



2024 Council Approved General/Utility Operating and Capital Budget

At the December 13, 14, 15 & 18, 2023 City Council meetings, the proposed 2024 General and Utility Operating and Capital Budget as well as the 2023 to 2027 General/Utility Capital Plans were debated and approved with amendments as noted below. About 20 delegations presented on various issues.

Financial documents for the Proposed 2024 Budget can be found at: ([Proposed 2024 Budget](#), [Proposed 2024 Budget - Supplemental Report](#) and [2023-24 Budget Book](#))

Minutes of the meetings may be found at: [City Council - Public - Dec 13 to 18](#)

General Operating Budget

Council approved a 2.85% mill rate increase for 2024. This is a 0.65% increase from what was initially proposed.

The deliberations resulted in the following changes to the Proposed 2024 General Operating Budget:

1. Approve Regina Police Service (RPS) gross expenditure of \$115.324 million, (a decrease of \$245,000) and revenue totaling \$12.579 million, (an increase of \$831,000) resulting in a 0.38% decrease in the proposed mill rate.
2. Approve the inclusion of \$1.014 million for the YWCA to support project completion in 2024 as follows:
 - a. Re-direct \$300,000 from the proposed Economic Development Regina budget.
 - b. Reduce funding to The Regina Exhibition Association Limited (REAL) by \$700,000 and re-allocate the associated mill rate of 0.24% to the YWCA funding.
3. Increase the mill rate by 0.03% to add funds to the social development community partner funding program in the community investment grant program to advance work related to cold weather strategies.
4. Reallocation of the Tourism Regina Grant of \$910,000 from Community Investments to City salary and non-salary expenses under a new department called Tourism Regina.
5. Direct Administration to amend the Proposed 2024 Budget to address the \$3.9 million funding gap for REAL; increasing REAL's grant to \$5.7 million, as follows:
 - a. Reduce current contributions in the 2024 Operating Budget by \$1.0 million to address REAL's capital funding request.
 - b. Increase the mill rate by 0.76% to generate an additional \$2.2 million in revenue.
 - c. Increase the City's grant to REAL by \$3.2 million, for a total of \$5.7 million.
 - d. Reduce the Facility Asset Management program funding by \$1.0 million for 2024 in the Five-Year Capital Plan.

As a result of changes approved by City Council the Revenue and Expenses tables that appear in the 2024 General Operating Budget have been updated as shown below.



Revenue Summaries by Category (Page 20 of 2023-24 Budget Book & Page 1 of Appendix A in the Dec 13, 2023 , 2024 Budget Report)

(\$000s)	2023		2024			
Department	Council Approved Budget	Forecast	Received and filled with 2023 changes	Updated Proposed Budget	Council Change	Council Approved Budget
Property Taxation	293,980	294,639	310,383	302,613	1,924	304,537
Fees & Charges	86,412	103,547	85,924	101,786	-	101,786
Other Revenues	73,920	59,881	77,843	79,419	-	79,419
Government Grants	54,066	53,604	56,096	60,566	-	60,566
Licenses, Levies & Fines	12,957	17,983	9,836	9,786	-	9,786
Transfers from a Reserve	6,423	5,697	6,338	13,554	-	13,554
Civic Total	527,758	535,351	546,420	569,648	1,924	569,648
Police Operations	11,966	11,965	11,748	11,748	831	12,579
Total	539,724	547,316	558,168	579,472	2,755	582,227



General Fund Expenses by Account Category (Page 27 of 2023-24 Budget Book & Page 3 of Appendix A in the Dec 13, 2023, 2024 Budget Report)

Account Category	2023		2024			
	Council Approved Budget	Forecast	Received and filled with 2023 Changes	Updated Proposed Budget	Council Change	Council Approved Budget
Expenses						
Salaries & Benefits	191,847	188,182	199,471	201,224	500	201,724
Professional & External Services	44,314	54,889	38,744	51,489	410	51,899
Intramunicipal	34,925	35,877	34,920	36,110	-	36,110
Office & Administrative	11,253	12,264	11,519	11,991	-	11,991
Electricity & Natural Gas	10,863	10,956	10,863	12,001	-	12,001
Materials, Goods & Supplies	9,192	10,917	9,390	9,680	-	9,680
Other External	8,533	12,505	8,839	10,044	-	10,044
Training & Travel	1,586	1,257	1,605	1,648	-	1,648
Total Expenses	312,513	326,847	315,351	334,187	910	335,097
Other Expenses						
Contribution to Capital	65,029	65,029	74,489	71,767	(1,000)	70,767
Transfer to Reserve	20,371	14,522	21,038	24,507	-	24,507
Community Investments	18,092	18,765	18,091	19,812	3,090	22,902
Debt Servicing	13,630	13,629	13,630	13,630	-	13,630
Civic Other Expenses	117,122	111,945	127,248	129,716	1,990	131,806
Total Civic	429,635	438,792	442,599	463,903	3,000	466,903
Police Operations	110,089	110,089	115,569	115,569	(245)	115,324
Total	539,724	548,881	558,168	579,472	2,755	582,227



