

Defining a World-Class Community

Landon Yoder • Akash Gupta • Seiya Kato

May 5, 2014

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Team

Approach

Definition

Attributes
Metrics

Next Steps



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Context

- City of Scottsdale had a **lengthy, complex** mission statement
- *“The effective mission statement is **short** and sharply **focused**. It should fit on a T-shirt.” – Peter Drucker*
- **“Simply better service for a world-class community”**
(Dec. 2013)

Objectives

- Formalize **definition** and **attributes** of world-class community
- Evaluate each attribute for **fit** with Scottsdale
- Develop possible citywide, customer-focused **key performance indicators**

Approach



Stages

Discovery and Analysis

Definition, Attributes
and Metrics

Recommendations

Timeline

Late February – mid March

Mid March – mid April

Mid April – early May

Activity

- **Identify** key customers
- **Research** expert sources
- **Compile** and filter attributes
- **Develop** definition of the world-class community which fits Scottsdale
- **Choose** metrics for each attribute
- **Compile** comparable cities
- **Prioritize** attributes
- **Examine** actionability of recommended metrics
- **Refine** the list of comparable cities for benchmarking studies

Deliverable

- Customer Map
- “Expert Sources”
- Definition: “world-class community”
- Attributes from expert sources
- Metrics for each attribute
- Preliminary list comparable cities
- Prioritized attributes
- Source for each metric
- Availability of each metric
- List of comparable cities
- Final Presentation
Monday, May 5th at 3:00 pm

