Appendix B

City of Regina's 2026-2029

Strategic Priority Action Plan

Update as of August 31, 2026



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REGINA

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1. Outcome: Modernizing existing infrastructure with the capacity to support long-term growth and services to the community.

Measure/Indicator	Baseline	Target (if applicable)
Asset condition rating	Percent of roads in fair or better condition (2025) : • 76.9% of local roads • 86.3% of collector, arterial, expressway roads	Percent of roads in fair or better condition: • 85% of local roads (Annually) • 100% of collector, arterial, expressway roads (Annually)
Serviced land ratio	Percent of serviced land (2025): • 37% all greenfield growth areas • 24% residential • 7% commercial/mixed-use • 62% industrial	NA

Initiative	Update	Status
Carryout capacity building projects	**Saskatchewan Drive Corridor:** Design is currently being finalized. Construction has been delayed due to funding and project scheduling. Moved to tentative 2028 construction.	In progress
	Arcola Avenue Corridor Projects: Assiniboine Avenue On-Ramp design is ongoing. Construction is tentatively planned for 2027, pending budget approval. Prince of Wales & Arcola Intersection Improvements are scheduled for 2027.	In progress
	Northwest Lift Station: The City received the 60% design report for the project. An RFP for construction is on track to be posted for public tender in the Q4 2026.	In progress
	Water Network Expansion: Project is substantially complete and operational December 15, 2025, six months ahead of schedule and approximately $15 million under budget. Contractor team currently addressing deficiencies and completing landscaping and site restoration.	Complete
	Southwest Sewer Upgrade: Contracts 1 and 2, from McCarthy Blvd Pumping Station to the RCMP guardhouse, are substantially complete, with site restoration underway. Contract 3, from the RCMP guardhouse to Rambler Park, has been awarded and is scheduled to begin micro-tunneling in fall 2026, with completion expected in 2027. Subsequent phases to Lewvan Drive and Regina Avenue are planned for tendering between late 2026 and early 2028, with construction anticipated through 2028 and 2029.	In progress

Initiative	Update	Status
Downtown Design Specification Standards[1]	Design standards and specifications are currently being developed to promote a consistent and coordinated design for streetscaping elements in the Downtown.	In progress
Advance asset management using modern standard best practices for infrastructure support services.[2]	Portfolio level Asset Management Plans are currently being developed for core infrastructure services. Continued advancement in data collection and analysis through modern tools about our assets will support the refinement of cost of asset stewardship. Work to define and model options for acceptable and affordable Levels of Service targets in order to align with a Long-Range Financial Plan and the five-year operating and capital budgets.	In progress
Identify and prioritize key city corridors for growth, transit, and connectivity, and conduct studies to assess needs and guide future planning	Victoria Avenue corridor plan is in progress, and a consultant has now been selected. An annual program business case to support future corridor assessments starting in 2028 has been submitted.	In progress

[1]Previously, this initiative was titled “Develop a City Centre Asset Management Plan” and was renamed to reflect correct name of the work being done.
[2]Previously, the initiative focused on establishing road paving targets for major and residential roads and securing the necessary funding. The initiative was revised to encompass our roadway, sidewalk and underground utility infrastructure to support consistent, efficient, collaborative and cost-effective decision making for our entire asset network. This a more holistic approach that directly supports all aspects of the desired strategic outcome



2. Outcome: Construction is coordinated to allow for a smoother flow of people, goods, and services across the City

Measure/Indicator	Baseline	Target
Capital construction completion rate	88% of all capital construction projects substantially completed (2025)	100% of all capital construction projects substantially completed (Annually)

Initiative	Update	Status
Update WAZE, a navigation and live traffic application that integrates with Google Maps, to ensure accurate construction updates	Technical requirements have started for the solution. Resourcing will be assigned in Q3 2026.	Not Started
Review how commute times impacted by City construction	We currently do not have sufficient data to consistently track the impacts of construction on commute times. The EMME (Equilibre Multimodal / Multimodal Equilibrium) model is now operational and provides the ability to monitor AM and PM traffic conditions. Moving forward, we will be using the model more frequently to strengthen our data set and improve monitoring of traffic impacts.	In progress



