

Underutilized Land Improvement Strategy

City of Regina



REGINA
Infinite Horizons

Title	Underutilized Land Improvement Strategy
Version	December 12, 2019
Link to the Official Community Plan	<p>This strategy outlines the course of action the City will take to address barriers to reinvestment being made into vacant and underutilized lands, support growth through intensification, and foster advancement on the Community Priorities to:</p> <ul style="list-style-type: none"> • Achieve long-term financial viability; • Support the availability of diverse housing options; • Support transportation options; and • Foster economic prosperity
Owner	Executive Director City Planning and Community Development Division
Next Major Review	2024

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Executive Summary

Design Regina, the City's Official Community Plan (OCP) established Community Priorities that were considered through the development of the Underutilized Land Improvement Strategy:

- Develop complete neighbourhoods,
- Support the availability of diverse housing options,
- Achieve long-term financial viability, and
- Foster economic prosperity.

To support these Priorities, the OCP directs residential and employment growth and development to occur within both greenfield and the existing parts of the city (i.e. in established areas). Opportunities to advance progress on this objective within existing areas reside on underutilized lots, many of which are within the City Centre and surrounding vicinity. Underutilized sites are considered brownfields, bluefields (vacant institutional sites), surface parking lots and/or vacant sites.

Determining what the City should do to foster opportunities for redevelopment was approached as a two-step process. The first was through the completion of an Underutilized Land Study (the Study; ULS) that was led by V3 Companies of Canada, supported by Praxis Consulting and Trace Associates Inc. This study identified barriers to the investment of these sites and made recommendations for action to address those barriers. This Study was endorsed by City Council in December 2018 and is a key input for the second step which is to develop an Underutilized Land Improvement Strategy (the Strategy; ULIS) that will outline an implementation plan for addressing the barriers to redevelopment.

This Strategy is a plan for change. It is a tool to generate interest and facilitate development within our existing city, particularly in areas with underutilized lands. While this is not a new idea, it emphasizes a shift in focus and desire to make infill development more attractive, financially viable, and valued as an important part of the city's growth and development and integral to meeting the Community Priorities.

At the same time, this can impact other choices. As such, it is important to be thoughtful in the approach taken, recognize the need for regular review and refinement, and work with the community in developing and implementing actions to

best manage risks and meet desired community goals. This Strategy has been developed with these considerations in mind.

This Strategy is not necessarily a commitment for future investment. This direction will help inform decisions that are made by Council as part of the defined budget process. It is expected that actions from this strategy, as implemented, will require funds and that this would be sought through the City of Regina's regular annual budget process where Administration's proposed budgets are vetted through a public consultation process. Only after Council adopts the budget will investments be approved.

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Introduction

Purpose

Design Regina, the City's Official Community Plan (OCP) established the following Community Priorities that are considered through the development of the Underutilized Land Improvement Strategy:

- Develop complete neighbourhoods,
- Support the availability of diverse housing options,
- Achieve long-term financial viability, and
- Foster economic prosperity.

These Priorities provide direction on where efforts are to be focused to achieve the City's Vision:

To Be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

The purpose of this strategy is to outline the course of action the City will take to meet broader sustainability goals in our community by meeting the following outcomes:

- Reinvestment in vacant and underutilized sites and revitalize neighbourhoods;
- Improvement towards meeting the OCP intensification target for 30% of population growth to be located within existing parts of the city; and
- Progress on the Community Priorities.

ULIS is a component of a broader work plan to encourage growth through intensification and as such efforts involve seeking opportunities to align and coordinate efforts with other projects and initiatives.

This Strategy provides guidance for future work; it is not a binding policy direction. Policy and programs are likely outcomes of the implementation of specific actions within the Strategy.

Similarly, this Strategy is not necessarily a commitment for future investment. This direction will help inform decisions that are made by Council as part of the defined budget process. It is expected that actions from this strategy, as implemented, will

require funds and that this would be sought through the City of Regina's regular annual budget process where Administration's proposed budgets are vetted through a public consultation process. Only after Council adopts the budget will investments be approved.

Guiding Principles

Guiding principles help guide the development of the strategy, including the actions, how they are implemented, and in what time period.

The Strategy and its implementation of Strategic Actions:

- Actively responds to feedback provided by stakeholders;
- Supports the achievement of broader OCP intensification goals;
- Focuses efforts in the near term with other initiatives that are already underway (or are imminently planned to start);
- Prioritizes actions that can meet multiple City objectives;
- Recommends capitalizing on opportunities, such as City projects that will include planning for capacity needs in the future and core areas where there are existing Plans (e.g. Downtown);
- Uses and builds upon existing tools and processes like the Construction Planning and Integration process; and
- Considers the City's readiness (i.e. alignment with existing projects; # of departments that need to be involved; budget availability and financial viability) in proceeding with projects.

