Measurable Planning
Performance Metrics for Sustainable Communities

2010 Ohio/Kentucky/Indiana Regional Planning Conference
Introduction of Speakers

OKI Regional Council of Governments Staff:

- Travis Miller, Regional Planning Manager
- Emi Randall, Senior Planner
OKI at a Glance
OKI at a Glance

Collaborative strategies, plans and programs

Local & State Governments

Economic development potential

Business Organizations

Community Groups

Improve the quality of life
Bring together members to work collaboratively on:

• Solving interstate dilemmas
• Creating far reaching development plans
• Breaking through political bureaucracy
• Providing services to the public
• Advocating for federal funding:
  * Over $30 million awarded last year
Expected New Federal Requirements

• Performance Measures
  - standardized as well as regionally unique

• Likely changes…..
  – Livability
  – Sustainability

*New metrics to measure these concepts*
Six Livability Principles and Program Goals:

• Provide more transportation choices.
• Promote equitable, affordable housing.
• Enhance economic competitiveness.
• Support existing communities.
• Coordinate policies and leverage investment.
• Value communities and neighborhoods.
Establish performance goals and measures that are, at a minimum, consistent with the Sustainability Partnership’s Livability Principles.

Develop, implement, monitor, and assess the performance goals of various investments.
Defining Performance Measures

Indicators or Metrics are:

• Measurement that provide information about past and current trends

• Bits of information that, when combined, generate a picture of what is happening in the local system

• Gauges for a Community (Dow Jones Industrial Average)
Performance Measures

Do Not:

• Provide a model of how a community works
• Provide a model of how to determine planning choices

Do:

• Provide information that can be used by planners when faced with decision about the community
History of Performance Measures
History of Performance Measures

- 1910- Russell Sage Foundation local surveys to assess social conditions
  - First survey conducted in Pittsburgh
  - Surveys popular until the Great Depression, turn toward economic indicators
  - Typically conducted by non-profit community organization of chamber of commerce
History of Performance Measures

• Reemerged in the 60-70s during social unrest
  • Focus on demographics, quality of life and environmental quality

• City of New York, Scorecard Project 1973
History of Performance Measures

• Reemerged in the 1990s, as isolated factors
  • Focus on environment and ecological footprint

• Current Trends
  • Full spectrum of community’s well-being
  • Becoming more prevalent in public sector
  • Federal emphasis on measurable results
History of Performance Measures

- Citizen involvement in process
- Integration of indicators into planning and development efforts
- Reflection of goals and visions of a community over the long-term
Indicator Categories

• Environmental
  • Water, air, land, wildlife & plant life

• Economic
  • Jobs, wages, business innovation & Climate, workforce

• Social
  • Health, education quality, quality of life
Implications for Planning

• Don’t guarantee results, but make results possible
• Means to democratize data
• Provide access to data for community
• Balance sheet of values and action
Approach to Indicators

- Top Down
- Bottom Up
Community Indicators Process

From APA Planning Advisory Service Report 517
“Community Indicators”, Ronda Phillips
Community Indicators Process

1. Form a Working Group
2. Clarify Purpose
3. Identify Community’s shared values & vision
4. Review existing models, indicators & data
5. Draft a set of proposed indicators
6. Convene a participatory selection process
7. Perform a technical review
8. Research the data
9. Publish & promote report
10. Update the report regularly

From APA Planning Advisory Service Report 517 “Community Indicators”, Ronda Phillips
Step 1 - Form Working Group

- Representation from public, private and non-profit sectors
- Reflect needs and desires of community
- Representation from various disciplines (economic, social, environmental)
- Knowledge of previous community planning efforts
Step 2 - Clarify Purpose

- One of three categories:
  - Public Education
  - Policy Background
  - Performance Evaluation
Step 3 - Identify Shared Vision

- Incorporate broad-based community involvement
- Scale/Geography?
Step 4- Review existing model, indicators & Data

• Consider links to other local efforts or current plans

• Identify those who are already monitoring data and what data is being monitored
Step 5 - Draft a Proposed Indicators

- Typically 20-50
- Tailored to local needs or to a specific plan
Types of Indicators