3. Outcome: Transportation networks are accessible and connected, supporting diverse travel modes and increased ridership

Measure/Indicator	Baseline	Target
Transportation modal split	PM Travel Peak Period (2025): • Auto Driver: 69% • Auto Passenger: 20% • Transit: 5% • Walk/Skateboard/Wheelchair/eScooter: 8% • Bike: 1%	Targets will be established through the TMP review and will be shared in 2027. However, because the data for this measure is aligned with the census reporting cycle, it will not be reported annually.
Accessible sidewalk network[3]	634 distress repairs completed (2025)	600 distress repairs completed (Annually)
Pedestrian Connectivity[4]	2.0km of sidewalks connected (2025)	1.5km sidewalks connected (Annually)

Initiative	Update	Status
Conduct Travel Survey	Travel Survey was recently conducted in 2025. Due to the large expense of the survey and that the data only marginally changes year-to-year, the next study is planned in alignment with the 2031 Canadian Census.	Complete
Action initiatives within Accessibility Plan (i.e. sidewalk distresses, sidewalk capital replacement, snow clearing)	A sidewalk working group was established and meets quarterly to advance the objectives of the Accessibility Plan. An additional 80 km of high-pedestrian-traffic sidewalks were identified for enhanced snow clearing. A review of the sidewalk inspection and repair prioritization process was completed, and work has begun on sidewalk distress repairs and pedestrian ramp installations.	Ongoing
Ensure 90% of all residences, workplaces, secondary and post-secondary schools, shopping centers and public facilities are within 400 meters of transit	Currently achieving 94% coverage. Business cases have been advanced for council consideration as new neighbourhoods develop.	Ongoing
Increase transit ridership by 3% annually	Ridership increased by 9% in 2025, projecting a decrease in ridership in 2026 with fare increase and lower enrollment at the University of Regina.	Ongoing

[3] Previously, this measure was title "Active/Accessible transportation built and installed". It was revised to better describe the data collected.
[4] New measure added to measure the priority outcome.



4. Outcome: City facilities are well-maintained and deferred maintenance is addressed through strategic capital planning

Measure/Indicator	Baseline	Target (if applicable)
Funding required to achieve facility condition targets [5]	$115M needed to achieve acceptable facility condition targets (2025)	$0 (Annually) No additional funding is needed as a result of facilities being maintained at the desired condition level
Facilities Asset Management Investment[6]	80% of recommended investment funded (2025)	100% of recommended investment is funded (Annually)

Initiative	Update	Status
Advance the priorities outlined in the Corporate Facilities Master Plan	Work is ongoing to implement and advance projects identified in the Corporate Facilities Master Plan (CFMP) including Fire Station 8, Indoor Aquatics Facility, Operational Yard Master Plan, Transit Electrification, Northeast Community Centre and the Salt and Sand Storage Facility. Within the CFMP, the Facilities Asset Management (FAM) program is also part of the implementation and various projects have advanced through design and construction in 2026.	In progress
Update and integrate long-term Facilities' funding needs into corporate long range financial plan annually	Administration is working with an external consultant to develop the Long-Range Financial Plan and Model. Administration is providing data into this work to ensure long term funding requirements are identified within the model.	In progress

[5] Previously, this measure was title " Facility Condition Index" and has been replaced with a new measure for consistency and improved understanding with other reporting issued.
[6] Previously, this measure was titled "Facility Deferred Maintenance Investment" and has been renamed to better align with the data collected.

