

Spotlight on New York City | NYC Opportunity

Overview

- ▶ Mayor: Bill de Blasio
- ▶ Lead staff on innovation: Matthew Klein
- ▶ Population of municipality: 8.62 million (2017)
- ▶ Innovation website: www.nyc.gov/opportunity

New York City Mayor's Office for Economic Opportunity (NYC Opportunity) uses innovation to reduce poverty and increase equity. The Office advances research, data and design in the City's program and policy development, service delivery, and budget decisions. NYC Opportunity also manages a discrete fund and works collaboratively with City agencies to design, test and oversee new programs and digital products. Recently, NYC Opportunity launched the **Service Design Studio, the first municipal team dedicated to applying service design methodologies to issues facing low-income residents.**

Vision and approach to innovation capacity

The city's innovation strategy

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

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

Experimentation

Technological innovation

Approaches to innovation capacity

Similar to over one-third of cities surveyed, New York City approaches innovation capacity in **specific policy areas**.

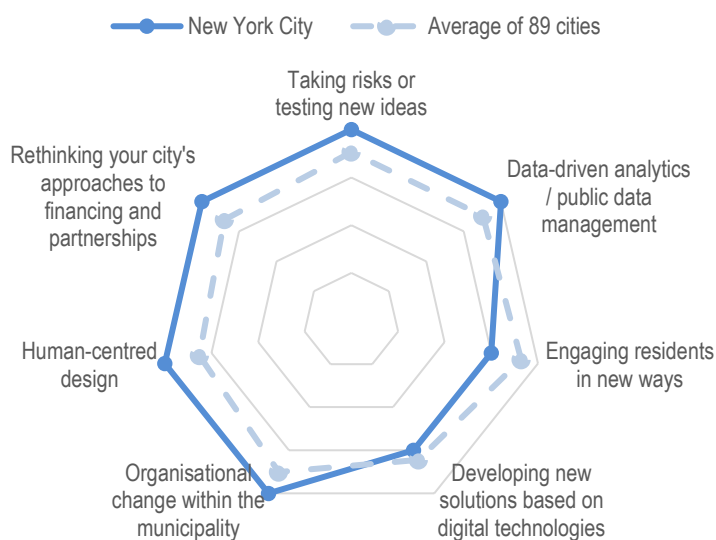
The **top two priority policy areas** for the city's innovation work include:

Social welfare / social services

Policing and law enforcement

Most common innovation activities

New York City's most common innovation activities are **taking risks and testing new ideas; promoting data-driven analytics; facilitating organisational change within the municipal administration; human-centred design; and rethinking the city's approach to financing and partnerships.**



Funding for innovation capacity

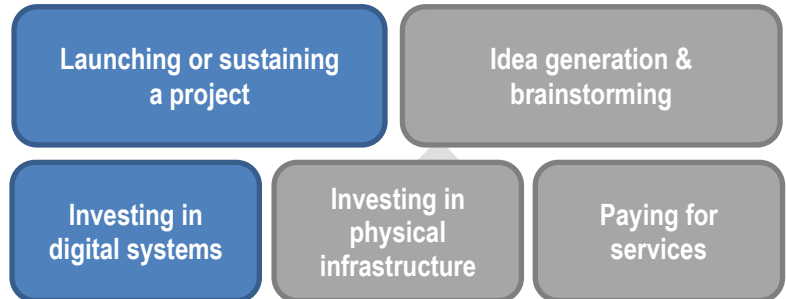
Funding to support innovation capacity

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

- ✓ **Municipal budget**
(operating budget)
- ✓ **External funding**
(philanthropy/non-profit)

Types of activities being funded

New York City's funding for innovation capacity is generally directed towards **launching or sustaining a project**, which is one of the two most commonly funded activities among all cities surveyed. New York City also **invests in digital systems**.



Organisational structure & staffing



New York City's innovation work is sprinkled throughout the municipal administration.

Staff skills and profiles include:

- ✓ **Project manager**
- ✓ **Data scientist**
- ✓ **Designer**
- ✓ **Sociologist**
- ✓ **Community engagement staff**

Partnerships for innovation & data



New York City has developed partnerships to promote its innovation capacity with **other public agencies, private firms, and not-for-profit organisations**.

To improve data use, the city has also developed **data partnerships with academia, think tanks, and private philanthropy** to collect and analyse data.

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**
- ✓ **Improve internal government operations**

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

- ✓ **Dedicated funding**
- ✓ **Focus on measurement**
- ✓ **Dedicated innovation team**
- ✓ **Leadership from Mayor**