage Facilities	Owned	4445 13th Avenue	345	$1,088,000	$337,423	100%
Parks District #3 SW Equipment Storage Building	Parks and Open Space	Maintenance and Storage Facilities	Owned	4445 13th Avenue	300	$438,000	$0	100%
Victoria Park Maintenance Building	Parks and Open Space	Maintenance and Storage Facilities	Owned	2190 Victoria Avenue	60	$184,000	$0	Primarily Seasonal
Wascana View Maintenance Sub Depot	Parks and Open Space	Maintenance and Storage Facilities	Owned	4010 Prince of Wales Drive	96	$480,000	$0	Primarily Seasonal
Windsor Park Maintenance Sub Depot	Parks and Open Space	Maintenance and Storage Facilities	Owned	3800 East Cumberland Road	96	$492,000	$0	Primarily Seasonal
Al Ritchie Memorial Arena	Recreation & Culture	Arenas	Owned	2230 Lindsay Street	3,069	$14,440,000	$0	Based on Programming
Balfour Arena (Murray)	Recreation & Culture	Arenas	Owned	70 Massey Road	2,312	$8,329,000	$0	Based on Programming
Hamilton Arena (Jack)	Recreation & Culture	Arenas	Owned	1010 McCarthy Boulevard	2,317	$7,143,000	$1,378,561	Based on Programming
Kinsmen Arena (Wheat City)	Recreation & Culture	Arenas	Owned	560 Elphinstone Street	2,322	$7,634,000	$5,564,862	Based on Programming
Mahon Arena (Clarence)	Recreation & Culture	Arenas	Owned	130 Brotherton Avenue	2,302	$8,159,000	$0	Based on Programming
Optimist Arena	Recreation & Culture	Arenas	Owned	222 Sunset Drive	2,322	$7,973,000	$4,951,425	Based on Programming
Staples Arena (Jack)	Recreation & Culture	Arenas	Owned	444 Broad Street North	2,366	$7,712,000	$2,498,616	Based on Programming
Wickenheiser Arena (Doug)	Recreation & Culture	Arenas	Owned	1127 North Arnason Street	3,311	$13,169,000	$2,370,354	Based on Programming
Currie Field Electrical Building	Recreation & Culture	Maintenance and Storage Facilities	Owned	750 Winnipeg Street North	13	$740,000	$0	N/A
Leslie Lawn Bowling Park Maintenance Building	Recreation & Culture	Maintenance and Storage Facilities	Owned	3820 Victoria Avenue	30	$44,000	$0	N/A
Mount Pleasant Maintenance Building	Recreation & Culture	Maintenance and Storage Facilities	Owned	750 Winnipeg Street North	130	$524,000	$118,454	N/A
Regina Senior Citizens Centre Storage	Recreation & Culture	Maintenance and Storage Facilities	Owned	2134 Winnipeg Street	56	$135,000	$0	N/A

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Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Fieldhouse	Recreation & Culture	Major Facilities	Owned	1717 Elphinstone Street	7,915	$32,213,000	$8,536,429	Based on Programming
Lawson Aquatic Centre	Recreation & Culture	Major Facilities	Owned	1717 Elphinstone Street	3,832	$26,926,000	$15,212,944	Based on Programming
North West Leisure Centre	Recreation & Culture	Major Facilities	Owned	1127 North Arnason Street	2,305	$15,760,000	$3,703,542	Based on Programming
Sandra Schmirler Leisure Centre	Recreation & Culture	Major Facilities	Owned	3130 East Woodhams Drive	3,609	$23,026,000	$3,154,499	Based on Programming
Arcola East Community Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	3860 Buckingham Drive East	1,514	$7,216,000	$0	Based on Programming
Argyle Park Community Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	35 Davin Crescent	553	$2,855,000	$0	Based on Programming
Cathedral Neighbourhood Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	2900 13th Avenue	769	$4,262,000	$456,022	Based on Programming
Core Ritchie Neighbourhood Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	445 14th Avenue	970	$5,902,000	$1,062,280	Based on Programming
Eastview Community Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	615 6th Avenue	505	$3,456,000	$0	Based on Programming
Glencairn Neighbourhood Recreation Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	2626 Dewdney Avenue East	989	$4,906,000	$402,322	Based on Programming
Neil Balkwill Civic Arts Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	2420 Elphinstone Street	1,195	$7,064,000	$1,137,381	Based on Programming
Northeast Community Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	205 Hamilton Street	749	$4,034,000	$0	Based on Programming
Regina Senior Citizens Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	2134 Winnipeg Street	1,651	$8,777,000	$658,284	Based on Programming
Regina Senior Citizens Elphinstone Street Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	2404 Elphinstone Street	100	$886,000	$254,303	Based on Programming
South Leisure Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	170 Sunset Drive	1,414	$8,196,000	$614,718	Based on Programming
Uplands Community Centre	Recreation & Culture	Neighborhood / Community Centres	Owned	20 Weekes Crescent	530	$2,701,000	$918,186	Based on Programming

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Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Gocki Park Outdoor Boarded Rink	Recreation & Culture	Outdoor Boarded Rinks	Owned	2230 Lindsay Street	1,445	$659,000	$0	Primarily Seasonal
Grassick Playground Outdoor Boarded Rink	Recreation & Culture	Outdoor Boarded Rinks	Owned	901 Garnet Street	1,557	$570,000	$0	Primarily Seasonal
Lakeview Park Outdoor Boarded Rink	Recreation & Culture	Outdoor Boarded Rinks	Owned	2910 Athol Street	1,576	$790,000	$0	Primarily Seasonal
Leslie Park Outdoor Boarded Rink	Recreation & Culture	Outdoor Boarded Rinks	Owned	3820 Victoria Avenue	1,556	$567,000	$0	Primarily Seasonal
Buffalo Meadows Pool	Recreation & Culture	Outdoor Pools	Owned	1401 Montague Street	686	$2,249,000	$1,461,651	Primarily Seasonal
Maple Leaf Pool	Recreation & Culture	Outdoor Pools	Owned	1101 14th Avenue	1,339	$6,077,000	$0	Primarily Seasonal
Massey Pool	Recreation & Culture	Outdoor Pools	Owned	100 Massey Road	1,339	$4,185,000	$3,012,885	Primarily Seasonal
Regent Pool	Recreation & Culture	Outdoor Pools	Owned	3600 McKinley Avenue	1,217	$3,976,000	$2,624,118	Primarily Seasonal
Wascana Pool	Recreation & Culture	Outdoor Pools	Owned	2400 Wascana Drive	1,023	$22,094,000	$0	Primarily Seasonal
Dr. AE Perry Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	40 Cowie Road	36	$112,000	$0	Primarily Seasonal
Eastview Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	540 4th Avenue	48	$143,000	$0	Primarily Seasonal
Elsie Mironuck School Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	20 Wakefield Crescent	60	$100,000	$5,093	Primarily Seasonal
Glen Elm Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	1601 Bond Street	60	$165,000	$0	Primarily Seasonal
Gocki Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	2230 Lindsay Street	45	$83,000	$0	Primarily Seasonal
Grassick Playground Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	901 Garnet Street	45	$98,000	$0	Primarily Seasonal
Imperial Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	305 Rose Street	86	$302,000	$0	Primarily Seasonal
Judge Bryant School Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	2626 Dewdney Avenue East	54	$119,000	$0	Primarily Seasonal
Lakeview Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	2910 Athol Street	50	$138,000	$0	Primarily Seasonal
Leslie Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	3820 Victoria Avenue	50	$113,000	$0	Primarily Seasonal

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Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Litzenberger Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	100 Rink Avenue	45	$127,000	$0	Primarily Seasonal
McMurchy Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	250 North Garnet Street	78	$194,000	$0	Primarily Seasonal
Mcveety Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	1851 Jubilee Avenue	60	$158,000	$0	Primarily Seasonal
Mike Badham Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	2606 Grant Road	60	$180,000	$0	Primarily Seasonal
MJ Coldwell Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	115 Fairview Road	77	$218,000	$0	Primarily Seasonal
Rick Hansen Rink Shelter	Recreation & Culture	Outdoor Rink Shelters	Owned	1010 McCarthy Boulevard	30	$95,000	$0	Primarily Seasonal
Rochdale Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	6700 Rochdale Boulevard	36	$126,000	$0	Primarily Seasonal
Rosemont School Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	5310 4th Avenue	45	$121,000	$0	Primarily Seasonal
Ruth M Buck Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	6310 7th Avenue North	48	$162,000	$0	Primarily Seasonal
Stan Oxelgren Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	126 Sangster Boulevard	48	$145,000	$0	Primarily Seasonal
University Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	165 Windfield Road	50	$126,000	$0	Primarily Seasonal
Westhill Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	8045 Kestral Drive	35	$146,000	$0	Primarily Seasonal
WF Ready Park Rink Shelter (Boarded Rink)	Recreation & Culture	Outdoor Rink Shelters	Owned	2710 Helmsing Street	46	$128,000	$0	Primarily Seasonal
Currie Field Washroom Trailer	Recreation & Culture	Outdoor Washrooms	Owned	750 Winnipeg Street North	56	$279,000	$109,961	N/A
Grassick Park Washroom Building	Recreation & Culture	Outdoor Washrooms	Owned	5325 Dewdney Avenue	45	$170,000	$0	N/A
Kaplan Field Washroom Building	Recreation & Culture	Outdoor Washrooms	Owned	750 Winnipeg Street North	217	$1,016,000	$75,163	N/A
Kinsmen Park South Washroom Building	Recreation & Culture	Outdoor Washrooms	Owned	3310 Lakeview Avenue	60	$151,000	$0	N/A
Kiwanis Waterfall Park Washroom Building	Recreation & Culture	Outdoor Washrooms	Owned	2755 Elphinstone Street	112	$291,000	$0	N/A

Appendix J – Preliminary Forecast Referral Motion Responses

Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Mount Pleasant Soccer Washroom Building	Recreation & Culture	Outdoor Washrooms	Owned	750 Winnipeg Street North	164	$882,000	$0	N/A
Regent Park Washroom Building	Recreation & Culture	Outdoor Washrooms	Owned	3810 McKinley Avenue	27	$184,000	$0	N/A
Rick Hanson House Washroom Building	Recreation & Culture	Outdoor Washrooms	Owned	1010 McCarthy Boulevard	94	$518,000	$253,576	N/A
Eastview Park Spray Pad	Recreation & Culture	Spraypad	Owned	945 Broder Street	8	$154,000	$0	N/A
Glen Elm Park Spray Pad	Recreation & Culture	Spraypad	Owned	1601 Bond Street	9	$185,000	$0	N/A
Gocki Park Spray Pad	Recreation & Culture	Spraypad	Owned	2230 Lindsay Street	7	$102,000	$47,840	N/A
Imperial Park Spray Pad	Recreation & Culture	Spraypad	Owned	305 Rose Street	12	$221,000	$0	N/A
Kinsmen Park North Spray Pad	Recreation & Culture	Spraypad	Owned	750 Pasqua Street	12	$161,000	$0	N/A
Kinsmen Park South Spray Pad	Recreation & Culture	Spraypad	Owned	3310 Lakeview Avenue	14	$405,000	$0	N/A
Maple Ridge Park Spray Pad	Recreation & Culture	Spraypad	Owned	6918 Maple Brook Crescent	7	$133,000	$67,708	N/A
Parkridge Park Spray Pad	Recreation & Culture	Spraypad	Owned	1243 Rossie Drive	12	$153,000	$0	N/A
Queen Elizabeth Park Spray Pad	Recreation & Culture	Spraypad	Owned	121 Broadway Avenue East	10	$165,000	$0	N/A
Rick Hansen Spray Pad	Recreation & Culture	Spraypad	Owned	1010 McCarthy Boulevard	7	$183,000	$78,734	N/A
Rosemont Park Spray Pad	Recreation & Culture	Spraypad	Owned	1101 Walker Street	12	$176,000	$0	N/A
South Leisure Spray Pad	Recreation & Culture	Spraypad	Owned	170 Sunset Drive	12	$191,000	$83,836	N/A
Varsity Park Spray Pad	Recreation & Culture	Spraypad	Owned	2635 East Philip Road	9	$120,000	$0	N/A
Currie Field Clubhouse	Recreation & Culture	Support Facilities	Owned	750 Winnipeg Street North	251	$1,199,000	$347,760	Primarily Seasonal
Currie Field Concession Trailer	Recreation & Culture	Support Facilities	Owned	750 Winnipeg Street North	63	$189,000	$102,628	N/A
Currie Field Press Box	Recreation & Culture	Support Facilities	Owned	750 Winnipeg Street North	59	$286,000	$0	N/A

Appendix J – Preliminary Forecast Referral Motion Responses

Facility Asset	Service Area	Use	Leased/ Owned	Address	Total Area (m^2)	Asset Value ($)	Funding to Achieve Condition (FCI) Target	Utilization Rate
Douglas Park Storage Bunker	Recreation & Culture	Support Facilities	Owned	3025 McDonald Street	416	$2,422,000	$0	N/A
Douglas Park Support Facility	Recreation & Culture	Support Facilities	Owned	210 Assiniboine Avenue East	494	$2,381,000	$0	Based on Programming
Douglas Park Timekeepers / Storage Building	Recreation & Culture	Support Facilities	Owned	3025 McDonald Street	143	$414,000	$0	Primarily Seasonal
Kaplan Field Press Box	Recreation & Culture	Support Facilities	Owned	750 Winnipeg Street North	67	$264,000	$82,894	N/A
Leslie Lawn Bowling Park Clubhouse	Recreation & Culture	Support Facilities	Owned	3820 Victoria Avenue	226	$1,086,000	$0	Primarily Seasonal
Transit Fleet Maintenance Facility	Transit	Maintenance and Storage Facilities	Owned	333 Winnipeg Street	5,674	$28,621,000	$0	100%
Transit Information Centre	Transit	Office Space	Owned	2124 11th Avenue	642	$3,287,000	$269,531	100%
Transit Operations Centre	Transit	Office Space	Owned	333 Winnipeg Street	10,740	$45,500,000	$0	100%
Other Assets	Various	Transit shelters, parking lots, tennis courts, outdoor rink shelters, park structures, low value storage and maintenance facilities	Owned	Various	105,200	$61,081,000	$20,947,000	N/A
Waterworks Office Building	Civic Facilities	Office Space	Leased	1430 McIntyre Street	848	N/A	N/A	100%
				Total	**305,417**	**$948,231,000**	**$132,699,298**	

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Appendix J – Preliminary Forecast Referral Motion Responses

Question 6 & 7

6) A list of capital project grants both applied for and are outstanding to date, and grants that Administration anticipates it will apply for in 2027, that if approved could affect prioritization or capital projects; and

7) A list of capital projects that currently meet the requirements to apply for grants.

Answer

Four capital projects in 2027 have received confirmed funding. Seven applications are pending decisions. Budget changes to the projects identified could impact associated funding requirements and approvals.

Table 1 Status of Capital Grants Applied For in 2026

Grant	Project	Funding Requested (000's)	Status
Canada Public Transit Fund – Baseline Funding	J1032 – Transit Fleet Replacement A1091 – Bus Shelter Upgrades	$24.030	Approved
Canada Housing Infrastructure Fund – Provincial Territorial	F1171 - Taylor Field Redevelopment Project	$10.590	Approved
Build Communities Strong Fund – Direct Delivery	U7068 – Wastewater Capacity Upgrades (South Trunk Replacement)	$29.080	Approved
Canada Housing Infrastructure Fund – Provincial Territorial	U5055 – Northwest Regional Wastewater Lift Station	$36.670	Pending Decision
Active Transportation Fund	F0125 – Central Loop Trail	$1.800	Pending Decision
Green Municipal Fund – Adaptation in Action Capital	New Project 208 – Green Infrastructure (Al Ritchie Green Infrastructure Pilot)	$800	Pending Decision

Appendix J – Preliminary Forecast Referral Motion Responses

Grant	Project	Funding Requested (000's)	Status
Greening Canada's Community Canopies	E1029 – New Cricket Field (Rawlinson Park)	$500	Pending Decision
Build Communities Strong Fund – Direct Delivery	U5055 – Northwest Regional Wastewater Lift Station	$61.850	Pending Decision
Build Communities Strong Fund – Direct Delivery	Heritage Infrastructure Renewal (F1151 – Saskatchewan Drive Corridor Improvement Phase I – Heritage & U7070 – Heritage Drainage Upgrade)	$39.660	Pending Decision
Build Communities Strong Fund – Local Impact Stream	E1761 – Parkdale Park Revitalization	$1.000	Pending Decision

Below is an overview of both known and potential funding opportunities in 2027. Many are closed and it is unknown if or when they will have future intakes. Administration is inferring on eligibility based on previous intakes.

Administration identified projects that could meet the requirements of future funding programs. In some cases, a project may fit the criteria of multiple funding programs.

Canada Public Transit Fund – Strong Transit Fund

The Strong Transit Fund supports public transit projects across Canada. Canada is currently working with the provincial government to determine needs and program requirements. Potential eligible projects may include:

- New Project 160 – Accessible Sidewalk and Concrete Renewal Program
- F1033 – On-Street Bike Lanes & Multi-use Pathways.
- J1032 – Transit Fleet Replacement.
- J1264 – Facility Upgrades to Support Bus Electrification.
- A1091 – Bus Shelter Upgrades.

Appendix J – Preliminary Forecast Referral Motion Responses

- A1223 – Pedestrian Connectivity.
- New Project 191 – Active Transportation Strategy.
- F0125 – Central Loop Trail.

Build Communities Strong Fund

The Build Communities Strong Fund is investing in a wide range of infrastructure projects that support economic prosperity, housing, sport, education, health, transit, and climate adaptation. There are multiple funding streams:

Direct Delivery Stream
This stream supports regionally significant projects, climate adaptation, and community infrastructure. This steam is currently closed but may re-open in 2027. Potential eligible projects include:

- U5054 – Wastewater Treatment Plant Upgrade/Expansion.
- U7068 – Wastewater Capacity Upgrades (Lakeview Relief Alignment).

Provincial Territorial Stream
This stream supports projects related to housing, post-secondary education, and health care. Specific details are unknown. Potential eligible projects include:

- U5054 – Wastewater Treatment Plant Upgrade/Expansion.
- U7068 – Wastewater Capacity Upgrades (Lakeview Relief Alignment).

Local Impact Stream
This stream invests in shovel-ready projects that support community infrastructure for public benefit that will strengthen resilience of communities and advance regional economic development. This stream is currently closed but may re-open in 2027. Potential eligible projects include:

- J1280 – New Fire Station Development (Station #9).

Canada Housing Infrastructure Fund

The Canada Housing Infrastructure Fund aims to accelerate the construction and upgrading of housing-enabling drinking water, wastewater, stormwater, and solid waste infrastructure. There are two funding streams:

Direct Delivery Stream
This stream is for projects that must be substantially completed by September 2031. It supports pressing infrastructure needs. The stream is currently closed but may re-open in 2027. Potential eligible projects include:

- F1151 – Saskatchewan Drive Corridor Improvement Phase I – Heritage.
- U7070 – Heritage Drainage Upgrade.
- U5054 – Wastewater Treatment Plant Upgrade/Expansion.

- U7068 – Wastewater Capacity Upgrades (Lakeview Relief Alignment).

Provincial Territorial Stream

This stream enables increased housing supply through improved capacity of drinking water, wastewater, stormwater and solid waste infrastructure. The stream is currently not taking applications but may re-open in 2027. This is competitive and the amount available per intake has never been more than $37 million.
Potential eligible projects include:

- F1151 – Saskatchewan Drive Corridor Improvement Phase I - Heritage
- U7070 – Heritage Drainage Upgrade
- U5054 – Wastewater Treatment Plant Upgrade/Expansion
- U7068 – Wastewater Capacity Upgrades (Lakeview Relief Alignment)

Greening Canada's Community Canopies

This initiative provides funding for tree planting projects. This stream is currently closed but may re-open in 2027
Potential eligible projects include:

- J1248 – New Indoor Aquatics Facility – Trees
- F1171 - Taylor Field Redevelopment Project – Trees

Rick Hansen Barrier Buster Grant

This grant has helped fund accessibility projects. The grant is currently closed but may re-open in 2027.
Potential eligible projects include:

- J1276 – Recreation Facility Accessibility Improvements (Adapted Recreation)

Tennis Canada National Bank Court Refurbishment Grant

This grant aims to make tennis more accessible for all Canadians by supporting court refurbishments.
Potential eligible projects include:

- J1167 – Tennis & Pickleball Court Development

Question 8

A list of Parks, Recreational and Culture Capital projects, and include the prioritized rating of the service/sport from the Master Plans in the description and how that is weighted in prioritization.

Appendix J – Preliminary Forecast Referral Motion Responses

Answer

Funding for the Recreation/Culture Capital Plan (RCCP) is allocated to support projects that align with the City's Recreation Master Plan and Cultural Plan. Prioritization for these capital projects are provided within the Recreation Master Plan where available. In addition, prioritization of projects also considered with other City plans, and strategies, public demand, user and stakeholder input, community accessibility, financial implications, alignment with recreation trends and population shifts, availability of similar facilities within the region, opportunities for cost savings through partnerships and grant funding, and potential economic impacts.

The Recreation Master Plan also recognizes that priorities may evolve over time in response to changing community needs, emerging opportunities, new policy directions, internal and City Council direction and budget constraints. As such, the prioritization framework is intended to serve as a decision-making guide rather than a prescriptive ranking that limits future decision-making.