Vibrancy



1. Outcome: Residents have access to year-round inclusive spaces and programs that support culture, sport, recreation and well-being

Measure/Indicator	Baseline	Target (if applicable)
Program & Facility Attendance Rates	1,208,448 attendees (2025)	1,171,945 attendees (Annually)
Program Utilization Rate	89% (2025)	85% (Annually)
Cultural Program Hours Delivered	37,038 cultural program hours delivered (2025)	42,560 program hours (Annually)
Access to Inclusive & Adaptive Programs[7]	• Attendance of City-run adaptive and inclusive programs: 18,981 (2025) • Utilization of Inclusion Support Services: 51(2025) • Number of adaptive and inclusive programs: 222 (2025)	• Attendance of City-run adaptive and inclusive programs: 8,793 (Annually) • Utilization of Inclusion Support Services: TBD • Number of adaptive and inclusive programs: 170 (Annually)
Truth & Reconciliation Calls to Action, and MMIWG Calls to Justice Addressed[8]	629 actions addressed (2025)	A target has not been established for this measure because progress toward reconciliation is ongoing, relationship-based work that cannot be meaningfully quantified through fixed targets.[9]

Initiative	Update	Status
Develop the Indoor Aquatic Facility (IAF)	Construction of the indoor aquatic facility began in fall, 2025, and has progressed throughout 2026 with excavation and foundation work. Construction will continue through until late 2029 when it is expected to open to the public.	In progress
Develop the New Harbour Landing Community Space	Construction of the new school and community room space is about 40% complete and is on track for completion for June of 2027.	In progress

[7] Previously, this measure was titled "Inclusive & Adaptive Program Attendance Rate" but has been revised to better align with the priority outcome and the data collected.
[8] Previously, this initiative was titled "Indigenous Calls to Action Addressed" but has been renamed to more accurately reflect the data collected.
[9] While some Truth and Reconciliation Commission Calls to Action, once completed, no longer require continued action, others represent ongoing commitments where baseline measures can be established. However, comparing year-over-year numbers can present an incomplete and potentially misleading picture of progress, as much of this work depends on building and maintaining relationships and is influenced by the availability of Elders, Knowledge Keepers, Ceremony People and cultural teachers

Initiative	Update	Status
Develop a Cultural Site and programming[10]	Planning began for future infrastructure enhancements to strengthen the Cultural Site's year-round use. Dedicated funding was allocated to engage an architectural team to design a facility that advances the vision of the Cultural Site as a welcoming, culturally grounded space for Indigenous ceremonies, teachings, gathering, and healing. The facility will support ceremony and a range of other cultural practices, ensuring the site can continue to meet the evolving needs of community in a respectful, accessible and sustainable way.	In progress
Develop IAF Park	An accessible outdoor gathering area with a spray pad and playground will complement the indoor aquatic facility. Design was completed in 2026. This area is being constructed as part of the indoor aquatic facility project and will be open to the public in 2029.	In progress
Revitalize Parkdale Park	Construction of phase 1 is scheduled to be complete spring 2027.	In progress
Develop Cricket Field	Design is in progress and construction scheduled for 2027.	In progress
Update the Recreation Master Plan & Culture Plan	Delayed due to procurement issues. Is not expected to begin until beginning of Q4, 2026.	Not Started
Develop Kinsmen Park South and AE Wilson Park Winter Hubs	Kinsmen Park South construction is complete, and the AE Wilson Park skate trail construction is projected to be complete the beginning of November 2026 and will open to the public in winter 2027 when warranty periods will be complete.	In progress
Advance Missing & Murdered Indigenous Women & Girls Commemoration Project	Art panels have been manufactured, and construction is in progress and is scheduled to be complete in fall 2027.	In progress
Complete Park Asset Assessment	Collection of data is complete and is awaiting transfer and verification of the data by the City's geospatial team	In progress
Implement the Accessibility Plan	37 (~ 44%) actions are complete and another 37 are in progress. Of the short-term actions (to be complete between 2024 and 2026), about 70% are complete and the others are in progress. With the budget approved for 2026, nearly all short-term actions are expected to be complete by the end of the year.	In progress

