

City Innovation Snapshot | Boulder, United States

Overview

- ▶ Mayor: Suzanne Jones
- ▶ Lead staff on innovation: Julia Richman
- ▶ Population of municipality: 107,125 (2017)
- ▶ Innovation/open data website: <https://bouldercolorado.gov/innovation-technology>

Spotlight on Boulder | Institutionalising Innovation Architecture

Boulder is currently working to develop a coherent strategy for innovation to guide the city's targeted investments, prioritise initiatives, and continue leading-edge operations. The city's innovation work is guided by its vision to improve city effectiveness through **data-driven decision-making, operational efficiency, building a culture of innovation, engaging community as resource, exceeding constituent expectations.**

Vision and approach to innovation capacity

The city's innovation strategy

Along with **44%** of cities surveyed, Boulder has an **explicit innovation strategy**.

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

Data analytics

Resident engagement

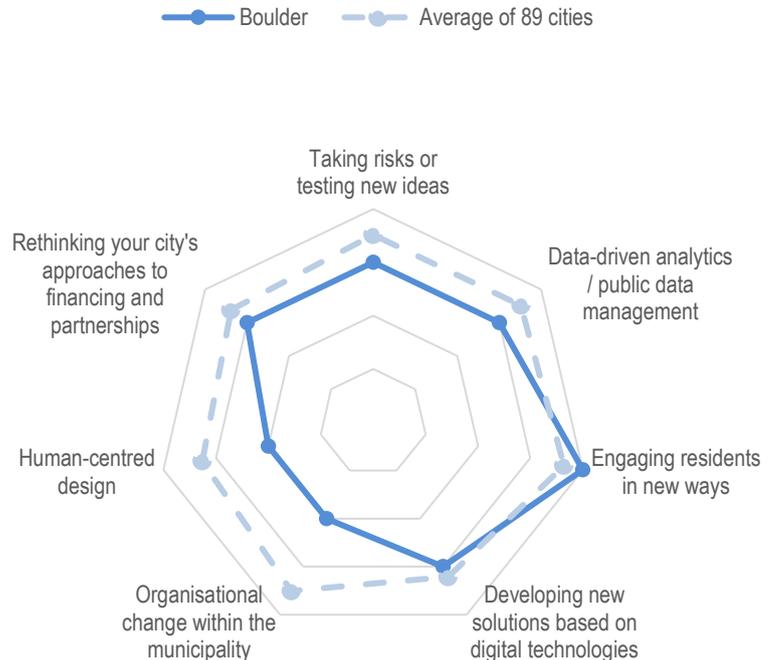
Approaches to innovation capacity

Similar to **40%** of cities surveyed, Boulder approaches innovation capacity from a **holistic/macro level**.

The city **does not prioritise policy sectors** for its innovation work.

Most common innovation activities

Boulder's most common innovation activity is **engaging residents in new ways**.



Funding for innovation capacity

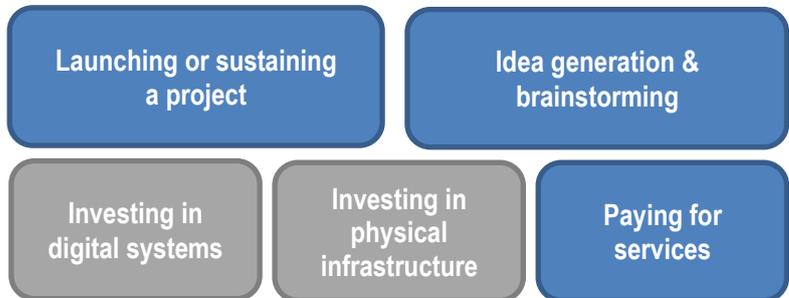
Funding to support innovation capacity

Along with **77%** of cities surveyed, Boulder has dedicated funding to support innovation capacity, which originates from the following sources:

- ✓ **Municipal budget**
(city council approved funds/operating budget)
- ✓ **External funding**
(philanthropy/non-profit)
- ✓ **Non-financial resources**
(staff on loan/in-kind contributions)

Types of activities being funded

Boulder'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. Boulder also **funds paying for services from a third party**.



Organisational structure & staffing



Boulder has a standalone department dedicated to innovation and technology. The innovation team consists of **6 staff**. The Chief Innovation and Technology officer also leads the enterprise technology function with over 40 staff.

Staff skills and profiles include:

- ✓ **Business analyst**
- ✓ **Data analyst**
- ✓ **Innovation and analytics manager**
- ✓ **Open data manager**
- ✓ **Economic development advisor**

Partnerships for innovation & data



Boulder has developed partnerships to promote its **innovation capacity within the city administration, other levels of government, public agencies, private firms, not-for-profit organisations, and residents/resident associations**. It also has partnerships **with academia/think tanks**.

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 internal operations**
- ✓ **Anticipate and manage future challenges**
- ✓ **Improve service delivery**
- ✓ **Improve resident outcomes**
- ✓ **Simplify administrative procedures**
- ✓ **Generating new sources of revenue or resources**

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**
- ✓ **Engagement with partners**
- ✓ **Support from outside city administration**