Customer Map

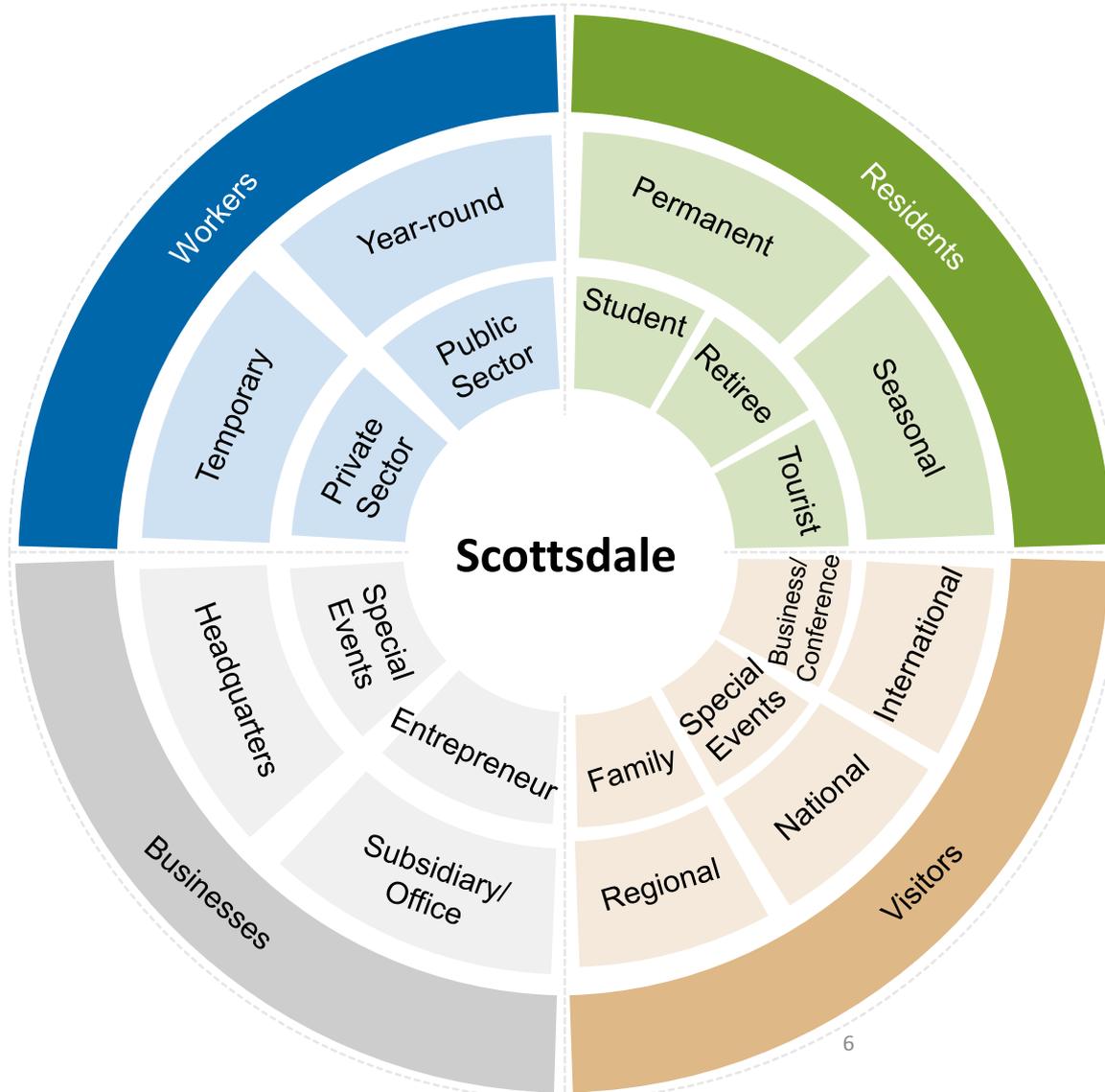
Approach

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City of Scottsdale Customer Map



Definition

A customer is an actual or potential user of your organization's products, programs, or services.
 – Baldrige Performance Excellence Program

Priority

- Permanent residents
- Visitors
- Business activities

“Expert” sources



FAST COMPANY The UNIVERSITY of OKLAHOMA Institute for Quality Communities MILKEN INSTITUTE
CHANGING THE WORLD IN INNOVATIVE WAYS

BusinessWeek sperling's BEST PLACES

Kiplinger's PERSONAL FINANCE Google The Atlantic CITIES MERCER

Forbes THE BUSINESS JOURNALS JONES LANG LASALLE® STAR COMMUNITIES UNWTO Springer

TRAVEL+LEISURE MONOCLE Well-Being Index™

areavibes INSURANCE JOURNAL

CNN Money THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT PLACES RATED ALMANAC Economist Intelligence Unit Journal of Urban Affairs
The Journal of the Urban Affairs Association