Staff Complement (FTEs)

Department	2023	2024			
	Council Approved Budget	Received and filled with 2023 Changes	Updated Proposed Budget	Council Change	Council Approved Budget
Civic	2,314.6	2,328.2	2,325.2	7.0	2,332.2
Regina Police Service	676.8	689.8	689.8	-	689.8
Total	2,991.4	3,018.0	3,015.0	7.0	3,022.0

Increase of FTE in terms of City taking on Tourism

Five Year General Capital Plan

As a result of changes approved by Council, the Revenue and Expenses tables that appear in the Five-Year General Capital Plan have been updated as shown below.

1. Advance the following active transportation projects in 2024 from the General Fund Reserve
 - a. Pedestrian Connectivity \$500,000
 - b. Multi-Use Pathway Asphalt Recapping and Repair \$195,000
2. Adjustments to Facilities Asset Management and RPS as a result of updated RPS Capital Plan
 - a. Facilities Asset Management increase of \$1,558,000 in 2024 and a decrease of \$3,778,000 over the five-year plan
 - b. RPS decrease of \$1,588,000 in 2024 and an increase of \$3,778,000 over the five-year plan
3. Reduction to Facilities Asset Management of \$1,000,000 in 2024 to fund the Regina Exhibition Association Limited capital

(\$000s)	2024	2025	2026	2027	2028	Five-Year Total
Proposed Budget	136,961	212,310	184,711	188,506	159,810	882,298
Council Additions -Reserve	695	-	-	-	-	695
Council Reductions- General Contribution	(1,000)	-	-	-	-	(1,000)
Proposed Budget	136,656	212,310	184,711	188,506	159,810	877,993



Utility Operating Budget

Council approved a 4.0% increase to the variable portion of the Utility rate and a 3.0% increase to the base portion of the Utility Rate. As a result of changes approved by Council, the Revenue and Expenses tables that appear in the 2024 Utility Operating Budget have been updated as shown below.

1. Reduce the 2024 Utility Rate increase for the base rate from 4.0% to 3.0% for the total proposed utility rate, effective January 1, 2024. The Utility Rate increase for the variable portions remains at 4.0%.

Operating Revenue by Account Category (Page 152 of 2023-24 Budget Book & Page 6 of Appendix A in the Dec 13, 2023, 2024 Budget Report)

(\$000s)	2023		2024			
	Council Approved Budget	Forecast	Received and filed with 2023 Changes	Updated Proposed Budget	Council Changes	Council Approved Budget
Water	79,460	79,861	83,070	83,070	(290)	82,780
Wastewater	60,605	59,986	63,504	63,504	(291)	63,213
Stormwater	20,769	20,685	21,904	21,904	(323)	21,581
Customer Service Administration	5,657	8,415	5,657	7,702		
Total	166,491	168,947	174,135	176,180	(904)	175,276



Operating Expense by Account Category (Page 158 of 2023-24 Budget Book & Page 6 of Appendix A in the Dec 13, 2023, 2024 Budget Report)

(\$000s)	2023		2024			
	Council Approved Budget	Forecast	Received and filed with 2023 Changes	Updated Proposed Budget	Council Change	Council Approved Budget
Expenses						
Salaries & Benefits	19,356	17,191	19,446	20,219	-	20,219
Professional & External Services	10,954	11,362	11,537	11,637	-	11,637
Intramunicipal	27,113	33,131	28,136	28,650	-	28,650
Office & Administrative	1,221	1,280	1,221	1,221	-	1,221
Electricity & Natural Gas	24,826	24,907	27,308	27,308	-	27,308
Materials, Goods & Supplies	2,669	3,001	2,669	2,669	-	2,669
Other External	6,092	1,006	6,415	6,426	-	6,426
Training & Travel	253	157	253	253	-	253
Total Expenses	92,484	92,035	96,985	98,383	-	98,383
Other Expenses						
Transfer to Reserve	67,579	67,579	70,418	69,265	(904)	68,361
Community Investments	410	70	714	714	-	714
Debt Servicing	6,018	6,018	6,018	7,818	-	7,818
Civic Other Expenses	74,007	73,667	77,150	77,797	-	76,893
Total	166,491	165,702	174,135	176,180	(904)	175,276

Detailed Five-Year General Capital Plan (\$000s)

