

2019





DEPARTMENT














results
minneapolis

Community Planning &
Economic Development

Performance summary





Enterprise priorities (page 3): Workforce diversity, Spending with diverse suppliers
Department priorities (page 4): Minneapolis 2040 implementation, Economic inclusion












Trend Key			
	Year-over-year (YoY) increase by more than 5%		Less than 5% YoY change
	YoY decrease by more than 5%		No trend

Budget program	2018 Budget	Performance measure	2018 performance	Trend from prior year	Trend: Red/yellow/green
Affordable Housing Development	\$15.1M	<ol style="list-style-type: none"> New units produced at different AMI levels Existing affordable units preserved Leverage 	<ol style="list-style-type: none"> 46 units 12 units \$67,232,783 	<ol style="list-style-type: none"> Decrease Decrease Decrease 	<ol style="list-style-type: none">   
Construction Codes Services	\$12.4M	<ol style="list-style-type: none"> Permits issued 	<ol style="list-style-type: none"> 37,067 permits issued 	<ol style="list-style-type: none"> Stable 	<ol style="list-style-type: none"> 
Business Development	\$10.2M	<ol style="list-style-type: none"> B-TAP participants Small business loans Great Street façade grants 	<ol style="list-style-type: none"> 85% POC 48% POC \$769,155 	<ol style="list-style-type: none"> Increase Increase Decrease 	<ol style="list-style-type: none">   
Homeownership Support & Development	\$9.0M	<ol style="list-style-type: none"> Households of color served Rehabs of owner occupied properties New housing units 	<ol style="list-style-type: none"> 78% households of color 10% rehabbed 97 new housing units 	<ol style="list-style-type: none"> Increase Decrease Increase 	<ol style="list-style-type: none">   
Adult Workforce Development	\$6.5M	<ol style="list-style-type: none"> Training graduates Job placement Wage gain 	<ol style="list-style-type: none"> 821 graduates 1006 placed 35.5% 	<ol style="list-style-type: none"> Increase Decrease Stable 	<ol style="list-style-type: none">   

Performance summary (continued)

Enterprise priorities (page 3): Workforce diversity, Spending with diverse suppliers
Department priorities (page 4): Minneapolis 2040 implementation, Economic inclusion

Trend Key			
	Year-over-year (YoY) increase by more than 5%		Less than 5% YoY change
	YoY decrease by more than 5%		No trend

Budget program	2018 Budget	Performance measure	2018 performance	Trend from prior year	Trend: Red/yellow/green
Youth Training and Development	\$4.9M	1. STEP-UP job placement 2. STEP-UP demographics	1. 1544 placed 2. 87% POC	1. Decrease 2. No trend	1.  2. 
Business Licensing	\$4.7M	1. Streamlining of license categories 2. Liquor licenses	1. 703 2. 1206 licenses	1. No trend 2. Stable	1.  2. 
Land Use, Design and Preservation	\$4.0M	1. Items heard at Boards and Commissions 2. Zoning Code Text Amendments	1. 739 items heard 2. 5 amendments	1. Decrease 2. No trend	1.  2. 
CPED Long Range Planning	\$3.7M	1. Community meetings 2. Comments received	1. 56 meetings 2. 18,000+ comments received	1. Increase 2. No trend	1.  2. 
Development Services – Customer Service Center	\$3.1M	1. Customer interactions 2. Customer wait times	1. 39,545 interactions 2. 07:45	1. Decrease 2. Decrease	1.  2. 
Small Business Team	\$.3M	1. Small Business Team cases	1. 415 cases	1. Increase	1. 

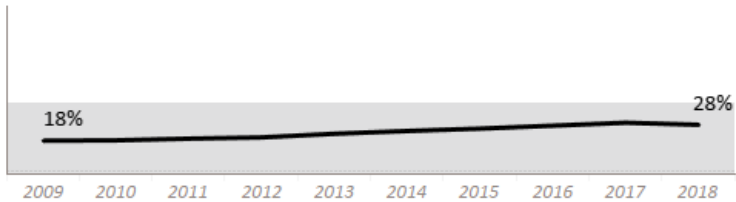
Enterprise Priorities

Workforce diversity

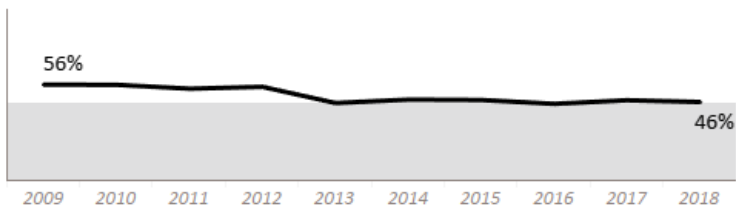
- **Does not meet** enterprise goal of 41% people of color
- **Meets** enterprise goal of 45% women
- CPED continues to expand its recruitment efforts through the use of social media and targeted recruitment to attract a diverse pool.
- CPED is also focusing on retention efforts and promoting active training on Cultural Agility for hiring process. CPED continues to have challenges around hiring females inspectors which is primarily a male dominated position.

Workforce diversity (2009-2018)

People of color



Women



Notes:
 (1) Grey shading indicates enterprise goals (41% people of color and 45% women).

Spending with diverse suppliers

- **Exceeds** Citywide percent diverse spending
- **Does not meet** Citywide percent spending with minority-owned suppliers
- **Exceeds** Citywide percent spending with non-minority women-owned suppliers
- CPED continues to increase its participation in the City's Target Market Program to expand and diversify its vendor base. It is also increasing its outreach efforts through various housing and business development programs to attract diverse suppliers.

Summary

Total supplier spending* over selected years

\$8.6M

Amount spent with diverse suppliers over selected years

\$1.4M (16%)

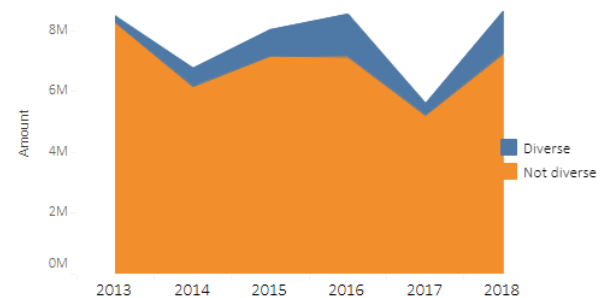
Minority-owned

\$449K (5%)

Non-minority women

\$942K (11%)

Share of diverse spending* (all years)



Department Priorities

Minneapolis 2040 implementation

- CPED has established a new Code Development team to focus on revisions to land use regulations, with an emphasis on implementation of *Minneapolis 2040*. At the same time, CPED's Long Range Planning team will lead remapping of existing and proposed zoning districts, working closely with the Code Development team.

