

Building a Safe, Sustainable Community

2022 General Operating Budget
2022-2026 General Capital Plan
2022 Utility Operating Budget
2022-2026 Utility Capital Plan



Letter from the City Manager

November 23, 2021

To: Mayor Masters and Councillors
Re: General and Utility Fund 2022 Operating and 2022-2026 Capital Budget

On behalf of Administration, we are pleased to recommend the City of Regina's General and Utility Fund 2022 Operating Budgets and 2022-2026 Capital Budgets for your consideration and adoption as per Section 128 of *The Cities Act*.

The proposed Budget invests in priorities that will make Regina safer, more accessible and more sustainable for the future. It reinforces our commitment to providing the residents of our community with services, programs and infrastructure that are efficient, reliable, affordable and that support a vibrant and inclusive community. The Budget also reflects what we heard is important to residents in our pre-budget public consultation – better roads, maintaining infrastructure spending, recreation/cultural facilities and improving community safety and wellbeing.

As impacts of the COVID-19 pandemic continue to linger worldwide, the health and safety of Regina residents and City employees continues to be our top priority. While the full extent of the future impact is not known, prudent financial management to date has enabled the City to offset losses in revenue without compromising the reliability of the services our community uses and depends on each day. We are cognizant and responsive to numerous issues that have emerged as top priorities of both Council and residents to address overall community safety and well-being for all within Regina. These priorities are reflected through new and enhanced investments in the 2022 Budget that will serve to strengthen neighbourhoods, support and empower community partners, and elevate the needs and voices of our vulnerable population.

The City continues to make careful choices to find and implement efficiencies, to invest in infrastructure and to move Regina toward its target of being a renewable city by 2050. Recommendations of the consultant-led efficiency review conducted in 2021 are to be presented to Council before year-end with implementation beginning in 2022. The key objective is finding innovative and more effective ways to provide City services and ensure that our residents are receiving value for their tax dollars.

The proposed 3.49 per cent mill rate increase allows the City to invest in important strategic initiatives to advance City Council's priorities. This includes:

- Over \$50.0 million to improve and enhance Regina's road infrastructure network
- \$7.0 million for the Recreation/Culture Capital Program and Recreation Infrastructure Program
- \$6.3 million to advance initiatives to support the City's target of being renewable by 2050, including \$5.5 million for the development of a household food and yard waste program.
- \$1.4 million for initiatives that will enhance community safety and well-being for Regina residents
- \$1.2 million to create safer sidewalks by addressing a backlog in sidewalk maintenance
- \$1.0 million to make recreation and leisure activities more accessible for people with disabilities

Previously approved dedicated mill rates for Mosaic Stadium (0.45 per cent) and the Recreational Infrastructure Program (0.5 per cent) will continue, plus added investment in the Regina Police Service. For the average assessed home value of \$315,000, the impact of the 3.49 per cent mill rate increase will be an additional \$6.31 per month for the municipal portion of property taxes to support and maintain City services.

The 2022 Budget makes a total General Fund capital investment of \$136.3 million toward infrastructure maintenance and renewal that includes road, bridge and sidewalk construction, lands development, and facilities improvements. In addition to capital projects previously mentioned, this includes:

- \$10 million for Saskatchewan Drive corridor
- \$4.7 million for Bridge Infrastructure Renewal
- \$10 million for the Pinkie Road upgrade (Sherwood Drive to Dewdney Avenue)

Additionally, \$119 million will be invested in capital work in 2022 related to Regina's Water Utility, which includes the water, wastewater and stormwater system. Highlights include:

- \$41.7 million for the Eastern Pressure Solution to address water pressure deficiencies for East Regina
- \$10.1 million for initial replacement and upgrading of water meters throughout Regina, which will provide real-time information and improve efficiency.

A 5 per cent rate increase is proposed for the 2022 Utility Fund Operating Budget, amounting to an increase of \$7.25 per month for the average homeowner. This will ensure Regina residents continue to enjoy safe and reliable water utility services which are provided on a cost-recovery basis. A 2% rate increase relates to advancing the lead connection replacement program and the remaining 3% relates to regular operating, maintenance and capital infrastructure investment.

The 2022 Budget demonstrates our commitment and highest calling, which is to serve and support the residents of our community and to ensure they have access to the quality of life they deserve.

Respectfully submitted,

A handwritten signature in cursive script that reads "C. Holden".

Chris Holden
City Manager

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2022



Influencing Factors



Community Profile

Regina is Saskatchewan's capital city. It is located on Treaty 4 land and within the traditional territory of the Metis. It has a population of almost 240,000, serves a larger metropolitan area of approximately 266,000, and has more than 23,000 local small businesses. Regina is home to several post-secondary institutions including the University of Regina, Saskatchewan Polytechnic, First Nations University of Canada and Saskatchewan Indian Institute of Technologies.

A resilient economy fosters dynamic businesses and sustainable employment, and it helps to attract and retain professionals, families and individuals to our city. As the provincial capital with a large public sector, Regina serves as head office for several provincial Crown corporations, including SaskEnergy, SaskPower, SaskTel and SGI CANADA as well as Farm Credit Canada, a federal Crown corporation. Regina also depends on a resource-based economy consisting of oil and gas, potash and agricultural sectors. Regina is the home base for companies such as EVRAZ, a vertically-integrated steel, mining and vanadium business; Viterra, a leading grain and oilseeds marketer and handler; the Co-op Refinery Complex, the world's first cooperatively-owned refinery; and AGT Foods and Ingredients, one of the largest suppliers of value-added pulses, staple foods and food ingredients in the world.

The growth rate from 2016 to 2020 for the greater Regina area slowed compared to previous years. There is significant optimism as the greater Regina area economy has started to rebound in 2021 and into 2022. Industry is increasingly seeing Regina as a destination, evidenced by recent announcements of several large companies expanding to Regina in 2022. In addition, our transportation and tourism industries are well-positioned to rebound with the retention of air traffic control and the re-opening of international flights at the Regina International Airport.

Our strong public sector and resource economy and diversification into sectors such as banking and finance, computer and information technology, manufacturing, and telecommunications has led to low unemployment, rising personal income levels and strong growth in gross domestic product (GDP) in 2021 and into 2022.

Influencing Factors

The City of Regina's budget planning integrates long-term vision with achievable, planned adjustments as needed for the ongoing delivery of services to citizens. Further budget direction is provided by the City's Strategic Plan and The Official Community Plan (OCP), *Design Regina*. In addition, issues of more immediate concern directly impact and inform budget development.

A resilient economy fosters dynamic businesses and sustainable employment and helps to attract and retain professionals, families and individuals to our city. When developing our budget, the City considers global, regional and economic factors. Understanding these constantly changing factors allows the City to manage short-term risks and uncertainties while also planning for long-term financial resilience and sustainability.

As with the 2021 Budget, the ongoing impacts of the COVID-19 pandemic are significant influences on the 2022 Budget. Life in cities across the country continue to be impacted by COVID-19 due to the public health orders enacted, removed, and re-enacted in response to subsequent waves of the pandemic.

Economic Outlook

Throughout the course of the COVID-19 pandemic, protecting the health and safety of Regina citizens and City employees has been our top priority while minimizing financial and service impacts from the COVID-19 pandemic.

The City was directly affected in 2020 and 2021 as restrictions impacted several services provided to citizens, reducing revenues and requiring service adjustments to ensure public health and safety. With vaccinations becoming available in 2021 and lockdown restrictions being lifted, the Canadian economy is showing signs of a strong economic recovery. The fourth wave in Fall 2021, however, displays this won't be a smooth path forward. Cautious optimism and informed, pragmatic decision-making, collaboration and communication with other levels of government must be prioritized to balance the protection of both health and safety and economic interests.

Nationally and provincially, 2021 has continued to see increased inflation due to numerous factors, including breakdowns and delays in the manufacturing and supply chain. Inflation from September 2020 to September 2021 was 4.4 per cent nationally, an 18-year high, as prices for transportation, shelter and food contributed the most to increase the cost of living. This is well above the Bank of Canada's target range of between 1 per cent and 3 per cent. Saskatchewan did fare

better than other provinces, with an increase of 3.3 per cent. Predictions for 2022 are varied, but higher inflation rates are expected to continue into the year, with a possible decline in the second half of 2022.

Looking at the impacts to the City, the Conference Board of Canada's (CBoC) October 2021 forecast predicts Regina's Real Gross Domestic Product (GDP) will increase by 5.5 per cent in 2021. This contrasts the 5.3 per cent drop in 2020 due to COVID-19 and weak commodity prices; the drop was less severe than that of the province and Canada thanks, in part, to Regina's stable public sector. Regina's GDP is expected to continue to rebound in 2022, increasing by 4.5 per cent. The unemployment rate will see significant progress, decreasing from 8.3 per cent in 2020 to 6.9 per cent in 2021, and further down to an estimated 5.8 per cent in 2022.

In dollar terms, the economic prediction shows that Canada is expected to return to the same size of economy (GDP) as pre-COVID-19 at the end of 2021, which could be interpreted as almost back to normal. Therefore, while the expected GDP growth is positive it really just gets us back to where we were pre-COVID-19. From a budget perspective, overall City economic activity will be modest, resulting in:

- Slower growth in the utilization of City services than we saw earlier in the decade
- Potentially less ability/willingness for residents and business to absorb cost increases including taxes/fees (affordability)
- Less natural revenue growth from taxation revenue

The CBoC notes that one of the reasons the job market and economy will continue to bounce back is due to the extraordinary response from governments to help businesses and consumers stay afloat while the economy recovers. The City will continue collaborating with senior levels of governments and our partners to move the community forwards to full economic recovery and onto growth. This will be achieved through modeling the way with safe, balanced and responsive full re-opening of our programs and services, and through supportive mechanisms such as grants, incentive policies, and regulations. Examples of these efforts to offset COVID-19 impacts and support recovery include:

- The Regina Economic Recovery Grant to assist local businesses and extension of a 40 per cent property tax exemption for licensed non-profit childcare centres;
- Nearly \$30.9 million of city capital projects approved as part of the Municipal Economic Enhancement Project (MEEP) funded by the province; and,
- Federal support programs provided to citizens and businesses, such as the Canada Emergency Wage Subsidy, the Business Credit Availability Program, and the Regional Relief and Recovery Fund.

A positive when considering the circumstances of 2020 and 2021 was the City being well-situated financially to manage the challenges presented by COVID-19. Our proactive, continuous improvement practices and long-term financial planning positioned the City to carry out the financial measures necessary to respond to COVID-19 and stabilize cashflow without creating long-term disruption to projects or services.

Long Term Viability

One of the Community Priorities of the OCP is to ensure Regina's long-term financial viability. In other words, the financial decisions should not only focus on funding the delivery of today's City services but should also position the City to ensure we can financially sustain the delivery of services into the future. For 2022, a key focus of the organization remains improving our ability to deliver reliable, sustainable services at an affordable cost that is acceptable to citizens now and into the future, while starting to advance key community priorities such as environmental sustainability and community safety and well-being.

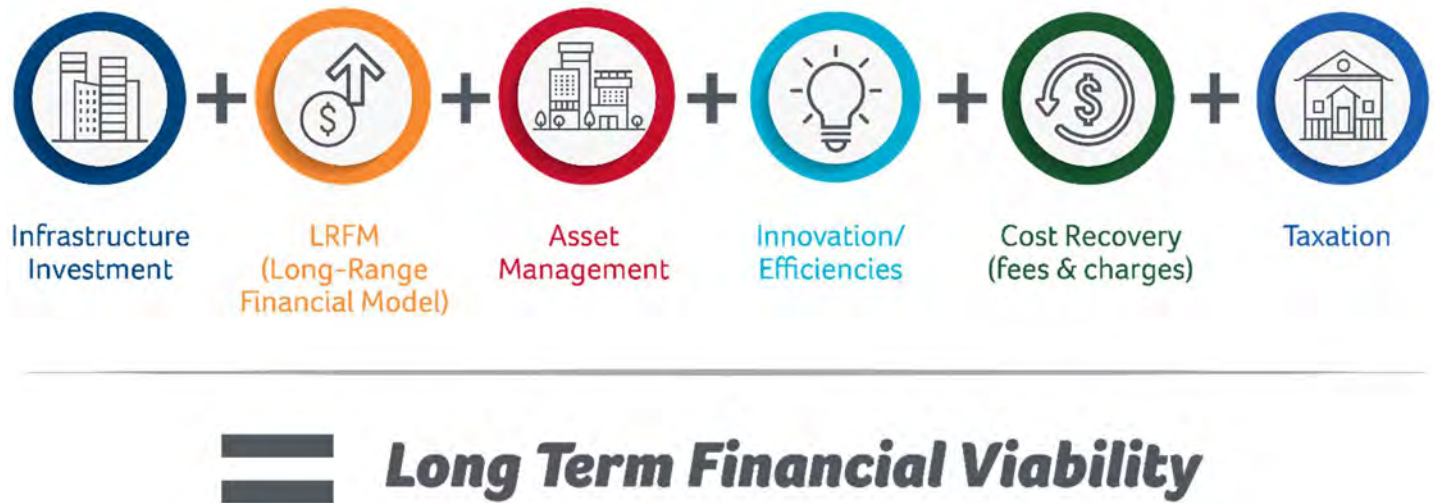
Advancing economic development is essential for the City moving forward to boost our economic base and will be an increased focus for the City in the short and long-term. A new approach to improve longer-term financial planning and increase internal efficiencies will begin in 2023, as the City will move to a multi-year budget process with a 2023-24 budget.

There are several risk factors that affect the City's ability to sustain levels of service, including:

- *Asset condition* – the effort to maintain low user fees and property taxes in previous years has resulted in a backlog of needed asset renewal. This gap has the potential to create risks to the quality or consistency of our services. Furthermore, changes in climate, asset usage and population may require that current assets be replaced with something different. These shifts need to inform service choices, which impact asset management planning.

- *Slower Economic Growth* – as with all municipalities of this size, the main sources of revenue are property taxes, user fees for various municipal services, and government grants. While property taxes are structured so that they are at a reduced risk of decline through periods of low economic growth, other sources of revenue are not. Activities such as utilization of the City’s recreation facilities are discretionary family expenditures and participation levels are impacted by changes in personal income, and as we have seen the past several years through unexpected impacts such as the COVID-19 pandemic. In addition, other levels of government, in dealing with the challenges of a changing economy, may transfer some areas of service delivery and asset management to the municipal level.

There are a number of actions the City is undertaking, or tools being used, to help ensure we are moving towards and achieving financial viability over the long term. The below outlines the key steps that will lead the City towards long-term financial viability.



Infrastructure Investment – To address the capital infrastructure deficit (the gap between the cost of anticipated infrastructure work and the amount available to invest) and move closer to having sufficient funding to meet a growing capital need, the City has made significant advances to increase its investment and commitment to infrastructure renewal. The amount of funds moved from the operating budget and transferred to fund capital (referenced as ‘current contributions’) has increased from \$21 million in 2012 to \$62 million in 2022. Continuing to increase funding to current contributions is critical to the long-term financial viability of the City of Regina as it helps ensure we will have the necessary funding to maintain our assets and invest in new assets as the City grows and citizen’s needs change.

Long-Range Financial Model – In recent years, the City has developed a 20-year, Long-Range Financial Model for the General Fund that is a useful internal analysis tool to help identify financial risk, particularly to the sustainability of services and levels of service. Similar to the Utility funding model, it uses known information and assumptions to forecast revenue and expenses over a 20-year period. Where assumptions are used, they are based on past years’ trends or external third-party projections on factors such as the forecasted rate of inflation and GDP growth.

The model helps us understand how decisions of today have an impact on the long term; and it is a tool to help assess if we are achieving the OCP Community Priority of Achieving Long Term Financial Viability. We are continuing to improve the model by refining assumptions; for example, getting a better understanding of the trends on revenues and expenditures and developing better inputs. As the City gets better with quantifying the investment required for items such as master plans and asset management, these enhanced inputs help improve the accuracy of the model.

Asset Management – This describes an integrated business approach that minimizes the lifecycle costs of owning, operating and maintaining assets at an acceptable level of risk, while continuously delivering established levels of service for present and future residents. Asset management gives communities a better understanding of trade-offs by providing a structured way of tracking performance, costs and risks to meet service objectives in the most efficient and effective manner to achieve the organizational Strategic Plan. Good asset management practices are fundamental to achieving sustainable communities.

The City is continuing to improve its asset management practices through active work in 2022:

- Better defining our levels of service and costing throughout the organization;
- Developing master plans and asset management plans;
- Improving data collection and data management;
- Developing or renewing policy and procedures related to investment in City assets; and
- Undertaking comprehensive asset reporting and identifying and addressing gaps in our information and processes.

Innovation/Efficiencies— The City delivers many public services and looks for opportunities to improve on these services to ensure they are reliable, sustainable, and delivered in a consistent and cost-effective manner.

In 2022, a Transformation Office will be established to provide strategic leadership for the City's transformation and continuous improvement activities. This office will lead the implementation of the recommendations from the 2021 Efficiency Review, and overall, it will lead service transformation with the goal of increased efficiency and improved citizen experience.

Cost Recovery (Fees and Charges) – Achieving long-term financial viability also includes ensuring we have a solid policy and processes that identify when the City should be recovering the cost of providing a service from the user of that service (for example through fees) or whether the service should be funded through the tax base, or a combination of both. Work is being undertaken to review and further strengthen our cost recovery policies and processes.

Taxation – Property taxes are the primary source of funding that supports City services. As a result, property taxes are an important determinate of long-term financial viability. As municipal tax revenue is inelastic in relation to the economy, the main method to increasing taxation revenue is increasing the mill rate. This responds to the need for municipalities to remain financially viable over the long-term.

Efficiencies

To achieve long-term financial viability, the City must continue to challenge itself to be innovative and look for ways to do things differently while still providing reliable services. This includes identifying and realizing efficiency savings as part of planning and budgeting processes.

An efficiency review undertaken in 2021 by an independent third-party consultant will make recommendations to Council by end of year to help ensure City operations are maximizing effectiveness. The primary purpose of the efficiency review is to find ways to “do more or better with the same.” The first phase of the efficiency review assessed six City services and identified opportunities for cost-savings, efficiencies, and service improvements. Recommendations will start being implemented in 2022.

Administration remains committed to finding better and more efficient ways of delivering services safely, reliably, affordably as possible. Specific examples of service improvements, innovation, and efficiencies realized in 2021 and upcoming in 2022 are profiled in the division overviews starting on page 39. Key highlights include:

Customer Relationship Management, Point of Sale System, and Dispatch

Implementation of a continuous improvement and efficiency project to modernize Service Regina to improve the customer experience for our residents is underway. This will be achieved through several short and long-term initiatives. In 2021, Service Regina completed the review and disbandment of the Dispatch unit within the branch. The review demonstrated a strong opportunity to increase effectiveness of staff effort and achieve organizational efficiencies. As such, work was done to re-align administrative tasks in the organization, centralize the locates function and use an after-hours call service, which results in both staffing and operational cost savings of approximately 45 per cent of the work unit cost or approximately \$265,000. The savings from the former delivery model will be reinvested into Service Regina to advance transformation work to improve the customer experience.

Fire & Protective Services Response Times

Fire & Protective Services responds to over 9,000 service incidents annually. With the implementation of electronic monitors in Fire Stations to display call details, route information, and construction locations, it's estimated that future response times will be shortened by 15-20 seconds. This will also eliminate the traditional method of printing large wall maps and traffic accommodation notices, thus saving printing costs.

Roadway Construction

A significant amount of roadway construction will again be tendered in 2022 to take advantage of fixed contract pricing to eliminate unforeseen costs as a result of weather, material delays and competing priorities. Deployed in 2020 and 2021, it is estimated that this approach reduced operating costs by approximately \$1.46 million dollars in 2020 and provided the division the capacity to focus on scheduling, monitoring and completing internal maintenance work. 2021 savings will be profiled in our 2021 Annual Report.

Sewer Relining

In 2021, the division was able to achieve cost avoidance of approximately \$21 million by renewing 23.5 kilometers of sewer lines through the practice of relining, which is approximately 1/4 of the cost of replacing sewer lines. In addition to avoiding the repair costs of accessing underground infrastructure to replace lines, there was minimal disruption to residents as the relining process can be completed in a day where replacement takes multiple weeks.

Forestry

CUPE Local 21 and the Forestry business unit implemented a 10-week pilot project which allowed it to accomplish more work with the same number of resources. The unit moved from a five day per week to a seven day per week operating model, which allowed it to: increase output per work team by nearly 80 per cent, reduce scheduled overtime by 73 per cent and create a cost savings of \$50,000 over the period of the pilot. Given the success of the pilot, the Forestry business unit plans to implement the seven day per week operating model in 2022 to cover the entire peak season.

Procurement

Negotiated Request for Proposals (NRFP) is a new Procurement method utilized in 2021 for most of our commercial facilities construction. With this method, we have increased the value of the projects through a collaborative approach with successful vendors resulting in better terms and conditions, better construction methods, addressing the economic supply issues, warranty, serviceability of ongoing maintenance and pricing. These are only a few of the items considered in the Total Life Cycle cost for each of the projects. In the top five (5) NRFPs in 2021, more than \$3 million has been saved.

Facilities

Facilities, alongside Innovation, Energy and Technology, led a project to install energy monitoring in 50 facilities and conduct energy audits of these facilities. This work will be complete in 2022 and will provide Facilities with the ability to track detailed energy consumption in these facilities, resulting in recommendations for improvements that will achieve energy savings.

Corporate Address Repository System

Many departments within the City collect and create addressing data. This approach resulted in inefficiencies and inconsistency. To solve this problem and create efficiencies, a software application, the Corporate Address Repository System (CARS), was created using in-house technological resources. This solution integrates Regina's approximately 123,000 addresses to other City systems, and provides access to the information through simple, accessible, and effective tools.

This solution has already started to realize time and cost-savings in 2021. An example is between April and September 2021 about 1,200 addresses were created; under the old system the editing and updating of addresses would have taken 500 hours to complete at a cost of \$25,000. With our new approach, it only took approximately 100 hours, or \$5,000, which represents an 80 per cent improvement. There will be more opportunities and savings in the future as we use this approach with processes like completing elections datasets, so more efficiencies are to come on an annual basis.

eBuild

eBuild is an innovative new tool that allows customers to submit building and development permits online, upload large files and track the status of their permit applications, while making our internal processes more efficient. This tool provides for a better customer experience. Since its launch in May 2021 nearly 250 permit applications have been processed through eBuild – that's over 20 per cent of all eligible residential applications. As more applications move to online submission, anticipated future benefits include online payments, time savings (internal and external), convenience for the customer, better supported internal processes, and improved data reporting.

Citizen Engagement to Inform the Budget Decisions

Public engagement is an important aspect of the City's budget planning process. We look to our citizens and local businesses for insight on their priorities and perspectives as it relates to how City resources are allocated. The unique

circumstances we find ourselves due to COVID-19 requires us to envision discussions about the budget through a different lens and with sensitivity to the financial realities and hardships that many of our residents and businesses are experiencing; realities that will also challenge the financial decisions made for 2022.

Virtual public engagement remained the preferred means to interact with the public in 2021 to comply with physical distancing guidelines and other COVID-related precautions. Administration leveraged enhanced opportunities for online participation through Be Heard Regina (beheard.regina.ca). The City's pre-budget consultation provided opportunity for citizens to give broad input on current and emerging budget priorities and considerations that should guide the decision-making process. Be Heard Regina continues to become a more active online space where information can be found about all City projects inviting public feedback, as well as a variety of tools that support alternate engagement approaches beyond a traditional survey.



Our Employees

The City is dependent on the skills and commitment of its employees to deliver reliable, sustainable services to Regina citizens. More than half of the City of Regina's budget is spent on our employees – people who drive buses, pick up garbage, suppress fires, pave roads, clear snow and teach swimming lessons, among other varied roles. A safe, rewarding workplace is essential to ensure that citizens receive the services they expect.

In the spirit of the "One City – One Team" guiding principle, the City has developed a People Strategy that provides a vision for the kind of organization that it wants to become in the future. It sets the stage for a new workplace culture and positive employee experience. Through focusing on its internal community and making decisions from a Community First perspective, the organization will realize its full potential in supporting the broader community of Regina.

Short-term Organization-wide Influencing Factors

In anticipation of the 2022 Budget, the City of Regina undertook an environmental scan of the conditions that provided the context for financial decision-making:

- The Regina Advantage: A Plan for Economic Growth 2020-2030. Led by the City and several key partners, the comprehensive plan identifies key opportunities to increase the city's prosperity and economic potential for the next 10 years. The aim is to promote the Greater Regina Area as a leading destination for visitors, talent, businesses and investment.
- The Community Safety and Wellbeing Plan. The City is partnering with the Canadian Municipal Network on Crime Prevention to develop a Community Safety & Well-being Plan. The plan will be brought to Council before the end of 2021. The plan will require a collective approach to issues such as poverty and inequality as well as the development of services for those struggling with mental illness, substance use challenges, and homelessness. These long-term efforts will also be balanced with more immediate interventions to prevent and reduce crime.

- The Energy & Sustainability Framework. The City of Regina has committed to becoming a renewable City by 2050. The Energy & Sustainability Framework will outline the guiding principles, community and municipal-wide action plans, timelines and targets necessary to achieve this goal. Development of the community-wide framework is near completion, and a report and recommendations will be brought to Council in early 2022.
- *Federal and Provincial Funding* – As part of the 2020-2021 federal budget, one-time additional Gas Tax funding of \$12.9 million is being provided to the City of Regina. These funds must be spent by December 2023. In 2018, the Government of Canada announced a \$180 billion investment in infrastructure over a 12-year period. It will be important for the City to consider priority projects and ensure funding is available to leverage this third-party funding. The City has used this funding to support the following projects over the past couple of years including : BPWTP Renewal, Globe Theatre, Transit initiatives.
- Provincial growth rates have a positive or negative impact on the funding the City receives through the Municipal Revenue Sharing (MRS) Program. 2022 provincial revenue sharing will be \$40.9 million. The 2022 MRS grant is based on PST collected by the province in their 2020-21 fiscal year. Due to COVID-19, the audited year-end financial result of the Province shows nearly a 5 per cent decrease in actual PST revenues. Based on this, the City is projecting a decrease in MRS Grant funding of approximately \$2.1 million in 2022 compared to our 2021 Budget.
- *Population growth* – Regina’s population growth has slowed compared to previous years but remains steady. The CBoC forecasts Regina’s population to grow by 1.1 per cent in 2021, despite the ongoing complications of the COVID-19 pandemic, and start to slowly increase over coming years, including 1.2 per cent in 2022.

The 2022 Budget recognizes the need to balance service commitments with expectations of affordable taxation. This balanced approach will support the City’s successful emergence and recovery from COVID-19 and further position us solidly on the path toward long-term financial sustainability and prosperity.

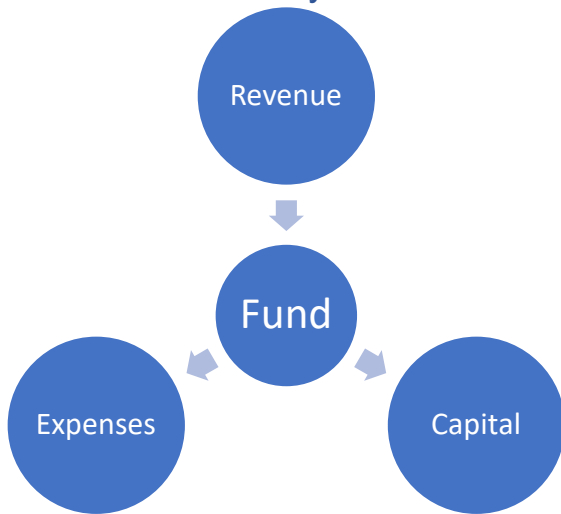
2022



Financial Summary



Financial Summary



The City must present a balanced budget as defined by *The Cities Act*. The 2022 Budget was guided by the following objectives

- Sustainable delivery of City services and infrastructure reflective of our community's priorities
- Transparent and accountable budget process
- Demonstrate efficient and effective financial management
- Leverage third party funding
- Affordability for Regina residents

The 2022 Budget includes restatement of some account categories due to organizational structure changes implemented to provide operational efficiencies. This has meant a change to where some revenues and expenses are reported. Prior years have been adjusted to align to the change.

General Operating Fund

The General Operating Fund Budget is based on \$512.2 million in both revenue and expense. The General Operating Fund is the funding source for most services provided by the City of Regina. Included in the 2022 General Operating Fund Budget is a mill rate increase of 3.49 per cent.

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Total Revenue	496,821	490,419	486,317	512,213	21,794	4.4%
Total Expense	494,521	490,419	482,799	512,213	21,794	4.4%
Net	2,300	-	3,518	-	-	

TABLE 1

Utility Operating Fund

The Utility Operating Fund Budget is based on \$157.4 million in both revenue and expense. The Utility Operating Fund is the funding source for operations pertaining to water, wastewater and stormwater. Included in the 2022 Budget is a 5 per cent increase in utility rates, 2% of which will go towards advancing the lead service connection program more quickly.

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Total Revenue	146,840	148,254	151,356	157,362	9,108	6.1%
Total Expense	141,569	148,254	145,081	157,362	9,108	6.1%
Net	5,271	-	6,275	-	-	

TABLE 2

Costing Fund

The City also has a Costing Fund, of which the main purpose is to allocate costs to the other funds. It is shown in Appendix A.

General Capital Fund

The General Fund Five-Year Capital Plan includes \$136.3 million in 2022 and \$649.6 million for the years 2022-2026. Investing in infrastructure is one of the City's key priorities. By annually increasing its contributions to capital and utilizing reserve funding, the City has been able to increase its overall capital investment.

It is important to note that funding for infrastructure comes from several sources, including contributions to capital from the operating fund, reserves, development fees and federal/provincial funding.

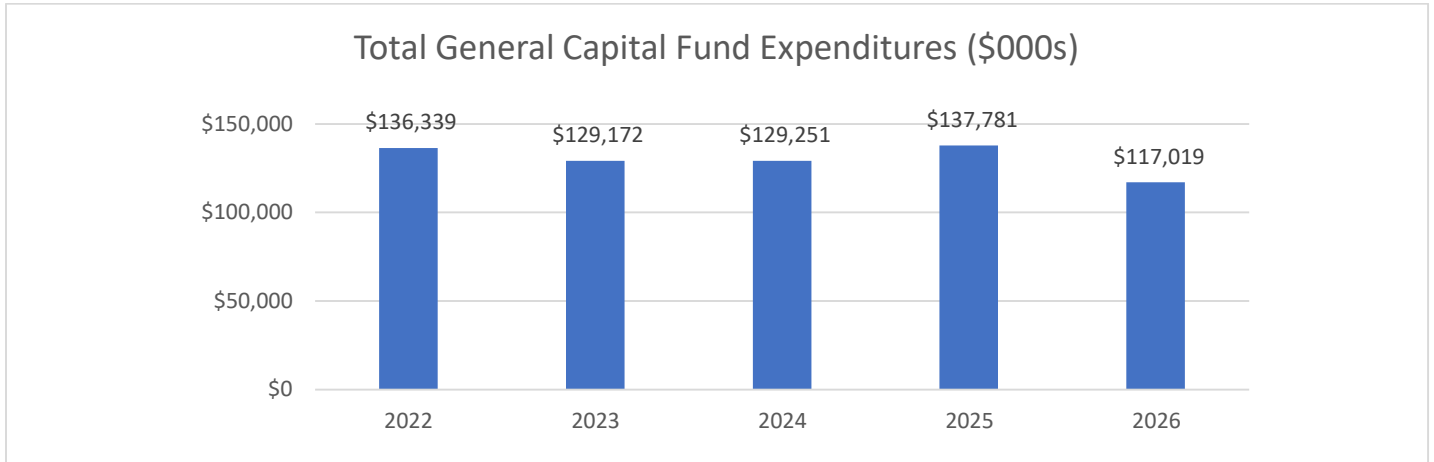


TABLE 3

Utility Capital Fund

The Five-Year Utility Capital Plan includes \$119.4 million in 2022 and \$500.8 million for the years 2022-2026

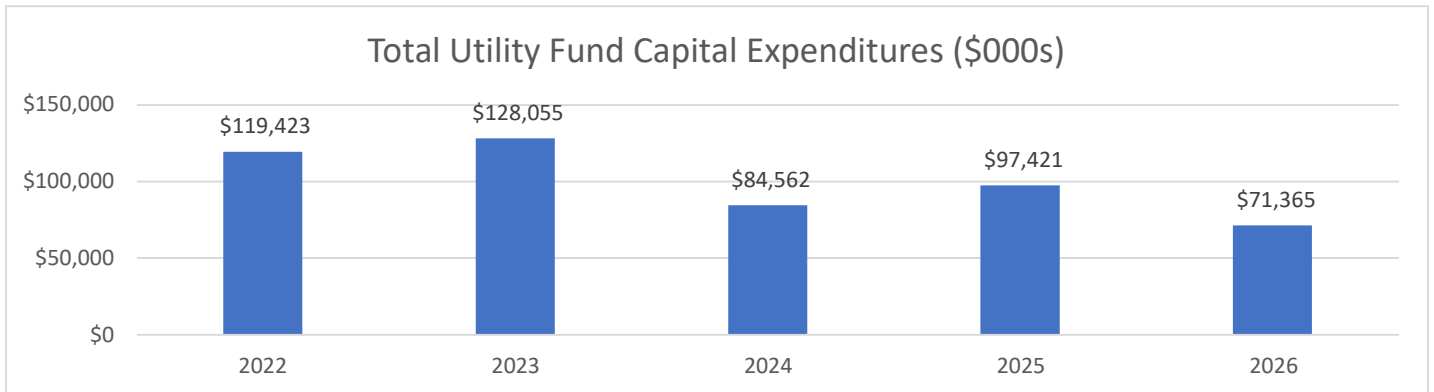


TABLE 4

Staff Complement (FTEs)

Salaries are a major component of the overall cost of operating the City. A breakdown of the number of Full-Time Equivalent (FTE) positions is provided in Table 5. Overall, civic operations (General and Utility Fund Operations) increased by nearly 26 FTE with the Regina Police Service FTE budget increasing by 23 FTE for an overall increase of 48 FTE.

	2021 Casual	2021 Permanent	2021 Total	2022 Casual	2022 Permanent	2022 Total	Change #	Change %
Civic - General	323.0	1,719.0	2,042.0	325.5	1,739.6	2,065.1	23.1	1.1%
Civic -Utility	32.0	200.0	232.0	32.5	202.0	234.5	2.5	1.1%
Civic - Total	355.0	1,919.0	2,274.0	358.0	1,941.6	2,299.6	25.6	1.1%
Regina Police Service	14.0	611.0	625.0	14.8	633.0	647.8	22.8	3.6%
Total	369.0	2,530.0	2,899.0	372.8	2,574.6	2,947.4	48.4	1.7%

TABLE 5

New Civic FTE Budget Highlights:

- General Fund positions to support City priorities/strategic Initiatives – approximately 13 FTEs
- General Fund positions to support status quo operations – approximately 4 FTEs
- Positions funded by non-mill rate funding sources – approximately 9 FTEs

COVID-19 Impact in 2022

COVID-19 is anticipated to continue to impact the City's finances in 2022. The extent that it will impact the finances is difficult to predict. Some factors that will impact the extent of the impact include:

- Pace that the COVID-19 vaccine can be broadly distributed amongst citizens
- Customers' comfort with returning to pre-COVID-19 activities (i.e., recreational opportunities or using transit services)
- Public health orders, which could further restrict activities

Given the unknowns, the City has developed an estimate in terms of potential financial impact. The majority of the financial impact is experienced through loss of revenue from the following activities:

- Transit & Paratransit Service
- Traffic & Parking Revenue
- Parks, Recreation & Culture
- Amusement Tax

The estimated 2022 negative financial impact is \$4.6 million. In addition to the loss of revenue, the City also anticipates spending an additional \$500,000 in expenditures related to extra cleaning requirements and to purchase personal protective equipment (PPE). Based on the above factors, the City Budget includes an estimated financial impact on City operations as described in the table below. The City of Regina has set aside funds received remaining from the Federal government in 2020 to offset the impact of COVID-19 on City operations in 2022. The total funds available in the COVID-19 Recovery Reserve is approximately \$2 million. The remaining funds needed to cover the impact of COVID-19 will come from the General Fund Reserve.

	2022 COVID-19 Impact (\$000s)
Revenue Reduction	
Transit Revenue Reduction	2,530
Parks, Recreation & Culture Revenue Reduction	820
Parking Revenue Reduction	580
Amusement Tax Revenue Reduction	170
Expenditure Increases	
Personal Protection Equipment & Cleaning Cost Increase	500
Total Financial Impact	\$4,600

TABLE 6

The Municipal Revenue Sharing Revenue has also been reduced by \$2.1 million for a total expected COVID-19 financial impact of \$6.7 million. The \$2.1 million will also be covered by the General Fund Reserve.

2022



General Operating Budget



General Operating Revenue Overview

The City of Regina generates its revenue primarily from six areas – taxation, fees and charges, government grants & reserve transfers, licenses, levies & fines and other revenues.

