

CITY OF MINNEAPOLIS

Sustainability and Community indicators

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Highlights

1. Why we use data
2. Sustainability Indicators 2003 -2013
3. Results 2006-2013 (performance management)
4. Moving Forward: Community Indicators & Results

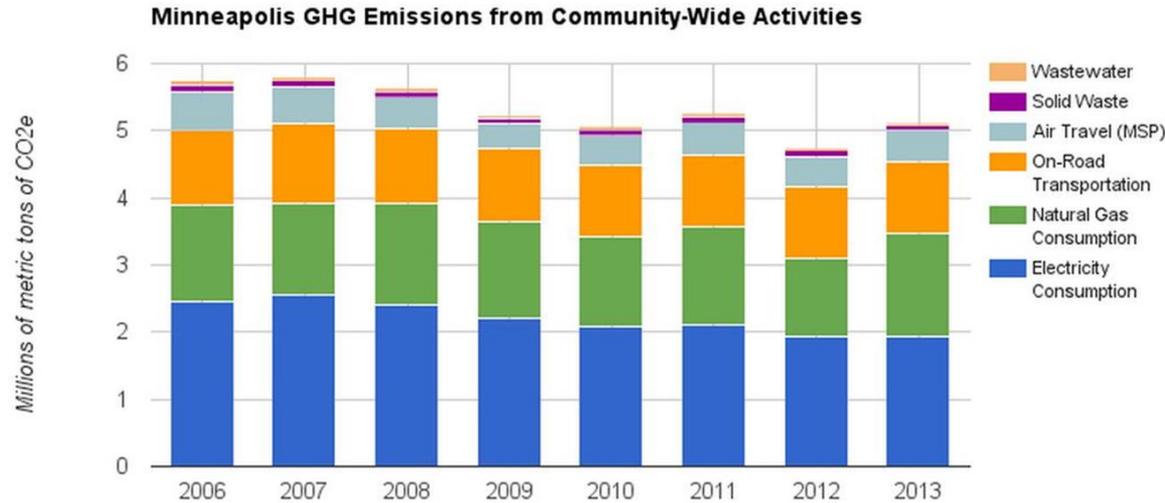


1. Why we use data ...

- We value defining our desired future, using data to inform decision-making and working to achieve the goals we establish (enterprise, department and individual)
- Monitoring performance helps City decision-makers be more effective by providing the information they need to proactively implement management changes for improved results.
- Ensures that all leaders are focused on achieving common outcomes and resources are aligned with the greatest needs of the City.
- Creates common understanding of issues and facts.

Data Helps Drives Improvements

- Policy and Plans
- City Operations
- Programs
- Regulations
- Education and Outreach



2. Sustainability Indicators 2003-2013

- One of first cities to set environmental measures & report annually – even the bad news
- Community input in development and on-going review
- Nudged departments work together – important in bringing sustainability into DNA of City culture
- Developed before Results Minneapolis started....

Sustainability Indicators

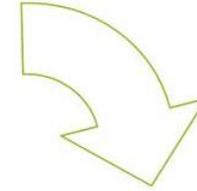
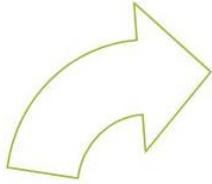
A Healthy Life	Greenprint	A Vital Community
Healthy Infants	Climate Change	Cost-Burdened Households
Teen Pregnancy	Renewable Energy	Homelessness
HIV and Gonorrhea	Air Quality	Brownfield Sites
Healthy Weight	Waste Reduction & Recycling	Violent Crimes
Asthma	Bicycling	Community Engagement
Lead Poisoning	Active Transportation	Arts & Economy
	Airport Noise	Graduation Rate
	Tree Canopy	Employment & Poverty
	Stormwater	
	Healthy Lakes, Streams, & Rivers	
	Green Jobs	
	Local Food	

3. Results Minneapolis 2006-2013

- A performance management and monitoring tool used by Minneapolis City leaders to monitor progress and offer strategic counsel toward achieving the City's adopted goals and vision.
- Weekly meetings with dept leaders, and key elected officials – just 45 minutes long.
- Institutionalized City as a results-focused, data-driven and more transparent government.

