

# City Innovation Snapshot | Chelsea, United States

## Overview

- ▶ City Manager: Thomas G. Ambrosino
- ▶ Lead staff on innovation: Jessica Kahlenberg
- ▶ Population of municipality: 39,699 (2016)
- ▶ Innovation/open data website: <https://chelseama.ogopendata.com/>

## Spotlight on Chelsea | Innovation Field Lab Partnership

Chelsea is collaborating with the Harvard Kennedy School's Innovation Field Lab, where the university helps the city think about how to predict and prevent problem properties from arising. Through this partnership, the school develops a proposal for the municipality each year during the course of the semester, and then sends a summer fellow afterwards to implement the project in the city.

## Vision and approach to innovation capacity

### The city's innovation strategy

Along with 56% of cities surveyed, Chelsea does not have an **explicit innovation strategy**.

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

Big picture re-thinking

Technological innovation

### Approaches to innovation capacity

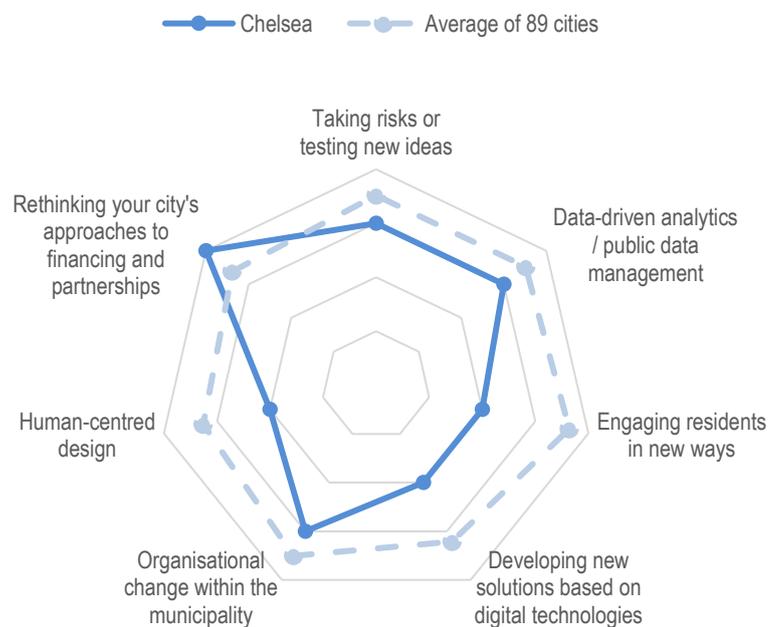
Similar to 24% of cities surveyed, Chelsea approaches innovation capacity from a **holistic/macro level**

The **top priority policy area** for the city's innovation work:

Economic Development

### Most common innovation activities

Chelsea's most common innovation activity is **rethinking the city's approaches to financing and partnerships**. Its innovation activities also include **taking risks and testing new ideas** and **facilitating organisational change within the municipal administration**.



Funding for innovation capacity	
<p><b>Funding to support innovation capacity</b></p> <p>Like 77% of cities surveyed, Chelsea has dedicated funding to support innovation capacity, which originates from the following sources:</p> <ul style="list-style-type: none"> <li>✓ <b>Higher levels of government</b> (regional and provincial budgets)</li> <li>✓ <b>Municipal budget</b> (city council approved funds/operating budget)</li> <li>✓ <b>Non-public funding</b> (private sector, philanthropy, think tank)</li> </ul>	<p><b>Types of activities being funded</b></p> <p>Chelsea's funding for innovation capacity is directed towards <b>launching or sustaining a project</b>, which is one of the two most commonly funded activities among all cities surveyed. Also, the city support other activities including <b>investment in digital systems and physical infrastructure</b>; and <b>payment for services to a third party</b>.</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; margin: 5px; background-color: #0056b3; color: white; text-align: center;">             Launching or sustaining a project           </div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; margin: 5px; background-color: #cccccc; text-align: center;">             Idea generation &amp; brainstorming           </div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; margin: 5px; background-color: #0056b3; color: white; text-align: center;">             Investing in digital systems           </div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; margin: 5px; background-color: #0056b3; color: white; text-align: center;">             Investing in physical infrastructure           </div> <div style="border: 1px solid #0056b3; border-radius: 15px; padding: 10px; margin: 5px; background-color: #0056b3; color: white; text-align: center;">             Paying for services           </div> </div>

Organisational structure & staffing	Partnerships for innovation & data
 <p>Situated in the City Manager's office, Chelsea has a dedicated staff for innovation (Innovation and Strategy Advisor)</p> <p>Staff skills and profiles include:</p> <ul style="list-style-type: none"> <li>✓ <b>Project manager</b></li> </ul>	 <p><b>Chelsea</b> has developed partnerships to promote its innovation capacity with <b>public agencies, philanthropy, NGOs, think tanks, and city residents/resident associations</b>.</p> <p>To improve data use, the city has also developed <b>data partnerships with academia and think tanks</b>.</p>

Measuring outcomes	
<p>Policy areas that <b>benefit from sufficient data</b>, or <b>lack sufficient data</b>, to support innovation capacity in the city:</p> <div style="display: grid; grid-template-columns: repeat(5, 1fr); gap: 10px;"> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #cccccc;">Transport / mobility</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #76b82a; color: white;">Economic development</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #76b82a; color: white;">Housing &amp; built environment</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #76b82a; color: white;">Policing &amp; law enforcement</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #cccccc;">Health</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #cccccc;">Water</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #cccccc;">Waste and sewage</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #cccccc;">Labour markets &amp; skills</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #cccccc;">Environment &amp; climate change</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #cccccc;">Education</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #c00000; color: white;">Culture</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #c00000; color: white;">Social inclusion, equity</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #cccccc;">Public works</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #cccccc;">Tourism</div> <div style="border: 1px solid #0056b3; border-radius: 10px; padding: 5px; background-color: #c00000; color: white;">Digital governance</div> </div> <p><i>NB: No response provided by the city for the policy areas in grey.</i></p>	<p>Innovation is <b>helping the city</b> to:</p> <ul style="list-style-type: none"> <li>✓ <b>Improve internal government operations</b></li> <li>✓ <b>Simplify administrative procedures for firms and residents</b></li> <li>✓ <b>Improve service delivery</b></li> </ul> <p>The most <b>critical success factors</b> in supporting the city's innovation work:</p> <ul style="list-style-type: none"> <li>✓ <b>Dedicated funding</b></li> <li>✓ <b>Dedicated innovation team</b></li> <li>✓ <b>Leadership from Mayor</b></li> <li>✓ <b>Culture of innovation in city</b></li> <li>✓ <b>Engagement with partners</b></li> </ul>