Economic inclusion

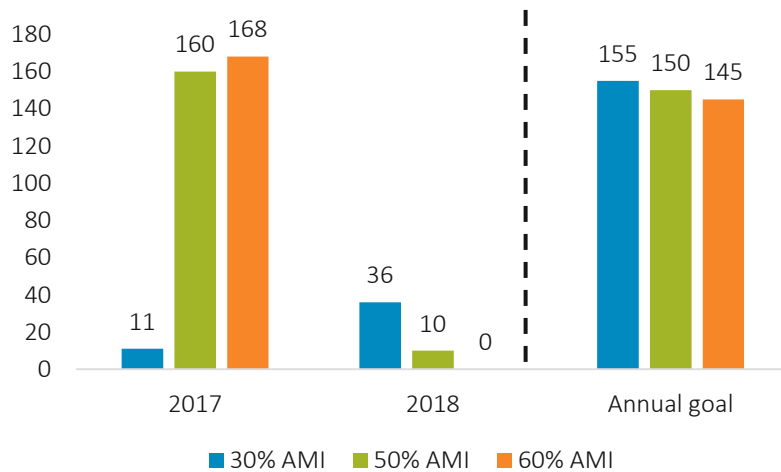
- Deliberate public policy and decisions across multiple jurisdictions created inequitable conditions in Minneapolis. Reducing inequities and disparities requires deliberate public policy and strategies. CPED is working on a set of proposals to eliminate poverty with intentionality toward anti-displacement outcomes. These strategies aim to set a course to permanently reduce and remove the barriers to wealth creation for people in areas of poverty. CPED will propose a number of strategies for consideration in the 2020 budget. In 2019, the department will modify and monitor its current programs to increase equitable outcomes.

Affordable Housing Development

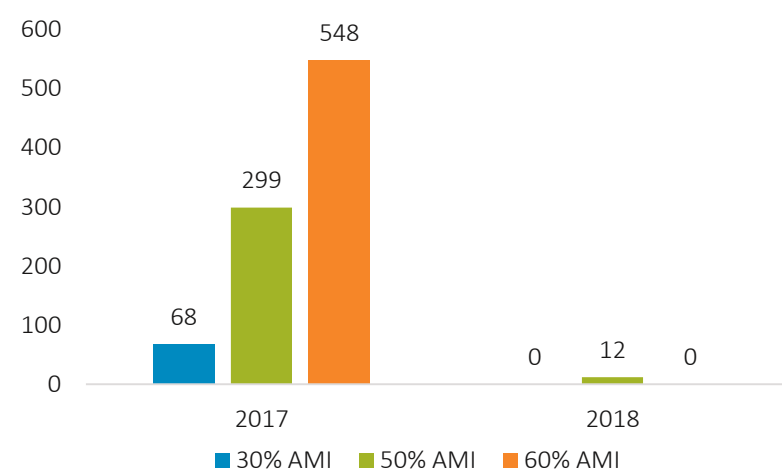
Program description: This program provides necessary financing for the development, redevelopment or preservation of affordable and mixed income rental housing to meet current and future resident needs, stimulate private investment, increase tax base, and sustain a healthy housing market.

Performance measures

New units produced at different AMI levels



Existing affordable units preserved



Definition:

- Data represent new affordable units that completed construction in a given year.
- The Metropolitan Council has allocated production goals to Minneapolis at 30% / 50% / 60% of AMI

Definition:

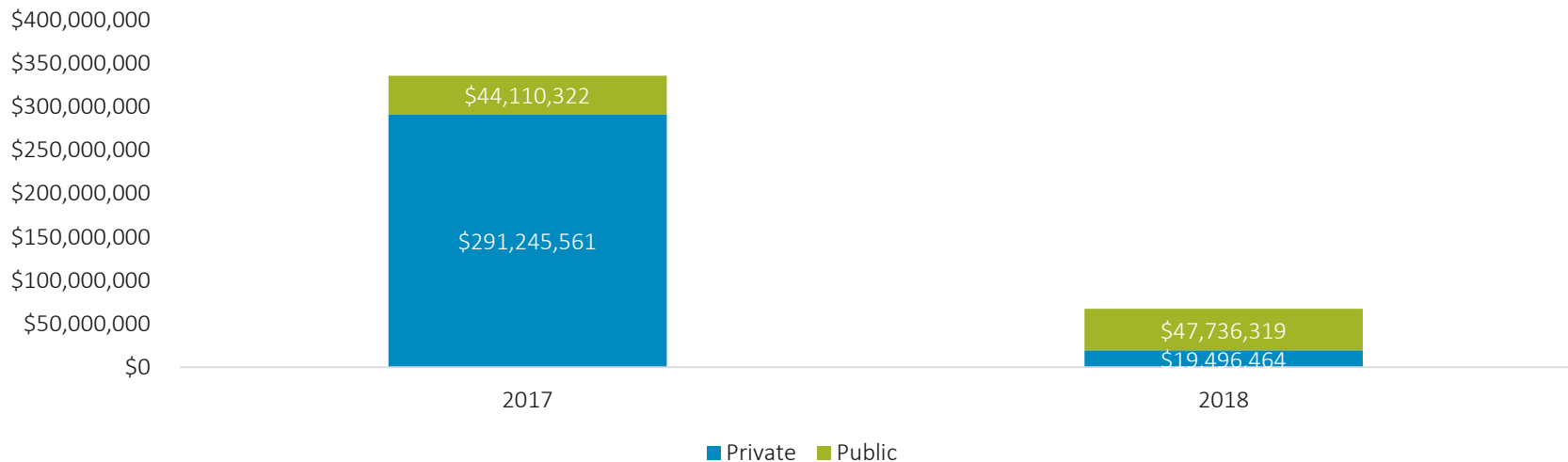
- Subsidized preservation represents existing units with affordability restrictions that were recapitalized/rehabilitated for long-term affordability. Naturally Occurring Housing (NOAH) preservation represents units for which market rate affordability is sustained through new enrollment in city housing programs or acquisition by preservation buyers with City financial assistance.
- Since 2000 Minneapolis has lost more affordable housing than we have produced, and preserving existing affordable units is one necessary strategy for offsetting this loss.⁶

Affordable Housing Development (continued)

Program description: This program provides necessary financing for the development, redevelopment or preservation of affordable and mixed income rental housing to meet current and future resident needs, stimulate private investment, increase tax base, and sustain a healthy housing market.