Items currently itemized in the RCCP in the next 10 years include:

Year	Initiative	Funding Description	Reason for Prioritization
2027 - 2031	Indoor Aquatic Facility	Supports development of the Indoor Aquatic Facility.	Identified as the top recommendation in the RMP and a significant community recreation need. City Council decision on funding.
2027 - 2031	Public Art Program	Ongoing funding for public art projects across the city.	City Council approved the Public Art Policy and directed Administration to establish ongoing funding through the 2024 Budget. Funding amount and source of funds approved by City Council through budget deliberations.
2027 - 2031	Placemaking	Funding for projects that enhance public spaces, downtown areas, neighbourhoods, and parks.	Added to the budget in 2024 to manage requests related to placemaking in the Downtown, Warehouse BID and revitalization of neighbourhoods and parks. Projects either further the CP or the RMP.
2027 - 2031	Staffing (2 FTEs)	Funds two positions supporting Recreation Master Plan and Cultural Plan implementation.	Multiple staff deliver projects related to the implementation of the RMP and CP, however rather than charging portions of positions to the RCCP, an internal decision was made to fund two full positions from the

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Appendix J – Preliminary Forecast Referral Motion Responses

Year	Initiative	Funding Description	Reason for Prioritization
			Plan ongoing. This ensures capacity to plan, coordinate, and deliver priority recreation and culture projects.
2027	New Cricket Field	Development of additional cricket infrastructure.	The RMP recommends increasing supply to one field for every 45,000 residents as demand requires it. Based on the population in 2026 this equates to six fields. Cricket has grown and demand for the current fields outweighs supply. This means there is no ability to rest any of the current fields to keep them in good condition and limited ability for the sport to grow.
2027	Ball Diamond Audit Implementation	Investments in selected ball diamonds to improve quality and condition.	The RMP recommended investing in quality of ball diamonds and reducing quantity. During Council's Catalyst Project discussion on the baseball stadium, Administration was asked to complete an audit of all City diamonds and find a way to invest in improving condition of some. Since those discussions, $1 million has been invested through the RCCP.
2028	Dog Parks	Development of the A.E. Wilson Dog Park.	The RMP recommends one off-leash dog park for every 45,000 residents, which based on current population is six locations. After approval of the RMP City Council requested an update on implementation of dog parks from Administration. At a meeting at the end of 2019, City Council approved that funding be considered through a future budget process for two municipal level dog parks. Funds were added in 2021 to the RCCP for the addition of the A.E. Wilson Dog Park, but the project was put on hold due to the South Trunk Main project and site contamination. City Council then reallocated the funds to the Indoor Aquatic Facility project. The allocation of funding from the RCCP in 2028 reinstates the project committed to by City Council in 2020/21 in alignment with the budget request for site remediation.
2029	Fieldhouse Floor Enhancements	Enhances the scheduled replacement of the Fieldhouse floor, including improved materials, line painting and in-floor electrical.	The track and flooring requires replacement. Timing is to coordinate with scheduled asset management work to maximize efficiency and value.

Appendix J – Preliminary Forecast Referral Motion Responses

Year	Initiative	Funding Description	Reason for Prioritization
2029	Canada Games Athletic Track Preliminary Design	Funding for geotechnical work and preliminary design for future track replacement.	Investment ensures the City is prepared for the full track replacement planned for 2033/34.
2031	Outdoor Pool Investment	Placeholder for future outdoor pool improvements.	Will be informed by recommendations from the 2027 Recreation Master Plan refresh.

Playgrounds Funding History

Playground capital investments have been funded through the capital plan for decades. In 2026, a budget increase was funded through the Recreation/Culture Capital Plan. This increase is incorporated in the 2027 Proposed Budget.

Year	Initiative	Funding Description	Reason for Prioritization
2027 - 2031	Playground Replacement & Restoration Program – General Capital Budget, $450,000 ongoing	Funding used for renewal, upgrades and replacement of playgrounds. Upgrades and replacements meet the Accessible Playground Design Standards.	Funding is required to maintain the current inventory of playgrounds and upgrade and replace playgrounds to meet the Accessible Playground Design Standards. This Program is funded through General Capital.
2027 - 2031	Recreation/ Culture Capital Plan - Accessible Playground Line Item, $160,000 (inflated ongoing)	An increase in the Playground Replacement and Restoration Program was requested ongoing from 2026. The requested increase was in recognition of the adoption of the Accessible Playground Design Standards.	In 2026, Administration requested an increase to the Playgrounds Replacement & Restoration Program ($160,000) through the RCCP. For 2027, the Playgrounds Replacement & Restoration program is fully funded at amount of $610,000 through General Capital, no longer requiring the $160,000 from the RCCP.

Appendix J – Preliminary Forecast Referral Motion Responses

Question 9

List of locations selected for Pedestrian Connectivity development in 2027

Answer

The locations selected for the Pedestrian Connectivity Program in 2027 are presented in the table below.

Location	Length of Connection	Details
Quance Street (north side)	350 m	A concrete sidewalk will be installed from Truesdale Drive to the existing sidewalk near the intersection of University Park Drive. This sidewalk will connect two pedestrian crossings, 3 bus stops and provide better access to both the Victoria Square mall and the businesses that line Quance Street at this location.
Victoria Ave (south side)	455 m	An asphalt pathway will be installed from Park Street to the existing pedestrian ramp at Ring Road. This sidewalk would connect two existing pedestrian ramps and provide users with a route that would be a safer distance from the busy high speed arterial road.
Eastgate Drive (northeast side)	500 m	An asphalt pathway installed from the existing pedestrian ramp/asphalt path at Eastgate Drive to Prince of Wales Drive. This sidewalk would connect two existing pedestrian ramps and two bus stops along the new pathway. It would also integrate into the existing Prince of Wales trail system and keep pedestrians from walking on the street.

Appendix K – Snow Storage Site User Fee Report

Snow Storage Site User Fee Report

Public Notice Reports – 2027 Proposed Budget

Recommendation:

1. City Council approve revisions to the Snow Storage Site User Fee, effective November 1, 2027, as outlined in Appendix B, increasing fees from:
    - $15 to $17 per load;
    - $25 to $29 per load; and
    - $35 to $41 per load.

2. The City Solicitor be instructed to prepare the necessary amendments to *The Clean Property Bylaw* to implement the revised fee structure.

Issue

Administration has reviewed Snow Storage Site user fees and determined that the current fee structure no longer aligns with operating costs. Fee adjustments are recommended to support the user-pay model and improve cost recovery for Snow Storage Site operations.

Background

The Snow Storage Site operates under the user-pay system established in the Official Community Plan. Consistent with the Winter Maintenance Policy, costs associated with storing snow hauled by private contractors, businesses, and residents are recovered through user fees to avoid subsidization by property taxpayers.

The current fee structure was implemented in 2016 and has not been adjusted despite increases in operating costs such as staffing, equipment, fuel, environmental monitoring, and contracted services.

User fee increase as mentioned in recommendation 1 above was approved by City Council on September 23, 2026 as per Report *CR26-113, Annual Winter Maintenance Summary 2025/2026 Report.*

Discussion

Administration reviewed Snow Storage Site revenues, expenditures, and cost recovery performance. The review confirmed that current fees are no longer sufficient to meet the intended cost recovery target. Commercial snow hauling contractors account for approximately 60 per cent of snow delivered to the facility. Accordingly, the fee model is intended to recover approximately 60 per cent of site operating costs from users.

For the 2025/26 winter season:

- Approximately 380,000 m³ of snow was delivered to the site.
- Approximately 2,300 trucks accessed the facility.
- Revenue totaled approximately $352,000.

Appendix K – Snow Storage Site User Fee Report

Key Performance Indicators	Target	Actual
Cost Recovery	60%	49%
Facility Availability	100%	87%

Cost recovery is influenced by snowfall volumes, weather conditions, and commercial hauling activity. While revenue fluctuates with site usage, operating costs have continued to increase, resulting in a growing gap between revenues and expenses.

To better align revenues with operating costs, Administration recommends the proposed fee increases effective November 1, 2027.

The revised fees are expected to generate approximately $65,000 in additional annual revenue and improve the long-term financial sustainability of the Snow Storage Site.

Financial Implications

The proposed fee adjustments are anticipated to increase annual revenue by approximately $65,000.

Revenue generated through user fees supports:

- Site operations and administration;
- Staffing and equipment requirements;
- Road, lighting, and signage maintenance;
- Environmental monitoring and compliance activities; and
- Operation of the Radio Frequency Identification (RFID) based access and billing system.

Communication and Engagement

Prior to implementation, Administration will communicate the revised fee structure through direct notification to users, on-site signage, and updates to the City's website.

Appendix K – Snow Storage Site User Fee Report

Appendix B – Snow Storage Site User Fee Revision
Proposed Fee Changes

<table>
<tr><th>Bylaw Section</th><th>Existing Fee Table</th><th>Proposed Fee Table and Action</th></tr>
<tr><td>Schedule “L” of The Clean Property Bylaw Snow Storage Site Fees</td><td>
<table>
<tr><th>Truck Category</th><th>Radio Frequency Identification Device Tag Fees</th><th>Cost per load</th></tr>
<tr><td>1 Ton Pick-up or smaller truck without trailer</td><td>$10</td><td>$5</td></tr>
<tr><td>1 Ton Pick-up or smaller truck with trailer</td><td>$10</td><td>$15</td></tr>
<tr><td>Tandem axle truck or single axle truck bigger than 1 Ton (both without trailer)</td><td>$10</td><td>$25</td></tr>
<tr><td>Tandem axle truck with trailer or single axle truck bigger than 1 Ton with trailer or Semitrailer truck</td><td>$10</td><td>$35</td></tr>
</table>
</td><td>
<table>
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<tr><td>1 Ton Pick-up or smaller truck without trailer</td><td>$10</td><td>$5</td></tr>
<tr><td>1 Ton Pick-up or smaller truck with trailer</td><td>$10</td><td>$17</td></tr>
<tr><td>Tandem axle truck or single axle truck bigger than 1 Ton (both without trailer)</td><td>$10</td><td>$29</td></tr>
<tr><td>Tandem axle truck with trailer or single axle truck bigger than 1 Ton with trailer or Semitrailer truck</td><td>$10</td><td>$41</td></tr>
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Appendix L – Outstanding Items List

Outstanding Items Referred to the Budget Process

Below are the list of items referred to the budget process, actions taken to date, and recommendation to remove the following 8 items from the Outstanding Items list.

Meeting Type	Committee	Item No.	Date Tabled or Referred	Subject	Motion	Division	Department	Return Date	Comment	Remove at End of Year/ Budget Deliberations
Public	CC	CR25-76(10)	June 25, 2025	Municipal Front-ending Lift Stations	That City Council: 10. Consider dedicated mill rate or utility rates as part of the 2027 Budget to fund the estimated annual principal and interest payments associated with the debt-financing of the Northwest Regional Wastewater Lift Station and Westerra Wastewater Lift Station;	Financial Strategy & Sustainability	Budget & Long-term Financial Planning	2026-2027 Budget	Return date: 2027 Budget Deliberations	YES
Actions Taken: Administration received approval for Debt in the 2026 Budget process to fund the Northwest Regional Lift Station. Budget for the related Principal and Interest payments are included in the 2027 Utility Operating Budget.										
Public	CC	CM26-1	March 11, 2026	Indoor Aquatic Facility Debt	That City Council direct Administration to include an estimated 1.61 per cent mill rate in the 2027 Budget and an estimated 0.30 per cent mill rate in the 2028 Budget to fund the sinking fund (principal) and interest payments associated with the $155 million of long-term debt acquired in 2026 for the Indoor Aquatic Facility (IAF) and Geothermal Heating Facility (GHF).	Financial Strategy & Sustainability	Financial Strategy & Sustainability	2027 Budget	Return Date: 2027 Budget	YES
Actions Taken: The 2027 Budget includes the necessary funds for the sinking fund (principal) and interest related to the $155 million of long-term debt acquired for the Indoor Aquatic Facility (IAF)										
Public	CC	CM26-6	August 25, 2026	2027 General Operating Overview	That City Council refer this matter back to Administration to report back as part of the published 2027/2028 Proposed Budget report for Council's consideration at its December 7, 2026 budget meeting, that includes the following information: 1. Per capita comparisons to comparator cities for: a. Tax revenue allocation per service category including Transit, Recreation, Police, Library, and municipal corporations such as Economic Development Regina; b. Rate of necessary mill rate increase to maintain service levels at each comparator city's status quo; and c. Organizational depth & span of control, number of employees, by category; 2. Levels of management and organizational structure (management hierarchy/reporting structure), number of assigned employees under each management position, and	Financial Strategy & Sustainability	To Be Determined	2027/2028 Budget Deliberations	Return Date: 2027/2028 Budget Deliberations	YES

Appendix L – Outstanding Items List

Meeting Type	Committee	Item No.	Date Tabled or Referred	Subject	Motion	Division	Department	Return Date	Comment	Remove at End of Year/ Budget Deliberations
					compensation comparisons with similar government organizations throughout the province of Saskatchewan and comparator cities across Canada; 3. Applying an inflation rate to expenses and rate of growth in determining the mill rate; 4. Tax incentives, and any potential missed revenue (i.e. religious property taxes, business incentives, non-profit exemptions), including tax categories that exist in other comparable cities that do not currently exist in our tax incentive and collection models; 5. A detailed account that includes potential consequences, risks, and other implications of the suggested service cuts optioned by Administration in Table 2 of CM26-6 for Council's consideration; 6. Number of vacant FTE positions currently being funded; 7. Of the overall forecasted increases, how much of the increases are due to contracts compared to those that are estimates by Administration staff; 8. A summation of the procured value of Canadian-sourced goods and services compared to value of U.S.-sourced imports of goods and services; 9. Reasons for fluctuations to contributions to capital expenses (shown in Appendix A of CM26-6) from 2024 to 2027; 10. A more fulsome explanation for changes to Transfers to a Reserve expense, as outlined in Expenses by Category table shown on page 6 of Appendix A in CM26-6; 11. Costs to reinstate the Sandbox Program, that was eliminated by City Council through the 2026 budget deliberations; and 12. A more detailed explanation for 2024 to 2026 increases to funding allocated to Transit.					
Action Taken: Responses to Referral Motions are included in Appendix J of the 2027 Budget Deliberations Report. Council may use this inform any decisions regarding the Proposed 2027 Budget.										

Appendix L – Outstanding Items List

Meeting Type	Committee	Item No.	Date Tabled or Referred	Subject	Motion	Division	Department	Return Date	Comment	Remove at End of Year/ Budget Deliberations
Public	CC	CM26-7	August 25, 2026	2027 Preliminary Forecast - Service Details	That City Council refer this matter back to Administration to report back as part of the published 2027/2028 Proposed Budget report for Council's consideration at its December 7, 2026 budget meeting, that includes information on the implications of adding ongoing playground grant stream funding to the base operating budget.	Financial Strategy & Sustainability	To Be Determined	2027/2028 Budget Deliberations	Return Date: 2027/2028 Budget Deliberations	YES
Action Taken: This is included in responses to Referral Motions in Appendix J of the 2027 Budget Deliberations Report. Council may use this inform any decisions regarding the Proposed 2027 Budget.										
Public	CC	CM26-8	September 8, 2026	2027 Preliminary Forecast - Potential Service Enhancements	That City Council refer this matter to Administration to report back as part of the 2027 proposed budget report for City Council's consideration on December 7, 2026, with: 1. a) Cost and implications of preparing a work plan for "Project Listen First", a city-wide Resident Engagement on Civic Service Priorities in preparation for the 2028 proposed budget, and bring a report to City Council with the workplan for this engagement to come back no later than the first regularly scheduled City Council meeting in March 2027, that includes the following: i. proposed scope of the engagement and planned survey questions; ii. a methodology designed to be statistically useful and city-wide, not limited to self-selected respondents; iii. timeline, budget estimate, and whether the work can be delivered internally or will require external support; iv. how the engagement will be distinguished from existing citizen surveys; and v. how results will be presented so Council, not Administration, can set service priorities; b) Upon Council approval of the above noted work plan, carry out the planned engagement from April to September 2027; and c) Bring a report to City Council no later than the first regularly scheduled City Council meeting in October 2027, designed to best inform Council's deliberations on the 2028/2029 budget, that includes: a) The survey and engagement results; b) Potential implications of applying the engagement results to the 2028/2029 budget, with respect to the Long-Term Financial Plan; c) Recommendations identified through the survey results that do not include either a ranked lists of service cuts or a predetermined tax target.	To Be Determined	To Be Determined	2027/2028 Budget Deliberations	Return Date: 2027/2028 Budget Deliberations	YES

Appendix L – Outstanding Items List

Meeting Type	Committee	Item No.	Date Tabled or Referred	Subject	Motion	Division	Department	Return Date	Comment	Remove at End of Year/ Budget Deliberations
					2. Information respecting costs and implications of including honorariums in the budget for the City's three Committees with citizen members: Accessibility Advisory Committee, Audit & Finance Committee, and Regina Planning Commission, and for those Committees and Boards currently receiving compensation a reevaluation of that remuneration to determine fair compensation amounts, with Administration to suggest values based on comparable committees and cities; 3. Additional information from Administration respecting the breakdown of resources for implementation of the Corporate Accessibility Plan, including 8 FTEs, and other resources named in the service enhancements; 4. Information respecting funding options and cost analysis for further organizational learning and development training funding for employees, to bring the City up to industry standard for training cost allocation; 5. Options in collaboration with North Central Community & Heritage Neighbourhoods, Non-Profit Organizations, and Community Members willing to help develop an ongoing solution to address the following matters in North Central and Heritage Neighbourhoods, including but not limited to: a) Back-alley cleanup b) Winter back-alley cleanup and maintenance; c) Street cleanup; d) Graffiti cleanup; e) Bus Shelters; f) Empowering waste-pickup crews with bylaw enforcement authority; g) More frequent residential recycling and garbage pickup in areas with higher-than-average incidents of street and alley waste; and h) Regular, seasonal cleanups in partnership with the community; 6. For each deferred service enhancement as provided, information on the estimated downstream implications of deferral, including anticipated increases to future capital or maintenance costs, liability exposure, and potential service request volume as a result of that reduction; 7. Additional information on the current backlog in traffic engineering, including outstanding traffic count requests, traffic calming requests and signal timing reviews, with average time from request to completion and a breakdown by ward; and on					

Appendix L – Outstanding Items List

Meeting Type	Committee	Item No.	Date Tabled or Referred	Subject	Motion	Division	Department	Return Date	Comment	Remove at End of Year/ Budget Deliberations
					the specific Vision Zero deliverables that remain unfunded, including the status of school zone design standards; 8. Additional information respecting the number of properties expected to meet the nuisance and derelict subclass criteria and the resulting inspection workload; on annual demolition volumes, the current demolition backlog, and average cost per demolition; on fire and emergency response volumes at vacant and derelict properties; and on what happens to the CR26-35 subclass implementation timeline if the assessor position is not funded, including whether Assessment and Property Revenue Services can absorb the function given its 2027 staffing reduction, and what would be displaced if it did; 9. Additional information on best practices used by comparator cities to achieve a 70% animal licensing rate and increase revenue from animal licensing; 10. For departments that have more than one budget enhancement priority, a report from each department with their internal prioritization of their respective proposed budget enhancements; 11. Additional information on the benefits for the overall city of the proposed Route 50 extension to the new Costco development, addressing: a) Some of the economic benefits to Regina, including employment, commercial activity, assessment growth and potential to attract further development; b) the transportation and accessibility benefits, including access to jobs, anticipated ridership and mobility for residents without a personal vehicle; c) how the service would support continued growth in Westerra and maximize the benefits of this major new investment; and d) the net financial impact to the City, including potential federal, provincial or other cost-sharing, increased municipal revenues and reduced future transportation or growth-related costs.					
Action Taken: Responses to Referral motions are included in Appendix J of the 2027 Budget Deliberations Report. Council may use this inform any decisions regarding the Proposed 2027 Budget.										
Public	CC	CR26-113(5)	September 23, 2026	Annual Winter Maintenance Summary 2025/2026	That City Council 5. Direct Administration to bring an increase to the Snow Storage Site User Fees in *The Clean Property Bylaw No. 9881* for Council consideration as part of the 2027 budget process;	City Planning & Community Services		2027/2028 Budget Deliberations	Return Date: 2027/2028 Budget Deliberations	YES

Appendix L – Outstanding Items List

Meeting Type	Committee	Item No.	Date Tabled or Referred	Subject	Motion	Division	Department	Return Date	Comment	Remove at End of Year/ Budget Deliberations
Action Taken: Council approved a two-year increase to the Snow Storage rates in 2026 and the 2027 rate increases are included in the Proposed 2027 Operating Budget.										
Public	CC	CR26-113(A2)	September 23, 2026	Annual Winter Maintenance Summary 2025/2026	That City Council direct Administration to bring winter maintenance service level enhancements on sections of Dewdney Avenue and 11th Avenue corridors for Council consideration as part of the 2027 budget process.	City Planning & Community Services		2027/2028 Budget Deliberations	Return Date: 2027/2028 Budget Deliberations	YES
Action Taken: This is included as a Service Level Enhancement for Council's Consideration in Appendix M of the 2027 Budget Deliberations Report.										
Public	CC	CR26-117	October 14, 2026	Lead Service Connection Management Program – 2025 Update	That City Council: 3. Direct Administration to bring forward Utility Rate impacts for recommended options through the 2027 budget process	City Operations	Water, Waste & Environment	2027/2028 Budget Deliberations	Return Date: 2027/2028 Budget Deliberations	YES
Action Taken: Council was presented options to address the Lead Service Connection Management Program in *CR26-117 Lead Service Connection Management Program – 2025 Update*. Council Approved option 2 and that has been included in the 2027 Utility Budget as proposed.										