Property taxation is the major source of revenue, accounting for 55 per cent of the City's total General Operating revenue in 2022. Revenue such as program fees and charges, licenses and levies are collected for specific services based on the user pay/benefits model defined in the OCP.

The City of Regina is still primarily reliant on taxation, fees and charges, and government grants.

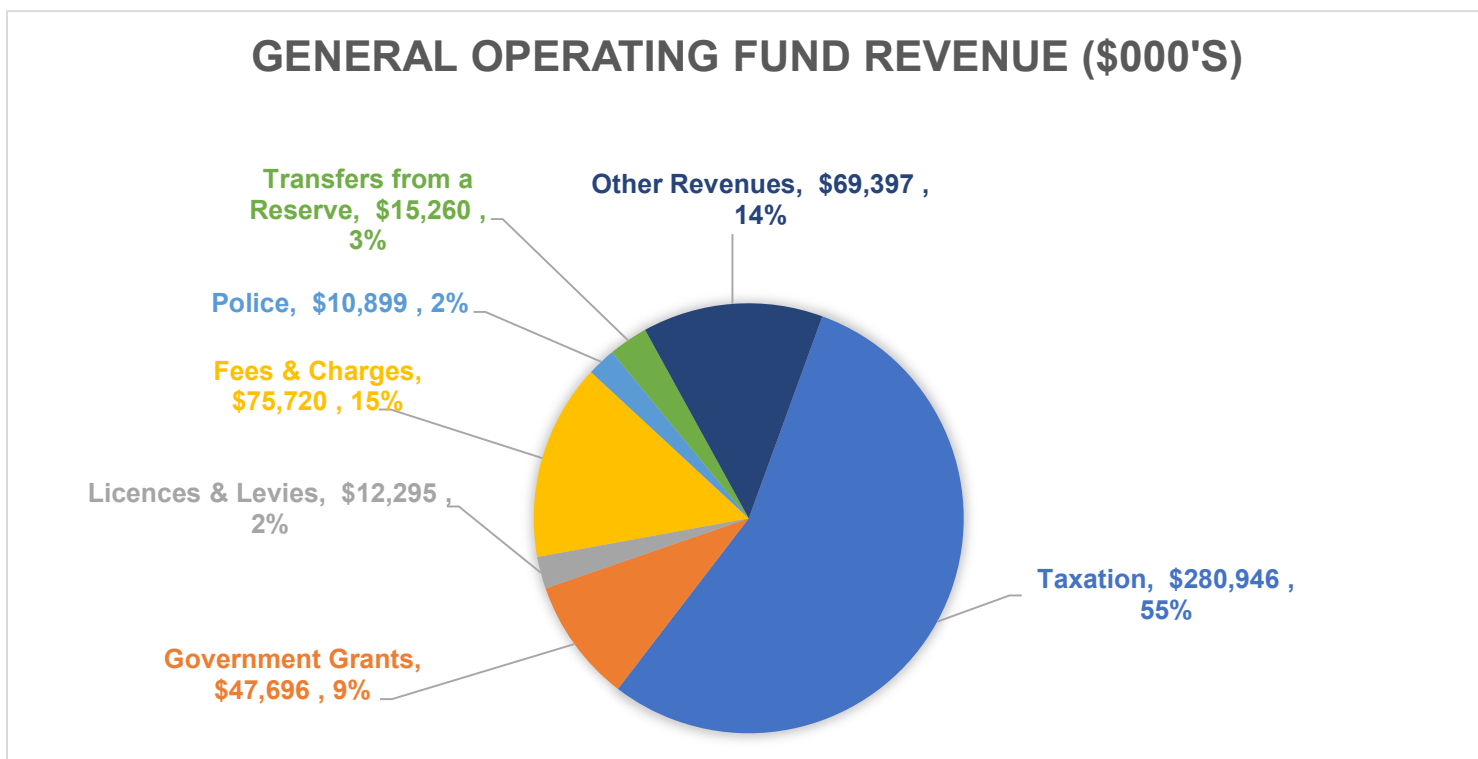


TABLE 7

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Property Taxation	260,891	269,373	266,776	280,946	11,573	4.3%
Fees & Charges	61,772	65,856	65,525	75,720	9,864	15.0%
Government Grants	65,913	49,108	49,819	47,696	(1,412)	(2.9%)
Other Revenues	63,167	65,140	61,867	69,397	4,257	6.5%
Transfers from a Reserve	19,621	19,047	16,966	15,260	(3,787)	(19.9%)
Licences, Levies & Fines	14,769	11,577	15,047	12,295	718	6.2%
Civic Operations Total	486,133	480,101	476,000	501,314	20,213	4.4%
Regina Police Service	10,688	10,318	10,318	10,899	581	5.6%
Grand Total	496,821	490,419	486,317	512,213	21,794	4.4%

TABLE 8

Taxation

2022 Proposed Mill Rate

Administration will continue to make careful choices to maintain affordability while facing increasing costs to provide current levels of service. The 2022 Budget proposes a 3.49 per cent mill rate increase.

Breakdown of 2022 Mill Rate Increase

Table 9 shows the breakdown of the proposed 2022 mill rate increase. The proposed 2022 General Operating Budget allows the City to continue delivering reliable services to residents with a proposed 3.49 per cent mill rate increase.

Item	Mill Rate increase %	
Civic Operations		1.22
Dedicated - Mosaic Stadium Dedicated Mill Rate	0.45	
- Recreational Infrastructure Mill Rate	0.50	0.95
Police Operations		1.32
Total Proposed Mill Rate Increase		3.49

TABLE 9

Mosaic Stadium Dedicated Mill Rate – The Stadium dedicated mill rate increase was established in 2013 and included annual mill rate increases of 0.45% for 10 years to support the stadium operations. The 2022 Budget is year 10 of that 10-year commitment.

Recreational Infrastructure Mill Rate - The Recreational Infrastructure Program commits to annual mill rate increases of 0.50% for 5 years to support implementation of the City’s Recreation Master Plan. The 2022 Budget is year 3 of a planned 5-year increase.

Impact of Mill Rate Increase Per Household

Table 10 illustrates the impact of the proposed 3.49 per cent mill rate increase. In 2022, a homeowner with an assessed property value of \$315,000 will experience an increase of \$6.31/month compared to their municipal taxes in 2021 due to the mill rate increase. The table also shows that the mill rate impact is \$2.01/month more per \$100,000 of assessed value.

Monthly Cost Impact of Proposed Mill Rate Increase	Impact per \$100,000 of Assessed Value	Average Assessment Value \$315,000
Civic Operations	\$0.70	\$2.21
Dedicated - Mosaic Stadium Dedicated Mill Rate	\$0.26	\$0.81
- Recreational Infrastructure Mill Rate	\$0.29	\$0.90
Police Operations	\$0.76	\$2.39
Total Proposed Mill Rate Increase	\$2.01	\$6.31

TABLE 10

Comparison of Mill Rate Increase in Western Canada

Regina has a long history of reasonable tax rates and tax increases as illustrated in Table 11 below. It also has no business tax. Regina’s average mill rate increase over the past ten years is comparable to other Western Canada cities.

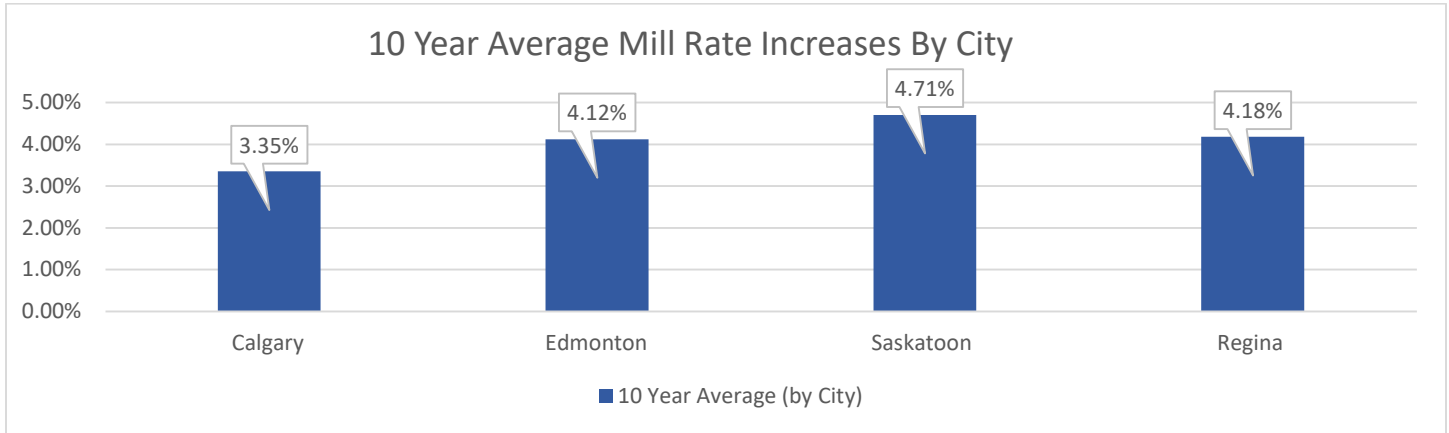


TABLE 11

General Operating Fund Expenses

Table 12 provides a breakdown of General Operating Fund Expenditures by major services. The 2022 General Operating Budget includes a \$3.9 million increase to Contribution to Capital that will help address infrastructure needs, including an increase of \$1.4 million for recreational and culture infrastructure programs.

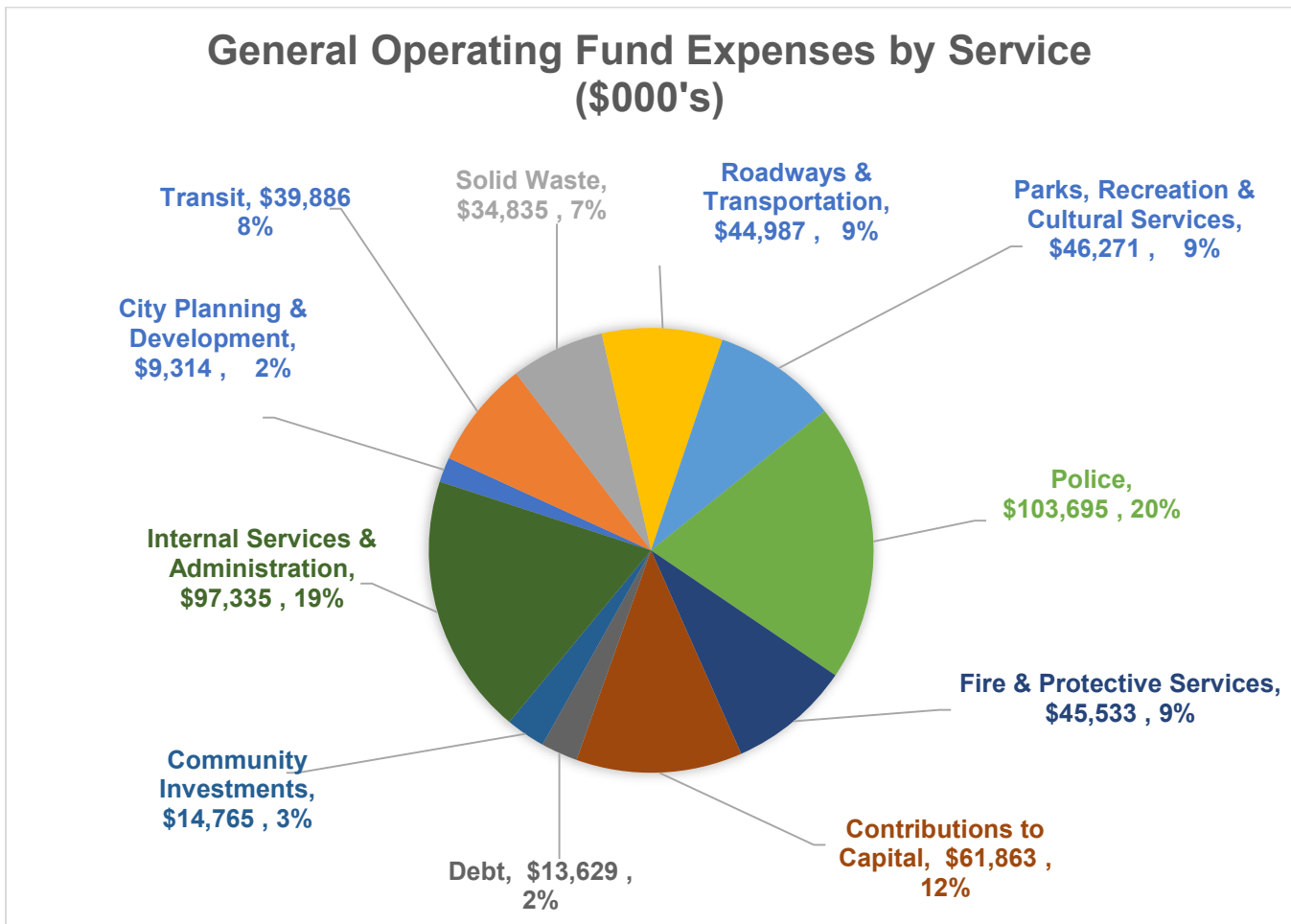


TABLE 12- INTERNAL SERVICES & ADMINISTRATION INCLUDES: FINANCIAL SERVICES, HUMAN RESOURCES, INFORMATION TECHNOLOGY, LEGAL SERVICES AND FACILITIES MANAGEMENT

Expenditures for the General Operating Fund are broken down in Table 13 by account category. Civic operational salaries make up more than 36 per cent of the total General Operating Fund expenditures. The next major expenditure category is Contribution to Capital at 12 per cent of the total General Operating Fund Expenditures.

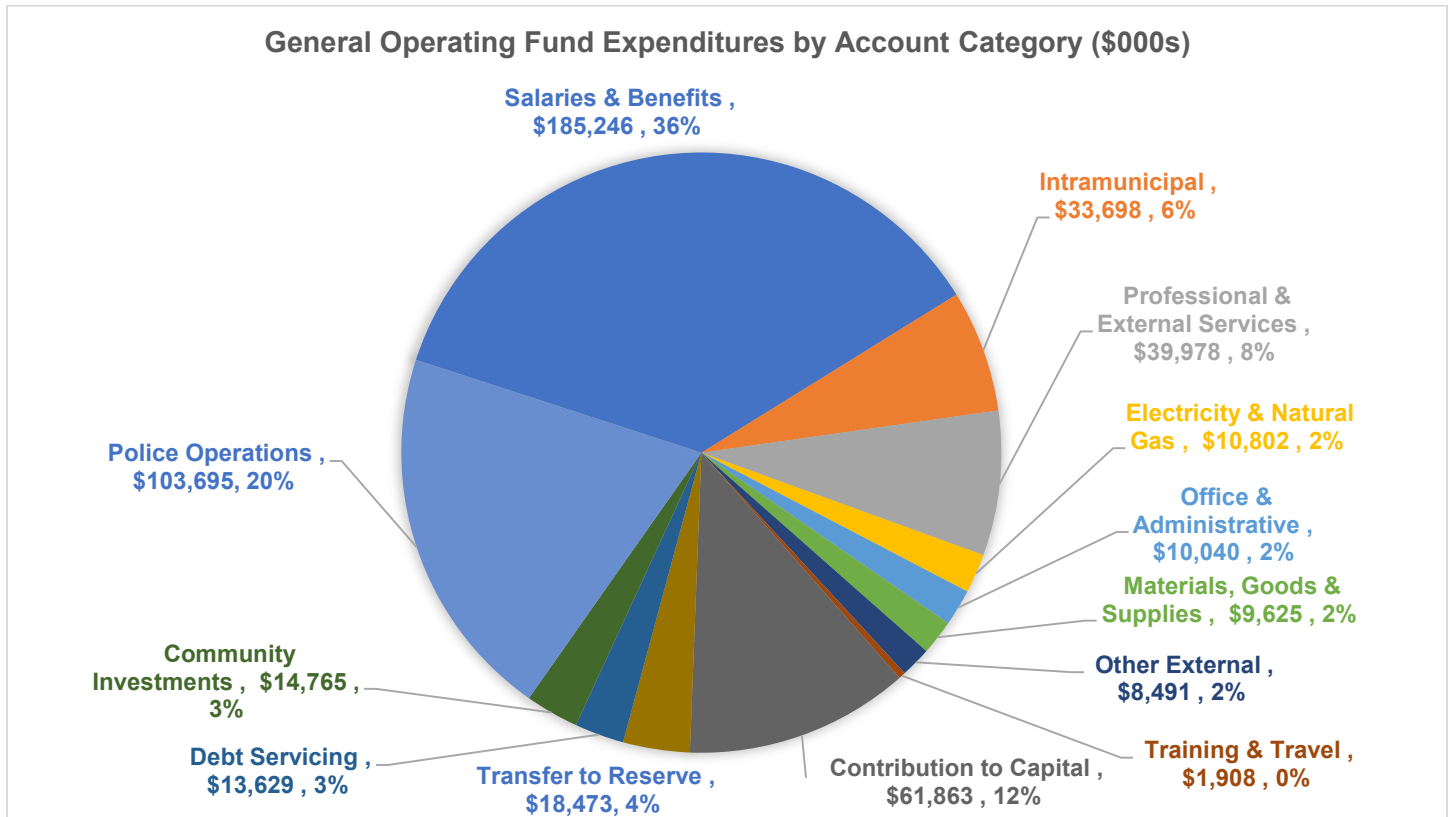


TABLE 13

Expense by Account Category

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Salaries & Benefits	162,721	179,713	169,806	185,246	5,533	3.1%
Intramunicipal	32,584	34,108	31,837	33,698	(410)	(1.2%)
Professional & External Services	26,879	34,822	31,784	39,978	5,156	14.8%
Electricity & Natural Gas	9,286	9,932	9,747	10,802	870	8.8%
Office & Administrative	10,811	9,630	10,234	10,040	410	4.2%
Materials, Goods & Supplies	8,395	9,592	9,072	9,625	33	0.3%
Other External	10,166	7,668	11,111	8,491	823	10.7%
Training & Travel	712	1,331	812	1,908	577	43.4%
Total Expenses	261,554	286,796	274,403	299,788	12,992	4.5%
Contribution to Capital	55,327	57,979	57,990	61,863	3,884	6.7%
Transfer to Reserve	53,740	18,594	24,259	18,473	(121)	(0.7%)
Debt Servicing	13,581	13,629	13,532	13,629	-	0.0%
Community Investments	14,134	13,858	13,052	14,765	907	6.5%
Other Expenditures	136,782	104,060	108,833	108,730	4,670	1.2%
Civic Total	398,336	390,856	383,236	408,518	17,662	4.5%
Police Operations	96,185	99,563	99,563	103,695	4,132	4.2%
Total Expenses	494,521	490,419	482,799	512,213	21,794	4.4%

TABLE 14

Salary & Benefits

The 2022 Budget projects expense of \$185.2 million, an increase of \$5.5 million over the 2021 Budget. This increase is primarily related to increases in the Collective Bargaining Agreements with the City's five unions and out-of-scope positions as well as the increase of approximately 25 FTEs as summarized on page 17.

Intramunicipal

The 2022 Budget projects expenses of \$33.7 million, a decrease of \$0.4 million from the 2021 Budget. This category includes costs allocated to operating areas for internal trades, fleet costs, facilities costs, and administrative support.

Professional & External Services

The 2021 Budget projects expenses of \$40.0 million, an increase of \$5.2 million from the 2021 Budget. This increase is primarily related to one-time funding for the 2022 Grey Cup (\$1.0 million), safe sidewalk program (\$1.15 million), as well as increases to Paratransit Services (\$1.0 million), Hazardous Household Waste Program (\$0.2 million) and new initiatives such as Winter City Strategy, and the Adapted Recreation Program. Expenditures in this category are primarily to support recycling services, roadways maintenance, winter roads maintenance, fleet maintenance, and Paratransit Services,

Electricity & Natural Gas

The 2022 Budget projects expenses of \$10.8 million, an increase of \$0.9 million over the 2021 Budget. This increase is related to the removal of the one-time 10% decrease on electricity charges by SaskPower in 2021 to help reduce the impact of COVID-19. Costs in this category are primarily related to electricity for streetlights as well as heating and electricity for city facilities.

Office & Administrative

The 2022 Budget projects expenses of \$10.0 million, an increase of \$0.4 million over the 2021 Budget. This increase is primarily related to an increase in insurance costs. Costs in this category relate primarily to system and software costs, insurance premiums, and security services.

Material, Goods & Supplies

The 2022 Budget projects expenses of \$9.0 million, a small increase over the 2021 Budget. Costs in this category relate primarily to fleet maintenance, concrete and asphalt materials, chemicals for parks and pools, and equipment.

Other External

The 2022 Budget projects expense of \$8.5 million, an increase of \$0.8 million from the 2021 Budget. This increase is primarily related to increases in hardware costs and alley maintenance costs. Costs in the category relate to hardware costs, facilities rentals from Regina Exhibition Association Limited, alley maintenance and winter roads maintenance.

Training & Travel

The 2022 Budget projects expense of \$1.9 million, an increase of \$0.6 million over the 2021 Budget. This increase is related to a recovery of the one-time reduction in spending in this category as a result of COVID-19 pandemic travel restrictions.

Contribution to Capital

The 2022 Budget projects expense of \$61.9 million, an increase of \$3.9 million over the 2021 Budget. This increase is related to the dedicated mill rate for the Recreational Infrastructure Program as well as a planned increase of approximately 3 per cent to continue to address the infrastructure gap at the City.

Transfer to Reserve

The 2022 Budget projects expense of \$18.5 million, a decrease of \$0.1 million over the 2021 Budget. Transfers from the Operating Budget, primarily from related fees, are meant to cover future costs related to operations for services such as Solid Waste, Cemeteries and Golf Courses.

Debt Servicing

The 2022 Budget projects expense of \$13.6 million, the same as the 2021 Budget. This line item relates primarily to Mosaic Stadium debt payments.

Community Investment

The 2022 Budget projects expense of \$14.8 million, an increase of \$0.9 million over the 2021 Budget. This increase is primarily related to increases in funding provided to Economic Development Regina and Heritage Conservation, and

reflects ongoing funding for Harm Reduction. The total includes funding provided to community associations, events and other local organizations.

2022



General Operating Fund Revenue



Revenue Sources



A little over half of General Operating Fund revenue comes from property taxes. The City also charges fees for specific services, secures grants from other levels of government, and collects revenues from a variety of smaller sources. Most City services are financed by the General Fund (both capital and operating).

The limited revenue sources available to the City continues to be a challenge. The ability to access other forms of taxation is limited by legislation and has resulted in the City generating a larger portion of its overall revenue from property taxes. The natural growth in property tax revenue is expected to be less than the increased cost of maintaining services. This creates challenges as the City attempts to balance the increasing costs of providing services with keeping property taxes affordable.

Fees and charges make up 15% - the second largest component of revenue for the City. Overall, revenue from the General Operating Fund is increasing approximately \$22 million; this is primarily related to an increase in tax revenue and projected partial recovery in revenues related to COVID-19.

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Property Taxation	260,891	269,373	266,776	280,946	11,573	4.3%
Fees & Charges	61,772	65,856	65,525	75,720	9,864	15.0%
Government Grants	65,913	49,108	49,819	47,696	(1,412)	(2.9%)
Other Revenues	63,167	65,140	61,867	69,397	4,257	6.5%
Transfers from a Reserve	19,621	19,047	16,966	15,260	(3,787)	(19.9%)
Licences, Levies & Fines	14,769	11,577	15,047	12,295	718	6.2%
Civic Operations Total	486,133	480,101	476,000	501,314	21,213	4.4%
Regina Police Service	10,688	10,318	10,318	10,899	581	5.6%
Grand Total	496,821	490,419	486,317	512,213	21,794	4.4%

TABLE 15

Property Taxation

Total property tax revenue in 2022 is \$281 million; an increase of \$11.5 million from 2021. Most of this increase consists of a \$9.4 million increase resulting from the proposed mill rate increase of 3.49% and a \$2.1 million increase in tax revenue from projected 2022 growth.

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Property Taxes - Current Tax Levy	244,123	252,260	250,329	263,184	10,924	4.3%
Grants in Lieu of Tax	15,839	15,979	15,399	16,628	649	4.1%
Property Taxes - Supplementary	533	800	636	800	0	0.0%
Recovery from Other Taxing Authorities	396	374	412	374	0	0.0%
Tax Cancellations	-	(40)	-	(40)	0	0.0%
Grand Total	260,891	269,373	266,776	280,946	11,573	4.3%

TABLE 16

The key property tax assumptions or factors that impact the 2022 Budget are as follows:

A 1.22 per cent increase in the municipal mill rate for 2022 for Civic Operations, plus a 1.32 per cent increase for Regina Police Service, the dedicated amounts of 0.50 per cent for the Recreational Infrastructure Program and 0.45 per cent for Mosaic Stadium for a total proposed mill rate increase of 3.49 per cent.

The assessment roll will be open for 30 days following the assessment notice mailing and then reviewed for potential risk due to corrections and assessment appeals using preliminary information obtained from appeals filed for 2022. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If a deficit for the 2022 fiscal year is caused by the reduction in tax revenues due to assessment appeals, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund.

Mill Rate History				
	Municipal		Library	
Year	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change
2016	9.59200	3.90%	0.95940	2.70%
2017	7.44834	6.49%	0.71989	2.90%
2018	7.77159	4.34%	0.71989	0.0%
2019	8.10810	4.33%	0.73285	1.80%
2020	8.37161	3.25%	0.74971	2.30%
2021	9.45130	2.34%	0.85098	2.90%
2022	9.78115	3.49%	0.87191	2.46%

TABLE 17

Mill Rate Factors					
Property Class/Subclass	2018	2019	2020	2021	2022
Residential (including condominiums)	0.91152	0.91152	0.91152	0.91034	0.91034
Multiple Family Residential	0.91152	0.91152	0.91152	0.91034	0.91034
Commercial and Industrial (including Resource Property)	1.21040	1.21040	1.21040	1.24950	1.24924
Golf Courses	0.78654	0.78654	0.78654	0.81197	-
Railway Right of Way and Pipeline	1.21040	1.21040	1.21040	1.24950	1.24924
Agriculture	1.21040	1.21040	1.21040	1.24950	1.24924

Mill rates and mill rate factors serve different purposes. The mill rate applied to the taxable assessment, including the assessment of grant in lieu of properties, determines the total tax generated. Mill rate factors, meanwhile, determine the distribution of taxes between groups of properties. Table 17 shows the five-year history of Regina mill rates, including those for the library. During consideration of the Tax Policy and Affordability Report (CR21-130) City Council approved a motion to eliminate the golf course sub-class as part of the 2022 Budget deliberations. As a result, golf courses will be included in the Commercial and Industrial Class. The mill rate factor for Commercial and Industrial Class has been adjusted as a result as to not impact the overall amount of taxes collected by the City.

TABLE 18

Education Property Tax Collection

The City collects Education Property Taxes on behalf of the Government of Saskatchewan as per section 274 of *The Cities Act*. Province-wide education levy mill rates are set by property class. Table 19 shows the 2021 education mill rates as set by the Government of Saskatchewan. The 2022 provincial mill rates are not known at this time. The 2022 rates will be announced with the 2022-23 Provincial Budget this spring.

Tax Exemptions

There are two types of exemptions that may exist on a property in the City of Regina - statutory exemptions and permissive exemptions.

Property Class	2021
Residential (including condominiums)	4.46
Multiple Family Residential	4.46
Agriculture	1.36
Resource Property	9.79
Commercial and Industrial (including Golf)	6.75
Railway Right of Way and Pipeline	6.75

TABLE 19

Statutory exemptions are provided under section 262 of *The Cities Act* for properties such as schools, public hospitals, buildings set apart for public worship, and provincially and municipally-owned public buildings and land. Properties may also receive an exemption from property taxes under special legislation. Council does not have any authority over these

statutory exemptions. In 2021, the total assessment value of statutory exemptions in the City was \$5.5 billion. This represents \$54.9 million in municipal property tax revenue that the City cannot collect on.

2021 Permissive Property Tax Exemptions

Category (\$000s)	Description	Exempt Assessed Value	Foregone Municipal Tax
Heritage Properties	For properties that qualify under the Heritage Incentive Policy.	\$24,829	\$206
Housing Properties	For properties that qualify under the Housing Incentives Policy.	\$396,033	\$2,726
Boundary Alteration Properties	For properties that qualify under the boundary alteration tax mitigation principles and tools approved by Council in 2013.	27,922	\$205
Non-profit and Charitable Organizations	For non-profit and charitable organizations, usually associated with a charitable, cultural or philanthropic cause.	\$128,831	\$1,293
Economic	Regina Airport Exemption	\$31,022	\$311
Total		\$608,637	\$4,741

TABLE 20

Permissive exemptions are authorized by subsections 262(3) and (4) of *The Cities Act*. They are a tool available to Council to support organizations that own or lease property, provide a public benefit and further Council's vision for the benefit of Regina residents. Permissive exemptions currently granted by Council fall into five categories. Table 20 identifies and describes the Permissive Property Tax Exemptions, the 2021 assessment value and the forgone municipal tax for each category (the latest available data).

Fees & Charges

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Landfill Fees	17,051	16,475	14,275	16,475	-	0.0%
Transit & Paratransit Fees	5,917	5,147	6,207	9,347	4,200	81.6%
Administrative Revenues	11,107	9,558	8,822	10,829	1,271	13.3%
Facilities Revenues	3,929	5,616	5,400	7,076	1,460	26.0%
Community Services Program & Operating Revenue	4,814	5,422	5,777	7,655	2,233	41.2%
Recycling Revenues	6,429	7,075	6,361	7,075	-	0.0%
Gain on Land for Resale	26	3,503	6,050	3,503	-	0.0%
Building Permit Fees	2,378	2,900	2,672	2,900	-	0.0%
Golf Course Fees	3,195	2,897	2,963	2,897	-	0.0%
Property Rentals	2,347	2,596	2,239	2,596	-	0.0%
Parking Fees	1,211	1,252	984	1,937	685	54.7%
Cemetery Fees	1,408	1,222	1,468	1,222	-	0.0%
Fire Suppression Fees	939	1,015	1,032	1,015	-	0.0%
Towing, Auction & Salvage Revenues	603	578	579	593	15	2.6%
Development Revenue	378	375	384	375	-	0.0%
Pavement & Concrete Cut Charges	40	225	312	225	-	0.0%
Grand Total	61,772	65,856	65,525	75,720	9,864	15.0%

TABLE 21

Landfill Fees

The 2022 Budget projection for landfill fees is \$16.5 million; same as 2021. This amount is based on landfill tipping fees that are approved by City Council and levied primarily based on weight.

In addition to the fees collected from private waste haulers, the City also pays landfill tipping fees through an internal allocation to operate services such as residential solid waste collection. This is done at the same rate as other users to ensure that landfill revenues reflect the full cost of providing the landfill service. This revenue is reflected as part of the Administration Fee revenues.

Transit & Paratransit Fees

Fare type	2021	2022
Adult 31-day pass	\$88	\$88
Youth 31-day pass	\$64	\$64
20 Rides adult pass	\$55	\$55
20 Rides youth pass	\$46	\$46
Senior 31-day pass	\$30	\$30

TABLE 22

The 2022 Budget projects revenue of \$9.3 million from transit fees and charges; an increase of \$4.2 million from 2021. The increase is due to a partial recovery to pre-COVID-19 levels. This is still \$2.2 million lower than pre-COVID-19 levels. It also includes a small increase in paratransit fees because of the expansion services to support adapted recreational services. Transit revenue includes U-Pass, cash fares, ticket and pass sales for both transit and paratransit services.

Administrative Revenue

The City collects revenue for miscellaneous items such as allocated landfill charges, various inspections, late payment interest, sale of promotional items, donations and non-sufficient funds charges.

The 2022 Budget projects revenue of \$10.8 million; an increase of \$1.3 million from 2021. The increase is to right-size the budgets related to SAF funded activities (\$0.5 million) and Paved and Gravel Alley Revenue (\$0.5 million).

Facilities Revenue

The 2022 Budget projects \$7.1 million; a \$1.5 million increase from 2021 primarily from the partial recovery of facility fees collected for events at Mosaic Stadium as a result of a partial return to pre-COVID-19 levels. Facilities revenue is

collected from City-owned facilities for property rentals, employee paid parking and any other operating agreements that the City has with its partners.

Community Services and Operating Revenue

The 2022 Budget projects revenue of \$7.7 million; an increase of \$2.2 million from 2021. This is from an increase in the recreational fees as a result of a partial return to pre-COVID-19 levels. Revenue levels will still remain \$0.8 million below pre-COVID-19 levels.

Fees and charges are at cost-recovery levels that establish an acceptable balance between user fees and taxpayer subsidy. A higher level of tax subsidy is deemed to be appropriate where the community at large benefits from an individual's use of a program or service (i.e. recreation activities for children and youth that focus on water safety) than when the primary beneficiary is an individual, such as activities where adults develop specialized skills. This is a benefits-based approach to establishing cost recovery levels.

To reflect this, cost recovery levels for City services that are less specialized and targeted mostly for children and youth (i.e. outdoor pools, athletic fields and neighborhood centres) have been set between 15 to 25 per cent, with the community sharing between 75 to 85 per cent of the cost. Cost recovery levels for services that are more specialized (i.e. fitness and aquatic facilities, and the Neil Balkwill Civic Arts Centre) have been set between 40 to 50 per cent, with the community subsidizing between 50 to 60 per cent of the cost. Where other service providers exist in Regina, as in the case of fitness and aquatics services, rates reflect the market value for those services. This ensures that the City's provision of services at subsidized rates does not discourage other entrepreneurs from providing similar services in the marketplace.

The City also offers an Affordable Fun Program, which provides further subsidies for residents who have financial barriers to participation. Through it, individuals who meet established criteria can purchase leisure passes and register in programs at a subsidized rate.

Recycling Revenue

The 2021 Budget projects revenue of \$7.1 million from recycling fees; same as 2021. The recycling fee rate has remained the same since 2013 at \$91.25 per year per household and it is charged to residents through their Utility bill. Recycling services are provided through a third-party company. The City receives a 25 per cent share of revenues earned from the sale of the recyclable materials. The City also receives funding from Multi-Material Stewardship Western to offset a portion of the costs associated for providing a recycling program within the City.

Gain on Land for Resale

The 2022 Budget projects \$3.5 million; no change from 2021. Actual land sales can vary significantly from year to year depending on the economic conditions in the City.

Building Permit Fees

The 2022 Budget projects revenue of \$2.9 million from building permits; same as 2021. Building Permit Fees are established based on the principle of 100 per cent cost recovery for all fee-for-service activities.

Golf Course Fees

The 2022 Budget projects revenue of \$2.9 million; the same as 2021.

Western Golf Management (WGM) is under contract with the City of Regina to operate the Tor Hill and Murray golf courses and the Joanne Goulet and Lakeview Par 3 golf courses. In both agreements, the City receives an annual base fee from WGM, along with a percentage of green fees collected. The percentage of green fees varies by course.

Operation of City of Regina golf courses is funded through the Golf Course Reserve, which is self-sustaining.

Property Rentals

The 2022 Budget projects \$2.6 million in property rental revenue. Property rentals or lease are derived from rental of City owned properties. Prior to 2022 the revenues from these activities and the related costs were recognized in the Costing Fund.

Parking Fees

The 2022 Budget projects revenue of \$1.9 million in parking fees; an increase of \$0.7 million from 2021. This increase is a result of a partial return to pre-COVID-19 levels. Revenues still remain \$0.4 million below pre-COVID-19 levels. Most of the projected revenue is related to public parking meter revenue but also includes residential parking permits, taxi stand

permits and fees paid by City employees for parking spots. The rate for public parking meters is \$2 per hour, which is consistent with meter rates in other Canadian cities and off-street parking costs in the downtown.

Cemetery Fees

The 2022 Budget projects revenue of \$1.2 million; the same as 2021. These fees offset operating expenses and costs to restore existing infrastructure while providing capital funding to develop new interment options.

The City operates two cemeteries - Regina Cemetery and Riverside Memorial Park Cemetery. Both are funded through the self-sustaining Cemetery Reserve.

Fire Suppression Fees

The 2022 Budget projects revenue of \$1.0 million from fire suppression service; the same as 2021.

Most fire suppression service fees come from service agreements with the Rural Municipality of Sherwood, the Rural Municipality of Lumsden, and other entities such as the Sakimay First Nation and the Global Transportation Hub. The fees have two components - retainer fees and service call fees. The service call fees are charged per incident and are billed to the rural municipality.

Towing, Auction and Salvage Revenue

The 2022 Budget projects revenue of \$0.6 million; a small change from 2021. This is a result of right sizing the budget to align with actuals. This revenue is derived from the towing and auction/salvage activities of the City.

Development Revenues

2022 development fee revenue is projected to be \$0.4 million: the same as 2021. Development fees are established based on the principle of 100% cost recovery for all fee-for-service activities. Future growth will pay for itself with full cost-recovery and reduce the amount of taxes required to fund the development planning services provided by the City.