[10] The Cultural Site was previously referred to as Ceremony Site

Initiative	Update	Status
Implement the 2SLGBTQIAP+ Action Plan	The Inclusive hiring strategy RFP will go out in Q4 2026, Introductory training has been rolled out to all employees and 70 per cent have completed it as of September 2026. Level 2 training delivery is underway, 2SLGBTQIAP+ Advisory Group is active, communications to support the Plan are planned for Q3/Q4 of 2026. Service enhancements for consideration in the 2027 budget include additional grant funding for 2SLGBTQIAP+ initiatives, expanded 2SLGBTQIAP+-focused recreation programming, an IDEA Talent Specialist FTE to support inclusive hiring practices, training updates and facilitator training, a civic art collection review, and employee resource group development.	In progress
Finalize and implement the Equity, Diversity and Inclusion Framework	Framework is drafted, with a goal of finalizing it by the end of 2026.	In progress
Explore increased funding for the Community Incentive Grant Program - tied to Culture Plan	Council introduced the "Increase community grants in 2027 - tied to inflation" during the 2026 budget deliberations. This funding increase has been included in the draft 2027 budget.	In progress

Vibrancy



2. Outcome: Public safety and community well-being is addressed through proactive actions by the City and partnerships with community-based organizations.

Measure/Indicator	Baseline	Target (If applicable)
Community safety & wellbeing grants coordinated	92 grants coordinated (2025)	NA
Upstream/preventative funding provided	$834,643 in funding provided (2025)	NA

Initiative[11]	Update	Status
Respond and implement to the nuisance, derelict and underutilized property motion	Process of property identification between Community Standards and Property Assessment Services is being developed. TAS systems changes have been implemented to accommodate property identification. Property inspections by Property Assessment Services are dependent on an Assessor Resource being added in the 2027 budget. Bylaw Enforcement continues to focus on demolitions related to nuisance and derelict properties despite the budget being reduced in 2026. As of August 20, 58 properties were remedied through demolition orders including 46, through voluntary compliance from the property owners. This is a significant increase in voluntary compliance related to nuisance and derelict properties compared to previous years.	In progress
Implement the Community Safety & Wellbeing Plan	Administration is working to define its role as the new lead or "backbone" (formerly the role of CSIR). Development of the terms of reference for the Leadership Group is underway. The implementation of the CSWB plan is embedded into the work that Community Well-being Branch carries out.	In progress
Develop Extreme Weather Policy and expand warming/cooling spaces	Administration has drafted a warming bus policy and procedure and has submitted a business case to fund the warming bus in 2027. In addition, we are working with the provincial government to expand funding for warming spaces. We are also working on extreme weather spaces procedure for City of Regina facilities.	In progress

[11]The implementation of the Inclusive Washroom Change Room Policy initiative was added in error and has been removed from the Action Plan. The policy was implemented form 2024 & 2025 and, therefore, does not apply to the 2026–29 Strategic Plan.

Initiative	Update	Status
Secure sustainable funding for Youth Model at mâmawêyatitân	Growing Young Movers accesses stable City grant funding through Community Investment Grant Program, but this funding is insufficient. We have been able to pay for Family Services Regina to continue to provide a social worker in the centre until the end of 2026. Administration anticipates that Public Safety Canada will provide up to three more years of funding for the youth programming, however, this is still to be confirmed.	In progress
Establish a Permanent Heritage Peer-led Project	Administration is executing an agreement with the Heritage Community Association to continue the pilot project which was funded through federal funding. The project will focus on providing low barrier employment and other services to support unhoused or precariously housed people in the neighborhood.	In progress
Establish an Encampment Strategy	Administration has established an internal encampment response team and has secured provincial funding to support an external community-based outreach team operated by Nēwo Yōtina Friendship Centre. The City also allocates funding to support the external team's outreach and encampment response efforts. Administration is also developing policies and procedures, training, and a decision-making, risk matrix to guide the City's response to encampments, with support from a consultant.	In progress

Vibrancy



3. Outcome: The city centre thrives as a vibrant, inclusive and accessible destination that attracts residents, visitors, and investment

Measure/Indicator	Baseline	Target (if applicable)
Office & retail vacancy rate	• Office Vacancy: 12.5% (2025) • Retail Vacancy: 4% (2025)	NA
Residential population & unit	6,820 units based on a population of 10,983 (2025)	NA
CCIP estimated private investment leveraged	$718,368.20 estimated private investment leveraged within the City Centre (2025)	TBD
Events activated	97 Events Booked in Victoria Park, Pat Fiacco Plaza, FW Hill Mall (2025)	NA
Underutilized sites	315 total underutilized sites within City Centre (2025)	NA