Strategic planning

(vision, values, goals,
strategic directions)



Results Management and Cycle

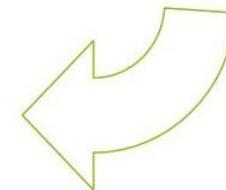
Business planning

(department goals)



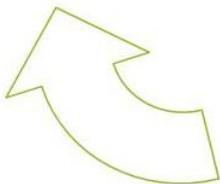
Resource planning

(financial, infrastructure
& workforce)



Performance monitoring

(community indicators,
strategic direction conversations,
Results Minneapolis,
business plan updates &
PerformMinneapolis)

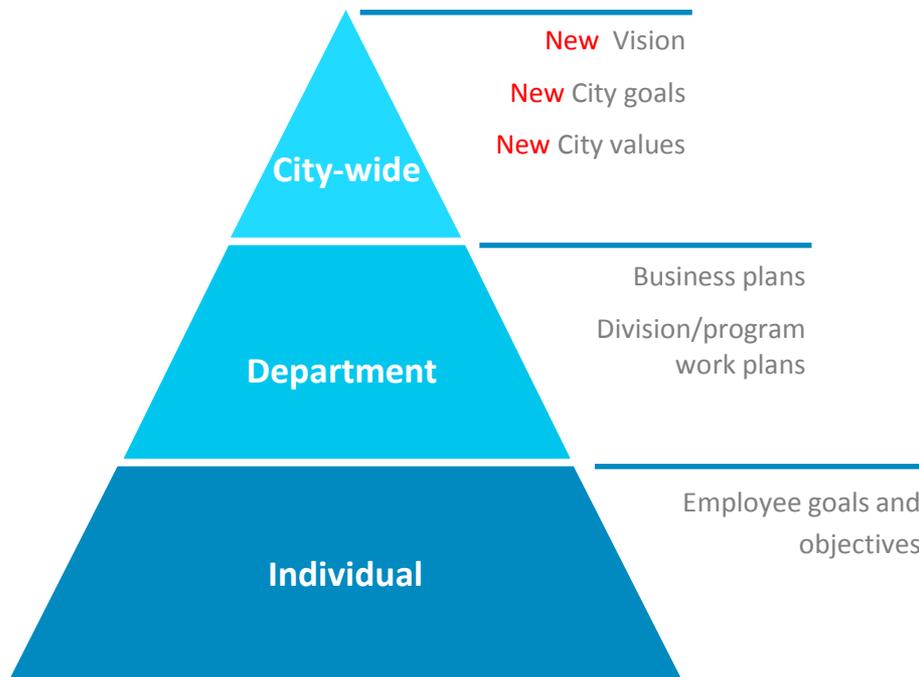


Continuous improvement

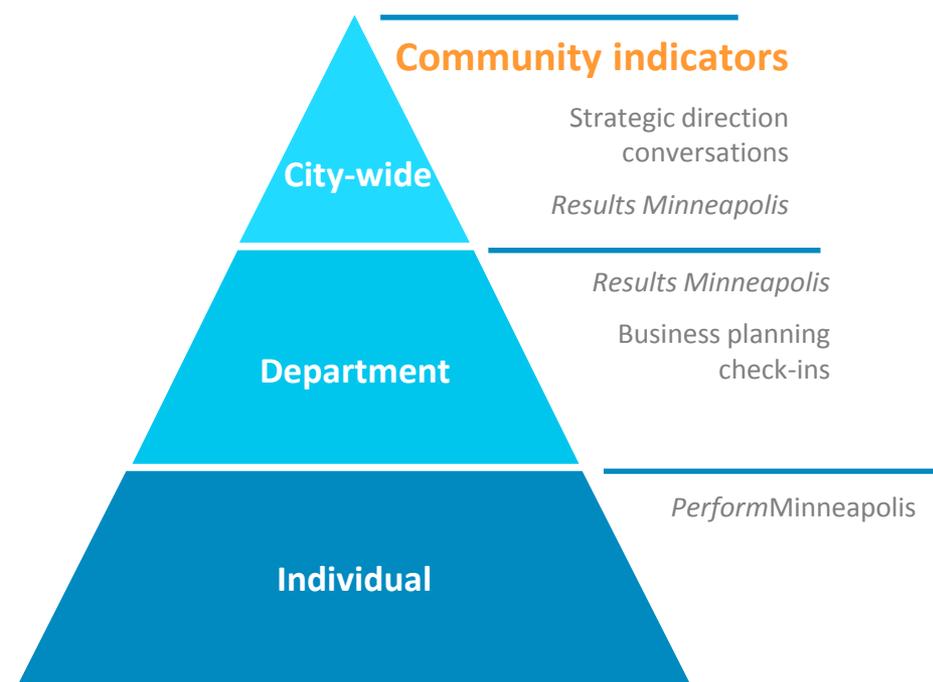
(business improvements)