• System Indicators
  • Summarize individual measurement that describe multiple characteristics of a specific system
  • Based on technical or scientific analysis
  • Example – assessing environmental quality of a region by tracking water quality and air quality
Types of Indicators

• Performance Indicators
  • Describe a particular system and include a reference value or target for comparison
    • Example - Increase number of jobs by 5% in 1 year
Step 6 - Convene Participatory Selection Process

- Gain consensus around key indicators
- Narrow list to manageable number
Selecting Successful Indicators

• Validity – sound data that accurately depicts situation
• Relevance – pertinent to important community issues
• Consistency and reliability of data
• Measurability – data can be obtained for project area (scale of data)
• Clarity – understandable by community
Selecting Successful Indicators

• Comprehensiveness – represents many parts of issue
• Cost effectiveness – data collection is not overly expensive
• Comparability – can be compared to other communities
• Attractiveness – to media and community
Step 7 - Perform a Technical Review

- Critically review each data point and source
  - Local
  - State
  - National
Step 8- Research the Data

- Collect data for geography
- Historic data trends
Step 9- Publish & Promote the Report

• Mobilize Community Action
• Create user friendly, web-based data access
Step 10- Update the Report Regularly

- Annual updates of new data
Performance Measures in Comprehensive Plans
Role in the Comprehensive Plan
OKI Guidelines for Local Gov’ts

Comprehensive Planning at the Local Level

- Public Participation
- Transportation
- Housing
- Public Facilities and Services
- Natural Systems
- Economic Development
- Intergovernmental Coordination
- Capital Improvements
- Future Land Use

Plan Implementation
Monitoring and Evaluation
Plan Implementation

• *Preparation of Performance Measures*

• Begin once Goals and Objectives have been formulated

• Could begin as Policies or Action Plan steps are developed to inform this process
OKI Guidelines for Local Gov’ts

Monitoring and Evaluation of Comprehensive Plan

• Evaluate and Update Plan at least every 5 years

• Update appropriate baseline data

• Report on measurable objectives

• Report accomplishments

• Identify obstacles or problems resulting in underachievement of goals
Monitoring and Evaluation of Measures

- Continuous, as data updates and resources are available
- Annual basis typical
- Track Measures over time to inform the Comprehensive Plan Evaluation
Some Examples and Resources
Example – Santa Monica

http://www.smgov.net/departments/ose/

- Sustainable City Plan
  - Adopted September 20, 1994
  - Update Adopted February 11, 2003
  - Revised October 24, 2006
- Sustainable City Report Card
  - 6 page report card published annually
### HOUSING

**Goals**

1. Achieve and maintain a mix of affordable, livable and green housing types throughout the city for people of all socio-economic / cultural / household groups (including seniors, families, singles, and disabled).

<table>
<thead>
<tr>
<th>Indicators – System Level</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of Affordable Housing</td>
<td>(Target to be developed by City staff in 2008 with the next update of the City’s Housing Element)</td>
</tr>
<tr>
<td>Distribution of Affordable Housing</td>
<td>(no target)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators – Program Level</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing for Special Needs Groups</td>
<td>Upward trend</td>
</tr>
<tr>
<td>Production of “Livable” Housing</td>
<td>Upward trend</td>
</tr>
<tr>
<td>Production of “Green” Housing</td>
<td>Upward trend</td>
</tr>
</tbody>
</table>
SUSTAINABLE SANTA MONICA
SUSTAINABILITY SUCCESSES 2010

RESOURCE CONSERVATION:
Water Wonders: Water demand dropped in all seasons for the past three years.
Solar Success: Solar capacity has more than tripled since the launch of Solar Santa Monica. There are 183 grid-connected solar projects in the city generating over 1.4 megawatts of solar electricity.
Compost Collector: The food waste composting program kept more than 3 million pounds of food waste from local restaurants out of the landfill.