Pavement and Concrete Cut Charges

The 2022 Budget projects revenue of \$0.2 million in pavement and concrete cut revenues; no change from 2021. Pavement and concrete cut charges relate to interdepartmental charges for services provided to departments in the City such as Parks, Recreation & Cultural Services and Water, Waste & Environmental Services.

Government Grants

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Revenue Sharing Grant	43,379	42,956	42,997	40,896	(2,060)	(4.8%)
Multi-Material Stewardship Western Grant	1,755	2,179	2,179	2,204	25	1.1%
Sask Sport - Mosaic Stadium Lease	2,129	2,123	2,128	2,116	(7)	(0.3%)
Paratransit Grant	1,156	670	1,235	1,100	430	64.2%
Transit Grant	308	435	320	635	200	46.0%
Urban Highway Connector's Grant	468	440	440	440	-	0.0%
Sask Lotteries Community Grant Program	340	305	305	305	-	0.0%
Other Grants	16,378	-	215	-	-	0.0%
Grand Total	65,913	49,108	49,819	47,696	(1,412)	(2.9%)

TABLE 23

Municipal Revenue Sharing Grant

The Saskatchewan Government provides an annual grant to municipalities that is a portion of the revenues generated by the Provincial Sales Tax (PST). The program grants funds to municipalities across the province according to a formula. In 2022, the City anticipates a Revenue Sharing Grant of \$40.9 million; a decrease of \$2.0 million from 2021. The decrease is a result of the slowdown of the provincial economy because to the COVID-19 pandemic. The amount in the 2022 Budget is based on the 2020/2021 PST levels. MRS revenues are expected to recover as the economy recovers from the COVID-19 pandemic.

Multi-Material Stewardship Western Grant

The City of Regina signed a funding agreement with Multi-Material Stewardship Western, a non-profit organization that came into effect on January 1, 2016. The funding agreement establishes several criteria the recycling program needs to meet in order to qualify for funding. One such criteria is the goal to reduce the contamination level of City recycling to below 5 per cent. The projected funding for 2022 is \$2.2 million; a small increase from 2021.

Sask Sport – Mosaic Stadium Lease

The City receives \$2.1 million from Sask Sport for the lease of Mosaic Stadium. As per the lease agreement, the total amount paid by Sask Sport is \$2.5 million, the remaining \$0.4 million being recorded as Fees & Charges.

Paratransit Grant

The provincial Paratransit Operating Grant is projected to be \$1.1 million in 2022; an increase of 0.4 million from 2021. The increase is due to the expected recovery from the impact of COVID-19. Paratransit receives operating and capital grants from the Government of Saskatchewan's Municipal Transit Assistance for People with Disabilities program. The grant is performance-based with the level of funding linked to the number of trips.

The provincial government's contribution has dropped from the initial target of 50 per cent to as low as 20 per cent (in 2017 and 2018) of the net operating cost of the program. The City is supportive of the performance-based system for providing the operating grant. The concern is that the level of provincial funding, as a portion of the net cost of the program, is declining and not keeping pace with escalating costs. The Provincial Disability Strategy, released in June 2015, recommended the capacity of municipal paratransit systems be increased allowing more people to use them.

Transit Grant

For 2022, the Transit Grant is projected to be \$0.6 million; an increase of 0.2 million from 2021. The increase is due to the expected recovery from impact of COVID-19. The Transit Grant Program is an agreement between the City of Regina and the Government of Saskatchewan to provide monthly bus passes at reduced rates for eligible clients and their families. Eligibility is determined based on inclusion in one of the following programs:

- Saskatchewan Assistance Program
- Saskatchewan Assured Income for Disability
- Transitional Employment Allowance
- Provincial Training Allowance
- Saskatchewan Employment Supplement

Funding from the provincial government covers approximately one quarter of the program's cost.

Urban Highway Connector Program

The City of Regina and the Government of Saskatchewan signed an agreement on April 1, 2011 to participate in the Urban Highway Connector Program. It was designed to provide a consistent framework for handling what are known as urban connectors - public highways that connect two provincial highways and are located in an urban municipality.

In the initial stages of the program, maintenance needs were discussed with the Ministry to determine the funding levels. The total operating and maintenance grant for 2022 is \$0.4 million. This is the same level as 2021.

Saskatchewan Lotteries Community Grant Program

The Saskatchewan Lotteries Community Grant Program assists in the development of sport, culture and recreation programs by providing funds to non-profit community organizations that are operated by volunteers. The City administers the grant on behalf of Saskatchewan Lotteries. The projected funding level for 2022 is the same as 2021 at \$0.3 million.

Other Grants

There is no budget for these items in 2022. Actuals for 2020 related to government grants received to assist with COVID-19.

Other Revenues

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Electrical Distribution Revenues	29,502	29,800	29,646	30,400	600	2.0%
Gas Distribution Revenues	6,215	5,400	5,600	5,400	-	0.0%
Water Works Revenues	17,778	18,229	18,229	18,791	562	3.1%
Investment Income	4,946	6,975	2,729	9,470	2,495	35.8%
Tax Penalty Revenues	4,115	4,150	5,135	4,750	600	14.5%
Claims Revenues	611	586	528	586	-	0.0%
Grand Total	63,167	65,140	61,867	69,397	4,257	6.5%

TABLE 24

Electrical Distribution Revenue (SaskPower)

The projected revenue for 2022 is \$30.4 million; an increase of \$0.6 million from 2021. The Electrical Distribution Revenue represents SaskPower's 10 per cent surcharge on electricity sales. The increase is due to increases in power usage and an increase in the carbon tax.

Gas Distribution Revenue (SaskEnergy)

The projected revenue for 2022 is \$5.4 million; the same as 2021. The Gas Distribution Revenue represents SaskEnergy's 5 per cent surcharge on gas sales.

Water Works Revenue

The 2021 Budget projects revenue of \$18.8 million from Water Works; an increase of \$0.6 million from 2021. Water Works Revenue includes an access fee paid to the General Fund, a proportionate share of the Goods and Services Tax (GST) rebate and a Utility administration charge – an approximate measure of corporate administration costs attributable to the Utility.

Investment Income

The projected revenue for 2022 is \$9.5 million; an increase of \$2.5 million from 2021. This is a combination of earnings on daily bank balances, short-term investments in money market funds and revenue from funds held in a long-term bond fund. The increase is primarily related to a change in the City's investment policy to allow it to maximize its investment return while minimizing the impact of decreased interest rates. Investments are made in accordance with the City's Investment Policy.

Tax Penalty Revenue

The projected revenue for 2022 is \$4.8 million; an increase of \$0.6 million over 2021. A late payment penalty of 1.25 per cent per month is applied to accounts with outstanding balances after the tax deadline (June 30th). Penalties do not apply to owners who participate in the Tax Installment Payment Plan Service (TIPPS) program. After December 31st, unpaid property taxes will be declared in arrears and will be subject to penalties of 1.75 per cent per month. The increase in revenue is to adjust the budget to align with actual penalties collected.

Claims Revenue

The projected revenue for 2022 is \$0.6 million; the same as 2021. Claims revenue is for insurance claims collected by the City and refunds to the city for premiums paid on behalf of related parties.

Transfers from a Reserve

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Transfers from a Reserve	19,621	19,047	16,966	15,260	(3,787)	(19.9%)
Grand Total	19,621	19,047	16,966	15,260	(3,787)	(19.9%)

TABLE 25

Transfers from a Reserve

The projected revenue for 2022 is \$15.3 million; a decrease of \$3.8 million from 2021. Reserve transfers primarily include funds to cover the Housing Incentive Program (HIP - \$1.8 million), transfers from the Planning & Sustainability Reserve and Stadium Reserve to cover operating costs. The \$4.8 million decrease is related primarily to:

- Reduction of the transfer from reserves to cover COVID-19 costs from \$12.0 million in 2021 to \$4.6 million in 2022.
- Increase in the transfer from reserves to cover one-time costs including the reduction to the Municipal Revenue Sharing Grant (\$2.1 million – General Fund Reserve), to fund the Safe Sidewalk program (\$1.2 million – Asset Revitalization Reserve) and to fund the 2022 Grey Cup (\$1.0 million – General Fund Reserve).

Licences/Levies/Fines

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Paved & Gravel Alleys Levy	4,627	5,121	5,162	5,163	42	0.8%
Traffic Violation Fines	7,048	3,300	7,031	3,300	-	0.0%
Parking Tickets	1,655	1,620	1,382	1,791	171	10.6%
Business Licences	648	773	703	773	-	0.0%
Amusement Tax	169	-	200	505	505	100.0%
Animal Licensing	360	421	300	421	-	0.0%
Taxi Revenues	160	140	165	140	-	0.0%
Animal Fines Revenues	10	82	10	82	-	0.0%
Urban Reserve Service Agreement Fees	67	65	74	65	-	0.0%
NSF Service Charge	19	20	13	20	-	0.0%
Impound Fees	7	20	7	20	-	0.0%
Fire Bylaw Violation Fines	(1)	15	-	15	-	0.0%
Grand Total	14,769	11,577	15,047	12,295	718	6.2%

TABLE 26

Paved & Gravel Alleys Levy

The 2021 Budget projects revenue of \$5.2 million from the tax levy; and increase of \$0.1 million over the 2021 Budget. Funding for maintenance and reconstruction of alleys is derived from a Gravel and Paved Alley Special Tax levied pursuant to section 275 of *The Cities Act*. It is levied against all properties that abut an alley and is billed in conjunction with property taxes.

If the special tax levy is not fully expended in the designated year, the unspent portion is recognized as deferred revenue (a restricted account) which will be expended for the intended purpose in subsequent years. Deferred revenue from prior periods will be expended in 2022.

The rate for 2022 is consistent with the direction adopted by City Council to ensure the alley inventory is maintained at an acceptable and sustainable condition. The standard is the provision of a 30-year reconstruction cycle in paved alleys and a 10-year systematic gravel refreshment cycle in gravel alleys. There is no rate change for 2022 therefore the increase is due to growth in amount of alleys.

Traffic Violation Fines

The 2022 Budget projects revenue of \$3.3 million from court fines; no change from the 2021 Budget. Court fines are received either through the municipal court or through traffic violations that result in payment through the provincial court system. The Regina Police Service issues tickets for infractions of *The Traffic Safety Act* and *The Traffic Bylaw, No. 9900*.

While the Province administers and enforces the collection of tickets, it deducts the following charges from the fine revenue remitted to the City:

- A court security fee of \$320,000 per year
- An administration fee of 25 per cent of the value of the tickets collected, plus the costs for credit and debit cards and collection agency fees

Parking Ticket Fines

The 2022 Budget projects revenue of \$1.8 million from parking tickets fines; an increase of \$0.2 million from the 2021 Budget. The increase is a result of an expected partial recovery from COVID-19. Fines and regulations for parking tickets are established in *The Regina Traffic Bylaw, No. 9900*.

Business Licences

The 2022 Budget projects revenue of \$0.8 million from business licences; no change from the 2021 Budget. Approximately 3,300 licences are issued annually; 95 per cent to residents and 5 per cent to non-residents. There are two categories of business licences - Resident Business Licence fee of \$225 and Non-Resident Business Licence fee of \$450.

Amusement Tax

The 2022 Budget projects revenue of \$0.5 million from the Amusement Tax; this is a \$0.5 million increase from 2021. The increase is a result of the expected recovery from COVID-19. The authority for the Amusement Tax is Section 279 of The Cities Act, 2003-102. The Amusement Tax Bylaw establishes the rate and defines the nature of entertainment that is subject to the tax. The Amusement Tax is applicable to the sale of movie tickets, and equal to 10 per cent, with one-tenth of the amount collected going to the theatre as an administrative fee or commission for collecting the tax.

2021 Rate	2022 Rate	Change
10%	10%	None

TABLE 27

Animal Licensing

The 2022 Budget projects revenue of \$0.4 million from animal licensing; no change from the 2021 Budget. *The Regina Animal Bylaw, 2000* governs the licensing of animals within the City.

Taxi Licences

The 2022 Budget projects revenue of \$0.1 million from taxi & ridesharing licences; no change from the 2021 Budget. Taxicab owners pay an annual licence fee of \$375 for regular, temporary, seasonal and accessible taxi operations. These fees are governed by *The Taxi Bylaw, 1994*. Rideshare fees are determined by the size of the fleet and the number of trips provided. The collection of fees are governed by *the Vehicle for Hire Bylaw*. All fees collected are used to administer and run the licensing program.

Animal Fine Revenues

The 2022 Budget projects revenue of \$0.1 million from animal control and animal fines; no change from the 2021 Budget. *The Regina Animal Bylaw, 2009* governs the fines associated with animal control services, which are contracted by the City of Regina through the Regina Humane Society.

Urban Reserve Service Agreement Fees

The 2022 Budget projects revenue of \$65,000 from Urban Reserve Service Agreement Fees; no change from the 2021 Budget. The City of Regina collects fees as outlined in the Municipal Services and Compatibility Agreement signed by the City of Regina and First Nations.

NSF Service Charge

The 2022 Budget projects revenue of \$20,000 from NSF (non-sufficient funds) service charges; no change from the 2021 Budget. Returned payments are subject to a Non-Sufficient Funds (NSF) fee as outlined in *The Regina Administration Bylaw No. 2003-69*.

Impound Fees

The 2022 Budget projects revenue of \$20,000 from impound fees; no change from the 2021 Budget. *The Regina Animal Bylaw, 2009* governs the control of animals within the City of Regina.

Fire Bylaw Violation Fines

The 2022 Budget projects revenue of \$15,000 from fire bylaw violations; no change from the 2021 Budget. These are fines issued for non-compliance with the regulations as set out in *The Regina Fire Bylaw, 2005-18*.

2022



General Operating Fund Expenses



Overview

Overall, expenses for general operations are increasing by \$17.6 million, or 4.5%. The increase is primarily a result of salary increases, current contributions to capital and new strategic initiatives or actions to advance City priorities such as:

- Community Safety & Well Being
- Safe Sidewalks
- Winter City Strategy
- Heritage Conservation Policy
- Adapted Recreation Program
- Harm Reduction
- Aurora Bus Service
- Business Service Team

Expense By Division - General Operating Fund

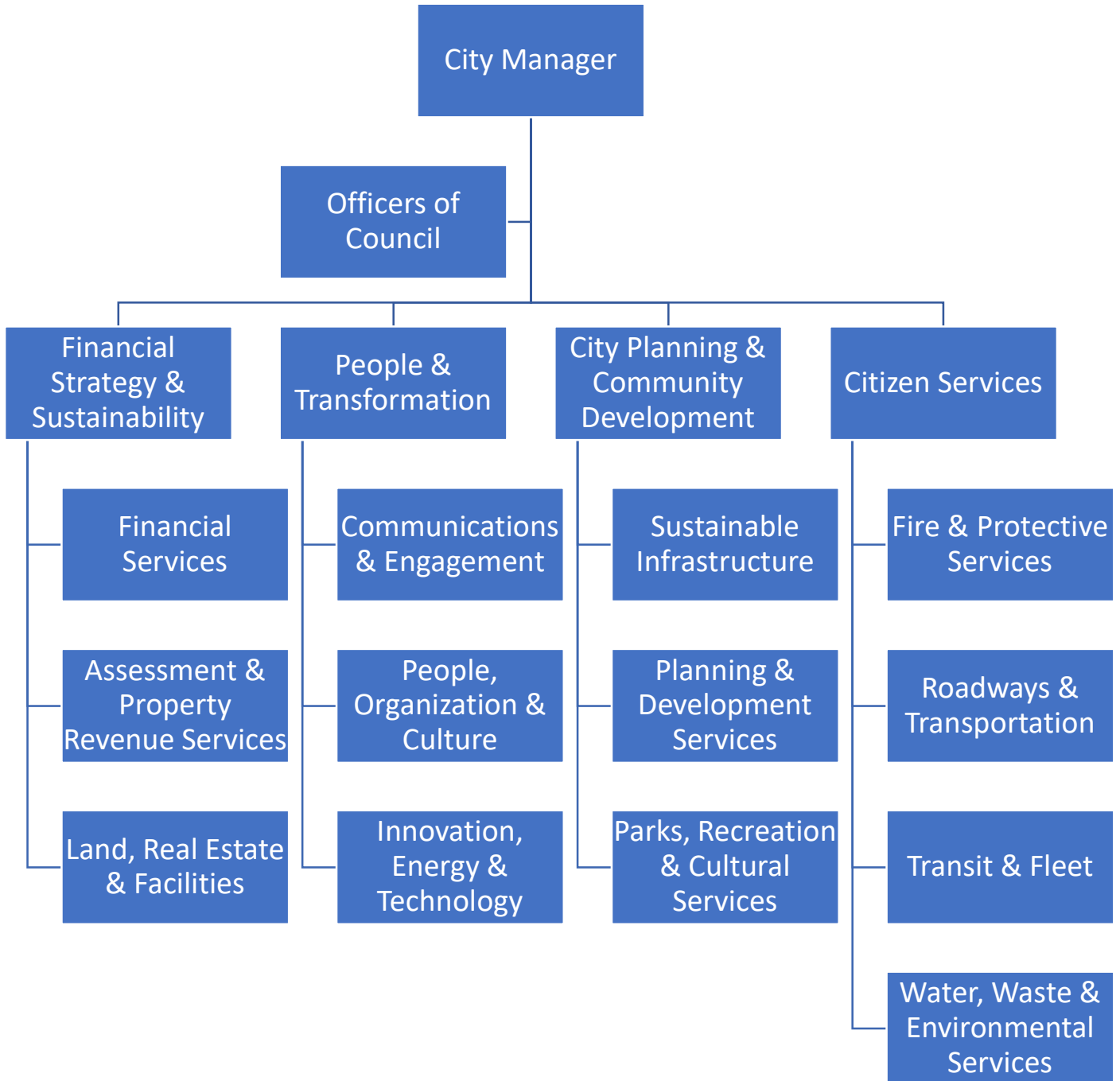
(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Mayor's Office and City Council	1,356	1,368	1,423	1,545	177	12.9%
Community Investments	12,960	13,908	13,101	14,765	857	6.2%
Officers of Council	15,589	14,916	13,939	15,531	615	4.1%
Financial Strategy & Sustainability	103,517	101,116	105,343	106,987	5,871	5.8%
Citizen Services	140,856	148,563	146,748	153,347	4,784	3.2%
City Planning & Community Development	58,974	66,340	62,796	70,200	3,860	5.8%
People & Transformation	24,289	26,051	25,682	27,670	1,619	6.2%
Total Expenses	357,541	372,262	369,032	390,045	17,783	4.7%
Internal Transfers						
Officers of Council	923	923	923	923	-	0.0%
Financial Strategy & Sustainability	23,014	3,381	481	3,099	(282)	(8.3%)
Citizen Services	16,041	14,119	11,961	12,840	(1,279)	(9.1%)
City Planning & Community Development	1,109	171	839	1,611	1,440	842.1%
People & Transformation	(292)	-	-	-	-	0.0%
Total Internal Transfers	40,795	18,594	14,204	18,473	(121)	(0.7%)
Total	398,336	390,856	383,236	408,518	17,662	4.5%

TABLE 28

Organizational Chart

The City delivers its services in a variety of ways, led by nearly 3,000 employees for civic operations. Many services are also delivered in partnership with community organizations, such as sport, culture and recreation programs, and by third party service providers, such as Paratransit and the Wastewater Treatment Plant.

The City's organizational structure is designed to support corporate planning and coordinated service delivery across all service areas. Accountability for results is clear.



FTEs – Civic Operations

	2021 Casual	2021 Permanent	2021 Total	2022 Casual	2022 Permanent	2022 Total	Change #	Change %
Fund 110 - General Operations Fund								
City Council & Mayor's Office	-	15.0	15.0	-	16.0	16.0	1.0	6.7%
Officers of Council	-	82.0	82.0	-	83.5	83.5	1.5	1.8%
Financial Strategy & Sustainability	18.0	212.0	230.0	17.2	226.8	244.0	14.0	6.1%
City Planning & Community Development	221.0	288.0	509.0	222.1	300.0	522.1	13.1	2.6%
Citizen Services	74.0	810.0	884.0	74.3	808.3	882.6	(1.4)	(0.2%)
People & Transformation	2.0	175.0	177.0	4.5	175.8	180.3	3.3	1.9%
Fund 110 - General Operations Fund Total	315.0	1,582.0	1,897.0	318.1	1,610.4	1,928.5	31.5	1.7%
Fund 130 - Utility Operations Fund								
Financial Strategy & Sustainability	1.0	20.0	21.0	0.8	19.5	20.3	(0.7)	(3.3%)
City Planning & Community Development	4.0	-	4.0	-	4.0	4.0	0.0	0.0%
Citizen Services	26.0	153.0	179.0	26.4	156.6	183.0	4.0	2.2%
People & Transformation	-	5.0	5.0	-	3.5	3.5	(1.5)	(30.0%)
Fund 130 - Utility Operations Fund Total	31.0	178.0	209.0	27.2	183.6	210.8	1.8	0.9%
Fund 210 - General Capital Fund								
Financial Strategy & Sustainability	-	9.0	9.0	-	9.0	9.0	0.0	0.0%
City Planning & Community Development	-	1.0	1.0	-	1.0	1.0	0.0	0.0%
Citizen Services	2.0	18.0	20.0	1.8	16.7	18.5	(1.5)	(7.5%)
Fund 210 - General Capital Fund Total	2.0	28.0	30.0	1.8	26.7	28.5	(1.5)	(5.0%)
Fund 230 - Utility Capital Fund								
Citizen Services	5.0	18.0	23.0	5.3	18.4	23.7	0.7	3.0%
Fund 230 - Utility Capital Fund Total	5.0	18.0	23.0	5.3	18.4	23.7	0.7	3.0%
Fund 620 - Cost Distribution Fund								
Financial Strategy & Sustainability	2.0	45.0	47.0	1.6	36.0	37.6	(9.4)	(20.0%)
City Planning & Community Development	1.0	-	1.0	1.0	-	1.0	0.0	0.0%
Citizen Services	3.0	61.0	64.0	3.0	63.8	66.8	2.8	4.4%
People & Transformation	-	3.0	3.0	-	2.7	2.7	(0.3)	(10.0%)
Fund 620 - Cost Distribution Fund Total	6.0	109.0	115.0	5.6	102.5	108.1	(6.9)	(6.0%)
Total	359.0	1,915.0	2,274.0	358.0	1,941.6	2,299.6	25.6	1.1%

TABLE 29

New Civic FTE Budget Highlights:

- General Fund positions to support City priorities/strategic Initiatives – approximately 13 FTEs
- General Fund positions to support status quo operations – approximately 4 FTEs
- Positions funded by non-mill rate funding sources – approximately 9 FTEs

City Council & Office of the Mayor

City Council is responsible for the governance of the City of Regina, subject to provincial legislation. Councillors are elected every four years in a municipal election; the last one took place on November 9, 2021. The Mayor is elected at large. The City of Regina uses a ward system for electing Councillors, and one Councillor is elected for each of the 10 wards to comprise the City.

City Council establishes policies and budgets for the programs and services delivered by the City of Regina. Office of the Mayor and City Council includes the budgets for:

- Office of the Mayor.
- City Council, including Councillors' remuneration, the Councillors' travel and communication allowance, support services and other costs related to City Council.
- Committees established by City Council.

Expense By Department – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
City Council	649	756	756	766	10	1.3%
Mayor's Office	707	612	667	779	167	27.3%
Total	1,356	1,368	1,423	1,545	177	12.9%

TABLE 30

Details on the responsibilities of the areas in City Council are listed below:

Office of the Mayor - Provides support to the Mayor through the management of the decision-making processes of City Council, committees and quasi-judicial bodies.

City Council – Provides support to City Council and individual Councillors through the management of the decision-making processes of City Council, committees and quasi-judicial bodies.

Budget Highlights:

- Mayor's Office
 - o Additional position to support the Mayor's Office

FTEs By Department – General Operating Fund

	2021 Casual	2021 Permanent	2021 Total	2022 Casual	2022 Permanent	2022 Total	Change #	Change %
City Council & Office of the Mayor								
Mayor's Office	-	4.0	4.0	-	5.0	5.0	1.0	25.0%
City Council	-	11.0	11.0	-	11.0	11.0	-	6.7%
Total	-	15.0	15.0	-	16.0	16.0	1.0	6.7%

TABLE 31

Community Investments

Community Investments funds and partners with non-profit organizations to deliver programs, projects and services that align with the City of Regina's priorities, have a clear community impact and respond to community needs.

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Operations & Community Services Committee	4,032	5,176	5,176	5,176	-	0.0%
Provincial Capital Commission (Wascana Authority)	2,719	2,719	2,719	2,719	-	0.0%
Social & Cultural Development	3,566	2,530	1,697	2,530	-	0.0%
Economic Development Regina (EDR)	1,848	2,048	2,048	2,185	137	6.7%
Regina Exhibition Association Ltd (REAL)	100	1,100	1,100	1,100	-	0.0%
Harm Reduction	-	-	-	500	500	100.0%
Economic (Executive Committee)	22	205	205	205	-	0.0%
Heritage Conservation	-	-	-	180	180	100.0%
Sports Facilities	193	86	112	126	40	46.5%
Henry Baker Scholarship	34	34	34	34	-	0.0%
Other Economic & Promotional Initiatives	5	10	10	10	-	0.0%
Total	12,960	13,908	13,101	14,765	857	6.2%

TABLE 32

Funds are allocated through several committees:

- The City Planning & Community Development division, through delegated authority from the Operations & Community Services Committee, provides financial support to organizations that deliver services that align with community investment priorities in the areas of sport and recreation, culture and social development.
- The Executive Committee provides financial support for events that celebrate, preserve and enhance Regina's identity, local events that promote the values of citizenship, new or unique one-time events that contribute to building community pride and encouraging community interaction and spirit, and re-occurring events that have an established history of City of Regina service support.
- The Executive Committee provides funding to the Regina Exhibition Association Limited, Economic Development Regina and Wascana Park through the Provincial Capital Commission.

Funding provided through the Community Investment Grants Program (CIGP) is designed to support the following priorities and objectives:

- Preserve and conserve Regina's intangible cultural heritage (e.g. languages, traditions, stories).
- Improve awareness and access to arts and cultural activity and resource (e.g. artistic practices, cultural spaces, cultural industries).
- Animate the City's public spaces.
- Reflect the cultural aspirations of Newcomers, First Nations, Métis and Inuit people.
- Strengthen the cultural community through meaningful partnerships between organizations.
- Support community to create collaborative strategies to address hunger and food security as well as access to housing.
- Strengthen development of safe neighborhoods through community activities and resources.

- Represent First Nations, Métis, Inuit people, new Canadians, residents with disabilities and citizens who are marginalized to build a welcoming and socially inclusive community.
- Increase accessibility to sport and recreation activities and resources, including sporting events and celebrations.
- Support community initiatives that address the recreation aspirations of our diverse community.
- Promote active and healthy lifestyles among children and youth.
- Encourage multi-season use of open space.
- Support efforts by organizations that deliver programs, services and space that align with Truth & Reconciliation and Calls to Action.
- Continue to work with the provincial government to determine roles and responsibilities and a mutually agreed-upon cost-sharing formula for the maintenance and upkeep of Wascana Park.

2021 Achievements

The CIGP supported the core operating and programming of 27 cultural, sport and recreation, and social development organizations in 2021, and allocated approximately 233 separate grants, ranging in amounts from \$600 to \$308,000 for first time and recurring events, core operating programs and services in the community.

In 2021, 85 per cent of all applications received some level of grant funding and 59 per cent of all funds requested were approved.

Budget Highlights:

Harm Reduction

- The increase is to establish permanent funding for Harm Reduction program of \$0.5 million. \$0.5 million was budgeted in 2021 but was shown in a different line item.

Economic Development Regina (EDR)

- The increase in funding of \$0.1 million is a one-time to assist EDR during the pandemic and a small increase to cover ongoing cost increases.

Heritage Conservation

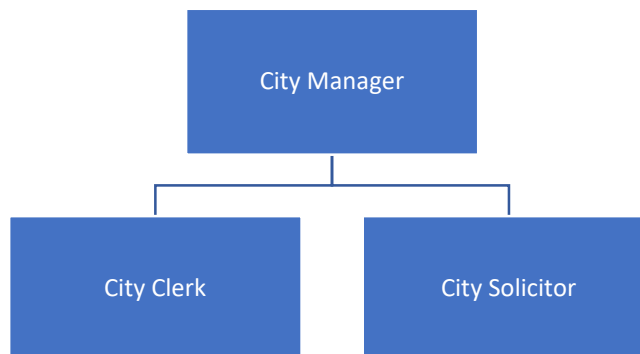
- Funding of \$0.2 million to support the Heritage Conservation Policy to embrace and invest in arts, culture, historic places, sport and recreation and to leverage and expand funding, financial incentive programs and other means of support to advance cultural development, cultural resources, and the conservation of historic places.

Sports Facilities

- The \$40,000 increase is to provide increased support to organizations that manage City baseball facilities.

Officers of Council

The Officers of Council, comprised of the City Manager, City Clerk and City Solicitor, provide leadership and direction to the organization, as well as strategic governance, legal advice and support to elected officials to facilitate informed and transparent decision-making.



Office of the City Manager

- Administrative Lead of the City – Directly accountable and responsible to City Council, oversees the City's Executive Leadership Team.
- Development and Execution of Strategic Direction – Establishment of public and corporate policy to align and deliver on Council's vision and community priorities.
- Strategic Partnerships – Advances collaborative efforts and strengthen relationships with service and government partners to deliver high-quality services and programs.
- Strategic Innovation – Enables projects to drive efficiency, innovation and service level changes.

Office of the City Solicitor

- Licensing – Provides business, animal and vehicle for hire licensing services, and animal control and impound services.
- Parking Services – Provides parking services including parking meters and maintenance, parking permits, neighborhood and accessible parking zone planning and traffic bylaw enforcement.
- Legal Services – Provides full service in-house legal services to the City of Regina and City Council supporting business operations and legal compliance. The Office prosecutes all bylaw offences in the Regina Municipal Bylaw Division of Provincial Court.
- Bylaw Enforcement – Responsible for working with residents and community groups to resolve issues through education and enforcement to achieve bylaw compliance; investigating property complaints; remedying issues of noncompliance
- (dispatching City crews or contracted personnel to clean up or repair properties); coordinating investigations with internal and external enforcement agencies.
- Insurance – Maintains a comprehensive insurance portfolio to protect the financial assets of the corporation, as well as to protect the corporation against losses related to liability arising out of all civic activities and operations.
- Risk Management – Provides risk management and insurance services and investigates all claims by and against the City of Regina.

Office of the City Clerk

- Administration – Provides leadership for the department. including business planning, operations management and reporting.
- Corporate Information Governance – Manages all aspects of privacy protection and access to information, including processing access to information requests; coordinates the Open Government Program and manage the Open Data website.
- Elections Management – Provides election readiness and manages election operations.
- Corporate Memberships – Manages corporate memberships for organizations, such as Saskatchewan Urban Municipalities Association.

- Committee Support – Provides support to City Council and individual Councillors through the management of the decision-making processes of City Council, committees and quasi-judicial bodies.

2021 Achievements

To position our organization for financial sustainability and minimize financial and service impacts of the COVID-19 pandemic, while supporting economic recovery and growth of our community, the City worked with senior levels of government to maximize investments in recovery from the pandemic. The City continues to respond to evolving public health measures adjusting safety protocols to ensure the health and safety of our community and employees.

The Office of the City Manager continues to build and maintain partnerships with community and business-oriented organizations and Indigenous leaders, with a focus on investing in infrastructure, and supporting social and economic development.

- The City is committed to Truth and Reconciliation and ensuring that the tragic history and ongoing legacy of residential schools is never forgotten. The City encourages our community and City employees to observe September 30 as a day of quiet reflection and to participate in or support community events focused on understanding the truth. The City continues to champion and implement the Truth and Reconciliation calls to action by working with community partners to ensure the City contributes to the collective movement.
- The Office of the City Manager worked collaboratively with partnering organizations to develop the City Centre Core Partnership Framework that will provide guidance to future neighbourhood plans, help determine the priorities and timing of infrastructure projects in a coordinated way to support future development of the City Centre Core land areas.

Governance also continues to be a key area of work. Administration developed a process to support City Council in confirming and setting new strategic priorities in alignment with our community priorities identified in Design Regina: The Official Community Plan. Administration has been working to develop a new 2022-2025 Strategic Plan in collaboration with City Council to support Council's priorities and the City's guiding documents.

The Office of the City Solicitor supported a range of initiatives that included drafting bylaws, major contracts and general advising. This work highlighted below assisted the City in its role as both regulator and service provider.

- COVID-19 pandemic support on a variety of fronts from contracts, bylaws, policies and general advising
- Provided support to City Council in relation to the banning of conversion therapy in Regina, resulting in the passage of The Prohibited Businesses Bylaw
- The Risk Management Branch awarded a Request for Quote for risk management and insurance brokerage services and successfully transitioned these services to a new broker of record
- Provided legal support for the property assessment revaluation year and record number of assessment related matters
- Support for operational areas for enforcement and management of regulatory issues (wastewater discharge, waste management, winter maintenance policy update, sidewalk snow clearing, weeds, body rub parlours, etc.)
- Support procurement during the pandemic and through expanded construction program as well as expansion of procurement in advancing social policy goals.
- In 2021, the Licensing & Parking Services Branch implemented the Body Rub Establishment and Short-Term Accommodation licensing programs.

2021 Efficiencies

Efficiency and service delivery improvements included providing online application submissions for parking permits and business licence applications. Contract negotiations for the replacement and upgrade of the current licensing and parking software systems occurred.

In 2021, the Bylaw Enforcement Branch focused on improving community safety and attractiveness. Specifically, with respect to resolution times and working with repeat offenders for overgrown grass and vegetation violations on private properties. In response, the Branch committed to finding efficiencies in the process and working towards a 10-day resolution time for these cases. Two term Bylaw Enforcement Officers were hired and as of August 31, 2021, 1,884 cases were opened, 734 of which were proactively opened by the officer and our average resolution time was 11.4 days. Through increased communication and education, resident compliance resolved 1,152 of these cases.

- As part of the overgrown grass enforcement process, the Branch also eliminated the informal notice step and reduced the number of days provided for compliance. While the informal notice has been used as an education tool, it added approximately 14 additional days to the process if there was no compliance. Also, by reducing the number of days given for compliance, but still allowing for time to appeal, enforcement times were further reduced by approximately 10 days. The Branch is currently looking at other violations to see if these process changes could be implemented.

The Office of the City Clerk provided ongoing support to Council and committees through virtual meeting platforms. The majority of staff worked remotely during the pandemic while ensuring that service to Council members, the public and other divisions was not disrupted.

Nearly 100 per cent of continued high volume of Access to Information requests were completed within legislative timelines during a time of working remotely and reduced staff complement.

2022 Priorities and Plans

The Officers of Council will recruit a new Integrity Commissioner for Regina City Council to take over the role in 2022.

In 2022, the Licensing & Parking Services Branch will begin the replacement and upgrade of the current licensing and parking software systems. A focus on improving efficiency, service delivery and compliance as well as reducing ongoing expenses will form the framework of these new software systems. Research on the introduction of parking pay stations as an addition and/or replacement of current parking meters will occur.

The Bylaw Enforcement Branch will focus on developing a strategy to address vacant and boarded up structures and will propose recommendations to City Council in early 2022. This initiative will involve working with Building Standards, Fire & Protective Services and Regina Police Services, as well as our community partners. The Branch seeks to discourage property owners from allowing properties to enter a state of disrepair that requires boarding, to reduce the risk of fire and illegal activities while improving the attractiveness of neighborhoods by encouraging well-maintained properties and contributing to neighborhood renewal.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

- A multi-phased Efficiency Review was initiated in 2021 and decisions on implementation will be made for 2022. The City Manager leads the Efficiency Review Sponsor Team and provides strategic advice and administrative support to the Executive Committee of Council. The City Manager is the primary liaison between the independent, third-party consultant and Executive Committee of Council, and most notably provides insight into the implications of the direction provided to Administration and access and oversight to the work of Administration.
- In 2022, the Licensing & Parking Services Branch will introduce efficiencies that will reduce staff time spent on data-entry, provide the convenience of online application and payments for licenses and permits and thereby reducing the need for residents to attend in person. Improved efficiency and convenience of these systems is expected to increase compliance by 20 per cent within the first year.
- Although the majority of cases are in response to service request complaints, the Branch takes a proactive approach in citing other violations in the area while doing their inspection. The Branch has established a proactive target of 30 per cent for all cases, regardless of the type of violation. As of September 30, 37 per cent of cases for 2021 have been proactive. Further work is planned in 2022 to refine the proactive target based on violation type in alignment with a priority system that is also under development. The priority system is being developed to categorize work to ensure that existing resources are being utilized as effectively as possible.

2022 Challenges and Opportunities

The greatest challenge for the Office of the City Clerk will be around potential retirements and the short-term implications associated with securing replacements.

Long Term Priorities and Plans

Related to the above-noted retirements, priority will continue to be placed on the development and implementation of succession planning for key positions.

