

2020

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, Housing





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	2019 Budget	Performance measure	2019 performance	Trend from prior year	Trend: Red/yellow/green
CPED Debt Services & Transfers	\$35.2M	1. N/A: Pass-through program	1. N/A	1. N/A	1. 
Affordable Housing Development	\$30.8M	1. New units produced at different AMI levels 2. Existing affordable units preserved 3. Leverage	1. 525 units 2. 998 units 3. \$393,284,264	1. Increase 2. Increase 3. Increase	1.  2.  3. 
Homeownership Support & Development	\$14.0M	1. Households of color served 2. Rehabs of owner occupied properties 3. New housing units	1. 74% households of color 2. 44% rehabbed 3. 123 new housing units	1. Stable 2. Increase 3. Increase	1.  2.  3. 
Administration & Support	\$10.1M	1. Business Technology Service Requests	1. 320 service requests	1. Decrease	1. 
Business Development	\$9.7M	1. B-TAP participants 2. Small business loans 3. Great Street façade grants	1. 81% POC 2. 39% POC 3. \$815,258	1. Decrease 2. Decrease 3. Increase	1.  2.  3. 
Construction Codes Services	\$9.4M	1. Permits issued	1. 40,508	1. Increase	1. 

Performance summary (continued)

Enterprise priorities (page 3): Workforce diversity, Spending with diverse suppliers

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	YoY decrease by more than 5%		No trend

Budget program	2019 Budget	Performance measure	2019 performance	Trend from prior year	Trend: Red/yellow/green
Adult Workforce Development	\$5.8M	<ol style="list-style-type: none"> 1. Training graduates 2. Job placement 3. Wage gain 	<ol style="list-style-type: none"> 1. 721 graduates 2. 892 placed 3. 32% 	<ol style="list-style-type: none"> 1. Decrease 2. Decrease 3. Decrease 	<ol style="list-style-type: none"> 1.  2.  3. 
Youth Training and Development	\$4.2M	<ol style="list-style-type: none"> 1. STEP-UP job placement 2. STEP-UP demographics 	<ol style="list-style-type: none"> 1. 1338 placed 2. 85% POC 	<ol style="list-style-type: none"> 1. Decrease 2. Stable 	<ol style="list-style-type: none"> 1.  2. 
Business Licensing	\$3.3M	<ol style="list-style-type: none"> 1. Streamlining of license categories 2. Liquor licenses 	<ol style="list-style-type: none"> 1. 703 2. 1018 licenses 	<ol style="list-style-type: none"> 1. No trend 2. Decrease 	<ol style="list-style-type: none"> 1.  2. 
CPED Long Range Planning	\$3.1M	<ol style="list-style-type: none"> 1. Comprehensive plan policy reviews 2. Public art 	<ol style="list-style-type: none"> 1. 202 policy reviews 2. BIPOC artists under contract 	<ol style="list-style-type: none"> 1. Increase 2. Increase 	<ol style="list-style-type: none"> 1.  2. 
Land Use, Design and Preservation	\$3.0M	<ol style="list-style-type: none"> 1. Items heard at Boards and Commissions 2. Zoning Code Text Amendments 	<ol style="list-style-type: none"> 1. 914 items heard 2. 6 amendments 	<ol style="list-style-type: none"> 1. Increase 2. Increase 	<ol style="list-style-type: none"> 1.  2. 
Development Services – Customer Service Center	\$2.2M	<ol style="list-style-type: none"> 1. Customer interactions 2. Customer wait times 	<ol style="list-style-type: none"> 1. 38,100 interactions 2. 09:07 wait time 	<ol style="list-style-type: none"> 1. Stable 2. Increase 	<ol style="list-style-type: none"> 1.  2. 
Small Business Team	\$0.3M	<ol style="list-style-type: none"> 1. Small Business Team cases 	<ol style="list-style-type: none"> 1. 587 cases 	<ol style="list-style-type: none"> 1. Increase 	<ol style="list-style-type: none"> 1. 

Enterprise Priorities

Workforce diversity

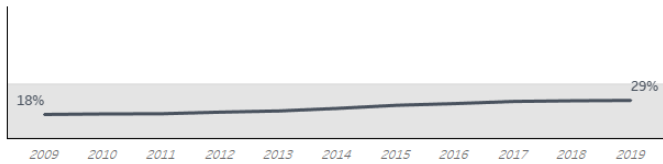
- **Does not meet** enterprise goal of 41% people of color
- **Exceeds** enterprise goal of 45% women

CPED continues to expand its recruitment efforts through the use of social media and targeted recruitment to attract a diverse pool.

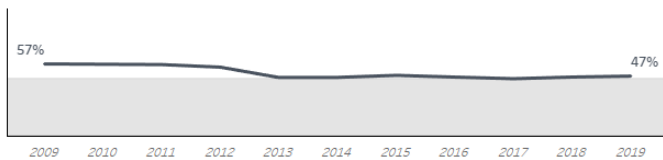
Workforce diversity (2009-2019)

Community Planning & Economic Development

People of color



Women



Notes:

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

Definition for Regular City Workforce:

(a) Includes: all regular full-time, regular part-time, regular intermittent, and seasonal full-time City employees.

(b) Excludes: ACA seasonal and all temporary City employees including individuals on permit, outside trades, Election Judges, METP Summer Youth, and contractors.

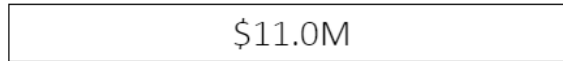
Spending with diverse suppliers

- **Exceeds** Citywide percent diverse spending of 16%
- **Does not meet** Citywide percent spending with minority-owned suppliers of 7%
- **Exceeds** Citywide percent spending with non-minority women-owned suppliers of 9%

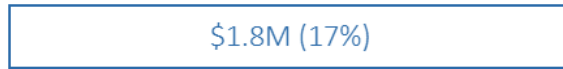
CPED continues to increase its participation in the City's Target Market Program to expand and diversify its vendor base. It is also increasing its outreach efforts through various housing and business development programs to attract diverse suppliers.