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
Citizen Services	Roadways & Transportation	11th Avenue Utility and Corridor Upgrades	Current Contributions	-	12,750	5,250	4,000	-	22,000	Street enhancements including upgraded sidewalks, curbs, street furniture on 11 th Avenue between Broad Street and Albert Street.
		Accessible Sask Traffic Infrastructure Compliance	Current Contributions	-	-	-	-	180	180	Traffic infrastructure accessibility improvements.
		Bridge Infrastructure Renewal Program	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.
			CCBF (Gas Tax)	-	6,410	6,410	-	3,910	16,730	
		Critical & Peripheral Intersection Vibration Damper	Current Contributions	-	-	-	-	100	100	Installation of vibration dampers at critical and peripheral intersections.
		Expressway Lighting Renewal Program	Current Contributions	450	550	600	600	650	2,850	Replace aging lighting infrastructure along expressways within the city.
		High Mast Decommissioning & Interchange Lighting Upgrade	Current Contributions	-	-	-	-	125	125	Design on the decommissioning of high mast lights and the design for installing expressway lighting at interchanges.
			Current Contributions	260	520	575	750	200	2,305	Upgrade railway crossings.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Mandatory Railway Signal Upgrades	RSIP Grant	260	520	575	750	200	2,305	
		Micro mobility and Active Transportation Solutions	Current Contributions	-	-	-	-	300	300	Funding to plan and implement a safe, connected infrastructure network for active transportation and micro-mobility uses.
		New & Enhanced Traffic Controls	Current Contributions	300	300	550	600	650	2,400	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)	1,600	1,600	1,600	1,600	1,750	8,150	
		Pedestrian Connectivity	General Fund Reserve	500	-	-	-	-	500	These program funds are used to install sidewalks and pedestrian connections along transit locations focusing on important points that connect the sidewalk network to develop complete neighborhoods.
			Current Contributions		500	500	500	500	2,500	
		Railway Crossing Maintenance	Current Contributions	100	100	100	100	300	700	Funding for the City's portion of railway crossing improvements as contractually obligated.
		Recycled Materials in Construction Program	Current Contributions	100	-	-	-	-	100	Funding to research uses for stockpiles of concrete rubble and asphalt millings and crushes them to a specification to utilize in some construction practices.
		Residential Road Renewal Program	Current Contributions	10,519	8,313	11,217	5,632	12,042	47,723	The Residential Road Renewal program aims to improve the

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
			RE (Gas Tax)	1,523	3,729	825	6,410	-	12,487	condition of the City's residential roads.
		Ring Road Safety Improvements	Current Contributions	-	-	-	-	650	650	Implement safety improvements on Ring Road. Improvements include overhead sign structures, lighting, signage, and line painting.
		Scarth Street	Current Contributions	-	-	1,440	5,060	-	6,500	Funding to rehabilitate Scarth Street to ensure it meets service levels and to be consistent with the newly developed Downtown Design standards.
			Service Agreement Fees (Utility)	-	-	-	600	-	600	
		Street Infrastructure Renewal	Current Contributions	6,000	6,000	6,000	10,740	7,048	35,788	The Street Infrastructure Renewal Program is in place to improve the condition of existing city roadway assets.
			CCBF (Gas Tax)	12,188	3,571	6,475	7,300	9,800	39,334	
		Street Lighting Deficiencies Program	Current Contributions	-	-	-	-	150	150	Implement streetlighting improvements.
		Traffic Infrastructure Renewal	Current Contributions	1,000	1,000	1,000	1,000	1,500	5,500	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.
		Transportation Management Centre Planning	Current Contributions	-	-	-	-	250	250	Funding for the plan to develop a Transportation Management Centre (TMC). TMC's are leading-edge facilities that use data to process and manage traffic incidents.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Transportation Performance Data & Analytics	Current Contributions	30	108	-	-	122	260	Purchase of traffic counting equipment and software. Traffic data collection is a critical metric that aids in decision making of prioritization of future infrastructure investments.
		Uninterrupted Power Service (UPS) Replacements & Expansion	Current Contributions	100	100	100	100	350	750	Replacement of Uninterrupted Power Service units which are backup units that allow for continuous service of transportation signals along high-volume corridors and at critical intersections.
		Upgrade Major Components of the Asphalt Plant	Asphalt Plant Reserve	875	-	-	300	-	1,175	Funding for this program is used for upgrading major components of the Asphalt Plant, as determined by the Asphalt Plant Asset Management Plan.
		Upgrade of Asphalt Cold Planer	Current Contributions	-	-	-	-	250	250	Upgrade the asphalt cold planer to increase capacity and improve efficiency in asphalt production operations.
		Vision Zero	Current Contributions	-	900	900	900	900	3,600	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.
			Automated Speed Enforcement Deferred Revenue	600	-	-	-	-	600	
		Snow Storage Site	Current Contributions	-	-	-	300	4,200	4,500	Funds to develop a plan and purchase land to add an additional snow storage site to

