2026-29 Strategic Plan Progress Update

Date	October 21, 2026
To	Executive Committee
From	City Manager's Office
Service Area	Office of the City Manager
Item No.	EX26-111

RECOMMENDATION

The Executive Committee recommends that City Council receives and files this report.

ISSUE

The City of Regina's (City) 2026-29 Strategic Plan establishes City Council's priorities and provides direction for decision-making, budgeting and service delivery over the four-year City Council term.

This report provides City Council with the first annual update on implementation of the Strategic Plan. It summarizes progress across the four Strategic Priorities and supporting Action Plans and establishes baseline performance information for the 2026-29 reporting cycle.

IMPACTS

Strategic Priority Impact

The first year of the 2026-29 Strategic Plan advanced work across all four Strategic Priorities.

- **Infrastructure –** Modernized, safe infrastructure supporting existing communities and future growth.
- **Vibrancy –** Places, spaces and programs enabling community connection, city pride and well-being.
- **Livability –** Intentional planning and development that enables communities to thrive.
- **Prosperity –** An enviable local economy drawing on the contributions of public, private and social sectors in the creation of jobs and innovation.

As Administration implements the Strategic Priorities, City Council's Strategic Imperative of "Regina's municipal property taxes are within the lowest 25 per cent among comparable Canadian cities" remains an important consideration.

The Strategic Principles of Reconciliation, Environmental Sustainability, and Inclusion, Diversity, Equity and Accessibility (IDEA) also continue to shape how initiatives are planned and delivered. Through the business planning process, Administration identified how initiatives contribute to the Strategic Priorities and these Principles. This process is intended to provide a consistent way to identify and demonstrate how the Principles are being incorporated into planning and implementation. Administration has also begun identifying budget requests that advance each of the Principles as part of the 2027 budget process. This will provide City Council with an opportunity to consider how proposed investments advance the Principles as part for its decision making.

Indigenous Impact

The Reconciliation Principle continues to be advanced through initiatives led by kâ-nâsihcikêwin, cultural recognition efforts and implementation of the Truth and Reconciliation Commission's Calls to Action. Examples include the development and activation of the Cultural Site, along with programming enhancements that support ceremonies, cultural practices and teachings. Progress is also supported through collaboration with the Indigenous Advisory Committee and by helping internal teams incorporate Indigenous worldviews into their strategies, projects, planning and decision-making processes.

Environmental Impact

The Environmental Sustainability Principle is reflected in initiatives that promote efficient infrastructure, sustainable growth and long-term community resilience. Examples include the expansion of transit infrastructure and pathway connectivity to improve mobility, accessibility and connections across the city. The advancement of infill development and underutilized land strategies support the optimization of existing infrastructure, encourage more efficient land use and promote sustainable growth through increased density within established neighbourhoods. In addition, the Extreme Weather Strategy strengthens the City's approach to climate adaptation by identifying measures to enhance community resilience, prepare for changing weather conditions and support the long-term sustainability of municipal infrastructure and services. The City is also incorporating sustainable design into its own facilities, including planning for high-performing facilities, such as the Indoor Aquatics Facility.

Inclusion Diversity, Equity and Accessibility (IDEA) Impact

The IDEA Principle continues to inform the development of accessible facilities, inclusive programs and services that respond to the diverse needs of residents. Examples include the implementation of the Accessibility Plan, improvements to sidewalk infrastructure and pedestrian accessibility, the delivery of adaptive and inclusive recreation programs, and implementation of the 2SLGBTQIAP+

Action Plan. Together, these initiatives support efforts to reduce barriers, improve access to City services and facilities, and foster a more inclusive community.

There are no legal, financial or labour impacts respecting this report.

OTHER OPTIONS

None with respect to this report.

COMMUNICATIONS & ENGAGEMENT

Following consideration by City Council, this annual update will be posted to Regina.ca to provide residents and stakeholders with information about progress toward the City's strategic priorities.

DISCUSSION

Strategic Plan Implementation Reporting

During the first year of the 2026-29 Strategic Plan (Plan), Administration focused on advancing priority initiatives, establishing performance baselines and refining measures to support ongoing monitoring and reporting throughout the City Council term.

Progress is reported through two complementary elements: the Balanced Scorecard and the Action Plans.

The Balanced Scorecard provides a high-level view of organizational performance and progress toward the Plan. It includes measures related to the strategic imperative, service promise, financial perspective, and stewardship and operations.

The Action Plans focus on the Strategic Priorities and connect the corresponding outcomes with the actions Administration is taking to achieve them. They also identify the plans, strategies and other guiding documents that support and direct this work.

Together, the Balanced Scorecard and Action Plans provide City Council with a view of both results and implementation.

