



City Innovation Snapshot MONTREAL, Canada

Overview

- ▶ **Mayor:** Valérie Plante
- ▶ **Term:** 2017-2021
- ▶ **Innovation Lead:** Stéphane Guidoin
- ▶ **Population size:** 2.03 million (2018)
- ▶ **Innovation / open data website:**
<https://laburbain.montreal.ca/>

What is the organisational structure?

Situated in the City Manager's office, Montreal Urban Innovation Lab is divided into 3 units: Open Data, Smart Cities, and Innovation and Experimentation which consist of **18 staff**.

Staff skills and profiles include:

- Project Manager
- Data Scientist
- Strategic Communications
- Engineer
- Designer
- Community Engagement
- Business Analyst
- Change Management Advisor



Spotlight | CityStudio Montreal

An initiative currently in its pilot phase, CityStudio Montreal serves as a bridge connecting city staff expertise and student creativity to tackle complex urban issues. The initiative matches urban problems identified by city staff with courses at partner universities, providing public servants and students with a chance to work together to co-create and prototype their innovative solutions. CityStudio Montreal serves as a unique method to strengthen civic participation and resident engagement by creating meaningful collaboration aimed at improving the community.

What is the city's innovation vision?

Like 50% of cities surveyed, Montreal has no **formal innovation strategy**.

The city most closely associates innovation capacity with:

- **Big picture re-thinking**
- **Hierarchy-busting**

What is the city's innovation approach?

Similar to more than half of cities surveyed, Montreal approaches innovation capacity **both from a holistic / macro level and in specific policy areas**.

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

Transport /
mobility

Digital
Governance

What innovation partnerships exist?

Montreal has developed partnerships to **promote 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 the private sector, academia and think tanks, to collect and analyse data, as well as with other cities.



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What funding is available?

Like 81% of cities surveyed, Montreal has dedicated funding to support innovation capacity, which comes from the following sources:

- International/multilateral institution budget
- Higher levels of government
- Municipal budget (operating budget)

Montreal's funding for innovation capacity is generally directed towards **training staff and building capacity, generating ideas and brainstorming and paying for third-party services**



How is innovation helping the city?

- ✓ Improving service delivery
- ✓ Engaging residents and other stakeholders
- ✓ Anticipating and managing future challenges

The most critical success factors in supporting the city's innovation work are **dedicated funding, a focus on metrics, a dedicated innovation team, Human Resource involvement and support from the broader community.**



How is data used?

Montreal does not currently use data to align its budget process with its strategic priorities. Challenges preventing the use of data to support innovation goals include the fact that **data are seldom shared among agencies and that data collection and analysis is not an institutional priority.**

Montreal **maintains a comprehensive data inventory** to make data more accessible, **publishes open data online** and **provides clear how-to guidance** to help residents access and use city data.



How are outcomes measured?

Policy areas **with sufficient data** or **without sufficient data** to support innovation capacity in the city.

Transport / Mobility	Economic Development	Housing	Policing and Law Enforcement	Health
Government Finance	Waste and Sewage	Labour Market and Skills	Environment and Climate Change	Education
Culture	Social Inclusion, Equity	Public Works	Tourism	Digital Governance

NB: No response provided by the city for the policy areas in grey.