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Appendix M – Potential Service Enhancements

Service	Service Enhancement	Pg Ref.	Total Expenses	Own Source Revenue	Taxation Revenue	Mill Rate Impact 1% = 3,760,000
Corporate Ask (Across Multiple Services)	2SLGBTQIAP+ Action Plan (FTE 2)	**3**	444	-	444	0.12
	Accessibility Plan (FTE 8)	**4**	814	28	786	0.22
	City Centre Enhanced Services for Winter Maintenance and Cleaning (Cas FTE 8.3 Perm FTE 2)	**6**	889	-	889	0.24
Assessment and Property Revenue Services	Property Assessor - Nuisance and Derelict Property (FTE 1)	**8**	99	-	99	0.03
Community Standards	Paid Parking Expansion	**8**	-	110	(110)	(0.03)
	Animal Control Coordinator (FTE 1)	**9**	119		119	0.03
	Parking Seizure and Immobilization (FTE 2)	**10**	207	500	(293)	(0.07)
Strategic Communications and Customer Service	Outgoing Sponsorship Funding	**11**	200	-	200	0.05
Corporate Revenues and Expenses	Fuel Audit Response - Onetime	**12**	40	-	40	0.01
	Fuel Audit Response - Ongoing incl (FTE 1)	**12**	324	-	324	0.09
	Payment Card Industry Data Security Standard (PCI-DSS) - One time	**14**	27	-	27	0.01
Council, Committee Support and Elections Management	Additional FTE Resources and Reclassifications (conditional on the Ongoing Request) - Onetime	**15**	32	-	32	0.01
	Additional (FTE 3) Resources and Reclassifications (Net from current budget) - Ongoing	**15**	380		380	0.11
Financial Management Services	Accountant (FTE 1) - 2026	**16**	85	-	85	0.02
	Accounting Clerk VI (FTE 1) - 2026	**17**	77	-	77	0.02
	Coordinator - General Ledger (FTE 1) - 2026	**18**	106	-	106	0.03
	Financial Business Partner (FTE 1) – Systems - 2026	**19**	165	-	165	0.04
	Financial Business Partner (FTE 1) - Costing -2026	**20**	165	-	165	0.04
	Financial Reporting Advisor II (FTE 1) - 2026	**21**	113	-	113	0.03
	Orbidder Software and Templates - 2026	**22**	15	-	15	0.00
	Procurement - Purchasing Clerk (FTE 1)	**23**	73	-	73	0.02
	Purchasing Coordinator (FTE 1)	**24**	131	-	131	0.03

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Appendix M – Potential Service Enhancements

Service	Service Enhancement	Pg Ref.	Total Expenses	Own Source Revenue	Taxation Revenue	Mill Rate Impact 1% = 3,760,000
Fire & Protective Services	Equipment and Supplies Right Sizing	**25**	40	-	40	0.01
Legal Services	General Insurance Enhancement Increase	**26**	235	-	235	0.06
Parks and Open Spaces Maintenance	New Open Space Growth - 2027 (Casual FTE 1.44)	**27**	98	-	98	0.03
People and Organizational Culture	Leadership Development Program 2026	**28**	150	-	150	0.04
Recreation Cultural Services	Warming Bus Annual Funding	**29**	200	-	200	0.05
Roadways	Concrete Distress Program Enhancements	**31**	1,300	-	1,300	0.35
Sustainable Infrastructure	Project Engineer for EDS to Build Capacity (FTE 1)	**31**	119	-	119	0.03
Technology	Artificial Intelligence Enablement	**33**	410	-	410	0.11
	Audit Management Software	**36**	35	-	35	0.01
	Corporate cybersecurity Enhancements	**37**	375	-	375	0.10
Tourism	Events, Conventions and Tradeshows - ECT Fund	**38**	200	-	200	0.05
Transit Services	Costco West Bus Service -RTMP 2026 (FTE 5)	**39**	433	41	392	0.10
	Improve Schedule Adherence Bus Operators (FTE 2)	**41**	227	-	227	0.06
	Increased Conventional Service 2027 – RTMP (FTE 11)	**43**	455	36	419	0.11
	UMO Trip Planning - Onetime	**44**	13	-	13	0.00
	UMO Trip Planning - Ongoing	**44**	30	-	30	0.01
Indigenous Relations	Office Administrator (FTE 1)	**45**	86	-	86	0.02
Other External	Regina Floral Conservatory	**46**	252	-	252	0.07
Grand Total			**9,163**	**715**	**8,448**	**2.25**

REGINA

Appendix M – Potential Service Enhancements

2SLGBTQIAP+ Action Plan 2026 (FTE 2)

Description

This request is to fully fund the actions within the City Council approved action 2SLGBTQIAP+ Action Plan. The "Response to 2SLGBTQIAP+ Communities in Regina" report was approved by City Council in November 2023, including a "Long-Term Action Plan for 2SLGBTQIAP+ Inclusion." This request supports actions within the departments of People & Organizational Culture and Recreation & Cultural Services. To date, Administration has completed the actions within the Plan that are possible without additional financial investment.

To support the development of the 2SLGBTQIAP+ Action Plan, a team at the University of Regina compiled a jurisdictional scan of best practices in other municipalities and regions. The actions carried out with this request funding are informed by those best practices, including:

- Regular and ongoing engagement with 2SLGBTQIAP+ community members.
- Providing 2SLGBTQIAP+ inclusion training to staff and ensuring that training is up to date.
- Establishment of employee resource groups.
- Providing 2SLGBTQIAP+-specific recreation programming.
- Supporting community organizations to provide safe and inclusive spaces to gender and sexually diverse residents.

The Action Plan was also informed by comprehensive engagement with local 2SLGBTQIAP+ communities and the general public. Over 200 people participated in the engagement, which included interviews, focus groups, community events, specific engagements with community-based organizations, employee only engagements, and a public survey. In the public survey, 57 per cent of respondents said that they do not feel that Regina is a safe and welcoming place to live for 2SLGBTQIAP+ people.

If the full funding amount is provided, this would be the first significant, ongoing funding dedicated to this Action Plan since its approval in 2023. Ongoing development of positive relationships and safer more welcoming spaces and services for 2SLGBTQIAP+ community members require tangible actions that are only possible to their full extent with the above sustained investment.

Request Type

Ongoing

Strategic Priority

Vibrancy

REGINA

Appendix M – Potential Service Enhancements

Service Impact

Funding in 2027 is essential to moving forward on the 2SLGBTQIAP+ Action Plan approved by City Council in 2023. The "Response to 2SLGBTQIAP+ Communities in Regina" report was approved in November 2023, along with an action plan for improving the lives of 2SLGBTQIAP+ residents.

To date, the plan has received limited ongoing funding. In 2024, it received $100,000 in onetime funding toward training development. In 2025, a new permanent full-time Inclusive, Diversity, Equity & Accessibility (IDEA) Consultant position was funded. In 2026, City Council approved $50,000 in onetime funding toward engagement, consultation and communications related to the Plan.

Not approving any further ongoing funding to implement the full 2SLGBTQIAP+ Action Plan would stall important trust-building momentum with gender and sexually diverse communities. This budget request aligns with the Accessibility Plan request as both directly align with the Community Safety and Well-being Plan, the Strategic Plan's principle of IDEA and the strategic priority of Vibrancy.

(Amounts in '000s)	2027
People & Organizational Culture	**119**
Recreation & Cultural Services	**325**
Total Expenses	**444**
Own Revenue	**-**
Tax Allocation	**444**

Accessibility Plan - 2027 (FTE 8)

Description

This corporate request is on behalf of several departments to implement the Accessibility Plan, which was approved by City Council in April 2024. Actions implemented through this funding will prevent and remove barriers to participation in civic life for people with disabilities and older adults. Actions implemented through this funding include additional pedestrian infrastructure, sidewalk snow clearing, transit improvements, and an employment program. Funding will be for:

- Sidewalk snow clearing in high priority areas.
- Snow removal at transit stops.
- Introduction of a supported employment program in collaboration with non-profit employment programs.
- FTE to support design of accessible and inclusive training.

- IDEA training for Transit staff.
- Extended transit services between 7 pm – 9 pm.

Request Type

Ongoing

Strategic Priority

Vibrancy

Service Impact

With the approval of the Accessibility Plan in April 2024, City Council committed to an Implementation Plan and related estimated expenses of $2.6 million ongoing. In 2025, the Plan received $263,500 in onetime funding. In 2026, it received $1.3 million. Approval of this budget request would bring Accessibility Plan funding up to originally anticipated levels of ongoing funding. With the introduction of the Accessible Saskatchewan Act in 2023, with standards forthcoming, the City of Regina (City) is now required to implement an Accessibility Plan and will soon be required to meet provincial accessibility standards. The City is also bound by human rights legislation to provide equitable access.

If this budget is not approved, significant barriers would not be addressed to enable the participation of people with disabilities and older adults. This may result in a loss of trust from community members who participated in consultations and those who are depending on the improvements outlined in the Plan in order to enable or improve their access to basic aspects of civic life. This funding will support actions to provide safe access to City infrastructure, programming and services. It also supports the City's ability to meet its human rights and accessibility legislation requirements as well as its strategic priorities, especially the guiding principle of IDEA and the priorities Infrastructure and Vibrancy.

(Amounts in '000s)	2027
Facilities	**40**
People & Organizational Culture (FTE 1)	**321**
Transit Services (FTE 7)	**357**
Winter Roads Maintenance	**97**
Total Expenses	**814**
Transit Services	***28***
Own Revenue	28
Tax Allocation	**786**

REGINA

Appendix M – Potential Service Enhancements

City Centre Enhanced Services for Winter Maintenance and Cleaning (FTE 8.3 Casual, FTE 2 Permanent)

Description

The City Centre area consists of Downtown, Warehouse, Centre Square, and a portion of the Cathedral and North Central neighborhoods. Combined, this area contributes approximately 25 per cent of the City's commercial tax levy. Recent investment in revitalization initiatives into the City Centre and has presented a need to provide enhanced services to ensure that commercial areas such as the Downtown and Warehouse District are clean, maintained, and vibrant to continue attracting private investments that provide further services to residents and visitors of the City.

Enhanced Sidewalk and Open Space Cleaning Services – Parks & Open Spaces

The enhanced sidewalk and open space service will seek to address the service level gap, by deploying a special night-time service team within the City Centre (including the Downtown, commercial portions of Heritage, Cathedral, and Warehouse District areas). The focus will be to provide a standardized, but enhanced, level of cleaning and maintenance and beautification of the surrounding area that will include sidewalk sweeping, sidewalk power washing, weeding at property lines, emptying of waste receptacles, maintenance of streetscaping elements, and watering of trees and flowerpots. The results of this work will increase civic pride and attract sustainable events, businesses, and residential activity. This aligns with the City's Strategic priority of Vibrancy within the City Centre.

Enhanced Winter Maintenance Services – Roadways & Transportation

Administration is proposing enhanced winter maintenance on the recently reconstructed Dewdney Avenue and 11th Avenue corridors. The program will provide City-led snow clearing on sidewalks adjacent to these key corridors to support year-round accessibility and mobility. The initiative builds on positive feedback received from businesses and stakeholders following enhanced winter maintenance activities on portions of Dewdney Avenue during the 2025/2026 season. The proposed service is intended to improve accessibility for pedestrians, support economic activity in the Downtown and Warehouse Districts, reduce barriers to active transportation during winter months, and help protect newly constructed streetscape and sidewalk infrastructure.

Request Type

Ongoing

Strategic Priority

Vibrancy

REGINA

Appendix M – Potential Service Enhancements

Service Impact

This funding request supports the sustainable operation and maintenance of high-profile corridors that have been intentionally designed to enhance public use, accessibility, and economic activity.

Current level of service:

- Property owners' clear sidewalks within 48 hours.
- Property owners perform routine ice control on sidewalks.
- Roads plowed within 24 hours.

Future level of service:

- City to clear sidewalks within 24 hours.
- City to perform routine ice control on sidewalks.
- Roads plowed and removed within 36 hours.

These service enhancements that will:

- Address increased snow removal and hauling demands.
- Support specialized clearing methods for high-value public realm materials.
- Maintain consistent and safe service levels across all corridor elements.
- Reduce risks related to infrastructure damage, stakeholder expectations, and policy alignment.

(Amounts in '000s)	2027
Parks and Open Spaces Maintenance	**561**
Winter Roads Maintenance	**328**
Total Expenses	**889**
Own Revenue	**-**
Tax Allocation	**889**

REGINA

Appendix M – Potential Service Enhancements

Property Assessor - Nuisance and Derelict Property (FTE 1)

Description

Addition of Property Assessor for the implementation of nuisance and derelict property subclass, which was approved by City Council in report *CR26-35 Review of Nuisance and Derelict Properties*.

Request Type

Ongoing

Strategic Priority

Livability

Service Impact

City Council passed *CR26-35 Review of Nuisance and Derelict Properties* establishing a Nuisance and Derelict Property Tax Subclass for residential and multi-family residential properties in 2027 and to implement the tax rate of 5 times the residential rate for 2028. A property assessor position is required to implement the subclass as the subclass will require all homes to be inspected, often multiple times, as well as significant interactions with property owners.

(Amounts in '000s)	2027
Assessment and Property Revenue Services	**99**
Total Expenses	**99**
Own Revenue	**-**
Tax Allocation	**99**

Paid Parking Expansion

Description

Expansion of paid parking zones will help the City achieve parking utilization levels closer to targets which will allow more people to find parking especially during peak hours. Paid parking zones would be added near the General Hospital, Pasqua Hospital and on Victoria Avenue and Angus Street in Cathedral. The goal will be to increase the turnover by requiring payment. These changes will require a Traffic Bylaw Amendment to be fully implemented.

Request Type

Ongoing

Strategic Priority

-

Service Impact

The main benefits for drivers in these areas is parking availability near high parking generators. The primary disadvantage of this proposal is negative public perception especially near the hospital areas. For context, other municipalities readily put in paid parking zones near high parking generators. In benchmarking number of paid parking zones per capita, Regina was amongst the lowest in the country.

(Amounts in '000s)	2027
Community Standards	110
Total Own Revenue	**110**
Tax Allocation	**(110)**

Animal Control Coordinator (FTE 1)

Description

In order to fully utilize the changes being made to the animal bylaw an Animal Control Coordinator needs to be put in place to manage the contract with Regina Humane Society (RHS) and manage the internal City work on the Animal bylaw files. This position will be the critical link between enforcement and licensing to ensure appropriate management of animals in the City.

Request Type

Ongoing

Strategic Priority

Vibrancy

Service Impact

Animal Control has been an issue for the Community and has manifested through motions from City Council which have been responded to by City Administration. This

resource is designed to ensure the City is managing the contract with RHS and using all levers of enforcement to manage animal control within the community. The coordinator will manage all enforcement activities including issuing summons, directing the contractor, tracking and performance management of the contract and researching and executing novel approaches for specific scenarios in the City. Licensure of animals is very low in the City (approximately 15 per cent). If the position is not created, the license revenue will need to be rightsized to reflect the actuals over the past few years. Other municipalities have much higher licensure rates (above 70 per cent). There is a possibility of higher revenue in future years once the position is established.

(Amounts in '000s)	2027
City Centre and Community Standards	**119**
Total Expenses	**119**
Own Revenue	**-**
Tax Allocation	**119**

Parking Seizure and Immobilization Implementation (FTE 2)

Description

Implementation of an immobilization and seizure process for vehicles of owners with unpaid parking tickets requires resourcing to manage all aspects of the process. This includes preparation of scofflaw lists, seizure procedures including working with vehicle owners on payment plans, placing property under lien, managing inventory of unclaimed vehicles and sale and final recoup of fine revenue. This process will also need ongoing policy development to evolve processes to respond to changing dynamics within the collections list.

Request Type

Ongoing

Strategic Priority

-

Service Impact

As of the end of 2025 there is approximately $8 million of outstanding revenue due to unpaid parking tickets. The City's primary method of collections has been through a third party agency since 2017. The process has reached a kind of stasis point such that

the City writes off approximately as much revenue as is added each year. This process would increase the amount of revenue collected by increasing collection on delinquent accounts as well as incentivizing people to pay before tickets escalate. The increases would be tempered as there would be higher incentive to avoid parking tickets which supports the overall mandate of managing on-street parking.

There is a high likelihood of negative media coverage for this process. Some residents will not be able to afford to pay their unpaid parking tickets meaning they will lose their vehicles when the City seizes and sells their vehicle. The main advantage is the City will get a one time boost in revenue when the media coverage starts as more people will voluntarily pay their tickets.

(Amounts in '000s)	2027
Community Standards (FTE 2)	**207**
Total Expenses	**207**
Own Revenue	**500**
Community Standards (one-time backlog)	250
Community Standards (on-going)	250
Tax Allocation / (Savings)	**(293)**

Outgoing Sponsorship Funding

Description

The City currently administers multiple events and community funding streams; however, a gap exists for community initiatives and events that do not qualify under existing programs such as the Community Investment Grant Program (CIGP) or the Events, Conventions and Tradeshows (ECT) Policy.

The requested $200,000 annual budget will support implementation of the City's new Outgoing Sponsorship Policy by providing funding for community-led events, galas, activations, conferences and initiatives that enhance the City's strategic priorities, while establishing a formalized process for sponsorship intake, evaluation, administration and reporting. The funding will also improve organizational efficiency by consolidating sponsorship requests through a coordinated process rather than ad hoc departmental requests and approvals.

REGINA

Appendix M – Potential Service Enhancements

Request Type

Ongoing

Strategic Priority

Vibrancy

Service Impact

Sponsorship funding provides community organizations, event organizers and local partners with greater clarity regarding available funding opportunities and application processes. It also increases access to municipal support for organizations and events that may not qualify under existing grant or tourism-focused funding streams. The policy and funding introduce a coordinated intake and administration process, improving consistency and reducing duplication across departments. It establishes a consistent and transparent governance framework for the administration of sponsorships and clarifies eligibility, evaluation criteria, reporting expectations and funding limitations.

The policy and funding also help mitigate reputational and financial risk by establishing clear ineligible categories and aligning sponsorship approvals with the City's strategic priorities. The proposed Sponsorship Policy aligns with municipal best practices by establishing standardized eligibility requirements, evaluation criteria, service timelines and accountability measures for sponsorship administration. Success and effectiveness of the program may be measured through the following key performance indicators (KPIs): number of sponsorship applications received annually, number of sponsorships given annually, alignment of funded initiatives with the City's strategic priorities, leveraged community investment and estimated event attendance.

(Amounts in '000s)	2027
Communications and Engagement	**200**
Total Expenses	**200**
Own Revenue	**-**
Tax Allocation	**200**

Fuel Audit Response

Description

Fuel Audit Remediation

REGINA

Appendix M – Potential Service Enhancements

Request Type

Onetime/Ongoing

Strategic Priority

Infrastructure

Service Impact

A fuel audit was conducted in 2025 and in 2026, a report was produced. This report identified 18 total controls that would require action from the City. City Administration supports and agrees with the recommendations, but 7 of those controls would require financial investment in order to be properly completed. This request is a consolidated request to complete all actions within the audit and includes multiple business areas. The budget request details outline the different investment requirements. The areas focused on this submission include:

- 1 FTE to perform fuel tank measurements before/after fuel deliveries and to address increased effort in oversight of fueling processes related to exception handling and manual fueling processes. This measure would address some of the recommendations related to the Central Stores and Parts Inventory Management Audit.
- Vehicle (1/2 tonne truck) to travel to sites to perform the above function which would increase our greenhouse gas emissions but there could be some reductions as a result of better inventory management. This vehicle would address some of the recommendations related to the Central Stores and Parts Inventory Management Audit.
- $250,000 investment in Veeder Root sensors at all fuel tank locations, this software has ability to integrate into the City's existing inventory management systems.
- $20,000 capital onetime investment to install Employee Card Readers on all fuel pumps.
- $30,000 to perform fuel tank calibration per site annually (increase to operating budget ongoing).
- $80,000 capital onetime investment to install security cameras at pump locations.
- $40,000 operating onetime investment to perform comprehensive training program.

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Appendix M – Potential Service Enhancements

(Amounts in '000s)	2027
Corporate Revenues and Expenses Ongoing	324
Corporate Revenues and Expenses Onetime	40
Total Expenses	**364**
Own Revenue	-
Tax Allocation	**364**

Payment Card Industry Data Security Standard (PCI-DSS) - One time

Description

The Payment Card Industry Data Security Standard (PCI DSS) is designed to protect payment and card account data. It is the responsibility of any merchant who accepts, transacts, processes, stores, or has access to payment card account information, to safeguard this data in compliance with the PCI DSS, as it means their business has implemented all security controls and practices within the twelve safety requirements. Failure to validate compliance with the PCI DSS as a Level 3 merchant may result in non-compliance assessments and penalties in accordance with your Moneris Merchant Agreement and the Card Brands information security programs. Non-compliance also increases the risk of payment card account data being compromised.