Subjective

Scientific

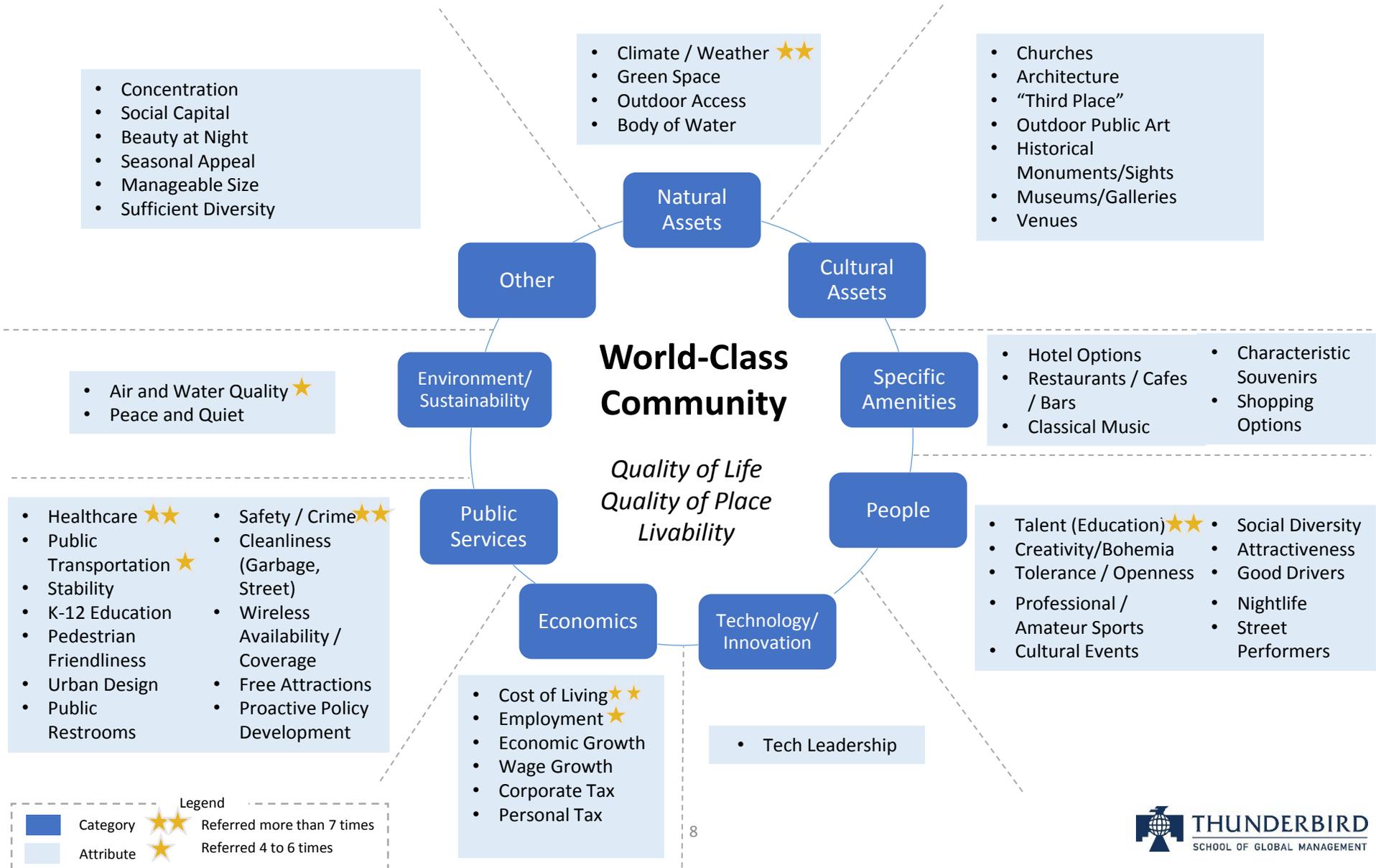
Attributes from Expert Sources

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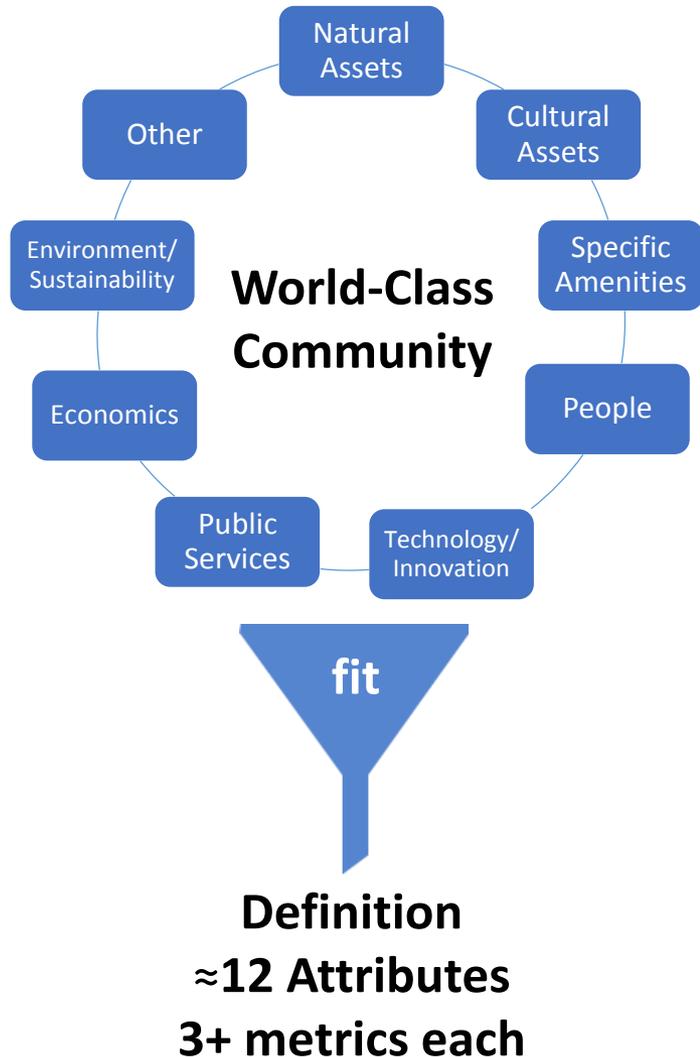
From Attributes to Definition

