

# Strategic & Racial Equity Action Plan (SREAP)

Planning for a stronger, more equitable Minneapolis



# Why SREAP, why now?

## The City's racial equity challenge

Despite Minneapolis' reputation as one of the most progressive, thriving cities in the country, it's marked by some of the worst racial disparities of all major American cities. Across the board, from housing and education to employment and income, significant and persistent gaps exist between white residents and Black, Indigenous and People of Color (BIPOC) residents.

## A new approach to strategic planning

In previous planning cycles, the City set five short, visionary goals and strategic directions to guide its work. But while these goals and strategic directions reflected the City's values, they were not clear, measurable and actionable goals.

In an effort to address the racial disparities that cut across Minneapolis, in 2018 the City adopted goals that center around racial equity. We want these goals to drive real action and results, so for the 2018 planning cycle — and for the first time in its history — the City of Minneapolis integrated a racial equity framework into its strategic planning process. This enabled us to **align racial equity goals with department plans and budgets**.

This revised process built on the City's Comprehensive Plan (Minneapolis 2040) and informed the annual budget. The resulting Strategic & Racial Equity Action Plan (SREAP) establishes clear, measurable and actionable priorities to reduce racial disparities in Minneapolis.

## Vision

Minneapolis is an intentionally compassionate city where each of us can reach our full potential while caring for one another, eliminating racial disparities, improving our environment and promoting social well-being. We lead in innovative and creative ways, focused not only on our present needs, but also the success of future generations.

## Mission

Our City government takes strategic action to address climate change, dismantle institutional injustice and close disparities in health, housing, public safety and economic opportunities. In partnership with residents, City leaders help to ensure all communities thrive in a safe and healthy city.

## Values

-  **Equity**  
City government works side by side with community members to engage all voices, creatively problem solve, and build trust, particularly with those who have been most impacted by inequities. This helps to ensure that opportunities are accessible to everyone.
-  **Safety**  
People have a strong sense of security and can live peacefully in safe neighborhoods, knowing that City government is accountable for responsive and proactive public safety services.
-  **Excellence**  
To achieve the best outcomes and the highest quality service, we are forward-thinking and exhibit competence, professionalism and integrity, and strive for personal growth.
-  **Welcoming**  
All individuals are welcome, regardless of race, ethnicity or place of origin, gender identity or religious affiliation. This enhances Minneapolis' cultural fabric, economic growth, global competitiveness and overall prosperity for current and future generations.
-  **Stewardship**  
We serve as trusted stewards of financial, environmental, social and physical resources, recognizing that resources are for the common good today and tomorrow. We seek solutions that reflect our long-term commitment to end suffering in our city.
-  **Transparency**  
People can trust City government and hold them accountable for making and communicating decisions grounded in accurate information and integrity. We build credibility by accepting feedback, owning our actions and providing reliable follow-through.
-  **Health**  
To achieve physical, emotional and mental health, we all work to ensure equitable access to healthy food, recreational opportunities, natural amenities, positive youth development and walkable neighborhoods.

## Goals

-  **Public Safety**  
The City prioritizes collaborative and community-inclusive strategies to ensure safety for all members of our community.
-  **Housing**  
The City prioritizes equitable access to safe, stable, accessible and affordable housing to eliminate racial disparities in housing.
-  **Economic Development**  
The City prioritizes economic inclusion so that all workers and families are supported and Black, Indigenous and People of Color-owned businesses in all sectors can thrive.
-  **Public Services**  
The City prioritizes reliable and equitable access to high-quality public services.
-  **Environmental Justice**  
The City prioritizes sustainable practices and renewable resources to equitably address climate change while restoring and protecting our soil, water and air.
-  **Built Environment and Transportation**  
The City prioritizes high-quality neighborhoods, streets, infrastructure and equitable access to multimodal transportation in all parts of the city through thoughtful planning and design.
-  **Public Health**  
The City prioritizes positive youth development so that all children can grow healthy and safe.
-  **Arts and Culture**  
The City prioritizes arts and culture as an important part of inclusive economic development and placemaking in our communities.



