



## City Innovation Snapshot WINSTON-SALEM, North Carolina, USA

### Overview

- ▶ **Mayor:** Allen Joines
- ▶ **Term:** 2016–2020
- ▶ **Innovation Lead:** Meridith Martin
- ▶ **Population size:** 243 447 (2018)
- ▶ **Innovation / open data website:**  
<http://wsoic.cityofws.org/>

### What is the organisational structure?

Winston-Salem does not currently have a dedicated innovation team. However, the city's newly-created Strategic Initiatives Administrator position collaborates with other departments, including the Information Systems Department, Office of Performance and Accountability, and Budget and Evaluation Office to explore innovative practices and technologies.



### Spotlight

Winston-Salem is home to several universities, and the city plans to pursue partnerships with these critical institutions as part of its budding innovation programme. Its open data portal is one key step toward making the instruments for public sector innovation available, and its Office of Performance and Accountability manages a data bank used to assess the efficacy of city programmes. The city is establishing the Strategic Initiatives Administrator position to direct innovation projects, and plans to allocate funding for smart city technology.

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

Like 50% of cities surveyed, Winston-Salem has no **formal innovation strategy**.

The city most closely associates innovation capacity with:

- **Data analytics**
- **Technological innovation**

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

Similar to 20% of cities surveyed, Winston-Salem approaches innovation capacity **from a holistic / macro level**.

### What innovation partnerships exist?

Winston-Salem **has not yet developed partnerships** to promote innovation capacity and improve data use with other entities outside the city administration.



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### What funding is available?

Like 19% of cities surveyed, Winston-Salem has **no dedicated funding** to support innovation capacity.



### How is innovation helping the city?

- ✓ Improving service delivery
- ✓ Gaining efficiency within the public sector
- ✓ Improving internal government operations

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



### How is data used?

Winston-Salem does not currently use data to align its budget process with its strategic priorities. One of the challenges preventing the use of data to support innovation goals is **insufficient staff capacity to collect and analyse data**.

Winston-Salem maintains a **comprehensive data inventory** to make data more accessible and **publishes open data to a central, public online location**.



### 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.*