Process and Engagement

Stakeholder consultation that was conducted as part of the Underutilized Land Study (the Study) that was led by V3 Consultants of Canada and supported by Praxis was used directly to inform the Strategy.

As well, stakeholders involved in facilitated workshops through the Study were invited to continue the conversation and review and provide feedback on the draft goals and strategic actions. Feedback was provided as part of a workshop and through written comments following the workshop. This feedback was reflected on and used to refine

this Strategy. Administrations' response was provided to stakeholders that described how the feedback was used, including the changes that were made as a result.

Current Conditions

To understand current conditions, the City retained V3 Companies of Canada in 2017 to initiate a study of underutilized lands and buildings to:

- develop an underutilized land inventory to improve the understanding of the location of these sites and use as a base for reflection on over time;
- improve understanding of the regulatory, approval process, brownfields, financial, infrastructure, social and market barriers stakeholders have to face to invest in developing these lands, and
- recommend actions to respond to these barriers by considering current practice at the City, municipal best practice and the consultant's direct experience.

As well, three business case examples were conducted to examine development costs and revenues by developing in an infill context versus in a greenfield area. These case studies highlighted the challenges that infill development has that are different from greenfield that should be considered in developing this Underutilized Land Improvement Strategy.

The Underutilized Land Inventory found that there are over 750 vacant sites within established areas of Regina (see Figure 1). Many of these sites are concentrated in the City Centre (see Figure 2), as identified in the City's Growth Plan in the OCP and to some extent within neighbourhoods surrounding the City Centre. A more detailed review was conducted within the City Centre, as identified in Map 1, Growth Plan in *Design Regina, the Official Community Plan Bylaw* (OCP) that looked at identifying vacant lots, surface parking lots and vacant buildings.

As well, the City has not been meeting the OCP intensification target of 30% of growth occurring within existing areas. In 2018, only 4% of growth had occurred. While previous years had seen a higher rate of growth, it has been well below the 30% target.

It is recognized, and it was emphasized by stakeholders, this Strategy is needed to improve the financial viability of development projects on underutilized sites. For instance, challenges with process and timing waiting for approvals can lead to delays that compromise a project's ability to advance. Similarly, lack of infrastructure capacity and condition information is one of the biggest deterrents; the costs to seek this

information can be significant, and as such, can affect decisions to even consider proceeding with a potential development application. Ways to address these types of concerns has been woven into the Goals and the associated Strategic Actions to enable the City to effectively make progress as current projects advance and future projects build on their success.

