

Spotlight on Memphis | Innovation Bootcamp & Memphis Property Hub

Overview

- ▶ Mayor: Jim Strickland
- ▶ Lead staff on innovation: Justin Entzminger
- ▶ Population of municipality: 652,717 (2016)
- ▶ Innovation/open data website: <https://data.memphistn.gov/>

Memphis works with the FedEx Institute of Technology to run an **Innovation Bootcamp** on civic challenges. Employees from the biggest private employers (FedEx, Autozone, St. Jude Children's Research Hospital) in Memphis work together on priority projects for a **three-day sprint to accelerate the innovation process and give new ideas for prototyping**.

Innovate Memphis developed the **Memphis Property Hub** with a local blight-focused non-profit to provide layers of property survey data and datasets from multiple agencies. Its data is updated continuously and **gives a picture into blight and the condition of the built environment throughout the city**.

Vision and approach to innovation capacity

The city's innovation strategy

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

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

Human-centred design

Resident engagement

Approaches to innovation capacity

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

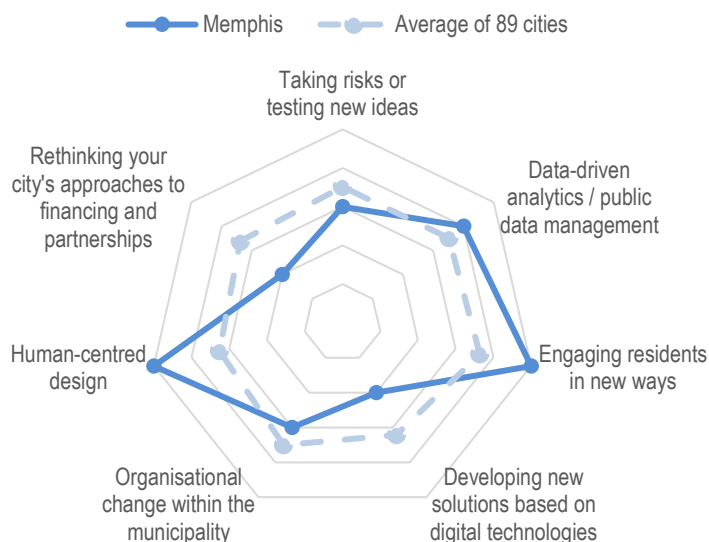
The **top two priority policy areas** for the city's innovation work include:

Transport / mobility

Neighbourhood Condition Factors

Most common innovation activities

Memphis's most common innovation activities are **engaging residents in new ways** and **human-centred design**. Its innovation activities also include **data-driven analytics; taking risks or testing new ideas; and facilitating organisational change within the municipal administration**.



Funding for innovation capacity

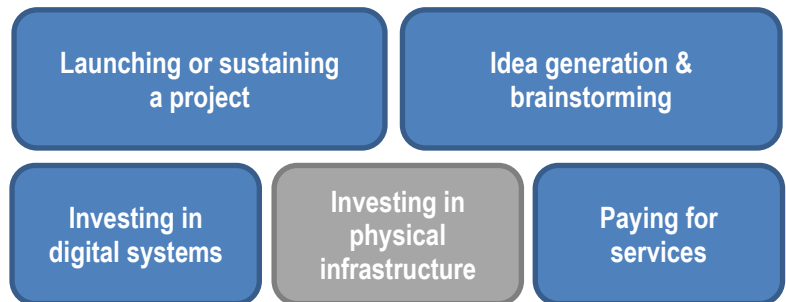
Funding to support innovation capacity

Like 77% of cities surveyed, Memphis has dedicated funding to support innovation capacity, which originates from the following sources:

- ✓ **Municipal budget**
(city council approved funds/grant and professional services contract in divisions)
- ✓ **External funding**
(private/philanthropy/non-profit)

Types of activities being funded

Memphis'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. Memphis also **invests in digital systems** and **hosts expert workshops**.



Organisational structure & staffing



Memphis does not have a dedicated team for innovation, but **the city has hired external consultants** to work on the topic.

The City of Memphis funds an external organisation, *Innovate Memphis*, with 8-10 full-time and part-time staff. Three of them are solely dedicated to City innovation projects. The team also works with other public agencies, such as the transit authority and health department.

Partnerships for innovation & data



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

To improve data use, the city has also developed **data partnerships with academia, think tanks, and private philanthropy** 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 resident outcomes**
- ✓ **Anticipate and manage future challenges**
- ✓ **Save costs and gain efficiency within the public sector**

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**