

City Innovation Snapshot | Montreal, Canada

Overview

- ▶ Mayor: Valérie Plante
- ▶ Lead staff on innovation: Stéphane Guidoin
- ▶ Population of municipality: 1.82 million (2017)
- ▶ Innovation/open data website: <http://donnees.ville.montreal.qc.ca/>

Spotlight on Montreal | Urban Innovation Lab

Montreal's Smart City and Digital Office became the **Montreal Urban Innovation Lab** in May 2018. The Lab's mission is to work with citizens, city employees and partners to promote and support innovative solutions to major urban challenges. This means i) accompanying city departments in their own innovation efforts to boost efficiency; ii) establishing citizen and partner reflection activities and working groups to identify challenges and co-create solutions; and iii) ensuring government transparency internally and externally, notably through data.

Vision and approach to innovation capacity

The city's innovation strategy

Along with 45% of cities surveyed, Montreal has an **explicit innovation strategy**.

The city most closely associates innovation capacity with the following terms:

Big picture re-thinking

Resident engagement

Approaches to innovation capacity

Similar to over 40% of cities surveyed, Montreal approaches innovation capacity **both** from a **holistic/macro level**, as well as in **specific policy areas**.

The **top two priority policy areas** for the city's innovation work include:

Transport / mobility

Social welfare / social services

Most common innovation activities

Montreal's most common innovation activity is **human-centred design**. Its innovation activities also include **taking risks and testing new ideas**; **facilitating organisational change within the municipal administration**; and **rethinking the city's approach to financing and partnerships**.



Funding for innovation capacity

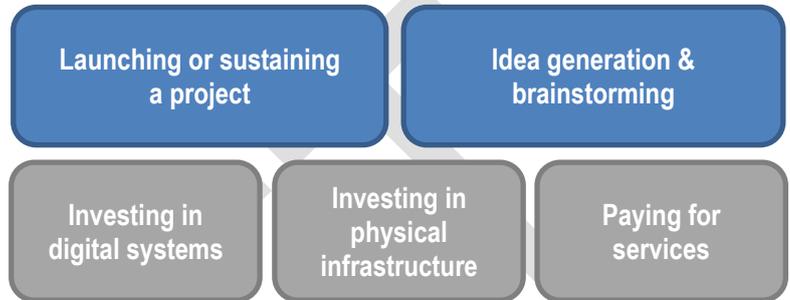
Funding to support innovation capacity

Like 78% of cities surveyed, Montreal has dedicated funding to support innovation capacity, which originates from the following sources:

- ✓ **Higher levels of government** (national and provincial budgets)
- ✓ **Municipal budget** (city council approved funds / operating budget)

Types of activities being funded

Montreal's funding for innovation capacity is generally directed towards **launching or sustaining a project**, and **generating ideas & brainstorming**. These are the two most commonly funded activities among all cities surveyed. Montreal also **hosts and participates in design thinking sessions** with experts and other stakeholders.



Organisational structure & staffing



Situated in the City Manager's office, Montreal's dedicated team for innovation – the *Montreal Urban Innovation Lab* – consists of **8 staff**.

Staff skills and profiles include:

- ✓ **Project manager**
- ✓ **Open data advisor**
- ✓ **Designer**
- ✓ **Engineer**
- ✓ **Communication officer**
- ✓ **Community engagement staff**
- ✓ **Economic development advisor**

Partnerships for innovation & data



Montreal benefits from an ecosystem of major innovators. The city has developed partnerships to promote its innovation capacity with more than 115 stakeholders from the public, private, institutional and community sectors, active in fields as diverse as health, education, mobility and the environment.

To improve data use, the city has also developed **data partnerships with prominent private companies and local civic groups to collect and analyse data**, as well as with other cities.

Measuring outcomes

Policy areas that **benefit from sufficient data**, or **lack sufficient data**, to support innovation capacity in the city:



NB: No response provided by the city for the policy areas in grey.

Innovation is **helping the city** to:

- ✓ **Improve service delivery**
- ✓ **Anticipate and manage future challenges**
- ✓ **Improve resident outcomes**

The most **critical success factors** in supporting the city's innovation work:

- ✓ **Dedicated funding**
- ✓ **Focus on measurement**
- ✓ **Dedicated innovation team**
- ✓ **Leadership from Mayor**
- ✓ **Culture of innovation in city**
- ✓ **Support from outside city administration**