Summary

Total supplier spending* over selected years



Amount spent with diverse suppliers over selected years



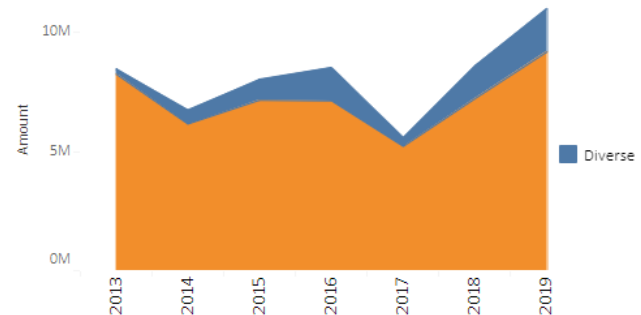
Minority-owned



Non-minority women



Share of diverse spending* (all years)



Department Priorities

Minneapolis 2040 Implementation

- In 2019, CPED prepared for implementation of the Minneapolis 2040 plan. CPED's new Code Development team focused on revisions to land use regulations, with an emphasis on implementation of *Minneapolis 2040*. At the same time, CPED's Long Range Planning team lead remapping of existing and proposed zoning districts, working closely with the Code Development team.

Housing

- Minneapolis 2040 envisions that all Minneapolis residents will be able to afford and access quality housing throughout the City. CPED developed a set of strategies to begin implementation of the 2040 housing goals. Many of the City's housing programs are long-standing, foundational investment programs that have been reshaped to reflect the policies and values of Minneapolis 2040 informed by extensive community input. Others are new, innovative pilot programs that are being evaluated for their results. All of these programs are important to meeting the housing needs of City residents. Unprecedented investment by the Mayor and City Council in the 2019 budget supported significant increase in housing production and preservation across the City.

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 worked 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 proposed a number of strategies for consideration in the 2020 budget. In 2019, the department modified and monitored its current programs to increase equitable outcomes.

CPED Debt Service & Transfers

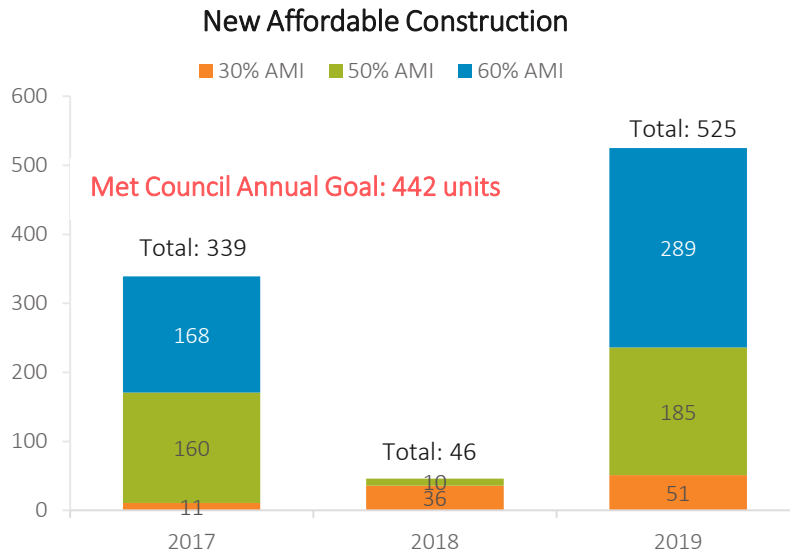
Program description: This program relates to the administration and management of certain CPED financial resources, both with external partners and between CPED funds. This program provides for the transfer of revenues necessary to pay annual debt service on bonds and other contractual obligations issued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

Affordable Housing Development

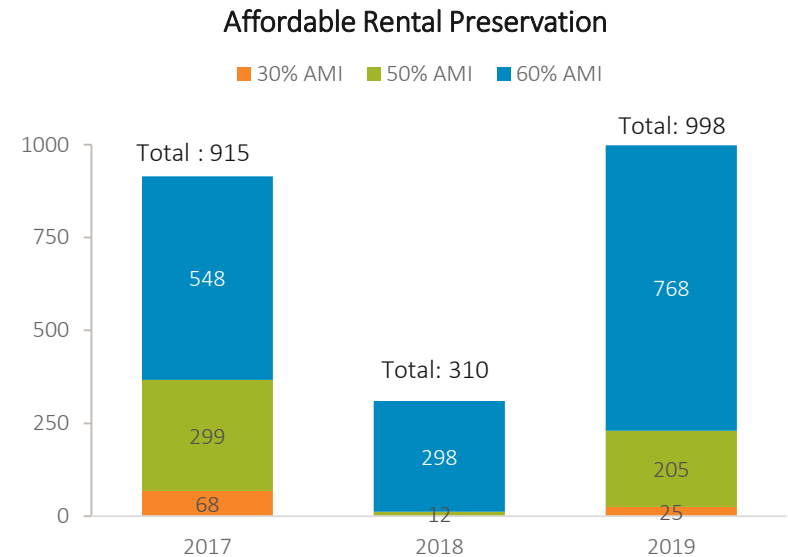
Program description: This program provides necessary financing for the development, redevelopment or preservation of affordable and mixed income rental housing to meet current and future resident needs, stimulate private investment, increase tax base, and sustain a healthy housing market.

Performance measures



Definition:

- Data represent new affordable rental units that completed construction in a given year.
- The Metropolitan Council established the goal for Minneapolis to produce 442 units affordable at or below 60% of AMI annually across 2011-2020. For 2021-2030, the production goals will change to target units affordable at 30% / 50%, and 80% of AMI.
- While data provided are only for affordable rental units, ownership units also count towards the City's allocation, so actual production is underrepresented above.



