



## City Innovation Snapshot WESTMINSTER, Colorado, USA

### Overview

- ▶ **Mayor:** Herb Atchison
- ▶ **Term:** 2019-2021
- ▶ **Innovation Lead:** Ryan Hegreness; Gregg Moss
- ▶ **Population size:** 114 000 (2019)
- ▶ **Innovation / open data website:** [www.cityofwestminster.us](http://www.cityofwestminster.us)

### What is the organisational structure?

Situated in the City Manager's office, Westminster's dedicated innovation team consists of **2 staff**. Additionally, more than 75 city staff also dedicate at least 5 hours each month to innovation initiatives.

Staff skills and profiles include:

- Project Manager
- Strategic Communications / Marketing
- Community Engagement



### Spotlight

Westminster created and adopted its first Innovation Strategy in September 2019, paving the way for embedding a culture of innovation throughout the city. More than 75 city staff across all departments are participating in various innovation teams, dedicating 5 or more hours each month to innovation projects and initiatives. Westminster wants to use innovation to change the way government is perceived by both residents and employees, reimagining what is considered quality service delivery through experimentation and strategic risk-taking.

### What is the city's innovation vision?

Like 50% of cities surveyed, Westminster has a **formal innovation strategy**.

The city most closely associates innovation capacity with:

- **Big picture re-thinking**
- **Human-centred design**

### What is the city's innovation approach?

Similar to more than half of cities surveyed, Westminster 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:

Water, public works

Economic Development

### What innovation partnerships exist?

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



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### What funding is available?

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

- **Municipal budget** (city council approved fund / operating budget)
- **External (non-public) funding** (private / philanthropic or non-profit resources)
- **Non-financial: other in-kind contributions**

Westminster's funding for innovation capacity is generally directed towards **training staff and building capacity, generating ideas and brainstorming, and investing in digital systems.**



### How is innovation helping the city?

- ✓ **Improving internal government operations**
- ✓ **Anticipating and managing future challenges**
- ✓ **Generating new sources of revenue or resources for the city**

The most critical success factors in supporting the city's innovation work are **dedicated funding, a focus on metrics, a dedicated innovation team, a culture of innovation within the municipal administration, and leadership from the Mayor.**



### How is data used?

Westminster 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 **lack of technical infrastructure, insufficient interaction with data producers, insufficient staff capacity to collect and analyse data as well as limited compability of data across policy areas.**

Westminster also reports that **data are seldom shared among agencies** and that **data collection and analysis is not an institutional priority.**



### 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