4. Moving Forward: Stronger alignment - New Community Indicators

Defining our future

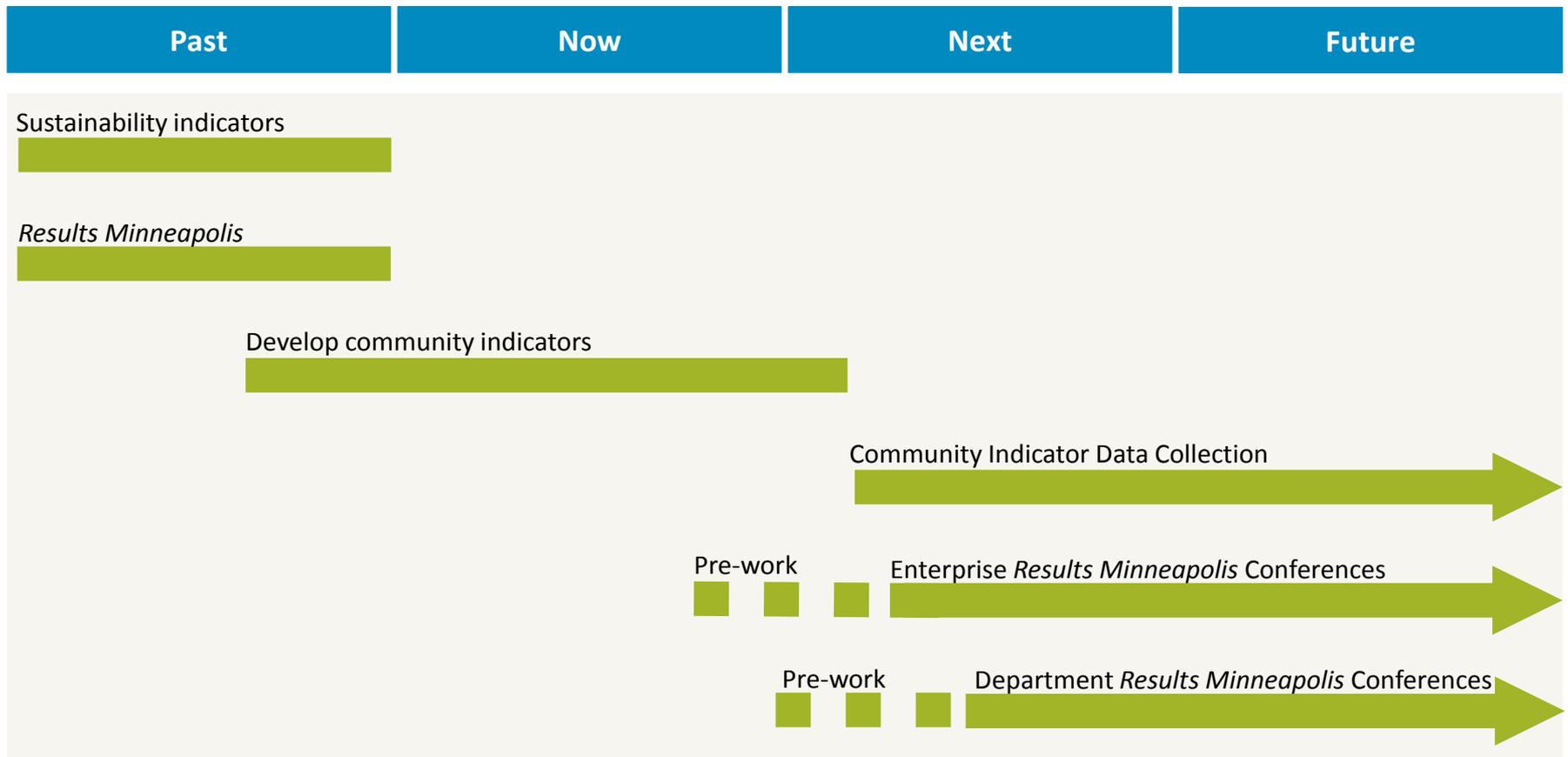


Measuring our progress



How will we use the community indicators?

- Community indicators will be a key input into *Results Minneapolis*



Community indicators criteria

- **Criteria:**
 - Strong connection to one of our city goals
 - Community-wide
 - Actionable
 - Data is readily accessible
- **Additional criteria preferences:**
 - Data can be broken down by geography and/or demographics
 - Data is timely
 - Data can be updated annually

Based on extensive public outreach and engagement

Proposed community indicators

Living well			
Title	Indicator	Level of Detail	Strategic Direction
Transportation alternatives	Percentage of people who live within ½ mile of transit routes and bikeways	Geographic area	High-quality and convenient transportation options connect every corner of the city
Cost-burdened households	Percentage of households that pay more than 30 percent of their gross income for housing	Race, geographic area	High-quality, affordable housing choices exist for all ages, incomes and circumstances
Quality housing	Number of properties in Tier 2 and Tier 3 rental licensing	Geographic area	High-quality, affordable housing choices exist for all ages, incomes and circumstances
Complete and livable neighborhoods	Percentage of residents living in close proximity to amenities and services, potentially including frequent transit service, schools, healthy food, and parks or green spaces	Geographic area	Neighborhoods have amenities to meet daily needs and live a healthy life; The city grows with density well
Safety*	Two measures: <ul style="list-style-type: none"> Resident perception of safety Number of violent crimes 	Race, geographic area, sex	All neighborhoods are safe, healthy and uniquely inviting