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										improve winter road maintenance operations.
Total Roadways & Transportation				37,405	47,971	45,117	48,242	47,127	225,862	
Transit & Fleet	Civic Fleet Replacement	Fleet Replacement Reserve		11,550	12,820	8,300	12,000	8,900	53,570	Funds from this program are used for the replacement of civic fleet assets that have completed or exceeded their economic service life.
	Conventional Transit Fleet Replacement	Fleet Replacement Reserve		5,050	11,211	-	6,374	10,500	33,135	Funds from this program are used for the replacement of Conventional Transit Fleet assets that have reached or exceeded their economic life.
		Zero Emissions Transit Fund		5,050	11,211	-	6,374	10,500	33,135	
	Fire Fleet Replacement	Fleet Replacement Reserve		264	1,600	1,637	2,900	1,790	8,191	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.
	Paratransit Fleet Replacement	Fleet Replacement Reserve		1,297	1,362	1,435	1,752	1,700	7,546	Funds from this program are used for the replacement of Paratransit Fleet assets that have reached or exceeded their economic life.
	Small Equipment Replacement	Fleet Replacement Reserve		84	84	84	84	84	420	Funds from this program are used for the scheduled replacement of small tools.
	Transit Cash Vault	Fleet Replacement Reserve		46	-	-	-	-	46	Funds to purchase a new vault to service transit operations.
	Total Transit & Fleet Services				23,341	38,288	11,456	29,484	33,474	136,043

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
	Water, Wastewater & Environmental Services	Blue Cart Buyout & Annual Recycling Cart Replacement	Solid Waste Reserve	220	220	220	220	220	1,100	This represents annual funding to purchase blue bins for new City services and replace damaged carts.
		City-wide Food & Yard Waste Service Replacement	Solid Waste Reserve	220	220	220	220	220	1,100	This represents annual funding to purchase green bins for new City services and to replace damaged carts.
		Garbage Roll-out Cart Replacement	Solid Waste Reserve	290	290	290	290	290	1,450	This represents annual funding to purchase brown bins for new City services and 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 East Expansion Site Study	Solid Waste Reserve	500	-	-	-	-	500	Funds to complete a study including environmental implications of expanding the landfill to the east of the current location.
		GPS Terminal Replacement	Solid Waste Reserve	30	30	30	30	30	150	Funds to rehabilitate and maintain the existing gas collection system at the landfill.
		Landfill Gas to Energy Project - Silica Tank Bead Replacement	Solid Waste Reserve	50	-	50	-	50	150	Study and remediation of an open oil pit located at the current landfill.
		Landfill Oil Pit Remediation	Solid Waste Reserve	-	150	3,500	-	-	3,650	Replacement of sections of the perimeter fencing at the landfill.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Landfill Perimeter Fence Replacement	Solid Waste Reserve	-	1,250	1,250	-	-	2,500	Replacement of sections of the perimeter fencing at the landfill.
		Landfill Piggy-back Liner Design & Construction	Solid Waste Reserve	-	-	100	2,000	-	2,100	Funding for the design and construction of a piggyback liner system at the landfill.
		Methane Emission Surveys - Mount Pleasant & Current Fleet Street Landfill	Solid Waste Reserve	-	100	-	-	-	100	Funding for a methane emissions survey of the City's former landfill sign, at Mount Pleasant, and the current operating facility, at Fleet Street.
		Transfer Station Waste Bin Replacement	Solid Waste Reserve	215	-	-	-	-	215	Replacement of bins at the transfer station.
		Total Water, Waste & Environment			1,775	2,510	5,910	3,010	1,060	14,265
Total Citizen Services				62,521	88,769	62,483	80,736	81,661	376,170	
Total City Planning & Community Development	Parks, Recreation & Cultural Services	Adapted Recreation Plan	Current Contributions	825	175	500	500	600	2,600	Recreation facility accessibility improvements.
		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 Program	Current Contributions	25	25	25	25	25	125	This program provides funding for the restoration or decommissioning of ball diamond backstops determined by users and spectators.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Boulevard Restoration	Current Contributions	50	50	50	-	-	150	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, quality, and drought.
		Cemeteries General Allocation	Cemetery Reserve	130	482	237	181	436	1,466	Sustains the cemeteries' assets to ensure the cemetery program continues to effectively operate its two locations: Regina Cemetery and Riverside Memorial Park Cemetery.
		Cemetery Software Purchase	Cemetery Reserve	130	-	-	-	-	130	Funds to procure cemetery software providing a solution for system efficiencies, allowing integration with the corporate payment system, coordination of the financial systems and client records management.
		Crime Prevention Through Environmental Design (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 concerns in public recreation spaces.
		Golf Course General Allocation	Golf Course Reserve	150	150	150	150	158	758	Funding is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: Tor Hill, Murray, Joanne Goulet, and Lakeview Par 3. The capital work typically includes mitigation of