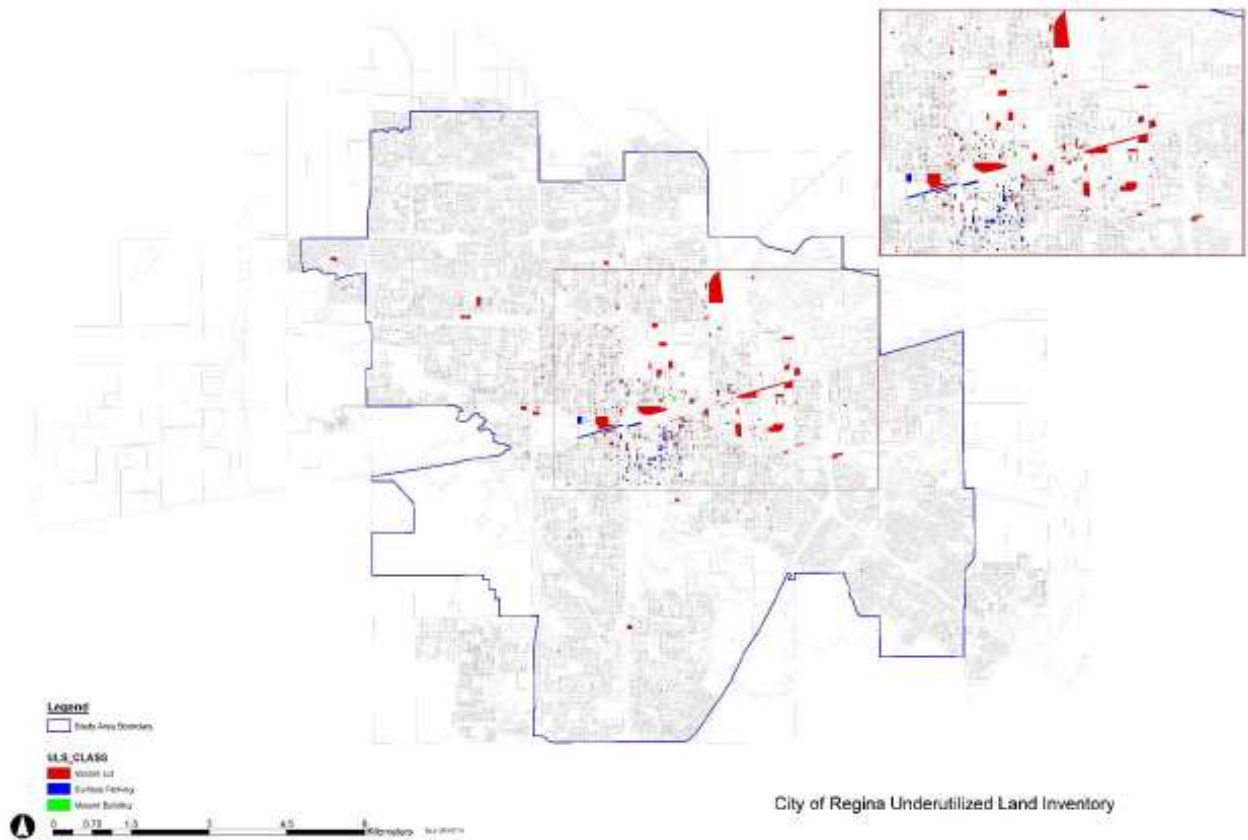


Figure 1: Underutilized Land Inventory (Underutilized Land Study, 2018)

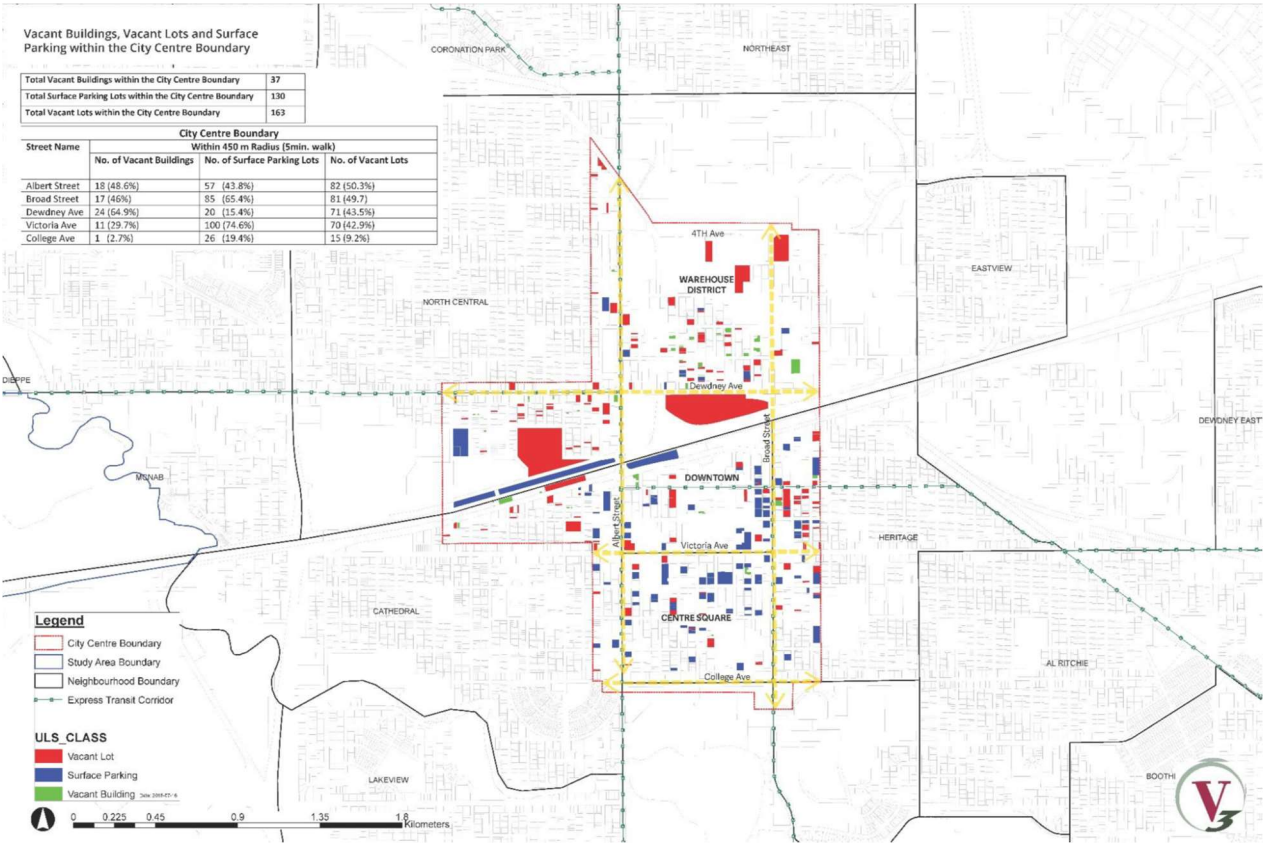


Figure 2: Underutilized Lands in City Centre (Underutilized Land Study, 2018)

Strategy Goals

The overall context for this work is to support overall implementation of Design Regina, the OCP, including the Community Priorities and fostering achievement of the intensification target in the OCP.

