

Regina

Coming into CDA, Regina collected lots of data, but didn't leverage it to drive policy and its data work needed consistent leadership and structure. With CDA support, the city implemented effective performance management structures that are driving improvement in its parks, with plans for replication across departments.

Highlights

Hired data-oriented City Manager and additional staff to support data work

Implemented an enterprise-wide performance management program focused on improving their park operations, leading to a 14% increase in productivity and six times more trees pruned in the winter.

Procure a new CRM, scheduled to launch by the end of 2023, initially focused on departments with high service requests, including parks, roadways, transit, water, and waste.

Background

Coming into its City Data Alliance engagement, Regina was part of the Municipal Benchmarking Network, collecting critical service delivery data across 35 different city services. But while the city collected a significant amount of data, they were not using it to make key decisions. City services ranked low compared to other Canadian cities, but Regina leadership understood which services needed support and improved processes.

Regina participated in the Bloomberg Harvard City Leadership Institute program the prior year and worked to launch a performance management program for their sustainability framework. Regina had also begun initial work to procure a new CRM system.

Mayor Sandra Masters was very interested in using data to improve resident outcomes, but Regina uses a city-manager form of government, and there had been little buy-in and engagement of the city manager in this work. Regina also has limited staff capacity to lead and implement a citywide data strategy. The city does not have a CDO in place.

Mayor Masters sought to leverage CDA engagement to strengthen their Transformation Office, which is responsible for data practices, procure and implement a new CRM system, and build staff capacity to leverage data and performance management.

Impact

Just after the July, 2022 convening of CDA Cohort one and, following public tension between Mayor Masters and City Manager Chris Holden, Holden was dismissed from his role. New City Manager Niki Anderson came to the role with extensive experience standing up performance management programs in Canadian cities and leveraging data to make decisions. Anderson hired Ly Pham from the Mayor's Office to be her Chief of Staff. Ly was and continues to lead the CDA work, now with administrative authority.

Anderson committed to implementing an enterprise-wide performance management program focused on improving their park operations. The team envisioned park areas to be serviced on a schedule to keep costs to a minimum and service delivery routines consistent, so residents were satisfied with the value they received.

Anderson appointed Faisal Kalim to be City Performance Lead and Louise Usick to lead the Transformation Office. They helped other agencies replicate the performance management work of the Parks Department.

The City worked to procure a new CRM that will launch by the end of 2023, initially focused on departments with high service requests, including parks, roadways, transit, water, and waste. The senior team is working with IT to develop a comprehensive change management strategy that will weave in data literacy training for all levels of staff.

The Parks Department's performance management program was recognized by the City Council and Mayor's office. While the impact feels small, the administration is encouraged by the PM process and routine that produced some small wins: a 14% increase in productivity by shifting mowing equipment deployment from satellite locations and six times more trees pruned in the winter by extended ground pruning instead of relying on heavy equipment.