Performance measures

Leverage



Definition:

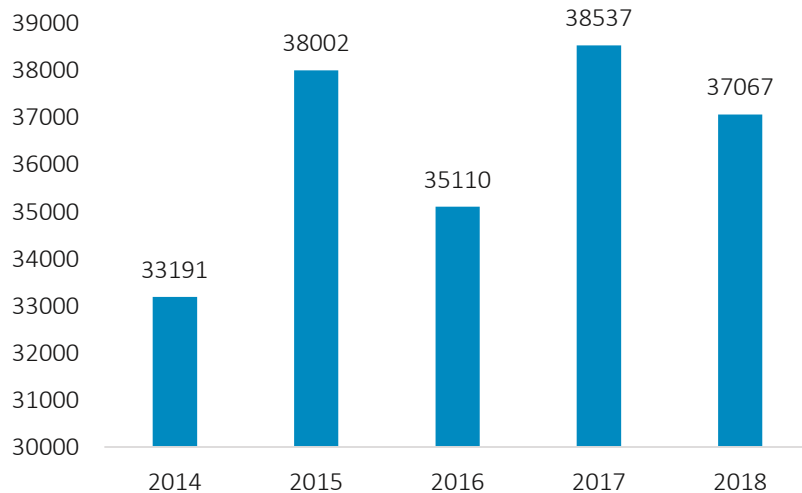
- City investment represents direct investment of city resources. Leverage consists of private dollars and investment from other public entities like Hennepin County or the Metropolitan Council. Data are for projects that completed construction in a given year.
- City dollars are necessary to incentivize private and other public investment in projects that align with the city's goals around housing affordability and measuring success against city investment alone understates its impact. The City investment is in gap financing, the significance of which is to attract other funding from private and other public funding sources.

Construction Codes Services

Program description: Construction Code Services (CCS) ensures the comprehensive application of the Minnesota State Building Code and applicable city ordinances. CCS consists of the three business lines of construction plan review, construction inspections, and programs. Programs include elevator registration and annual inspections, code compliance, truth-in-sale-of-housing, certificate of occupancy, fire escrow, and competency cards.

Performance measures

Permits issued



Definition:

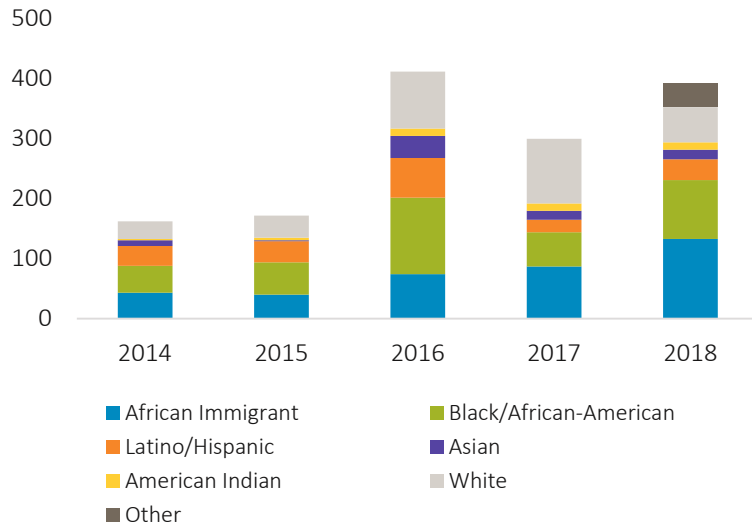
- The number of Permits Issued during the year is an indicator of investment being made for the preservation of existing buildings due to remodeling, maintenance, and sustainable economic wellbeing in the City of Minneapolis's built environment, as well as new investment in the City.

Business Development

Program description: Business Development helps businesses to start, stay and grow in Minneapolis to expand job growth, business ownership, tax base and commercial vitality particularly for those populations and neighborhoods that have been marginalized. To accomplish its work, Business Development has an array of programs and projects including small business loans, business technical assistance, commercial district support, site search assistance, and commercial real estate development.

Performance measures

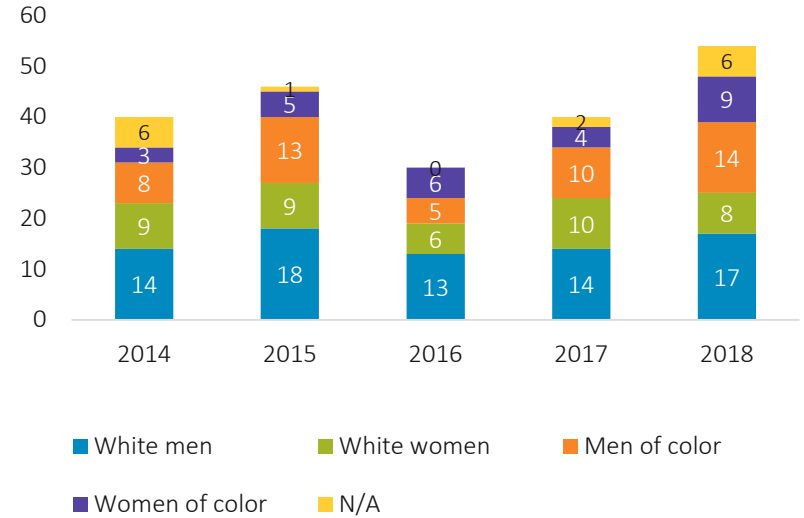
B-TAP Participant Demographics



Definition:

- Measures the number and racial demographics of the small businesses and entrepreneurs that receive technical assistance funded by the City to start or grow a business. B-TAP is one of Business Development’s major program areas that receives funding through the budget process.

Small Business Loan Demographics



Definition:

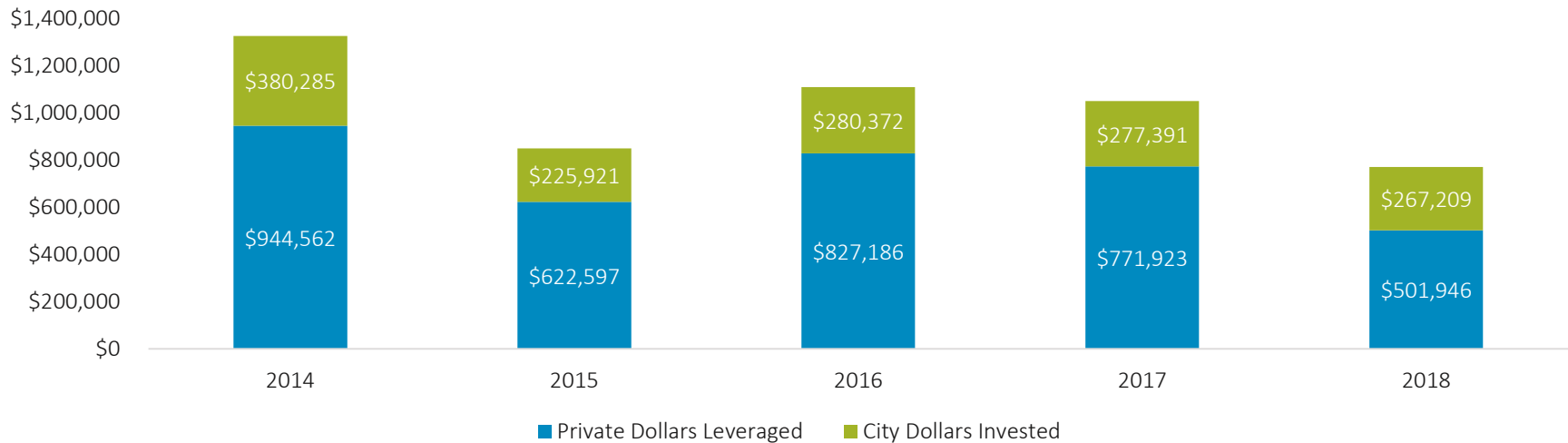
- Measures the number and racial demographics of the small businesses and entrepreneurs that receive financial assistance funded by the City to grow a business. Small Business Loans is one of Business Development’s major program areas that receives funding through the budget process.

Business Development (continued)

Program description: Business Development helps businesses to start, stay and grow in Minneapolis to expand job growth, business ownership, tax base and commercial vitality particularly for those populations and neighborhoods that have been marginalized. To accomplish its work, Business Development has an array of programs and projects including small business loans, business technical assistance, commercial district support, site search assistance, and commercial real estate development.

Performance measures

Great Streets Façade Grants



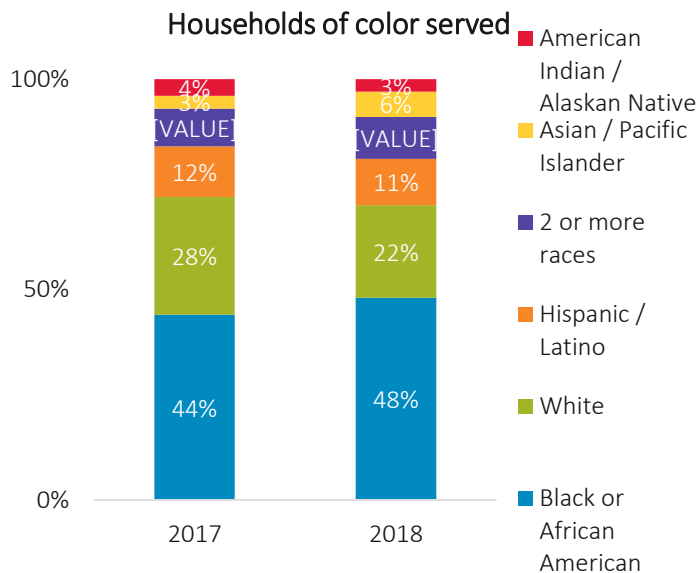
Definition:

- Measures the amount of City funds deployed and private funds leveraged to improve the facades of neighborhood commercial properties. Great Streets Façade is one of Business Development's major program areas that receives funding through the budget process.

Homeownership Support & Development

Program description: This program is designed to assist with the development, redevelopment and support of ownership housing of 1-4 units. The work is critical to promote high quality and healthy housing, and promote affordable, sustainable homeownership, with a strong focus on reducing racial disparities in homeownership rates. The major sub programs include Minneapolis Homes: Buy, Build, Rehab, Home Ownership Works, Homeownership Opportunity Minneapolis, Homeownership Counseling and Education, Homeowner Rehab, Vacant and Boarded program and property management of vacant properties.

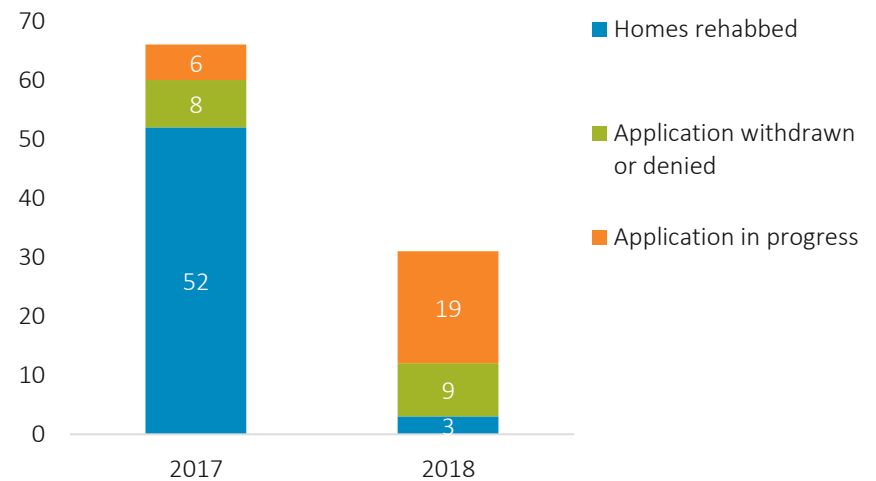
Performance measures



Definition:

- Households were served through down payment assistance, new housing units created through funded real estate development projects, and through city funding for homeownership counseling and financial wellness.
- The goal is to serve a high share of households of color given the City’s racial disparities in homeownership rates.

Status of applications for owner-occupied rehabs



Definition:

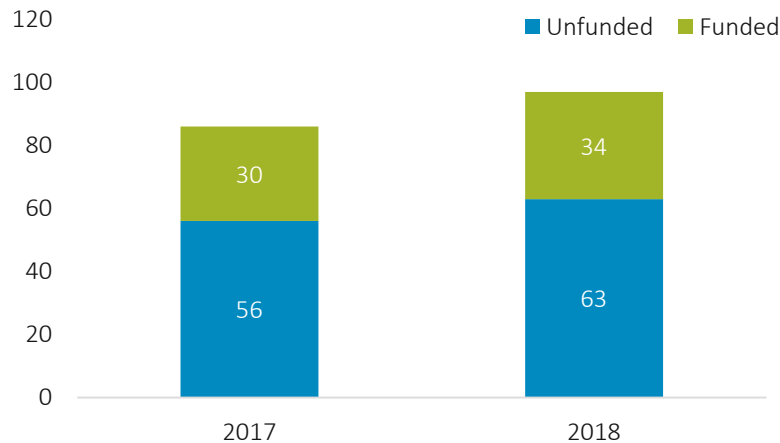
- This category represents applications that resulted in successful closings associated with the Homeowner Rehabilitation Programs. Applications in process did not close in the applicable year, and applications withdrawn or denied may be due to delinquent debt/mortgages, non-response from applicants or other program requirements not being met.
- Rehab programming encourages households to complete improvements to their homes that increase the home’s value while improving housing quality—health and safety.