Definition:

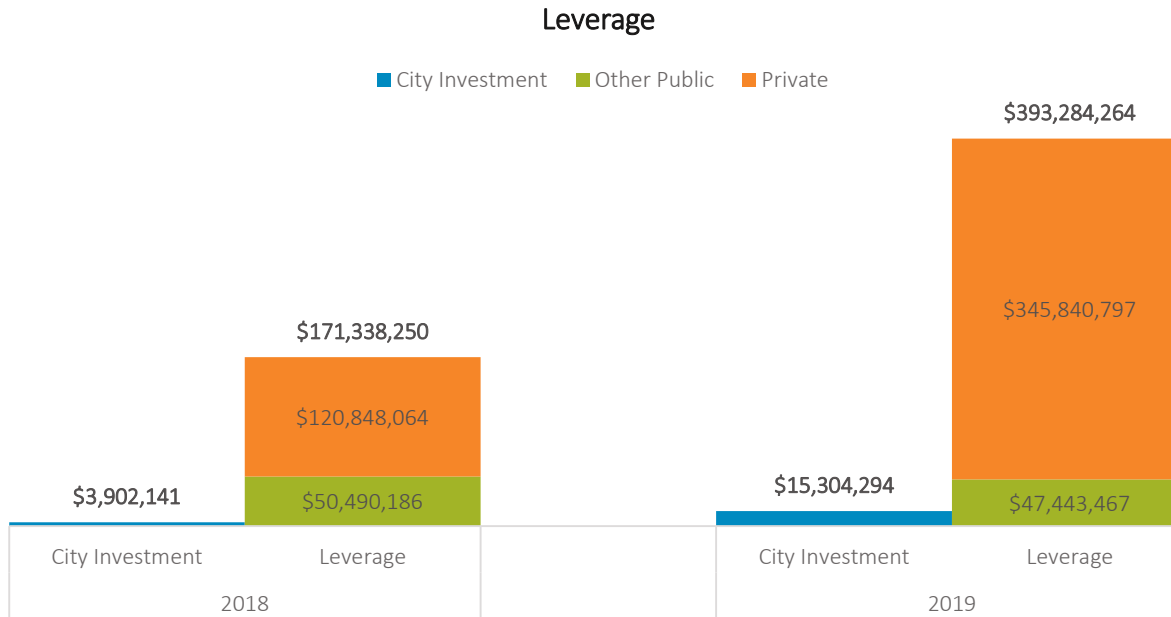
- Subsidized preservation represents existing units with affordability restrictions that were recapitalized/rehabilitated for long-term affordability. Naturally Occurring Housing (NOAH) preservation represents units for which market rate affordability is sustained through new enrollment in city housing programs or acquisition by preservation buyers with City financial assistance.
- Minneapolis lost more affordable rental units between 2000-2015 than we created. Preserving existing affordable units is one necessary strategy for offsetting this loss.

Note: Project timelines do not fit cleanly within a single year reporting window. Due to this, reported preservation project unit counts for a given year may differ between reports.

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



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.

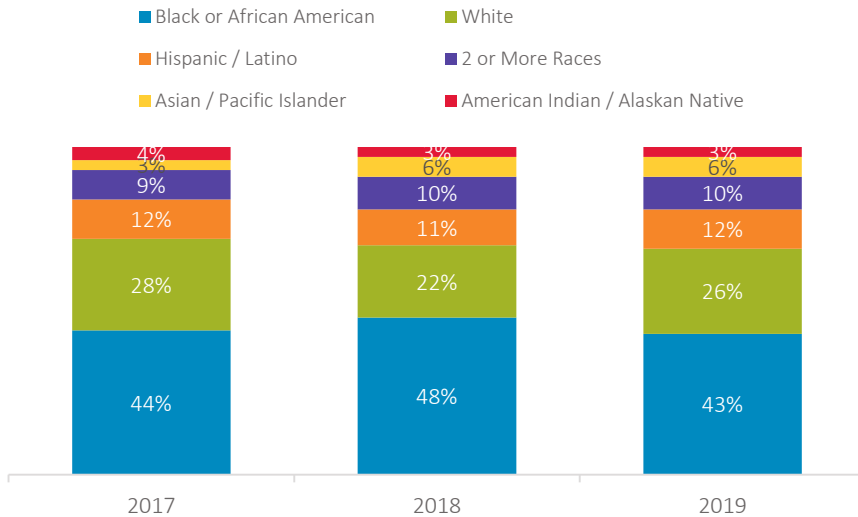
Note: Between the 2019 and 2020 Results Reports, the methodology for categorizing project sources as City, Other Public, and Private changed. Due to this, reported amounts for a given year may differ between reports.

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

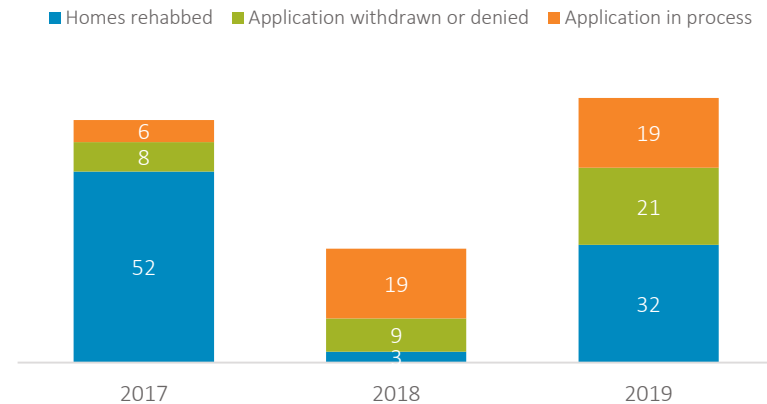
Households Served, 2017-2019



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 Rehab, 2017-2019



Definition:

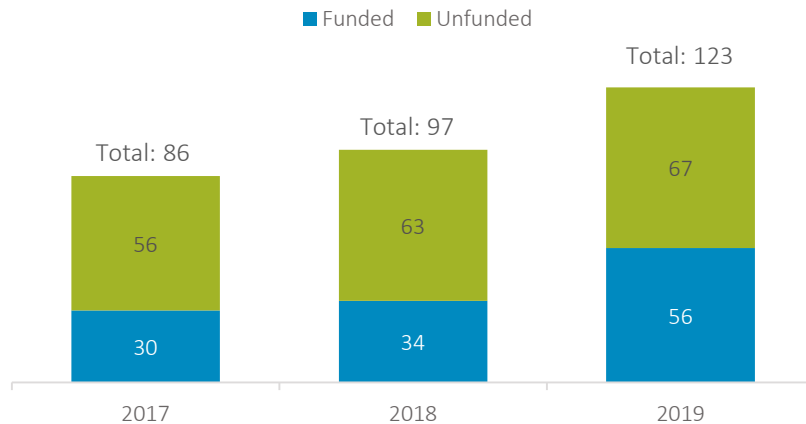
- This category represents applications that resulted in successful closings associated with the Homeowner Rehabilitation Programs. Applications in process did not close in the applicable year, and applications withdrawn or denied may be due to delinquent debt/mortgages, non-response from applicants 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)