Advancing the ULIS successfully will result in redevelopment of existing sites, capitalizing on the use of existing infrastructure, linking back most directly to the Community Priorities to achieve long-term financial viability, improving environmental sustainability, and fostering economic prosperity.

The Strategy is intended to be implemented over approximately ten years, with regular reviews to ensure efforts are meeting stakeholder needs and programs can be refined and adjusted. The Strategy will utilize initiatives that are already underway as a base with additional efforts to address more specific barriers over time. As such, the Strategy is intended to evolve as conditions change.

Collectively, these goals are the intended outcomes of this Strategy and are used to develop and guide the strategic actions to address barriers and result in an increase in the redevelopment of underutilized sites. They help organize action and it is recognized that they are inter-related and support one another.

Goal	Explanation	Barriers to Development of Underutilized Lands (as per ULS)
<p>1.RULES</p> <p>The regulatory frameworks (e.g. Zoning, Neighbourhood Plans) support redevelopment of underutilized lands.</p>	<ul style="list-style-type: none"> Review and update City regulations to consider feedback received through ULS and implications to the City and broader community. 	<ul style="list-style-type: none"> Regulations are felt to be restrictive and stakeholders would prefer more flexibility when dealing with infill sites given how different they are from one another. Parking regulations for infill, in particular, were identified as being too inflexible. Suggestion to consider development alternatives to buildings on vacant lots (such as parking lots, which are a low-risk alternative).
<p>2.PROCESS</p> <p>Information for redevelopment applications is readily available and the</p>	<ul style="list-style-type: none"> Improve processes and clarify roles and responsibilities associated with development of underutilized sites. 	<ul style="list-style-type: none"> Lack of clarity on where to find information on regulations and requirements Perception that City departments are not aligned, and builders receive inconsistent information Approval process is not intuitive.

<p>process is coordinated.</p>		<ul style="list-style-type: none"> • Timelines for approval can be too long. • Uncertainty on process for undertaking development of infill sites; • Lack of coordination between City business areas in terms of providing information through development application process.
<p>3. FINANCIAL</p> <p>Private investment in the redevelopment of underutilized properties is fostered through strategic public investment.</p>	<ul style="list-style-type: none"> • Consider incentives, reinvestment in infrastructure generally • Respond to financial concerns and associated risks of infill development raised by stakeholders • Seek to ensure financial viability of the City is considered 	<ul style="list-style-type: none"> • Infill development has a higher cost (and level of risk) than greenfield development: <ul style="list-style-type: none"> ○ Screening (and associated clean-up) must be undertaken on existing sites (all sites are brownfields) which makes infill development more expensive and time consuming than greenfield; ○ Consideration of surrounding existing land uses (and neighbours), infrastructure capacity constraints, condition of visible infrastructure and other community amenities (i.e. perception of the City's lack of care can deter private investment), etc. • City's current investment strategy appears to be scattered and untargeted.
<p>4. PROMOTION</p> <p>Collaboration with others is fostered and development opportunities within existing communities is promoted.</p>	<ul style="list-style-type: none"> • Work with others to address barriers and encourage intensification • Consider opportunity to post information online about sites to highlight and promote the value of intensification, and development on underutilized sites within existing communities. • Seek to respond to concerns about not having access to information about properties and brownfield remediation. 	<ul style="list-style-type: none"> • Low interest and demand for development within existing areas due to: <ul style="list-style-type: none"> ○ lack of understanding of what is involved (including what is involved with remediation of sites); ○ lack of understanding of the value of building in existing areas; ○ perception that there are more safety concerns in existing areas; ○ limited demand for downtown living; ○ commuting times are still reasonable from periphery; and ○ overbuilding in greenfield through to inhibit infill development.
<p>5. MONITORING</p> <p>Through implementation, progress is monitored and reported regularly and informs refinements to the Strategy over time to respond to barriers.</p>	<ul style="list-style-type: none"> • Ensure reflection is planned, progress is measured, and refinements are made over time. • Target are set and are measurable • Ensure that efforts are meeting desired outcomes. 	<ul style="list-style-type: none"> • Not applicable directly • Generally, it is in the public interest to regularly review and develop opportunities to refine plans and strategies to City investments are meeting intended outcomes • Review whether the barriers are changing over time.