Measurement and Reporting

As the first annual update of the 2026-29 Strategic Plan, this report focuses on establishing baseline information for the four-year planning period and identifying targets where applicable.

Performance measures and indicators rely on data collected and reported on a full calendar-year basis (January to December). As a result, reported performance results will reflect a one-year lag.

This approach allows the City to use complete, validated and accurate data when reporting performance. Future annual updates will build on these baselines, enabling City Council to monitor trends, assess progress against targets and demonstrate results over time.

Administration has also reviewed the Action Plans and associated measures as implementation has progressed. Where an action or measure has been adjusted to better reflect the work being undertaken or the intended outcome, it is identified with a footnote in Appendix B.

Balanced Scorecard

A Balanced Scorecard is a strategic management tool that tracks an organization's performance using both financial and non-financial measures to monitor progress on strategic objectives. The City's Balanced Scorecard supports transparent and accountable decision making by providing City Council with a comprehensive view of the City's performance and progress in advancing the Plan's objectives.

As this is the first year of the 2026-29 reporting cycle, baseline information has been established for many measures using the most recent available data. Targets have also been identified where applicable, with some measures requiring additional data collection or analysis before final baselines and targets can be confirmed. The Balanced Scorecard can be found in Appendix A.

Progress at a Glance

During 2026, Administration advanced work across all four strategic priorities. Key accomplishments include:

Infrastructure:

- Advanced major infrastructure projects supporting increased servicing capacity, including the completion of the Water Network Expansion and substantial progress on the Southwest Sewer Upgrade.
- Utilized external communication streams to better inform the public of City work. Constructed infrastructure in different ways, including night work, extended hours and integrated projects to lessen the impact on residents and businesses.
- Transit achieved 94 per cent coverage, with key destinations currently located within 400 metres of transit service
- Advanced strategic facility planning and major capital projects, including Fire Station 8, transit electrification and the Northeast Community Centre.

Vibrancy:

- Advanced major community infrastructure projects, including the Indoor Aquatics Facility and adjacent park, Harbour Landing Community Space, and Parkdale Park.

- Made progress towards implementing the Accessibility Plan, with approximately 70 per cent of short-term actions complete and the remainder underway.
- Strengthened community safety and well-being through proactive property remediation, implementation planning for the Community Safety & Wellbeing Plan, and expansion of supports for vulnerable residents.
- Advanced the City Centre Strategy by moving forward on foundational information gathering and identifying key initiatives and metrics to establish a baseline for future investment and service improvements.
- In 2026, the Cultural Site hosted 20 events, including 15 Sweat-Lodge Ceremonies and five cultural teaching events. Of the 15 Sweat Lodge Ceremonies, six were community-designated ceremonies. The Site saw more than 350 visitors this year.

Livability:

- Completed updates to the *Design Regina: The Official Community Plan Bylaw No. 2013-48* Growth and Phasing of New Neighbourhood Plans and policies.
- Continued work to update the Housing Strategy, Zoning Bylaw and development charge rates framework to support sustainable growth and more diverse housing options.
- Advanced redevelopment and intensification initiatives, including Taylor Field and The Yards, and continued implementation of the Underutilized Land Improvement Strategy.
- Successfully completed all required Housing Accelerator Fund initiatives, supporting increased housing supply and development opportunities.

Prosperity:

- Strengthened collaboration between the City and Economic Development Regina to clarify roles, align efforts and maximize economic development outcomes.
- Established and filled the new Regional Coordinator position to strengthen relationships and collaboration across the greater Regina region.
- Increased tourism and event activity, with 11 confirmed funded events in 2026 and support provided to 46 events in the first half of the year.
- Delivered successful destination marketing campaigns projected to generate more than 30 million impressions in the first eight months of 2026.

A fulsome update of all actions and associated measures within the Action Plans can be found in Appendix B.

Conclusion

Overall, implementation of the 2026-29 Strategic Plan is progressing across all four Strategic Priorities. The first year of implementation focused on advancing priority initiatives, establishing performance baselines and refining measures to support consistent monitoring and reporting throughout the City Council term. Administration will continue to bring updates to City Council annually.

DECISION HISTORY & AUTHORITY

On October 22, 2025, City Council considered item *MR25-5 2026 – 2029 City of Regina Strategic Report* and adopted the 2026-2029 Strategic Plan and supporting Action Plans.

Respectfully Submitted,

Mark Tran
Director, Strategy & Performance

Respectfully Submitted,

Jim Nicol
Acting, City Manager

Prepared by: Varvara Georgoulis, Results Consultant

ATTACHMENTS

Appendix A – Balanced Scorecard
Appendix B – Strategic Plan Action Plans

ATTACHMENTS

Appendix A - Balanced Scorecard
Appendix B - Action Plan