Creative vitality	Creative Vitality Index: Measures the impact of the creative sector. Includes the regional share of jobs, spending and organizations.	Citywide	Residents and visitors have ample arts, cultural, entertainment and recreational opportunities

* Resident Survey questions are undergoing revision

Proposed community indicators

One Minneapolis

Title	Indicator	Level of Detail	Strategic Direction
Unemployment	Rate of unemployment	Race, geographic area, sex	Racial inequities (including in housing, education, income and health) are addressed and eliminated.
Poverty	Poverty rate	Race, geographic area, sex	Racial inequities (including in housing, education, income and health) are addressed and eliminated.
Opportunities for resident participation*	Resident rating of opportunities for resident participation in City government decision making	Race, geographic area, sex	Residents are informed, see themselves represented in City government and have the opportunity to influence decision-making.
Healthy food access	Percentage of residents living in Low Healthy Food Access Areas. Low Healthy Food Access Areas must meet poverty, vehicle access and year-round healthy food source criteria.	Geographic area	All people have access to quality essentials, such as housing, education, food, child care and transportation.
Equitable justice system	Low-level crime arrests	Race	Equitable systems and policies lead to a high quality of life for all.
Reading proficiency	Percentage of third grade students who meet or exceed proficient reading levels	Race, geographic area	All people have access to quality essentials, such as housing, education, food, child care and transportation.
Asthma	Rate of hospitalization from asthma	Geographic area	Racial inequities (including in housing, education, income and health) are addressed and eliminated
Infant mortality	Infant mortality rate	Race and mother's country of birth	All people, regardless of circumstance, have opportunities for success at every stage of life.