ENVIRONMENTAL AND PUBLIC HEALTH:
Household Help: Residents using the Household Hazardous Waste Center kept nearly 100,000 pounds of hazardous materials and almost 19,000 pounds of household batteries out of the landfill.
Market Madness: Sales are up 4% at four thriving farmers markets that provide fresh, locally grown and organic produce to nearly a million visitors each year.
Container Campaign: 90% compliance with the ban on non-recyclable plastic take-out food containers resulted in a dramatic reduction of polystyrene on local beaches.
Safer Soap: By not purchasing antimicrobial hand soap, the city keeps almost 1,000 gallons of triclosan-containing soap out of the community and the marine environment annually.

TRANSPORTATION:
Cool Carpool: Average vehicle ridership increased from 1,599 last year to 1,642 this year exceeding the Sustainable City Plan target.
Biking is Big: Bike lanes on city streets increased by 11% and the number of people riding to work increased 13%.
Pedal Parking: This year the bike valet program parked more than 23,000 bikes for free at community events around the city.
Friendly Fuels: 75% of the municipal fleet is fueled alternatively.

ECONOMIC DEVELOPMENT:
Community Commerce: More than 200 businesses have joined the Buy Local Santa Monica campaign and demonstrated their commitment to our local community.
Local Leadership: 21 businesses were recognized for their exceptional commitment to sustainable practices through the Green Business Certification Program and the Sustainable Quality Awards.
Going Green: An additional 20 businesses took steps to become more sustainable as part of the Sustainable Works Business Greening Program.

OPEN SPACE AND LAND USE:
Equitable Entertainment: Annenberg Community Beach House opened in 2004 making accessible to the public a beautiful beach club experience with no membership required.
Total Trees: The combined size of the community forest grew 1% this year.
Outstanding Open Space: Santa Monica’s open space system now includes 245 acres of state beach and 26 community parks.

HOUSING:
Housing Hope: The city added 248 units of affordable housing in 2008, nearly 50% of the total new units completed. An additional 290 affordable housing units were completed in 2009.
Serving Special Needs: Twelve percent of the affordable housing stock completed in 2009 was targeted for special need populations.
Affordable Affordability: The city’s progressive legal protections, such as the just cause eviction protections in rent controlled units, have helped to keep 95% of the controlled units affordable to low and very low income tenants.

COMMUNITY EDUCATION AND CIVIC PARTICIPATION:
Greening Community: More than 4,000 people and 60 community groups took an active role in shaping the future of Santa Monica by participating in the update of the Land Use and Circulation Elements.
Environmental Education: An additional 820 people began integrating sustainable practices in the urban environment by participating in the Sustainable Works Community Greening Program bringing the total participants to more than 5,000.
People Participate: Nearly 15,000 people participated in the Santa Monica Festival and 20,000 people attended the AltCar and AltBuild Expos. Annually 600,000 people visit Bergamot Station.

HUMAN DIGNITY:
Homeless Help: The number of homeless people in Santa Monica dropped 8% between 2007 and 2009, while the number provided services rose 7%.
Safe Streets: Violent crime dropped to its lowest level since 1993. Gang crime in 2009 was 2/3 of its 2006 high.
Community Care: The Community Development Grants Program provided over $7.5 million to support local family, disability, employment and homeless services.
Santa Monica

- Sustainable Report Card

<table>
<thead>
<tr>
<th>Grade</th>
<th>Effort</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>D</td>
<td>D</td>
<td>D</td>
<td>C</td>
<td>C</td>
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<td></td>
<td></td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
</tbody>
</table>

Goals: Provide a mix of affordable, livable and green housing types for people of all socio-economic, cultural and household groups

All rent-controlled units retain the protections given by the Rent Control Law including just-cause eviction protections. However, the affordability of more than half of the city’s rent controlled housing units has been lost due to state-mandated vacancy decontrol in 1999. The controlled housing stock affordable to low and very-low income residents continues to decrease, from 86% before state-mandated vacancy decontrol to 39% in 2010. The rate of this drop in affordability has been slowed by lower rents during the recession and by upward adjustments in rents defined as “low-income” based on increases in the Los Angeles County Median Family Income. Still, the city’s progressive legal protections have helped to keep 39% of the controlled units affordable to low and very-low income tenants. In addition to preserving the existing stock of affordable rental units, the city is investing in the development of new affordable housing. The city added 248 units of affordable housing in 2008, nearly 50% of total new units completed citywide. Another 290 affordable housing units were completed in 2009. Twelve percent of the affordable housing stock completed in 2009 was targeted for special need populations. The consistent grade reflects the continued loss of housing affordability which is somewhat tempered by the city’s commitment to retaining existing and providing additional affordable housing units.
Example - Spokane

http://www.communityindicators.ewu.edu/

- Goal – To democratize Data
- Listening to community – series of focus group meetings with simple voting
- Working Group – health department, City, United Way, land council, non-profits, foundation partner
Welcome to the Spokane Community Indicators!