Approach

Definition

Attributes
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Next Steps



Criteria for “Fit”

- **Influenceable** in the short to medium-term
- Attributes whose improvement leads to improvement in other attributes

A World-Class Community

- Supports use of natural assets, today and in the future
- Stewards human and cultural assets to grow their value
- Garners recognition as a desirable place to live and visit.

Attributes

1. Natural Assets
2. Ecological Quality
3. Cultural Assets
4. Human Capital
5. Lively People
6. Inclusiveness
7. Specific Amenities
8. Tech Leadership
9. Safety
10. Healthcare
11. Transport
12. Employment Options
13. Beauty at Night
14. Social Brand

Attribute	Rationale	Metrics
1. Natural Assets	Natural environment is “most important to quality of life” for Scottsdale residents.	a. Trails available (miles per capita) b. Preserve areas (m ² / area) c. Golf courses (number) d. Spending on parks per capita
2. Ecological Quality	“The quality of our local living environment has a direct impact on our health and well-being....satisfaction...mental well-being...recovery from the stress.”	a. “Air Quality Index” (number of good days per year) b. Maximum air pollutant concentrations c. Drinking water quality (number of incidents per year)
3. Cultural Assets	Recreation and wellness is “most important to quality of life” for Scottsdale residents.	a. Performing arts venues (seats per capita) b. Top ranked attractions (number of such museums, zoos/aquariums, art galleries, theaters, etc., MSA) c. Professional sports teams (number in MSA) d. Public spending on arts and culture (\$ per capita)

Attribute	Rationale	Metrics
4. Human Capital	Skilled people attract more skilled people and companies.	a. Size of workforce (number) b. Educational attainment of workforce (median) c. Educational attainment (standard deviation) d. High worker engagement (% of workforce)
5. Lively People	A population engaged in various social and recreational activities attracts members of the “creative class”	a. Spending on leisure and recreation (\$ per capita) b. Participation in cultural or recreational activities (number of times per week) c. Full-time students in higher education institutions (number) d. City library loans (number per capita) e. Resident performing groups in the city (number per capita) f. Shows per year (number) g. Volunteerism (times volunteered per 6 months)
6. Inclusiveness	“Toleration for different opinions, creativity, and risk-taking” feeds innovative and entrepreneurial culture.	a. “Haas Inclusiveness Index” b. “Esri US Diversity Index” c. “Religious Diversity Index” d. “Bohemian Index” e. “Gay Index” or “Municipal Equality Index”

Attribute	Rationale	Metrics
7. Specific Amenities	<p>The “creative class” chooses a location “based to a large degree on their lifestyle interests and the availability of respective amenities.”</p>	<ul style="list-style-type: none"> a. Hotels, night clubs, bars, and restaurants (number per capita, variety: distribution by price and type) b. AAA Five and Four Diamond hotels and restaurants (number) c. Michelin star restaurants (number) d. “The Globe Shopper Index” e. Tourists inflow (number)
8. Tech Leadership	<p>Diverse R&D expertise is linked to higher rankings in other attributes.</p>	<ul style="list-style-type: none"> a. Innovation (number of patents per capita) b. Economic output in high-tech sector (% of total GDP) c. Workers involved in STEM (% of workforce)
9. Safety	<p>Safety is “most important to quality of life” for Scottsdale residents and many other communities.</p>	<ul style="list-style-type: none"> a. Fire response time (minutes) b. Police response time (minutes) c. Crime rate (number per capita, % of which violent) d. Identity theft consumer complaints

