

City Innovation Snapshot | Rochester, United States

Overview

- ▶ Mayor: Lovely Warren
- ▶ Lead staff on innovation: Henry Fitts
- ▶ Population of municipality: 208,046 (2017)
- ▶ Innovation/open data website: www.cityofrochester.gov/innovation

Spotlight on Rochester | Innovation examples in the city

Rochester has launched several innovative initiatives including:

- Bikeshare and Vanpool
- Worker Owned Cooperatives – OWN Rochester
- Crowdfunded Microloans – Kiva Rochester
- Adult Mentorship – Bridges to Success
- Data Analysis and Dashboarding

Vision and approach to innovation capacity

The city's innovation strategy

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

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

Data analytics

Experimentation

Approaches to innovation capacity

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

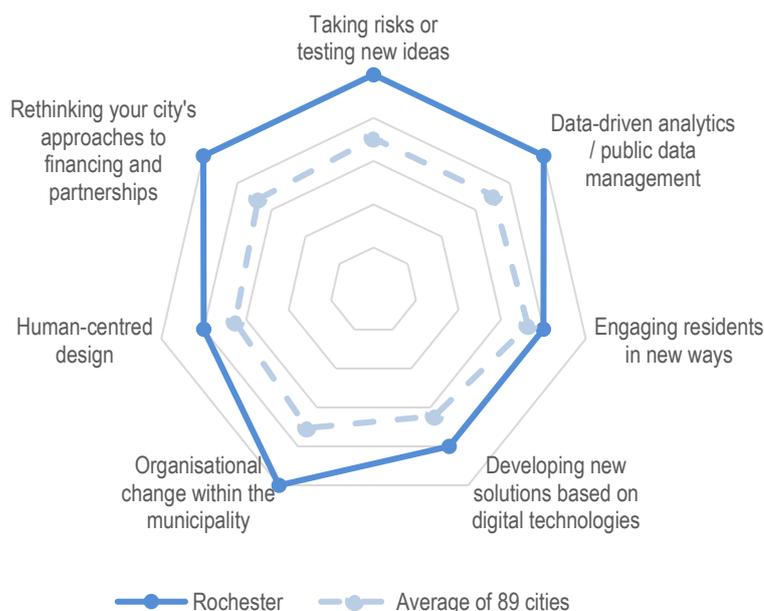
The **top two priority policy areas** for the city's innovation work include:

Transport / mobility

Economic development

Most common innovation activities

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



Funding for innovation capacity	
<p>Funding to support innovation capacity</p> <p>Like 77% of cities surveyed, Rochester has dedicated funding to support innovation capacity, which originates from the following sources:</p> <ul style="list-style-type: none"> ✓ Municipal budget (operating budget) ✓ Grants 	<p>Types of activities being funded</p> <p>Rochester'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.</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="border: 1px solid gray; border-radius: 10px; padding: 10px; margin: 5px; background-color: #4a86e8; color: white; text-align: center;"> Launching or sustaining a project </div> <div style="border: 1px solid gray; border-radius: 10px; padding: 10px; margin: 5px; background-color: #d9d9d9; text-align: center;"> Idea generation & brainstorming </div> <div style="border: 1px solid gray; border-radius: 10px; padding: 10px; margin: 5px; background-color: #d9d9d9; text-align: center;"> Investing in digital systems </div> <div style="border: 1px solid gray; border-radius: 10px; padding: 10px; margin: 5px; background-color: #d9d9d9; text-align: center;"> Investing in physical infrastructure </div> <div style="border: 1px solid gray; border-radius: 10px; padding: 10px; margin: 5px; background-color: #d9d9d9; text-align: center;"> Paying for services </div> </div>

Organisational structure & staffing	Partnerships for innovation & data
 <p>Situated in the Mayor's office, Rochester's dedicated team for innovation led by the Director of Innovation consists of 6 staff. In addition, the Chief Performance Officer leads process improvement and data initiatives.</p> <p>Staff skills and profiles include:</p> <ul style="list-style-type: none"> ✓ Project manager ✓ Data scientist ✓ Communication officer ✓ Community engagement staff 	 <p>Rochester has developed partnerships to promote its innovation capacity with other public agencies, private firms, not-for-profit organisations, and city residents/resident associations.</p> <p>To improve data use, the city has also developed data partnerships with the private sector, academia, think tanks, and philanthropy to collect and analyse data.</p>

Measuring outcomes																
<p>Policy areas that benefit from sufficient data, or lack sufficient data, to support innovation capacity in the city:</p> <table border="1" style="width: 100%; text-align: center; border-collapse: separate; border-spacing: 5px;"> <tr> <td style="background-color: #76b82a; color: white;">Transport / mobility</td> <td style="background-color: #c0392b; color: white;">Economic development</td> <td style="background-color: #c0392b; color: white;">Housing & built environment</td> <td style="background-color: #76b82a; color: white;">Policing & law enforcement</td> <td style="background-color: #c0392b; color: white;">Health</td> </tr> <tr> <td style="background-color: #76b82a; color: white;">Water</td> <td style="background-color: #c0392b; color: white;">Waste and sewage</td> <td style="background-color: #c0392b; color: white;">Labour markets & skills</td> <td style="background-color: #76b82a; color: white;">Environment & climate change</td> <td style="background-color: #c0392b; color: white;">Education</td> </tr> <tr> <td style="background-color: #c0392b; color: white;">Culture</td> <td style="background-color: #c0392b; color: white;">Social inclusion, equity</td> <td style="background-color: #d9d9d9; color: gray;">Public works</td> <td style="background-color: #c0392b; color: white;">Tourism</td> <td style="background-color: #c0392b; color: white;">Digital governance</td> </tr> </table> <p><i>NB: No response provided by the city for the policy areas in grey.</i></p>	Transport / mobility	Economic development	Housing & built environment	Policing & law enforcement	Health	Water	Waste and sewage	Labour markets & skills	Environment & climate change	Education	Culture	Social inclusion, equity	Public works	Tourism	Digital governance	<p>Innovation is helping the city to:</p> <ul style="list-style-type: none"> ✓ Improve internal government operations ✓ Save costs and improve efficiency ✓ Improve service delivery ✓ Improve resident outcomes ✓ Simplify administrative procedures for firms and residents ✓ Generate new sources of revenue <p>The most critical success factors in supporting the city's innovation work:</p> <ul style="list-style-type: none"> ✓ Dedicated funding ✓ Focus on measurement ✓ Dedicated innovation team ✓ Leadership from Mayor ✓ Engagement with partners ✓ Support from outside city administration
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