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration.
		Irrigation and Water Components System Restoration	Current Contributions	62	285	286	570	572	1,775	Funds from this program are used to restore and replace deteriorated irrigation systems components (valves, sprinklers, water lines, software, and hardware) to ensure effective operation in the City's parks and open space.
		Mosaic Stadium General Capital Allocation	Stadium Reserve	410	2,650	200	1,750	250	5,260	Renewal or replacement of building systems, broadcast equipment and digital infrastructure and turf.
		Multi-Use Pathway Asphalt Recapping and Repair	General Fund Reserve	195	-	-	-	-	195	Funds for the general recapping of Regina's multi-use asphalt pathways to keep them in safe and usable condition. The City maintains almost 100 km of paved pathway.
			Current Contributions		195	195	195	205	985	
		Neighbourhood Park Planning and Renewal	Dedicated Lands Reserve	400	-	-	-	-	400	Funds will be used to implement the recommendations of the Parks Master Plan once approved.
		Parks and Open Space Restoration	Current Contributions	300	330	330	330	330	1,620	Capital funding is used to restore or replace deteriorated open space amenities to safe and usable condition.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Parks Maintenance - Fleet Equipment Requirements	Current Contributions	135	149	149	149	149	731	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 maintains about 2,500 hectares of open space, equivalent to the surface area of 5,000 football fields.
		Pat Fiacco Plaza (PFP) Repairs	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 landscaping planning.
		Plant Material Establishment Funding	Current Contributions	8	8	8	8	8	40	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 program are used to replace playgrounds that are either in poor condition or have little play value as well as to repair synthetic surfacing at playground sites.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		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	2,700	2,700	2,700	2,700	2,700	13,500	Funds to support investments that advance the Culture and Recreational Master Plans and other initiatives that focus on enhancing quality of life in Regina.
			ICIP Grant Fundig	3,667	26,400	26,400	22,733	-	79,200	
			Debt	-	6,600	18,485	13,802	4,323	43,210	
		Service Agreement Fees (Parks)	967	5,163	7,336	5,063	658	19,187		
		Recreational Infrastructure Program	Current Contributions	6,750	6,750	6,750	6,750	6,750	33,750	Improve access and quality of recreational infrastructure through new or renewed infrastructure projects.
		Tree Replacement Along Arterials, Buffers & Parks	Current Contributions	175	200	225	225	275	1,100	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.
Total Parks, Recreation & Cultural Services				18,067	53,285	65,014	56,104	18,427	210,897	
Sustainable Infrastructure	13th Avenue - Sandra Schmirler Way to Courtney Street	Service Agreement Fees (Roads)	-	500	-	-	-	10,300	10,800	Funds to complete a design to rebuild 13 th Avenue from Sandra Schmirler Way to Courtney Street to a paved surface.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Arcola Avenue Interchange and Road Improvements	Service Agreement Fees (Roads)	-	-	-	-	4,800	4,800	Funds for infrastructure improvements along the Arcola Corridor.
		Arcola Avenue Intersection Improvements	Service Agreement Fees (Roads)	1,000	2,000	2,200	-	-	5,200	Implementation of some of the recommendations from the Arcola Corridor Study.
		Assiniboine Avenue Northbound On-Ramp	Service Agreement Fees (Roads)	-	400	-	3,000	-	3,400	This project will upgrade the existing Assiniboine Avenue active transportation infrastructure between Park Street and University Park Drive in coordination with road renewal.
		Dewdney Avenue Corridor Rehabilitation	Current Contributions	1,000	-	-	-	-	1,000	Rehabilitate and upgrade Dewdney Avenue between Albert Street to Broad Street from its current state into a desirable landscaped urban roadway.
		Geospatial Sustainable Technology & Growth	Current Contributions	55	84	-	-	-	139	Purchase of equipment to support the Geospatial program.
			Utility Reserve	37	56	-	-	-	93	
		Intersection Capacity Upgrades	Service Agreement Fees (Roads)	-	500	-	-	500	1,000	This project includes capacity improvements due to the growth of the city.
			Grant (SGI)	200	200	-	-	-	400	
		On-Street Bikeways and Multi-Use Pathway Program	Current Contributions	-	450	500	550	600	2,100	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