Request Type

Onetime

Strategic Priority

Infrastructure

Service Impact

Approved Scanned Vendors (ASV) Annual Subscription for up to 5 Internet Protocol Addresses (IPs). Additional IPs are $25 / IP. The PCI Scope Discovery assessment will determine the scope of the City's Cardholder Data Environment (CDE) and provide scope reduction recommendations. This is an essential step toward establishing a sustainable, long-term PCI compliance program and forms the foundation for subsequent PCI DSS assessment activities.

Scope Discovery: MNP will meet with the City's stakeholders involved in the payment life cycle.

- Information gathered during interviews will be documented and used to accurately define the current PCI scope for the purposes of developing PCI DSS gap analysis reporting.
- MNP will document cardholder data flows, relevant business processes, and supporting technologies that comprise the CDE.
- MNP will provide recommendations for data flow, business process, and network architecture changes that may reduce the scope of the PCI CDE. Scope reduction may decrease the technical and business environment required to meet PCI DSS requirements and lower the cost of achieving and maintaining compliance.

This initial work will take course over the next 12 months - a portion of the onetime funding spent in 2026, which will need to be varianced (approximately $20 thousand).

(Amounts in '000s)	2027
Corporate Revenues and Expenses	**27**
Total Expenses	**27**
Own Revenue	**-**
Tax Allocation	**27**

Additional Resources (FTE 3) and Existing Position Reclassifications (FTE 4)

Description

To support a planned reorganization of the City Clerk's Office to address legislative regulatory requirements, capacity constraints, operational efficiency, strengthen service delivery, additional support for Councilors, business continuity, succession planning and growth within the Office of the City Clerk. To successfully implement and sustain this new structure, additional funding is required to support three new FTE positions, reclassification of four current positions, and transition costs associated with additional workstations. This investment will enable the department to improve service levels, reduce backlog, enhance compliance, future growth readiness, and position workloads.

Request Type

Ongoing/Onetime

Strategic Priority

Livability

Service Impact

Without this funding, the department risks not meeting legislative regulatory requirements, staff burnout, and inability to meet service delivery expectations.

Legal Impacts

Elections, Freedom of Information (FOI) requests and City Council/Committee/Quasi-Judicial Boards are regulated through various legislative acts and bylaws, of which the Office of the City Clerk manages and oversees to ensure compliance.

- Each year the volume of Board of Revision property assessment appeals filed are significantly increasing, creating higher statistical risk year over year for missed or interrupted legislative deadlines. In 2025 and 2026, the Board of Revision required City Council to approve an extension to the appeal decision deadline to manage the number of appeals and hearings. In 2025, a decision did not get completed and missed the legislated deadline, which had implications to the appellant and put the Board of Revision in a position of non-compliance.
- Each year the volume of FOI requests increases. The number of FOI requests processed have double over the past five years with no change in resource support processing 134 requests (five years ago) to 239 requests (in 2025), creating a risk of non-compliance with legislative deadlines.

(Amounts in '000s)	2027
Council, Committee Support and Elections Management (onetime)	**32**
Council, Committee Support and Elections Management (ongoing)	**380**
Total Expenses	412
Own Revenue	-
Tax Allocation	**412**

Accountant (FTE 1) 2026 Request

Description

General Ledger Accountant I is required to provide proper segregation and oversight for the General Ledger reporting and processing.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

The growing demands of governance, compliance and reporting requirements from City Council, other committees and audits have put pressure on Finance to support both internal and external stakeholders. Finance in general has not seen significant increases in staffing while the City and workload has grown in the past 10 years. Lack of regular maintenance and upgrade to our financial systems has required an increase in manual intervention tied to an increased workload resulting in lack of segregation of duties, increase in overtime and significant organizational risk of fraud and non-compliance within the organization. This has been identified through all internal audits minus the Non-standard Procurement and Cybersecurity Audits. The position will assist Finance in attempting to meet the desired service levels while providing proper oversight and segregation.

(Amounts in '000s)	2027
Financial Management Services	85
Total Expenses	**85**
Own Revenue	**-**
Tax Allocation	**85**

Accounting Clerk VI (FTE 1) 2026 Request

Description

General Ledger Account Clerk VI is required to support growing demands around governance policy, accounting standards and compliance. Some of this work/gaps has been identified through the internal audits, other work or duties have been flagged for separation ahead of upcoming audits.

Request Type

Ongoing

Strategic Priority

Prosperity

Service Impact

The growing demands of governance, compliance and reporting requirements from City Council, other committees and audits have put pressure on Finance to support both

internal and external stakeholders. Finance in general has not seen significant increases in staffing while the City and workload has grown in the past 10 years. Lack of regular maintenance and upgrade to our financial systems has required an increase in manual intervention tied to an increased workload resulting in lack of segregation of duties, increase in overtime and significant organizational risk of fraud and non-compliance within the organization. This has been identified through Central Stores and Parts Inventory, Fuel Inventory, Cash Controls and Payroll Audits. The position will assist Finance in attempting to meet the desired service levels while providing proper oversight and segregation.

(Amounts in '000s)	2027
Financial Management Services	77
Total Expenses	**77**
Own Revenue	**-**
Tax Allocation	**77**

Coordinator - General Ledger (FTE 1) 2026 Request

Description

General Ledger Coordinator supports growing demands around governance policy, accounting standards and compliance. Some of this work/gaps have been identified through the internal audits, other work or duties have been flagged for separation ahead of upcoming audits.

Request Type

Ongoing

Strategic Priority

Prosperity

Service Impact

The growing demands of governance, compliance and reporting requirements from City Council, other committees and audits have put pressure on Finance to support both internal and external stakeholders. Finance in general has not seen significant increases in staffing while the City and workload has grown in the past 10 years. Lack of regular maintenance and upgrade to our financial systems has required an increase in manual intervention tied to an increased workload resulting in lack of segregation of

duties, increase in overtime and significant organizational risk of fraud and non-compliance within the organization. This has been identified through Central Stores and Parts Inventory, Fuel Inventory, Cash Controls and Payroll Audits. The position will assist the Finance Department in attempting to meet the desired service levels while providing proper oversight and segregation.

(Amounts in '000s)	2027
Financial Management Services	106
Total Expenses	**106**
Own Revenue	-
Tax Allocation	**106**

Financial Business Partner – Systems (FTE 1) 2026 Request

Description

This position will provide a holistic view to allow for better oversight and segregation of the numerous Financial systems. It will play a significant role in financial system upgrades and projects that the City utilizes. Focusing on identifying synergies and efficiencies under a single leadership position.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

The growing demands of governance, compliance and reporting requirements from City Council, other committees and audits have put pressure on Finance to support both internal and external stakeholders. Finance in general has not seen significant increases in staffing while the City and workload has grown in the past 10 years. Lack of regular maintenance and upgrade to our financial systems has required an increase in manual intervention tied to an increased workload resulting in lack of segregation of duties, increase in overtime and significant organizational risk of fraud and non-compliance within the organization. The position request will assist Finance in attempting to meet the desired service levels and manage system maintenance and

upgrades, in order to ensure a fulsome understanding of how the systems can be leveraged and integrated.

(Amounts in '000s)	2027
Financial Management Services	165
Total Expenses	**165**
Own Revenue	**-**
Tax Allocation	**165**

Financial Business Partner - Costing (FTE 1) 2026 Request

Description
Financial Business Partner provides oversight and support for costing activities within the organizations as part of the restructure.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

The growing demands of governance, compliance and reporting requirements from City Council, other committees and the Fuel and Inventory audits have put pressure on Finance to support both internal and external stakeholders. Finance in general has not seen significant increases in staffing while the City and workload has grown in the past 10 years. Lack of regular maintenance and upgrade to our financial systems has required an increase in manual intervention tied to an increased work load resulting in lack of segregation of duties, increase in overtime and significant organizational risk of fraud and non-compliance within the organization. The position request will assist Finance to attempt to meet the desired service levels, costing requirements, appropriate segregation and financial oversight.

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Appendix M – Potential Service Enhancements

(Amounts in '000s)	2027
Financial Management Services	165
Total Expenses	**165**
Own Revenue	-
Tax Allocation	**165**

Financial Reporting Advisor II (FTE 1) 2026 Request

Description

Financial Reporting Advisor II supports growing demands around governance policy, accounting standards and compliance. Some of this work/gaps has been identified through the internal audits, other work or duties have been flagged for separation ahead of upcoming audits.

Request Type

Ongoing

Strategic Priority

Prosperity

Service Impact

The growing demands of governance, compliance and reporting requirements from City Council, other committees and audits have put pressure on Finance to support both internal and external stakeholders. Finance in general has not seen significant increases in staffing while the City and workload has grown in the past 10 years. Lack of regular maintenance and upgrade to our financial systems has required an increase in manual intervention tied to an increased workload resulting in lack of segregation of duties, increase in overtime and significant organizational risk of fraud and non-compliance within the organization that have been identified through all internal Audits.

(Amounts in '000s)	2027
Financial Management Services	113
Total Expenses	**113**
Own Revenue	-
Tax Allocation	**113**

REGINA

Appendix M – Potential Service Enhancements

Orbidder Software and Templates 2026 Request

Description

Changes to the Procurement templates in the Orbidder Software

Request Type

Onetime

Strategic Priority

Prosperity

Service Impact

The Procurement Branch uses a contract drafting application called Orbidder RFX Drafting Platform that was implemented in 2018. Part of the implementation was the development of templates customized for the City. This database has not been updated since inception and in order to stay current with changes in Trade Agreements and legal contractual language (example: to reflect such economic conditions as the implementation of tariffs by the US). It is recommended that our template database be updated to the most current version 5.0. Some of the updates included in version 5.0 are:

- A streamlined architecture with fewer schedules and more integrated content to implement paperless procurement.
- Electronic bid submission provisions that enable you to digitize the front-end procurement process for all tendering formats, including digital bid bond protocols for use with the Invitation to Tender (ITT) format.
- More detailed conflict of interest provisions, including those dealing with unfair incumbent advantage.
- New bid-rigging and anti-collusion safeguards in line with Competition Bureau recommendations.
- New provisions for dealing with abnormally low bids and unbalanced bids.
- Express prohibitions against submitting conditional bids and counteroffers.
- Rectification protocols for technical requirements.
- Commercially confidential meeting (CCM) provisions to deal with multi-staged Request for Proposals (RFP).
- Additional options for your tie-breaker rules.
- More detailed provisions for debriefings, bid protests, and debarments that are aligned with recent trade treaty and case law developments.

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Appendix M – Potential Service Enhancements

(Amounts in '000s)	2027
Financial Management Services	15
Total Expenses	**15**
Own Revenue	**-**
Tax Allocation	**15**

Procurement - Purchasing Clerk (FTE 1)

Description

Resources to ensure procurement can maintain service standards to stakeholders and have an appropriate segregation of duties as outlined in our internal P-Card audit and external audits.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

Reduce the Procurement Cycle Time. Additional resources will allow for better business continuity and stability within the procurement area. This will reduce procurement cycle times and better support the organization. This will reduce the level of overtime, which will produce cost savings. With the changes to the intake/initiation procurement processes there is additional work that is a requirement that previously did not exist. There is an increase in reporting to Executive that this team has not been able to accommodate to date due to workload pressures. There is increasing interaction with Vendors and operating areas. These positions would assist in resolving the deficiencies highlighted within the internal PCard Audit.

Upcoming changes to the Indigenous Policy requiring tracking of Tier 1 and 2 spend will require additional resources. Hiring a new employee involves several upfront investments beyond salary. These include expenses for onboarding and training, membership or professional dues, essential software licenses (Adobe, CaseWare, Hyperion), phone and IT hardware, general office supplies, ergonomic equipment (including monitors), and costs associated with meetings or holiday functions.

Factoring in these additional costs ensures a more accurate forecast of total employment expenditure.

(Amounts in '000s)	2027
Financial Management Services	73
Total Expenses	**73**
Own Revenue	**-**
Tax Allocation	**73**

Purchasing Coordinator (FTE 1)

Description

Resources to ensure procurement is able to maintain service standards to stakeholders.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

Reduce the Procurement Cycle Time. Additional resources will allow for better business continuity and stability within the procurement area. This will reduce procurement cycle times and better support the organization. This will reduce the level of overtime, which will produce cost savings.

With the changes to the intake/initiation of procurement processes, there is additional work that is a requirement that previously did not exist. There is an increase in reporting to Executive that this team has not been able to accommodate to date due to workload pressures. There is increasing interaction with Vendors and operating areas. This position would assist in resolving the deficiencies highlighted within the Non-Standard Procurement and Purchasing Card Audits.

Additionally, there are future projects where additional resourcing will be required (example: Yards neighbourhood development, Hawkstone neighbourhood development, Taylor Field Neighbourhood development, repairs to dam on Pinky Road, Goulet Golf Course, Boggy Creek Dam Repairs, Assiniboine off ramp, Pump replacements at North

Pumping Station, Wascana Parkway extension, south trunk upgrades, Heritage drainage upgrades - Phase 2 and engineering and contractor rosters). Upcoming changes to the Indigenous Policy requiring tracking of Tier 1 and 2 spend will require additional resources. Hiring a new employee involves several upfront investments beyond salary. These include expenses for onboarding and training, membership or professional dues, essential software licenses (adobe, CaseWare, Hyperion), phone and IT hardware, general office supplies, ergonomic equipment (including monitors), and costs associated with meetings or holiday functions. Factoring in these additional costs ensures a more accurate forecast of total employment expenditure.

(Amounts in '000s)	2027
Financial Management Services	**131**
Total Expenses	**131**
Own Revenue	**-**
Tax Allocation	**131**

Equipment and Supplies Right Sizing

Description

Regina Fire & Protective Services (RFPS) is seeking to right-size its equipment and supplies budget to address uncontrollable cost increases in sanitizing supplies, furniture, fixtures, office equipment, and general operational supplies. Enhanced cleaning requirements, increased wear and tear on 24/7 facilities, and inflationary pressures have increased operating costs beyond current budget capacity. While these pressures have been managed through deferred purchases, extended asset lifecycles, and internal reallocations, ongoing funding is required to align the budget with current operating needs and maintain safe, clean, and functional fire station environments.

Request Type

Ongoing

Strategic Priority

Vibrancy

Service Impact

Approval of this request will support the continued maintenance of RFPS facilities and ensure frontline personnel have access to safe, functional, and properly maintained work environments. Without additional funding, the department will be required to continue relying on deferrals and internal budget reallocations, increasing the risk of deteriorating facility conditions, delayed replacement of essential equipment and furnishings, and pressure on operational budgets. Over time, these impacts could affect workplace safety, efficiency, and overall operational readiness.

(Amounts in '000s)	2027
Fire & Protective Services	**40**
Total Expenses	**40**
Own Revenue	**-**
Tax Allocation	**40**

General Insurance Enhancement Increase

Description

Required City-wide Insurance premium increase.

Request Type

Ongoing

Strategic Priority

-

Service Impact

Underfunding this critical area of the City's operations is a significant risk to the City's assets and risk of taxpayers' dollars if the City is under covered.

(Amounts in '000s)	2027
Legal Services	**235**
Total Expenses	**235**
Own Revenue	**-**
Tax Allocation	**235**

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Appendix M – Potential Service Enhancements

New Open Space Growth - 2027 (FTE 1.44 Casual)

Description

New open space is added to the asset inventory on an annual basis from new subdivision development, re-development and park upgrades. Additional funding is required to provide and maintain Parks Maintenance, Forestry and Pest Control services to these new open spaces. The additional funding will be used for additional labour and materials.

In 2027, the increase in funding is to maintain the additional areas of open spaces:

- Firestation No. 8 - 32 trees, 1,736 m^2 irrigated sod, 1,333 m^2 unirrigated grass seed, 577 m^2 shrub beds, and 97 shrubs.
- AE Wilson - 1 skating loop and pleasure site.
- Kinsmen South- A new solo skating pleasure site.
- Subdepot at Mount Pleasant – 7,691 m^2 of sod, 396 street trees and 4,605 m^2 of paved pathways.

Request Type

Ongoing

Strategic Priority

Vibrancy

Service Impact

If funding is not approved, it will impact the current service levels and community expectations. Resources may need to be diverted from service levels to ensure operational costs are met.

(Amounts in '000s)	2027
Parks and Open Spaces Maintenance	98
Total Expenses	**98**
Own Revenue	**-**
Tax Allocation	**98**

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Appendix M – Potential Service Enhancements

Leadership Development Program (2026 Request)

Description

The organization requires a structured Leadership Development Program to build leadership capacity, strengthen organizational performance, and support succession planning. As the complexity of service delivery and workforce expectations continue to evolve, there is a growing need to equip current and emerging leaders with the skills, tools, and competencies required to lead effectively in a dynamic environment. This investment will address identified gaps in leadership, including people management, change leadership and employee engagement. Strengthening these competencies will enable leaders to better support their teams, foster a healthy workplace culture, and drive improved organizational outcomes. Additionally it will help support talent retention and succession by preparing high-potential employees for future leadership roles and reducing reliance on external recruitment and mitigating risk of knowledge loss. It will help shift the overall culture within the Organization.

Request Type

Ongoing

Strategic Priority

Vibrancy

Service Impact

Leadership programs help strengthen employee development, engagement, succession planning, and overall performance. A formal leadership development program equips leaders with the skills and capabilities needed to make effective business decisions, lead engaged teams and deliver results more efficiently. By building consistent leadership competencies across the organization, the program enhances accountability, improves productivity, and supports timely execution of work. From a stakeholder perspective, stronger leadership contributes to higher-quality service delivery and a more consistent customer experience. Internally, the program fosters a positive and inclusive workplace culture, helping to engage employees and enabling them to perform at their best. The program also plays a critical role in succession planning by preparing emerging leaders for future roles, reducing organizational risk and ensuring leadership continuity.

Additionally, it strengthens the City’s position as an employer of choice, supporting both retention of existing employees and attraction of new talent in a competitive labour market. The primary considerations associated with the proposal are the financial investment required and the time commitment for participants. However, these are

balanced by the long-term benefits of improved organizational effectiveness, reduced inefficiencies, and increased employee engagement. Recent employee engagement survey results further reinforce the need for continued investment in leadership development to address identified gaps and enhance overall performance. This request would support the delivery of 4–5 cohorts, each consisting of 25–30 leaders, to participate in a structured leadership development program. This program would support up to 200 leaders and/or emerging leaders over a two-year period, delivered through cohorts of 25–30 participants each. Gallup's research indicates the cost of replacing an individual employee can range from one-half to two times the employee's annual salary.

Warming Bus Annual Funding

Description

(Amounts in '000s)	2027
People and Organizational Culture	**150**
Total Expenses	**150**
Own Revenue	**-**
Tax Allocation	**150**

The City has operated a Warming Bus every winter since 2022, and every year it has required a variance. This request aims to formalize an annual budget, providing all involved parties with greater ability to plan ahead and secure all required resources for activation.

The purpose of an overnight Warming Bus is to provide temporary supplemental, safe warming space to people who currently sleep outdoors when alternate shelter is not available during extreme weather. The Warming Bus operates as a temporary enhancement to existing City-funded warming spaces and an additional measure to provide for the safety and well-being of residents during extreme cold winter nights.

In concert with the development of a formal budget ask, Administration is working across all involved departments on development of a Warming Bus Policy and a set of activation and operating procedures, to be completed by fall 2026.

Request Type

Ongoing

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Appendix M – Potential Service Enhancements

Strategic Priority

Vibrancy

Service Impact

The City is committed to keeping all residents safe during periods of inclement weather. Temperature extremes can cause injury or death and the City has a responsibility to provide safe reprieve from the elements for those at risk. While City funded warming and cooling spaces are also available throughout the year, there are circumstances where additional resources such as a Warming Bus are required.

The current emergency response-based funding mechanism means that no plans can be in place in advance of winter weather events, leading to limited ability and time to find adequate staff, purchase necessary supplies and secure facilities for staff to use washrooms. This approach has led to higher costs for overtime and expedited timelines for purchasing supplies.

There is public interest in the City's efforts during extreme cold snaps through service requests and community outreach providers. During Winter 2025-26, one Warming Bus was activated and in operation for 5 days in January. Outreach staff recorded an average of over 100 unique individuals accessing the Warming Bus each night, with over 570 individuals in total who may have otherwise been outside and in danger of frostbite or hypothermia. For the 2025-26 winter season, Administration was not able to mobilize additional days of service due to limited staffing and resources.

Without a formal budget for the program, Administration will continue with a short-notice approach. However, this approach limits the ability to mobilize and activate Warming Buses in a consistent manner due to availability of staff and resources.

(Amounts in '000s)	2027
Recreation & Cultural Services	**200**
Total Expenses	**200**
Own Revenue	**-**
Tax Allocation	**200**

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Appendix M – Potential Service Enhancements

Concrete Distress Program Enhancements

Description

Regina's sidewalk infrastructure is experiencing increasing deterioration due to aging assets, freeze-thaw conditions, and ongoing use. Years of limited funding have resulted in a growing repair backlog, creating safety, accessibility, and asset management concerns. Current funding supports fewer repairs than are identified annually through inspections, resulting in the City falling further behind each year. Without additional investment, the backlog will continue to grow, increasing future repair costs and service pressures. An investment of $1.3 million will increase repair capacity through contracted services, allowing the City to address the annual shortfall, prevent further backlog growth, and improve public safety and accessibility.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

This increase in funding is essential to address escalating deterioration, ensure public safety, reduce long-term repair costs and support economic resilience through reliable municipal assets.