Initiative	Update	Status
Develop City Centre Strategy	Information gathering to form a City Centre operational service level matrix is completed. These service levels will inform what operational services are enhanced within the City Centre to meet the Vibrancy Outcome. Further, information on initiatives advancing the standard area have been identified with business areas. Currently, the team is working with internal/external groups to gather key metrics that indicate the City Centre's current baseline for the Strategy. The full strategy is expected to be complete in early 2027 together with updates to the webpage on Regina.ca.	In progress
Develop Scarth Street	Exploring near-term improvements ahead of the larger 2031 project initiative, in alignment with SaskPower capital work. Improvements are tentatively to occur in 2027/28 depending on scope and budget.	In progress



1. Outcome: New residential and commercial developments enhance our city, serve the diverse needs of residents, and build safe communities

Measure/Indicator	Baseline	Target (if applicable)
New residential & commercial permits issued	Permits issued: • New Residential: 700 (2025) • New Commercial: 11 (2025)	NA
Number of new developments on underutilized sites	25 permits issued for new principal use (2025)	NA

Initiative	Update	Status
Update the Official Community Plan Growth and Neighbourhood Phasing Plans	Recommendations were approved by City Council in Q1 2026, and all project close-out tasks have been completed.	Complete
Conduct Development Charge Rate Reviews	Updated development charge rates and policy amendment recommendations are on track to be presented to City Council in Q1 2027.	In progress
Update and implement the Housing Strategy	Executive Committee requested some changes and additional information and will be brought back to Executive Committee in September on this year.	Complete
Update and implement the Zoning Bylaw	Amendments to Zoning Bylaw are continuing through the review stage, the intent is to bring the Bylaw forward for Council in Q1, 2027	In progress



2. Outcome: New development optimizes existing infrastructure, supporting efficient long-term sustainable growth.

Measure/Indicator	Baseline	Target
Proportion of new development that is infill	21% of new development were infill (2021-2025)	40% of new development is infill
Assessment value increase from new development within Intensification Area	14,086,400 of increased assessment value from new development within intensification area	NA
Completed initiatives within the underutilized land improvements strategy	Status of initiatives: • Complete: 8 (2025) • Ongoing: 38 (2025) • Not Started: 2 (2025)	NA
Number of approved Rezoning and Discretionary Use Applications on Existing Lots	23 total applications approved (2025)	NA

Initiative	Update	Status
Develop Taylor Field and The Yards	The Railyard Site Developer Request for Proposals closes at the end of September. The review of the proposals, contract negotiation and contract award is expected to be complete by Q2 of 2027. Taylor Field Redevelopment project is on track to award the principle engineering consultant for Q4 of 2026, as well as execute the funding agreement for Canadian Housing Infrastructure Fund (CHIF) prior to the end of this year.	In progress
Update and implement the Underutilized Land Improvement Strategy	An updated Underutilized Land Improvement Strategy (ULIS) was approved in December 2025. Reporting on the implementation of ULIS strategic actions was provided as part of the annual Growth Monitoring Report released in August 2026.	In progress



3. Outcome: Neighbourhoods offer more diverse housing options and balanced population density.

Measure/Indicator	Baseline	Target
Neighbourhoods Achieving Official Community Plan Density	60% of neighbourhoods meeting the density target (2025)	NA
Completion rate of HAF initiatives meeting Housing Unit Targets	• 100% completion rate of all 2025 initiatives • The City approved 1,470 net new units in 2025 meeting its targets and keeping the City on track to achieve the total number of units committed to CMHC by the end of 2026	A total of 3,842 additional units required between January 2024 - December 2026

Initiative	Update	Status
Update and implement the Housing Incentive Policy	Report will be brought to council in Q4, 2027.	In progress
Conduct municipal services cost analysis related to density targets	Data collection and analysis on this multi-year initiative is ongoing. The initial phase this project is on track for completion in Q1/Q2 2027.	In progress
Implement Housing Accelerator Fund (HAF) initiatives	All required initiatives have been implemented and are considered complete by CMHC.	Complete