At its meeting on September 15, 2021, Council passed a resolution conveying its recommendation to the provincial government that the date for the 2024 Municipal/School Board Election be advanced to May 2024 from November 2024, thereby alleviating concerns with the proximity of the provincial election slated for October 2024.

Expense By Department – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Office of the City Solicitor	10,556	10,972	10,512	11,496	524	4.8%
Office of the City Clerk	3,627	2,466	2,577	2,522	56	2.3%
Office of the City Manager	1,406	1,478	850	1,513	35	2.4%
Total Expenses	15,589	14,916	13,939	15,531	615	4.1%
Internal Transfers						
Office of the City Clerk	161	161	161	161	-	0.0%
Office of the City Solicitor	762	762	762	762	-	0.0%
Total Internal Transfers	923	923	923	923	-	0.0%
Total	16,512	15,839	14,862	16,454	615	3.9%

TABLE 33

Budget Highlights:

Office of the City Solicitor

- Three positions, including funding of \$0.2 million related to Bylaw activities were reallocated to the Office of the Solicitor from Fire and Protective Services. This reallocation will support expansion of bylaw activities without adding additional resources.
- Increase of \$0.3 million for Insurance premiums.

FTEs by Department – General Operating Fund

	2021 Casual	2021 Permanent	2021 Total	2022 Casual	2022 Permanent	2022 Total	Change #	Change %
Office of the City Solicitor	-	57.0	57.0	-	59.5	59.5	2.5	4.3%
Office of the City Clerk	-	20.0	20.0	-	20.0	20.0	-	0.0%
Office of the City Manager	-	5.0	5.0	-	4.0	4.0	(1.0)	(20.0%)
Total	-	82.0	82.0	-	83.5	83.5	1.5	1.8%

TABLE 34

Office of the City Solicitor
Expense By Activity - General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Parking Services	2,159	2,532	2,082	2,566	34	1.3%
Legal Services	2,067	2,273	2,281	2,290	17	0.7%
Bylaw Enforcement	1,494	1,977	2,048	2,212	235	11.9%
Insurance	1,397	1,809	1,841	2,103	294	16.3%
Licensing	3,208	2,146	2,036	2,083	(63)	(2.9%)
Risk Management	231	235	224	242	7	3.0%
Total Expenses	10,556	10,972	10,512	11,496	524	4.8%
Internal Transfers						
Licensing	762	762	762	762	-	0.0%
Total Internal Transfers	762	762	762	762	-	0.0%
Total	11,318	11,734	11,274	12,258	524	4.5%

TABLE 35

Details on the responsibilities of the areas in the Office of the City Solicitor are listed below:

Parking Services – Provides parking services including parking meters and maintenance, parking permits, neighborhood and accessible parking zone planning and traffic bylaw enforcement.

Legal Services - The Legal Department provides full service in-house legal services to the City of Regina and City Council supporting business operations and legal compliance. The Department prosecutes all bylaw offences in the Regina Municipal Bylaw Division of Provincial Court.

Bylaw Enforcement - Responsible for working with residents and community groups to resolve issues through education and enforcement to achieve bylaw compliance; investigating property complaints; remedying issues of non-compliance (dispatching City crews or contracted personnel to clean up or repair properties); coordinating investigations with internal and external enforcement agencies.

Insurance - Costs for insurance premiums for the City.

Licensing - Provides business, animal and vehicle for hire licencing services, and animal control & impound services.

Risk Management - Provides risk management and insurance services and investigates all claims by and against the City of Regina.

Office of the City Clerk

Expense By Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
City Clerk's Office Administration	1,111	1,243	1,334	1,270	27	2.2%
Corporate Information Governance	1,200	901	901	921	20	2.2%
Corporate Memberships	148	130	145	130	-	0.0%
Committee Support	57	108	108	117	9	8.3%
Elections Management	1,111	84	89	84	-	0.0%
Total Expenses	3,627	2,466	2,577	2,522	56	2.3%
Internal Transfers						
Elections Management	161	161	161	161	-	0.0%
Total Internal Transfers	161	161	161	161	-	0.0%
Total	3,788	2,627	2,738	2,683	56	2.1%

TABLE 36

Details on the responsibilities of the areas in the Office of the City Clerk are listed below:

City Clerk's Office Administration – Provides leadership for the department including business planning, operations management, and reporting.

Corporate Information Governance - Manages all aspects of privacy protection and access to information, including processing access to information requests; coordinates the Open Government Program and manages the Open Data website.

Corporate Memberships - Membership costs for organizations such as Saskatchewan Urban Rural Municipalities

Committee Support - Provides support to City Council and individual Councillors through the management of the decision-making processes of City Council, committees and quasi-judicial bodies.

Elections Management – Provides election readiness and manages election operations.

Office of the City Manager

The Office of the City Manager is City Council's link to the City Administration.

Expense By Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
City Manager's Office Administration	920	978	605	1,013	35	3.6%
Strategic Innovation	486	500	245	500	-	0.0%
Total	1,406	1,478	850	1,513	35	2.4%

TABLE 37

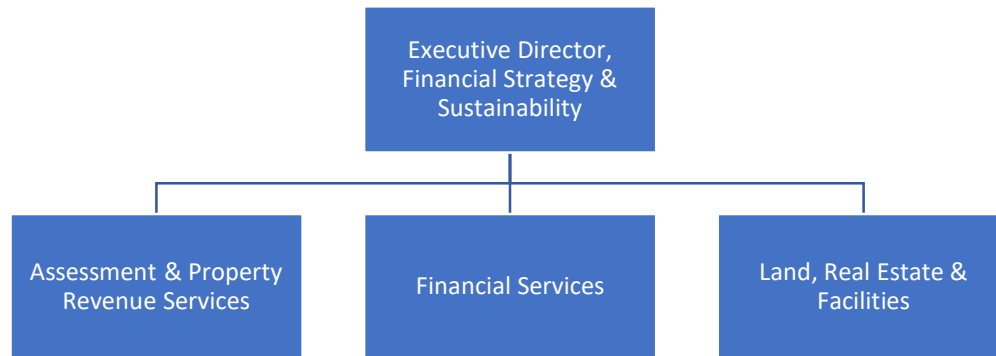
Details on the responsibilities of the areas in the Office of the City Manager are listed below:

City Manager's Office Administration – Development and execution of strategic direction, establishment of public and corporate policy to align and deliver on Council's Vision and the communities' priorities.

Strategic Innovation – Provides funds for projects to drive efficiency, innovation and service level changes.

Financial Strategy & Sustainability

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



Executive Director, Financial Strategy & Sustainability

- Executive Director, Financial Strategy & Sustainability - Provides leadership for the Division including business planning, operations management, and reporting.
- Budget & Long-Term Financial Planning - Development of the annual budget and long-term financial planning for the City.

Assessment & Property Revenue Services

- Property Assessment Services- Establishes and defends property assessment values, inspects properties.
- Property Revenue Services – Leads customer service for the Assessment & Property Revenue Services Department as well as the Financial Services Department and Corporate Budget. Sends tax, utility and sundry receivable notifications, collects property revenues including property, utility revenues and sundry revenues, maintains property ownership records and utility account information.
- Assessment & Property Revenue Systems – Leads major projects and system development, manages exemption programs, and other programs in relation to property revenue services.

Financial Services

- Financial Analysis & Support - Management reporting, business area support, forecasting, cash management and internal costing.
- Procurement - Leads procurement of all goods and services and ensuring compliance with laws, trade agreements and bylaws, contract management, and procurement policy development.
- Public Accounting & Reporting - Financial compliance, external audit, external reporting and the annual report.

Land, Real Estate & Facilities

- Facilities Building Services - Provides support for corporate programs including employee parking, life safety programs, security, service contract management, property management, the corporate furniture inventory management system and office and non-office (operational) space programming. Manages the electricity and natural gas costs for city facilities.
- Facilities Engineering – Oversees the capital planning and work scheduling for all facility renewal, repair and rehabilitation work that minimizes total lifecycle costs.
- Facilities Maintenance - Provides routine daily maintenance and preventative maintenance services in all civic buildings and structures.
- Facilities Operations - Provides the efficient day-to-day building activities that allow occupants/users to perform their intended function in a safe and comfortable environment. This includes housekeeping, general and technical equipment operation and building systems management.
- Land Development – Develops City owned lands for the benefit of the community.
- Real Estate - Manages City owned land for the strategic and financial benefit of the community.

2021 Achievements

In 2021, the City maintained its AAA credit rating from S&P Global, a key indicator of the City's strong financial management practices. Not only is this the highest possible rating but the rating is significant in conveying the level of stewardship the City exhibits with public funds; particularly, that the City has very strong financial management practices and has strengthened its long-term financial planning capabilities.

The division supported operating areas in tracking the delivery of \$30.9 million of Municipal Economic Enhancement Program (MEEP) funding. This funding helped advance many community projects including the design and construction of a new Wascana Pool; residential road renewal to rebuild road structures, catch basin improvement or construction and repair or replacement of sidewalks; and installation of permanent pavement markings in more than 24 locations.

The division continued to support pandemic safety protocols in all City facilities, including enhanced cleaning. Financial pandemic relief measures were also continued, including the Regina Economic Recovery Grant Program which distributed \$1,335,500 to provide economic assistance to 172 Regina businesses in 2021.

Facilities completed work on the new Maple Leaf Pool, which operated for a first full season in 2021. This facility expands on programming opportunities, is inclusive and accessible and has a number of energy efficiency and sustainability features such as a solar photovoltaic system that generates approximately 50 per cent of the electricity needed for the pool, LED lighting, high-efficient pool heating and filtration systems and water efficient fixtures.

Procurement practices were implemented that consider social, environmental and economic elements with a focus on how sustainable procurement practices can contribute to the local economy and environmental sustainability. These practices will be further explored in a report to Council in Q2 of 2022.

An Internal Auditor was hired to continue to ensure objective evaluations of City financial and operational business activities.

The City's Investment Policy was updated and approved by City Council in February 2021. Under the new Investment Policy, an Investment Committee has been established and an investment manager will be hired by end of 2021.

The Automated Meter Infrastructure Project (AMI) team completed the design phase of the project and is currently in the procurement phase to find the Meter/Radio Supply, Software, Network and Installation vendor(s).

The Towns development has begun the second phase of this project.

The environmental remediation on The Yards lands has started, a key milestone toward the redevelopment of this land. The preparation of the human health risk assessment and the corrective action plan will be completed by the end of 2021. The plan will be specific to actions that will be required to remediate the lands to redevelop into a developable state.

2021 Efficiencies:

- Procurement continues to partner with Group Procurement Organizations (GPO) to combine the purchasing power of several companies to secure supplier incentives. The City works with national companies such as Kinetic and Canoe to identify contracts that can provide an economy of scale for goods and services. Through these relationships the City's Procurement Branch has been able to secure a rebate from a local company through the program based on goods purchased over a year. To date, the Procurement Branch has identified eight contracts through this program and will continue to review additional opportunities.
- The City of Regina has also extended Cooperative Procurement to the City of Moose Jaw for standardized water and sewer supplies to encourage a larger economy of scale for both cities to take advantage of and reduce procurement activities with operational areas in both cities.
- Through a review of various sources of data in 2021, the City found opportunities to combine individual contracts into city-wide contracts to save costs and operational time that has been reallocated to other activities in the Procurement Branch and in business areas across the organization.
- Financial Services has streamlined the process to generate charges for fire callouts in a weekly batch to save time, increase accuracy and enhance collaboration across departments.
- Facilities led the completion of the new Parks and Facilities Yard Operations Centre and Equipment Storage Building that will provide operational efficiencies through the consolidation of several front-line services in a combined facility as well energy efficiencies from the high-performance building envelope, LED lighting and occupancy sensors, high-efficient HVAC system, building management system and water efficient fixtures.

- Facilities also implemented a number of asset management projects including renovations of the Mahon Arena and roof replacements at the Balfour and Hamilton arenas, Glencairn Recreation Centre, BMO to Cornwall Pedway and Tor Hill Clubhouse. These projects will extend the life of these facilities while also providing improvements to building systems that will lead to energy savings.
- City Hall moved to daytime cleaning schedule, reducing utility requirements for after hour services. This change has reduced budget requirements and also supports our sustainability goals.
- Property Revenue Services has undertaken reviews to ensure processes are in alignment with an improved customer experience, while working with the same number of resources. Some of these processes include initiating more out-bound calls in our utility and tax collection efforts to help customers manage their outstanding accounts, increased investigation of customer inquiries, including a more pro-active approach with customers when helping with bill payments or prevention of unnecessarily high water bills.
- Sundry Accounts Receivable services have moved from Accounting Services to Property Revenue Services branch to better align with the billing and collection services already offered to City customers. The Accounting area in the branch is now providing cross-functional support to each other working toward improved customer experience with existing resources.

2022 Priorities and Plans

The division will continue to support the organization and deliver reliable customer focused services to residents through the following 2022 plans and priorities:

- Multi-year budgeting, starting with the 2023-2024 budget period. Multi-year budgeting will better link longer-term financial planning and the annual operating budgets, and also save money for the City through increased efficiency.
- The division will continue to work to strengthen the City's economic competitiveness including the development of a business focused service team with the goal of enhancing service to businesses and helping facilitate business and economic growth opportunities.
- The Tax & Assessment System modernization project will increase customer and user experiences for property owners and City staff by capitalizing on new technologies to implement improved processes and services.
- The AMI Project will result in upgrades and enhancements to the Utility Billing Customer Information System and radio-read devices used to collect Utility usage data. This project will incorporate new software features designed to increase flexibility and accuracy in the system allowing for improved customer experience and reliability.
- Property Revenue Services continues to work towards consolidating processes between functional business areas in order to improve customer experience and reduce the need for multiple customer interactions.
- Facilities upgrades are planned to support the Fire, Recreation and Transit Master Plans, including expansion of fire station facilities, new parks maintenance sub-depots, enhancements to tennis/pickleball and boarded hockey sites as well as continued improvements to transit shelters. Continued investment is also planned in asset management for all corporate facilities to support the delivery of programs and services to the community.
- Facilities will continue work on projects scheduled for completion in the coming years, such as the Regina Police Campus Development, Municipal Justice Building Neighbourhood Centre and Wascana Pool.
- The Land Development Master Plan (LDMP) is a fundamental document that will guide future decisions with respect to development of specific City land assets. Work included within the LDMP will include undertakings of technical evaluations including servicing requirements, geotechnical assessments, environmental assessments, and conceptual land use alternatives, all of which will assist in the determination of projected revenues and expenditures of the lands.
- Work will begin on the Dewdney Avenue corridor rehabilitation project, transforming the current state into a desirable landscaped roadway, with new multi-modal amenities that will meet future needs of the neighbourhood and the broader City.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

- As part of overall continuous improvement, the division will continue to seek efficiencies and cost savings. In 2022, several improvements center around software enhancements: the tax and assessment system modernization, as well as upgrades to the utility billing applications.
- Enhancements to the tax and assessment system will include the implementation of workflows for collections, accounting, valuation and appeals functions which will improve efficiency, and consistency, as well as the flow of data to and from other business units. Enhancements to the front end of both the tax and utility billing systems will improve employee processes and accuracy, ultimately allowing us to deliver more services with existing resources while enhancing the user experience for residents.

- The International Property Tax Institute was contracted to provide an independent review of current data collection processes. The branch is currently reviewing the recommendations for improvement of data flow which will in turn improve internal processes and customer experience.
- In preparation for the AMI project, billing processes are being reviewed to seek out ways to use data to drive improved decision making and be more responsive and proactive to our utility customers' needs.
- Property Assessment Services will begin implementing the recommendations from a 2021 review, the most significant recommendation being enhancements to our online eProperty portal to allow for the flow of property information directly from the property owner. These enhancements will create significant efficiencies in the collection and storage of property data.
- There is opportunity to identify cost savings with improved purchasing card analysis, taking advantage of net discount payments and price point buying with preferred suppliers.
- Procurement will continue to expand its partnerships with GPOs in 2022 to find opportunities to save taxpayer dollars with the use of combined purchasing power and to save staff time in issuing various procurements. It will also review contracts to establish city-wide contracts that will reduce effort and save costs.
- Negotiated request for proposals will continue to be used as a procurement method for facility construction and various services.

2022 Challenges and Opportunities

The division faces both challenges and opportunities over the coming year. There is continued uncertainty with the fourth wave of the pandemic and unknowns that may impact the City's financials and overall Regina economy. The recommendations of the Efficiency Review will be used to prioritize opportunities in 2022 and future years to improve processes, procedures and find efficiencies and savings.

A continuing opportunity, in alignment with the organization's sustainability goals, is the design and construction of City facility renovations and new builds to contemporary energy, environmental and sustainability standards to improve working conditions and reduce greenhouse gas emissions.

Financial Services will continue to find opportunities to automate processes, such as the process to review and approve purchase card transactions. Automation will save more than 200 hours of staff time, printing costs, and filing costs. It will also result in improved data for analysis and audit, when completed.

Long Term Priorities and Plans

Over a longer-term period, the division plans a number of initiatives that will positively impact the community; this includes successful completion of the Water Meter and Automated Meter Reading Replacement Project, upgrades to the City's financial reporting system, further land development including future phases of The Towns and potentially other land development opportunities, continued movement of the Regina Revitalization Initiative with reconstruction of Dewdney Avenue, and detailed concept planning of the Yards Neighborhood.

As the City continues to grow, and our Master Plans are implemented, work will continue on facility development. This includes the feasibility study, design and build of a new indoor aquatics facility, new fire halls, parks maintenance depots and alternative fuel bus infrastructure, along with other projects as outlined in the budget.

To meet Regina's goal of being 100 per cent renewable by 2050, facility enhancements are also planned. Facility upgrades can include building management and control systems, mechanical and electrical systems, building envelope assemblies, alternative sources of energy and upgrades based on the recommendations from the Energy Monitoring & Optimization Infrastructure (MEEP) project currently underway.

Expense By Department – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Financial Strategy & Sustainability - Executive Director's Office	1,071	1,347	1,181	1,626	279	20.7%
Financial Services	67,863	71,496	70,259	75,604	4,108	5.7%
Land, Real Estate & Facilities	30,211	23,308	28,420	24,081	773	3.3%
Assessment & Revenue Property Services	4,372	4,965	5,483	5,676	711	14.3%
Total Expenses	103,517	101,116	105,343	106,987	5,871	5.8%
Internal Transfers						
Land, Real Estate & Facilities	396	3,198	298	3,020	(178)	(5.6%)
Assessment & Revenue Property Services	-	64	64	64	-	0.0%
Financial Services	22,618	119	119	15	(104)	(87.4%)
Total Internal Transfers	23,014	3,381	481	3,099	(282)	(8.3%)
Total	126,531	104,497	105,824	110,086	5,589	5.3%

TABLE 38

Budget Highlights:

Executive Director, Financial Strategy & Sustainability

- Resources of \$0.3 million and two positions for the creation of a business service team whose focus will be supporting business development and economic growth in the City.

Financial Services

- The increases in Financial Services are related to increases to Current Contributions to Capital (\$3.6 million), addition of two positions (\$0.2 million), one related to supporting increased requirements related to regulated reporting and one position to provide increased support to the Buffalo Pound Water Treatment Corporation (BPWTC). The City will be fully reimbursed for the BPWTC position through a service agreement between the BPWTC and the City. This business area also includes \$0.4 million for the implementation of the Joint Job Evaluation Process results. Job Evaluation (JE) is a process for determining the relative value of jobs within an organization using the same criteria, via a job evaluation tool. This increase is offset by a reduction of \$0.3 million that is now in Assessment & Revenue Property Services.

Assessment & Revenue Property Services

- The increase is primarily related to the consolidation of Sundry Accounts Receivable function (\$0.4 million) into this department. Centralizing Accounts Receivable functions will increase efficiency.

FTEs by Department

	2021 Casual	2021 Permanent	2021 Total	2022 Casual	2022 Permanent	2022 Total	Change #	Change %
Fund 110 - General Operations Fund								
Executive Director, Financial Strategy & Sustainability	0.0	9.0	9.0	0.0	11.0	11.0	2.0	22.2%
Financial Services	1.0	65.0	66.0	1.4	65.8	67.2	1.2	1.8%
Land, Real Estate & Facilities	17.0	91.0	108.0	15.8	102.0	117.8	9.8	9.1%
Assessment & Revenue Property Services	0.0	47.0	47.0	0.0	48.0	48.0	1.0	2.1%
Fund 110 - General Operations Fund Total	18.0	212.0	230.0	17.2	226.8	244.0	14.0	6.1%
Fund 130 - Utility Operations Fund								
Assessment & Revenue Property Services	1.0	18.0	19.0	0.8	18.0	18.8	(0.2)	(1.1%)
Financial Services	0.0	2.0	2.0	0.0	1.5	1.5	(0.5)	(25.0%)
Fund 130 - Utility Operations Fund Total	1.0	20.0	21.0	0.8	19.5	20.3	(0.7)	(3.3%)
Fund 210 - General Capital Fund								
Financial Services	0.0	1.0	1.0	0.0	1.0	1.0	0.0	0.0%
Land, Real Estate & Facilities	0.0	8.0	8.0	0.0	8.0	8.0	0.0	0.0%
Fund 210 - General Capital Fund Total	0.0	9.0	9.0	0.0	9.0	9.0	0.0	0.0%
Fund 620 - Cost Distribution Fund								
Financial Services	1.0	4.0	5.0	0.5	3.7	4.2	(0.8)	(16.0%)
Land, Real Estate & Facilities	1.0	41.0	42.0	1.1	32.3	33.4	(8.6)	(20.5%)
Fund 620 - Cost Distribution Fund Total	2.0	45.0	47.0	1.6	36.0	37.6	(9.4)	(20.0%)
Total	21.0	286.0	307.0	19.6	291.3	310.8	3.8	1.2%

TABLE 39

Financial Strategy & Sustainability Administration Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Executive Director, Financial Strategy & Sustainability	531	806	627	1,072	266	33.0%
Budget & Long-Term Financial Planning	540	541	554	554	13	2.4%
Total	1,071	1,347	1,181	1,626	279	20.7%

TABLE 40

Details on the responsibilities of the areas Financial Strategy & Sustainability Admin are listed below:

Executive Director, Financial Strategy & Sustainability- Provides leadership for the department including business planning, operations management, and reporting. The business service team function will also reside in this work area.

Budget & Long-Term Financial Planning - Development of the annual budget and long-term financial planning for the City.

Financial Services

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Director, Financial Services	282	371	336	395	24	6.5%
Financial Analysis & Support	2,546	3,192	2,593	2,782	(410)	(12.8%)
Public Accounting & Reporting	2,046	2,160	2,070	2,443	283	13.1%
Procurement	1,995	1,920	1,970	1,998	78	4.1%
Accounts Payable	406	444	527	650	206	46.4%
Other Corporate Financial Transactions	60,588	63,409	63,763	67,336	3,927	6.2%
Total Expenses	67,863	71,496	70,259	75,604	4,108	5.7%
Internal Transfers						
Financial Services Administration	15	15	15	15	-	0.0%
Other Corporate Financial Transactions	22,999	104	104	-	(104)	(100.0%)
Total Internal Transfers	23,014	119	119	15	(104)	(87.4%)
Total	90,877	71,615	70,378	75,619	4,004	5.6%

TABLE 41

Details on the responsibilities of the areas in Financial Services are listed below:

Director, Financial Services – Provides leadership for the department including business planning, operations management, and reporting.

Financial Analysis & Support - Management reporting, business area support, forecasting and internal costing.

Public Accounting & Reporting - Financial compliance, audit costs, external reporting, cash management and the annual report.

Procurement - Contract management, procurement compliance, tenders and procurement policy development.

Accounts Payable - Payment of vendors.

Other Corporate Financial Transactions – Funding for debt servicing, contribution to capital and other corporate costs.

Land, Real Estate & Facilities

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Facilities Operations	5,385	6,668	5,849	6,588	(80)	(1.2%)
Facilities Utilities	4,538	5,782	5,338	6,240	458	7.9%
Facilities Management	3,128	3,679	3,120	3,778	99	2.7%
Facilities Maintenance	3,150	3,351	3,361	3,470	119	3.6%
Facilities Building Services	627	431	694	427	(4)	(0.9%)
Land & Real Estate Administration	679	2,035	625	2,164	129	6.3%
Land Development	12,210	628	8,905	672	44	7.0%
Real Estate	470	555	481	563	8	1.4%
Land Sales	24	179	47	179	-	0.0%
Total Expenses	30,211	23,308	28,420	24,081	773	3.3%
Internal Transfers						
Facilities Building Services	396	624	298	628	4	0.6%
Land Sales	-	2,574	-	2,392	(182)	(7.1%)
Total Internal Transfers	396	3,198	298	3,020	(178)	(5.6%)
Total	30,607	26,506	28,718	27,101	595	2.2%

TABLE 42

Details on the responsibilities of the areas in the Land, Real Estate & Facilities are listed below:

Facilities Operations - Provides the efficient day-to-day building activities that allow occupants/users to perform their intended function in a safe and comfortable environment. This includes housekeeping, general and technical equipment operation and building systems management.

Facilities Utilities - Electricity and natural gas costs for city facilities.

Facilities Management - Administration costs related to City facilities.

Facilities Maintenance - Provides routine daily maintenance and preventative maintenance services in all civic buildings and structures.

Facilities Building Services - Provides support for corporate programs including employee parking, life safety programs, security, service contract management, property management, the corporate furniture inventory management system and office and non-office (operational) space programming.

Land & Real Estate Administration – Provides leadership for the department including business planning, operations management, and reporting.

Land Development - Develops land for the benefit of the community.

Real Estate – Manages land for the strategic and financial benefit of the community.

Land Sales – Provides support for the sale of city property.

Assessment & Property Revenue Services
 Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Property Assessment (City Assessor)	2,547	2,887	2,466	2,622	(265)	(9.2%)
Property Taxation & Administration	1,533	2,047	2,589	2,569	522	25.5%
Utility Billing	255	-	397	454	454	100.0%
Real Estate - City Owned Properties	37	31	31	31	-	0.0%
Total Expenses	4,372	4,965	5,483	5,676	711	14.3%
Internal Transfers						
Property Taxation & Administration	-	64	64	64	-	0.0%
Total Internal Transfers	-	64	64	64	-	0.0%
Total	4,372	5,029	5,547	5,740	711	14.1%

TABLE 43

Details on the responsibilities of the areas in the Assessment & Property Revenue Services are listed below:

Property Assessment - Set property values, inspects properties, participates in appeals and collection of real estate transaction data.

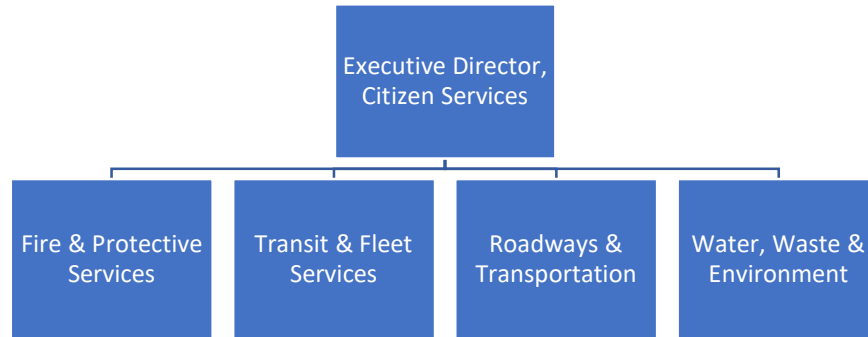
Property Taxation & Administration - Sends tax notifications, collects taxes, maintains ownership records and responds to taxation queries.

Utility Billing - Billing and collection of water, wastewater, and stormwater fees; responds to Utility customer queries.

Real Estate - City Owned Properties - Costs related to city owned properties.

Citizen Services

The Citizen Services division delivers reliable services to address the fundamental needs of our community and partners. This includes providing services in the areas of fire suppression, transit, waste management, water, environmental monitoring, wastewater, stormwater and transportation. The division is comprised of four departments: Fire & Protective Services, Roadways & Transportation, Transit & Fleet, Water, Waste & Environment.



Fire & Protective Services

- Director, Fire & Protective Services - Provides leadership for the department including business planning, operations management, and reporting.
- Suppression and Rescue – Provides fire suppression, technical rescue, hazardous materials response, emergency medical services (EMS) response and company inspections.
- Safety & Logistics – Provides asset management, logistical support and workplace safety.
- Training – Provides ongoing training for Fire & Protective Services staff.
- Prevention – Provides education and training for community regarding fire safety and related issues.
- Emergency Communications – Provides communication services to support fire services during their operations.
- Emergency Management & Planning – Provides emergency planning for disaster situations in the City.
- Equipment & Programs - Maintenance of fire equipment.

Roadways & Transportation

- Director, Roadways & Transportation - Provides leadership for the department including business planning, operations management and reporting.
- Roadways Capital Operations - Construction of city roads and alleys.
- Roadways Maintenance Operations - Maintenance of city roads and sidewalks.
- Traffic Engineering - Asset management, design, construction and engineering of traffic signals and signage.
- Roadways Seasonal Operations - Provides seasonal maintenance such as snow removal, ice control and street sweeping.
- Roadways Preservation - Provides asset management, project management, and engineering services to support the roadways transportation system.

Transit & Fleet

- Director, Transit & Fleet - Provides leadership for the department including business planning, operations management, and reporting.
- Transit Operations – Operation of fixed route and special event charter transit service.
- Transit Fleet Maintenance – Maintenance of conventional and Paratransit fleet vehicles.
- Paratransit & Revenue Services – A shared ride public transportation system for Regina residents who are unable to use conventional transit because of physical or neurological-related disability.
- Training & Safety – Provides fleet and safety training to other City departments.
- Transit Administration – Provides support in the areas of marketing, route development and general administration.
- Civic Fleet Maintenance – Provides preventative and regular repairs to the civic fleet.
- Fleet Assets – Purchases new and replacement equipment and vehicles.

Water, Waste & Environment

- Landfill Operations - Operation of the Fleet Street Landfill.
- Solid Waste Collection - Provides municipal waste collection and disposal services.

- Waste Diversion - Diversion of waste material through programming and education.
- Water, Wastewater, Stormwater – Managed through the Utility Budget.

2021 Achievements

The division undertook several significant integrated construction projects to ensure the longevity of roadways, water, wastewater and drainage assets:

- The two-year McCarthy Infrastructure Improvement Project allowed substantial bridge rehabilitation work to be completed in conjunction with sewer pipe relining along McCarthy Boulevard to ensure long-term wastewater services to different parts of the city.
- The Albert Street & Downtown Renewal Projects have created safer and accessible pedestrian access through the downtown area, as well as a smoother and safer driving surface for commuters. Work on the Winnipeg Street Overpass Project also began, which will replace the existing overpass to improve traffic flow, pedestrian connectivity and safety.

Master plans for both Transit and Fire services are in development. They will provide a roadmap for service delivery including staffing, facilities and best practices for each department over the next 25 years.

The Food and Yard Waste Pilot was completed, which consisted of 2,800 participant homes across the community to test, evaluate and revise the service to formulate recommendations for city wide implementation. A mid-way participant survey provided valuable feedback on improving the service and showed 81 per cent strong satisfaction rate. Through the fall and winter seasons in 2020-21, about 300 tonnes of residential food and yard waste was diverted from the participating households.

The division continued to invest in fleet infrastructure to ensure the City of Regina is equipped to deliver services in a safe and efficient manner.

2021 Efficiencies

By running concurrent construction projects on McCarthy Boulevard to renew the McCarthy Bridge and the surrounding sewer lines, the interruption to residents was reduced by eight weeks. The integrated approach allowed the division to consolidate traffic accommodations, communications and site management.

In 2020, the placement of multi-stream waste bins in select City of Regina facilities was piloted to study the impact on the waste diversion rate. After achieving positive results from the pilot, multi-stream waste bins were placed in remaining City of Regina buildings in 2021 and it's estimated that a diversion rate of 50 per cent is achievable by having 6,000 bins in circulation.

The responsibility for dive recovery services was transferred to Fire & Protective Services from the Regina Police Service. The transfer of responsibility will realize efficiencies in response efforts, training and equipment as well as avoid the need for multiple agencies responding to dive related calls.

2022 Priorities and Plans

Investment in infrastructure renewal is always a priority with a significant focus on the road network, drainage assets, sewer re-lining and upgrading lead water service connections.

Fire Service Agreements with rural municipalities, neighboring communities and government/private entities will be reviewed to ensure the appropriate level of compensation for services performed.

Emergency management is a divisional priority to ensure business continuity and community safety through unexpected events such as pandemics, major storms and job action.

Construction on Winnipeg Street Bridge is scheduled to be completed in 2022 which will replace the existing overpass and completely reconfigure the interchange in order improve drainage, traffic flow, lighting, pedestrian connectivity and safety.

The division will examine service delivery to ensure long term sustainability of the services we provide. A Curbside Solid Waste Funding Model is being developed to explore a user fee vs. tax base funding model for curbside waste services.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

Recycling Cart studies are performed in regular cycles to examine cart contents. Results of the studies are used to create public education campaigns with the target of reducing unacceptable items placed in recycling carts. A specialized software was tested in 2021 that resulted in the division being able to complete four times the amount of cart studies in a cycle to increase public outreach. Software implementation will be considered in 2022 to assist in increasing waste diversion rates.

The division has ordered 10 hybrid vehicles to replace end of life civic fleet such as Sport Utility Vehicles (SUV) and ½ ton trucks in 2022. Based on manufacturer specifications, it's estimated that each hybrid vehicle will save approximately \$400 in annual fuel charges.

By consolidating four 40-foot conventional transit buses into two 60-foot articulating buses, the division will be able to reduce annual transit operating costs by \$224,000.

By contracting out the cash handling services in transit, an annual expense of \$10,000 associated to maintenance fees will be avoided in future years.

With the pandemic, a number of in-person training opportunities have adapted to online virtual platform or format which will substantially save the division on travel and training registration costs.

2022 Challenges and Opportunities

The nature of the work within this division has inherent challenges as it is subject to several unknowns. Extreme weather (rain, snow, drought, etc.) and uncovering unknowns can extend project timelines and increase costs. To mitigate these risks, the division utilizes asset management plans to guide decision making on where and when investments should be made.

Growth and subdivision development puts a demand on the services the division provides, such as expanding routes for Transit, increased solid waste collection, broader emergency response and additional roadway maintenance. To offset the costs of growth and infrastructure renewal, the City will continue to leverage Government grants as they are made available.

Policy and/or regulatory changes from outside agencies can impact service delivery. By building a strong relationship with industry stakeholders and regulators, the division can stay abreast of potential regulatory or policy changes that may impact service delivery.

Ensuring business continuity is a priority for the division as a number of staff in key positions are currently eligible for retirement in the next one to three years. In order to deliver reliable services, succession planning and training is a priority. For the organization, new employees bring the potential for a fresh perspective on the services we deliver.

Long Term Priorities and Plans

The division will look for innovative approaches to reduce costs, extend the life of City assets and enhance customer service. This includes upgrades to wastewater infrastructure to ensure reliability and implementing new construction techniques that lessen the impact on residents during construction season.

The City of Regina has committed to becoming a renewable City by 2050. To assist in this priority, alternative fuel sources will be examined for corporate fleet to reduce operating costs and ultimately, the carbon footprint. The division will also seek to create new sources of renewable energy and lessen the dependence on traditional energy sources such as fossil fuels thru landfill gas to energy technology.

Recommendations from both the Transit and Fire Services Master Plans will be evaluated and potentially implemented to ensure best practices in service delivery over the next 25 years for both departments.

Expenses by Department – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Citizen Services - Executive Director's Office	308	519	341	946	427	82.3%
Fire & Protective Services	42,610	44,653	44,741	44,400	(253)	(0.6%)
Roadways & Transportation	40,786	42,799	43,791	44,987	2,188	5.1%
Transit & Fleet Services	33,600	36,196	33,766	36,802	606	1.7%
Water, Waste & Environmental Services	23,552	24,396	24,109	26,212	1,816	7.4%
Total Expense	140,856	148,563	146,748	153,347	4,784	3.2%
Internal Transfers						
Roadways & Transportation	169	-	-	-	-	0.0%
Fire & Protective Services	1,133	1,133	1,133	1,133	-	0.0%
Transit & Fleet Services	3,828	3,084	3,084	3,084	-	0.0%
Water, Waste & Environmental Services	10,911	9,902	7,744	8,623	(1,279)	(12.9%)
Total Internal Transfers	16,041	14,119	11,961	12,840	(1,279)	(9.1%)
Total	156,897	162,682	158,709	166,187	3,505	2.2%

TABLE 44

Budget Highlights:

Executive Director, Citizen Services

- To create efficiencies, Citizen Services consolidated all support positions into the Executive Director's area. This added \$0.7 million in the budget that was offset by a chargeback to the Utility Budget of \$0.3 million for work done by these positions. There are no new positions created because of this change.

Fire & Protective Services

- The decreases in Fire & Protective Services are related to the movement of three FTEs (\$0.2 million) to Bylaw enforcement. This change has allowed the City to meet the growing needs of Bylaw Enforcement across the organization without the need to add additional FTEs.

