2026-29 Strategic Plan: **Balanced Scorecard**

	Measure	Method	Baseline	Target	Comments
Strategic Imperative	Taxes per capita relative to comparable cities	Regina's municipal taxes per capita are ranked on a scale from highest to lowest among comparator cities.	Within bottom 25% of taxes among comparable cities	Remain within bottom 25% of tax among comparable cities	Comparator cities include: Edmonton, Calgary, Winnipeg, Saskatoon, and Ottawa The **baseline** was determined using 2026 data from comparator cities.
Principle: *Environmental Sustainability*	Corporate GHG Emissions Reduction	Previous year emissions vs current year emissions = Percent improvement annually	0.80%	3.7% (Annually)	The **baseline** for annual percentage improvement was determined using data over a 5 year period. The **target** was calculated based on the average yearly percentage improvement required to reach 100% net zero by 2050.
Principle: *IDEA*	IDEA Actions Completed and/or Initiated	Percent of 2SLGBTQIAP+ Plan actions Percent of Accessibility Plan actions	33% 50%	50% (2026) 60% (2026)	The **baselines** for both measures were established using 2025 data.
Principle: *Reconciliation*	Cultural Competency	Number of Joint Initiatives with Indigenous Community or Group Number of Partnerships with First Nations & Metis Department Initiatives tied to framework	TBD TBD TBD	TBD TBD TBD	The **baseline** and **target** will be determined in 2026 for these measures.
Service Promise	Citizen Satisfaction Score	Citizen Satisfaction Survey	62%	68% (Biennially)	The **baseline** was determined using the high-level *Quality of Life* metric for 2025. Citizen Surveys were inconsistently administered in previous years and as a result baseline data is difficult to capture. Next survey is scheduled for 2027. The **target** is based on comparator city Citizen Satisfaction Survey data from 2025.
Financial Perspective: *Sustain*	Debt Servicing Ratio	Total Principal & Interest/Consolidated Revenue	2%	<10% (Annually)	The **baseline** was determined using 2024 data.
	Service Area Expenses	Service expenditures/total city operating expenditures	Police: **24%** Fire: **9%** Enabling Services: **14%** Transportation: **9%** Parks, Recreation & Cultural Services: **10%** Transit: **8%** Service Delivery & Infrastructure Support: **11%** Community Building Support: **7%** Economic Growth & Development: **3%** Governance & Leadership: **2%**	Police: **13%-22%** Fire: **8%-11%** Enabling Services: **9%-15%** Transportation: **9%-11%** Parks, Recreation & Cultural Services: **8%-16%** Transit: **8%-20%** Service Delivery & Infrastructure Support: **8%-15%** Community Building Support: **4%-9%** Economic Growth & Development: **0%-5%** Governance & Leadership: **1%-2%**	The **baseline** is the City of Regina's 2025 percentage of operating budget by service. The **target** is to fall within the range of operational expenses of comparator cities. Winnipeg is excluded from this range because its financial figures are not directly comparable due to differences in accounting practices. *The targets apply to 2026 only.*
	Budget Compliance	Surplus or deficit	1.8% deficit	+/- 5% (Annually)	
Financial Perspective: *Grow*	Tax Volume Growth: Residential	Residential tax revenue increase due to annual growth	0.35%	1% (Annually)	The **baselines** for both tax volume growth measures are based on 2025 data.
	Tax Volume Growth: Commercial	Commercial tax revenue increase due to annual growth	0.86%	1% (Annually)	
	Growth Within Established/ Intensification Areas	Dwelling units located within the established/intensificat -ion areas of the city	28%	40% (Annually)	The **baseline** is determined using 2025 data. The **target** reflects the annual intensification target outlined in the Official Community Plan.
Stewardship & Operations: *Operations*	Corporate Efficiencies	Cost avoidances and/or savings realized through corporate efficiencies	2.4 million	3 million (Annually)	The **baseline** and **target** represent the total dollar impact of corporate efficiencies, including both cost savings and cost avoidance. The baseline was based on the 2025 efficiencies realized.
Stewardship & Operations: *Organization*	Employee Engagement Score	Employee Survey	44.6% engaged	2% improvement (Biennially)	Employee Surveys are administered every 2 years. The **baseline** is the result of the 2024 survey.
Stewardship & Operations: *Governance*	Council Self Evaluation Score	Council Survey	TBD	TBD	The **baseline** and **target** will be determined in 2026 for these measures.