* Resident Survey questions are undergoing revision

Proposed community indicators

A hub of economic activity and innovation

Title	Indicator	Level of Detail	Strategic Direction
Employment	Number of individuals employed in the 20 largest employment sectors in Minneapolis	Employment sector, race, sex, geographic area	Strategies with our City and regional partners are aligned, leading to economic success, The workforce is diverse, well-educated and equipped with in-demand skills.
Sales	Minneapolis sales and use tax revenue	Geographic area	Infrastructure, public services and community assets support businesses and commerce.
Business startups	Number of employees employed by start-ups	Employment sector, sex, age, education, race	We support entrepreneurship while building on sector (such as arts, green, tourism, health, education and high-tech) strengths; Regulations, policies and programs are efficient and reliable while protecting the public's interests.
Educational attainment	Percentage of adults aged 25 and older with a high school diploma (or equivalent), some college and college degree	Race, geographic area, sex	The workforce is diverse, well-educated and equipped with in-demand skills.
Wages	Average monthly earnings of employees with stable jobs	Employment sector, sex, age, education, race	We focus on areas of greatest need and seize promising opportunities.

Proposed community indicators

Great places

Title	Indicator	Level of Detail	Strategic Direction
Air quality	Days with air pollutant concentrations exceeding health-based levels	Citywide	The City restores and protects land, water, air and other natural resources; All Minneapolis residents, visitors and employees have a safe and healthy environment.
Healthy lakes	Lake Aesthetic and User Recreation Index (LAURI): Public health, aesthetics, habitat quality, water clarity, recreational access	Geographic area (eight lakes are measured)	The City restores and protects land, water, air and other natural resources; All Minneapolis residents, visitors and employees have a safe and healthy environment.
Garbage and recycling	Total waste stream and disposal method (garbage, recycling, organics)	Citywide	We sustain resources for future generations by reducing consumption, minimizing waste and using less energy.
Greenhouse gas emissions	Citywide greenhouse gas emissions by activity	Citywide	We sustain resources for future generations by reducing consumption, minimizing waste and using less energy.
Parks and open space*	Resident rating of proximity to quality parks	Geographic area and race	The City restores and protects land, water, air and other natural resources; Iconic, inviting streets, spaces and buildings create a sense of place.
Quality of roads and bridges	Average Pavement Condition Index ratings and bridge condition information	Type of street (MSA and residential)	We manage and improve the city's infrastructure for current and future needs.