Roadways and Transportation

- The increase in Roadways is primarily a result of a one-time increase of \$1.15 million in funding to fix sidewalks.

Transit & Fleet Services

- The increase in Transit is to fund increase increased service levels for Paratransit Services by just under \$1.0 million and increased fuel costs. As the City returns to pre-COVID-19 levels and with the introduction of the adapted recreation programs the demand for paratransit services is expected to increase. This is offset partially by reductions from efficiencies in Fleet Training (\$0.7 million).

FTEs by Department

	2021 Casual	2021 Permanent	2021 Total	2022 Casual	2022 Permanent	2022 Total	Change #	Change %
Fund 110 - General Operations Fund								
Citizen Services - Executive Director's Office	0.0	3.0	3.0	0.0	14.0	14.0	11.0	366.7%
Fire & Protective Services	0.0	304.0	304.0	0.0	301.0	301.0	(3.0)	(1.0%)
Roadways & Transportation	39.0	164.0	203.0	39.3	156.5	195.8	(7.2)	(3.5%)
Transit & Fleet Services	6.0	271.0	277.0	5.7	267.3	273.0	(4.0)	(1.4%)
Water, Wastewater & Environmental Services	29.0	68.0	97.0	29.3	69.5	98.8	1.8	1.9%
Fund 110 - General Operations Fund Total	74.0	810.0	884.0	74.3	808.3	882.7	(1.4)	(0.1%)
Fund 130 - Utility Operations Fund								
Water, Wastewater & Environmental Services	26.0	153.0	179.0	26.4	156.6	183.0	4.0	2.2%
Fund 130 - Utility Operations Fund Total	26.0	153.0	179.0	26.4	156.6	183.0	4.0	2.2%
Fund 210 - General Capital Fund								
Roadways & Transportation	2.0	18.0	20.0	1.8	16.7	18.5	(1.5)	(7.5%)
Fund 210 - General Capital Fund Total	2.0	18.0	20.0	1.8	16.7	18.5	(1.5)	(7.5%)
Fund 230 - Utility Capital Fund								
Water, Wastewater & Environmental Services	5.0	18.0	23.0	5.3	18.4	23.7	0.7	3.0%
Fund 230 - Utility Capital Fund Total	5.0	18.0	23.0	5.3	18.4	23.7	0.7	3.0%
Fund 620 - Cost Distribution Fund								
Roadways & Transportation	3.0	10.0	13.0	3.0	9.8	12.8	(0.2)	(1.5%)
Transit & Fleet Services	0.0	50.0	50.0	0.0	54.0	54.0	4.0	8.0%
Water, Wastewater & Environmental Services	0.0	1.0	1.0	0.0	0.0	0.0	(1.0)	(100.0%)
Fund 620 - Cost Distribution Fund Total	3.0	61.0	64.0	3.0	63.8	66.8	2.8	4.4%
Total	110.0	1,060.0	1,170.0	110.8	1,063.8	1,174.7	4.3	0.4%

TABLE 45

Executive Director, Citizen Services

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expense						
Citizen Services - Executive Director	308	519	341	946	427	82.3%
Total	308	519	341	946	427	82.3%

TABLE 46

Details on the responsibilities of the areas in the Executive Director, Citizen Services are listed below:

Executive Director, Citizen Services – General administrative support for the Executive Director's office and leadership for the division.

Fire & Protective Services

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Director, Fire & Protective Services	1,679	1,740	1,536	1,580	(160)	(9.2%)
Suppression and Rescue	35,665	37,326	37,451	37,186	(140)	(0.4%)
Safety & Logistics	1,571	1,684	1,779	1,693	9	0.5%
Training	1,334	1,321	1,366	1,339	18	1.4%
Prevention	1,178	1,273	1,277	1,283	10	0.8%
Emergency Communications	710	739	715	741	2	0.3%
Emergency Management & Planning	301	324	323	332	8	2.5%
Equipment & Programs	172	246	294	246	-	0.0%
Total Expenses	42,610	44,653	44,741	44,400	(253)	(0.6%)
Internal Transfers						
Safety & Logistics	1,133	1,133	1,133	1,133	-	0.0%
Total Internal Transfers	1,133	1,133	1,133	1,133	-	0.0%
Total	43,743	45,786	45,874	45,533	(253)	(0.6%)

TABLE 47

Details on the responsibilities of the areas in the Fire & Protective Services are listed below:

Director, Fire & Protective Services - Provides leadership for the department including business planning, operations management, and reporting.

Suppression and Rescue – Provides fire suppression, technical rescue, hazardous materials response, emergency medical services (EMS) response and company inspections.

Safety & Logistics – Provides asset management, logistical support and workplace safety.

Training – Provides ongoing training for Fire & Protective Services staff.

Prevention – Provides education and training for community regarding Fire safety and related issues.

Emergency Communications – Provides communication services to support fire services during their operations.

Emergency Management & Planning – Provides emergency planning for disaster situations in the City.

Equipment & Programs - Maintenance of Fire equipment.

Roadways & Transportation

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Director, Roadways & Transportation	1,166	1,101	1,200	577	(524)	(47.6%)
Roadways Operations	14,859	17,222	17,582	18,842	1,620	9.4%
Traffic Services	14,219	13,587	13,804	14,469	882	6.5%
Winter Roads Maintenance	8,205	8,533	8,983	8,709	176	2.1%
Roadways Preservation	2,109	1,964	1,964	1,993	29	1.5%
Asphalt Production & Materials Engineering	228	392	258	397	5	1.3%
Total Expenses	40,786	42,799	43,791	44,987	2,188	14.5%
Internal Transfers						
Winter Roads Maintenance	169	-	-	-	-	0.0%
Total Internal Transfers	169	-	-	-	-	0.0%
Total	40,955	42,799	43,791	44,987	2,188	5.11%

TABLE 48

Details on the responsibilities of the areas in the Roadways & Transportation are listed below:

Director, Roadways & Transportation - Provides leadership for the department including business planning, operations management, and reporting.

Roadways Operations - Construction and maintenance of city roads, sidewalks, easements and alleys.

Traffic Services - Provide a safe, efficient and environmentally sustainable traffic system for the movement of people and goods on City streets.

Winter Roads Maintenance - Provides winter maintenance activities to roads, alleys, sidewalks that will support the health, attractiveness and economic viability of the community during the winter months.

Roadways Preservation - Provides engineering expertise and technical support to effectively maintain and manage roadways, walks, alleys, easements and bridges to ensure a safe, reliable transportation system for the community.

Asphalt Production & Materials Engineering - Production of materials for roadways preservation and capital projects.

Transit & Fleet

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Director, Transit & Fleet Services	450	906	695	583	(323)	(35.7%)
Transit Operations	17,935	20,278	18,552	19,730	(548)	(2.7%)
Fleet Maintenance - Transit	8,257	7,930	7,922	8,041	111	1.4%
Paratransit & Accessibility	5,836	5,890	5,512	7,144	1,254	21.3%
Transit Training & Supervision	1,037	1,192	1,085	1,304	112	9.4%
Safety & Logistics	85	-	-	-	-	0.0%
Total Expenses	33,600	36,196	33,766	36,802	606	1.7%
Internal Transfers						
Fleet Maintenance	3,828	3,064	3,064	3,064	-	0.0%
Director, Transit & Fleet Services	-	20	20	20	-	0.0%
Total Internal Transfers	3,828	3,084	3,084	3,084	-	0.0%
Total	38,561	39,280	36,850	39,886	606	1.5%

TABLE 49

Details on the responsibilities of the areas in the Transit & Fleet Services are listed below:

Director, Transit & Fleet Services - Provides leadership for the department including business planning, operations management, and reporting.

Transit Operations - Transit service costs including bus operators, fuel, and related costs to operate city transit.

Fleet Maintenance – Transit - Maintenance of conventional and Paratransit fleet vehicles.

Paratransit & Accessibility – A shared ride public transportation system for Regina residents who are unable to use conventional transit because of physical or neurological-related disability.

Transit Training & Supervision – Provides operational support to conventional transit.

Safety & Logistics – Provides fleet and safety training to other City departments.

Water, Waste & Environmental
Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Landfill Operations	8,775	8,612	8,440	9,929	1,317	15.3%
Solid Waste Collection	9,046	8,815	8,940	8,854	39	0.4%
Waste Diversion	5,731	6,969	6,729	7,189	220	3.7%
Water, Wastewater & Stormwater	-	-	-	240	240	100.0%
Total Expenses	23,552	24,396	24,109	26,212	1,816	7.4%
Internal Transfers						
Landfill Operations	10,911	9,902	7,744	8,623	(1,279)	(12.9%)
Total Internal Transfers	10,911	9,902	7,744	8,623	(1,279)	(12.9%)
Total	34,463	34,298	31,853	34,835	537	1.6%

TABLE 50

Details on the responsibilities of the areas in the Water, Waste & Environmental are listed below:

Landfill Operations - Operation of the Fleet Street Landfill.

Solid Waste Collection - Provides municipal waste collection and disposal services.

Waste Diversion - Diversion of waste material through programming and education.

Water, Wastewater & Stormwater - Provides support for general operations portion of Utility Operations.

City Planning & Community Development

The City Planning & Community Development division shapes the development of Regina and quality of life of its citizens by working with internal and external partners to create complete neighborhood's, programs and services which achieve the goals of the Official Community Plan for citizens and visitors. The division consists of three departments: Sustainable Infrastructure; Planning & Development Services; and Parks, Recreation & Cultural Services.



Executive Director's Office

- Executive Director, City Planning & Community Development - Provides leadership for the division including business planning, operations management, and reporting.
- Stakeholder relationships – facilitates work with internal and external stakeholders to advance priority cross-divisional processes and initiatives.

Parks, Recreation & Cultural Services

- Director, Parks, Recreation & Cultural Services - Provides leadership for the department including business planning, operations management, and reporting.
- Sports Facilities & Special Events – Supports users of recreation and leisure facilities such as City Square including Pat Fiacco Plaza, athletic fields, ball diamonds and Mosaic Stadium.
- Parks & Open Space – Operational costs for maintaining 1600 hectares of open space, including 330 parks, 108 sports fields, 150 ball diamonds, 159 playgrounds, 220,000 trees and 120 kilometres of pathway.
- Recreation – Providing recreation opportunities for the community.
- Golf Courses – Operational costs for the three City operated gold courses (Tor Hill, Murray, Joanne Goulet)
- Social & Cultural Development – Supporting Regina's cultural vibrancy and reducing barriers for marginalized populations.
- Neighbourhood Support – Supporting neighborhood centres and other community operated centres.
- Cemeteries – Operating City-owned cemeteries.

Planning & Development Services

- Director, Planning & Development Services - Provides leadership for the department including business planning, operations management, and reporting.
- Planning – Provide planning services that guide growth and development within the city.
- Development Services, Infrastructure and Engineering (Development Approvals) – Provide engineering services to implement community and neighborhood plans, providing infrastructure services for current and future residents.
- Building Standards – Processing building applications for construction, renovation and demolition projects and performing related inspections.

Sustainable Infrastructure

- Director, Sustainable Infrastructure - Provides leadership for the department including business planning, operations management, and reporting.
- Infrastructure Engineering – Provides transportation planning, implementation of the transportation master plan, project management of interdisciplinary engineering projects and design and construction of engineering projects.
- Geospatial Solutions - Incorporates location-based context into all applicable systems, processes and practice; responsible for providing surveying, drafting, mapping, as-builts recoding, interactive web maps development and geospatial software, servers and databases support.

- Infrastructure Delivery – Provides construction coordination, scheduling and program planning, long-term infrastructure planning, field services and location services for underground piping infrastructure.
- Corporate Asset Management – Provides support to the organization that improves prioritization and investment decisions, to meet regulated and desired levels of service that rely on physical assets. This is done by guiding and implementing the City’s asset management strategy; providing asset management tools, training and departmental support; aligning asset management practices with best practice and other corporate processes/initiatives.

2021 Achievements

Developing and implementing policies and long-range plans that advance the Official Community Plan (OCP) continues to be a top priority for the division. These include the Recreation Master Plan, Cultural Plan, Comprehensive Housing Strategy, Underutilized Land Strategy, Zoning Bylaw and Neighborhood Plans. These plans and policies guide decisions on the delivery of programs and services and provide strategies and actions to achieve OCP priorities.

Notable projects and accomplishments in 2021 include:

- Development and implementation of a Winter City Strategy to celebrate winter activities and promote health and wellness, improve community accessibility and inclusion, and provide activities that lead to economic growth.
- Collaboration with Economic Development Regina and the Province of Saskatchewan to attract industrial development and position Regina as an investment destination.
- Development of a Community Safety & Wellbeing Plan in collaboration with the Canadian Municipal Network on Crime Prevention, Regina Police Service and other human service and community partners.
- Continuing to advance the Ring Road Rail Relocation initiative through undertaking Preliminary Design.
- Installation of a multi-use pathway along Albert Street between 23rd Avenue and Regina Avenue, and a section of the crosstown bike lane between Forget Street and Elphinstone Street, further supporting the City’s active transportation network.
- Heritage designation of properties, such as the Municipal Justice Building, ensuring an important part of Regina’s history is preserved and serves a new community use.
- The re-opening of Maple Leaf Pool in June 2021. The \$5.3 M project began in March 2020 and prioritizes accessibility. Sustainability was also a consideration, as its solar panels will generate enough electricity to cover half of the facility’s needs and a new water filtration system reduces water consumption by 90 per cent.
- The City Centre Core Framework was approved by Council including the establishment of a City Centre. The framework is a collaboration between City Administration, Regina Exhibition Association Ltd., the Regina Downtown Business Improvement District, and the Regina Warehouse District and will strengthen the downtown core through collaboration on community initiatives.
- Council endorsed renaming Dewdney Pool and Park to their new name, Buffalo Meadows, in recognition of the harmful policies of Edgar Dewdney towards Indigenous peoples, including establishing and overseeing residential schools.

2021 Efficiencies

- In 2021, the Parks, Recreation & Cultural Services Department went through a restructuring to reallocate work performed by 2 retired employees and saved \$150,000 per annum by eliminating the Manager, City Projects position (Mosaic Stadium Support) and converting one other out of scope position to a union position. The work done by these two positions has been absorbed within the Department’s existing resources.
- Throughout the past two years, the mandate of the Parks, Recreation & Cultural Services Department was expanded to include new work related to community safety and wellbeing and an expanded role in housing and homelessness. New Council-directed work related to the Community Safety and Well-Being Plan, Council’s age-friendly agenda, permanent supportive housing, and the rapid housing initiative were all absorbed by the pre-existing departmental resources. This was accomplished by pivoting from important but less urgent work that was planned or already underway. Two staff were redeployed to this work full time, and three to four staff were utilized on a part-time basis.
- In November 2020, a new, streamlined review process was introduced for small home projects. This expedited process was a result of collaboration between City staff and industry working groups, with the goal of offering a three-day processing time for less complex application types. In February 2021, the number of projects eligible for this streamlined review process was enhanced. Eligible projects now include basement development, foundation repairs, decks, garages and pools. This allows homeowners to start enjoying their renovated spaces sooner.

- Formalized Servicing Agreement Fees (SAF) governance – the process for reviewing and calculating development charges annual rates now includes a formalized internal governance process and stakeholder consultation in a condensed timeframe. An earlier report to committee and council provides developers more time to plan for the following year. In 2021 the process resulted in shorter meetings and a request from stakeholders to emulate the same process for next year.
- The City Design Standards were updated to remove ambiguity and improve the process for altering standards while managing risk to the City. The cumulative impact of changes to the standards results in a positive impact on service levels, increased efficiency for future alterations and a reduction in regulatory review times.
- A process was developed to ensure predictability in roles & responsibilities and timing of the Statistics Canada Bi-Annual Canada's Core Public Infrastructure Survey on business plans of city departments that participate. This process resulted in quicker turnaround time to Statistics Canada and reduce city resources time commitment by one week overall.

Over the past year, staff have actively worked in partnership with many organizations to leverage opportunities to receive external, third-party grant funding and donations to accomplish work important to both the City and community stakeholders. Some examples are:

- \$9,000 donation from Sask Winter Games & Synchro Sask to upgrade Sound Equipment at the Lawson Aquatic Centre
- \$71,000 from Heritage Community Association to support the community kitchen and classroom at the Municipal Justice Building
- Canadian Tire Foundation – a \$1.2 million donation for a spray pad/playground to be constructed in 2023
- \$24,000 Horizons Seniors Grant for Fitness Equipment in Murphy Park
- \$100,000 donation from Lakeview Community Association for a Pump Track in Lakeview Park
- CN/Tree Canada Grant (trees) - \$25,000
- Winter Hub development at Varsity Park donation from Arcola East Community Association - \$10,000
- Canadian Tire Jumpstart programs - \$60,000 (for Growing Young Movers Partnership)
- Rapid Housing Initiative – leadership for the initial stages of development for a new 29-unit permanent supportive housing facility that will serve some of Regina’s most vulnerable residents. This work was undertaken in response to the allocation of \$7.8 million dollars from the Federal Government’s Rapid Housing Initiative (RHI). To be eligible for the grant the City had to move quickly to identify appropriate land and a plan for construction and operations. Over 750 hours were invested in this project through a combination of strong collaboration and teamwork and selective deferral of other lower-priority work. The City is on track to receive the RHI funding in early December.
- Saskatchewan Ministry of Justice Community Safety and Well-Being grant to undertake a social diversion study – \$45,000
- An application for the Federal Enabling Accessibility fund has also been prepared for \$1M but we have not got word on approval

2022 Priorities and Plans

The ongoing implementation of the Community Safety and Well Being Plan is a key priority for 2022. This work aligns the resources of diverse sectors and agencies to respond to community needs.

The Heritage Conservation Policy will address Council and public expectations for stronger outcomes in heritage conservation. It responds to the OCP’s direction related to the conservation of historic places, as well as direction from Regina’s Cultural Plan that the City demonstrate leadership in the management of the heritage conservation program, conserve cultural heritage resources, and ensure new development contributes to a sense of place.

The division is committed to continually improving our customer service by focusing on four pillars of customer service: clarity, consistency, predictability and efficiency. Permitting efficiencies that enable applicants to receive approvals as soon as possible are a key 2022 priority, lowering barriers to completing work so that the developments planned can contribute to the economic recovery of Regina and Saskatchewan. Recent analysis has shown that the City of Regina has some of the best permitting turnaround times in the nation, and this effort will work to improve those times and processes.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

Moving forward, Service Coordinators will review building and development permits at intake. Efficiencies will be found by eliminating reviews that software will not be able to detect and identifying potential escalation files and contacting owner/applicant early in the process. Success will be measured by the percentage of increase in permit review timelines met and the decrease in number of escalations.

Forestry plans to implement a new service delivery model that will seek to reduce overtime while seeing an increase in work orders completed.

2022 Challenges and Opportunities

Finding efficient and innovative ways to balance the social and economic needs of the community is the challenge the division is facing in our current environment. This challenge includes maintaining current service levels, programming and infrastructure, balancing greenfield development with intensification targets, encouraging growth and economic development and supporting community programming without increasing the financial impact to citizens, the private or non-profit sectors.

Long Term Priorities and Plans

The City Planning & Community Development division is focused on continuing the advancement of the City's guiding planning documents. This will be achieved through completion of master plans, neighbourhood plans as illustrated in the sequencing plan, and scheduled updates to master plans and guiding documents. A primary emphasis is maximizing sustainability in new projects or initiatives.

Key to the division's work is building and maintaining strong relationships with Council and other stakeholders (being trusted advisors). This will help to deliver on the strategic plan and strategic priorities of Council. As well, the customer experience will be considered in every interaction.

Key construction projects to be completed in the next three to five years include the Eastern Pressure Solution, 11th Avenue Revitalization Project and Saskatchewan Drive Corridor improvements. Full implementation of the Community Safety and Well-being Plan is anticipated to align the work and resources of diverse sectors and agencies, ensuring coordinated prioritization of issues and interventions, and improving the effectiveness of the response. These projects are designed to allow continued growth while maintaining or enhancing service levels.

Expenses by Department – General Operating Fund

(\$000S)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Executive Director, City Planning & Community Development	1,418	1,394	1,356	1,455	61	4.4%
Parks, Recreation & Cultural Services	46,423	51,953	50,362	55,298	3,345	6.4%
Planning & Development Services	7,810	9,205	7,653	9,314	109	1.2%
Sustainable Infrastructure	3,323	3,788	3,425	4,133	345	9.1%
Total Expenses	58,974	66,340	62,796	70,200	3,860	5.8%
Internal Transfers						
Parks, Recreation & Cultural Services	1,109	171	839	1,611	1,440	842.1%
Total Internal Transfers	1,109	171	839	1,611	1,440	842.1%
Total	60,083	66,511	63,635	71,811	5,300	8.0%

TABLE 51

Budget Highlights:

Parks, Recreation & Cultural Services

- New funding is included in the Proposed Budget to support a number of new initiatives including Community Safety and Wellbeing (\$0.9 million), Heritage Conservation Policy (\$0.1 million), Winter City Strategy (\$0.5 million), funding for additional parks and open spaces (\$0.1 million), the 2022 Grey Cup (\$1.0 million) and the Adapted Recreation Program (\$0.3 million).

Sustainable Infrastructure

- Funding increase is for a new position that will support the Serviceability Studies program which will establish servicing strategies for growth areas of the City, including strategic intensification areas. This position is funded by Service Agreement Fees.

FTEs by Department

	2021 Casual	2021 Permanent	2021 Total	2022 Casual	2022 Permanent	2022 Total	Change #	Change %
Fund 110 - General Operations Fund								
Executive Director, City Planning & Community Development	-	10.0	10.0	-	10.0	10.0	0.0	0.0%
Parks, Recreation & Cultural Services	216.0	136.0	352.0	216.9	146.0	362.9	10.9	3.1%
Planning & Development Services	-	88.0	88.0	-	88.0	88.0	0.0	0.0%
Sustainable Infrastructure	5.0	54.0	59.0	5.2	56.0	61.2	2.2	3.7%
Fund 110 - General Operations Fund Total	221.0	288.0	509.0	222.1	300.0	522.1	13.1	2.6%
Fund 130 - Utility Operations Fund								
Planning & Development Services	-	4.0	4.0	0.0	4.0	4.0	0.0	0.0%
Fund 130 - Utility Operations Fund Total	0.0	4.0	4.0	0.0	4.0	4.0	0.0	0.0%
Fund 210 - General Capital Fund								
Parks, Recreation & Cultural Services	-	1.0	1.0	0.0	1.0	1.0	0.0	0.0%
Fund 210 - General Capital Fund Total	0.0	1.0	1.0	0.0	1.0	1.0	0.0	0.0%
Fund 620 - Cost Distribution Fund								
Parks, Recreation & Cultural Services	1.0	-	1.0	1.0	0.0	1.0	0.0	4.0%
Fund 620 - Cost Distribution Fund Total	1.0	0.0	1.0	1.0	0.0	1.0	0.0	0.0%
Total	222.0	293.0	515.0	223.1	305.0	528.1	13.1	2.5%

TABLE 52

Budget FTE Highlights:

- Increases in FTEs in Parks, Recreation & Culture are to support the following initiatives:
 - o Community Safety & Well Being
 - o Winter City Strategy
 - o Heritage Conservation Program
 - o Adapted Recreation Program
 - o The Municipal Justice Building
 - o Maintain the addition of new Parks Space

Executive Director, City Planning & Community Development
 Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Executive Director, Community Planning & Development	1,418	1,394	1,356	1,455	61	4.4%
Total	1,418	1,394	1,356	1,455	61	4.4%

TABLE 53

Details on the responsibilities of the areas in the Executive Director’s Office are listed below:

Executive Director, City Planning & Community Development - Provides leadership for the division including business planning, operations management, and reporting.

Parks, Recreation & Cultural Services
Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Sports Facilities	20,139	21,963	21,003	23,355	1,392	6.3%
Parks & Open Spaces	14,577	15,914	16,042	15,958	44	0.3%
Recreation	5,481	7,145	6,512	7,446	301	4.2%
Social & Cultural Development	2,166	2,409	2,558	3,019	610	25.3%
City Golf Courses	2,161	2,383	2,207	2,384	1	0.0%
Neighborhood Support	640	866	779	1,832	966	111.5%
Cemeteries	1,259	1,273	1,261	1,304	31	2.4%
Total Expenses	46,423	51,953	50,362	55,298	3,345	6.4%
Internal Transfers						
Sports Facilities	-	-	-	1,455	1,455	100.0%
Recreation	294	98	98	98	-	0.0%
Cemeteries	202	61	481	58	(3)	(4.9%)
City Golf Courses	613	12	260	-	(12)	(100.0%)
Total Internal Transfers	1,109	171	839	1,611	1,440	842.1%
Total	47,532	52,124	51,201	56,909	4,785	9.2%

TABLE 54

Details on the responsibilities of the areas in the Parks, Recreation & Cultural Services are listed below:

Sports Facilities – Providing funding to support recreational facilities such as athletic fields, ball diamonds and Mosaic Stadium.

Parks & Open Space – Operational costs for maintaining open space, including parks, sports fields, ball diamonds, playgrounds, trees, and kilometers of pathway.

Recreation – Providing recreation opportunities for the community.

Social & Cultural Development – Supporting Regina's cultural groups and heritage properties.

City Golf Courses – Operational costs for the three City operated gold courses (Tor Hill, Murray, Joanne Goulet)

Neighborhood Support – Supporting neighborhood centres and other community operated centres.

Cemeteries – Operating City-owned cemeteries.

Planning & Development Services

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Propose d Budget	2022 Chang e \$	2022 Chang e %
Expenses						
Building Standards	96	92	107	105	13	14.1%
Planning	5,736	6,868	5,520	6,325	(543)	(7.9%)
Development Services Infrastructure & Engineering (Development Approvals)	1,978	2,245	2,026	2,884	639	28.5%
Total	7,810	9,205	7,653	9,314	109	1.2%

TABLE 55

Details on the responsibilities of the areas in the Planning & Development Services are listed below:

Director, Planning & Development Services - Provides leadership for the department including business planning, operations management, and reporting.

Planning – Provide planning services that guide growth and development within the city.

Development Services, Infrastructure and Engineering (Development Approvals) – Provide engineering services to implement community and neighborhood plans, providing infrastructure services for current and future residents.

Building Standards – Processing building applications for construction, renovation and demolition projects and performing related inspections.

Sustainable Infrastructure

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Director, Sustainable Infrastructure	188	212	206	220	8	3.8%
Infrastructure Engineering	1,078	1,354	1,135	1,540	186	13.7%
Geospatial Solutions	1,311	1,343	1,299	1,378	35	2.6%
Infrastructure Delivery	426	545	455	528	(17)	(3.1%)
Asset Management	320	334	330	467	133	39.8%
Total	3,323	3,788	3,425	4,133	345	9.1%

TABLE 56

Details on the responsibilities of the areas in the Sustainable Infrastructure are listed below:

Director, Sustainable Infrastructure - Provides leadership for the department including business planning, operations management, and reporting.

Infrastructure Engineering – Provides transportation planning, implementation of the transportation master plan, project management of interdisciplinary engineering projects and design and construction of engineering projects.

Geospatial Solutions - Incorporates location-based context into all applicable systems, processes and practice; responsible for providing surveying, drafting, mapping, as-builts recoding, interactive web maps development and geospatial software, servers and databases support.

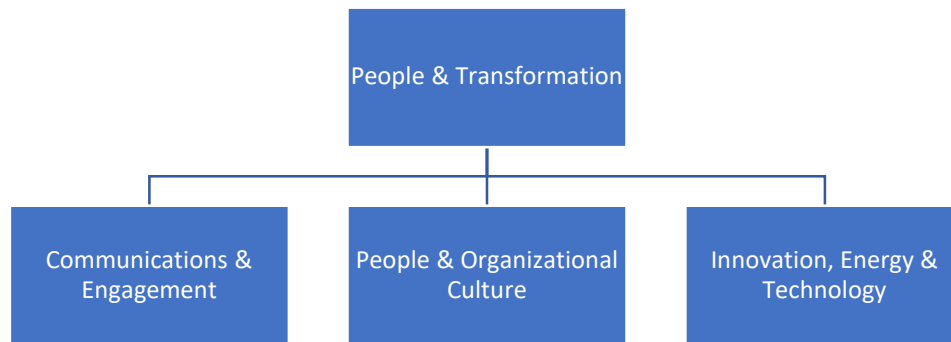
Infrastructure Delivery – Provides construction coordination, scheduling and program planning, long-term infrastructure planning, field services and location services for underground piping infrastructure.

Asset Management – Provides support to the organization that improves prioritization and investment decisions, to meet regulated and desired levels of service that rely on physical assets. This is done by guiding and implementing the City's asset management strategy; providing asset management tools, training and departmental support; aligning asset management practices with best practice and other corporate processes/initiatives.

People & Transformation

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

Our work is anchored by citizen and employee experience.



Executive Director, People & Transformation

Provides leadership for the division including business planning, operations management, and reporting. Business units within the Office of the Executive Director provide services including the development and administration of the strategic planning framework, process improvement methods, national benchmarking, corporate performance, public policy development, research and service reviews, and organizational effectiveness consultation.

Communications & Engagement

- Director, Communications & Engagement - Provides leadership for the department including business planning, operations management, and reporting.
- Strategic Communications - Provides strategic communications and public engagement expertise, issues management and media relations. Manages the official City of Regina social media platforms, websites, online Be Heard public engagement tool and intranet (CityConnect).
- Service Regina – Service Regina is the first point of contact for citizen inquiries and requests for service. Service Regina operates the contact centre and provides City Hall ambassador and cashier services.
- Brand & Marketing – Builds and maintains the City’s brand and reputation, promotes City services, programs, opportunities for public engagement and more.
- Sponsorship, Naming Rights and Advertising – Newly established in 2021, this program focuses on revenue generation, building relationships across the community and identifying business opportunities for corporate sponsorship and advertising.

People & Organizational Culture

- Director, People & Organizational Culture – Provides leadership for the department including business planning, operations management, and reporting.
- Client Services & Labour Relations - Oversees recruitment, training and development, diversity and inclusion, performance management, labour relations, succession planning and the corporate employee recognition program. Provides leadership to the organization in the interpretation and application of the collective bargaining agreements and the collective bargaining process.
- Payroll, Analytics and Employee Administration – Processes and administers all payroll functions for the City of Regina, Regina Police Services and two service partners; oversees Human Resource systems and data, and manages the City’s benefits program.
- Workplace Health & Safety - Provides leadership and direction regarding occupational health and safety including the corporate mental health strategy and oversees the Family Assistance Program.

Innovation, Energy & Technology

- Director, Innovation, Energy & Technology - Provides leadership for the department including business planning, operations management, and reporting.

- Business Solutions - Leads City departments in the innovation, selection, development, implementation & maintenance of business technology that aligns with the corporate strategic technology principles.
- Cross Functional Solutions - Leads the City in technology continual improvement, efficiency, and innovation by providing strategies, processes, tools and best practices that evolve our technology operating model.
- Energy & Sustainability Solutions - Leads the development of the Energy & Sustainability Framework to achieve the goal of Regina becoming 100 per cent renewable by 2050, while supporting existing energy sustainability initiatives.

2021 Achievements

People & Transformation has continued to provide a corporate leadership role in the City's response to the COVID-19 pandemic. This includes communication with citizens and employees, enablement of a remote workforce, ongoing development of COVID-19 safety resources, guidance for managing employees, union/association collaboration, and mobilizing the City's plan to return the remote workforce to the office.

The organization continued to engage employees through the pandemic, administering two pulse surveys in 2021 (February and June). These surveys provided insight into how employees were experiencing the pandemic and responding to changes in the environment. Employee feedback was used to develop engagement action plans across the organization and continues to inform the City's internal response and recovery planning.

Public engagement efforts focused on digital and virtual engagement activities as in-person engagement opportunities continued to be limited during the COVID-19 pandemic. This included further developing BeHeard, the City's public engagement platform, to apply a broader range of engagement activities. Overall, more than 10 community-wide engagements were conducted, ranging from Utility and Property Tax Affordability, Idling Reduction, and Community Safety and Well-being through to the annual Pre-Budget consultations. Altogether, these engagements resulted in over 10,000 touch points with residents and stakeholders.

The division is advancing digital transformation and smart cities opportunities while continuing to deliver a security awareness program to reduce risk and provide reliable responses to cyber threats. A corporate innovation program and strategy was launched in 2021 to foster a culture of innovation, supporting service transformation and improving citizen experience.

Improvements to Regina.ca throughout 2021, including text message subscription for street sweeping alerts, simplified search tool for lead service connections, and online application tool for building permits, continue to build stronger direct connections with Regina residents and businesses.

Policy work initiated by Council-directed motions occurred in several areas including tax and utility affordability, winter road maintenance, cannabis legalization, sign regulations and heritage policy.

Highlights on several strategic communications initiatives through 2021:

- A successful pilot project for Food and Yard Waste collection that relied heavily on clear communication of the new service; 94 per cent of participants reported being "strongly satisfied" with information they received.
- A unique, creative communications campaign that encouraged residents to "Adopt a Storm Drain"; more than 700 residents volunteered, far exceeding the goal of 200 adoptions.
- Residents were widely encouraged via social media and mainstream media to "Make a Splash against COVID" at a series of pop-up vaccination clinics held at City of Regina outdoor pools over the summer; 724 vaccinations were delivered at 15 clinics.
- A City of Regina Brand Refresh was completed which resulted in a new Brand Framework, Brand Guidelines, Council Brand Guidelines and I Love Regina (community pride) Guidelines.

2021 Efficiencies:

- The City's telephone charges have been reduced from approximately \$1.7M in 2017 to just over \$1M in 2021. This cost was historically over-budget, but with the reduction we are now within budget. These savings are ongoing as a result of enhanced integration of telecommunications technologies such as Microsoft Teams, renegotiation of mobile carrier agreements, and rationalization and streamlining of telecommunications assets.
- Implementation of new technology project management resources has increased our efficiency and freed up two positions, with one being reallocated within the division during 2021. This reduces the need to increase staffing levels overall.
- With the shift to work remotely during the pandemic, employees have embraced online communication and collaboration methods. This has resulted in a significant reduction in printing. In 2020, this yielded a 31 per cent

reduction in printing operating cost and a 38 per cent reduction in paper usage, 1.5 million pages. This trend continues through 2021.

- The introduction of electronic payslips in 2021 will result in an estimated savings of \$7,000 by end of year, and a total annual savings of \$14,000 once fully implemented in 2022. The discontinuation of paper-based payslips also aligns with the City's commitments to reduce waste in the workplace and support sustainability goals.

2022 Priorities and Plans

Development of a Citizen Experience Strategy will be a priority in 2022 to transform the customer experience for residents and businesses by providing simple, reliable and connected services that anticipate changing needs.

Our People Strategy describes the workplace culture that our employees want to be a part of. Work will continue to focus on strengthening our workplace culture and enhancing employee safety and well-being for our nearly 3,000 employees who provide over 60 lines of business to our community. An employee engagement strategy is being developed as a tool for our workplace culture journey.

A modernized Flexible Work Arrangement policy and practices modeled after best practice and lessons learned during the pandemic is expected to be implemented early in 2022.

We will continue to focus on building a strong culture of innovation and actively seek opportunities to deliver digital service, increase the sustainability of our operations, and continuously improve how services are delivered. The City must leverage information and technology to modernize how it delivers service and interacts with its citizens.

2022 Anticipated Efficiencies, Innovations, and Cost Savings

- In 2021, City Council initiated an Efficiency Review. Work will begin in 2022 to implement the recommendations to transform City programs and services. People & Transformation will provide strategic leadership for this work through the development of a Transformation Office.
- An important initiative within the Service Regina transformation planned for 2022 is the scoping and acquisition of a new Customer Relationship Management system (CRM) to modernize how the City delivers service, including self-service, and interacts with customers. A modern CRM system can gather information from a large variety of sources across an organization, and in this way it can serve as a customer-listening engine, giving insights that can help to proactively make improvements, spot problems early, and identify gaps. Coinciding with this technology, there is also significant organizational opportunity for process improvement to increase first call resolution and reduce service requests.
- Strategic Communications will continue to advance its new organizational structure and improved processes in 2022. Work will focus on expanded social media presence and innovative new approaches to online communications to more effectively connect with all residents of Regina. The role of virtual meeting spaces in which the City can engage live with the public will continue to be explored and refined with emphasis on efficiency and accessibility.
- Employee health and safety is a priority. Implementation of safety software will be initiated to replace the current manual, paper-based processes. This initiative will improve efficiency, timeliness of reporting, ability to recognize safety trends or concerns, and reporting.
- New talent acquisition software will be implemented to provide a modern experience for job candidates, newly hired employees, and hiring managers.
- Once the Energy & Sustainability Framework has been approved in early 2022, work will commence to perform a thorough review of how environmental work is delivered at the City with recommendations made to optimize organizational structures related to both sustainability and regulatory commitments.