Attributes *continued*

Approach

Definition

Attributes
Metrics

Next Steps

Attribute	Rationale	Metrics
10. Health-care	Access to preventive health services and healthcare is “most important to quality of life” for Scottsdale residents.	<ul style="list-style-type: none"> a. Cost per visit for doctors, dentists, and optometrist (\$ average) b. Medical response time (minutes) c. Hospital beds (number per capita) d. Top-ranked hospitals (number)
11. Transport	Mercer’s City Infrastructure Ranking is measured based on “public transportation, traffic congestion, and airport effectiveness.”	<ul style="list-style-type: none"> a. Household spending on transportation (\$ per year) b. Commute to/from work (average hours per day) c. Mode share (% of all travel done via car, bike, foot, bus, taxi, etc.) d. Parking spaces (per employee, visitor) e. Utilization of [bike lanes, trails, sidewalks] (number of users per day) f. Walk Score®
12. Employment Options	Employment options help “attract talented and ambitious people as the assets that cities need to propel innovation and enterprise, thereby spurring long-term prosperity.”	<ul style="list-style-type: none"> a. Frequency of data collection (number of surveys per year) b. Unemployment rates (% of workforce) c. Incorporated entities (number) d. Gallup Payroll to Population Index e. Internship positions (number per worker) f. Worker confidence in strength of economy and availability of jobs (perception of residents)

Attributes *continued*

Approach

Definition

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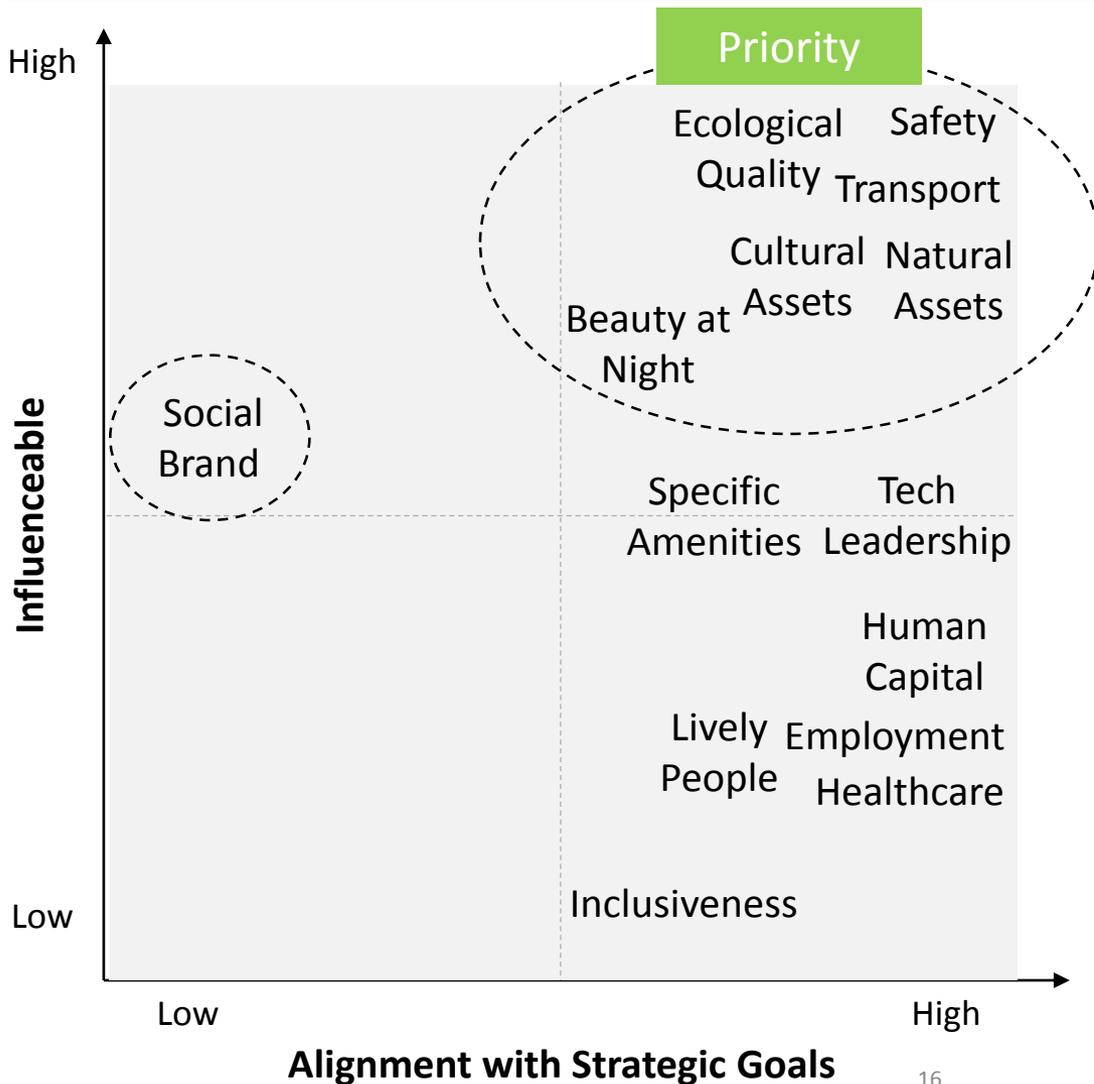
Next Steps