The goal of this site is to help create a healthier, more vibrant community. With more information, the smarter we can act -- as individuals, citizens and groups. The Spokane Community Indicators Initiative (CII) was created to help democratize access to that data.

The Spokane CII is part of a national trend toward putting internet data mouse clicks away. Our founding members include the Spokane Regional Health District, Spokane County United Way, the City of Spokane, the Lands Council, New Priorities Foundation and Eastern Washington University. Recently, a generous grant from Inland Northwest Community Foundation has enabled the project to grow more quickly.

Our work is as much a process as a product. Most of the indicators on this site have been requested by community focus groups. We hope that other counties in the Inland Northwest will want to initiate a similar process.

A wealth of information about this community exists. It is our pleasure to bring it to you. We welcome your feedback.
Example - Pittsburgh

www.pittsburghtoday.org

• Covers 10 topic areas
• 52 indicators
• Benchmarks against 14 other “Peer” Cities
Better regional information, better decisions.

See what's new on PittsburghTODAY.

$ August Job Numbers
The Pittsburgh region had 4,500 more jobs in August than it did in a year ago. However, there were 31,400 fewer jobs in August 2010 than there were in August 2008.

$ July Unemployment
The Pittsburgh region's (not seasonally adjusted) unemployment is holding steady at 8.5% (same rate as May and June). However, the number of unemployed continues to increase, the number of employed is decreasing, and the total labor force is now smaller than it was a year ago.
The national economic downturn that began in the fall of 2007 did not hit Pittsburgh for 12 months. Jobs began to decline in November of 2008, reaching their nadir in September 2009 when the year-over-year loss was 34,500.

The latest preliminary figures show August jobs up 4,500 from August 2009. For more on the state of the economy, read our blog.
http://www.communityindicators.ewu.edu/

• 193 data measures
• Online data comparison tool
• Working Group – health department, City, United Way, land council, non-profits, foundation partner
• Little information about how this has changed policy or actions?
Community Indicators Initiative of Spokane

People

Understanding a community starts with understanding its essential demographics. How large is the population? How fast has it grown? What, and how large, are the various parts of the population, such as age, gender, marital status, race and other key characteristics?

This section offers that introduction via data that largely come from annual or biannual surveys. Consequently, most results are estimates.

| 1.1 Total Population & Annual Growth Rate | 1.7 Average Household Size | 1.13 Households with a Personal Computer |
| 1.2 Residual Net Migration                | 1.8 Marital Status of Males    | 1.14 Households Using the Internet       |
| 1.3 Median Age of the Population         | 1.9 Marital Status of Females  | 1.15 Share of Population Registered to Vote |
| 1.4 Population by Age Groups             | 1.10 Single Parent Families    | 1.16 Voting Rate in November Elections   |
| 1.5 Non-White Population as Share of Total| 1.11 Share of the Foreign-Born Population | 1.17 Population Using Public Libraries   |
| 1.6 Non-White Population by Race         | 1.12 Share of Non-English Speakers |
1.1 Population Total and Annual Growth Rate: Spokane County

- Population, Spokane County
- Annual Growth Rate, Washington State
- Annual Growth Rate, Spokane County
Example – Cincinnati

http://www.crc.uc.edu/region/index.htm

15 data measures

- Jobs Indicators
- People Indicators
- Benchmarks against 11 peer cities
Our Region by the Numbers
The Greater Cincinnati/Northern Kentucky Regional Indicators Project

- Jobs Indicators
- People Indicators
- Performance Indices
- Data Portal
- Contact

The Latest Regional Data News

Agenda 360 and Vision 2015 have just released the first edition of Our Region By The Numbers. This report was made possible in part through financial support from The Carol Ann and Ralph V. Haile Jr. U.S. Bank Foundation.