2022 Challenges and Opportunities

There is an ongoing challenge of balancing both citizen and employee expectations with the cost of delivering services. There is growing pressure to provide real-time information through multiple channels and to introduce online services that can be accessed 24 hours a day, seven days a week. As communication trends continually diversify and technology provides opportunity for improved efficiency and sustainability of services, the City's workforce must be equipped with the specialized skills to meet and respond to these challenges.

Recruitment and retention of employees and the creation of a healthy workplace culture must include a focus on diversity and inclusion, meaningful opportunities for advancement, professional growth and development. Succession planning is imperative to proactively address the reality of an aging workforce and ensure that organizational knowledge and skill sets are not lost.

Cybersecurity threats and fraud trends are continually evolving. To mitigate this, the City employs a combination of people, processes and technology. Technology helps to proactively reduce attacks before they reach City infrastructure and staff. Employee training and awareness helps spot fraudulent attacks and supplement technology protections.

Community support for and interest in the City's target to be 100 per cent renewable by 2050 will enable implementation of strong actions to ensure we meet this goal for the community.

Long Term Priorities and Plans

In response to the COVID-19 pandemic and the need for recovery planning, work is underway on the development of the next strategic plan for 2022 to 2025. This plan will be a roadmap for recovery and service transformation. It will outline the work we will undertake over the next four years to build a sustainable community. The City plays a pivotal role in community recovery – one of leadership, direct program and service delivery, as well as providing incentives or grants and regulating service.

The Energy & Sustainability Framework and Action Plan will be a priority and includes the development and implementation of a framework to make Regina Renewable by 2050, guiding both the City and the community through energy transition with a focus on community engagement and inclusion (Council approved October 2020). The finalized Framework will go before council early in Q1 2022.

Communications & Engagement will continue efforts for more transparent communications and conversations with the community, looking to further develop our social media presence and exploring the opportunities for hybrid engagement approaches that integrate the convenience and access of digital and virtual processes with the robustness of in-person engagement events.

Expenses by Department – General Operating Fund

	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Executive Director, People & Transformation	2,070	2,709	2,217	2,987	278	10.3%
Innovation, Energy & Technology	12,521	13,309	13,659	13,871	562	4.2%
People & Organizational Culture	6,013	5,845	5,792	6,313	468	8.0%
Communications & Engagement	3,685	4,188	4,014	4,499	311	7.4%
Total Expenses	24,289	26,051	25,682	27,670	1,619	6.2%
Internal Transfers						
People & Organizational Culture	(292)	-	-	-	-	0.0%
Total Internal Transfers	(292)	-	-	-	-	0.0%
Total	23,997	26,051	25,682	27,670	1,619	6.2%

TABLE 57

Budget Highlights:

Executive Director, People & Transformation

- To create efficiencies, People & Transformation reallocated two positions (\$0.2 million) to form the Transformation Office. This department will be focused on finding efficiencies to improve service levels and find financial savings corporate wide, including providing coordination and oversight in implementing recommendations from the 2021 Efficiency Review.

Innovation, Energy & Technology

- The increase is for increased funding on information technology, hardware and software to support operations.

People & Organizational Culture

- The increase is for additional Funding for Employee Assistance funding.

Communications & Engagement

- Addition of a communications position to improve public engagement and additional funding for street sweeping notifications.

FTEs by Department

	2021 Casual	2021 Permanent	2021 Total	2022 Casual	2022 Permanent	2022 Total	Change #	Change %
Fund 110 - General Operations Fund								
Executive Director, People & Transformation	-	16.0	16.0	-	18.0	18.0	2.0	12.5%
Communications & Engagement	2.0	45.0	47.0	4.5	44.0	48.5	1.5	3.2%
Innovation, Energy & Technology	-	65.0	65.0	-	63.8	63.8	(1.2)	(1.9%)
People & Organizational Culture	-	49.0	49.0	-	50.0	50.0	1.0	2.0%
Fund 110 - General Operations Fund Total	2.0	175.0	177.0	4.5	175.8	180.3	3.3	1.9%
Fund 130 - Utility Operations Fund								
Communications & Engagement	-	1.0	1.0	-	1.0	1.0	0.0	0.0%
Innovation, Energy & Technology	-	4.0	4.0	-	2.5	2.5	(1.5)	(37.5%)
Fund 130 - Utility Operations Fund Total	0.0	5.0	5.0	0.0	3.5	3.5	(1.5)	(30.0%)
Fund 620 - Cost Distribution Fund								
Innovation, Energy & Technology	-	3.0	3.0	-	2.7	2.7	(0.3)	(10.0%)
Fund 620 - Cost Distribution Fund Total	0.0	3.0	3.0	0.0	2.7	2.7	(0.3)	(10.0%)
Total	2.0	183.0	185.0	4.5	182.0	186.5	1.5	0.8%

TABLE 58

Executive Director, People & Transformation

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2020 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Executive Director, People & Transformation	648	1,160	1,051	1,183	23	2.0%
Corporate Strategy	499	551	363	586	35	6.4%
External Relations & Strategic Priorities	398	417	245	537	120	28.8%
Transformation Office	-	-	-	383	383	0.0%
Organizational Development	300	290	289	298	8	2.8%
Director, Corporate Strategy	225	291	269	-	(291)	(100.0%)
Total	2,070	2,709	2,217	2,987	278	10.3%

TABLE 59

Details on the responsibilities of the areas in Administration are listed below:

Executive Director, People & Transformation – Provides leadership for the division including business planning, operations management, and reporting.

Corporate Strategy - Development and administration of the strategic planning framework, process improvement methods, national benchmarking and corporate performance.

External Relations & Strategic Priorities - Provide executive level support in the advancement of stakeholder, intergovernmental and Indigenous relations.

Transformation Office – New unit focused on transforming the City in order to create efficiencies.

Organizational Development - Consultation and methods to improve organizational effectiveness.

Director, Corporate Strategy - Provide leadership for the department including business planning, operations management, and reporting. The position has been reallocated to create efficiencies.

Innovation, Energy & Technology

Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Director, Innovation, Energy & Technology	847	875	838	904	29	3.3%
System Licencing, Maintenance & Processing	6,162	5,948	6,385	6,391	443	7.4%
Business Solutions	3,430	3,576	3,457	3,702	126	3.5%
Cross Functional Solutions	2,082	2,113	1,976	2,054	(59)	(2.8%)
Energy & Sustainability Solutions	-	797	1,003	820	23	2.9%
Total Expenses	12,521	13,309	13,659	13,871	562	4.2%

TABLE 60

Details on the responsibilities of the areas in the Innovation, Energy & Technology are listed below:

Director, Innovation, Energy & Technology - Provides leadership for the department including business planning, operations management, and reporting.

Systems Licensing, Maintenance & Processing - Provides technology system maintenance, telecommunications and equipment rental.

Business Solutions - Leads City departments in the selection, development, implementation & maintenance of business technology that aligns with the corporate strategic technology principles.

Cross Functional Solutions - Lead the city in continual improvement, efficiency, and innovation by providing strategies, processes, tools and best practices that evolve our operating model.

Energy & Sustainability Solutions - Leads the development of the Energy & Sustainability Framework to achieve the goal of Regina becoming 100% renewable by 2050, while supporting existing energy sustainability initiatives.

People & Organizational Culture
Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Director, People & Organizational Culture	419	532	327	521	(11)	(2.1%)
Client Services & Labour Relations	2,579	2,528	2,429	2,645	117	4.6%
Workplace Health & Safety	1,433	1,366	1,557	1,639	273	20.0%
Payroll, Analytics & Employee Administration	1,582	1,419	1,479	1,508	89	6.3%
Total Expenses	6,013	5,845	5,792	6,313	468	8.0%
Internal Transfers						
Client Services & Labour Relations	(205)	-	-	-	-	0.0%
Payroll, Analytics & Employee Administration	(87)	-	-	-	-	0.0%
Total Internal Transfers	(292)	-	-	-	-	0.0%
Total	5,721	5,845	5,792	6,313	468	8.0%

TABLE 61

Details on the responsibilities of the areas in the People & Organizational Culture are listed below:

Director, People & Organizational Culture – Provides leadership for the department including business planning, operations management, and reporting.

Client Services & Labour Relations - Oversees recruitment, training and development, diversity and inclusion, performance management, labour relations, succession planning and the corporate employee recognition program. provides support and direction to the organization in the interpretation and application of the collective bargaining agreements and all facets of the collective bargaining process.

Workplace Health & Safety - Provides leadership and direction regarding occupational health and safety including the corporate mental health strategy and oversee the Family Assistance Program.

Payroll, Analytics and Employee Administration – Processes and administers all payroll functions for the City of Regina, Regina Police Service and two service partners; Oversees HR systems, HR data and manages the City's benefits program.

Communications & Engagement
Expenses by Activity – General Operating Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Director, Communications & Engagement	1,546	1,683	1,693	2,011	328	19.5%
Branding, Marketing & Communications	693	809	821	920	111	13.7%
Service Regina City Hall Services	1,038	1,207	1,025	916	(291)	(24.1%)
Service Regina Operational Services	359	412	409	575	163	39.6%
Interactive	49	77	66	77	0	0.0%
Total	3,685	4,188	4,014	4,499	311	7.4%

TABLE 62

Details on the responsibilities of the areas in the Citizen Experience are listed below:

Director, Communications & Engagement - Provides leadership for the department including business planning, operations management, and reporting.

Branding, Marketing & Communications - Provides strategic communications and public engagement expertise, issues management and media relations achieve the City's goals.

Service Regina City Hall Services - Provides customer service and payment services for residents.

Service Regina Operational Services - Responds to customer inquiries, requests for service and concerns relating to City of Regina services.

Interactive - Manages the official City of Regina social media platforms, websites, online Be Heard public engagement tool and intranet (CityConnect).

Regina Police Service

The Regina Police Service (RPS) takes a lead role in providing public safety in the City of Regina. Recognition of this role is embodied in the RPS vision statement of 'Working together to keep Regina safe.'

2021 Achievements

The following are a selection of some significant items that have improved the efficiency and effectiveness of the Regina Police Service in 2021. RPS is committed to making continuous improvements to processes and resources to ensure the well-being of our membership while delivering excellent service to the public. Ongoing adaptations to the COVID-19 pandemic continued in 2021, which is also included below.

Upgrade to CopLogic Online Reporting

- In order to increase efficiencies in our Direct Entry Victim Reporting (DEVIR) section, the software platform used for online reports was upgraded in 2021. This upgrade sees the information submitted by the public integrating with our Records Management Systems (IEIS) automatically, taking away much of the manual data input. This increased efficiency is timely as the area is seeing increased workload related to digital video submissions by the public as part of their reports. This upgrade is also allowing us to look towards future expansion of the online reporting system.

Improved Information Technology Security

- With the current rate at which organizations are being attacked via ransomware and phishing attacks, RPS has taken significant steps to improve our security posture and reduce organizational risk. These steps include user education, end point detection, security and incident events management, and network-centric detection and response. These changes allow RPS to better secure the data that the Service uses to provide services to the city of Regina.

Access and Privacy Unit

- Since 2018 when the RPS became subject to *The Local Authority Freedom of Information and Protection of Privacy Act*, the Access and Privacy unit has seen extensive growth in Access to Information Requests, Privacy Breach Response and Reviews initiated by the Office of Saskatchewan Commissioner. As the work in Access and Privacy requires consistent work process, response and direction, the unit has created multiple platforms to ensure consistency and reduce time and costs. Templates that were previously created in 2018 have been updated to track time and work flow more efficiently. The unit also created the Access and Privacy Clerk position in 2021 to maintain consistency and accuracy in information provided to outside agencies.

Front Line Support Unit

- In late 2020, the Front Line Support Unit was created to improve our customer service by supplementing the investigative work performed by patrol members. This investigative work includes the collection and search for video evidence after a crime is reported, follow-up investigation with victims to clarify missing information in reports, the dissemination and identification of suspects from video evidence, and investigative follow-up on loss prevention occurrences from retail stores. Further, this unit provided meaningful work opportunities for officers recovering from injury or requiring an accommodation.

Full-time Tactical Team Leader

- The position of a full-time tactical leader for our Special Weapons and Tactical (SWAT) team was created for a 1-year trial and has now become a permanent position for 2022 as it has increased our efficiency in response to critical incidents. This position also provides better consultative access to units throughout the Service who require tactical support on their investigations.

Tactical Emergency Casualty Care (TECC) Training

- RPS is leading the province in providing TECC training to its members. TECC training includes lifesaving skills such as tourniquet application, recovery position, direct and indirect threat care, casualty carries, wound packing, pressure dressings, chest seals, hypothermia prevention, evacuation care, and opioid overdose. The lifesaving skills gained by officers taking this training will contribute to officer and community safety. RPS developed 10 new TECC instructors in the Fall of 2021, in addition to an existing cadre of instructors. New instructors completed a 2 day instructor course developed by a Master Instructor who has an extensive medical background including as a paramedic and as a combat medic with the Canadian Armed Forces. A one day TECC training session was offered to sworn RPS

members in the fall of 2021. Members who complete the training are issued a medical kit that they will carry on their person during operational duties.

Post-Traumatic Stress Injuries (PTSI) Study

- Members of the RPS have been invited to participate in a Public Safety Personnel (PSP) PTSI Study led by the University of Regina. The initiative is a 3-year study that will investigate PTSI and other mental health injuries among PSP. Participants will include members from emergency communications, fire services, paramedics, and police services. Participants will have an opportunity to receive specialized training, use software and devices, as well as to provide feedback directly to the University of Regina team that can inform mental health support for PSP everywhere.
- By the end of the PTSI Study, the hope is to ensure participants can identify and manage stress very early on and facilitate early access to care and faster recovery. The study seeks to provide evidence-based recommendations for better assessment, treatment and management of mental health injuries that can be shared with all PSP as well as help produce the healthiest and most resilient PSP.

2021 Mental Health Campaign

- RPS launched its 2021 Mental Health Campaign in conjunction with Bell Let's Talk Day on January 28, 2021. The campaign built on 2020's campaign and included four weekly webinars hosted by 1st Responder Conferences which included:
 - Decide to Thrive: A Culture of Wellness Starts With You
 - Normalizing Mental Health Awareness to Reduce Stigma
 - Emotional Stability, the True Strength of a First Responder
 - The 411 on Mental Health Treatment for First Responders
- The campaign's last week included a video produced by the Workers' Compensation Board to shed light on the process of filing a claim for psychological injuries and receiving care.

Pre-Employment Psychological Evaluations

- With the addition of our Employee Psychologist in early 2021, pre-employment psychological screening was brought in-house, and the recruitment and selection policies and procedures were amended to ensure RPS' selection practices were current with recent research and consistent with best practices.
- The former psychological testing procedure could be characterized as a screening process that was limited to having applicants complete psychological testing instruments and only meet with a psychologist to discuss any relevant finding in the testing results as needed. The new process can be characterized as a more formal evaluation that includes psychological testing and an individual interview with all applicants in order to better evaluate a candidate's suitability for employment in emergency services. The new process utilizes updated testing instruments that have improved empirical support for screening for psychological vulnerabilities that could interfere with the applicant's ability to exercise the powers of a police officer and withstand the psychological demands of the job. Candidates are also evaluated on psychological characteristics and tendencies that research has associated with future job-performance in emergency services. The new process includes a formal suitability report, which summarizes any concerns identified in the evaluation and includes a suitability for hire recommendation. The combination of changes helps to improve the accuracy of psychological suitability recommendations and creates clarity in the process.

Safeguard Program

With the addition of our Employee Psychologist in early 2021, RPS moved from conducting Mandatory Psychological Assessments for sworn and civilian employees to a Safeguard Program.

- A safeguard program is a formal, coordinated system of psychological health checks delivered by a mental health professional to sworn officers and civilians identified by the organization as having a high likelihood of exposure to potentially traumatizing situations or content in the course of their regular duties.
- The basic program model includes three types of safeguard checks.
 - The first type of check is a selection check that could be conducted in advance of an individual attaining a high-risk position to help determine suitability for the position if requested by the identified unit (e.g., similar to

the current selection process in place for the Special Weapons and Tactics Team). Otherwise, a selection interview would be conducted soon after an employee begins a high risk position in order to provide a baseline psychological profile and overview of current functioning for comparison to future checks.

- The second type of check is for educational and support checks, which are conducted on an annual basis for the tenure of the high-risk position and include psychological testing as needed, education on mental health and strategies to maintain mental health, as well as support for any personal, familial, or professional difficulties identified during the sessions.
- The third type of check is an exit check, conducted within six months of finishing the position, to facilitate the transition to the employee’s new role, provide ongoing education and support for personal, familial, or professional difficulties, and to obtain feedback on the safeguard process.
- The program has been expanded from three high risk units to now include ten units.

Continued COVID-19 Service Adaptations

- A mandatory rapid testing policy was implemented on October 4, 2021. This policy mandates all employees to undergo a weekly COVID-19 rapid test prior to the start of their shift, unless the employee provides proof of full vaccination to Human Resources. This policy was developed and implemented to ensure protection of employee and community health and safety. RPS currently has a 95% full vaccination rate.

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Expenses						
Regina Police Service	96,185	99,563	99,563	103,695	4,132	4.2%

TABLE 63

The Regina Police Service [Proposed 2022 Budget](#) can be found on the City of Regina’s website on the Council agenda for the November 10, 2021 Council meeting.

2022



General Fund Reserves & Debt



Reserves

The City maintains 21 reserves across two primary funds: General Fund (20) and Utility Fund (1). Reserves are intended to smooth the effect of spending decisions on property taxation. They can also respond to unexpected/emergency spending requirements and minimize use of debt to finance capital projects.

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

- Solid Waste Reserve - a mechanism to set aside resources to allow for the renewal, capping and closure of the landfill as well as the ongoing assets required to operate the solid waste service; and
- Cemetery Reserve - a mechanism to set aside fees for perpetual care so that they are available for that purpose in the future.

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

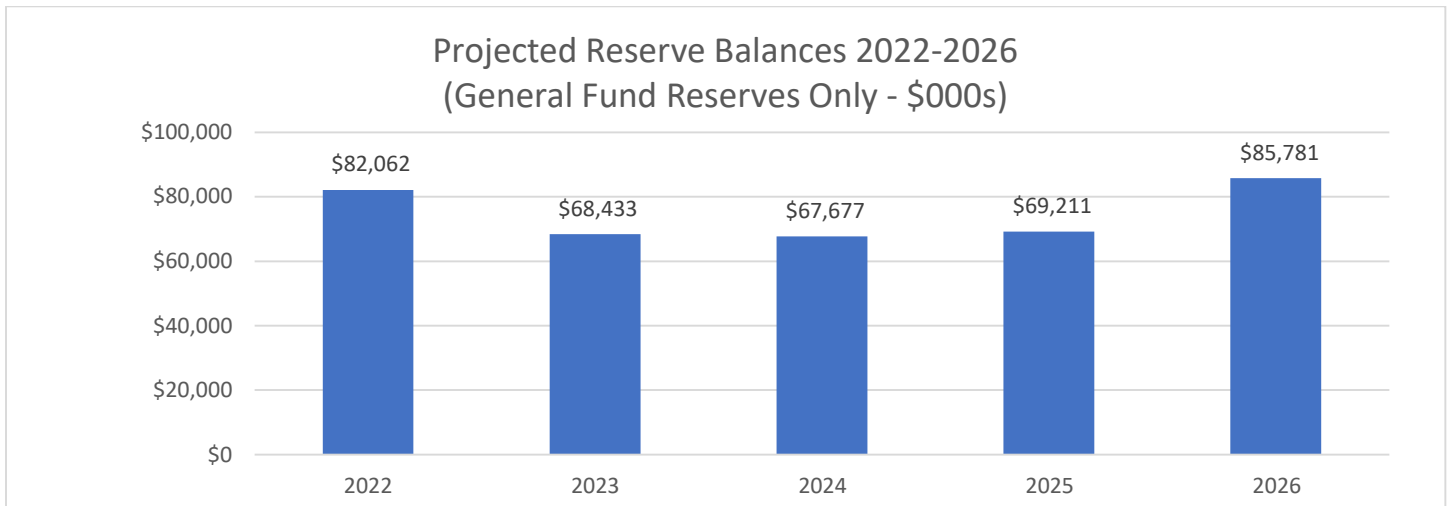


TABLE 64

Reserve Balances

The amount of funding currently held in reserves is relatively low in comparison to the value of the City’s assets. Reserves are projected to decrease from \$101.9 million in 2021 to \$85.8 million by 2026.

Minimum	Maximum	Reserve Name	2021 Projected Ending Balance	2022 Additions	2022 Reductions	2022 Projected Ending Balance	2023 Projected Ending Balance	2024 Projected Ending Balance	2025 Projected Ending Balance	2026 Projected Ending Balance
Operating Reserves (Tax-Supported) (\$000s)										
-	350	Community Investment (Grants) Reserve	594	0	0	594	594	594	594	594
-	-	COVID-19 Recovery Reserve	1,764	0	1,764	0	-	-	-	-
23,000	46,000	General Fund Reserve	29,096	762	8,562	21,296	21,296	21,296	21,296	21,296

Minimum	Maximum	Reserve Name	2021 Projected Ending Balance	2022 Additions	2022 Reductions	2022 Projected Ending Balance	2023 Projected Ending Balance	2024 Projected Ending Balance	2025 Projected Ending Balance	2026 Projected Ending Balance
-	800	Elections & Property Assessment Reserve	424	225	0	649	874	200	425	650
300	4,000	Regina Police Service General Reserve	1,618	0	0	1,618	1,618	1,618	1,618	1,618
65	300	Regina Police Service Radio Equipment Reserve	(22)	0	0	(22)	(22)	(22)	(22)	(22)
-	-	Social Development Reserve	659	2,500	2,500	659	659	659	659	659
1,000	2,000	Winter Road Maintenance Reserve	1,352	0	0	1,352	1,352	1,352	1,352	1,352
24,500	59,150	Subtotal	35,485	3,487	12,826	26,146	26,371	25,697	25,922	26,147
Capital Reserves (Tax-Supported) (\$000s)										
200	1,300	Asphalt Reserve	1,269	300	50	1,519	(331)	(31)	269	569
500	30,000	Asset Revitalization Reserve	13,954	15	1,249	12,720	726	152	(31)	6,676
1,700	14,300	Fleet Replacement Reserve	11,931	12,362	12,794	11,499	9,095	7,102	3,343	3,343
100	1,000	Technology Reserve	243	5	0	248	253	258	263	268
2,500	46,600	Subtotal	27,397	12,682	14,093	25,986	9,743	7,481	3,844	10,856
Self-Sustaining Reserves (Non-Tax Supported) (\$000s)										
100	800	Cemetery Reserve	(453)	58	740	(1,135)	(1,347)	(1,429)	(1,511)	(1,511)
200	3,500	Employer-Provided Parking Reserve	3,228	625	318	3,535	3,842	4,149	4,456	4,456
250	2,000	Golf Course Reserve	771	100	150	721	671	471	471	471
2,000	12,000	Land Development Reserve	5,427	2,600	7,518	509	(3,890)	(8,290)	(12,690)	(12,690)
28,000	48,500	Solid Waste Reserve	38,079	8,000	7,571	38,508	46,508	54,508	62,508	70,508
1,700	13,000	Planning & Sustainability Reserve	(3,770)	0	2,355	(6,125)	(8,480)	(10,835)	(10,835)	(10,835)
-	-	Regina Revitalization Initiative Stadium Reserve	(4,312)	0	1,771	(6,083)	(4,985)	(4,075)	(2,954)	(1,621)
57,250	169,800	Subtotal	38,970	11,383	20,423	29,930	32,319	34,499	39,445	48,778
Total Reserves			101,852	27,552	47,342	82,062	68,433	67,677	69,211	85,781

TABLE 65

Service Agreement Fees (SAFs)

These are fees paid by developers to the City and held to be used when developing new areas of the City as well as to enhance current infrastructure that needs to be upgraded in order to support new development.

Deferred Revenues

These are amounts paid by taxpayers and set aside to support specific assets at the City. The City of Regina currently sets aside deferred revenue for paved and gravel alleyways. These funds come from the Alley Levy.

Deferred Revenue and Service Agreement Fees (\$000s)										
Minimum	Maximum	Reserve Name	2021	2022	2022	2022	2023	2024	2025	2026
			Projected Ending Balance	Additions	Reductions	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance
N/A	N/A	Alley Maintenance - Gravel	869	1,677	1,677	849	849	849	849	849
N/A	N/A	Alley Maintenance - Paved	2,122	3,486	3,486	2,122	2,122	2,122	2,122	2,122
N/A	N/A	Dedicated Land Charges	3,839	50	300	3,589	3,639	3,389	3,389	3,389
N/A	N/A	Service Agreement Fees - Parks	11,429	1,033	1,321	11,141	9,936	8,404	8,020	7,973
N/A	N/A	Service Agreement Fees - Roadways	35,042	9,713	7,525	37,230	21,019	6,610	3,308	2,652
Total Deferred Revenue & SAF			56,310	53,301	15,959	14,309	54,931	37,565	21,374	17,688

TABLE 66

Debt

The City of Regina's debt limit is currently \$450 million. The limit is set by the Saskatchewan Municipal Board and the City cannot borrow above this limit. The debt that counts against this limit includes debt for the General Fund, the Utility Fund, and debt borrowed by the City's related entities. The General Fund Operating Budget includes the repayment of debt issued to fund capital projects, in accordance with section 129(1) of *The Cities Act*.

The City is using more of its own sources of financing to cover infrastructure costs. By keeping debt levels relatively low, the City has been able to minimize the interest expenses that are incurred.

The table 67 identifies the projected debt schedule through to 2026. This represents only General Fund debt.

Debt (\$000s)	2022	New Issue	2022	Servicing Cost		
	Opening Balance		Closing Balance	Principal	Interest	Total Payments
General Capital	8,160	-	6,184	1,976	180	2,156
Regina Revitalization Initiative - Mosaic Stadium	170,345	-	165,738	4,607	6,866	11,473
2022 General Operating Fund Total	\$178,505	-	\$171,922	\$6,583	\$7,046	\$13,629
Debt (\$000s)	2022	New Issue	2026	Servicing Cost		
	Opening Balance		Closing Balance	Principal	Interest	Total Payments
General Capital	8,160	-	-	8,160	374	8,534
Regina Revitalization Initiative - Mosaic Stadium	170,345	-	145,352	24,993	33,251	58,244
2022-2026 General Operating Fund Total	\$178,505	-	\$145,352	\$33,153	\$33,625	\$66,778

TABLE 67

2022



General Fund Capital



Five-Year General Capital Plan

Asset management planning is a critical element of the City's long-term strategic approach to financial and service sustainability.

The 2022 General Capital Plan addresses the City's most critical capital needs to support the strategic plans and the renewal of aging infrastructure.

The majority of Regina's capital needs continue to be related to the renewal of infrastructure such as roads, bridges, facilities and fleet. This is reflected in the 2022 proposed capital plan.

Each year, the City invests some of its General Operating Budget to support general capital investments. Over the last decade, there has been emphasis on increasing this investment to support the maintenance and renewal of our infrastructure and start to address long-standing deferred expenditures in asset management. In 2022, current contributions to capital funded from the General Operating Budget will be approximately \$61.6 million. These projects are included in the Five-Year Capital Plan and bring the total 2022 Capital Plan to \$136.3 million and the Five-Year Capital Plan to \$649.6 million.

The General Fund Capital Plan totals \$136.3 million in 2022. Highlights from the 2022 General Fund Capital Plan include:

- \$18.2 million for the Street Infrastructure Renewal Program
- \$12.3 million to support the Facilities Asset Management Program which is designed to extend the life of city-owned facilities
- \$12.0 South East Lands Development
- \$12.0 million for the Residential Roads Renewal Program
- \$9.8 million for transit and fleet replacement costs
- \$10.0 million for the Saskatchewan Drive Corridor Improvements
- \$10.0 million for Pinkie Road Upgrade – Sherwood Drive to Dewdney Ave
- \$6.9 million for Recreation/Culture & Recreational Infrastructure Program
- \$5.5 million for Food and Yard Waste Services (Green Bins)
- \$4.7 million for Bridge Infrastructure Renewal

Project detail and related funding sources are detailed in tables 69 & 70 below.

Advance Approved Capital Projects and Programs – 2022 Budget

The 2022 General Capital Plan includes a number of multi-year projects that require approval for the entire project. This allows the City to commit the total cost of a project from tendering through to completion of the work while allowing flexibility in cash management. Administration is seeking approval for approximately \$17.4 million in capital funding for committed projects and programs for the 2022-2026 Capital Plan. These projects are included in the Five-Year Capital Plan.

Advance Approval for General Capital Projects and Programs

Division	Department	Project/Program Name	2022	2023	2024	2025	2026	5-Year Total
City Planning & Community Development	Parks, Recreation & Cultural Services	Douglas Park Pickleball Facility	120	1,080	-	-	-	1,200
		Downtown Accessible Washroom	60	500	-	-	-	560
		Community & Neighbourhood Centres	1,065	2,435	-	-	-	3,500
	Sustainable Infrastructure	11th Avenue Utility and Corridor Upgrades	250	1,250	2,000	2,000	-	5,500
Financial Strategy & Sustainability	Land, Real Estate & Facilities	Fleet Training Site Development	250	150	-	-	-	400
		Salt & Sand Building	50	1,400	-	-	-	1,450
		Transit Master Plan – Downtown Facility Development	150	1,250	1,000	-	-	2,400
People & Transformation	Innovation, Energy & Technology	EBS 12.2 Upgrade	1,200	1,200	-	-	-	2,400
Total General Fund Advance Approval			3,145	9,265	3,000	2,000	-	17,410

TABLE 68

Detailed General Fund Capital Plan (\$000s)

Division	Department	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	5-Year Total	Description
Citizen Services	Fire & Protective Services	Chemical Detection Equipment	Current Contributions	150	-	-	-	-	150	Funds to acquire a hazardous materials trace detector and identifier when responding to unknown suspicious substance incidents.
		Fire Capital Equipment Restoration Replacement	Current Contributions	40	40	40	40	40	200	Funds from this program are for regular equipment replacement.
		Fire Station Alerting System Replacement	Current Contributions	100	-	-	-	-	100	Funds are required to maintain emergency notification requirements. The existing technology was implemented in 2004 and will require an upgrade/ replacement to integrate with current technology and maintain reliability.
		Firegrounds Training Props	Current Contributions	-	-	250	250	250	750	Funding to purchase training props to enhance delivery of key training programs including fire suppression, hazardous materials, and technical rescue.
		Gas Monitors	Current Contributions	50	-	-	-	-	50	Funding to purchase a multi-gas monitor with a chemical sensor that can detect percent oxygen (O2), percent lower explosive limit (LEL), concentration [parts per million (ppm)] of carbon monoxide (CO), and concentration (ppm) of hydrogen sulfide (H2S).
		Mobile Command Post	Current Contributions	-	300	300	-	-	600	The mobile command post provides a secure location to support a unified command approach that enhances preparation, communication, incident response and risk mitigation.
			Fleet Replacement Reserve	175	-	-	-	-	175	
		Next Generation 9-1-1	Current Contributions	-	500	300	-	-	800	Next Generation 9-1-1 represents a new and enhanced public emergency communications service that will allow the public to send text, image, video and data to 9-1-1 call centres through Internet Protocol (IP) based technology. Funds will be used to review and implement software, hardware and work processes to meet the CRTC's March, 2024 compliance deadline.
		Wildlands Firefighting Trucks	Fleet Replacement Reserve	390	-	-	-	-	390	Funds to purchase upgraded Fire department wildland units. These vehicles are equipped to respond to grass, bush, and land fires both within the region and the municipality.
	Roadways & Transportation	Bridge Infrastructure Renewal	Current Contributions	1,000	1,000	1,000	1,000	1,000	5,000	This 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.
			Gas Tax	3,676	4,192	4,192	2,092	2,092	16,244	
		New Enhanced Traffic Controls	Current Contributions	300	300	300	300	550	1,750	These funds are used for the design and installation of new traffic controls and enhancements to existing controls. Locations are determined annually based on analysis of warrants, studies and growth projections.
			Service Agreement Fees (Roads)	800	1,600	1,600	1,600	1,600	7,200	

Division	Department	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	5-Year Total	Description
		Pedestrian Connectivity	Current Contributions	500	500	500	500	500	2,500	These program funds are used to install sidewalks and pedestrian connections along transit locations, focusing on important points that connect our sidewalk network to develop complete neighborhoods.
		Railways Maintenance Program	Current Contributions	100	100	100	100	100	500	Funding for the City's portion of railway crossing improvements as contractually obligated.
		Renewal Program - Expressway Lighting	Current Contributions	450	450	450	550	600	2,500	Replace aging lighting infrastructure along Expressways within the City.
		Residential Roads Improvement Program	Current Contributions	5,542	7,162	12,042	12,042	12,042	48,830	The Residential Road Renewal Program aims to improve the condition of the City's residential roads.
			Gas Tax - One-Time	6,500	4,880	-	-	-	11,380	
		Street Infrastructure Renewal - Major Roads (75%)	Current Contributions	8,705	13,973	4,703	4,780	6,077	38,238	The Street Infrastructure Renewal program is in place to improve the condition of existing city roadway assets. This portion is focused on improving major roads.
			Gas Tax	4,962	3,645	7,138	8,713	8,713	33,171	
		Street Infrastructure Renewal - Residential Roads (25%)	Current Contributions	-	-	1,568	1,593	2,026	5,187	The Street Infrastructure Renewal program is in place to improve the condition of existing city roadway assets. This portion is focused on improving residential roads.
			Gas Tax	4,556	5,873	2,380	2,905	2,905	18,619	
		Tandem Truck Upgrades complete with slide in sanders	Current Contributions	190	-	-	-	-	190	Funding is used to upgrade truck fleet, based on the Fleet Replacement Program, to increase capacity, increase efficiencies, and incorporate best practice technology.
		Traffic Infrastructure Renewal	Current Contributions	1,000	1,000	1,500	1,500	1,500	6,500	Traffic infrastructure renewal program ensures traffic assets, such as traffic signals, pedestrian crossings, expressway lighting, signs, LEDs and accessible pedestrian signals are renewed in an appropriate timeframe to ensure ongoing levels of service.
		Upgrade of Major Components of the Asphalt Plant	Asphalt Plant Reserve	-	750	-	-	-	750	Funding from this program is used for upgrading major components of the Asphalt Plant, as determined by the Asphalt Plant Asset Management Plan.
		Variable Message Sign (VMS) Additions & Software Upgrades	Current Contributions	114	-	-	-	-	114	Funds to purchase additional VMS signs and software to allow for remote update of messaging on VMS signs.
		Victoria Avenue Expressway Lighting	Current Contributions	75	1,580	-	-	-	1,655	Funding for upgrades to Victoria Avenue E to meet safety guidelines for the area. Growth in the East Area of Regina has significantly increased traffic in this area.
		Vision Zero	Current Contributions	550	600	900	900	900	3,850	Funding to develop a Vision Zero Framework for the City of Regina and initiate an ongoing program for the implementation of safe system policies, projects and solutions with dedicated funding for traffic calming and vulnerable road user safety projects.

Division	Department	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	5-Year Total	Description
		Winnipeg Street Bridge	Government Funded	1,000	1,000	-	-	-	2,000	Funds to build an overpass on Winnipeg Street over Ring Road.
	Transit & Fleet Services	Additional Paratransit Buses	Current Contributions	280	-	-	-	-	280	Funds to purchase additional paratransit buses to support the adapted recreation program.
		Civic Fleet Replacement	Fleet Replacement Reserve	8,590	8,327	8,883	13,630	7,955	47,385	Funds from this program are used for the replacement of civic fleet assets that have completed or exceeded their economic service life.
		Fire Fleet Replacement	Fleet Replacement Reserve	475	1,114	264	1,195	1,138	4,186	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.
		Small Tools Replacement	Fleet Replacement Reserve	84	84	84	84	84	420	Funds from this program are used for the scheduled replacement of small tools.
		Transit Fare Collection System	Gas Tax - One-Time	-	1,500	-	-	-	1,500	Funds to update the transit fare collection system.
		Transit Fleet Replacement	Fleet Replacement Reserve	618	1,047	7,197	9,886	7,706	26,454	Funds from this program are used for the replacement of Transit Fleet assets that have reached or exceeded their economic life.
		Government Funded	55	55	55	55	55	275		
	Water, Waste & Environmental Services	Blue Cart Buyout	Solid Waste Reserve	-	500	238	244	238	1,220	Funds to purchase the blue bins from the contractor as per the contract. The City will now own and manage the blue carts.
		Drainage and Lot Grading Regulations	Current Contributions	125	-	-	-	-	125	Funds to purchase equipment to support the recently approved drainage and lot grading program.
		Food and Yard Waste Services	Solid Waste Reserve	5,500	232	238	244	238	6,452	Funds to purchase green bins and kitchen catchers (small bin for disposing of food scraps designed to fit under the sink or on a counter). These are needed to expand the Food and Yard Waste Program in the City.
		Garbage Roll-out Cart Replacement	Solid Waste Reserve	290	290	290	290	290	1,450	This represents annual funding to purchase garbage carts for new City services and to replace damaged carts.
		Landfill - Annual Infrastructure Renewal	Solid Waste Reserve	250	250	250	250	250	1,250	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.
Landfill Gas Collection		Solid Waste Reserve	25	-	-	10	15	50	Funds to rehabilitate and maintain the existing gas collection system at the landfill.	
Landfill Gas to Energy Project		Solid Waste Reserve	140	-	50	-	50	240	Funds to rehabilitate and maintain the existing gas conversion system at the landfill.	
	Perimeter Road	Solid Waste Reserve	1,366	-	-	-	-	1,366	Funds to develop the road to the north side of the Landfill.	