(Amounts in '000s)	2027
Roadways	**1,300**
Total Expenses	**1,300**
Own Revenue	**-**
Tax Allocation	**1,300**

Project Engineer for Engineering Design Solutions (EDS) to Build Capacity (FTE 1)

Description

The Engineering Design Solutions group leads and supports an increasing number of capital and operational infrastructure projects as the City continues to address aging

infrastructure, growth demands, operational improvements, and long-range infrastructure planning initiatives.

Currently, engineering and project coordination staffing levels are not meeting operational demands or are being funded on a term basis to establish a proof of concept. Existing Senior Engineers, Supervisors, and other technical staff are absorbing additional project coordination and engineering responsibilities to maintain project delivery. This reduces capacity to complete other critical responsibilities such as strategic planning, staff supervision and mentoring, operational support, technical review, policy development, budgeting, stakeholder engagement, and long-term infrastructure planning. While this has been manageable in the short-term, it is currently creating significant operational and organizational impacts.

As infrastructure demands continue to increase through capital planning initiatives, operational requirements, development growth, and ongoing infrastructure renewal programs, there is a growing need for additional engineering and project coordination capacity. Increased complexity of projects, stakeholder expectations, regulatory requirements, and coordination between departments has resulted in additional pressures on existing staff resources.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

Infrastructure projects require consistent technical oversight, project coordination, engineering analysis, and contract administration throughout all project phases. The addition of a Project Engineer/Coordinator position would provide the City with increased internal capacity and support. The benefits of internal Project Engineers/Coordinators are as follows:

- Improved project delivery and coordination.
- Improved technical oversight and quality assurance.
- Improved responsiveness to operational and public inquiries.
- Greater consistency in project delivery and improved coordination between departments and stakeholders.
- Enhanced infrastructure planning, decision making, oversight and governance.
- Improved staff engagement and workload.

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Appendix M – Potential Service Enhancements

(Amounts in '000s)	2027
Sustainable Infrastructure	**119**
Total Expenses	**119**
Own Revenue	**-**
Tax Allocation	**119**

Artificial Intelligence Enablement

Description

The City has an opportunity to use artificial intelligence (AI) tools to improve employee productivity, reduce administrative effort, and help staff provide services more efficiently. Microsoft Copilot is one example of a tool that can assist employees with tasks such as drafting documents, summarizing information, and finding relevant content more quickly.
While AI offers significant benefits, it must be introduced responsibly. Without appropriate safeguards, there is a risk that sensitive information could be accessed, shared, or used inappropriately. To manage these risks, the City needs clear policies, oversight, and processes to ensure AI is used securely, ethically, and in compliance with privacy and records management requirements.

This investment supports the first phase of the City's AI Strategy by enabling a controlled deployment of AI tools while establishing the governance framework needed for long-term success. Key elements include:

- Implementing controls to protect sensitive information and ensure responsible use of City data.
- Providing AI tools to departments with the highest-value business applications.
- Establishing review, approval, and monitoring processes to manage risk, track usage, and control costs.
- Building the foundation for a secure and scalable approach to future AI adoption across the organization.

As part of the City's longer-term cybersecurity and AI roadmap, it is also recommended that the City plan for a transition to Microsoft 365 E5 licensing. This would provide a more comprehensive and integrated approach to security, compliance, information governance, and AI management.

Rather than purchasing and managing multiple separate products, the E5 platform combines these capabilities into a single solution. It aligns with the City's long-term goals of protecting information, managing risk, and enabling responsible use of

emerging technologies. It also incorporates several services that the City currently purchases separately, helping offset a portion of the additional cost.

The capabilities most relevant to the City include:

- Enhanced protection of sensitive information.
- Improved safeguards to prevent accidental sharing or loss of data.
- Stronger records management and information retention capabilities.
- Advanced tools for investigating incidents and responding to legal or regulatory requirements.
- Improved monitoring and detection of unusual or potentially risky activity.
- Greater visibility into how AI tools are being used and what information they are accessing.
- The ability to apply security and privacy controls directly to AI-enabled services.

Together, these investments would allow the City to realize the benefits of AI while ensuring appropriate oversight, transparency, and protection of corporate information.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

Risks of Not Proceeding with the Investment

Greater Risk of Sensitive Information Being Exposed

- AI tools can quickly locate, summarize, and present information that employees already have permission to access. Without stronger controls over how sensitive information is identified and protected, there is an increased risk that confidential employee, financial, or citizen information could be unintentionally surfaced or shared more broadly than intended.

Increased Risk of Information Being Shared Inappropriately

- As AI makes it easier to create, summarize, and distribute content, the potential for accidental disclosure of sensitive information also increases. Without additional safeguards, the City has fewer protections to prevent confidential information from being copied, shared externally, or incorporated into AI-generated content.

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Appendix M – Potential Service Enhancements

Limited Oversight of AI Usage Across the Organization

- Without the necessary governance tools, the City will have limited visibility into how AI is being used, what information is being accessed, and whether usage aligns with corporate policies and approved business purposes. This reduces the organization's ability to manage risk and ensure responsible use.

Reduced Ability to Detect Improper or High-Risk Activity

- AI tools can make it easier to gather and summarize large volumes of information. Without enhanced monitoring capabilities, the City may have difficulty identifying unusual or inappropriate access to information, limiting its ability to respond proactively to potential misuse.

Challenges Supporting Investigations and Compliance Requirements

- As AI becomes more integrated into daily work, the City must be able to understand how information was accessed and used. Without enhanced auditing and reporting capabilities, responding to investigations, legal inquiries, or compliance reviews becomes more difficult and time-consuming.

Increased Privacy and Regulatory Risk

- The City has significant obligations to protect personal and confidential information. Without additional controls, there is a higher risk that AI-generated content could inadvertently include sensitive information, increasing the potential for privacy breaches and non-compliance with legislative requirements.

Existing Access Issues Become More Significant with AI

- AI tools work within existing access permissions. If information is accessible to more employees than intended, AI can make that information easier to find and use. As a result, any existing access-control weaknesses become more visible and potentially more impactful.

Slower Realization of AI Benefits

- Without the proper governance, security, and oversight framework, the City would need to take a more cautious approach to AI adoption. This could delay productivity improvements, limit opportunities to enhance service delivery, and reduce the organization's ability to realize the full value of its AI investments.

Summary Statement

Without this investment, the City faces increased risks related to privacy, information security, regulatory compliance, and oversight. At the same time, the City may be unable to fully capitalize on the productivity and service improvements that AI can offer.

Appendix M – Potential Service Enhancements

This investment is therefore intended to balance innovation with appropriate risk management and accountability

(Amounts in '000s)	2027
Technology	**410**
Total Expenses	**410**
Own Revenue	**-**
Tax Allocation	**410**

Audit Management Software

Description

The Internal Audit function has grown from a single-person function to a team of four since its establishment. This growth has introduced significant complexity in managing audit work programs, testing documentation, evidence files, quality assurance reviews, and stakeholder reporting, all of which are currently administered through a combination of spreadsheets and word documents.

This business case requests City Council approval to invest in a dedicated Audit Management Software (AMS) solution. Such a platform will bring the City's internal audit function into full compliance with the International Standards for the Professional Practice of Internal Auditing (IPPF) issued by the Institute of Internal Auditors (IIA), including the quality assurance and improvement requirements that are foundational to maintaining the credibility and independence of the audit function.

Request Type

Ongoing

Strategic Priority

Prosperity

Service Impact

The proposal directly supports governance, stewardship, and service excellence commitments in the City’s 2026–2029 Strategic Plan. Enhanced governance oversight, real-time dashboards and structured reporting improve City Council’s visibility into audit progress, risks, and management actions. The proposed Audit Management Software

(AMS) enables alignment with IIA Standards (e.g., QAIP, documentation, and monitoring requirements), reducing the risk of non-compliance. A standards-compliant audit function reinforces confidence in municipal governance and financial stewardship. Improved service to internal stakeholders, automated tracking of audit findings and recommendations provides clarity on expectations, timelines, and accountability. Better use of taxpayer resources efficiency gains allows auditors to focus on value-added work, improving overall outcomes without increasing staffing. The onetime costs associated with initial system implementation, including training and consulting support, are expected to be absorbed within the Internal Audit Function's existing operating budget, minimizing the need for additional upfront funding pressures on the City.

(Amounts in '000s)	2027
Technology	**35**
Total Expenses	**35**
Own Revenue	**-**
Tax Allocation	**35**

Corporate Cybersecurity Enhancements

Description

Enhance and improve corporate cybersecurity solutions and controls to reduce risk.

Request Type

Ongoing

Strategic Priority

Operational Excellence

Service Impact

The requested cybersecurity enhancements all follow cybersecurity industry best practices and formal cybersecurity standards for managing cyber risk. They are also directly related to the City Cybersecurity Audit completed by MNP in 2025 and directly address the recommended actions for the risks identified in the audit as well as sustained support post implementation.

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Appendix M – Potential Service Enhancements

(Amounts in '000s)	2027
Technology	375
Total Expenses	**375**
Own Revenue	**-**
Tax Allocation	**375**

Events, Conventions and Tradeshows (ECT) Fund

Description

Events, Conventions and Tradeshows (ECT) - are important drivers of the local, provincial and national economies, contributing to trade and investment outcomes, innovation, job creation and tourist visitation. Hosting ECT events contributes to a community's economic prosperity by boosting the visitor economy through domestic and international visitation (such as transport, hotels, retail and restaurants), facilitating small business growth by connecting buyers and sellers, enabling knowledge sharing leading to innovation and business collaboration (both locally and globally) and providing a platform for international trade and investment. Attracting ECT to Regina also plays a significant role in supporting the City's vision to become Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity by building the community's reputation as a destination of choice and an attractive place to visit, live, work and play. The more that is invested in attracting events, conventions and tradeshows, the more the City will attract and host, therefore driving our economy forward.

Request Type

Ongoing

Strategic Priority

Prosperity

Service Impact

ECT investments are a key economic driver for the City, that creates both immediate and long-term economic benefits. The immediate effect that is seen through hosting major and significant events is in the increased number of visitors to the City who spend money across a wide range of sectors including hotels, restaurants, transportation, retail and more. This economic activity supports local businesses and jobs within the community. The long-term benefits is that these events also generate revenues and

increase the attractiveness of the City to work and live in, creating the opportunity to attract new residents and businesses, ultimately increasing tax-revenue that can be reinvested into supporting infrastructure, community programs and public services that improve the overall quality of life for residents.

The advantage of investing more into the ECT Fund is that it will increase the number of major and significant events we can attract to the City, thus increasing the benefits to the City as described above. The disadvantage should we not invest further in funding these events is having to say no to additional bids, and thus losing out on the opportunity for increased economic impact.

At the time of writing, Tourism is projecting investments of $675,000 (2027), $446,000 (2028), and $454,500 (2029). We are able to commit to these by utilizing the ECT Reserve fund which, at the end of 2026, is projected to be $690,375, but with the committed amounts would have the fund sitting at $239,875 by the end of 2029 should there be no further funding asks, which we know will not be the case. The events that ECT invests in have an economic impact on the City that, on average, is greater than 40 times the amount invested in the event.

(Amounts in '000s)	2027
Tourism	200
Total Expenses	**200**
Own Revenue	-
Tax Allocation	**200**

Costco West Bus Service – Regina Transit Master Plan (RTMP) 2026 (FTE 5)

Description

To address growing transit demand in the Westerra neighborhood and support upcoming developments, including the planned opening of Regina's second Costco in Q2 2027, Regina Transit is requesting funding to expand service in the area. The current intermittent service via Route 1 has generated numerous community service requests for increased coverage and consistency.

Transit proposes extending Route 50 from Downtown to Westerra. The enhanced service would operate at 30-minute frequencies, seven days a week, offering Express-level service in alignment with the Regina Transit Master Plan. Route 1 would continue to provide local coverage to Dieppe, and nearby communities. To provide this service, 9,200 service hours is required with a projected cost of $845,000. The proposed

expansion would add approximately 15 kilometers and 60 minutes to the route, requiring the increased service hours.

To reduce the overall cost of this service, Transit proposes to reduce the 15 minute frequency to 30 minute frequency on the Route 1 servicing Dewdney Avenue. This would allow 2,300 service hours to be put towards the Costco enhancement in addition to the estimated 6,900 service hours required. With this reallocation, the total annual operating cost is projected at $612,255, with estimated fare revenues of $61,225, resulting in a net budget request of $551,029. This new service would start in May of 2027.

The service will be well used by customers, and employees of the new Costco, but will also increase service to the growing community of Westerra.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

The Regina Transit Master Plan calls for service along primary corridors to operate every day at a minimum of every 30 minutes. Currently, service in Westerra is inconsistent with large gaps in time with no service, specifically from 8 am until noon Monday through Saturday.

If not approved, transit service to Westerra will remain limited and inconsistent, failing to meet growing community demand. This may result in increased car dependency, reduced access to employment and retail, and missed opportunities to align with RTMP goals.

(Amounts in '000s)	2027
Transit Services	433
Total Expenses	**433**
Own Revenue	**41**
Tax Allocation	**392**

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Appendix M – Potential Service Enhancements

Improve Schedule Adherence Bus Operators (FTE 2)

Description

Transit ridership has been increasing over the past few years and in 2025 saw an all time high of 9 million rides. This increase in transit usage reduces traffic congestion and emissions from private automobiles, which helps Regina become a more sustainable city. In order to make transit an attractive mode of transportation and promote new ridership schedule adherence needs to be maintained and consistent so customers can rely on transit to get them where they need to be when they need to be there. To gauge how reliable transit service is, Regina Transit uses time performance measures to see how often bus service is on time relative to the publicly posted schedule time.

Below is a chart of the schedule adherence for each year that we measure through our GPS system – TransitLive. As a national target, transit systems aim to be on time 90 per cent of the time. On time, meaning no more than 3 minutes early and no more than 3 minutes late. A bus that is not on time impacts both operators and customers. An operator may rush, drive too fast or reduce customer service interactions to make up time and get back on schedule. This creates undue stress on the operator and effects customer service and the transit experience. A bus that is not on time impacts trip times and customers risk missing the bus and getting to their destination much later than planned which deters transit usage. A bus may run late for a number of reasons which include: detours, accidents, incidents or increased traffic during construction or rush hour. Ongoing delays such as loading and unloading passengers, which we are seeing more of with increased ridership, also creates delays and affects the buses overall on time performance as well as decreased speed limits in areas like school zones or specific communities. When a bus consistently experiences these delays throughout the day, the on time performance is greatly affected.

To mitigate these delays and increase on time performance there are two options:

- The frequency of the route can be reduced to allow more running time on the route. For example, a route that runs every 30 minutes could be changed to every 35 minutes with the same amount of resources. This will add additional time for the route so it can stay on schedule without adding any resources. This is the opposite of what the Regina Transit Master Plan recommends as it recommends that service on all base routes be every 15 minutes. However, for routes that have lower ridership overall it would be a cost effective option. However, Administration has done this for lower ridership routes.
- Add in an additional bus to the route. Adding in an additional bus to the route would allow the service frequency to be maintained while adding in extra time to the route. This is a better option on routes where ridership is high, as reducing the frequency would reduce the amount of possible trips and increase the

amount of passengers on the bus. Where buses are full already this would result in passengers potentially being left behind.

With these two options Administration is recommending additional resources for the following for 2027:

- Weekday Route 2 – 14:00 – 17:00 add one bus.
- Weekday Route 7 14:00 – 17:00 add one bus.

This would cost $227,000 for 2027 in operating costs and $3,398,060 in capital costs for the two new buses required to provide this service.

Annual Average Schedule Adherence – All Routes					
Year	2021	2022	2023	2024	2025
Weekday	91%	91%	88%	86%	83%
Saturday	94%	92%	89%	88%	86%
Sunday/Holidays	92%	86%	84%	85%	89%

Schedule Adherence - Time 14:00-17:00	
2025	Average
Route 2	64%
Route 7	71%

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

Reliability is one of Regina Transit's main goals and was a key topic of discussion during the RTMP engagement sessions. Reliability or on time performance is currently at 86 per cent on weekdays, 88 per cent on Saturdays and 85 per cent on Sundays which is below the national average and Regina Transit's goal of 90 per cent.

Without the approved two new buses and $227,000 in operating funding, on time performance will continue to decrease or bus service frequencies will be reduced which will reduce the service customers know today and goes against the recommendations in the RTMP.

(Amounts in '000s)	2027
Transit Services	227
Total Expenses	**227**
Own Revenue	-
Tax Allocation	**227**

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Appendix M – Potential Service Enhancements

Increased Conventional Service 2027 Bus Operators (FTE 8) + Maintenance & Dispatch Staff (FTE 3)

Description

The City Council-approved Regina Transit Master Plan (RTMP) made many recommendations to make mass transportation an inclusive, accessible and safe service for Regina residents. One of the short-term recommendations is to increase the amount of service hours that Regina Transit offers. In comparison to similar sized cities, Regina Transit is lagging in the number of service hours it provides. Transit has developed a five-year plan to increase bus service that requires additional budget.

The additional service hours are aimed at assisting with the 11th Avenue Redesign project where buses will no longer meet on 11th avenue to facilitate transfers. This means increases to route frequencies will be required at times when the buses do not run frequently (more than 30 minutes) to ensure wait times are kept low for customers when transferring to another bus. This new service would start in the fall of 2027, thus a full year of funding is not required for the first year. The service implemented for 2027 will be:

- Route 3 University/ Sherwood Estates - 30 minute service 9 pm until midnight.
- Route 18 Harbour Landing - 30 minute service 7 pm until midnight.
- Route 7 Glencairn/Whitmore Park – 30 minute service 6 pm until midnight.

A total of 10,400 service hours would be added and the total required amount for the 2027 increased service is $1,088,298 with estimated fare revenues of $108,830, resulting in a net budget request of $979,468. We would implement this service in the fall of 2027 and therefore would require $362,765 in 2027 and the remaining $725,533 in 2028. These increases to service would not require any new buses as existing buses could be utilized.

Request Type

Ongoing

Strategic Priority

Infrastructure

Service Impact

If the above amounts are not approved, the additional transit service cannot be implemented. As a result, customers could face wait times of up to 55 minutes for

transfers in the downtown due to the new 11th Avenue Design—an increase of 50 minutes compared to current wait times. This would significantly extend overall travel time for riders and make public transit a less appealing transportation option.

By contrast, the proposed service increase would reduce maximum wait times to 25 minutes, mitigating the impact of the 11th Avenue changes and maintaining transit's convenience and reliability.

(Amounts in '000s)	2027
Transit Services	455
Total Expenses	**455**
Own Revenue	**36**
Tax Allocation	**419**

UMO Trip Planning

Description

The new Umo mobile app offers a trip planning component. This allows the app to have an all-in-one mobile experience that allows customers to buy fares, manage their account, and plan their trip within one app. Transit does not have an official trip planner and relies on Google as the sole trip planning option. Having a trip planning feature in the App will provide a convenient all in one solution for customers. This trip planner will use real time information provided by our TransitLive application to aid customers in planning their trips. The onetime set-up fee for this feature is $13,100. The cost for ongoing software licensing and maintenance fees for this feature would be an additional $29,900 annually, and fees are subject to a 3 per cent increase each year.

We would implement this feature in 2027, and the budget ask would be $43,000 with an ongoing budget ask decreasing to $29,900 for future years.

Request Type

Onetime /Ongoing

Strategic Priority

Vibrancy

Service Impact

If the budget is not approved this new feature will not be implemented and customers will continue to rely on the trip planning information provided by Google.

(Amounts in '000s)	2027
Transit Services – one time	13
Transit Services – ongoing	30
Total Expenses	**43**
Own Revenue	**-**
Tax Allocation	**43**

Administrative Support Staff (FTE 1)

Description

The department has been chronically understaffed and due to the nature of both the internal and external relations service expectations, the team needs administrative support.

Request Type

Ongoing

Strategic Priority

Vibrancy

Service Impact

All other departments in the City have an administrative support person, even if their focus is internal. We need the support as our department priorities are both internal and external. Since 2023, the amount of work that has come through the department, supported by a single employee, is in excess of 651 unique creations:

- Applications 2
- Awards 4
- Budget 1
- Circulations 30
- Communications 76
- Grants 6
- Motions 1

- MSAs 1
- Policies 41
- Prof. Development 44
- Projects 69
- Reports 325
- RFPs 9
- Service Requests 19
- Strategy 23

(Amounts in '000s)	2027
Indigenous Relations	86
Total Expenses	**86**
Own Revenue	-
Tax Allocation	**86**

Regina Flora Conservatory

Description

The Regina Garden Associates asked the City of Regina to fund the first planning stage of the new conservatory project. The amount requested for the initial planning work was $252,000. This phase would cover:

- Environmental studies
- Site analysis
- Design development
- Project planning activities

The organization indicated this work would be completed in 2027 as the first step toward the proposed $48 million new conservatory facility.

Request Type

Onetime

Strategic Priority

Vibrancy

Service Impact

Not applicable.

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Appendix M – Potential Service Enhancements

(Amounts in '000s)	2027
Other External	252
Total Expenses	**-**
Own Revenue	-
Tax Allocation	**252**

Appendix N – Utility Rates Updates

Utility Rate Policies and Changes

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

The objectives for the Utility's rate structure are:

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

In the setting of rates, the Utility must present a balanced budget, with any surplus transferred to the General Utility Reserve. The purpose of the reserve is to provide a source of financing for capital projects and funding emergency expenditures. If the Utility incurs an operating deficit each year, the deficit would be funded from the reserve. The General Utility Reserve is used to fund Utility Capital projects.