Attribute	Rationale	Metrics
13. Beauty at Night	A world-class city offers beauty that is greater than the sum of its parts “...when everything useful is closed, something above utility that unites all these separate features”	<ul style="list-style-type: none">a. Electricity usage in commercial properties after sunset (kWh after sunset per square mile)b. “DarknessMap” (experimental)
14. Social Brand	Leaders, citizens, and admirers of leading cities invest resources in social media and in other brand-building to influence the worlds’ perception of their cities	<ul style="list-style-type: none">a. Mentions in social media (number per week)b. Mentions outside Arizona, US, North America (number per week)c. Positivity of sentiments (proprietary score)d. Google Search Trends (percent difference versus comparable cities)

Approach to Prioritization



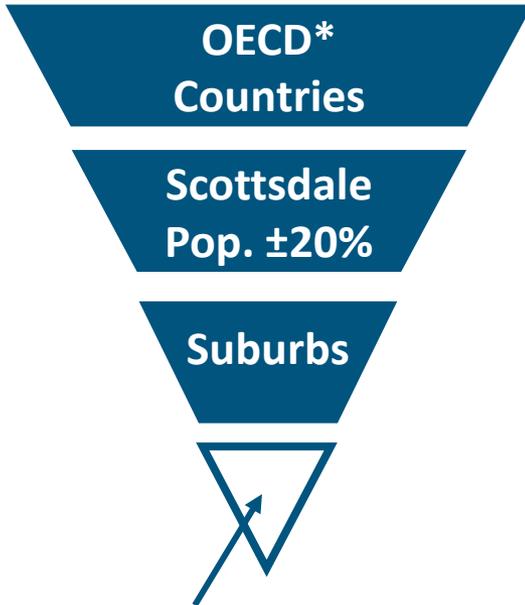
Plot of 14 Attributes



- Other Possible Priorities**
- Time sensitivity (election cycle, competitors)
 - Availability of partners
 - Resources required (time, land, \$, talent)
 - Urgency to customers

Comparable Cities

All World Cities



Potential Filters

- *No national capitals*
- *Proportion of MSA*
- *Workers in hospitality (%)*
- *Municipal credit rating*



164 Cities

Comparable to Scottsdale

UK	40	Poland	5	France	2
US	32	Israel	4	Netherlands	2
Japan	26	Mexico	4	Australia	1
Spain	11	Finland	3	Ireland	1
Germany	9	Italy	3	New Zealand	1
Canada	6	S. Korea	3	Portugal	1
Chile	6	Turkey	3	Sweden	1