Division	Department	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	5-Year Total	Description
		Shredder for Leaf and Yard Waste	Solid Waste Reserve	-	110	-	-	-	110	Funds to purchase a large capacity shredder to shred larger items at the Leaf and Yard Waste Depot.
City Planning & Community Development	Parks, Recreation & Cultural Services	Athletic Fields & Sport Facilities Restoration, Repair and Upgrades	Current Contributions	150	150	150	150	150	750	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.
		Backstop Restoration	Current Contributions	25	25	25	25	25	125	This program provides funding for the restoration or decommissioning of ball diamond backstops which is determined by the users and spectators.
		Boulevard Restoration	Current Contributions	50	50	50	50	50	250	Funds to restore boulevards and easements with turf mortality as a variety of reasons including extreme winter conditions, winter exposure, salt accumulation, poor soil depth and quality, and drought.
		Cemeteries Fleet Equipment Requirements	Cemetery Reserve	-	140	-	-	-	140	Funds to purchase additional equipment to for Cemeteries. The additional equipment is needed as a result of the cemetery expansion.
		Cemeteries General Allocation	Cemetery Reserve	130	230	130	492	207	1,189	The Cemeteries General Allocation is used to sustain the cemeteries' assets to ensure the cemetery program continues to effectively operate its two locations: Regina Cemetery and Riverside Memorial Park Cemetery.
		Cemetery Software	Cemetery Reserve	-	130	-	-	-	130	Funds to procure cemetery software providing a solution for system inefficiencies, allowing integration with the corporate payment system, coordination of the financial systems and client records management.
		Pat Fiacco Plaza Restoration	Current Contributions	15	-	15	-	15	45	This funding is used to restore or replace deteriorated, vandalized or damaged elements or amenities such as paving stone and furniture within the Pat Fiacco Plaza. It is also used to correct deficiencies in the landscape planning.
		CPTED Improvements (Recreation Facilities)	Current Contributions	25	25	25	25	25	125	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.
		Golf Courses General Allocation	Golf Course Reserve	100	100	100	100	100	500	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 funded through the General Allocation includes mitigation of water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration.
		Irrigation and Water Components System Restoration	Current Contributions	285	287	285	1,070	1,060	2,987	Funds from this program are used to restore and replace deteriorated irrigation system components (valves, sprinklers, water lines, software and hardware) to ensure effective operation in the City's parks and open space.
		Multi-use Pathway Asphalt Recapping	Current Contributions	-	195	195	195	195	780	This program's funds are used for general recapping (the application of tack oil and hot mix asphalt) of Regina's multi-use asphalt

Division	Department	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	5-Year Total	Description
										pathways to keep them in safe and usable condition. Regina has almost 100 km of paved pathway through the City.
		Neighborhood Park Planning and Development	Dedicated Lands Reserve	-	-	-	600	-	600	Once a new policy is approved to guide development and redevelopment of parks space these funds will be used to implement the recommendations.
		Parks and Open Space Restoration	Current Contributions	300	300	300	330	330	1,560	Capital funding is used to restore or replace deteriorated open space amenities to a safe and useable condition.
		Parks Maintenance - Fleet Equipment Requirements	Current Contributions	115	135	135	149	149	683	Funds from this program are used to maintain equipment for the day to day operations in parks, athletic fields and other open space areas. The Parks Maintenance Branch currently maintains approximately 2,500 hectares of open space which is equivalent to the surface area of 5,000 football fields.
		Plant Material Establishment Funding	Current Contributions	8	8	8	8	8	40	This funding provides for watering and maintenance of newly planted trees and shrubs within the parks and open space of a new development for a three-year period to ensure establishment and survival of the new plant material. Any plantings that fail to survive this three-year period are replaced.
			Service Agreement Fees (Parks)	148	148	148	148	148	740	
		Playground Replacement and Restoration Program	Current Contributions	450	450	450	450	450	2,250	Funds from this capital program budget are used to replace two playgrounds per year that are either in poor condition or have little play value as well as to repair synthetic surfacing at playground sites.
		Recreation Equipment and Furnishings	Current Contributions	200	200	200	200	200	1,000	Funds from this capital program budget are used for the replacement, revitalization and sustainability of recreation equipment and furnishings at the City's arts, culture, recreation and sport facilities.
		Recreation/Culture Capital Program	Current Contributions	3,000	3,000	3,000	3,000	3,000	15,000	Funds to support investments that advance the Culture and Recreational Master Plans and other initiatives that focus on enhancing quality of life in Regina.
			Asset Revitalization Reserve	99	-	-	-	-	99	
		Recreational Infrastructure Program	Current Contributions	3,900	5,300	6,750	6,750	6,750	29,450	Improve access and quality of recreational infrastructure through new or renewed infrastructure projects.
		Riverside Cemetery Expansion	Cemetery Reserve	600	20	-	-	-	620	Expansion of Riverside Cemetery to support internments over the next 25 years.
		Tree Replacement Along Arterials, Buffers and Parks	Current Contributions	125	150	175	200	225	875	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.
		Winter City Strategy Execution	Current Contributions	20	-	-	-	-	20	Funds to support programs implemented as part of the Winter City Strategy.
	Planning & Development Services	Neighborhood and Corridor Planning Program	Current Contributions	75	100	100	100	100	475	Funding will be used for engagement support for the program to create new neighborhood and corridor plans which provide land use,

Division	Department	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	5-Year Total	Description
										urban design and infrastructure investment policies for established areas of the City.
		Roadways Completion Program	Service Agreement Fees (Roads)	50	50	50	50	50	250	This is an ongoing program to provide signs, permanent pavement markings, pedestrian crossings and similar low-cost transportation related infrastructure along roadways and bikeways that were constructed within the last five years.
	Sustainable Infrastructure	11th Avenue Utility and Corridor Upgrades	Current Contributions	250	1,250	2,000	2,000	-	5,500	Street enhancements including upgraded sidewalks, curbs, street furniture on 11th Avenue between Broad Street and Albert Street.
		13th Avenue - Sandra Schmirler Way to Courtney Street	Service Agreement Fees (Roads)	-	500	-	8,000	-	8,500	Funds to rebuild 13th Avenue from Sandra Schmirler Way to Courtney Street to a paved surface.
		Arcola Avenue Corridor Improvements	Service Agreement Fees (Roads)	-	-	500	-	5,000	5,500	Funds to improve service levels along the Arcola Corridor to be in line with the City's current services levels.
		Assiniboine Avenue - Active Transportation Upgrades	Current Contributions	-	100	-	-	-	100	This project will upgrade the existing Assiniboine Avenue active transportation infrastructure between Park Street and University Park Drive in coordination with road renewal.
		Fleet Street/McDonald Street - Intersection Improvements	Provincial Grant (UHCP)	-	700	-	-	-	700	Capacity improvements at the intersection of Fleet Street and McDonald Street including turning lanes, improved traffic signals and street lighting.
			Service Agreement Fees (Roads)	-	300	-	-	-	300	
		Geospatial Sustainable Technology & Growth	Current Contributions	-	-	55	84	-	139	Purchase of equipment to support the Geospatial program.
		Intersection Capacity Upgrades	Service Agreement Fees (Roads)	500	-	-	-	-	500	This project includes capacity improvements due to background growth of the City at intersections through existing parts of the City, the need for which would be evaluated during rehabilitation projects.
		On Street Bike Lanes and Multi-Use Pathways Program	Current Contributions	300	350	400	450	500	2,000	Funding for this program includes the design and construction of on-street bikeways and multi-use pathways in existing areas throughout Regina. This will be an ongoing program aimed at meeting the sustainable transportation goals identified in the Official Community Plan and the Transportation Master Plan.
		Pinkie Road Upgrade - Sherwood Drive to Dewdney Avenue	Service Agreement Fees (Roads)	10,000	-	-	-	-	10,000	This project will pave Pinkie Road from Sherwood Drive to Dewdney Avenue in coordination with another project to replace the Pinkie Road bridge. Design for this project is underway with internal city resources.
		Prince of Wales - Jenkins Drive to Highway 46	Service Agreement Fees (Roads)	500	-	8,000	-	-	8,500	This project includes paving of Prince of Wales Drive from Jenkins Drive to Highway 46.

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		Roadway Noise Attenuation Pilot	Current Contributions	700	-	-	-	-	700	Funding for a project to pilot roadway noise mitigation techniques in one or more pilot locations around the City.
		Ring Road Rail Grade Crossing Relocation - Preliminary Design	Current Contributions	700	-	-	-	-	700	This project is the engagement of a qualified engineering consultant to undertake the preliminary design of relocating the CP and CN grade rail crossings at Ring Road.
		Ring Road Widening - Ross Avenue to Dewdney Avenue	Service Agreement Fees (Roads)	-	2,500	-	-	-	2,500	This project is to increase capacity for traffic on Ring Road between Ross Avenue and the Dewdney Avenue interchange ramps. This project will provide a permanent solution to meet long-term traffic growth associated with development in northeast Regina.
		Road Network Improvements Property Purchases	Service Agreement Fees (Roads)	500	500	500	500	500	2,500	The funding will be utilized for property acquisitions to realize the 25 year road network plan in the Transportation Master Plan and beyond. Property will be utilized for road right of way for increased network capacity to support continued growth.
		Saskatchewan Drive Corridor Improvements - Winnipeg Street to McTavish Street	Current Contributions	5,000	-	2,500	2,500	2,500	12,500	Street enhancements including upgraded sidewalks, curbs, street furniture on Saskatchewan Drive from Winnipeg Street to McTavish Street.
			Service Agreement Fees (Roads)	5,000	2,000	2,500	2,500	2,500	14,500	
		Scarth Street Rehabilitation Project	Current Contributions	300	-	4,000	-	-	4,300	Funding to rehabilitate Scarth Street to ensure it meets service levels and to be consistent with newly developed Downtown Design Standards.
		Sunset Drive - Community Upgrades	Current Contributions	100	-	-	-	-	100	Funds to upgrade active transportation infrastructure on Sunset Drive.
Wascana Parkway to Highway 1A Loop Ramp	Service Agreement Fees (Roads)	-	4,000	-	-	-	4,000	This project will result in the installation of a loop ramp from Wascana Parkway onto Highway 1A to provide free-flow conditions to the current left turn lane from Wascana Parkway onto Highway 1A.		
Financial Strategy & Sustainability	Assessment & Property Revenue Services	Tax & Assessment Suite Modernization	Current Contributions	283	-	-	-	-	283	This project is to upgrade the front end of the Tax and Assessment Suite software to a supported technology platform that will allow for continued use of the system while improving efficiencies and customer service.
	Financial Services	Fuel Tank Replacement and Contaminated Sites Management	Current Contributions	-	450	-	-	450	900	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.
		Hyperion Upgrade	Current Contributions	200	1,400	-	-	-	1,600	Funding to upgrade Oracle Hyperion Planning to the current vendor supported version. Hyperion Planning software is the City's management reporting tool used for budget and forecast reporting.
		iProcurement Implementation	Current Contributions	-	350	-	-	-	350	Implementation of software to standardize distribution of warehouse inventory to provide accurate and timely inventory levels for day-to-day operation requirements.

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		Oracle WAM System Replacement	Current Contributions	-	-	300	1,100	1,100	2,500	Funds to replace the financial system used to track costs at the City. This application is beyond its useful life. WAM is used to track project costs, event costs, external and internal billings, manage assets and inventory.
	Land, Real Estate & Facilities	500 Arcola - Decommissioning	Current Contributions	-	300	-	-	-	300	Funding for this project covers the decommissioning of the Solid Waste container shop located at 500 Arcola, which has exceeded its useful life and is no longer required to support City operations following the completion of the new Waste Management Centre.
		Cemeteries Facilities Asset Management	Cemetery Reserve	10	10	10	10	10	50	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.
		Corporate Office Space for New Employees	Current Contributions	75	75	100	100	100	450	Funding from this program covers the set-up of office space for new City employees.
		Corporate Office Space Upgrades	Current Contributions	-	-	-	2,100	2,250	4,350	This program provides funding for the renovation of one floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per the contemporary office space guidelines to improve the quality of work experience for employees throughout the organization and increase space utilization.
		Employee Provided Parking Improvements (City Hall)	Employer Parking Reserve	50	50	50	50	50	250	This 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.
		Employee Provided Parking Improvements (Non-City Hall)	Employer Parking Reserve	-	100	100	100	100	400	This funding is allocated from the employee parking reserve (non-City Hall) to provide for the long-term sustainability of employee provided parking lots. The work includes new asphalt, paving overlays, lighting, electrified receptacle infrastructure and fencing at parking sites other than City Hall.
		Expansion of City Facilities Recycling	Solid Waste Reserve	13	13	13	13	13	65	Expansion of the pilot waste service to all City owned and operated spaces, including outdoor spaces (parks, skating rinks, bus shelters, etc), fire stations and leased spaces used by the City.
		Facilities Asset Management	Current Contributions	12,341	12,282	12,092	13,069	14,625	64,409	This program involves allocating funding to key facilities for projects identified in the Facilities capital planning program and other condition assessments. Projects include roof replacements, structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and services can continue to be delivered.
		Facilities Security Infrastructure Program	Current Contributions	25	25	25	50	50	175	Funds from this program support security additions and upgrades at existing facilities to provide protection to corporate physical assets, City staff, public and information resources.
		Fire Pump Testing and Storage Facility	Current Contributions	-	-	-	-	150	150	Funding for the planning and design of a new, year-round facility to address space requirements for Fire and Protective Services for training, classroom space, a pump testing area for re-built fire pumps and storage.

Division	Department	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	5-Year Total	Description
		Fleet Training Site Development	Current Contributions	250	150	-	-	-	400	Funding for the development of a new fleet training site. The training site includes semi-trailer backup areas, ice/skid training, excavator training, traffic controls, sidewalks and curbs, and manhole installations. This will move the fleet training to land adjacent to the new Waste Management Centre, where the fleet classrooms are located.
		Golf Course Facilities Asset Management	Golf Course Reserve	50	50	100	100	100	400	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.
		Land Development Master Plan	Land Development Reserve	518	-	-	-	-	518	This project will develop a master plan for the City's developable land assets that are within the 300K Growth Horizon, as noted in the Official Community Plan. The strategy will be founded on a policy articulating an approach to each of the City's major land assets. It will also include a high-level financial plan and technical assessments of each land asset.
		New Fire Station Development	Current Contributions	2,400	-	2,700	4,000	4,000	13,100	The Fire Master Plan identifies the need to develop new fire stations within the next 5 and 10 years as a result of growth. This funding is to acquire land for two new fire stations as well as the design and construction of one new fire station.
		Operations Yard Master Plan	Current Contributions	-	-	-	200	750	950	This update to the Operations Yard Master Plan will examine all remaining departments located at the Operations Yard or in other facilities plus take into account the St. John's yard including the asphalt plant, material storage area and Central Stores. The plan will provide an updated road map for future implementation of development of a new operations yard and other related facilities including cost estimates, schedules and location of facilities.
		Outdoor Boarded Rink Improvements	Current Contributions	-	-	450	450	450	1,350	This program funding supports the renewal of one outdoor boarded rink site per year of funding. These sites require foundation, lighting, and electrical upgrades in conjunction with complete board replacement. Rehabilitating these sites will allow City programs and operations to continue to effectively operate the 22 boarded rink sites with adjacent pleasure skating rinks located around the City.
		Parks Maintenance Sub-Depots	Current Contributions	700	-	-	700	-	1,400	Funds for this project are for the development of a Parks sub-depot building in the expanding North and South areas of the city, bringing equipment and labour closer to the work areas to ensure efficient service delivery across the city.
		Recreation Facility Program and Accessibility Improvements	Current Contributions	200	200	200	200	200	1,000	This program is intended to fund smaller facility improvement projects that will permit recreation program changes and accessibility improvements, improving the customer experience at the major recreation facilities.
		Regina Police Service Campus Development	Current Contributions	1,500	2,000	-	-	-	3,500	Funds are required to invest in the implementation of a campus facility solution to meet current and future programming requirements of the Regina Police Service.
		Regina Revitalization Initiative (RRI) Railyard Renewal Project	Government Funded	4,400	4,400	4,400	7,100	-	20,300	Funding for the Railyard Renewal Project will be used to redevelop a former CP Rail intermodal yard, a 17.5 acre brownfield site, into a new sustainable mixed-use neighborhood.

Division	Department	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	5-Year Total	Description
		Renewable Regina 2050 - Facilities Upgrades	Current Contributions	250	-	-	-	-	250	Funding for the initial planning of a program to align city facilities with Council's commitment to be a 100% renewable city by 2050. Planning for facility upgrades will focus on reducing utility consumption and GHG emissions consistent with the energy and sustainability framework.
		Salt and Sand Building	Asphalt Plant Reserve	50	1,400	-	-	-	1,450	This project involves the construction of a new and larger salt and sand storage building to meet the long-term needs of Roadways and Transportation and the efficient production of salt and sand.
		South East Lands Development	Land Development Reserve	12,000	12,000	12,000	7,000	3,000	46,000	Funds for this project are for Phase one of the South East Land development (The Towns), which consists of approximately 50 acres of primarily residential land. Market conditions will dictate the pace of completion.
		Tennis and Pickleball Court Redevelopment	Current Contributions	-	200	235	235	250	920	This is a multi-year program to redevelop existing tennis and pickleball court sites to ensure that service levels are maintained. Funding identified is to typically upgrade two sites per year.
		Alternative Fuel Bus Facility	Current Contributions	250	-	-	-	-	250	Funding for the initial planning and design work required to upgrade the transit operations centre to support the operation of new alternative fuel buses.
		Downtown Transit Facility Development	Current Contributions	150	1,250	1,000	-	-	2,400	Funding for the development of expanded transit shelters in the downtown and renovations to the Transit Information Centre to improve the customer experience, pending the endorsement of the Transit Master Plan.
		Transit Shelter Improvements	Current Contributions	105	50	100	100	100	455	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. Every year Transit modifies the routes throughout the City and adds new services due to growth or service changes.
		Workspace Improvement Program	Current Contributions	-	-	200	200	200	600	This program funds City workspace improvements to improve employee engagement and business efficiencies, enhance workflow, collaboration and team dynamics.
Officers of Council	City Clerk's Office	Council and Committee Meeting Management Solution Replacement	Current Contributions	230	-	-	-	-	230	Replacement of the City's meeting management software.
	Office of the City Solicitor	Parking Meter Replacement Program	Current Contributions	15	15	15	15	15	75	Funds from this program are used to replace aging meters and associated equipment (e.g., meter poles).
		Parking Pay Stations	Current Contributions	250	-	-	-	-	250	Funds to install parking stations to replace parking meters.
		Parking Ticket Equipment Replacement Program	Current Contributions	65	-	35	30	35	165	Funds are used for the regular replacement of equipment the City of Regina uses daily to issue parking tickets.

Division	Department	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	5-Year Total	Description
People & Transformation	Communications & Engagement	Customer Relationship Management (CRM) and Case Management Project	Current Contributions	300	-	-	1,640	1,000	2,940	Implementation of a new enterprise-wide CRM solution for the City including a knowledge base, code enforcement capabilities, a public facing online submission form, and future integration capabilities.
	People and Organizational Culture	Safety Software Solution	Current Contributions	330	-	-	-	-	330	A corporate safety software solution will enhance overall safety performance by providing access to information and processes in real time. This will support City of Regina employees in performing their duties safely and efficiently.
	Innovation, Energy & Technology	EBS 12.2 Upgrade	Current Contributions	1,200	1,200	-	-	-	2,400	EBS is the City's major financial application that supports financial, procurement and human resources functions. These funds would be used to assess the application and implement an upgrade to the system to increase efficiency and effectiveness.
		Charging Infrastructure	Current Contributions	50	-	-	-	-	50	Funds to build vehicle charging infrastructure in support of the Renewable Regina 2050 program. These are for City owned vehicles.
		Technology Growth	Current Contributions	200	200	200	225	225	1,050	This program provides the ongoing funding for the City to expand its IT infrastructure services to accommodate the needs of new employees, new City services and new City network locations as well as the growing needs of existing users and services.
		Sustainable Technology Infrastructure	Current Contributions	200	200	200	225	225	1,050	Replace aging & end of life Technology & Digital Innovation components to reduce risk and ensure service availability. This includes technology hardware, software, IT security, data storage, networking equipment & Geospatial technology.
		Telematics	Current Contributions	100	100	100	-	-	300	Telematics are technologies used to acquire data from the City's vehicle fleet and their systems, including positional and activity data.
Regina Police Service	Regina Police Service	Regina Police Service	Current Contributions	4,891	4,227	4,940	3,762	4,291	22,111	The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology emergency services equipment, asset management and fleet.
			Provincial Funding	120	-	-	-	-	420	
			SGI	128	128	128	128	128	640	
Grand Total				136,339	129,172	129,251	137,781	117,019	649,561	

TABLE 69

General Fund Capital by Funding Source (\$000s)

(\$000s)	2022	2023	2024	2025	2026	5-Year Total
Current Contributions	61,863	64,305	67,664	69,693	71,784	335,307
Gas Tax	19,744	20,040	13,710	13,710	13,710	80,924
Federal/Provincial	5,713	6,283	4,583	7,283	183	24,035
Reserve	31,522	26,946	29,996	34,297	21,544	144,306
Service Agreement Fees	17,497	11,598	13,298	12,798	9,798	64,987
Total	136,339	129,172	129,251	137,781	117,019	649,561

TABLE 70

2022



Utility Budget



Utility Fund Overview

The Utility Fund budget must be balanced as defined in *The Cities Act*. For 2022, the Utility Fund Budget is based on \$157 million in both revenue and expense. The Five-Year Capital Plan includes \$119 million in 2022 and \$501 million for the years 2022-2026. The Budget developed for 2022 was guided by the following direction:

- Sustainable delivery of City services and infrastructure reflective of our community’s priorities
- Transparent and accountable budget process
- Demonstrate managing efficiently and effectively
- Leverage third party funding
- Affordability for Regina residents

The Utility Fund provides water, wastewater, and stormwater services primarily to customers in Regina. The Utility operates on a full cost-recovery, user-pay basis through utility rates. The 25-Year Utility Fund Model is based on users paying for the service rather than having the costs borne by property owners. Users are billed monthly, and charges are based on a fixed daily base rate plus a rate per volume of consumption (usage), which provides an incentive to conserve valuable resources.

The Utility is responsible for diverse infrastructure including water mains, storage reservoirs, pumping stations, building service connections, a wastewater treatment plant, wastewater, and storm stormwater sewers as well as stormwater channels and creeks. The City of Regina is also a joint owner of the Buffalo Pound Water Treatment Plant with the City of Moose Jaw, which provides the City’s drinking water.

Services

The Utility rates support four service areas:

1. Water supply and distribution – the water system provides water for residential, institutional, commercial, and industrial customers, as well as for fire protection.
2. Wastewater collection and treatment – the wastewater system collects wastewater from residential institutional, commercial, and industrial customers in the City and treats wastewater in accordance with the federal and provincial government’s environmental regulations and industry standards.
3. Stormwater collection and flood protection – the stormwater system controls water runoff from rainfall and melting snow in and around the City.
4. Customer service and Administration including utility billing and collections functions in an efficient, accurate and timely manner. It also includes the communication function of responding to customer inquiries and needs.

The 2022 rates result in a 5% increase or for a typical residential customer about \$7.25 per month. This includes a 2% increase that was approved by Council in early 2021 to fund the Lead Service Connection Management Program. The remaining 3% increase is meant to support base operations.

	Utility Rate Increase %	Monthly Increase for an average household \$
Lead Service Connection Management Program (Approved)	2%	\$2.90
Increase for Base Operations (Proposed)	3%	\$4.35
Total Proposed Increase	5%	\$7.25

TABLE 71

Utility rates are set based on a long-range financial model which covers the cost of operating the Utility and the cost of ongoing asset management and renewal. This serves to moderate the need for dramatic rate increases in any given year.

Supplying safe drinking water and ensuring the management of wastewater and storm water are essential services provided by the Utility. Pressures due to aging infrastructure, population growth, climate change and changing regulations require the utility to plan and adapt to the changing conditions. The Utility delivers a reliable, accessible, and sustainable supply of high-quality drinking water. The Utility also strives to ensure that potable water is used efficiently, and that the City is prepared for emergencies. The Utility creates and maintains sewer and storm water system that protects public health and property.

2022 Priorities and Plans

Priorities include continued inspection and rehabilitation of Regina's underground water, wastewater and stormwater pipes and advancing wastewater system improvements to meet the regulatory expectations of the Saskatchewan Water Security Agency related to sewage bypasses.

In 2022, work will continue to renew underground infrastructure, including relining some large diameter wastewater pipes; and on the water system (Eastern Pressure Solution) to allow growth to continue as identified in the OCP. Initial work will also continue on the replacement of water meters and the meter reading system.

An additional 2% Utility Rate increase in 2022 is being allocated to the Lead Service Connection Program to advance the timing of replacing the connections. The target date for completion of this program will be 2036 because of this increase, or 15 years earlier than previously planned.

Challenges and Opportunities

The Utility uses a model to assess the benefits of proposed capital investments and prioritize projects across the Utility networks for the next 25 years. This includes anticipated large investments in the Buffalo Pound Water Treatment Plant as well as water, wastewater, and stormwater infrastructure. The capital investment plan forms the basis of longer-term Utility rate and financial models.

The Utility has increased cross-training, which allows for the deployment of resources where required, including responses to failures, which improves service delivery. In 2021, top priority was to continue delivering reliable water, wastewater, and stormwater service throughout the COVID-19 pandemic. This required the implementation of safety protocols and separation of teams as much as possible to reduce the potential transmission of COVID-19.

Through development of the Master Plans and integration with the utility model, the Utility is advancing a sustainable long-term plan.

2021 Achievements

The McCarthy Boulevard Pumping Station Upgrade project was completed in 2021 to reduce the risk of any future bypasses into Wascana Creek during heavy periods of rainfall.

A continued emphasis was put on investing in underground infrastructure, including the relining and cleaning of the wastewater system to ensure wastewater flows reliably to the Wastewater Treatment Plant. Crews employed trenchless methods to rehabilitate wastewater lines which resulted in reducing costs and less disruption to residents.

In addition, a multi-year stormwater project continued in the North Central neighborhood to reduce the risk of flooding from heavy rainfall events.

Utility Fund Operating Revenue

(\$000s)	2020 Actuals \$	2021 Budget \$	2021 Forecast \$	2022 Proposed Budget \$	2022 Change \$	2022 Change %
Water	70,234	71,343	72,730	75,592	4,249	6.0%
Wastewater	54,601	53,982	55,855	56,925	2,943	5.5%
Stormwater	18,196	18,656	18,755	19,744	1,088	5.8%
Administrative & Other	3,809	4,273	4,016	5,101	828	19.4%
Total	146,840	148,254	151,356	157,362	9,108	6.1%

TABLE 72

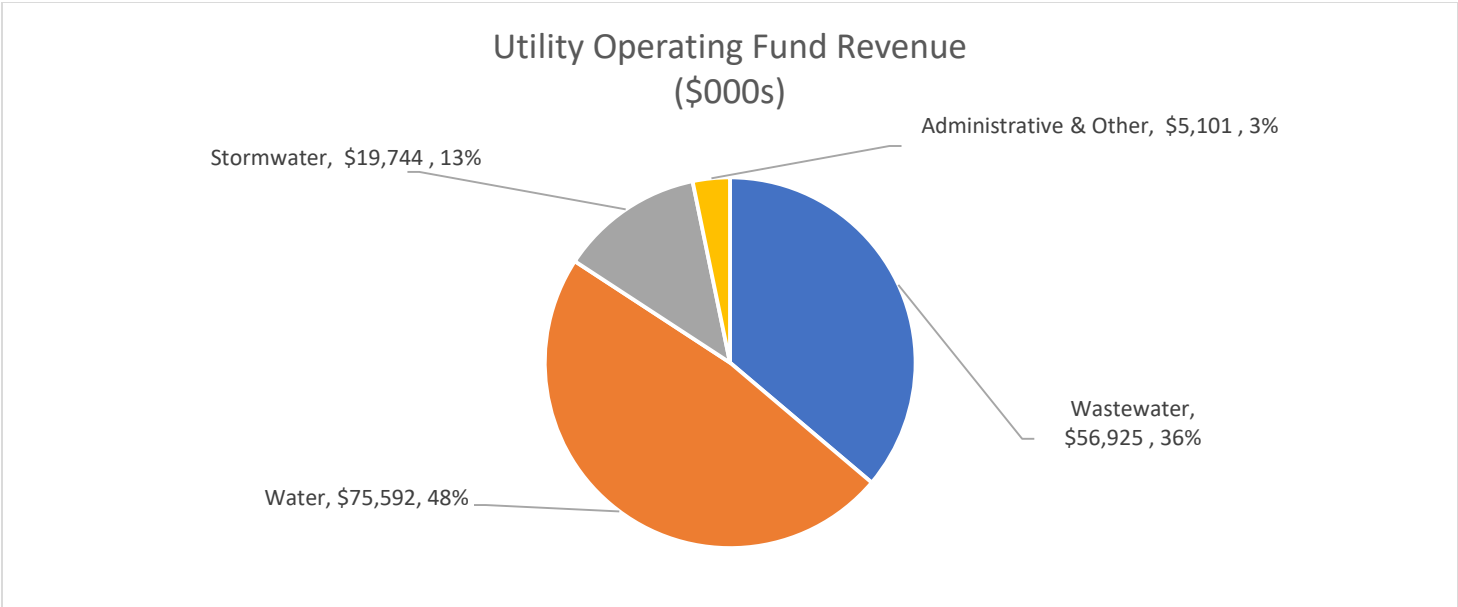


TABLE 73

The user-pay structure of the Utility Fund means that fees paid by customers support the cost of providing the service and maintaining the assets required to provide the service. An overall Utility rate increase of 5% in 2022 is being proposed as part of the 2022 Utility Budget. The rate increase will be effective January 1, 2022.

Revenues from Utility rates are estimated to total \$157.3 million, an increase of \$9.1 million over 2021. The increase is based on the proposed 5% increase in 2022 which includes the Council approved 2% for the Lead Service Connection Management Program.

Water

Water fees are collected for the purposes of purchasing water and distributing water to customers. The rate structure for water includes a base fee that varies according to the size of the water meter and a fee for the amount each customer consumes. For 2022, the revenue collected is projected to be \$75.6 million; an increase of \$4.2 million over 2021. The increase is due primarily to the rate increase, growth in customers, and consumption based on 5-year trend.

Wastewater

Wastewater fees are collected for the purposes of removing and treating the wastewater collected from customers. The rate structure for wastewater includes a base fee that varies according to the size of the water meter as well as a fee for the amount that each customer discharges into the wastewater system. In 2022, the revenue collected is projected to be \$56.9 million; an increase of \$2.2 million over 2021. The increase is due primarily to the rate increase, growth in customers, and consumption based on 5-year trend.

Stormwater

Stormwater fees are collected for the purposes of managing and maintaining the stormwater system which collects water from rainfall and melting snow in and around the City. The rate structure is based on the size of the property, with larger properties paying a higher levy. In 2022, the revenue collected is projected to be \$19.7 million; an increase of \$1.1 million over 2021. The increase is due primarily to the rate increase, growth in customers and increased volume.

Administrative Fees and Other Charges

Administrative Fees and other charges include Utility service charges such as turn-off and turn-on fees and any late payment interest revenue that the City collects from our customers. This also includes revenues that the City charges to its internal customers such as community facilities, parks, and City Hall, as well as administrative fees collected for new development. In 2022, the revenue collected is projected to be \$5.1 million; an increase of \$1.6 million over 2021. This is primarily due to funds received for the renewal of the Wastewater Treatment Plant from Service Agreement Fees for the growth portion of the renewal of the Wastewater Treatment Plant.

2022 Utility Rate

The 5% increase in 2022 is based on revenues of \$157.4 million, expenditures of \$91.2 million, a \$60.2 million transfer to the reserve and debt repayments of \$6.0 million. The new rates will be implemented on January 1, 2022.

Utility rates are set based on a long-range financial model which covers the cost of operating the Utility and the cost of ongoing asset management renewal and upgrades. The model accounts for revenues from Utility rates as well as service agreement fees for new development. The model also builds in some assumed debt. This serves to moderate the need for dramatic rate increases in any given year.

Rate Impact – Average Residential

Table 74 illustrates the impact of a 5 per cent rate increase on a homeowner who uses 275 cubic meters of water per year. In 2022, the cost increase from 2021 rates is about \$7.25 per month or \$87.05 annually for a typical household.

Rate Impact – Average Residential	Approved	Proposed	Annual Typical Household Increase	Monthly Typical Household Increase
	2021	2022	2022	2022
Water				
Annual Basic Charge	\$321.20	\$335.80	\$14.60	\$1.22
Annual Volume Charge	\$577.50	\$607.75	\$30.25	\$2.52
Total Annual Water	\$898.70	\$943.55	\$44.85	\$3.74
Wastewater				
Annual Basic Charge	\$248.20	\$259.15	\$10.95	\$0.91
Annual Volume Charge	\$419.43	\$439.73	\$20.30	\$1.69
Total Annual Wastewater	\$667.63	\$698.88	\$31.25	\$2.60
Annual Stormwater Infrastructure Levy	\$215.35	\$226.30	\$10.95	\$0.91
Total Annual Utility Charges	\$1,781.68	\$1,868.73	\$87.05	\$7.25

TABLE 74

Rate Comparison – Sample Residential Customer

Table 75 compares Regina's 2022 rates with those of other cities for a residential customer who uses 275 cubic meters of water per year.

Sample Residential Customer – 2022 Rate for Regina, (2021 Rates for other Cities)					
	Regina	Calgary	Edmonton	Saskatoon	Winnipeg
Water					
Annual Basic Charge	\$335.80	\$180.92	\$93.20	\$306.11	\$240.90
Annual Volume Charge	\$607.75	\$398.75	\$615.92	\$471.37	\$522.50
Total Annual Water	\$943.55	\$579.67	\$709.12	\$777.48	\$763.40
Wastewater					
Annual Basic Charge	\$259.15	\$339.21	\$186.76	\$153.06	\$0.00
Annual Volume Charge	\$439.73	\$388.58	\$577.83	\$244.20	\$786.50
Total Annual Wastewater	\$698.88	\$727.79	\$764.59	\$397.26	\$786.50
Annual Stormwater Infrastructure Levy	\$226.30	\$190.17	\$302.23	\$453.91	\$0.00
Total Annual Utility Charges	\$1,868.73	\$1,497.63	\$1,775.94	\$1,628.65	\$1,549.90

TABLE 75

A comparison of Water and Wastewater Utility rates across Western Canada (2021 rates are the most recent rates published by all municipalities)

Note ¹: Saskatoon's levy is for all infrastructure and not stormwater alone.

Rate Impact – Average Commercial Customer

Table 76 illustrates the impact of the 2022 rates on a commercial customer with a meter with a diameter of 40 millimeters that uses 3,000 cubic meters of water per year on a property between 3,000 to 5,000 square meters in size. This water consumption would be typical for a strip mall with a restaurant and hair salon as tenants, and a parking lot with minimal landscaping. The average impact on commercial customers is \$689.50 annually.

Rate Impact - Average Commercial	Approved	Proposed	Annual Average Commercial Customer Increase	Monthly Average Commercial Customer Increase
	2021	2022	2022	2022
Water				
Annual Basic Charge	\$576.70	\$605.90	\$29.20	\$2.43
Annual Volume Charge	\$6,300.00	\$6,630.00	\$330.00	\$27.50
Total Annual Water	\$6,876.70	\$7,235.90	\$359.20	\$29.93
Wastewater				
Annual Basic Charge	\$445.30	\$467.20	\$21.90	\$1.83
Annual Volume Charge	\$5,468.40	\$5,733.00	\$264.60	\$22.05
Total Annual Wastewater	\$5,913.70	\$6,200.20	\$286.50	\$23.88
Annual Stormwater Infrastructure Levy	\$861.40	\$905.20	\$43.80	\$3.65
Total Annual Utility Charges - Commercial	\$13,651.80	\$14,341.30	\$689.50	\$57.46

TABLE 76

Utility Operating Fund Expense

The recommended Utility Operating Budget for 2022 totals \$157.4 million; an increase of \$9.1 million from 2021.