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Performance measures

New Housing Units, 2017-2019



Definition:

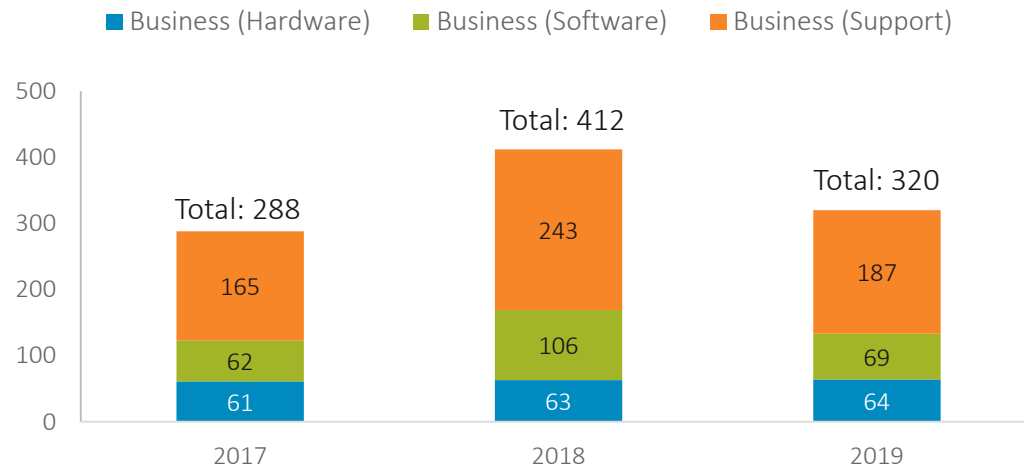
- Funded units are associated with projects that received City resources and resulted in units with affordability restrictions. Unfunded units are associated with City projects (sale of property without City financing) that had no income restrictions.
- The city owns vacant lots and structures which 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.

Administration & Support

Program description: This program provides department-wide leadership and support for internal City services including budget, finances, technology services, information-technology, communications, business process improvements, fleet management, space management, employee engagement, workforce planning, and community engagement/outreach. It is also responsible for oversight and management of data analytics and administrative enforcement. The program strives to improve and facilitate accountability and innovation throughout its divisions, providing analysis and long-range thinking that supports responsible decision making. It is also responsible for coordination of projects, public policy process and implementation, committee actions and council processes. This program budget allocation includes \$1.9M for administration and operations, \$2.2M for building rents and \$6.0M for rate model charges.

Performance measures

Business / Technology Service Requests



Definition:

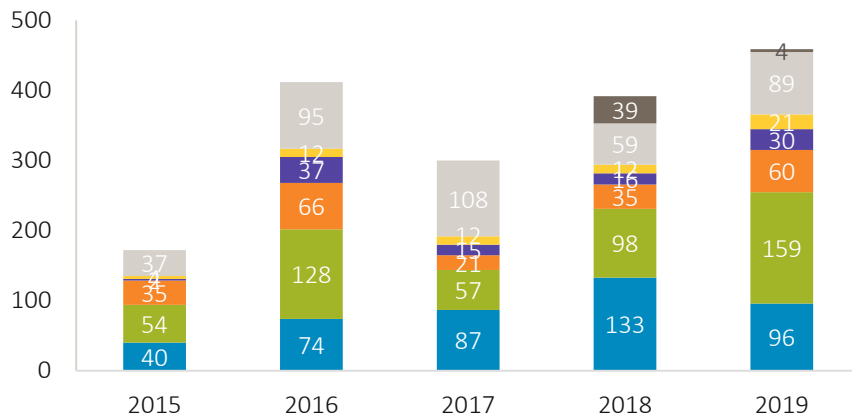
- Ensures that the department's operational needs for hardware, software and business support are appropriately met.
- These numbers represent a variety of hardware, software and business improvement initiatives that require review, assessment, approval, consultation, coordination, budget alignment, implementation and support.
- Information recorded and tracked through CPED / IT Service Now portal and process.

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 disenfranchised. To accomplish its work, Business Development has an array of programs and projects including small business loans and facade grants, business technical assistance, site search assistance, and commercial real estate development.

Performance measures

B-TAP Participant Demographics

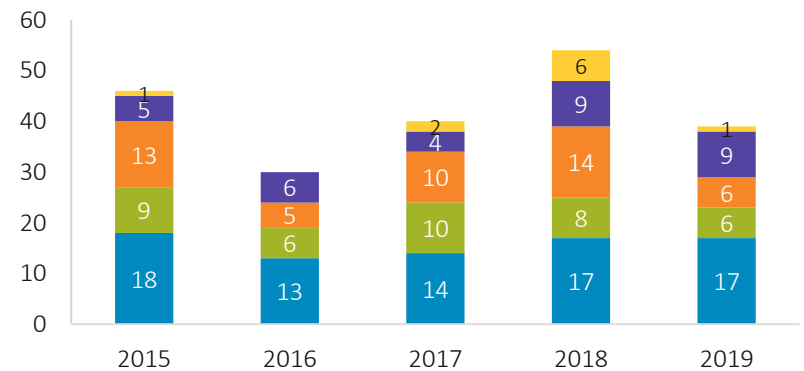


■ African Immigrant ■ Black/African-American ■ Latino/Hispanic
■ Asian ■ American Indian ■ White
■ Other

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. *Note: in early 2020 B-TAP moved to the Small Business Team*

Small Business Loan Demographics



■ White men ■ White women ■ Men of color ■ Women of color ■ N/A

Definition:

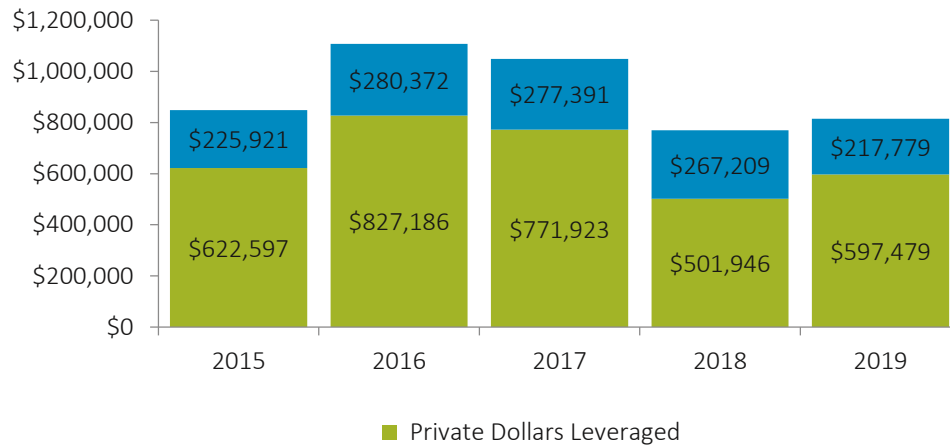
- Measures the number and racial demographics of the small businesses and entrepreneurs that receive financial assistance funded by the City to grow a business. Small Business Loans is one of Business Development’s major program areas that receives funding through the budget process.

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 disenfranchised. To accomplish its work, Business Development has an array of programs and projects including small business loans and facade grants, business technical assistance, site search assistance, and commercial real estate development.

Performance measures

Great Streets Facade Grants: City Dollars Invested, Private Dollars Leveraged



Definition:

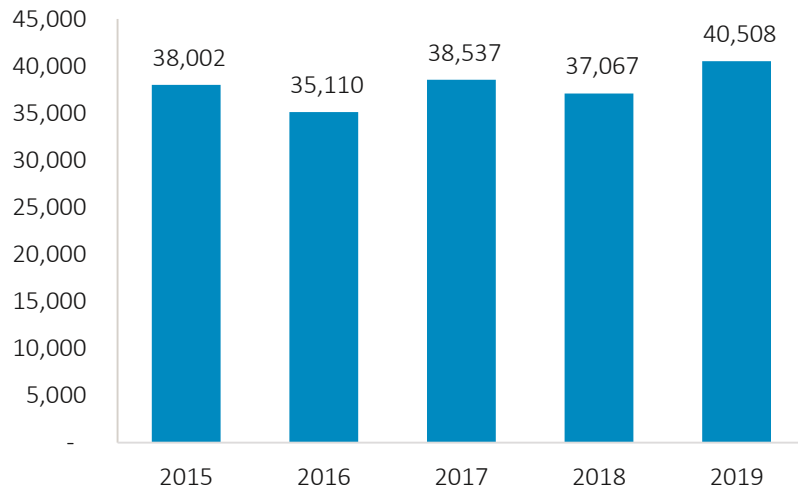
- Measures the amount of City funds deployed and private funds leveraged to improve the facades of neighborhood commercial properties. Great Streets Facade is one of Business Development's major program areas that receives funding through the budget process.

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. Construction inspections performs all required inspections for building, elevator, mechanical, and plumbing work covered by issued permits and respond to complaints regarding construction projects. Programs include elevator registration and annual inspections, code compliance, truth-in-sale-of-housing, certificate of occupancy, and fire escrow.

Performance measures

Permits issued



Definition:

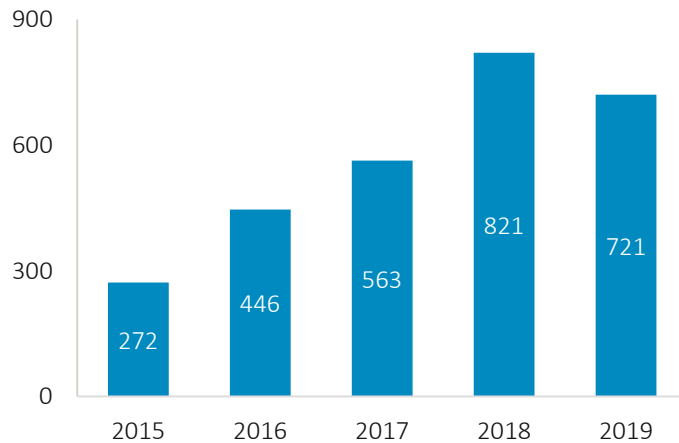
- The number of Permits Issued during the year is an indicator of investment being made for the preservation of existing buildings due to remodeling, maintenance, and sustainable economic wellbeing in the City of Minneapolis's built environment, as well as new investment in the City.

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

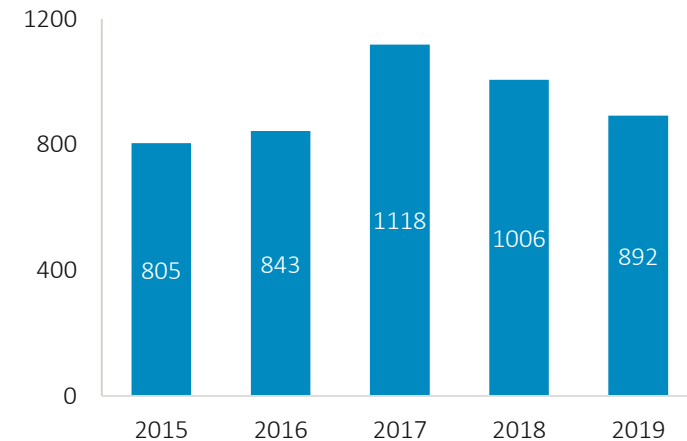
Adult Training Graduates



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:

