



## City Innovation Snapshot WORCESTER, Massachusetts, USA

### Overview

- ▶ **Mayor:** Joseph M. Petty
- ▶ **Term:** 2011–2021
- ▶ **Innovation Lead:** Eric D. Batista
- ▶ **Population size:** 185 677 (2019)

### What is the organisational structure?

Situated in the City Manager's office, Worcester's dedicated innovation team consists of **4 staff**. However, there are 10 dedicated municipal employees working specifically on building innovation capacity throughout the organisation.

Staff skills and profiles include:

- Project Manager
- Data Scientist
- Community Engagement



### Spotlight

The city of Worcester has focused its innovation efforts on certain areas, including the built environment, digital governance, and climate change. It recently installed 14,000 smart LED lights, which are managed by a centralised system that can notify officials of a technical issue or easily adjust brightness. This change should lead to a reduction in energy consumption, while also improving safety.

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

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

The city most closely associates innovation capacity with:

- **Big picture re-thinking**
- **Data analytics**

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

Similar to more than half of cities surveyed, Worcester 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:

Environment /  
climate change

Digital  
Governance

### What innovation partnerships exist?

Worcester has developed partnerships to **promote innovation capacity** with private firms and not-for-profit organisations

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



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### What funding is available?

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

- **Municipal budget** (operating budget)

Worcester's funding for innovation capacity is generally directed towards investing in **digital systems, technologies or infrastructure**.



### How is innovation helping the city?

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



### How is data used?

Data plays a small but useful role in decision-making and innovation efforts in Worcester. The city does not currently use data to align its budget process with its strategic priorities.