Homeownership Support & Development (continued)

Program description: This program is designed to assist with the development, redevelopment and support of ownership housing of 1-4 units. The work is critical to promote high quality and healthy housing, and promote affordable, sustainable homeownership, with a strong focus on reducing racial disparities in homeownership rates. The major sub programs include Minneapolis Homes: Buy, Build, Rehab, Home Ownership Works, Homeownership Opportunity Minneapolis, Homeownership Counseling and Education, Homeowner Rehab, Vacant and Boarded program and property management of vacant properties.

Performance measures

New housing units



Definition:

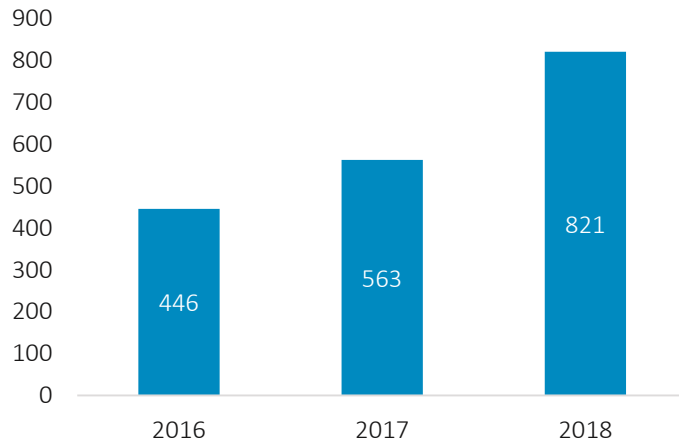
- Funded units are associated with projects that received City resources and resulted in units with affordability restrictions. Unfunded units are associated with City projects (sale of property without City financing) that had no income restrictions.
- The city owns vacant lots and structures which represent opportunities for housing development where new construction may not be feasible – resulting in market rate units - or for securing long-term affordability in stronger markets.

Adult Workforce Development

Program description: Through a network of community-based employment service providers, Adult Workforce Development helps Minneapolis residents find and retain jobs or pursue training that will lead to employment. The Minneapolis Works, Career Pathways, and WIOA Adult programs serve low-income Minneapolis job seekers, while the Dislocated Worker Program helps recently laid-off adults return to the workforce. In partnership with community-based agencies, the adult programs provide career counseling, job readiness training, job search assistance, and job placement. Many of the clients served through the programs have multiple barriers to employment, including ex-offender status, lack of consistent work history, unstable housing, low educational attainment, and/or chemical dependency.

Performance measures

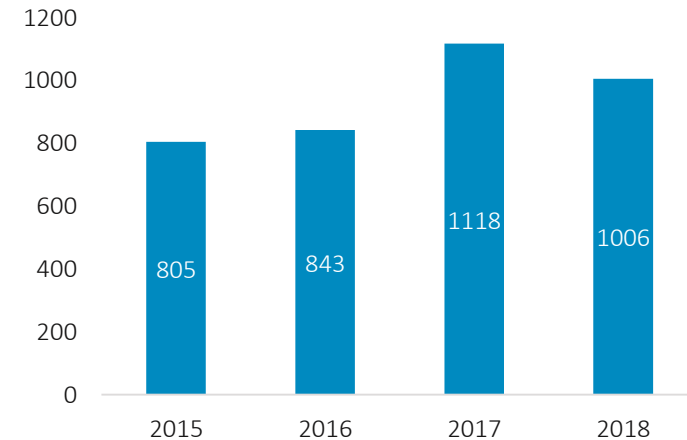
Adult Training Graduates



Definition:

- Skills training and industry recognized credentials are key to the current hiring climate. Further, it is not simply how many people start training, but training completion is the measurement of success of program design. A partially trained participant faces the same challenges in getting hired as someone lacking that training at all.

Job Placement



Definition:

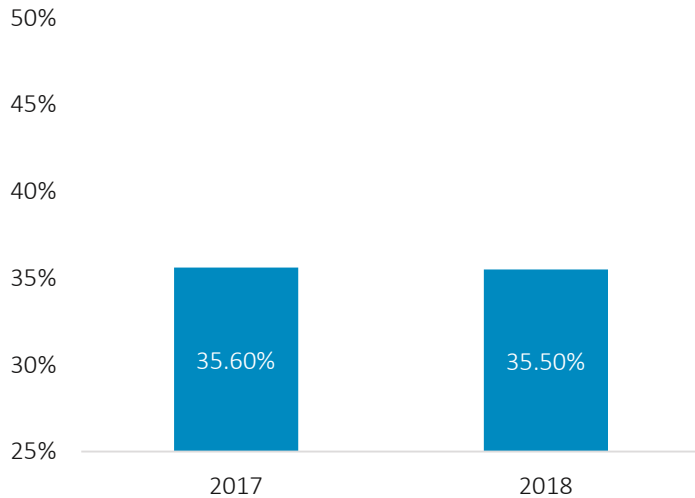
- Long considered the gold standard of workforce development programs, job placement represents the end goal for all participants who start a program or training within the workforce development system.

Adult Workforce Development (continued)

Program description: Through a network of community-based employment service providers, Adult Workforce Development helps Minneapolis residents find and retain jobs or pursue training that will lead to employment. The Minneapolis Works, Career Pathways, and WIOA Adult programs serve low-income Minneapolis job seekers, while the Dislocated Worker Program helps recently laid-off adults return to the workforce. In partnership with community-based agencies, the adult programs provide career counseling, job readiness training, job search assistance, and job placement. Many of the clients served through the programs have multiple barriers to employment, including ex-offender status, lack of consistent work history, unstable housing, low educational attainment, and/or chemical dependency.