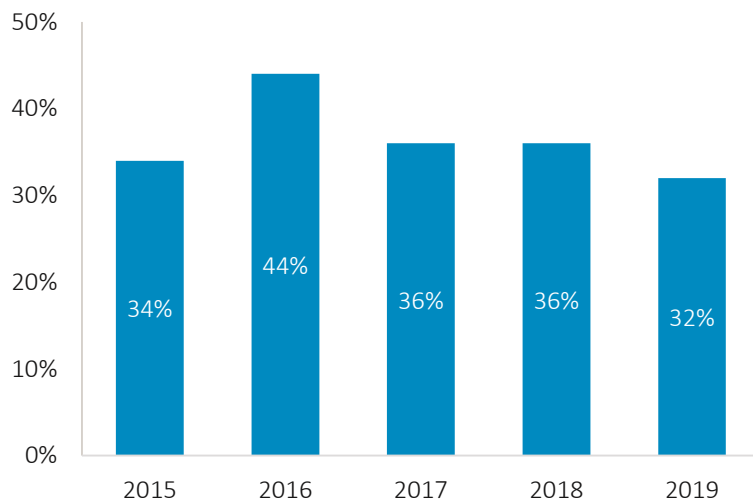
- Long considered the gold standard of workforce development programs, job placement represents the end goal for all participants who start a program or training within the workforce development system.

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:

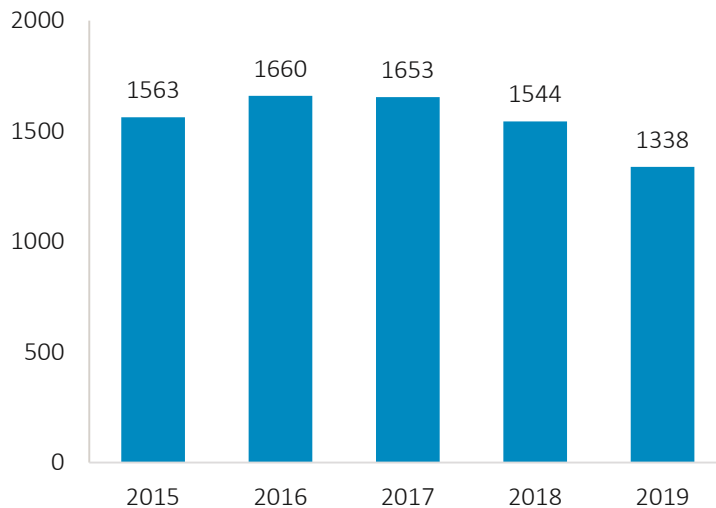
- Wage gain represents the intensity and depth of intervention that a given program will have on a participant.

Youth Training & Development

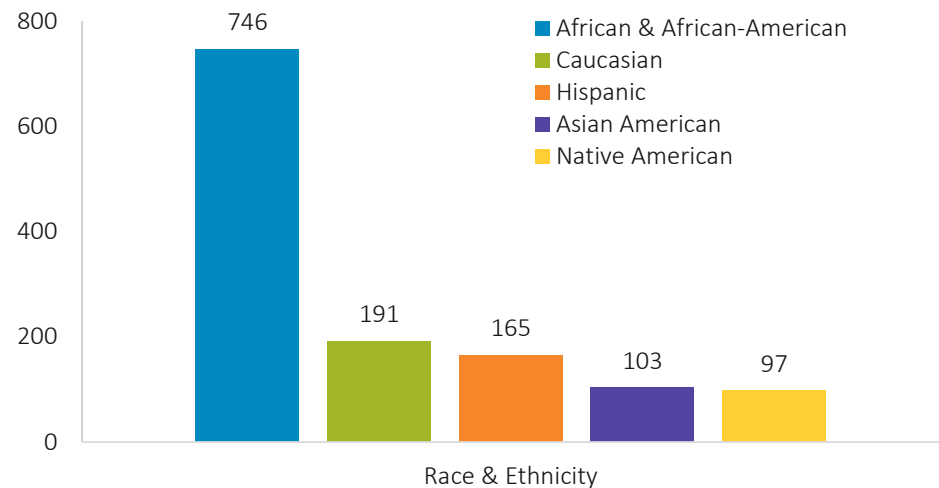
Program description: The City of Minneapolis Youth Programs aim to create a strong future workforce by reducing youth unemployment and racial employment disparities. The STEP-UP Program and the Year Round WIOA Youth Program are distinct but well-linked programs that provide employment for low-income 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:

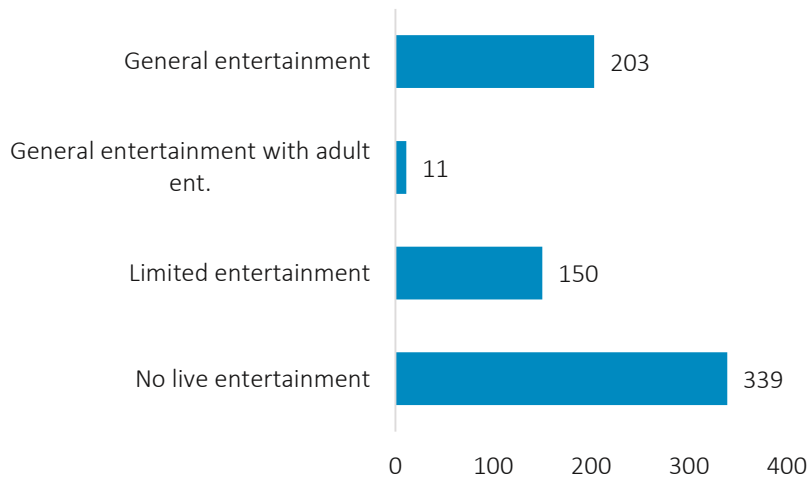
- Undoing generations of social and economic inequalities is at the heart of the Step Up strategy. Deliberate and intentional outreach and recruitment from under-represented communities, including, but not limited to, communities of color, homeless youth, new Americans, and youth with disability, is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

