

Spotlight on Georgetown | Business Improvement Programme

Overview

- ▶ Mayor: Dale Ross
- ▶ Lead staff on innovation: Christina Richison
- ▶ Population of municipality: 70,685 (2017)

“Genius is one percent inspiration, ninety-nine percent perspiration.”
- Thomas Edison

Georgetown’s **Business Improvement Programme (BIP) tears down department silos** by forcing cross-departmental review of projects. The BIP coordinator teaches project management skills to team leaders, and ensures the teams comprised of the correct technical experts that can provide citywide feedback. The format also requires weekly and monthly status and progress meetings, formal stakeholder recognition, risk management planning, and other documentation to ensure projects can survive staff turnover.

Vision and approach to innovation capacity

The city’s innovation strategy

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

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

Experimentation

Data analytics

Approaches to innovation capacity

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

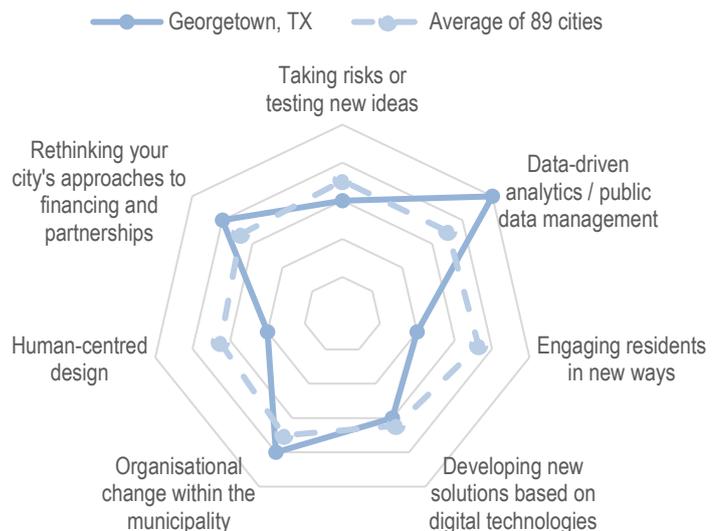
The **top two priority policy areas** for the city’s innovation work include:

Electric Utility

Public Works

Most common innovation activities

Georgetown’s most common innovation activity is **promoting data-driven analytics**. Its innovation activities also include **facilitating organisational change within the municipality**; and **rethinking the city’s approaches to financing and partnerships**.



Funding for innovation capacity

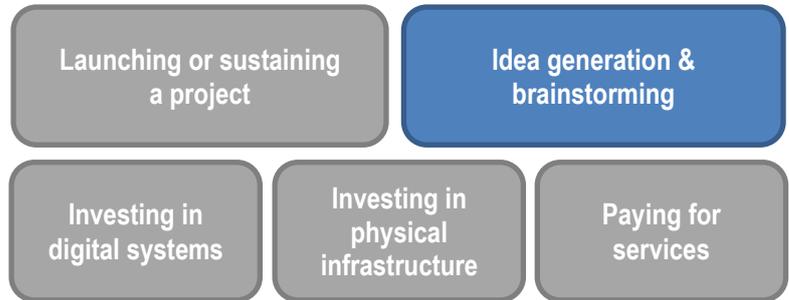
Funding to support innovation capacity

Like 77% of cities surveyed, Georgetown 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)

Types of activities being funded

Georgetown's funding for innovation capacity is generally directed towards **generating ideas & brainstorming**, which is one of the two most commonly funded activities among all cities surveyed.



Organisational structure & staffing



As an independent team, Georgetown's dedicated team for innovation led by a Business Process Consultant.

Staff skills and profiles include:

- ✓ **Project manager**
- ✓ **Data scientist**
- ✓ **Engineer**
- ✓ **Communication officer**

Partnerships for innovation & data



Georgetown has developed partnerships to promote its innovation capacity with **other public agencies, private firms, not-for-profit organisations, and city residents/resident associations.**

To improve data use, the city has also developed **data partnerships with academia and think tanks** 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**
- ✓ **Improve internal government operations**
- ✓ **Anticipate and manage future challenges**

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

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