# Getting to SREAP



## Operational priorities

- Diversify our spend
- Diversify our workforce
- Use data that shows results by race
- Engage diverse communities

## Policy priorities

- Promote housing stability
- Support inclusive economic development
- Improve public safety

The Division of Race & Equity spent 18 months engaging with key stakeholders — elected officials, City staff, partners and community members. Through a repeated process of collecting data, input and feedback, the team narrowed in on and built consensus around **seven strategic needs** that could be achieved over three years.

These seven needs fall into two buckets of priorities: operational and policy. The **four operational priorities** center around the City's operations. Their focus is on internal processes and how departments function. The **three policy priorities** center around the City's policy on housing, economic development and public safety. Their focus is on the community and residents.

## Each priority has the following elements:

- Specific tactic (called "STRATEGIC NEED" in the descriptions on pages 6–9) for making progress toward the priority
- Current challenge in meeting the priority
- Data or results that illustrate the gap the tactic is intended to close
- Way to measure our progress in achieving the tactic
- Clear definition for success
- Key activities that will have a significant effect on our results

## Process owners

Each priority is owned by one or more City departments or divisions. These are the departments or divisions that hold the processes directly affecting the priority. We look to the process owners to make improvements or start new processes in collaboration with other divisions, teams and community partners. By working with these stakeholders, process owners can successfully pursue the priority without placing a heavy burden on frontline or management staff.

DEC 2017

- City Council establishes the Division of Race & Equity, the Racial Equity Steering Committee and the Racial Equity Community Advisory Committee
- Strategic planning retreat for elected officials, City leaders, Racial Equity Community Advisory Committee members, partners and community members
- 8 strategy workshops for operational priorities (priorities for how the City operates)

DEC 2018

- City Council adopts operational priorities
- 2 work sessions with mayor and City Council to establish Mission, Vision, Values and Goals

FEB 2019

- City Council adopts Goals
- 5 community engagement sessions

MAR 2019

- City Council adopts Vision, Mission and Values
- 6 strategy workshops for policy priorities (priorities for community change)

JUL 2019

- City Council adopts policy priorities, resulting in the final Strategic & Racial Equity Action Plan



# Operational priorities

These are priorities for City operations — department processes, staffing goals and how we do our work.

## Diversify Our Spend

STRATEGIC NEED	WHY	WHO OWNS
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Increase the percent count of, and spend* with, racially and ethnically diverse for-profit suppliers across all departments.	Businesses with BIPOC owners help drive a flourishing economy. A diverse supplier base gives us more access to high-quality products and services, promotes competitive pricing, and ensures we do our fair share to support income and jobs in racially and ethnically diverse communities.	<ul style="list-style-type: none"> <li>• Procurement</li> <li>• Civil Rights</li> </ul>
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## Diversify Our Workforce

Increase the retention of People of Color and Indigenous People in the City's workforce.	A workforce that reflects the city's population gives us more access to good ideas, strengthens innovation and problem-solving, and ensures we do our fair share to provide decent-paying jobs to all communities.	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>
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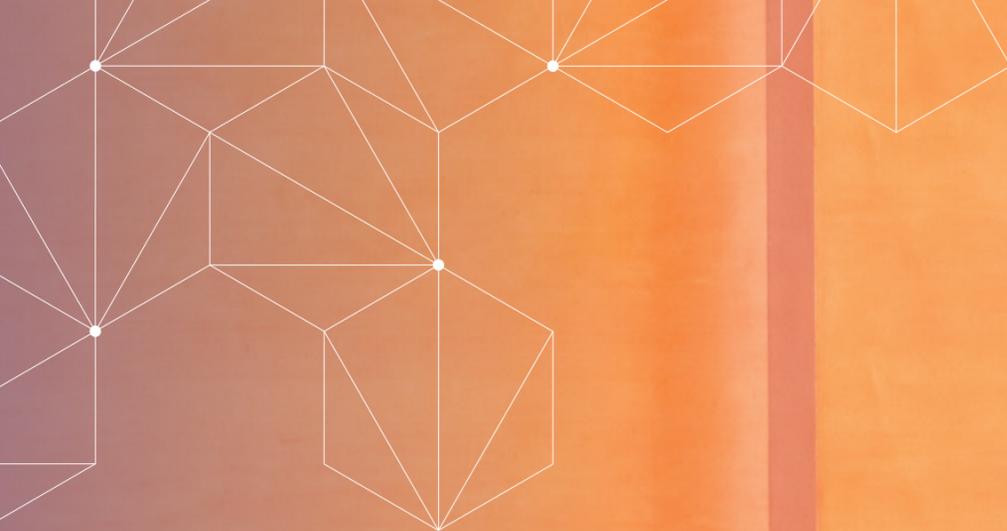
## Use Data That Shows Results by Race