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										an ongoing program aimed at meeting the sustainable transportation goals identified in the Official Community Plan and the Transportation Master Plan.
		Pasqua Street and Ring Road Interchange and Pasqua Corridor Review	Service Agreement Fees (Roads)	-	-	-	500	-	500	Review of the Pasqua Street and Ring Road interchange and the Pasqua Street Corridor.
		Prince of Wales Drive - Jenkins Drive to Highway 46	Service Agreement Fees (Roads)	-	9,500	-	-	-	9,500	Paving of Prince of Wales Drive from Jenkins Drive to Highway 46.
			Current Contributions	-	450	-	-	-	450	
		Prince of Wales Pathways - Wascana Gate South to Arens Road	Current Contributions	1,450	-	-	-	-	1,450	Funding to upgrade the existing crusher dust pathway along Prince of Wales Drive from Wascana Gate South to Arens Road.
		Ring Road Grade Crossing Relocation	Current Contributions	1,000	-	-	-	-	1,000	Funding for support to complete funding applications and subsequently initiative detailed design assuming commitments are made in advance.
		Ring Road Widening - Albert Street to McDonald Street	Service Agreement Fees (Roads)	-	-	1,050	-	-	1,050	Detailed design of a third lane on Ring Road between Albert Street and McDonald Street.
		Road Network Improvements Property Purchases	Service Agreement Fees (Roads)	500	500	500	500	500	2,500	Funding for property acquisitions to realize the 25-year road network plan in the Transportation Master Plan and beyond. Property will be utilized

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										for road right of way for increased network capacity to support continued growth.
		Saskatchewan Drive Corridor Improvements - Winnipeg Street to McTavish Street	Service Agreement Fees (Roads)	-	-	-	2,100	-	2,100	Street enhancements including upgraded sidewalks, curbs, street furniture on Saskatchewan Drive from Winnipeg Street to McTavish Street.
		Saskatchewan Drive Corridor Improvements - Winnipeg Street to McTavish Street	Current Contributions	-	-	-	5,900	6,150	12,050	Saskatchewan Drive from Winnipeg Street to McTavish Street.
		Saskatchewan Drive Functional Study - Lewvan Drive to Airport	Service Agreement Fees (Roads)	200	-	-	-	-	200	Functional design work for the extension of Saskatchewan Drive from Lewvan Drive to north of the Airport.
		Transportation Master Plan Update	Service Agreement Fees (Roads)	-	400	-	-	-	400	Completion of a major update to the Transportation Master Plan. This update will ensure that the City has an up-to-date, economically feasible and environmentally responsible transportation network plan.
		Wascana Parkway to Prince of Wales Drive Extension	Service Agreement Fees (Roads)	-	-	-	-	3,900	3,900	Design of the extension of Wascana Parkway to Prince of Wales Drive.
		Total Sustainable Infrastructure		5,442	15,040	4,250	12,550	26,750	64,032	
Total City Planning & Community Development				23,509	68,325	69,264	68,654	45,177	274,929	
Financial Strategy & Sustainability	Financial Services	Fuel Tank Replacement and Contaminated Sites Management	Current Contributions	-	-	450	-	-	450	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.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Oracle EBS Suites - Oracle Life Cycle Management and Procurement Contracts	Current Contributions	840	-	-	-	-	840	Implementation of a comprehensive, integrated, and end-to-end solution that provides automated and streamlined contract management support for procurement. Investment in procurement systems was identified in the Efficiency Review.
		Oracle Utilities Work & Asset Management (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.
	Total Financial Services			1,140	1,100	1,550	-	-	3,790	
	Land, Real Estate & Facilities	500 Arcola - Decommissioning	Current Contributions	425	-	-	-	-	425	Funding for this project covers the decommissioning of the Solid Waste container shop located at 500 Arcola Ave, 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.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		City Facilities Multi-Stream Waste Bin	Solid Waste Reserve	13	13	13	13	13	65	Replacement of waste bins at City owned and operated spaces.
		Corporate Office Space for New Employees	Current Contributions	100	100	100	100	100	500	This program funds the set-up of office space for new City employees.
		Corporate Office Space Upgrades	Current Contributions	-	-	2,250	-	-	2,250	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 organization and increase space utilization.
		Employee Provided Parking Improvements (City Hall)	Employer Provided Parking Reserve	50	50	50	100	100	350	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 Provided Parking Reserve	700	100	100	200	250	1,350	This funding is allocated from the employee parking reserve (non-City Hall) to provide for the long-term sustainability of employee provided parking lots. The work includes new asphalt, paving overlays, lighting and fencing at parking sites other than City Hall.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Facilities Asset Management	Current Contributions	13,041	8,488	14,354	14,203	15,142	65,229	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 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	102	25	50	50	50	277	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.
		Facility Upgrades to Support Bus Electrification	Asset Revitalization Reserve	3,000	-	-	-	-	3,000	Funding for the upgrade of the transit operations center to support the operation of electric buses.
			Current Contributions	5,405	-	-	-	393	5,798	
			Zero Emissions Transit Fund	5,130	3,275	-	-	-	8,405	
		Geothermal Heating Facility	Debt	413	442	4,176	4,351	1,068	10,450	Development of a facility that will be used to heat the new Indoor Aquatic Facility.
			Service Agreement Fees (Parks)	338	677	1,184	1,184	-	3,383	
			ICIP (Federal)	200	4,000	3,000	800	-	8,000	
			ICIP (Provincial)	167	3,333	2,500	667	-	6,667	