Expenses (\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	Change %
Intramunicipal	23,711	24,962	24,471	25,567	605	2.4%
Salary & Benefit Expenses	16,953	18,678	16,538	19,187	509	2.7%
Office & Administrative Expenses	1,189	1,221	1,199	1,221	-	0.0%
Professional & External Services Expenses	10,338	9,965	10,248	14,168	4,203	42.2%
Material, Goods & Supplies Expenses	3,720	2,671	3,304	2,671	-	0.0%
Debt Servicing Expenses	4,682	6,018	6,018	6,018	-	0.0%
Other External Expenses	6,092	5,958	4,017	6,070	112	1.9%
Utility Expenses	20,915	21,545	21,914	22,442	897	4.2%
Transfers to Reserve Expenses	53,969	57,236	57,371	60,158	2,782	4.8%
Total	141,569	148,254	145,081	157,362	9,108	6.1%

TABLE 77

The primary reasons for increase in expenses are related to the following items:

- Intramunicipal: \$0.5 million increase in charges from the General Fund Operations
- Salary & Benefits: Net increase of 3 FTEs in Utility Operations and forecasted increases from Collective Bargaining agreements
- Professional & External Services: One-time contractual payment for planned maintenance forecasted at the Wastewater Treatment Plant of \$3.6 million and contractual increases for Wastewater Treatment of \$0.2 million.
- Utility Expenses: Removal of one-time reduction of SaskPower costs in 2021 (\$0.2million) and increases for Water Purchase from Buffalo Pound Water Treatment Plant (\$0.6 million).

Table 78 further illustrates the expenditures in Utility Operations, which represents 53% of the total Utility Budget as shown previously.

Expenses (\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	Change %
Water Purchase	16,846	17,812	18,200	18,359	547	3.1%
Water Distribution	15,779	17,331	15,622	17,725	394	2.3%
Customer Service & Administration	13,877	15,809	13,273	15,984	175	1.1%
Wastewater Treatment	9,617	9,536	9,457	13,538	4,002	42.0%
Wastewater Collection	11,511	9,624	10,181	10,144	520	5.4%
Stormwater Service	3,125	3,776	3,847	3,953	177	4.7%
Utility Operations Total	70,755	73,888	70,580	79,703	5,815	7.9%
Transfer to Reserve	53,969	57,236	57,371	60,218	2,982	5.2%
Access Fee	10,827	11,112	11,112	11,423	311	2.8%
Debt Payment	6,018	6,018	6,018	6,018	-	0.0%
Utility Other Expenses	70,814	74,366	74,501	77,659	3,293	4.4%
Total	141,569	148,254	145,081	157,362	9,108	6.1%

TABLE 78

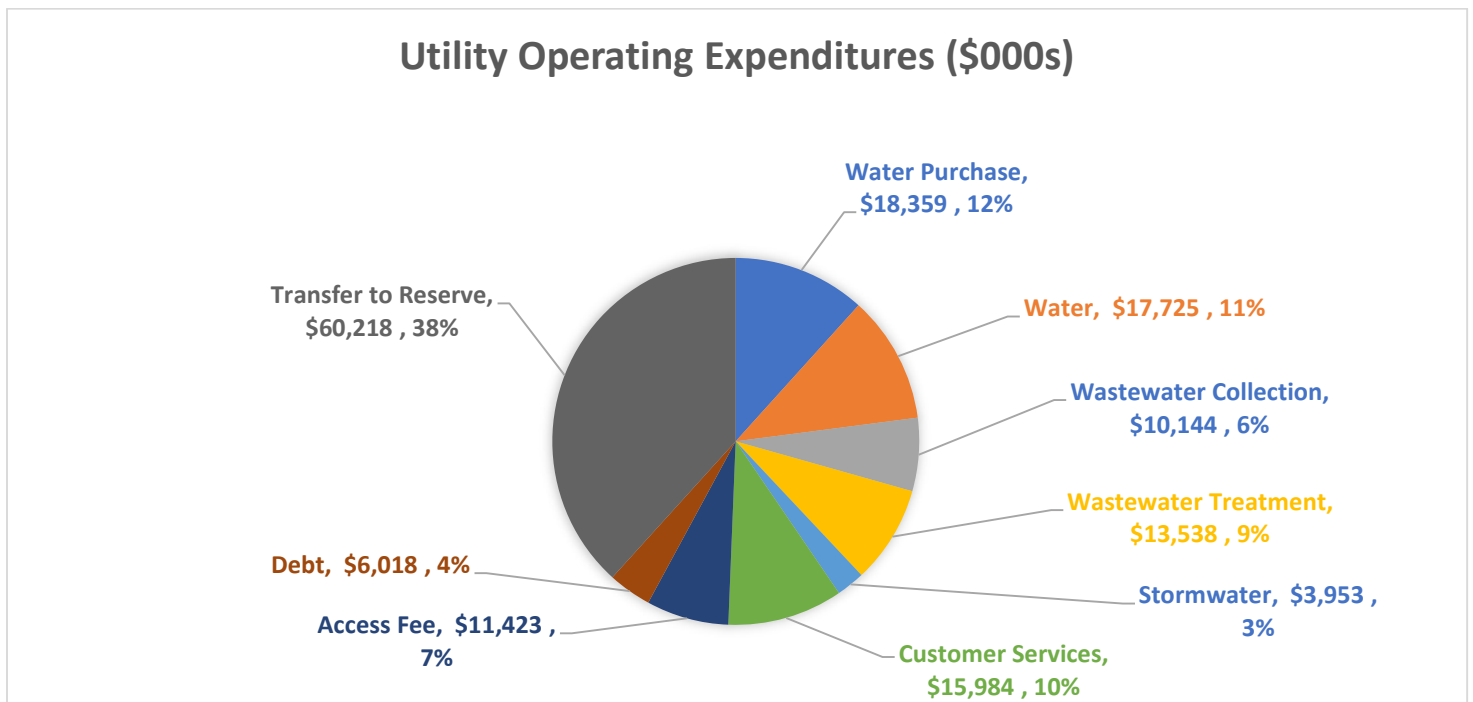


TABLE 79

Water Purchase

Water purchase expenses are the costs for the City to purchase its water supply from the Buffalo Pound Water Treatment Plant. For 2022, the expected cost is \$18.4 million; an increase of \$0.5 million over 2021. The increase is primarily due to the rate increase from Buffalo Pound Water Treatment Plant which will be used in part to fund the planned upgrades at the Buffalo Pound Water Treatment Plant.

Water Distribution

Water distribution expenses are the costs associated with providing water distribution services to the City's customers. For 2022, the expected cost is \$17.7 million; an increase of \$0.4 million over 2021.

Customer Services and Administration

Customer Services are the costs associated with providing services such as billing, meter-reading, and other administrative functions. They also include internal costs that the general City services provide to the utility. These would include internal costs such as human resources, budgeting, purchasing, information technology, customer support and communications. For 2022, the expected cost is \$16.0 million; an increase of \$0.2 million over 2021. This is primarily due to an increase in General Fund costs that are allocated to the Utility to the extent that the Utility benefits from those services.

Wastewater Treatment

Wastewater treatment expenses are the costs associated with treating the City's wastewater. For 2022, the expected cost is \$13.5 million; an increase of \$4.0 million from 2021. This is primarily due to a planned capital maintenance payment to EPCOR for the water treatment contract. This is a one-time increase.

Wastewater Collection

Wastewater collection expenses are the costs associated with providing wastewater collection services to customers. For 2022, the expected cost is \$10.1 million; an increase of \$0.5 million from 2021. This increase is due to an increase in sewer maintenance refunds.

Stormwater

Stormwater expenses are the costs associated with managing and maintaining the stormwater system which collects water from rainfall and melting snow in and around the City. For 2022, the expected cost is \$4.0 million; an increase of \$0.2 million over 2021.

Access Fee

The access fee is a transfer to the City's General Operating Fund. Any organization or utility operating in a municipality would be required to pay either property taxes or an access fee for the rights to use or access civic assets. The access fee is based on 7.5 per cent of the previous year's budgeted revenues for billed water consumption, wastewater charges and stormwater infrastructure levy and a proportionate share of the Goods and Services Tax (GST) rebate.

Debt Payment

Debt payment expenses consist of the debt principal and interest payments for the capital portion of the Wastewater Treatment Plant. For 2022, the expected cost is \$6.0 million; the same as 2021.

Transfer to Reserve

Transfer to Reserve expenses consist of payments the City makes into its reserves to fund current and future planned Utility capital costs such as replacements of water and wastewater pipes. For 2022, the expected transfer is \$60.2 million; an increase of \$3.0 million over 2021. The transfer is the difference between the revenues and expenses.

Utility Fund Reserves & Debt

Aside from annual revenues, the City maintains two funding sources related to Utility operations – reserves and debt. Reserves provide a capital planning mechanism to ensure the sustainability of services and assets. Reserves are intended to smooth the impact of fluctuations in expenditures or revenues. They also serve as a resource for unexpected/emergency spending requirements and minimize the use of debt to finance capital projects.

The General Utility Reserve is based on a long-range financial model for water, wastewater and stormwater service and allows for full cost recovery, including the long-term cost of maintaining assets, such as replacement of underground pipes to distribute water, through its 25-year capital program. At the approved rate increase, the General Utility Reserve is projected to remain at a positive balance and within its recommended range through 2022-2026 although it will decrease to \$57 million. While there is some risk associated with these lower projected balances, the model is reviewed each year, allowing an opportunity to adjust if required.

Allocating fee-based revenues to reserves allows for the cost of infrastructure renewal to be spread across all users over the full life of the asset. This is consistent with the financial principle in the OCP, which identifies the "benefits model" as the basis for costing services. In the Utility model, the users of the service pay for the service through user fees. Financing tools like reserves can reduce the risk of transferring the cost of an asset to a future generation that did not benefit from the asset.

General Utility Fund Reserve and Service Agreement Fees Balances

Five Year General Utility Fund and Service Agreement Fees Forecast (\$000s)										
Minimum	Maximum		2021	2022	2022	2022	2023	2024	2025	2026
		Reserve Name	Projected Ending Balance	Additions	Reductions	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance
25,000	90,000	General Utility Reserve	100,633	60,218	(77,273)	83,578	50,902	52,087	28,613	44,920
N/A	N/A	Service Agreement Fees - Utilities	(34,407)	9,920	(42,150)	(66,637)	(83,193)	(97,909)	(101,587)	(101,951)
Total Utility Reserves & SAFs			66,226	70,138	(119,423)	16,941	(32,291)	(45,822)	(72,974)	(57,031)

TABLE 80

Utility Fund Debt

The City also uses debt to cover infrastructure costs. All Utility debt relates to the wastewater treatment plant.

Five-Year Utility Debt Forecast (\$000s)		2022	2023-2026
Opening Balance		70,913	69,302
New Issue			
Payments		6,018	24,072
Closing Balance		69,302	61,744
		0	0
Principal		1,612	7,558
Interest		4,406	16,514
Payments		6,018	24,072

TABLE 81

The operating budget covers the repayment of debt issued to fund capital Utility projects. In accordance with section 129(1) of *The Cities Act*, this means that principal and interest payments on debt must be included as an expenditure in the Utility Operating Budget. Table 82 shows the debt forecast over the next five years related to the Utility.

This table does not include debt from related parties. This is primarily debt related to the Buffalo Pound Water Treatment Plant. While the City is not responsible for the payment of that debt it does count as debt against the City's debt limit.

Utility Fund Capital

Future capital investments and financial forecasts are reviewed and updated annually through the budget process, which includes a review of changing conditions, the Utility's capital investment planning and the development of master plans. Over the last ten years, capital investment to fund projects and programs such as the wastewater treatment plant upgrade project, has closely matched projections that address service needs for the continued delivery of safe, reliable services to customers.

The recommended 2022-2026 Utility Capital Plan highlighted includes a total expenditure of \$526.1 million. The proposed 2022 Utility Capital Plan totals \$122.1 million.

Similar to the General Fund Capital, Utility Fund Capital utilizes various sources of funding to support infrastructure. The Utility Reserve supports the majority of the infrastructure costs ensuring that the infrastructure is maintained over the long-term through a full-cost recovery, user-pay model.

The 2022 Utility Capital Plan focuses investment in key areas:

- Water - \$86.8 million
- Wastewater - \$16.0 million
- Stormwater - \$16.6 million

Some of the more significant projects include:

- Eastern Pressure Solution - \$41.7 million
- Water Infrastructure Renewal - \$17.0 million
- Wastewater Infrastructure Renewal - \$10.7 million
- Stormwater Infrastructure Renewal - \$5.1 million

Lead Service Connection Program

City Council previously approved a 2% Utility Rate increase to fund the acceleration of the Lead Service Connection Management Program. This accelerated program will work towards replacing all of the City-owned lead service connections by 2036. The Utility capital plan includes \$2.88M to fund the accelerated program in 2022 and \$14.4M over the next five years. As part of this program the private-side replacement of lead service connections will be mandatory when the City-owned side of the lead service connection is replaced. The cost to replace the private side lead service connection is paid by the property owner and there are options to have that cost applied to the property taxes and spread out over 5 years or 10 years for eligible property owners.

Detailed Utility Fund Capital Plan (\$000s)

Service	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	2022 - 2026 Total	Description
Water	11th Avenue Utility and Corridor Upgrades	Service Agreement Fees (Utility)	-	500	-	-	-	500	Utility underground upgrades completed in conjunction with General Fund street enhancements.
	4th Avenue Pumping Station	Utility Reserve	5,885	7,845	205	-	-	13,935	Construction of a new water pumping station in close proximity to the existing 4th Avenue reservoir. This project will replace an aging water pump station and allow for better usage of the existing 4th Ave reservoir.
	Additional Ground Water Capacity	Utility Reserve	-	200	500	4,800	4,200	9,700	In the event of a water supply disruption from Buffalo Pound Water Treatment Plant the City relies on ground water wells as emergency water source. To align with growth, and reduce supply shortage vulnerabilities, additional wells will be drilled.
	Buffalo Pound WTP Pump Upgrades	Service Agreement Fees (Utility)	-	500	8,250	-	-	8,750	Regina receives treated water from the Buffalo Pound WTP. Pump upgrades at the Buffalo Pound WTP are required to align with long-term growth plans for Regina.
	Capacity Increase for North East Pumping Station	Utility Reserve	-	-	4,000	4,000	-	8,000	Capacity increases at the North East Pumping Station are required to align with long-term growth plans and to provide supply redundancy for water. This involves installing additional pumps at this pumping station.
	Eastern Pressure Solution	Service Agreement Fees (Utility)	41,650	36,700	10,850	9,300	-	98,500	In order to maintain an acceptable level of service as the City continues to grow and additional demands are placed on the Citywide water distribution network, an Eastern Pressure Solution is required.
	Fire and Security Vulnerability Upgrade	Utility Reserve	-	400	-	-	-	400	This work is intended to upgrade safety and security measures at key water assets to improve the integrity of the system.
	Future Equipment Purchase	Utility Reserve	-	250	250	250	250	1,000	This program is intended as a placeholder for planning purposes based on average expected new or specialized equipment purchases over a five-year period.
	Geospatial Sustainable Technology & Growth	Utility Reserve	-	-	37	56	-	93	Funds for unmanned Aerial Vehicles (drones) and Terrestrial 3-D laser scanning technology for Infrastructure projects.

Service	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	2022 - 2026 Total	Description
	Hydrant Nozzle Replacement	Utility Reserve	120	120	120	120	120	600	The objective of this project is to upgrade the pumper nozzle for fire hydrants to a new standard nozzle. The new nozzle will allow the Fire Department to more efficiently and effectively connect to a hydrant.
	Leak Protection Program	Utility Reserve	100	100	100	100	100	500	This funding provides for the development and implementation of a pilot program to detect leaks in the water system and help inform the water infrastructure renewal programs.
	Meter Reading Equipment Replacement Program	Utility Reserve	-	10	10	10	10	40	This program replaces the handheld and vehicle mounted devices and other field equipment used to obtain meter readings and related work. This program funding ensures that a consistent level of service is maintained.
	Operations Yard Master Plan	Utility Reserve	-	-	50	250	500	800	Funds for the future implementation of replacement facilities for departments currently located at the Operations Yard and other facilities as well as the St. John Street Yard.
	Reservoir Assessment and Rehabilitation	Utility Reserve	2,500	250	2,500	250	2,500	8,000	This program inspects, repairs, and rehabilitates the water reservoirs in the city. As the reservoirs age, these program activities are necessary to ensure the reliability of the water quality and supply to the City and reduce emergency repairs.
	Safe Sidewalk - Permanent Cold Mix	Utility Reserve	70	70	70	70	70	350	Funding for the improved material used to patch sidewalks. This material is used for short term patches until a permanent repair can be made.
	Serviceability Studies	Service Agreement Fees (Utility)	500	500	500	500	-	2,000	This program will evaluate whether or not the City can provide service to various growth areas that meet current service standards and then develop a plan to ensure that the services are available when needed.
	Supply & Trunkmain Assessment and Rehabilitation	Utility Reserve	4,300	4,300	4,300	4,300	4,300	21,500	This program addresses improvements to the city's supply and trunkmain assessment and rehabilitation and the large diameter valve rehabilitation.
	IET Sustainable Technology Infrastructure	Utility Reserve	325	325	325	325	325	1,625	This funding is focused on the upkeep and replacement of aging and end of life infrastructure components (includes hardware, software, storage and network equipment).

Service	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	2022 - 2026 Total	Description
	Trench Settlement Remediation	Utility Reserve	300	300	300	300	300	1,500	Cracking and settling of sidewalks, curbs, gutter, and pavement occur because of backfill settlement at water main work locations. This program corrects settlement at these locations. The Utility Reserve funds this program.
	Utility Billing System Upgrade and Maintenance	Utility Reserve	260	110	260	110	-	740	This funding ensures the Utility Billing system is maintained in a supported condition and allows for ongoing maintenance, functionality improvements and system architecture updates.
	Water Infrastructure Renewal	Utility Reserve	16,985	16,985	16,985	16,985	16,985	84,925	Underground water infrastructure requires work to ensure reliability and safety of water system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of water mains, fire hydrants, service connections, water valves and lead pipe service connection replacement.
	Lead Service Connection Management Program	Utility Reserve	2,880	2,880	2,880	2,880	2,880	14,400	Underground water infrastructure with lead pipe service connection replacement.
	Water Meter Installations	Utility Reserve	550	550	550	550	550	2,750	The City's expanding community requires the installation of water meters in new homes. This program includes the purchase and installation of new water meters for new construction. Funding is provided from the Utility Reserve.
	Water Meters and AMR Replacement	Utility Reserve	10,100	10,100	5,000	-	-	25,200	The City's water meters, and Automated Meter Reading (AMR) system require upgrading to restore system reliability and reduce downtime costs. This project includes development, design, installation and construction over multiple years.
	Water Pumping Stations Upgrades and Equipment Replacement	Utility Reserve	350	2,000	2,350	1,525	-	6,225	To ensure that the pump stations throughout the City are maintained in good operating condition. Work required includes lifecycle upgrades to replace obsolete equipment as well as upgrades to improve energy efficiency and to ensure reliable service.
Stormwater	Al Ritchie Stormwater Improvements	Utility Reserve	500	5,000	5,000	5,000	-	15,500	This project will upgrade the stormwater system in the Al Ritchie 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.
	Albert Street Storm Lift Station Replacement	Utility Reserve	3,000	3,000	-	-	-	6,000	The Albert Street Lift Station requires replacement to restore and improve the level of service and function within the system and accommodate growth.

Service	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	2022 - 2026 Total	Description
	Berms, Waterways and Stormwater Improvements	Utility Reserve	400	400	400	300	300	1,800	This program rehabilitates and improves the level of service of facilities such as berms, waterways, and stormwater. Periodic assessments, repairs modifications and improvements are required to ensure their integrity and capacity.
	Cathedral Stormwater Improvements	Utility Reserve	-	-	-	500	1,000	1,500	This project will upgrade the stormwater system in the Cathedral 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.
	Stormwater Infrastructure Renewal	Utility Reserve	5,050	5,050	5,000	5,000	4,975	25,075	The stormwater system requires ongoing rehabilitation to ensure system reliability. This includes inspections, assessments, cleaning, replacement and rehabilitation on pipes, service connections and manholes.
	Stormwater Lift Stations	Utility Reserve	780	-	-	180	-	960	Stormwater pumping stations are aging and require upgrading to restore or improve 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.
	Eastview Stormwater Improvement	Utility Reserve	-	-	-	-	500	500	This project will upgrade the stormwater system in the Eastview 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.
	Heritage Stormwater Improvements	Utility Reserve	6,000	-	-	-	-	6,000	This project will upgrade the stormwater system in the Heritage 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.
	Construction Crew Equipment	Utility Reserve	827	-	-	-	-	827	Purchase equipment to support the construction crews within the Utility. This activity includes repairing and replacing underground water and sewer infrastructure.
	Transfer Pumping and Capacity Review	Utility Reserve	-	-	-	300	3,500	3,800	This project aligns with the long-term City growth plan, reduces risk through redundancy and meets the localized needs for the eastern half of the City. This project is linked to the Eastern Pressure Solution.
	Uplands Stormwater Improvements	Utility Reserve	-	-	500	700	8,000	9,200	This project will upgrade the stormwater system in 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.

Service	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	2022 - 2026 Total	Description
	Whitmore Park Stormwater Improvements	Utility Reserve	-	500	700	4,000	4,000	9,200	This project will upgrade the stormwater system in 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.
Wastewater	Automatic Wastewater Samplers	Utility Reserve	35	-	-	-	-	35	Funds to purchase new wastewater autosamplers to replace the current ones to ensure uninterrupted workflow and continued representative samples of the sewer system.
	Fleming Road Pumping Station Screens	Utility Reserve	-	-	200	3,000	-	3,200	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.
	Lagoon Four Berm	Utility Reserve	311	-	-	-	-	311	This project is required to maintain the integrity of the berm at lagoon 4 and reduce the chance of failure. If this berm were to fail, the City would be in violation of our regulatory obligations and will put the public at risk.
	Oil and Grit Separator Source Control Program	Utility Reserve	90	-	-	-	-	90	The Source Control Program will expand to focus on the inspections of businesses (car washes, car garages, etc.) which must maintain oil and grit separators, so this material does not impact the City's wastewater collections system.
	Waste Service Connection Replacement Horizontal Coring System	Utility Reserve	135	-	-	-	-	135	Fund to purchase a Horizontal Coring System package. The Water Service Connection Replacement may require Horizontal Directional Drilling services to avoid open trenching.
	Wastewater Capacity Upgrades	Utility Reserve	150	15,150	150	21,550	5,650	42,650	This project will develop wastewater system solutions to meet regulatory commitments to improve wastewater capacity and minimize bypasses to Wascana Creek during heavy precipitation events.
	Wastewater Flow Monitoring Program	Utility Reserve	220	120	120	120	120	700	The funding provides for the continued collection of flow data from permanent monitoring locations to better understand the wastewater system and help inform wastewater capital projects and infrastructure renewal programs.
	Wastewater Infrastructure Renewal	Utility Reserve	10,730	8,900	8,900	8,900	8,900	46,330	Underground wastewater infrastructure requires work to ensure reliability and safety of wastewater system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of pipes, service connections, and manholes.

Service	Project/Program Name	Funding Source	2022	2023	2024	2025	2026	2022 - 2026 Total	Description
	Wastewater Lift Station Capacity Upgrades	Utility Reserve	2,320	3,840	2,450	-	-	8,610	This program is intended to address commitments made by the City to the Water Security Agency (WSA) to develop a plan to better manage increased wastewater flows due to storm water runoff infiltration generated by a 1:25 year rainfall event without bypasses to the environment.
	Wastewater Lift Station Renewal	Utility Reserve	2,000	1,100	750	1,190	1,330	6,370	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.
Grand Total			119,423	128,055	84,562	97,421	71,365	500,826	

TABLE 82

Utility Capital – Funding Sources (\$000s)

(\$000s)	2022	2023	2024	2025	2026	5-Year Total
Utility Reserve	77,273	89,855	64,962	87,621	71,365	391,076
Service Agreement Fees (Utility)	42,150	38,200	19,600	9,800	-	109,750
Total	119,423	128,055	84,562	97,421	71,365	500,826

TABLE 83

2022



Appendices



Appendix A – Costing Fund

Costing Fund

The Costing Fund Budget operates as a clearing account, netting out at \$0. It is a mechanism for internal service providers such as Fleet to allocate the cost of their services to the services they are supporting. For example, the system allows the cost of vehicles used for the construction and maintenance of roads to be factored in as a cost of the Roadways Service. The Costing Fund is accounted for as part of the overall expenditures in both the General Fund and the Utility Fund and is considered in the establishment of property taxes and Utility rates.

Costing Fund Revenue

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

Revenue by Account Category - Costing Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change (\$)	2022 Change (%)
Internal Revenues	49,384	43,721	33,810	43,766	45	0.1%
Fees & Charges	12,852	858	12,283	850	(8)	-0.9%
Other Revenues	118	5	8	-	(5)	-100.0%
Transfers from a Reserve	8,537	-	11,754	-	-	0.0%
Grand Total	70,891	44,584	57,855	44,616	32	0.1%

TABLE 84

Internal Revenues

The 2022 budget projects expense of \$43.8 million, this is the same as the 2021 Budget.

Fees and Charges

The 2022 budget projects expense of \$0.9 million, the same as 2021 Budget. This is revenue the City receives for work done for third parties. This is primarily for services such as asphalt and rental of city owned properties.

Other Revenues

The 2022 budget projects expense of \$0. This is revenue is primarily for insurance claims.

Transfers from Reserves

The City does not budget for transfers from reserves to the costing fund.

Costing Fund Expenses

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

Expense By Division - Costing Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Total Expense						
Financial Strategy & Sustainability	13,303	14,648	14,093	14,846	198	1.4%
Citizen Services	35,297	20,498	19,007	20,397	(101)	(0.5%)
City Planning & Community Development	1,134	560	560	492	(68)	(12.1%)
People & Transformation	779	707	813	710	3	0.4%
Total Expense Total	50,513	36,413	34,473	36,445	32	0.1%
Transfer						
Financial Strategy & Sustainability	12,212	-	15,211	-	-	0.0%
Citizen Services	8,166	8,166	8,166	8,166	-	0.0%
People & Transformation	-	5	5	5	-	0.0%
Transfer Total	20,378	8,171	23,382	8,171	-	0.0%
Total Expenses	70,891	44,584	57,855	44,616	32	0.1%

TABLE 85

Financial Strategy & Sustainability

Supply Services - Centralized purchasing and distribution of supplies to operating areas. The costs in the costing fund relate mostly to fuel.

Facilities Maintenance - Provides routine daily maintenance and preventative maintenance services in all civic buildings and structures.

Land Sales – Provides support for the sale of city property.

Facilities Building Services - Provides support for corporate programs including employee parking, life safety programs, security, service contract management, property management, the corporate furniture inventory management system and office and non-office (operational) space programming.

Facilities Operations - Provides the efficient day to day building activities that allow occupants/users to perform their intended function in a safe and comfortable environment. This includes housekeeping, general and technical equipment operation and building systems management.

Citizen Services

Safety & Logistics – Provide maintenance, parts, and supplies for Fire & Protective Services fleet equipment.

Fleet Maintenance – Provides maintenance for the Civic Fleet.

Fleet Operations – Provides asset management services for the Civic Fleet.

Supply Services – Provides parts and supplies for the Civic Fleet.

Asphalt Production & Materials Engineering - Production of materials for roadways preservation and capital projects

Wastewater – Removing and treating wastewater collected from customers.

Roadways Operations - Construction and maintenance of City roads, sidewalks, easements, and alleys.

City Planning & Community Development

Parks & Open Space – Operational costs for maintaining 1600 hectares of open space, including 330 parks, 108 sports fields, 150 ball diamonds, 159 playgrounds, 220,000 trees and 120 kilometers of pathway.

People & Transformation

Innovation, Energy & Technology – Provides printing services to the organization.

Expense by Account Category – Costing Fund

(\$000s)	2020 Actuals	2021 Budget	2021 Forecast	2022 Proposed Budget	2022 Change \$	2022 Change %
Material, Goods & Supplies	16,824	23,391	20,765	23,339	(52)	(0.2%)
Salary & Benefit	19,752	9,485	10,595	10,077	592	6.2%
Transfers to Reserve	20,378	8,171	23,382	8,171	-	0.0%
Professional & External Services	17,362	4,484	11,724	4,490	-	0.0%
Electricity & Natural Gas	551	679	649	694	15	2.2%
Office & Administrative	443	327	434	303	(24)	(7.3%)
Training & Travel	2	70	33	60	(10)	(14.29%)
Other External	(6,708)	373	(3,057)	30	(343)	(92.0%)
Internal	2,287	(2,396)	(6,670)	(2,542)	(146)	6.1%
Grand Total	70,891	44,584	57,855	44,616	32	0.1%

TABLE 86

Material, Goods & Supplies Expenses

The 2022 budget projects expense of \$23.3 million, a small from the 2021 Budget.

Salary & Benefit Expenses

The 2022 budget projects expense of \$10.0 million, an increase of \$0.6 million over the 2021 Budget. The increase is related to increases in the Collective Bargaining Agreements with the City's five unions and out-of-scope positions.

Transfers to Reserve Expenses

The 2022 budget projects expense of \$8.2 million, the same as the 2021 Budget. Transfers from the costing fund are primarily to the Fleet Reserves meant to maintain the civic operating fleet at the City.

Professional & External Services Expenses

The 2022 budget projects expense of \$4.5 million, the same as the 2021 Budget.

Electricity & Natural Gas

The 2022 budget projects expense of \$0.7 million, a small change from the 2021 Budget.

Other External Expenses

The 2022 budget projects expense of \$30,000 million, a decrease of \$300,000 from the 2021 Budget.

Office & Administrative Expenses

The 2022 budget projects expense of \$0.3 million, a small decrease over the 2021 Budget

Training & Travel Expenses

The 2022 budget projects expense of \$60,000, a decrease of \$10,000 from the 2021 Budget.

Internal

The 2022 budget projects expense of (\$2.5) million, a \$146,000 decrease from the 2021 Budget.

Appendix B – Financial Structure, Policy and Process

Fund Structure

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

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

Department/Fund Relationship

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

Division	General Fund	Utility Fund
Officers of Council	*	
Financial Strategy & Sustainability	*	*
People & Transformation	*	*
City Planning & Community Development	*	*
Citizen Services	*	*
Police	*	

TABLE 87

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

- Basis of Budgeting
- Financial Policies
- Budget Process

Planning Framework

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

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

- More refined long-term planning, primarily for specific services, often takes the form of master plans. These plans identify a long-term view for developing specific services to achieve the policies and objectives outlined in the OCP. They often include long-term financial implications
- The Strategic Plan, which is a specific four-year chunk of work the City decides to undertake to advance our capacity to deliver the OCP. This may include the developing of specific long-term plans and policies, improving systems and tools, and so on
- The delivery of services to residents through the implementation of policies and defined levels of service
- The delivery of business plans, which are the annual plans for the work that needs to get done (including the budget for that work). These will include any work driven by the Strategic Plan and service delivery plans
- Implementation of the planned work.

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



Basis of Budgeting

Basis of Presentation

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

Basis of Accounting

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

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

Capital assets are accounted for at the total cost including acquisitions, construction, and development costs. In 2015, the City of Regina began budgeting for multi-year capital projects over the time required to complete the projects. Prior to 2015, the full cost was budgeted for in the first year of the project, resulting in a capital carry forward to support the future

year costs. The new method recognizes the multi-year commitment associated with the project and increases the assurance among bidders that the City will fund the entire project.

Financial Policies

Financial Policies Framework

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

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

Key Principles

The framework supports the following overall financial principles.

Growth and Development

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

Strategic Initiatives and Enhancements

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

Debt

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

Investments

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

Operating Surplus/Deficit

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

Budgeting

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

Revenues – User Fees and Service Charges

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

Revenues – Taxation

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

Revenues – Non-recurring revenues

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

Program and Services Review

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

Reserve Fund Management

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

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

Capital Project Financial Control Policy

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

Financial Condition

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

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

Credit Rating

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

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

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

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

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

Budget Process

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

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

Call for Budget

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

Service Partners

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

Council's Role

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

Public's Role

Members of the public are encouraged to become engaged in the budget process by reviewing the 2021 Budget posted on Regina.ca, speaking with their Councillor, and/or making a presentation to Council when the Budget is debated.

Summary

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

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

Appendix C – Utility Rate Policies

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

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

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

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

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

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

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

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

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

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

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

For 2022, these amounts total \$11.4 million.

The Utility Operating Expenses also include a Utility Administration Charge, which is an approximate measure of corporate administration costs attributable to the Utility. It is calculated as 5% of the budgeted utility revenues for the previous year. Most corporate functions, including City Council, Committees, Office of the City Manager, Human Resources, City Solicitor’s Office, Office of the City Clerk and Finance, are involved in activities related to the Water and Sewer Utility. The percentage transfer is used in lieu of a more detailed cost allocation process. A more detailed process would still involve arbitrary decisions and would significantly increase the effort and cost required compared to the current policy. The total charge for 2022 is \$7.3 million.

2022 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 impact of the proposed rate increase on the base fee and consumption water rates is shown in table 89.

Water Rate Schedule	AWWA Standard Ratio	Approved Rate Schedule \$	Proposed Rate Schedule \$
Daily Base Fee:		2021	2022
15 mm/18 mm water meter	1.0	0.88	0.92
25 mm water meter	1.4	1.23	1.29
40 mm water meter	1.8	1.58	1.66
50 mm water meter	2.9	2.55	2.67
75 mm water meter	11	9.68	10.12
100 mm water meter	14	12.32	12.88
150 mm water meter	21	18.48	19.32
200 mm water meter	29	25.52	26.68
Volume Charge:			
Charge per m3		2.10	2.21

TABLE 88

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.

Wastewater Rate Schedule	AWWA Standard Ratio	Approved Rate Schedule \$	Proposed Rate Schedule \$
Daily Base Fee:		2021	2022
15 mm/18 mm water meter	1.0	0.68	0.71
25 mm water meter	1.4	0.95	0.99
40 mm water meter	1.8	1.22	1.28
50 mm water meter	2.9	1.97	2.06
75 mm water meter	11	7.48	7.81
100 mm water meter	14	9.52	9.94
150 mm water meter	21	14.28	14.91
200 mm water meter	29	19.72	20.59
Volume Charge:			
Charge per m3		1.86	1.95

TABLE 89

Stormwater Infrastructure Levy Revenue Summary

The rate structure for the storm stormwater infrastructure levy is based on the size of the property, with larger properties paying a higher levy. The ratios, approved by City Council in 2001 (CR01-189), 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 m² is applied to all locations designated as standard residential properties.

The impact of the proposed rate increase on storm stormwater rates is shown in table 91.

Storm Stormwater Rate Schedule	Rate Ratio	Approved Rate Schedule \$	Proposed Rate Schedule \$
Daily Base Fee:		2021	2022
0 to 1,000 m2	1.0	0.59	0.62
1,001 to 3,000 m2	2.0	1.18	1.24
3,001 to 5,000 m2	4.0	2.36	2.48
5,001 to 7,000 m2	6.0	3.54	3.72
7,001 to 9,000 m2	8.0	4.72	4.96
9,001 to 11,000 m2	10.0	5.90	6.2
11,001 to 13,000 m2	12.0	7.08	7.44
13,001 to 15,000 m2	14.0	8.26	8.68
15,001 to 17,000 m2	16.0	9.44	9.92
17,001 to 19,000 m2	18.0	10.62	11.16
19,001 to 21,000 m2	20.0	11.80	12.4
21,001 to 23,000 m2	22.0	12.98	13.64
23,001 to 25,000 m2	24.0	14.16	14.88
25,001 to 27,000 m2	26.0	15.34	16.12
27,001 to 29,000 m2	28.0	16.52	17.36
29,001 to 31,000 m2	30.0	17.70	18.6
Over 31,000 m2	32.0	18.88	19.84

TABLE 90

Appendix D – General Fund Reserve Breakdown and Description

The City of Regina has established reserves to support the long-term financial needs of the organization's operating and capital programs. These reserves ensure that the City can continue to offer services to residents for both short- and long-term. All City reserves are established by Council through bylaw. They are subject to established financial policies regarding use and financial minimums and maximums.

Reserve Descriptions

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

Asphalt Plant Reserve

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

Asset Revitalization Reserve

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

Cemetery Reserve

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

Community Investments Grants Reserve

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

COVID-19 Recovery Reserve

The City of Regina received approximately \$16 million in government funding to help offset the impact of the COVID-19 impact. Approximately \$2 million was used 2020 with the remaining \$14 million being set aside in the COVID-19 Recovery Reserve in order to offset COVID-19 impact in 2021.

Elections and Property Reassessment Reserve

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

Employer Provided Parking Reserve

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

Fleet Replacement Reserve

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

General Fund Reserve

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

Golf Course Reserve

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

Land Development Reserve

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

Planning and Sustainability Reserve

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

Regina Police Service General Reserve

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

Regina Police Service Radio Equipment Reserve

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

Regina Revitalization Initiative Stadium Reserve

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

Social Development Reserve

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

Solid Waste Reserve

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

Technology Reserve

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

Winter Road Maintenance

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