Improve the use of racially disaggregated data for decision-making in the legislative process.	The mayor and City Council committees shape and define local laws, regulations and policies that affect community members every day. Therefore, it's important for council committees and the mayor's office to consider how their recommendations impact all racial and ethnic groups in the city.	<ul style="list-style-type: none"> <li>• Division of Race &amp; Equity</li> <li>• City Clerk</li> </ul>
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## Engage Diverse Communities

Improve the capacity of appointed boards and commissions (ABCs) to advance the City's racial equity work.	ABCs advise the mayor, council and departments on City policies and practices. To make effective recommendations, they should consider the impact that policies and practices have on all racial and ethnic groups in the city.	<ul style="list-style-type: none"> <li>• Division of Race &amp; Equity</li> <li>• City Clerk</li> <li>• Neighborhood &amp; Community Relations</li> </ul>
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\* All purchases made, with or without a contract.



# Policy priorities

These are priorities for City policy that affects residents and the community.



## Promote Housing Stability

### STRATEGIC NEED

Reduce involuntary displacement in rental housing for Black, Indigenous, People of Color and Immigrant communities.

### WHY

Affordable, safe housing is a crucial foundation for BIPOC communities, and the City relies on property owners to provide stable rental housing situations. By more effectively leveraging our rental licensing authority, we can help BIPOC renters access the housing they need.

### WHO OWNS

- Regulatory Services
- Community Planning & Economic Development

## Support Inclusive Economic Development

Increase the number of Minneapolis-based businesses owned by Black, Indigenous, and People of Color; and increase businesses with BIPOC ownership that are still in business after 5 years.

Business ownership is a crucial lever in increasing BIPOC household and community wealth, and it contributes to the city's overall economic growth.

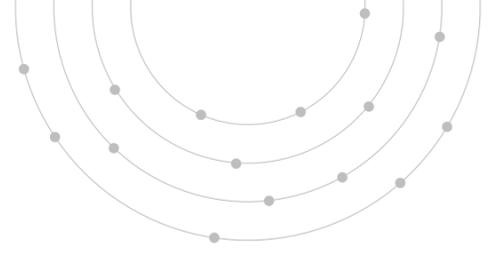
- Community Planning & Economic Development

## Improve Public Safety

Increase the number of Black, Indigenous, and People of Color ages 10 to 24 years living in higher-violence areas who participate in high-quality youth development programs.

High-quality youth development programs are a key protective factor against violence. Without enough quality, sustainable and culturally responsive programs, the City may rely too much on enforcement for public safety.

- Minneapolis Health Department
- Minneapolis Police Department

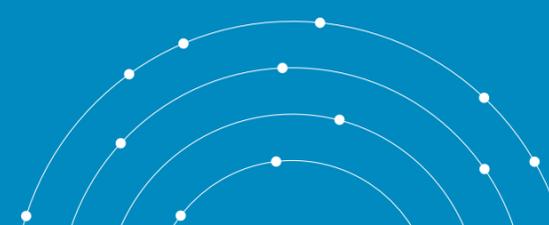
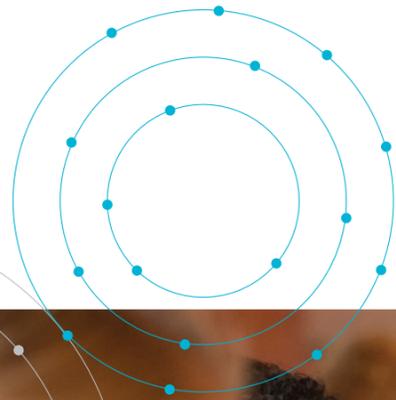