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Golf Course Facilities Asset Management	Golf Course Reserve	100	100	100	250	300	850	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.
		Operational Yard Facility Master Plan	Current Contributions	-	188	-	-	-	188	Examination of space requirements and review of facility options for the delivery of City operations staff.
		Outdoor Boarded Rink Improvements	Current Contributions	650	650	-	700	725	2,725	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-Depot Development	Current Contributions	625	-	150	-	-	775	Funds for this project are for the purchase of land and detailed design of a Parks sub-depot building in the expanding South area of the City, bringing equipment and labour closer to the work areas to ensure efficient service delivery across the city.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		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	3,800	2,600	-	-	-	6,400	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	Grants	4,400	4,445	-	-	-	8,845	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 neighbourhood.
		Renewable Regina 2050 - Facility Upgrades	Current Contributions	500	500	500	500	500	2,500	Funding for upgrades to City-owned facilities with a focus on reducing utility consumption and GHG emissions consistent with the energy and sustainability framework.
		Riverside Cemetery Maintenance Facility Expansion	Current Contributions	-	-	90	-	-	90	Funds for the design of an expansion to the Riverside Cemetery Maintenance Facility. The expansion will improve operational efficiencies.
			Cemetery Reserve	-	-	15	-	-	15	
		South-East Fire Station (#8)	Current Contributions	1,200	5,400	5,400	-	-	12,000	

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
			Solid Waste Reserve	70	340	340	-	-	750	Design and construction of a new fire station in the southeast.
		South-East Fire Station (#8) – ESF	Current Contributions	200	900	900			2,000	Funding to ensure Station #8 is Net Zero Energy Ready.
		South-East Lands Development	Land Development Reserve	-	9,200	7,000	3,000	1,000	20,200	Funds for this project are for the development of The Towns, which consists of approximately 50 acres of primarily residential land. Market conditions will dictate the pace of completion.
		South-West Fire Station	Current Contributions	1,950	-	-	1,300	5,900	9,150	Funds for the purchase of land, design, and construction of a fire station in the southwest.
		South-West Fire Station (#9) – ESF	Current Contributions	-	-	-	200	1,000	1,200	Funding to ensure Station #9 is Net Zero Energy Ready.
		Tennis and Pickleball Court Development	Current Contributions	350	150	265	265	275	1,305	This is a multi-year program to redevelop existing tennis and pickleball court sites to ensure that service levels are maintained. Funding identified is sufficient to typically complete two upgrades per year.
		Transit Master Plan - East Transit Hub	Current Contributions	-	-	-	2,000	-	2,000	Funds for the purchase of land for the East Transit Hub.
		Transit Shelter Improvements	Current Contributions	250	250	100	100	250	950	These funds are used annually to improve and maintain transit shelters and add or relocate shelters depending on modifications to the City's transit routes.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Workspace Improvement Program	Current Contributions	-	200	200	250	250	900	This program funds City workspace improvements to improve employee engagement and business efficiencies, enhance workflow, collaboration, and team dynamics.
Total Land, Real Estate & Facilities				43,389	45,636	43,047	30,443	27,526	190,042	
Total Financial Strategy & Sustainability				44,529	46,736	44,597	30,443	27,526	193,831	
Officers of Council	Fire & Protective Services	Fire Apparatus (Pumper) for Station #8	Current Contributions	-	-	1,300	-	-	1,300	Purchase of additional fire pumper unit for the Southeast Fire Station.
		Fireground Training Props	Current Contributions	250	250	250	250	250	1,250	Funding to purchase training props to enhance delivery of key training programs including fire suppression, hazardous materials, and technical rescue.
		Next Generation 9-1-1	Current Contributions	600	-	-	-	-	600	Next Generation 9-1-1 represents a new and enhanced public emergency communication 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.
		Regulatory Equipment Renewal and Restoration Program	Current Contributions	125	125	125	125	125	625	Replacement of firefighting equipment.
		Self-Contained Breathing	Current Contributions	-	-	-	2,500	-	2,500	Replacement of Self-Contained Breathing Apparatus units.