1. Outcome: Sustainable economic development advanced through the execution of the 2030 Economic Growth Plan

Measure/Indicator	Baseline	Target
Business Tax Base - Office, Industrial, Retail	This concept is generally agreed to by EDR, but no work has commenced in data collection.	TBD
Collaborations with EDR	EDR and City Administration have been meeting to define roles and collaborate when possible.	TBD

Initiative	Update	Status
Collaborate with Province and Chamber of Comm to collect data on businesses	Preliminary discussions have occurred. Target for Q4,2026.	Not started
Ensure Economic Development Regina & City of Regina are supporting each other. -Meet regularly -Clarify roles -Share current & planned work	EDR and City Administration have been meeting through the summer to define roles and relationships to improve value of work undertaken by each organization.	In progress
Increase awareness and alignment of the 2030 Economic Growth Plan	Preliminary discussions have occurred. Target for Q4,2026.	Not started



2. Outcome: Regional collaboration capitalizing on collective strengths and realizing shared economic outcomes

Measure/Indicator	Baseline	Target
Interactions with regional neighbours and Indigenous communities by Administration	TBD	TBD
Interactions with regional neighbours and Indigenous communities by Council	TBD	TBD

Initiative	Update	Status
Establish City of Regina Regional Coordinator position	The Regional Coordinator Position was filled in Q3 of 2026. The Coordinator acts with a customer service focused role for all organizations and landowners outside city limits across the greater Regina region.	Complete
Develop Engagement Strategy with neighbours to develop regional partnership	The Regional Coordinator will continue to meet with neighbours to set up regular meetings and discuss the appropriate level of engagement going forward.	Not started



3. Outcome: Growth in Regina's visitor economy by attracting travelers, hosting events, and supporting local businesses

Measure/Indicator	Baseline	Target
Visitor Spend in Regina	$611.1M of visitor spend (2025)	3% increase or $629.4M total visitor spend (2026)

Initiative	Update	Status
Continue to bid, win & activate events	Tourism Regina continues to bid on events in a coordinated effort with its partners. There are 11 confirmed events with funding from the City's Events Conferences and Tradeshows planned in 2026. This is six times the number of events compared to the previous year. In addition, Tourism Regina has activated at 46 separate events with in-person or promotional support, so far in the first half of 2026. This is an 84% increase compared to the same timeframe in the previous year.	Ongoing
Implement Destination Marketing Plan	Tourism Regina successfully implemented its Winter and Spring/Summer paid marketing campaigns, generating a forecasted 30+ million impressions in the first eight months of the year, surpassing the total paid impressions achieved in all the previous year. Social media content was further enhanced through long and short-form storytelling featuring local voices and community stories, contributing to higher average engagement rates. This approach also delivered Tourism Regina's most successful Instagram posts to date, generating more than 429,000 impressions and reaching over 230,000 people across Regina, Canada, the United States, and Australia.	Not started



4. Outcome: Industrial lands attract key sectors and promote sustainable growth and investment

Measure/Indicator	Baseline	Target
Industrial Supply & Absorption Trends	TBD - Tracking to commence in Q4, 2026	TBD - Tracking to commence in Q4, 2026
Assessed value of lands	TBD - Tracking to commence in Q4, 2026	TBD - Tracking to commence in Q4, 2026

Initiative	Update	Status
Track supply and work with industry to monitor	Work has not started.	Not started
Continue to build relationship with GTH & RMs	The Regional Coordinator meets regularly with the RMs and the GTH to discuss items of shared interest and attends regional meetings to identify upcoming priorities and opportunities where the City and our partners can align.	In progress
Evaluate City-owned land and make available for development where able	The City continually assesses its land inventory and remains open to sales requests when approached. The City is currently working on major initiatives to service and sell land at Queen & Parliament, and to divest of the GM Plant on Winnipeg Street.	In progress