The Utility Operating Expenses also include a Utility Administration Charge, which is an approximate measure of corporate administration costs attributable to the Utility, to create an accurate cost for Utility Operating Expenses from within the City's operating areas that support both General and Utility services regularly.

2027 Detailed Water, Wastewater and Stormwater Rates

Water Revenue Summary

The rate structure for water includes a base fee that varies according to the size of the water meter. The variation in the base rate is based on a schedule recommended by the American Water Works Association (AWWA). The ratios for the base rate are provided in the Utility Rate Policy and are based on meter size.

The rate structure for water also includes a uniform rate for each cubic metre of water consumed. For water, the uniform rate is applied to all consumption. The proposed rate increase on the base fee and consumption water rates is shown below.

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Appendix N – Utility Rates Updates

Water Rate Schedule	AWWA Standard Ratio	Approved Rate Schedule $	Proposed Rate Schedule $	Proposed Rate Schedule $
Daily Base Fee:		**2026**	**2027**	**Unmetered Assumed Consumption (M3 per day)**
15 mm/18 mm water meter	1	1.13	1.25	1.5
25 mm water meter	1.4	1.58	1.75	2.1
40 mm water meter	1.8	2.03	2.25	2.7
50 mm water meter	2.9	3.28	3.63	4.4
75 mm water meter	11	12.43	13.75	16.5
100 mm water meter	14	15.82	17.50	21.0
150 mm water meter	21	23.73	26.25	31.5
200 mm water meter	29	32.77	36.25	43.5
Volume Charge:				
Charge per m3	n/a	2.74	3.02	

**AWWA Ratio is a standard defined by the American Water Works Association.*
The ratio for each meter size is relative to the rate for the 15/18 mm water meter.

Water Utility Rebate Program Amounts

In *CR25-127 Water & Property Tax Affordability Program,* City Council approved the rebate rates are to be updated with any Council-approved utility rate changes. The impacts of those changes are reflected in the table below.

Daily Rebate Rate Categories	2026	2027
Standard Daily Rebate	0.82	0.90
Increased Daily Rebate	1.64	1.81

Wastewater Revenue Summary

The rate structure for wastewater includes a base fee that varies according to the size of the water meter. The variation in the base rate is based on the schedule recommended by the AWWA. The ratios for the base rate are provided in the Utility Rate Policy and are based on meter size. The rate structure for wastewater also includes a uniform rate for each cubic meter of deemed wastewater flow. The deemed volume is a percentage of water consumption.

- For residential customers, the wastewater volume is 82 per cent of water consumption.
- For multiple unit residential properties, the percentage is 95 per cent of water consumption.
- For institutional, commercial, and industrial properties, the percentage is 98 per cent of water consumption.

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Appendix N – Utility Rates Updates

Wastewater Rate Schedule	AWWA Standard Ratio	Approved Rate Schedule $	Proposed Rate Schedule $
Daily Base Fee:		**2026**	**2027**
15 mm/18 mm water meter	1	0.86	0.95
25 mm water meter	1.4	1.20	1.33
40 mm water meter	1.8	1.55	1.71
50 mm water meter	2.9	2.49	2.76
75 mm water meter	11	9.46	10.45
100 mm water meter	14	12.04	13.30
150 mm water meter	21	18.06	19.95
200 mm water meter	29	24.94	27.55
Volume Charge:			
Charge per m3	n/a	2.42	2.67

**AWWA Ratio is a standard defined by the American Water Works Association. The ratio for each meter size is relative to the rate for the 15/18 mm water meter.*

Stormwater Infrastructure Levy Revenue Summary

The rate structure for the stormwater infrastructure levy is based on the size of the property, with larger properties paying a higher levy. The ratios are provided in the Utility Rate Policy. The stormwater levy applies regardless of whether the property is connected to the water or wastewater systems.

Regardless of actual property size, the rate for properties up to 1,000 m^2 is applied to all locations designated as standard residential properties.

Stormwater Rate Schedule	Rate Ratio	Approved Rate Schedule $	Proposed Rate Schedule $
Daily Base Fee:		**2026**	**2027**
0 to 1,000 m2	1	0.77	0.85
1,001 to 3,000 m2	2	1.54	1.70
3,001 to 5,000 m2	4	3.08	3.40
5,001 to 7,000 m2	6	4.62	5.10
7,001 to 9,000 m2	8	6.16	6.80
9,001 to 11,000 m2	10	7.70	8.50
11,001 to 13,000 m2	12	9.24	10.20
13,001 to 15,000 m2	14	10.78	11.90
15,001 to 17,000 m2	16	12.32	13.60
17,001 to 19,000 m2	18	13.86	15.30
19,001 to 21,000 m2	20	15.40	17.00

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Appendix N – Utility Rates Updates

Stormwater Rate Schedule	Rate Ratio	Approved Rate Schedule $	Proposed Rate Schedule $
21,001 to 23,000 m2	22	16.94	18.70
23,001 to 25,000 m2	24	18.48	20.40
25,001 to 27,000 m2	26	20.02	22.10
27,001 to 29,000 m2	28	21.56	23.80
29,001 to 31,000 m2	30	23.10	25.50
Over 31,000 m2	32	24.64	27.20

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

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Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

Strategic Principles

Overview

Developed collaboratively by Administration and City Council, the 2026-2029 Strategic Plan establishes a focused vision and strategic direction for the City over the next four years. It guides how Regina operates, makes investment decisions and measures success. This plan reflects a collective commitment to making Regina a place where people can thrive individually and as part of a vibrant community.

The 2026-2029 City of Regina Strategic Plan introduced the concept of Strategic Principles which are intended to guide and inform the work that Administration does and the decisions that City Council makes. The three principles are:

- Reconciliation – Honoring Treaty 4 land and fostering truth, equity and well-being with Indigenous Peoples.
- Environmental Sustainability – Considering the City's environmental footprint and prioritizing the conservation of land, water, energy and waste minimization.
- Inclusion, Diversity, Equity and Accessibility (IDEA) – Fostering an equitable environment and removing barriers to promote inclusive participation and success for all.

For each proposed budget item, Administration has identified the potential impacts for the consideration of City Council when making budget decisions. Each principle has their own individual impact assessment based on the following:

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

Reconciliation

Magnitude	Criteria
High	The project directly and intentionally impacts one or more Treaty Principles and produces or reduces meaningful reconciliation outcomes for Indigenous Peoples, communities, organizations, or relationships.
Medium	The project meaningfully impacts a Treaty Principle and produces clear but indirect reconciliation advantages/ disadvantages.
Low	The project has a minor but identifiable connection to a Treaty Principle.
No Impact	The project has little or no meaningful connection to the Treaty Principles or reconciliation outcomes.

Environmental Sustainability – Greenhouse Gas (GHG) Impact

Magnitude	Criteria
High	>1,000 tCO_2e/year
Medium	300–1,000 tCO_2e/year
Low	100–300 tCO_2e/year
Negligible	<100 tCO_2e/year
No Impact	No impact on GHG emissions
Non Quantifiable	Potential impact but, insufficient information to estimate GHG emissions

Inclusion, Diversity, Equity and Accessibility (IDEA)

Magnitude	Criteria
High	Directly related to recommendations in the Accessibility plan or 2SLGBTQIAP+ inclusion plan.
Medium	Not directly related to either plan but strongly related to IDEA or will improve IDEA outcomes.
Low	Loosely related to IDEA, may not directly impact IDEA outcomes.
No Impact	No relation to IDEA plans or outcomes.
Negative	May negatively impact IDEA outcomes or work against the Accessibility or 2SLGBTQIAP+ plans.

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

Unfunded Capital

Unfunded General Capital

This table represents how budget items from ***Appendix C – Preliminary Forecast – 2027 to 2031 Unfunded Capital*** impact the City of Regina's Strategic Principles.

	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
Facilities							
J1285 - Operational Yard Facility Master Plan	No Impact	Supports climate resilience by enhancing the long-term planning of operational facilities and infrastructure.	No Impact			No Impact	
E1017 – Indigenous Cultural Site	Increase - Non Quantifiable	Increases GHG emissions due to additional construction (energy and fuel use).	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Creates dedicated space for Indigenous cultural practices, ceremony, culture, and belonging. Is a tangible response to the more than 10 TRC Calls to Action for municipalities.	High	A critical project for the City's work on Reconciliation, which underpins all IDEA work. The ceremony site supports relationship-building, sense of belonging, and connection to land which are all essential to creating an inclusive workplace for all employees.
Finance							
New Project 185 - Forklift	Increase - Negligible (2)	Increases GHG emissions through fuel consumption.	No Impact			No Impact	
Cemeteries							
New Project 118 - Riverside Cemetery Administration Building and Chapel	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	No Impact			Low	Opportunity to improve accessibility through this renovation if accessibility is prioritized.
Parks Infrastructure							
New Project 142 - Queen Elizabeth II Courtyard Renewal	Increase - Non Quantifiable	Minimally increases GHG emissions from construction (energy and fuel use). Enhances climate resiliency with shade, vegetation, and stormwater management during rain events.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Enhances a public gathering space that supports community connection and belonging and the project includes a focus on incorporating Indigenous worldview.	Low	Paving, lighting and site furnishings should help to improve accessibility of the site
Transit							

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

Unfunded General Capital

This table represents how budget items from ***Appendix C – Preliminary Forecast – 2027 to 2031 Unfunded Capital*** impact the City of Regina's Strategic Principles.

	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
New Project 154 - Transit Storage Garage Expansion - RTMP	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Supports climate resilience by expanding and improving transit system reliability during extreme weather and population growth.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Improves transit facility to provide sustainable and reliable transit service for residents.	No Impact	
New Project 212 - Buses for Schedule Adherence Expansion - RTMP	Increase - Low	Increases GHG emissions through added fuel use. Public transit encourages community wide GHG reductions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	High	Improves the reliability and accessibility of public transit services, supporting equitable access to employment, services, and community connections.	Med	Improving transit delivery and reliability aligns with goals in the Accessibility Plan
A1291 - Transportation Management Centre Planning	No Impact		No Impact			Low	Supports an inclusive transportation system by improving reliability and accessibility of travel options including for pedestrians, cyclists and transit users.
IT Infrastructure							
New Project 184 - Portable Radio Replacement	No Impact	Supports coordination of emergency services during climate related events.	No Impact			Low	Supports Fire's capacity to respond to fires and life safety emergencies which disproportionately impact lower-income and equity-deserving community members.
New Project 186 - Technology Software Currency Program	No Impact		No Impact			Low	Opportunity to support accessibility upgrades to existing applications, which would align with the Accessibility Plan.
New Project 178 - Hosted Contact Centre Solution	No Impact	Supports climate resilience by improving communications with residents.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Improves access to municipal services and communication with residents.	Low	Opportunity to improve accessibility of communication between residents and City if accessibility is prioritized through the procurement process.
E1752 - Geospatial Sustainable Technology & Growth	No Impact		No Impact			No Impact	

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

Unfunded General Capital

This table represents how budget items from ***Appendix C – Preliminary Forecast – 2027 to 2031 Unfunded Capital*** impact the City of Regina's Strategic Principles.

	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
New Project 182 - Artificial Intelligence Solution	No Impact		No Impact			No Impact	
Roadways Infrastructure							
F1136 - Ring Road Widening- Ross Ave to Dewdney Ave	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Improves transportation connectivity and emergency access.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Expands transportation connections that support movement between communities.	No Impact	
F1156 - 13th Avenue - Sandra Schmirler Way to Courtney Street	Increase - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves traffic flow.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Expands transportation connections that support movement between communities.	Low	includes extensions of the multi-use pathway system which supports goals in the Accessibility Plan.
A1185 - Snow Storage Site	No Impact	Increasing frequency of extreme weather events has created a need for a second snow storage site. Developing one improves climate resiliency and allows for operational efficiencies.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Supports responsible management of snow and associated environmental impacts.	No Impact	
F1135 - Prince of Wales Drive- Jenkins Drive to Highway 46	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Improves transportation connectivity and emergency access.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Expands transportation connections that support movement between communities.	No Impact	
New Project 127 - Saskatchewan Drive Corridor Improvement Phase III - Cathedral	Decrease - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves climate resilience through better traffic flow and improved stormwater management.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves transportation connections and access within the community.	Med	Includes upgrades to sidewalks, street furniture and multi-modal transportation infrastructure which will improve accessibility for pedestrians in a busy area of the city. Strong alignment with the Accessibility Plan.

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

Unfunded General Capital

This table represents how budget items from ***Appendix C – Preliminary Forecast – 2027 to 2031 Unfunded Capital*** impact the City of Regina's Strategic Principles.

	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
F1126 - Wascana Parkway to Prince of Wales Drive Extension	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Improves transportation connectivity and emergency access.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Expands transportation connections that support movement between communities.	No Impact	
New Project 120 - Centre Loop - Phase II	Decrease - Non Quantifiable	Reduces GHG emissions by expanding active transportation infrastructure and encouraging walking and cycling. Improves pedestrian connectivity.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Expands active transportation infrastructure that supports sustainable movement through the city, intentionally designed with Indigenous worldview.	Med	Expanding the downtown multi-use pathway network aligns with goals of the Accessibility Plan
A1288 - Micro Mobility and Active Transportation Solutions	Decrease - Negligible	Reduces GHG emissions by promoting micromobility and active transportation. Enhance climate resilience by expanding options and improving network reliability.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Encourages sustainable transportation choices that reduce environmental impacts.	Low	Provides more accessible transportation options, may help City better manage the program to prevent sidewalk accessibility concerns.
New Project 194 - Transportation Corridor Studies	Decrease - Non Quantifiable	Enables future transportation system improvements and potential reductions in GHG emissions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Provides transportation planning information with a focus on Indigenous voice/perspective.	No Impact	
New Project 033 - Infrastructure Design and Construction Standards Review	No Impact	Provides an opportunity to ensure future infrastructure is more resilient.	No Impact			High	Will align with the new Universal Design Policy, directly supporting actions in the Accessibility Plan.
A0176 - Transportation Performance Data & Analytics	No Impact		No Impact			Low	Supports the delivery of equitable, inclusive and accessible transportation networks.
A1286 - Critical & Peripheral Intersection Vibration Damper	No Impact	Improves transportation safety, reliability and emergency access during adverse conditions.	No Impact			No Impact	

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

Unfunded General Capital

This table represents how budget items from ***Appendix C – Preliminary Forecast – 2027 to 2031 Unfunded Capital*** impact the City of Regina's Strategic Principles.

	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
New Project 195 - Household Travel Survey	No Impact	Enables future transportation planning.	No Impact			Low	Would support road design for the City, which may have an accessibility impact related to pedestrian crosswalks, transit stops, etc. and would support the Accessibility Plan.
New Project 197 - Victoria Avenue East Corridor Study	Decrease - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves climate resilience through better traffic flow.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Provides transportation planning information with a focus on Indigenous voice/perspective.	No Impact	
New Project 031 - Victoria Avenue and Tower Road Functional Study	No Impact		No Impact			No Impact	
New Project 192 - Pasqua Street Corridor Staging Plan	Decrease - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves climate resilience through better traffic flow.	No Impact			No Impact	
New Project 159 - Noise Attenuation Program Continuation	No Impact		No Impact			Low	Noise mitigation can support more sensory-accessible communities.
New Project 172 - Asphalt Construction Equipment	No Impact		No Impact			No Impact	

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

General Capital Plan

General Capital Plan

This table represents how budget items from ***Appendix E – General Capital Plan*** impact the City of Regina's Strategic Principles

	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
Roadways Infrastructure							
A1170 - Residential Renewal Program	Increase - High	Increases GHG emissions through added construction (energy and fuel use). Supports climate resilience by improving infrastructure reliability under severe weather.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Maintains safe and reliable neighborhood infrastructure for residents.	Low	Maintaining local roads also maintains accessibility of pedestrian crosswalks and bike lanes.
New Project 126 - Saskatchewan Drive Corridor Improvement Phase II - Downtown	Decrease - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves climate resilience through better traffic flow and improved stormwater management.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves accessibility and connectivity within the downtown area.	Med	Includes upgrades to sidewalks, street furniture and multi-modal transportation infrastructure which will improve accessibility for pedestrians in a busy area of the city. Strong alignment with the Accessibility Plan.
New Project 160 - Accessible Sidewalk and Concrete Renewal Program	Increase - High	Increases GHG emissions through added construction (energy and fuel use). Improves the reliability of infrastructure under severe weather and changing climate conditions.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Improves accessibility and inclusion within public spaces for all residents.	High	Accessibility Plan has sidewalk maintenance as the highest priority. This budget supports ongoing maintenance of sidewalks.
A1004 - Street Infrastructure Renewal	Increase - High	Increases GHG emissions through added construction (energy and fuel use). Supports climate resilience by improving infrastructure reliability under severe weather.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Maintains safe and reliable transportation infrastructure that connects communities.	No Impact	

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General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
F1151 - Saskatchewan Drive Corridor Improvements (Phase I - Heritage)	Decrease - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves climate resilience through better traffic flow and improved stormwater management.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Enhances roadway infrastructure, improves transportation, safety, accessibility and connectivity for residents.	Med	new accessible pedestrian infrastructure aligns with the Accessibility Plan goals.
A1018 - Bridge Infrastructure Renewal	Increase - Non Quantifiable	Increases GHG emissions through added energy or fuel use. Improves the reliability and durability of infrastructure under severe weather and changing climate conditions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Maintains important transportation links that support community connectivity.	No Impact	
F1149 - Arcola Avenue Intersection Improvements	Decrease - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves traffic flow.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Enhances roadway infrastructure, improves transportation, safety, accessibility and connectivity for residents.	No Impact	
F1125 - Wascana Parkway to Highway 1A Loop Ramp	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Improves transportation connectivity and emergency access.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Expands transportation connections that support movement between communities.	No Impact	
F1033 - On-Street Bike Lanes & Multi-Use Pathways	Decrease - Non Quantifiable	Enables active transportation over personal vehicle travel.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Expands sustainable transportation options and access to outdoor spaces.	Med	Will support accessible, active forms transportation throughout the city, which is aligned with the Accessibility Plan.

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

General Capital Plan

This table represents how budget items from ***Appendix E – General Capital Plan*** impact the City of Regina's Strategic Principles

	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
New Project 128 - Paved Rural Road Renewal and Improvements	Increase - Medium	Increases GHG emissions through added energy or fuel use. Improves the reliability and durability of infrastructure under severe weather and changing climate conditions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Enhances roadway infrastructure, improves transportation, safety, accessibility and connectivity for residents.	No Impact	
F1157 - Assiniboine Avenue Northbound On-Ramp	Decrease - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves traffic flow.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves transportation connectivity and access between communities.	No Impact	
F1129 - Road Network Improvements Property Purchase	No Impact		No Impact			No Impact	
New Project 135 - Asphalt Crack Sealing Program	Increase - Low	Increases GHG emissions through added energy or fuel use. Improves the reliability and durability of infrastructure against climate driven deterioration.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Extends the life of transportation infrastructure that supports community connectivity.	No Impact	
F1177 - Dewdney Avenue and Lewvan Drive Intersection Improvements	Decrease - Low	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves climate resilience by enhancing traffic flow and emergency vehicle access during severe weather.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Enhances roadway infrastructure, improves transportation, safety, accessibility and connectivity for residents.	Med	Will improve pedestrian infrastructure accessibility and safety at this intersection which is aligned with Accessibility Plan goals

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
F1173 - Victoria Avenue Corridor Improvements	Decrease - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves transportation connectivity and emergency access.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Enhances roadway infrastructure, improves transportation, safety, accessibility and connectivity for residents.	Med	Will improve the accessibility of sidewalks and pedestrian infrastructure (top priorities in the Accessibility Plan) in a high-pedestrian area.
A1003 - Asphalt Plant Upgrade	Decrease - Non Quantifiable	Reduces GHG emissions by improving plan operations and allowing better incorporation of recycled materials.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Supports more efficient infrastructure maintenance and resource use.	No Impact	
F1162 - Campbell Street Reconstruction for Simpson Avenue to Albulet Drive	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Improves transportation connectivity and infrastructure reliability.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Expands transportation connections that support movement between communities.	Med	paving the road and adding sidewalks will greatly increase accessibility for people coming to/from the future school, supporting goals in the Accessibility Plan.
F1148 - Fleet Street and McDonald Street - Intersection Improvements	Decrease - Low	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves climate resilience by enhancing traffic flow and emergency vehicle access during severe weather.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Enhances roadway infrastructure, improves transportation, safety, accessibility and connectivity for residents.	No Impact	
New Project 157 - Material Processing Program	Decrease - Medium (942)	Utilizing recycled aggregates reduces GHG emissions and reliance on natural aggregates. No impact on climate resiliency.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Supports responsible resource use by increasing material recovery and reducing waste sent to landfill.	Low	Improves winter maintenance of roads, which also impacts the accessibility of pedestrian crosswalks.