Performance measures

Wage gain



Definition:

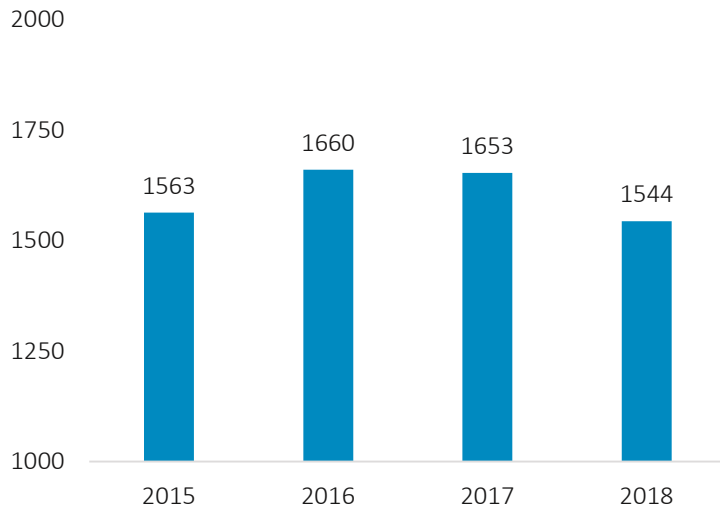
- Wage gain represents the intensity and depth of intervention that a given program will have on a participant.

Youth Training & Development

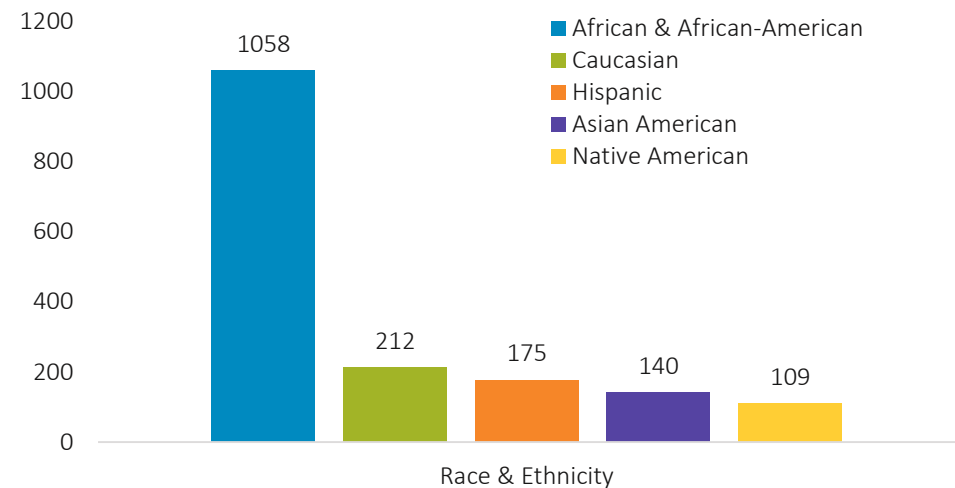
Program description: The City of Minneapolis Youth Programs aim to create a strong future workforce by reducing youth unemployment and racial employment disparities. The STEP-UP Program and the Year Round WIOA Youth Program are distinct but well-linked programs that provide employment for low-income Minneapolis youth, ages 14-21. Both programs are designed to give Minneapolis youth from minority communities and low-income families the tools to find their place with the workforce.

Performance measures

STEP-UP Job Placements



STEP-UP Race & Ethnic Student Background



Definition:

- Providing youth in Minneapolis with meaningful and supported work is a cornerstone of the City's strategy to providing the future workforce with the skills and development to be successful as adults; as well as, working with employers to develop their future employees.

Definition:

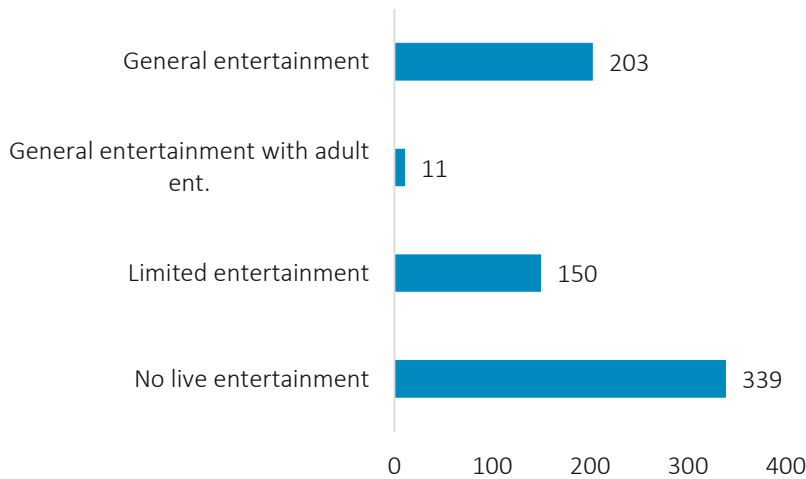
- Undoing generations of social and economic inequalities is at the heart of the Step Up strategy. Deliberate and intentional outreach and recruitment from under-represented communities, including, but not limited to, communities of color, homeless youth, new Americans, and youth with disability, is shown through our program demographics.

Business Licensing

Program description: This program regulates business licensing for liquor establishments and over 200 other types of businesses and annually licenses 11,000 businesses and individuals. The service includes assisting business owners through various regulatory processes, license application review, background checks, on-site facility inspections, and the collection of license fees with an annual renewal billing system.

Performance measures

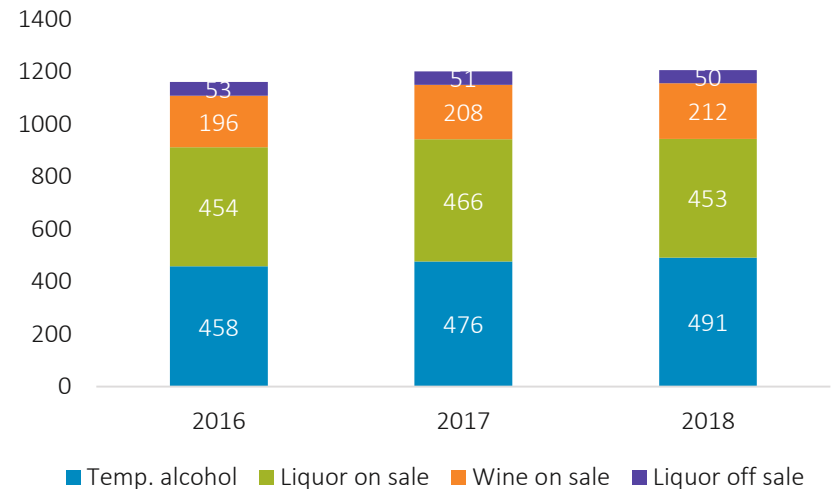
Streamlining of license categories



Definition:

- This metric will track the progress of our efforts to streamline the number of categories of licenses and to consolidate them. This will make it easier for our customers to make application and to follow regulations.