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
		Apparatus (SCBA) Replacement								
	Total Fire & Protective Services			975	375	1,675	2,875	375	6,275	
	City Centre & Community Standards	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 Ticket Equipment Replacement Program	Current Contributions	35	30	35	-	65	165	Funds are used for the regular replacement of equipment the City of Regina uses daily to issue parking tickets.
	Total City Centre & Community Standards			50	45	50	15	80	240	
	Sustainable Energy & Adaptation	EV Chargers	Current Contributions	375	-	-	-	-	375	Establish vehicle charging infrastructure for the first steps of the replacement of the light vehicle fleet with electric vehicles.
			Zero Emissions Vehicle Fund	375	-	-	-	-	375	
	Total Sustainable Energy & Adaptation			750	-	-	-	-	750	
	Technology	Customer Relationship Management (CRM)/ Point of Sale (POS)	Current Contributions	412	-	-	-	-	412	Implementation of a new enterprise-wide CRM. A new CRM solution is expected to result in significant efficiencies and improve delivery of customer services by automating processes, reducing wait and call times, and improving service levels. It can also significantly advance digital self-service options, offering a consistent customer experience to complete online transactions

Division	Dept	Program/ Project	Funding	2024	2025	2026	2027	2028	5 Year Total	Description
										in an efficient, accessible, easy to use and cost-effective way.
		Sustainable Technology Infrastructure	Current Contributions	200	225	225	225	225	1,100	This program is used to replace aging and end of life infrastructure components to reduce risk and ensure service availability. This includes technology hardware, software, cybersecurity, data storage, and networking equipment.
		Technology Growth	Current Contributions	200	225	225	225	225	1,100	This program provides the ongoing funding for the City to expand its technology 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.
	Total Technology			812	450	450	450	450	2,612	
Total Officers of Council				2,587	870	2,175	3,340	905	9,877	
Regina Police Service			Current Contributions	3,382	8,483	6,064	5,205	4,413	27,547	The Regina Police Service Capital Plan includes six program areas: facilities development, communications, information technology, emergency services equipment, asset management and fleet.
			SGI	128	128	128	128	128	640	
Regina Police Service Total				3,510	8,611	6,192	5,333	4,541	28,187	
Total City			Total	136,656	211,311	184,711	188,506	159,810	882,995	



Detailed Five Year General Capital Plan Funding Source (\$000s)

Funding Source	2024	2025	2026	2027	2028	5 Year Total
Asphalt Plant Reserve	875	-	-	300	-	1,175
Asset Revitalization Reserve	3,000	-	-	-	-	3,000
Automated Speed Enforcement Deferred Revenue	600	-	-	-	-	600
CCBF (Gas Tax)	13,710	13,710	13,710	13,710	13,710	68,550
Cemetery Reserve	270	492	262	191	446	1,661
Debt	413	7,042	22,661	18,153	5,391	53,660
Dedicated Lands Reserve	400	-	-	-	-	400
Employer Provided Parking Reserve	750	150	150	300	350	1,700
Fleet Replacement Reserve	18,291	27,077	11,456	23,110	22,974	102,908
General Fund Reserve	695	-	-	-	-	695
Golf Course Reserve	250	250	250	400	458	1,608
Grants	4,400	4,445	-	-	-	8,845
Grant (SGI)	328	328	128	128	248	1,160
ICIP (Federal)	200	4,000	3,000	800	-	8,000
ICIP (Provincial)	167	3,333	2,500	667	-	6,667
ICIP Grant Funding	3,667	26,400	26,400	22,733	-	79,200
Land Development Reserve	-	9,200	7,000	3,000	1,000	20,200
RSIP Grant	260	520	575	750	200	2,305
Service Agreement Fees (Parks)	1,453	5,988	8,668	6,395	806	23,310
Service Agreement Fees (Roads)	3,300	15,400	5,350	7,700	21,750	53,500



Funding Source	2024	2025	2026	2027	2028	5 Year Total
Service Agreement Fees (Utility)	-	-	-	600	-	600
Solid Waste Reserve	1,858	2,863	6,263	3,023	1,073	15,080
Stadium Reserve	410	2,650	200	1,750	250	5,260
Utility Reserve	37	119	-	-	174	330
Zero Emissions Transit Fund	10,180	14,486	-	6,374	10,500	41,540
Zero Emissions Vehicle Fund	375	-	-	-	-	375
Current Contributions	70,767	74,858	76,138	78,422	80,480	380,666
Total	136,656	213,311	184,711	188,506	159,810	882,995