Framework for Action

Upon City Council approval of this framework for addressing barriers to the redevelopment of underutilized sites, implementation of the Strategy will begin. That said, some actions have been underway already as part of existing projects; these will continue as planned, but their relationship to this Strategy addressing the barriers associated with the redevelopment of underutilized lands will be made clear.

For each Strategic Action, start dates have been identified, using the guiding principles. As well, some projects once started, will continue to be implemented and even grow over time as Regina evolves and grows.

The timing for implementation is identified as follows:

Immediate start actions:	Immediate start / Planned or Underway (2019)
Short-term start actions:	1-2 years start (2020-2021)
Medium-term start actions:	3-5 years start (2022-2024)
Long-term start actions:	5-10 years (2025-2030)
Ongoing actions:	Once initiated, these actions are intended to continue to proceed over the long-term.

As noted previously, this Strategy is not a commitment for future investment. This direction will guide Administration's actions and decisions that are made by Council as part of the defined budget process. It is expected that actions from this strategy, as implemented, will require funds and that this would be sought through the City of Regina's regular annual budget process where Administration's proposed budgets are vetted through a public consultation process. Only after Council adopts the budget will investments be approved.

The Strategic Actions

Recommendations from the Underutilized Land Study (ULS), lessons learned from other communities, and current City work plans informed the overall strategy. In that vein, there are many projects underway already at the City that, when completed, will support development on underutilized sites as a result of efforts to implement the OCP. As such, these projects, such as the implementation of the Planning and Building Software, completion of the Zoning Bylaw, and advancement of

Neighbourhood Planning, that contribute to this end have been captured within this framework.

The OCP directs 30% of growth to occur within the existing city, a change from the growth pattern that had a larger focus on the periphery. Growth within the existing city is important as it supports the achievement of multiple community priorities, including achieving long-term financial viability by making efficient use of our existing infrastructure and community amenities and supporting the completion and revitalization of our older neighbourhoods.

Shifting the growth pattern of a community is complicated and requires efforts on multiple fronts. Within Administration, cross-departmental collaboration is important given the impacts that different decisions can have on other areas and their ability to support intensification. To meet this challenge, upon approval of the OCP, the Administration created the Intensification Work Plan to coordinate projects and facilitate communication across divisions. This ensured efforts being undertaken considered one another and the overall direction of fostering intensification of existing areas. Opportunities for this intensification are also potential sites identified as underutilized through the Underutilized Land Study. As such, many of the initiatives that the City already is undertaking support the redevelopment of underutilized land sites; this Strategy helps to bring them together under a common umbrella and purpose.

This Strategy provides an approach that involves focusing efforts where they have already begun, recognizing their role in addressing barriers identified through ULS, considering short-term refinements to shape project's ability to address concerns related to underutilized sites, and then building on them with specific tactics over time. Many of the actions from the Underutilized Land Study were included within the Strategy directly or modified to coincide with City initiatives and programs.

This Strategy makes a conscious effort to see the initiatives that have started through, allow time for implementation, and reflect on what more specific is needed to address issues and barriers even more effectively. This approach fosters an environment of continuous improvement and considers the resource capacity within the organization as well as the community's ability to participate and refine their own practices based on changes being made.

As such, the Strategic Action is organized around:

- meeting the goals which were determined by reviewing the feedback on barriers provided during the Underutilized Land Study;
- focusing efforts on completing existing projects that support redevelopment of underutilized land;
- where possible, adding an underutilized land lens to address specific barriers as those projects are completed;
- building on those initiatives and filling gaps with new programs and initiatives; and
- reflecting on progress and refining initiatives regularly over time.

Additional details will be added as implementation proceeds for each of the Strategic Actions in the following tables. These Actions listed here are intended to provide an overview of steps to meet the Goals and guide the City's efforts to improve the redevelopment of underutilized lands.

Goal 1: RULES

The regulatory frameworks support redevelopment of underutilized lands.