Liquor licenses



Definition:

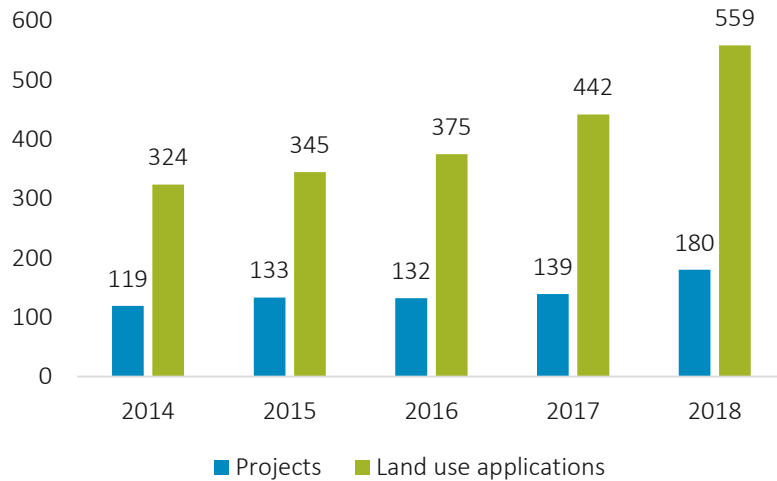
- This metric tracks the economic growth and service demand of our most regulated business license type. This is important because we can track how many establishments we license and their demand on our services and track the revenue that is expected from licensee fees.

Land Use, Design and Preservation

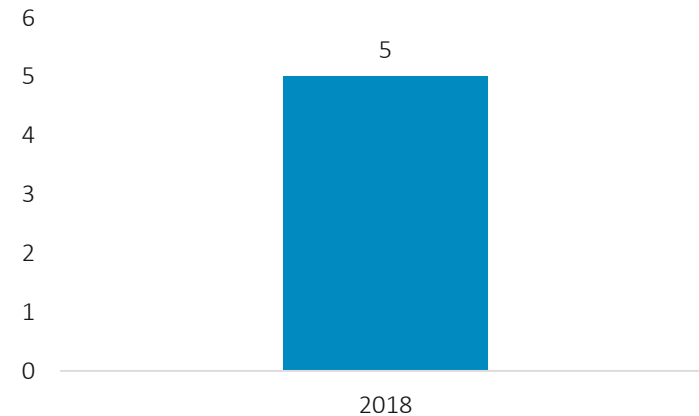
Program description: The Land Use, Design, Preservation and Zoning department guides development as required by law, helping residents and property owners invest in the City in a way that aligns with the City's comprehensive plan and development regulations. The department is responsible for managing, reviewing, and enforcing land use, zoning, preservation, and environmental review applications. The department staffs and administers public processes, including public meetings of the City Planning Commission, Heritage Preservation Commission and Zoning Board of Adjustment. The department performs administrative reviews and preservation permits at the customer service center, as well as guiding ongoing regulatory reform affecting land use and development.

Performance measures

Items heard at Boards and Commissions



Zoning code text amendments



Definition:

- Ensure that actions taken to approve or deny land use applications fulfill the City's comprehensive plan and are completed within state-mandated timelines.

Definition:

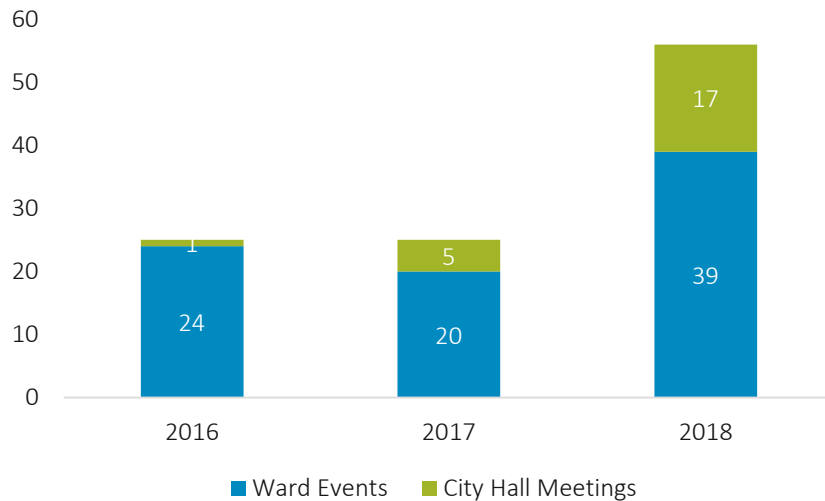
- Ensure that the City's zoning regulations evolve to provide consistency with state and federal law, align with policy direction, are clear and can be consistently interpreted and administered, and are responsive (as appropriate) to evolving market conditions.
- CPED has created a new Code Development team to focus on regulatory reform, including Minneapolis 2040 implementation as well as process improvements and communication tools.

CPED Long Range Planning

Program description: Long Range Planning Division has four key components: (1) Comprehensive Planning actively aligns the City's planning, economic development, housing development, and transportation planning functions into a sustainable, regional framework for managed growth over the next generation. (2) Research activities guide and inform our planning work; this includes developing and utilizing applied research derived from quantitative and qualitative methods and data. (3) The Art in Public Places program is comprised of six areas of regular work activity which include the commissioning and creation of art in public places, conservation, technical assistance to other agencies, public art policy, proposals for art on city property, proposals for art on private property, and working with cultural communities. (4) Creating public realm guidelines and strategies, establishing a coordinated governmental strategy for all public realm improvements.

Performance measures

Community meetings



Definition:

- Shows the intentionality of the Comprehensive Plan's community engagement process with a breadth of events and meetings.