* Resident Survey questions are undergoing revision

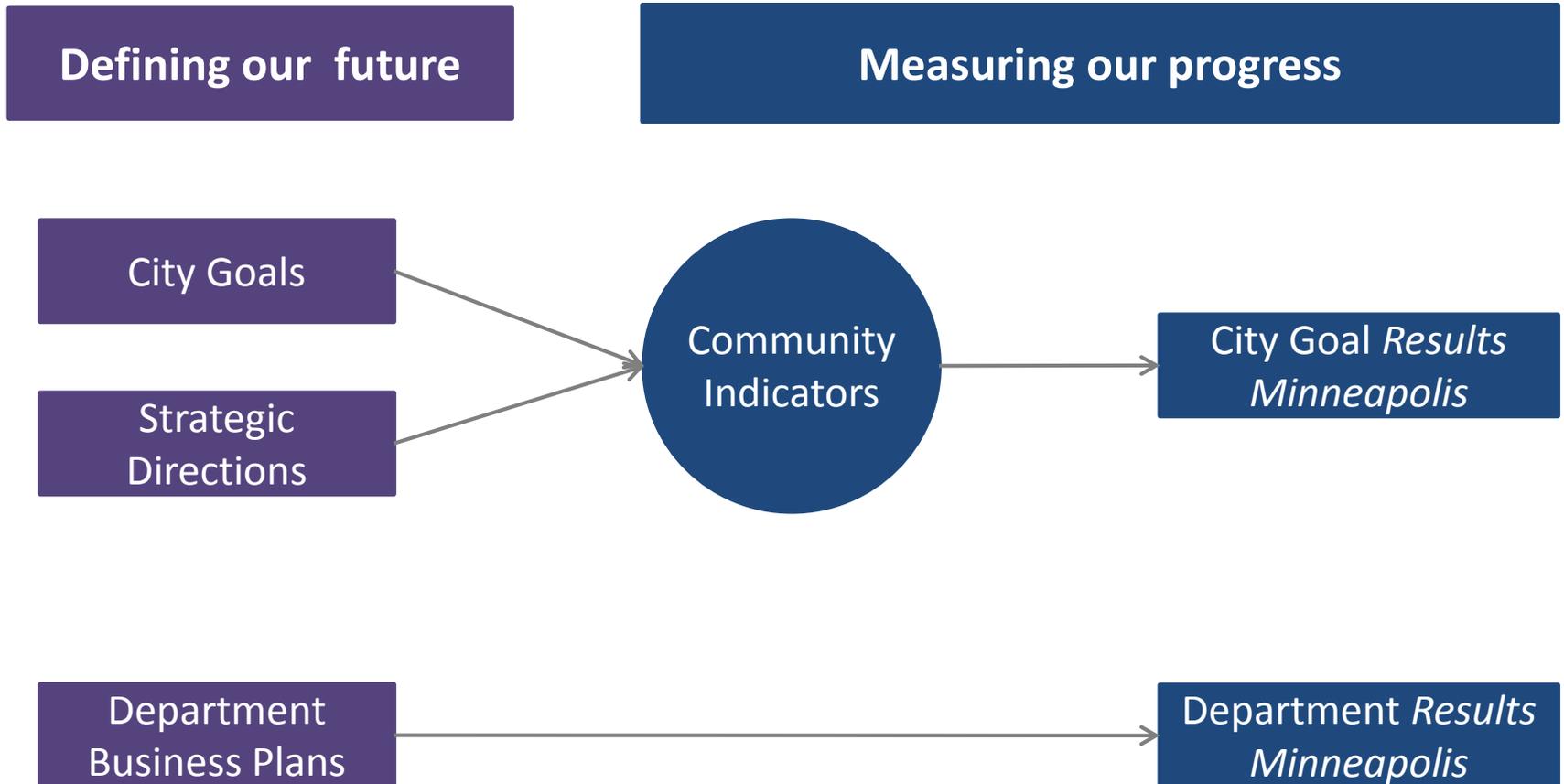
Proposed community indicators

A City that works

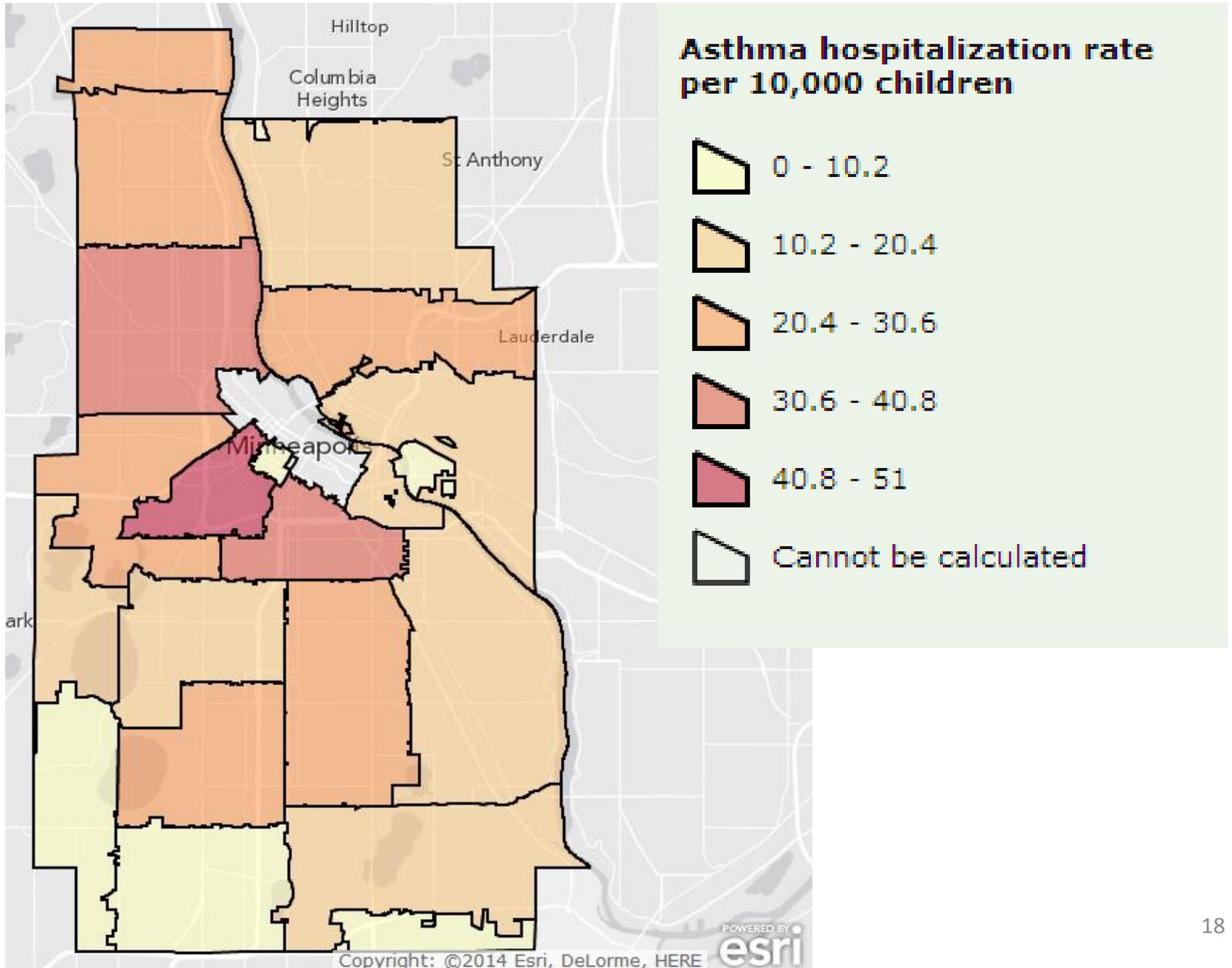
Title	Indicator	Level of Detail	Strategic Direction
Quality of City services*	Resident rating of overall satisfaction with City services	Geographic area, race, sex	City operations are efficient, effective, results driven and customer focused; Decisions bring City values to life and put City goals into action.
City employee engagement	City of Minneapolis overall employee engagement (composite measure)	Citywide	Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness.
Access to City information*	Resident rating of ability to get information about City services and programs	Geographic area, race, sex	Transparency, accountability and ethics establish public trust.
Diversity of City workforce	Percentage of females and people of color in City of Minneapolis Workforce	Job classification	Departments work seamlessly and strategically with each other and with the community.
Value for tax dollar*	Resident rating of value for tax dollar	Geographic area, race, sex	Responsible tax policy and sound financial management provide short-term stability and long-term fiscal health.

* Resident Survey questions are undergoing revision

How will we use community indicators?



Asthma hospitalizations among Minneapolis children



Learnings:

- Be open to bad news when data is presented
- Data focuses conversations
- Perseverance and engagement
- Feedback loops/ accountability important for instigating change
- Watch trends (not annual data) for tougher issues



Vatican photo, Mayor with kids or ?