#	Strategic Actions	Timing to 'Start'
1-1	Update Zoning Bylaw to align with the Official Community Plan (OCP).	Immediate Ongoing
1-2	Explore the range of potential temporary uses on vacant lots along with the related regulatory and policy implications.	Medium-Term
1-3	Maintain regular review schedule to ensure the Zoning Bylaw is current and ensuring development is aligned with the OCP as well as considering its impact on addressing barriers identified through the Underutilized Land Study.	Long-Term Ongoing
1-4	Consider using contract zoning where specific uses are restricted due to known contaminants to allow development to occur that is not affected by contaminants.	Immediate Ongoing
1-5	Through Neighbourhood Planning process, consider locations of underutilized lands, their viability from an intensification and redevelopment perspective, what the ultimate land uses in those locations should be, and how zoning should be applied (e.g. contextual zoning; alternative development standards). As appropriate, consider in tandem with other Strategies, including 1-6, 1-7, and 1-8.	Immediate Ongoing
1-6	Consider pre-zoning sites with an ability to add a holding component that identifies requirements to be completed by the developer; it is expected that this would be implemented as part of the neighbourhood planning processes to assign the ultimately desired land use in strategic sites, but it could also be advanced on its own.	Immediate Ongoing
1-7	Explore supporting mid-rise (6 story) developments in zoning and identify key zones where mid-rise development can occur 'as of right'.	Short-term Ongoing
1-8	Ensure consistency between OCP, Zoning Bylaw and Site Design Standards through regular review, and update accordingly.	Immediate Ongoing
1-9	Discuss the option with City Council to work with SUMA to lobby the province to provide options to address environmental liability surrounding taking title on potentially contaminated lands where taxes are in arrears. This may include a provision to allow but not require municipalities to enter a land for the purposes of conducting an environmental assessment without taking title.	Long-Term

1-10	Support City Council's work with SUMA to lobby for tax legislation changes to allow for site-specific tax measures to penalize landowners of underutilized lands who have removed the sites from the marketplace.	Long-Term
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Goal 2: PROCESS

Information for redevelopment applications is readily available and the process to apply is coordinated.

#	Strategic Actions	Timing for 'Start'
2-1	Focus implementation of new Planning and Building Software (i.e. Cityview) and review for improvements over time that support the development process on underutilized sites.	Immediate
2-2	Consider opportunities in the Planning and Building Software to prioritize development applications for underutilized sites.	Short-Term
2-3	Focus implementation of one-point of contact through the entire application process for development (generally).	Immediate Ongoing
2-4	Reflect on whether a specific role is needed for infill development of underutilized land sites given the complexity of the applications and to foster effective cross-departmental coordination.	Medium-Term
2-5	Consider the need to develop an online tool to assist developers in understanding what they can expect through the application process for development on underutilized sites.	Medium-Term
2-6	Explore opportunities to improve the internal process to support redevelopment on underutilized sites specific to the Downtown.	Short-Term Ongoing
2-7	Seek opportunities to make GIS Infrastructure Viewer available on regina.ca for use by prospective developers in developing their applications on a per-site basis to inform development proposals at the start of a project, including infrastructure and on-site servicing requirements.	Immediate Ongoing
2-8	Track the time taken for steps in the approval processes for infill development (to inform 2-9 and Goal 5).	Immediate Ongoing
2-9	Consider developing service standards for processing infill development applications as part of Planning and Sustainability Fee Reviews.	Medium-Term Ongoing

Goal 3: FINANCIAL

Private investment in the redevelopment of underutilized properties is fostered through strategic public investment.

#	Strategic Actions	Timing to 'Start'
3-1	Identify defined area(s) to focus efforts to develop specific programs and/or infrastructure improvements to encourage development of underutilized lands in a targeted way (e.g. specific blocks within a broader neighbourhood area).	Medium-Term Ongoing
3-2	Review Housing Incentive Policy (HIP) to determine options for considering the application to redevelopment of underutilized sites.	Immediate
3-3	Review incentive program options identified in the ULS (and others, as applicable, such as delaying collection of taxes on previously untaxed land, providing grants to support residential-commercial/office conversions), research their effectiveness, applicability to our community, and other considerations to inform incentive programs for defined areas (linked to 3-1), specific types of underutilized lands (e.g. gas station sites), or city-wide.	Medium-Term
3-4	Consider investment strategies to improve attractiveness of existing neighbourhoods and/or areas specifically identified for redevelopment through Neighbourhood Plans.	Short-Term Ongoing
3-5	Consider creation of a "Redevelopment Levy" where there are multiple land owners with a collective interest in upgrading local infrastructure to enable development of their sites.	Medium-Term Ongoing
3-6	Improve ability of Construction Programming & Integration to identify and prioritize opportunities to upgrade infrastructure to foster development opportunities on underutilized sites.	Short-Term Ongoing
3-7	Undertake Cost of Growth Study to understand the financial implications of growth on the City (and city) as a result of its location.	Medium-Term
3-8	Explore development of a program to invest in upsizing underground infrastructure annually.	Medium-Term
3-9	Invest in the Railyard Renewal Project with other levels of government.	Immediate Ongoing
3-10	Consider opportunities to use the Regina Revitalization Initiative as a catalyst for further redevelopment.	Long-Term Ongoing
3-11	Investigate barriers to the redevelopment of vacant buildings and options for addressing them.	Long-Term

3-12	Develop a neighbourhood clean-up campaign.	Long-Term Ongoing
3-13	Invest in innovative transit.	Short-Term Ongoing

Goal 4: PROMOTION

Collaboration with others is fostered and development opportunities within existing communities is promoted.