Comments received

18,000+
comments received

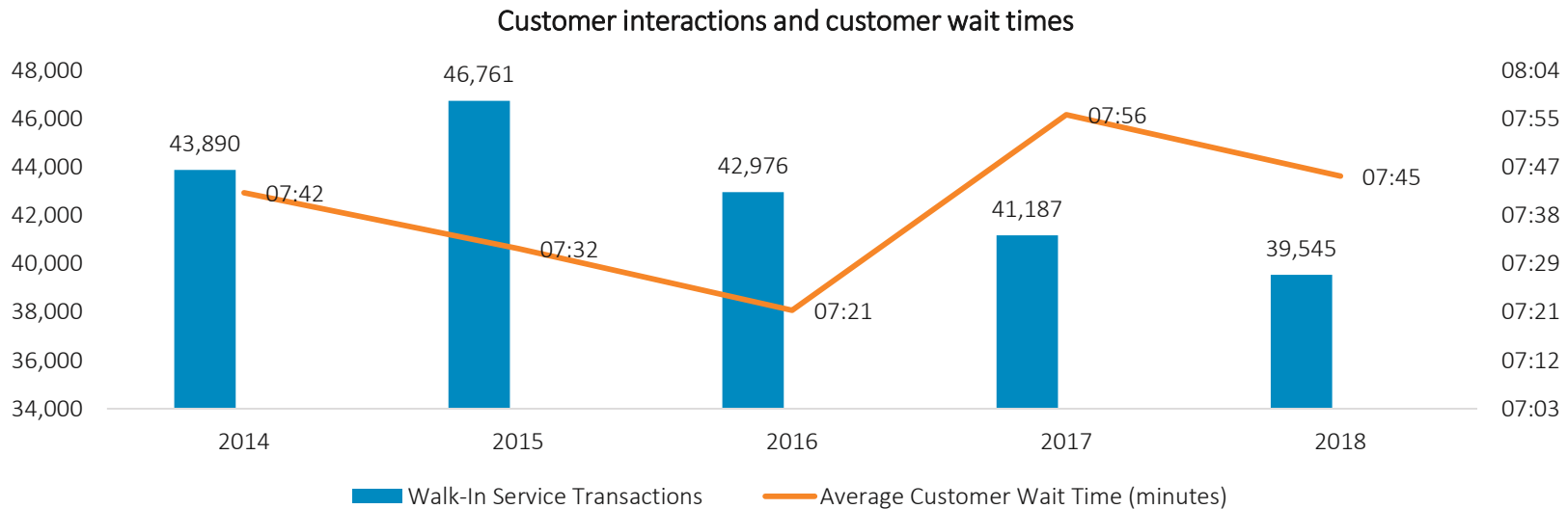
Definition:

- Shows the intentionality of the Comprehensive Plan's community engagement process with a breadth of comments from areas throughout the City.

Development Services – Customer Service Center

Program description: The Customer Service Center serves as the front door and service center for the City’s consolidated development activities and focuses on consistent, streamlined customer service. It ensures high-quality development while requiring that building construction and rehabilitation projects meet the City’s standards in terms of safety, livability and health and environmental sensitivity. Business licenses, rental licenses and critical parking permits may also be obtained at this center.

Performance measures



Definition – Customer interactions:

- Measures the volume of walk-in customers visiting the customer service center. Our customers include contractors, developers, homeowners and business owners, and this measurement provides insight of how are customers currently access our services, while also providing a gauge for future interactions made possible with advanced technologies.

Definition – Customer wait times:

- Measures the actual times customers are waiting for different services while visiting the service center. This metric guides us in ensuring that service center staffing levels are appropriate as well as informing us of services that may be necessary that are not currently part of the service center operations.

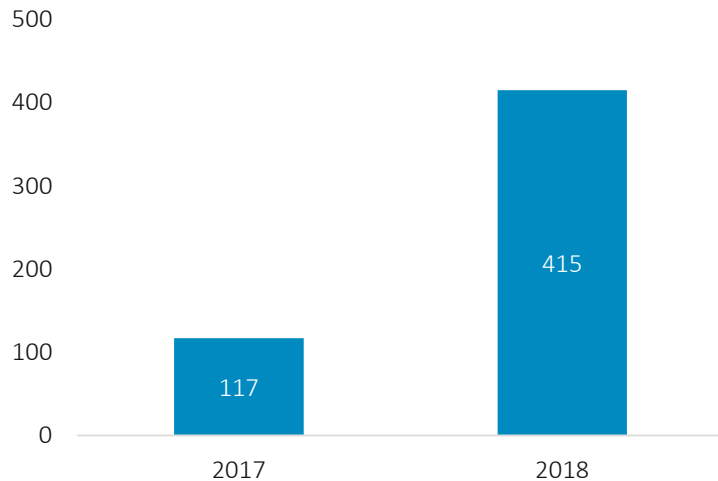
Small Business Team

Note: The Small Business Team was part of the Coordinator's Office in 2017 and 2018, but is part of CPED as of 2019.

Program description: The core function of the Small Business Team is to provide direct, one on one assistance to business owners and entrepreneurs in navigating City requirements, regulations, and resources. In addition to this central role, the Team also conducts small business outreach and engagement with a particular focus on communities of color and supports City improvement efforts to make Minneapolis an easier place to start and grow small businesses.

Performance measures

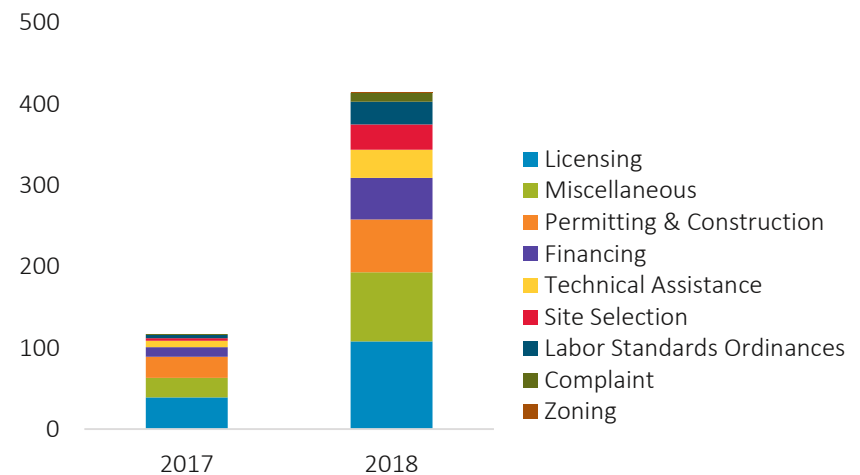
Small Business Team Cases



Definition:

- Measures the number of requests received from business owners and entrepreneurs, by phone, email, referral, or in the course of outreach. This metric indicates demand for and awareness of the services of the Small Business Team.

Small Business Team Cases by Type



Definition:

- Case types are an internal categorization of the business owner issue at the point of intake. Staff assign cases a 'type' from a drop-down menu, selecting the best fit for the primary reason a customer is contacting us. Frequently, cases cross multiple types/departments, or have a primary initial reason for the call, but have a different underlying issue. A detailed analysis of case types can identify trends in the issues facing small businesses.

CPED Debt Service & Transfers

Program description: This program relates to the administration and management of certain CPED financial resources, both with external partners and between CPED funds. This program provides for the transfer of revenues necessary to pay annual debt service on bonds and other contractual obligations issued to undertake various CPED activities as well as the internal transfer of eligible revenues to finance CPED development activities.

This budget program area does not have performance metrics because it is a pass-through.