Business Licensing

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

Performance measures

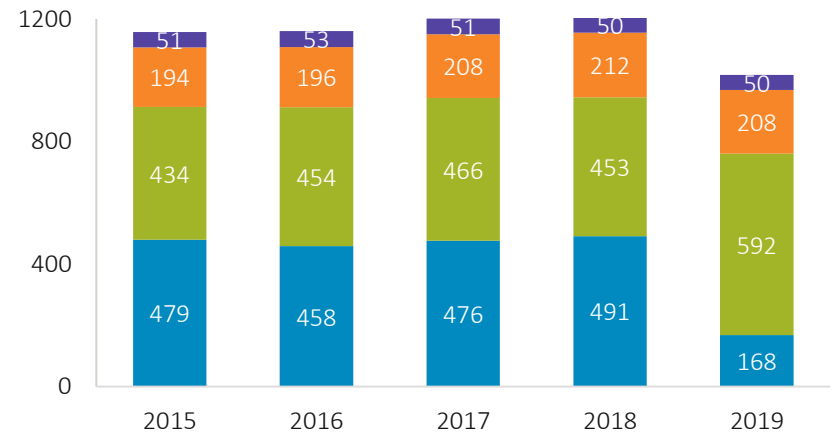
Streamlining of license categories



Definition:

This metric tracks progress toward streamlining the number of categories of licenses and consolidating them, where appropriate. This work effort will make it easier for customers to submit the appropriate application and abide by prescribed regulations for the business.

Liquor licenses



■ Temp. alcohol ■ Liquor on sale ■ Wine on sale ■ Liquor off sale

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.

CPED Long Range Planning

Program description: Long Range Planning Division has four key components: (1) Comprehensive Planning 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, public art policy, proposals for art on city & public property, and working with cultural communities. (4) Creating public realm guidelines and strategies, establishing a governmental strategy for all public realm improvements.

Performance measures

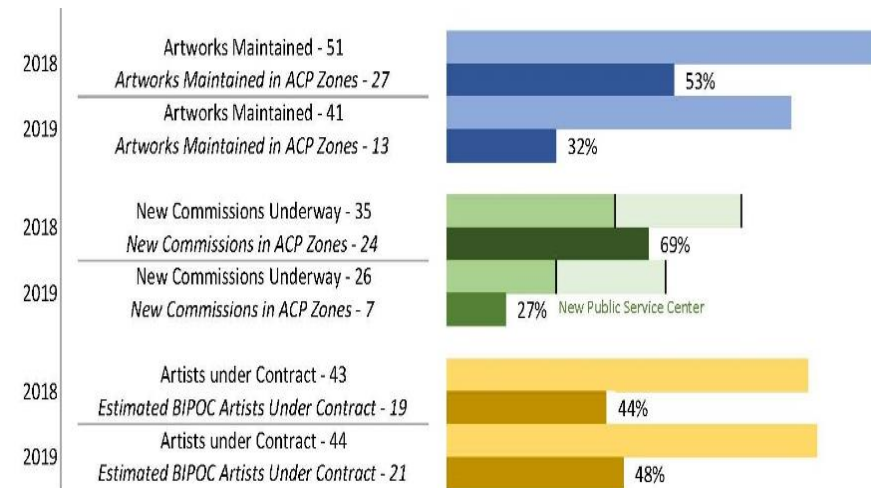
Comprehensive Plan Policy Reviews

	2018	2019
Location and Design Review (capital projects)	14	20
Brownfield grant applications	33	26
Hennepin County TOD applications	23	26
Affordable Housing Trust Fund applications	16	18
LCDAs applications	11	15
Public Land Sales	63	88
TIF Districts, Redevelopment Plans, and modifications	11	9
Totals	171	202

Definition:

- In addition to developing the Comprehensive Plan every ten years, Long Range Planning serves as a primary steward of the plan by ensuring that City programs and investments are actively implementing the plan. Throughout the year, Long Range Planning reviews public land sales and acquisitions, TIF districts, capital budget requests, and grant applications for affordable housing development and brownfields cleanup for consistency with the Comprehensive Plan.

Public Art



Definition:

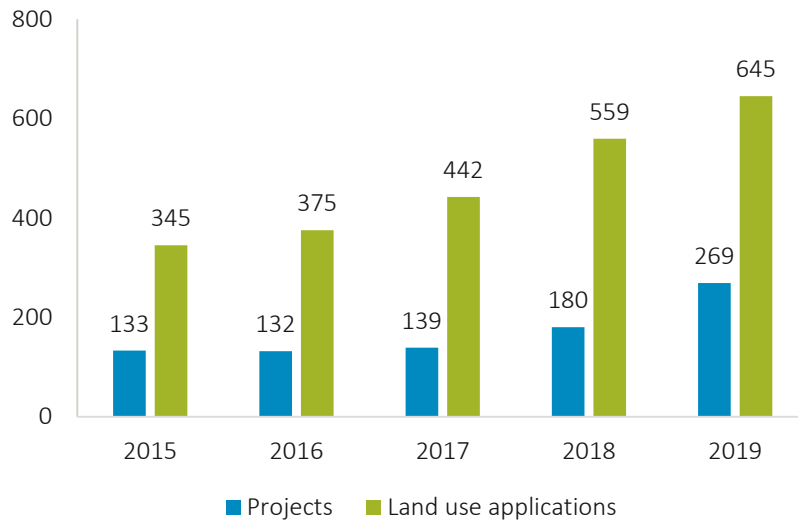
- Shows the maintenance and commission of artwork in correlation to Areas of Concentrated Poverty (ACP 50) and shows artists under contract in correlation to BIPOC artists under contract. **Note: The percentage of artworks in ACP Zones has decreased due to a shrinkage of ACP Zones, particularly downtown.** This trend will need to be considered as future artwork sites are selected.

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

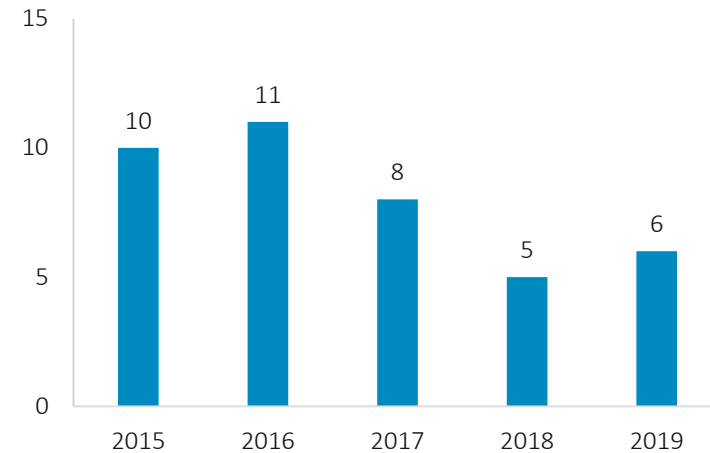
Items heard at Boards and Commissions



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.