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General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
F1144 - Intersection Capacity Upgrades	Decrease - Non Quantifiable	Increases GHG emissions through construction (energy and fuel use) but encourages reductions through better traffic flow and reduced vehicle idling. Improves climate resilience by enhancing traffic flow and emergency vehicle access during severe weather.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Improves transportation safety and mobility, supporting connections between people and communities.	No Impact	
New Project 188 - Asphalt Maintenance Recycling Program	Decrease - Medium (942)	Utilizing recycled aggregates reduces GHG emissions and reliance on natural aggregates.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Reuses construction materials to reduce waste and conserve natural resources.	Low	Improves road maintenance which also impacts accessibility of bike lanes and pedestrian crosswalks including for people using mobility devices.
New Project 183 - Right of Way Permitting Software	No Impact		No Impact			Low	Opportunity to improve accessibility of permitting processes for members of the public and staff if accessibility is prioritized in procurement.
New Project 181 - Purchase of Skid Steers – Specialized Maintenance	Increase - Non Quantifiable	Increases fuel consumption.	No Impact			Med	Used for snow removal including on sidewalks, which is a high priority in the Accessibility Plan.
New Project 171 - 6 Yard Wheel Loader Upgrade	Decrease - Negligible (3)	Reduces GHG emissions with more fuel-efficient units. Supports climate resilience by ensuring operational reliability during climate-related events.	No Impact			No Impact	
Transit							
J1032 - Transit Fleet Replacement	Decrease - Medium (338)	Reduces GHG emissions by replacing conventional units with hybrid units.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Replaces aging transit vehicles with more efficient technologies that reduce emissions and environmental impacts.	Med	New conventional and Paratransit buses are an important part of continuing to provide accessible transportation, which is a priority in the Accessibility Plan.

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General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
A1091 - Bus Shelter Upgrades	Increase - Negligible (9)	Increases GHG emissions through fuel consumption. Supports climate resilience by providing protection from extreme heat, cold, wind and precipitation for transit users.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Improves accessibility and comfort for residents using public transit, used primarily by Indigenous community/youth.	High	Directly supports actions within the Accessibility Plan related to the accessibility of transit
Facilities							
J1138 - Facilities Asset Management	No Impact	Facility upgrades that incorporate sustainability and high performance building practices.	No Impact	Med		Low	Maintenance of City facilities maintains or improves accessibility.
J1229 - Office Space Renovations	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	No Impact			Low	Provides an opportunity to increase the number of accessible, all-gender washrooms available to staff which aligns with goals in the Accessibility and 2SLGBTQIAP+ Plans. Updating to current code will improve accessibility.
J1262 - Renewable Regina 2050-Facilities Upgrades	Decrease - Medium (282)	Reduces GHG emissions through building retrofits. Enhances climate resilience against extreme temperatures and power disruptions.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	Reduces environmental impacts through energy-efficient facility improvements that support stewardship of the land.	No Impact	
J1116 - Employee Parking Lot Asset Management	No Impact	Supports climate resilience by improving drainage, pavement condition and safe access during severe weather.	No Impact			No Impact	
J1192 - Facilities Workspace Improvement Program	No Impact		No Impact			No Impact	

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General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
J1259 - City Hall Parkade Improvements	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Supports climate resilience by improving drainage, pavement condition and safe access during severe weather.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves transportation, safety and accessibility for City Hall staff.	No Impact	
J1193 - Facilities Security Infrastructure	No Impact	Support climate resilience by protecting city facilities during climate related emergencies.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Enhances safety and security within municipal facilities used by staff and the public.	No Impact	
Regina Police Service (RPS)							
C0517 - Police Fleet Services	Increase - Negligible (15)	Increases GHG emissions through fuel consumption. Supports the reliability of emergency response vehicles.	No Impact			No Impact	
C0507 - Computer Upgrade PRIME/LAN/CPIC	No Impact		No Impact			No Impact	
C0505 – Routine Facility Improvements	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	No Impact			No Impact	
C0520 – RPS Campus Facility Development	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Supports climate resiliency by ensuring dependable police facilities.	No Impact			No Impact	
C0522 - RPS - Asset Management	No Impact	Supports climate resilience to sustain municipal infrastructure in response to climate changes.	No Impact			No Impact	

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General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
C0523 - RPS HQ- Second Floor Renovation	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	No Impact			No Impact	
C0519 - Information Management & Technology	No Impact	Supports the reliability of emergency response vehicles.	No Impact			No Impact	
C0514 - Emergency Services Equipment	No Impact	Supports climate resiliency through readiness and emergency response during climate-related events.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Supports reliable emergency response services that contribute to community safety.	No Impact	
C0506 - Communication Equipment	No Impact	Supports coordination of emergency services during climate related events.	No Impact			No Impact	
Fleet							
J1029 - Civic Fleet Replacement	Decrease - Medium (286)	Reduces GHG emissions with more fuel efficient units (hybrid and EV). Maintaining a municipal fleet helps ensure continuity of services during disruptions like climate-related hazards.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Replaces aging vehicles with more efficient technologies that reduce emissions and support responsible stewardship of the land.	Low	Some vehicles will be used for winter road and park maintenance, which aligns with goals in the Accessibility Plan.
J1030 - Small Tools Replacement	No Impact		No Impact			No Impact	
Landfill							
A1034 - Landfill Engineering	No Impact		wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Supports environmentally responsible landfill planning and operations.	No Impact	

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General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
A1134 - Landfill Gas Collection	Decrease - High (32000)	Reduces GHG emissions by collecting additional landfill gas/methane instead of allowing it to release to the atmosphere. Improves climate resilience by minimizing environmental risks associated with uncontrolled landfill gas.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	Capturing landfill gas and converting it into energy reduces greenhouse gas emissions, minimizes environmental impacts from waste, and demonstrates responsible stewardship of natural resources. The project supports long-term environmental sustainability and community well-being while aligning with Indigenous values of caring for the land for future generations.	No Impact	
A1284 - Landfill Piggy-back Liner Design & Construction	No Impact	Enables additional landfilling and protects the groundwater.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Protects soil and groundwater through improved landfill environmental controls.	No Impact	
A1283 - Landfill Perimeter Fence Replacement	No Impact	Supports climate resilience by helping to contain blowing debris.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Supports the safe management of landfill operations and protection of surrounding land.	No Impact	
A1244 - Landfill Perimeter Road	No Impact	Repair road and corresponding drainage system to ensure adequate access and stormwater management.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Supports the safe and effective operation of landfill infrastructure.	No Impact	
A1148 - Landfill Annual Infrastructure Renewal	No Impact	Supports proactive environmental risk management and continuity of landfill operations.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	Maintains environmental protection systems that support responsible waste management.	No Impact	
A1150 - Landfill Gas to Energy Project	No Impact		wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	Capturing landfill gas and converting it into energy reduces greenhouse gas emissions, minimizes environmental impacts from waste, and demonstrates responsible stewardship of natural resources. The project supports long-term environmental sustainability and community well-being while aligning with Indigenous values of caring for the land for future generations.	No Impact	

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General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
A1243 - Mt Pleasant Environment Assessment	No Impact	Supports minimizing environmental risks associated with uncontrolled landfill gas.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	Assesses environmental conditions to support responsible stewardship and future decision-making.	No Impact	
New Project 019 - Landfill Airspace Audit	No Impact	Supports long term landfill operations.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Supports responsible landfill management and long-term environmental planning.	No Impact	
New Project 198 - Landfill Aerial Survey	No Impact	Supports planning and quality control that the City is maximizing the life of the landfill.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Supports informed landfill management and environmental monitoring.	No Impact	
A1279 - GPS Terminal Replacement	No Impact		No Impact			No Impact	
New Project 199 - City of Regina Landfill Fill Plan Update	No Impact	Enables planning that ensures the landfill's continued service, optimizing landfill space use and operation.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Supports long-term waste management planning and stewardship of land resources.	No Impact	
New Project 013 - Landfill Liability Report	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Provides financial and regulatory reporting on responsible landfill management.	No Impact	
Traffic Infrastructure							
A1021 - New/Enhanced Traffic Controls	No Impact	Supports climate resilience by improving visibility of controls and increasing transportation system safety, reliability and pedestrian access.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Improves road safety to reduce harm and support community well-being.	Med	Includes funding for pedestrian corridors, APS and lighting which are all aligned with actions in the Accessibility Plan.
A1157 - Traffic Infrastructure Renewal	No Impact	Supports climate resilience by increasing transportation safety, reliability, and emergency access.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Improves road safety to reduce harm and support community well-being.	Med	Supports pedestrian corridors, APS and lighting which are all aligned with actions in the Accessibility Plan.
A1271 - Vision Zero	No Impact	Supports climate resiliency by improving transportation safety, reliability and emergency access.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Improves road safety to reduce harm and support community well-being.	Low	Improves accessibility and safety for pedestrians which is aligned with the Accessibility Plan.

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General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
A1259 - Renewal Program-Expressway Lighting	Decrease - Negligible (15)	Reduces GHG emissions by upgrading/replacing lighting to LED. Supports climate resilience and safe vehicle operation by improving visibility during adverse weather conditions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Enhances roadway safety and connectivity for all road users.	No Impact	
A1223 - Pedestrian Connectivity	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Promotes active transportation network (walking), offering more mobility options during disruptions and extreme weather.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Improves accessibility and inclusion by making it easier for residents to move throughout the city.	High	Directly supports actions in the Accessibility Plan related to increasing the number of sidewalks and pathways in the city
New Project 211 – Accessibility Plan – Pedestrian Infrastructure	Increase - Negligible	Increases GHG emissions through added construction (energy and fuel use) and continued operation.	pimâcihowin - Making a living.	High	Improves safety, security and accessibility of the pedestrians.	High	This request directly supports actions in the Accessibility Plan to increase accessible pedestrian infrastructure
A1287 - High Mast Decommissioning & Interchange Lighting Upgrade	Decrease - Medium (386)	Reduces GHG emissions by upgrading/replacing lighting to LED. Supports climate resilience and safe vehicle operation by improving visibility during adverse weather conditions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves public safety and accessibility through reliable transportation infrastructure.	No Impact	
New Project 156 - Overhead Sign Replacement Program	No Impact	Supports climate resiliency by improving transportation safety, reliability and emergency access during adverse conditions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves transportation safety and navigation for residents and visitors.	No Impact	
New Project 136 - Permanent Pavement Marking Program	Increase - Non Quantifiable	Increases GHG emissions through added energy or fuel use. Supports climate resiliency as clear pavement is crucial for safe vehicle operation in adverse weather.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves roadway safety and accessibility for all users.	No Impact	

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General Capital Plan

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
A1278 - Uninterrupted Power Service (UPS) Replacements & Expansion	No Impact	Supports climate resilience by ensuring the transportation system remains operational during power outages.	No Impact			No Impact	
A1266 - Railway Maintenance Program	Increase - Negligible	Increases GHG emissions through added energy or fuel use. Improves the reliability and durability of infrastructure under severe weather and changing climate conditions.	No Impact	No Impact		No Impact	
A1290 - Street Lighting Deficiencies Program	Decrease - Negligible	Reduces GHG emissions by upgrading/replacing lighting to LED. Supports climate resilience and safe vehicle operation by improving visibility during adverse weather conditions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves safety and accessibility within public spaces and transportation corridors.	Low	Maintaining adequate lighting supports the accessibility of intersections, pedestrian routes and neighbourhoods
A1281 - Mandatory Railway Signal Upgrades	No Impact	Improves visibility of safety controls during adverse weather conditions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Improves road safety to reduce harm and support community well-being.	No Impact	
F1170 - Traffic Model Modernization EMME	Decrease - Non Quantifiable	Supports transportation planning which could result in improvements that reduces GHG emissions or improve climate resiliency.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Supports effective transportation planning that improves mobility for residents.	No Impact	
New Project 193 - City Centre Transportation Study & Parking Travel Demand Mgt Strategies	Decrease - Non Quantifiable	Supports GHG reductions by supporting future reductions in vehicle use.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Provides transportation planning information with a focus on Indigenous voice/perspective.	Low	Would likely enhance accessibility of the City Centre if the study and subsequent actions prioritize accessibility.
New Project 125 - Pavement Management Analysis and Prioritization Software	No Impact	Supports proactive maintenance, enhancing resiliency of the transportation infrastructure.	No Impact			Low	Supports better maintenance of road infrastructure, which will help maintain accessible crosswalks in alignment with the Accessibility Plan.

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
New Project 196 - Transportation Design Standards Update	No Impact	Provides an opportunity to ensure future transportation projects are more resilient.	No Impact			High	Directly supports the Accessibility Plan by reviewing and updating the City's transportation design standards to align with accessibility guidelines.
New Project 191 - Active Transportation Strategy	Decrease - Non Quantifiable	Enables development of resilient active transportation systems aimed at reducing individual vehicle travel.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Promotes sustainable transportation options that reduce environmental impacts.	Med	Improves accessibility of transportation network, which is in alignment with Accessibility Plan goals.
A1101 - CPTED - Improvements	No Impact		miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Improves safety and accessibility in public spaces through crime prevention design measures.	No Impact	
Fire							
J1280 - New Fire Station Development (Station #9)	Decrease - Low (104)	Net zero ready design. Supports climate resilience through improved emergency response and preparedness.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves community safety and access to emergency services, supporting the well-being of residents and strengthening community relationships.	Low	Will provide more equitable response times to fires and other life safety events across the City.
J1031 - Fire Fleet Replacement	Decrease - Low (21)	Reduces GHG emissions with more fuel efficiency units. Supports the reliability of emergency response vehicles during climate-related events.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Replaces aging emergency vehicles with more efficient equipment that reduces environmental impacts while maintaining essential emergency response services.	No Impact	
New Project 165 - Fire Pump Testing Training and Storage Facility	Increase - Non Quantifiable	Minimally increases GHG emissions through added construction (energy and fuel use). Supports climate resiliency by strengthening emergency response and ensuring public safety and continuity of critical services.	No Impact			Low	New facility will include spaces for training. Opportunity to provide a more accessible and inclusive workplace if these principles are prioritized in the construction.

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
A1295 - Self-Contained Breathing Apparatus (SCBA) Replacement	No Impact	Supports climate resilience through service continuity and emergency preparedness.	No Impact			No Impact	
New Project 057 - Fire Apparatus Pumper for Station #9	Increase - Negligible (5)	Increases fuel consumption. Supports climate resilience through service continuity and emergency preparedness.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Strengthens emergency response capacity that supports community safety and well-being.	No Impact	
J1261 - New Fire Station Development (Station #8)	Decrease - Low (104)	Minimizes GHG increases through high performing building envelope, high efficiency LED lighting and lighting controls, low flow water fixtures, heat pumps and a low temperature hydronic heating system that can be converted to electric heating in the future. Supports climate resilience through improved emergency response and preparedness.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves community safety and access to emergency services, supporting the well-being of residents and strengthening community relationships.	Low	Will provide more equitable response times to fires and other life safety events across the City.
E1754 - Fireground Training Props	No Impact	Supports climate resilience through service continuity and emergency preparedness.	No Impact			No Impact	
A1049 - Regulatory Equipment Renewal & Restoration Program	No Impact	Supports climate resilience through service continuity and emergency preparedness.	No Impact			No Impact	
A1045 - Fire Records Management System	No Impact		No Impact			No Impact	
Land Development Real Estate							

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
F1167 - Hawkstone Residential Development	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	Indigenous people are often underrepresented in housing and neighborhood development. Including Indigenous perspectives in the planning of new City neighbourhoods creates more inclusive communities and helps ensure land development is carried out in a good way, with respect for Mother Earth and future generations.	No Impact	
F1171 - Taylor Field Redevelopment Project	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Indigenous people are often underrepresented in housing and neighborhood development. Including Indigenous perspectives in the planning of new City neighbourhoods creates more inclusive communities and helps ensure land development is carried out in a good way, with respect for Mother Earth and future generations.	Low	Provides accessible green space and supports housing development and complete neighborhood objectives in a low-income neighborhood.
F1070 - Southeast Land Development	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	Indigenous people are often underrepresented in housing and neighborhood development. Including Indigenous perspectives in the planning of new City neighbourhoods creates more inclusive communities and helps ensure land development is carried out in a good way, with respect for Mother Earth and future generations.	No Impact	

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
E1732 - Towns North	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	Indigenous people are often underrepresented in housing and neighborhood development. Including Indigenous perspectives in the planning of new City neighbourhoods creates more inclusive communities and helps ensure land development is carried out in a good way, with respect for Mother Earth and future generations.	No Impact	
New Project 187 - Impacted Site Investigation	No Impact	Supports remediation planning of contaminated sites.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Supports informed environmental decision-making regarding land impacts.	No Impact	
Parks Infrastructure							
E1761 - Parkdale Park Revitalization	No Impact	Improves climate resiliency by supporting efforts aimed at heat mitigation, drought resilience, vegetation health, and stormwater management.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Improves a community gathering space that supports recreation, connection, and belonging - all designed by the youth in North Central.	Med	Will provide an accessible, inclusive public space which is aligned with the Accessibility and 2SLGBTQIAP+ Plans.
F1100 - Playground Replacement and Restoration Program	No Impact	Maintaining infrastructure supports climate resiliency.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Enhances inclusive recreational spaces that support community participation and belonging.	Med	Replaced or restored playgrounds will follow the Accessible Playground Design Standards which improves accessibility and is aligned with the Accessibility Plan.
A1097 - Irrigation System Improvements	Decrease - Non Quantifiable	Reduces GHG emissions by reducing water and energy use. Supports climate resilience by enhancing drought resistance, promoting water conservation, and ensuring the long-term health of parks and green spaces.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Supports the long-term health and sustainability of parks and green spaces.	No Impact	

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
A1104 - Open Space Restoration	Decrease - Negligible	Reduces GHG emissions via carbon storage and enhances climate resilience by improving drought resistance, vegetation health, and stormwater management.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Enhances natural and public spaces that contribute to healthy relationships with the land.	Low	Includes hard-surface pathway repairs which will improve accessibility.
J1279 - Parks Maintenance Sub-Depot Dev-South- East	Increase - Non Quantifiable	Increases GHG emissions through fuel consumption. Maintaining infrastructure supports climate resiliency.	No Impact			No Impact	
F0125 - Central Loop Trail	Decrease - Non Quantifiable	Reduces GHG emissions by expanding active transportation infrastructure and encouraging walking and cycling. Improves pedestrian connectivity.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Expands access to active transportation and outdoor spaces while supporting a sustainable relationship with the land.	Med	Supports active transportation network downtown which aligns with goals in the Accessibility Plan
A1098 - Pathway Asphalt Recapping	Increase - Negligible (36)	Increases GHG emissions through the production of asphalt. Improves climate resilience by maintaining safe roads under a changing climate.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Improves safety and accessibility in shared public spaces during winter conditions.	Med	Supports the accessibility of pathways, which is strongly aligned with the Accessibility Plan goals.
A1136 - Tree Replacement Along Arterials, Buffers and Parks	Decrease - Negligible	Reduces GHG emissions through carbon storage. Enhances climate resilience by improving drought resistance, vegetation health, heat mitigation, and stormwater management.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	Expands and renews urban tree canopy to support environmental health and long-term stewardship.	No Impact	
E1710 - Parks Maintenance - Fleet Equipment Requirements	Increase - Negligible (12)	Increases GHG emissions through fuel consumption. Enables maintenance in park spaces.	No Impact			No Impact	

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
A1113 – Plant Material Establishment	Decrease - Low	Reduces GHG emissions through carbon sequestration. Improves climate resilience by maintaining new plant life to improve stormwater management and provide shade.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Supports healthy urban landscapes through the establishment of trees and vegetation.	No Impact	
E1728 - Zone Level Off-Leash Dog Parks	No Impact		No Impact			No Impact	
E1076 - Boulevard Restoration	Decrease - Negligible	Reduces GHG emissions via carbon storage and enhances climate resilience by improving drought resistance, vegetation health, and stormwater management.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Restores public green spaces and supports stewardship of the urban environment.	No Impact	
Downtown							
A1267 - Scarth Street Rehabilitation Project	Decrease - Non Quantifiable	Reduces GHG emissions by encouraging walking and cycling. Improves the reliability and durability of infrastructure under severe weather and changing climate conditions.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Enhances a prominent public space that supports community gathering and belonging with a focus on Indigenous worldview.	Low	Opportunity to improve accessibility of this public space if accessibility is prioritized
F1116 - Parking Ticket Equipment Replacement Program	No Impact		No Impact			No Impact	
F1089 - Parking Meter Replacement Program	No Impact		No Impact			Negative	Makes paying for parking less accessible to people without a smart phone or credit card.
A1137 - City Square Plaza Restoration	Decrease - Negligible	Reduces GHG emissions via carbon storage and enhances climate resilience by improving drought resistance, vegetation health, and stormwater management.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Improves a shared public gathering space that supports community connection and belonging.	Med	Helps maintain the accessibility of this well-used public space, supporting goals in the Accessibility Plan
Finance							

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
J1284 - Oracle WAM Replacement Project	No Impact		No Impact			No Impact	
J1274 - Fuel Tank Replacement & Remediation	No Impact	Prevent fuel leaks. Reduces contamination and improves facility resilience.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Reduces environmental risk through the remediation and responsible management of fuel infrastructure.	No Impact	
New Project 151 - Oracle EBS Procurement Contracts Implementation	No Impact		No Impact			No Impact	
J1253 - EBS 12.2 Upgrade	No Impact		No Impact			No Impact	
New Project 153 – iProcurement Implementation	No Impact		No Impact			No Impact	
Golf							
J1093 - Golf Course Facilities Asset Management	No Impact		No Impact			No Impact	
New Project 180 – Tor Hill Golf Course Clubhouse Renovation	Increase - Non Quantifiable	Increases GHG emissions through added construction, energy and fuel use.	No Impact			Low	Opportunity to improve accessibility through this renovation if accessibility is prioritized.
A1109 - P&OS General Allocation-Golf	No Impact		No Impact			No Impact	
F1166 - Golf Murray Dam Repair	No Impact	Improves climate resilience by protecting water infrastructure and reducing flood risk.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Protects water management infrastructure that supports stewardship of the land.	No Impact	
IT Infrastructure							
J1136 - Technology Sustainable Infrastructure	No Impact		No Impact			No Impact	
J1137 - Technology Growth	No Impact		No Impact			No Impact	
Solid Waste Diversion							
A1123 - Curbside Cart Replacement	Decrease - Non Quantifiable	Enables GHG emission reduction by diverting waste.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Maintains effective waste collection services that support responsible waste management.	No Impact	
Cemeteries							