#	Strategic Actions	Timing
4-1	Continue to seek opportunities to coordinate utility upgrades with other organizations, including SaskEnergy, SaskPower, SaskTel and Access Communications.	Immediate Ongoing
4-2	Champion and promote development of underutilized lands and infill development internally and externally with staff and committees (link to 4-5).	Immediate Ongoing
4-3	Explore development of Infill Development Awards to publicly showcase projects and their value to the community.	Medium-Term Ongoing
4-4	Empower departments to work collaboratively on supporting the ability of intensification to occur within the existing city.	Immediate Ongoing
4-5	Develop and implement a communications strategy/campaign as a frame to prepare and provide facts about infill development and the value of fostering development on underutilized lands (linked to 4-2).	Immediate Ongoing
4-6	Support collaboration between City Council, Administration and the development community in discussing the opportunities and challenges in redeveloping underutilized sites and determining next steps.	Short-Term Ongoing
4-7	Develop and implement a demonstration project competition to encourage creative design to introduce and support new development trends (also supports Goal 3).	Medium-Term Ongoing
4-8	Explore opportunities to promote, market and enable prospective clients to be aware of available sites.	Short-Term Ongoing
4-9	Work with the Province, and others, to make information on the remediation of contaminated sites more available and accessible.	Long-Term Ongoing

Goal 5: MONITORING

Through implementation, progress is monitored, reported on regularly, and used to inform refinements to the strategy over time.

#	Strategic Actions	Timing
5-1	Update GIS vacant land inventory regularly.	Medium-Term Ongoing
5-2	Provide Underutilized Land Improvement Strategy Annual Report to City Council that includes results on the measures and progress on targets (e.g. intensification rate; change in vacant lot inventory, etc.).	Short-Term Ongoing
5-3	Reflect on strategies as they are implemented to evaluate if intended outcomes are being met; make minor refinements as needed.	Short-Term Ongoing
5-4	Consider how implementation of other City projects across the organization indirectly impact development on underutilized sites.	Medium-Term Ongoing
5-5	As part of implementation of and reflection on the strategies, consult with stakeholders to confirm where improvements have been made, identify challenges, and consider solutions.	Short-Term Ongoing
5-6	Implement survey process to determine applicant satisfaction levels and where opportunities to improve lay.	Medium-Term Ongoing
5-7	Conduct major review of Strategy every 5 years.	Medium-Term Ongoing

NOTE: The Strategies in this section were not directly related to comments received by stakeholders or recommendations from the Study. However, they are recognized as being important and aligned with the Study indirectly as their implementation ensures that Strategies that are advanced are making the intended impact as identified by stakeholders and the consultants, and if not, direct refinements to be made.

The timing of the actions is summarized as follows:

Timelines to Start Actions	Total # of Actions	# of Actions by Goal	
Immediate (2019)	15	Goal 1, Rules:	5 actions
		Goal 2, Process:	4 actions
		Goal 3, Financial:	2 actions
		Goal 4, Promotion:	4 actions
		Goal 5, Monitoring:	-
Short-Term (2020-2021)	11	Goal 1, Rules:	1 action
		Goal 2, Process:	2 actions
		Goal 3, Financial:	3 actions
		Goal 4, Promotion:	2 actions
		Goal 5, Monitoring:	3 actions
Medium-Term (2022-2024)	15	Goal 1, Rules:	1 action
		Goal 2, Process:	3 actions
		Goal 3, Financial:	5 actions
		Goal 4, Promotion:	2 actions
		Goal 5, Monitoring:	4 actions
Long-Term (2025-2030)	7	Goal 1, Rules:	3 actions
		Goal 2, Process:	-
		Goal 3, Financial:	3 actions
		Goal 4, Promotion:	1 action
		Goal 5, Monitoring:	-

Next Steps for Implementation

The City Planning and Community Development Division will coordinate and collaborate to advance activities within the corporation to implement the Strategy.

Timing and Resources

This Strategy is not a commitment for future investment. Rather it informs the work of Administration to address barriers to redeveloping underutilized lands and the decisions that are made by Council as part of the defined budget process and over the course of their ongoing deliberations.

Investments will be reviewed each year through the City of Regina's annual budget process where Administration's proposed budgets are vetted through a public consultation process. Only after Council adopts the budget will investments be approved.

Some Actions identified in this Strategy are a part of business as usual while others will be undertaken as defined projects and managed accordingly. The impact will largely be within the City Planning and Community Development Division, though support will be required by others as noted above.