Zoning code text amendments



Definition:

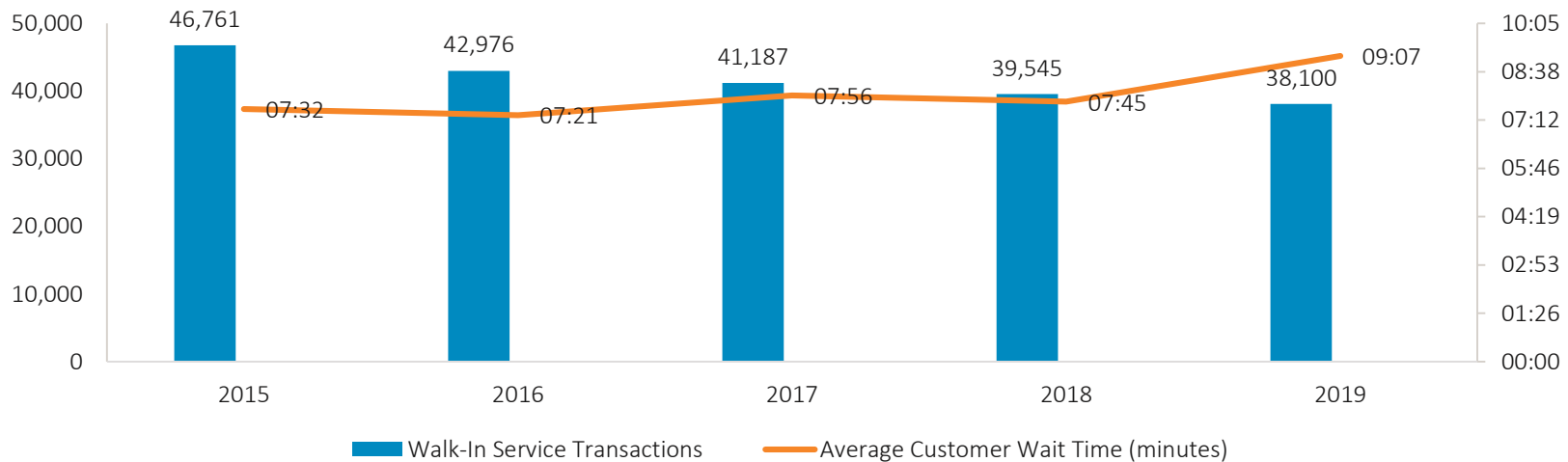
- Ensure that the City's zoning regulations evolve to provide consistency with state and federal law, align with policy direction, are clear and can be consistently interpreted and administered, and are responsive (as appropriate) to evolving market conditions.
- CPED has created a new Code Development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

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

Customer interactions and customer wait times



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:

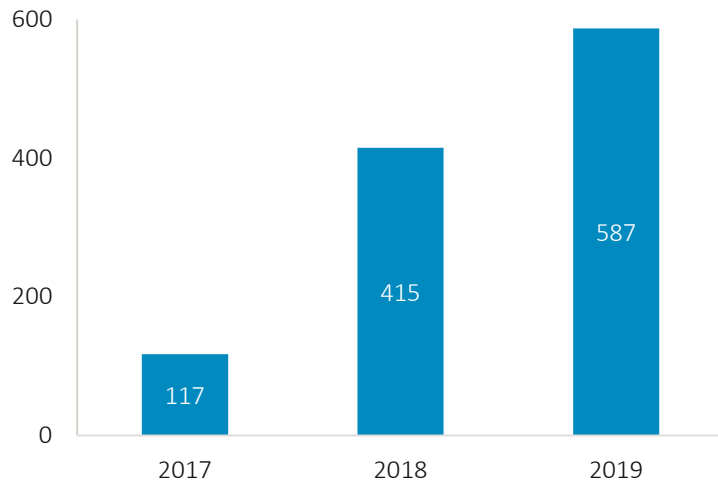
- Measures the actual times customers are waiting for different services while visiting the service center. This metric guides us in ensuring that service center staffing levels are appropriate as well as informing us of services that may be necessary that are not currently part of the service center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

Small Business Team

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

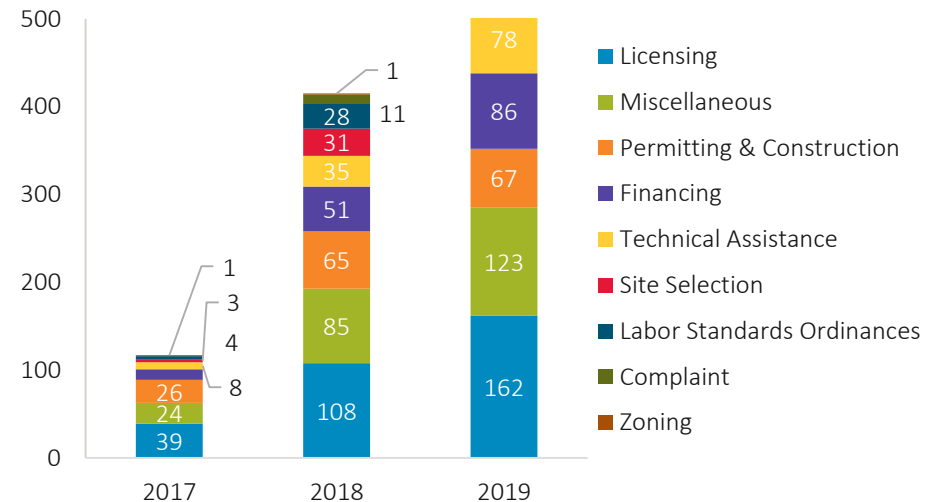
Small Business Team cases



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.