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
A1108 - P&OS General Allocation-Cemeteries	No Impact		No Impact			No Impact	
J1286 – Riverside Cemetery Maintenance Facility Expansion	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	No Impact			No Impact	
E1751 - Cemetery Software	No Impact		No Impact			No Impact	
J1043 - Cemetery Facilities Asset Management	No Impact		No Impact			No Impact	
Solid Waste Collection							
New Project 200 – Locking Waste Carts	Decrease - Non Quantifiable	Reduces GHG emissions by decreasing litter-cleanup trips. Supports climate resilience by preventing debris from entering/blocking the drainage system.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	Supports responsible waste management and protection of the environment.	Low	Helps to minimize debris and loose garbage in lower income neighbourhoods including North Central and Heritage.
Clerks							
New Project 177 - Growth of AMS to Replace Appeal Case Management Module	No Impact		No Impact			Med	A functional, accessible AMS improves public access to municipal information, which aligns with the Accessibility and 2SLGBTQIAP+ Plans.
Recreation Infrastructure							
J1166 - Outdoor Pools Program	No Impact	Supports climate resilience by maintaining access to public cooling and recreation spaces during extreme heat events.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Provides affordable and inclusive recreation opportunities that support community well-being and belonging.	Med	replacing outdoor pools with new ones that align with new accessibility standards supports goals of the Accessibility Plan related to accessible built environment and recreation
E1029 - New Cricket Field	Increase - Non Quantifiable	Increases GHG emissions through added construction, energy use or vehicle activity.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Expands inclusive recreational opportunities that support community belonging and participation.	No Impact	

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
J1064 - Outdoor Boarded Rink Redevelopment	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Improves a community recreation space that encourages participation and belonging.	Low	Outdoor rinks provide free, low-barrier recreation within communities across the city. Redevelopment provides opportunities to improve accessibility.
E1724 - Recreation/Culture Capital Program	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Invests in community recreation and cultural spaces that support belonging and participation.	Med	Implementation of Recreation Master Plan and Cultural Plan aligns with goals in the Accessibility Plan and 2SLGBTQIAP+ Plan
J1291 - Fieldhouse Floor Enhancements	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Low	Improves recreational facilities that support community participation and belonging.	No Impact	
E1024 - Rec Culture Capital Plan Implementation - Staff Costs	No Impact		No Impact			Med	Implementation of Recreation Master Plan and Cultural Plan aligns with goals in the Accessibility Plan and 2SLGBTQIAP+ Plan
J1276 - Recreation Facility Accessibility Improvements (Adapted Recreation)	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Reduces barriers to participation by improving accessibility within recreation facilities.	High	Improves accessibility of City recreation facilities which are used by many members of the public. This is an action in the Adapted Recreation Plan which is also connected to the Accessibility Plan.
F1038 - Recreation Equipment	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Low	Supports recreation opportunities that foster community participation and belonging.	Low	Maintaining existing recreation equipment aligns with goals in the Accessibility Plan
J1167 - Tennis & Pickleball Court Development	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Maintaining existing courts to bring people together, share common space and vision to build strong and sustainable community.	No Impact	

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
J1301 - Accessibility Plan (Staff Washrooms)	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Advances inclusion and belonging by identifying and addressing accessibility barriers.	High	Funding for the Accessibility Plan is one of the City's main priorities under the IDEA umbrella.
F1035 - Athletic Field Restoration	Decrease - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use). Improves climate resiliency by supporting efforts aimed at heat mitigation, drought resilience, vegetation health, and stormwater management.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Enhances recreational spaces that foster community connection and belonging.	No Impact	
J1239 - Recreation Facility Program & Accessibility Improvements	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Improves inclusive access to recreation opportunities and community spaces.	Med	Some of the funds go toward improving accessibility of City recreation facilities which are used by many members of the public. This is strongly aligned with the Accessibility Plan.
E1729 - Civic Arts Program	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Supports cultural expression and community connection through public arts initiatives. The City has one of the largest Indigenous art collections.	Low	Maintenance of the Civic Arts Program aligns with goals of the 2SLGBTQIAP+ Action Plan
E1749 - Placemaking Initiatives	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Creates welcoming public spaces that strengthen community identity and belonging.	No Impact	
E1750 - Baseball Diamond Audit Implementation	No Impact	Supports climate resilience by ensuring that the facility has effective drainage systems and other climate-resistant features.	No Impact			No Impact	

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
J1293 – Douglas Park Track Improvements	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use).	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	Med	Creates inclusive recreation space that supports participation and connection.	Low	Redeveloping the track will improve accessibility if accessibility is prioritized in the project
Mosaic Stadium							
E1745 - Mosaic Stadium General Capital Allocation	No Impact		No Impact			No Impact	
Indoor Aquatic Facility							
J1248 - New Indoor Aquatics Facility	Decrease - Medium (297)	The IAF replaces the Lawson Aquatic Centre, reducing GHG emissions through improved energy efficiency measures and renewable energy (solar PV). Supports climate resilience through natural stormwater management practices like rain gardens. It can also function as a cooling center during extreme heat events.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Creates an inclusive community space that supports belonging, wellness, and connection for residents.	High	This facility is being designed to be highly accessible and inclusive, directly supporting both the Accessibility and 2SLGBTQIAP+ Plans.
J1267 - Geothermal Feasibility Study	Decrease - High (8617)	Reduces GHG emissions by replacing natural gas with renewable geothermal energy. Supports climate resilience by reducing dependence on fossil fuels.	No Impact			No Impact	
Communications							
J0151 - CRM Solution	No Impact		No Impact			No Impact	
Strategy & Performance							

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
J1299 - Energy Monitoring and Management System	Decrease - High (2394)	Reduces greenhouse gas emissions by identifying and energy savings.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Enables the City to monitor, manage, and reduce energy consumption. Improved energy efficiency can reduce greenhouse gas emissions and environmental impacts, contributing to the sustainable use of resources and the long-term well-being of the land and community.	No Impact	
Sustainable Infrastructure							
F1174 - ESRI Utility Network Migration & Data Integrity	No Impact		No Impact			No Impact	
New Project 030 - Plotter Replacement	No Impact		No Impact			No Impact	

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Potential Service Enhancements

Potential Service Enhancements

This table represents how budget items from ***Appendix M – Potential Service Enhancements*** impact the City of Regina's Strategic Principles

	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
Corporate Ask (Across Multiple Services)							
2SLGBTQIAP+ Action Plan (FTE 2)	No Impact		miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Supports initiatives that advance inclusion, belonging, and participation within the community.	High	Funding for the 2SLGBTQIAP+ Plan which is one of the City's current priorities under the IDEA umbrella.
Accessibility Plan (FTE 8)	No Impact	Enhances the ability of vulnerable residents to safely access City facilities during extreme climate events.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Advances accessibility and inclusion by reducing barriers to participation in community life.	High	Funding for the Accessibility Plan is one of the City's main priorities under the IDEA umbrella.
City Centre Enhanced Services for Winter Maintenance and Cleaning (Cas FTE 8.3 Perm FTE 2)	Increase - Negligible (29)	Increases fuel consumption but, promotes active transportation with a more accessible sidewalk network. Supports year-round utilization with improved care of natural assets in all seasons.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves safety and accessibility in shared public spaces during winter conditions.	High	Supports sidewalk snow clearing in high-pedestrian areas of the city which is in strong alignment with the Accessibility Plan goals.
Assessment and Property Revenue Services							
Property Assessor - Nuisance and Derelict Property (FTE 1)	No Impact		wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Supports safe and well-maintained communities through property standards enforcement, primarily in the predominantly Indigenous occupied North Central and Heritage neighbourhoods.	No Impact	
Community Standards							

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
Paid Parking Expansion	Decrease - Low	Discourages personal-vehicle trips and encourages alternative transportation (transit, walking, cycling or trip consolidation).	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	The paid parking expansion supports the equitable and efficient use of public space and can contribute to community well-being through reinvestment in municipal services and infrastructure. While the connection to reconciliation is indirect, the project promotes shared responsibility for public assets and supports accessible, well-functioning community spaces.	Negative	May disproportionately affect people with disabilities coming to/from the hospital, no clear plan to invest additional revenue in accessibility measure to offset this impact.
Animal Control Coordinator (FTE 1)	No Impact		No Impact			No Impact	
Parking Seizure and Immobilization (FTE 2)	No Impact		No Impact			No Impact	
Strategic Communications and Customer Service							
Outgoing Sponsorship Funding	No Impact		pimâcihowin - Making a living.	Med	Supports economic activity and opportunities generated through events and tourism.	Low	Would allow the City to sponsor events that foster inclusive, safe and diverse communities and support accessibility and inclusion.
Corporate Revenues and Expenses							
Fuel Audit Response - Onetime	Decrease - Negligible (62)	Fuel management can support continuous reductions in fuel consumption.	No Impact			No Impact	
Fuel Audit Response - Ongoing incl (FTE 1)	Decrease - Negligible (62)	Fuel management can support continuous reductions in fuel consumption.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Low	The project uses fuel audit findings to improve energy efficiency, reduce fuel consumption, and lower environmental impacts from City operations. These actions support responsible stewardship of the land and contribute to long-term environmental sustainability and community well-being.	No Impact	

Appendix O – 2027 Preliminary Budget – Impact on Strategic Principles

Potential Service Enhancements

This table represents how budget items from ***Appendix M – Potential Service Enhancements*** impact the City of Regina's Strategic Principles

	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
Payment Card Industry Data Security Standard (PCI-DSS) - One time	No Impact		No Impact			No Impact	
Council, Committee Support and Elections Management							
Additional FTE Resources and Reclassifications (conditional on the Ongoing Request) - Onetime	No Impact		No Impact			Low	May support stronger engagement with Accessibility Advisory Committee. Both Accessibility Plan and 2SLGBTQIAP+ Plan include actions overseen by the Clerks office to strengthen diversity and inclusion within Council Committees, which this request would likely support.
Additional (FTE 3) Resources and Reclassifications (Net from current budget) - Ongoing	No Impact		No Impact			Low	May support stronger engagement with Accessibility Advisory Committee. Both Accessibility Plan and 2SLGBTQIAP+ Plan include actions overseen by the Clerks office to strengthen diversity and inclusion within Council Committees, which this request would likely support.
Financial Management Services							
Accountant (FTE 1) - 2026	No Impact		No Impact			No Impact	
Accounting Clerk VI (FTE 1) - 2026	No Impact		No Impact			No Impact	
Coordinator - General Ledger (FTE 1) - 2026	No Impact		No Impact			No Impact	
Financial Business Partner (FTE 1) – Systems - 2026	No Impact		No Impact			No Impact	
Financial Business Partner (FTE 1) - Costing -2026	No Impact		No Impact			No Impact	
Financial Reporting Advisor II (FTE 1) - 2026	No Impact		No Impact			No Impact	
Orbidder Software and Templates - 2026	No Impact		No Impact			No Impact	

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
Procurement - Purchasing Clerk (FTE 1)	No Impact		No Impact			No Impact	
Purchasing Coordinator (FTE 1)	No Impact		No Impact			No Impact	
Fire & Protective Services							
Equipment and Supplies Right Sizing	No Impact		No Impact			No Impact	
Legal Services							
General Insurance Enhancement Increase	No Impact		No Impact			No Impact	
Parks and Open Spaces Maintenance							
New Open Space Growth - 2027 (Casual FTE 1.44)	Increase - Non Quantifiable	Minimal fuel consumption with potential for carbon sequestration through tree growth. Proper maintenance of natural spaces is essential to preserve natural assets.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	Med	Creates additional green spaces that strengthen connections to the land.	No Impact	
People and Organizational Culture							
Leadership Development Program 2026	No Impact		miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Med	Strengthens organizational capacity to build respectful relationships across the organization and community.	Low	Would help to foster an inclusive workplace culture. Opportunity to tie in development of competency in IDEA principles and leading inclusive teams.
Recreation Cultural Services							
Warming Bus Annual Funding	Increase - Low (120)	Increases fuel consumption. Supports vulnerable residents during extreme weather.	miskâsowin - Finding one's sense of origin and belonging; finding "one's self"; finding "one's centre.	High	Provides a welcoming and safe space for vulnerable residents during extreme weather. The Indigenous population is over represented when it comes to vulnerable residents.	Med	Extends transit service (a priority in the Accessibility Plan) for people who are unhoused during periods of extreme weather. High numbers of unhoused people have disabilities and/or are 2SLGBTQIAP+.
Roadways							

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Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
Concrete Distress Program Enhancements	Increase - Non Quantifiable	Increases GHG emissions through added construction (energy and fuel use) while enhancing active transportation through better sidewalk conditions. Improves infrastructure resilience and mitigates damage from freeze-thaw cycles.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Maintains safe and reliable transportation infrastructure for residents.	High	Directly supports actions in the Accessibility Plan related to increasing the number of sidewalk repairs the City does annually in order to improve accessibility of sidewalks.
Sustainable Infrastructure							
Project Engineer for EDS to Build Capacity (FTE 1)	No Impact		No Impact			No Impact	
Technology							
Artificial Intelligence Enablement	No Impact		No Impact			No Impact	
Audit Management Software	No Impact		tâpwêwin - Speaking the truth or speaking with precision and accuracy.	High	Supports accountability, transparency, and accurate reporting through improved audit and oversight processes.	No Impact	
Corporate cybersecurity Enhancements	No Impact		No Impact			No Impact	
Tourism							
Events, Conventions and Tradeshows - ECT Fund	No Impact		pimâcihowin - Making a living.	Med	Supports economic activity and opportunities generated through events and tourism.	No Impact	
Transit Services							

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
Costco West Bus Service - RTMP 2026 (FTE 5)	Increase - Negligible (59)	Increases GHG emissions but, promotes mode shift from personal vehicles to public transit.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	wihci-atoskêwin askîhk: increase of diesel buses on the road is a negative high impact but if electric buses are instituted, this is a positive impact.miyo-wîcêhtowin: more transit service for Indigenous peoples is an essential community service that contributes to every Treaty Principle - and int his particular case, specifically pimâcihowin - allowing access to employment, services, and amenities.	Med	Increased transit access to Westerra neighborhood supports the Accessibility Plan goals.
Improve Schedule Adherence Bus Operators (FTE 2)	Decrease - Non Quantifiable	Reduces GHG emissions by optimizing transit scheduling. Improves mobility during extreme weather and reduces wait times for transfers.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves the reliability and accessibility of public transit services.	Med	More efficient and timely bus service improves the accessibility of Transit, which is a high priority in the Accessibility Plan.
Increased Conventional Service 2027 – RTMP (FTE 11)	Increase - Negligible (59)	Increases fuel consumption but, promotes mode shift from personal vehicles to public transit. Improves mobility during extreme weather and reduces wait times for transfers.	wihci-atoskêwin askîhk - Living together on the land, in harmony.	High	wihci-atoskêwin askîhk: increase of diesel buses on the road is a negative high impact but if electric buses are instituted, this is a positive impact. miyo-wîcêhtowin: more transit service for Indigenous peoples is an essential community service that contributes to every Treaty Principle.	High	Increased bus frequency is an action in the Accessibility Plan.
UMO Trip Planning - Onetime	Decrease - Non Quantifiable	Supports ridership by making transit easier to use. Supports real-time updates during severe weather disruptions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Improves access to transit information and supports informed travel choices.	Low	Increased ease of trip planning through the Umo app may make transit easier to access and navigate for some people.

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	Environmental Sustainability		Reconciliation			Inclusion, Diversity, Equity and Accessibility (IDEA)	
Services	**GHG Impact (tCO2e)**	**Sustainability Impact**	**Treaty Principle**	**Impact**	**Reconciliation Impact**	**Impact**	**IDEA Impact**
UMO Trip Planning - Ongoing	Decrease - Non Quantifiable	Supports ridership by making transit easier to use. Supports real-time updates during severe weather disruptions.	miyo-wîcêhtowin - Getting along well with others; good relations; expanding the circle.	Low	Maintains accessible trip-planning tools that support public transit users.	Low	Increased ease of trip planning through the Umo app may make transit easier to access and navigate for some people.
Indigenous Relations							
Office Administrator (FTE 1)	No Impact		pimâcihowin - Making a living.	High	Supports Indigenous engagement, relationship-building, and the effective delivery of reconciliation initiatives across the organization.	No Impact	
Other External							
Regina Floral Conservatory	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A

Appendix P – Parks Master Plan Referral

Parks Master Plan Referral to Budget

During its July 2026 Council meeting, Councilor Sarah Turnbull moved, seconded by Councilor Shobna Radons, that the Parks Master Plan report be referred to Administration and that City Council direct Administration to bring the following information with recommendations to City Council as part of the 2027 budget deliberations:

1. Pros, cons, risks, and potential solutions for the introduction of safe herbicides into City weed management, with a consideration for the City's naturalization plans and any potential innovations;
2. Financial considerations for restoring previous service levels of grass and weed management on City-owned land.

Herbicides in City Weed Management

In 2022, City Council directed Administration to examine cosmetic pesticide regulation, including environmental impacts, a jurisdictional review of other Canadian municipalities, public feedback and implementation implications for a full cosmetic pesticide ban on both public and private property.

To address that motion, Administration worked closely with the University of Regina (U of R) to conduct a jurisdictional scan and a peer reviewed Environmental Review. Administration also conducted engagement with residents, the pesticide industry and environmental groups. Survey results at the time indicated 64.6 per cent of respondents supportive of maintaining status quo, 18.3 per cent supported a full ban, and 67.2 per cent indicating that restrictions were not important or not very important.

In 2023, a ban on cosmetic pesticides on public property was approved by City Council and implemented by Administration. The re-introduction of herbicides can be done through the following ways through this budget process:

- Permit the use of Health Canada's Pest Management Regulatory Agency (PMRA) approved Herbicide products a basis of selection.
- Application of PMRA approved products would be applied by provincially licensed and trained staff.
- Limit the application to areas such as hard surfaces, entranceways and streetscapes.
- Areas with fine turf in parks and ditches would not be targeted for spray activities, unless City Council directs, otherwise; for an additional cost beyond what is outlined as a financial consideration.
- Golf and high-level play Athletic fields would be permissible for treatments as is current policy and funding.
- If corrective action is required during the establishment phase of a naturalized space.

A summary of benefits and considerations identified during that review are provided in Table 1.

Table 1: Benefits and Risks of Herbicides	
Benefits	**Considerations/Risks**
• Effective for use on hard surfaces, entranceways and streetscapes where manual approaches may be less efficient. • Reduces dependence on labor-intensive activities such as hand pulling, string trimming and push mowing. • Reduced labor-intensive activities can provide cost savings.	• Herbicides may affect non-target organisms or ecosystem functions • Appropriate product selection and application controls is required to minimize environmental impacts. • Perceived inconsistency with the City's naturalization and environmental sustainability objectives if the scope and purpose of treatment are not clearly defined.

Costs to reintroduce herbicides are considered in Option 2 within Table 2.

Financial Considerations for Enhanced Service Levels

Table 2 provides three service enhancement options to increase and restore service levels of parks maintenance operations.

Table 2: Options for Enhanced Service Levels for Parks		
Option	**Additional Annual Cost**	**Description**
1. Enhanced maintenance without herbicide	$1,255,000	This option increases current level of service in the following areas: • Class C parks will receive weekly cutting from May 1 to July 1. • Class B parks will receive increased watering, expanded aesthetic roving crews and a manual weed-control program using string trimming, push mowing and hand pulling. This maintains previous direction to restrict cosmetic herbicide use on public property and supports the City's environmental and naturalization direction. However, this option increases manual labour which can be less effective at maintaining the visual appearance of weeds when compared to Option 2.

Table 2: Options for Enhanced Service Levels for Parks		
Option	**Additional Annual Cost**	**Description**
2. Enhanced maintenance with herbicide	$850,000	This option provides the same increase in service levels as Option 1. However with the re-introduction of a herbicide program for hard surfaces, entranceways and streetscapes. The use of herbicides will be excluded for fine turf parks and ditches. This approach is $405,000 less than Option 1. However, this option will require City Council, through this budget process, to authorize Administration to use herbicides with herbicide use as outlined in this referral. No bylaw amendment is required.
3. Restore 2025 service levels	$1,507,369	This option would restore service levels for mowing, watering, weed management, equipment, material and maintenance of parks to 2025 service levels while retaining naturalized areas. The use of herbicides would remain prohibited.

Table 3 provides costs to increasing flower planting services to areas outside of City Centre for consideration.

Table 3: Enhanced Service Levels for Flower Planting		
Option	**Annual Cost**	**Description**
Enhanced Flower Planting Outside of City Centre	$90,000	This funding includes costs for labour, equipment, materials and pots required to provide additional flower planting in neighbourhoods outside of City Centre.