As Actions that are to be advanced as projects proceed, they will be undertaken using our project management processes which includes identifying resources from a staffing and budget perspective.

Monitoring and Evaluation

Measuring progress over time is important to ensure efforts are achieving the intended goals, recognizing changing conditions, supporting continuous improvement, and ensuring public investment (including staff resources, infrastructure renewal, and incentive programs) achieve intended outcomes. This information will be shared as part of the Annual Report.

Changing the pattern of growth and recognizing the value of investing in underutilized sites will not be addressed through a single action; as such, the advancement of a combination of actions will be needed to result in measurable impacts over time.

To meet this need, an approach to monitoring will be used that can evolve as actions, and combinations of actions, are moved forward. As such, it includes a mix of measures that considers the:

- advancement of strategic actions for each goal;
- direct impact of specific actions; and
- longer-term impact that implementation of collective actions has on meeting the Strategy goals and OCP priorities.

As some actions in the Strategy direct the City to explore options before proceeding in one direction or another, direct measures for each action are not reasonable to define in a meaningful way. Instead, specific measures will be developed as initiatives are completed and the Strategy is implemented. This means that measures will evolve over time to allow for effective monitoring of programs and initiatives in addressing the barriers as intended and fostering the development of underutilized sites.

The following table outlines the initial set of measures and targets that consider the actions that are to start in the ‘immediate’ term. Some measures have also been identified “Future” to demonstrate the types of things that will be considered as implementation advances.

Goals	Measures	Targets
1.RULES: The regulatory frameworks (e.g. Zoning, Neighbourhood Plans) support redevelopment of underutilized lands.	- # of actions started	- 100% of actions are started within timeframes identified in Goal 1
	- Approval of Neighbourhood Plans	- 4 Neighbourhood Plans are completed per year (following Year 1 - 2019)

	- Site design standards are developed and updated.	- Site design standards are completed by Jan 1, 2020.
	- Regulatory documents (i.e. OCP, Zoning Bylaw, Site Design Standards) set and meet completion and review schedules	- 100% of time
	- # of building permit applications on underutilized sites/year	- Establish baseline and set target by Q2, 2020 (reported within Annual Report)
2.PROCESS: Information for redevelopment applications is readily available and the process to apply is coordinated.	- # of actions started	- 100% of actions are started within timeframes identified in Goal 2
	- Customer experience response	- Improved ratings on customer experience survey (for Planning and Building services)
	- Time to process applications (i.e. from application to approval)	- Meet service standard
	- <i>FUTURE: Time to process applications through defined stages of the infill development application process</i>	- <i>Meet service standard</i>
3.FINANCE: Private investment in the redevelopment of underutilized properties is fostered through strategic public investment.	- # of actions started	- 100% of actions are started within timeframes identified in Goal 3
	- # of mains upsized to accommodate growth	- Determine # of mains that are undersized and establish target for upgrading by Q2, 2020 (reported within Annual Report)
	- <i>FUTURE: Public realm improvements within the Intensification Boundary</i>	- <i>Increase over time.</i>
	- % Housing Incentive Program (HIP) funding provided for development of rental units on underutilized sites	- At least 50% of incentives for rental units (grant and/or tax exemption) provided through the Housing Incentive Program are for units located within established areas
	- # of underutilized sites removed from the market/year (i.e. completion of development on underutilized sites)	- Establish baseline and set target by Q2, 2020 (reported within Annual Report)
4.PROMOTION: Collaboration with others is fostered and development opportunities	- # of actions started	- 100% of actions are started within timeframes identified in Goal 4
	- <i>FUTURE: # of website hits to intensification pages on regina.ca.</i>	- <i>To be determined upon implementation of Action 4-5</i>

<p>within existing communities is promoted.</p>	<ul style="list-style-type: none"> - <i>FUTURE: Increased number of submissions to Infill Development Awards over time.</i> 	<ul style="list-style-type: none"> - <i>To be determined upon implementation of Action 4-3</i>
<p>5. MONITORING: Through implementation, progress is monitored and reported regularly and informs refinements to the Strategy over time to respond to barriers.</p>	<ul style="list-style-type: none"> - # of actions started 	<ul style="list-style-type: none"> - 100% of actions are started within timeframes identified in Goal 5
	<ul style="list-style-type: none"> - Progress on 30% intensification target 	<ul style="list-style-type: none"> - Meet OCP target for 30% of the city's growth occurring through intensification
	<ul style="list-style-type: none"> - <i>FUTURE: Change in underutilized sites</i> 	<ul style="list-style-type: none"> - <i>Overall number of sites is being maintained or getting lower</i> - <i>Geographically-targeted City actions result in reinvestment of site in that location.</i>