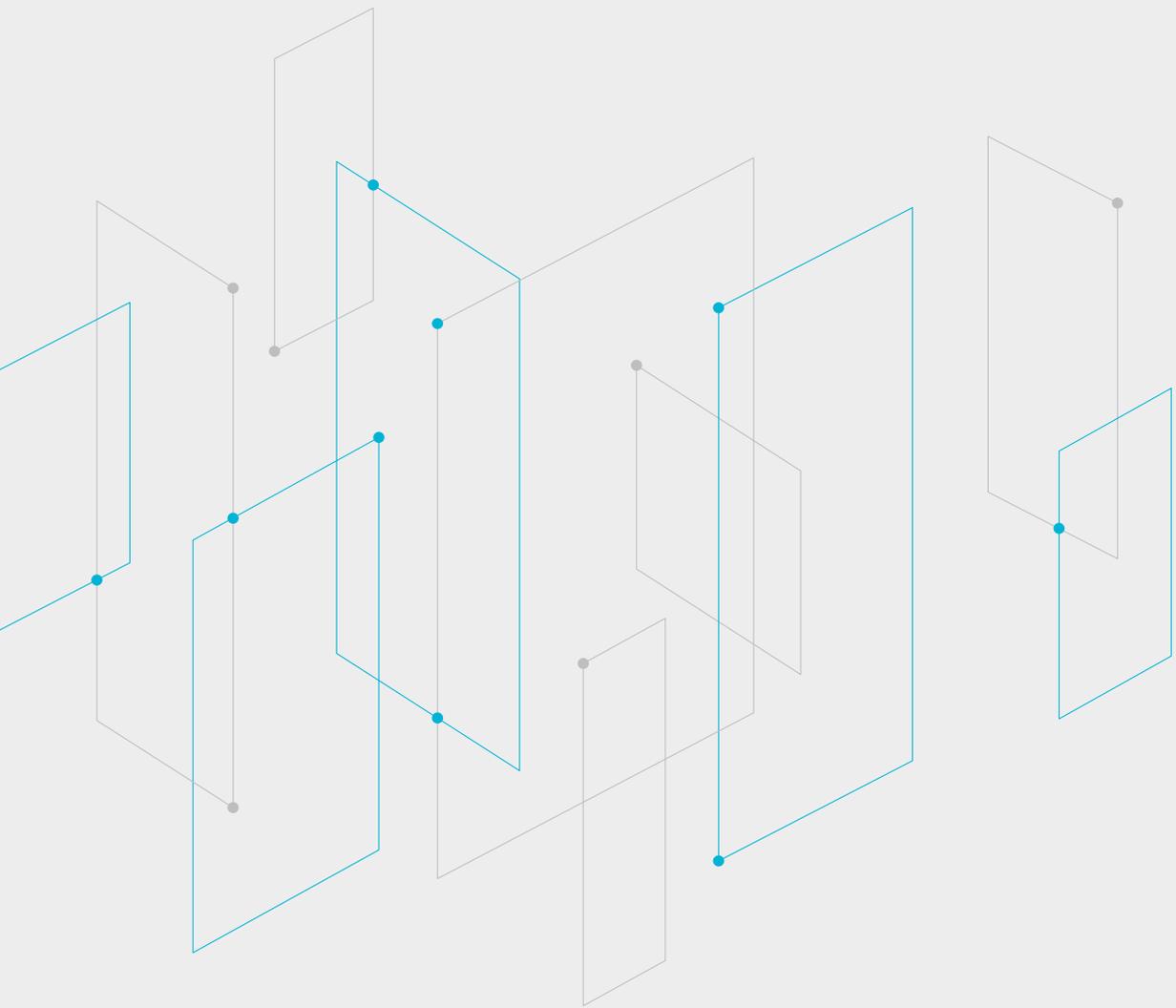
# Keeping us accountable

The process owners for each priority are responsible for the work and the metrics for tracking progress. The Division of Race & Equity provides regular updates to City Council on the City's progress toward SREAP's goals. We recognize that reaching our goals, particularly the policy priorities affecting the community, cannot happen in an institutional vacuum. We must work collectively to meet these complex challenges. An equitable approach means being as inclusive as possible in the design and implementation of solutions, and it means including the voices of those most impacted by these policy decisions.



- Learn more about the Division of Race & Equity at [minneapolismn.gov/raceandequity](https://minneapolismn.gov/raceandequity).
- You can view past or current quarterly updates on SREAP to the Committee of the Whole – Race Equity Subcommittee. Visit [lms.minneapolismn.gov](https://lms.minneapolismn.gov) for more information.





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