READ THE REPORT ...

Community Research Collaborative

The Greater Cincinnati Regional Indicators Project is built on an ongoing research initiative of the United Way of Greater Cincinnati / University of Cincinnati Community Research Collaborative (CRC). The CRC helps policymakers, community leaders, and service providers to identify the health, social, and economic issues facing the Greater Cincinnati area.

UC/NKU Collaboration

The University of Cincinnati's Institute for Policy Research and Northern Kentucky University's Center for Economic Analysis and Development provide research support to the Regional Indicators Project.
The percentage of the population 25 years of age or older (25+) who have earned a Bachelor's degree or higher.

<table>
<thead>
<tr>
<th>Metro Area</th>
<th>2007</th>
<th>2008</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raleigh</td>
<td>41.4</td>
<td>41.5</td>
<td>0.1</td>
</tr>
<tr>
<td>Austin</td>
<td>38.4</td>
<td>38.2</td>
<td>-0.2</td>
</tr>
<tr>
<td>Minneapolis</td>
<td>38.8</td>
<td>37.6</td>
<td>0.3</td>
</tr>
<tr>
<td>Denver</td>
<td>36.5</td>
<td>37.6</td>
<td>1.0</td>
</tr>
<tr>
<td>Columbus</td>
<td>32.4</td>
<td>32.8</td>
<td>0.4</td>
</tr>
<tr>
<td>Peer Region Avg.</td>
<td>31.9</td>
<td>32.4</td>
<td>0.5</td>
</tr>
<tr>
<td>Charlotte</td>
<td>32.6</td>
<td>32.0</td>
<td>-0.6</td>
</tr>
<tr>
<td>Indianapolis</td>
<td>30.2</td>
<td>31.8</td>
<td>1.6</td>
</tr>
<tr>
<td>St. Louis</td>
<td>28.1</td>
<td>29.9</td>
<td>0.9</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>27.6</td>
<td>28.7</td>
<td>1.1</td>
</tr>
<tr>
<td>Cincinnati</td>
<td>28.2</td>
<td>28.1</td>
<td>-0.1</td>
</tr>
<tr>
<td>Cleveland</td>
<td>26.8</td>
<td>27.9</td>
<td>0.2</td>
</tr>
<tr>
<td>Louisville</td>
<td>23.6</td>
<td>24.0</td>
<td>0.4</td>
</tr>
</tbody>
</table>
Additional Resources

- http://www.sustainablemeasures.com/

Sustainable Measures develops indicators that measure progress toward a sustainable economy, society and environment.

Sustainable Measures works with communities, companies, regional organizations and government agencies at all levels. To help you with your indicator project, on this site we offer:

- Free training materials,
- A searchable database of indicators,
- Explanations of indicators and sustainability,
- A list of online, print, and other resources, and
- Answers to frequently asked questions about indicators and sustainability.

You can also order a copy of our book, Guide to Sustainable Community Indicators, Second Edition.

Through services such as interactive workshops, consulting, lectures, and publications, Sustainable Measures educates, activates, and helps groups create effective indicators.
Additional Resources

• http://www.sustainablemeasures.com/
Additional Resources

- http://www.sustainablemeasures.com/
Conclusions
Performance Measures

Can be used to:

- Inform Plan Action Steps and Set Standards
- Detect and correct problems
- Manage, describe, and improve processes
- Document accomplishments
- Inform decision makers
Performance Measures

Hazards to Avoid:

• Selecting data to deliberately make community look “good” or “bad”
• Measuring what can be measured rather than what is important
• Overdependence – data does not completely represent reality
Challenges and Considerations

**Amount:**
- Selecting the right number and mix of measures to be manageable

**Types:**
- Some types of performance are easier to measure than others

**Time:**
- Effective measurement strategy requires time and capacity building
**Benefits:**

- Improve communication with the public
- Add transparency and more visible relevance to long range planning
- Link short term decisions with long term vision plans and goals
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