- **Survey** customers to validate and prioritize attributes
- **Evaluate** cost, data sources, process requirement for metrics
- **Select** comparable cities and set benchmarks

Thanks & Questions

Appendix

Contents

- Attributes from Expert Sources
- From Attributes to Definition
- “Expert” sources
- Bibliography
- Notes and References

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References

Attribute	Metrics	References
1. Natural Assets	<ul style="list-style-type: none"> a. Trails available (miles per capita) b. Preserve areas (m²/ area) c. Golf courses (number) d. Spending on parks per capita 	<ul style="list-style-type: none"> a. City records b. City records c. Data from “ArizonaGolf.com” (Link) d. City records
2. Ecological Quality	<ul style="list-style-type: none"> a. “Air Quality Index” (number of good days per year) b. Maximum air pollutant concentrations c. Drinking water quality (contaminant level) 	<ul style="list-style-type: none"> a. Air Data Report (2010), US Environmental Protection Agency (Link) b. CBSA Air Quality Statistics by City (2012), US Environmental Protection Agency (Link) c. Water Quality Report (2013), Scottsdale’s Water Quality Office (Link)
3. Cultural Assets	<ul style="list-style-type: none"> a. Performing arts venues (seats per capita) b. Top ranked attractions (number of such museums, zoos/aquariums, art galleries, theaters, etc., MSA) c. Professional sports teams (number in MSA) d. Public spending on arts and culture (\$ per capita) 	<ul style="list-style-type: none"> a. City records (stadiums, arenas, auditoriums and convention centers) b. List of Accredited Zoos and Aquariums, Association of Zoos and Aquariums (Link) c. Exhibition & Museum Attendance Survey (2012), The Art Newspaper (Link) d. Phoenix-Scottsdale Arizona Area Guide (Link) e. City records

References *continued*

Attribute	Metrics	References
4. Human Capital	<ul style="list-style-type: none"> a. Size of workforce (number) b. Educational attainment of workforce (median) c. Educational attainment (standard deviation) d. High worker engagement (% of workforce) 	<ul style="list-style-type: none"> a. Bureau of Labor Statistics: sum of employed and unemployed persons (Link) b. Bureau of Labor Statistics (Link) c. Bureau of Labor Statistics (Link) d. Global Workforce Study, Towers Watson (Link), 2012 study results (Link) Employee Engagement, Gallup® (Link), 2013 study results (Link)
5. Lively People	<ul style="list-style-type: none"> a. Spending on leisure and recreation (\$ per capita) b. Participation in cultural or recreational activities (number of times per week) c. Full-time students in higher education institutions (number) d. City library loans (number per capita) e. Resident performing groups in the city (number per capita) f. Shows per year (number) g. Volunteerism (times volunteered per 6 months) 	<ul style="list-style-type: none"> a. Cultural Statistics Framework & Measures of Cultural Liveliness of Cities, Tilastokeskus Statistics Finland (Link) b. Measuring Cultural Participation (2009), UNESCO Institute for Statistics (Link); Citizen Surveys c. Educational institutions and city records and statistics d. City library records e. Local performing arts centers records f. Ticketmaster® (Link) g. Measuring Cultural Participation (2009), UNESCO Institute for Statistics (Link); Citizen Surveys
6. Inclusive-ness	<ul style="list-style-type: none"> a. “Haas Inclusiveness Index” b. “Esri US Diversity Index” c. “Religious Diversity Index “ d. “Bohemian Index” e. “Gay Index” 	<ul style="list-style-type: none"> a. The Haas Institute Inclusiveness Index (2013), University of California at Berkeley (Link) b. Esri US Diversity Index (2013), Esri (Link) c. Global Religious Diversity – using Herfindahl–Hirschman Index (2014), Pew Research Religion & Public Life Project (Link) d. Bohemian Index (2010), Richard Florida – The Atlantic (Link) e. The Geography of Tolerance (2012), Richard Florida – The Atlantic Cities (Link)

References *continued*

Attribute	Metrics	References
7. Specific Amenities	<ul style="list-style-type: none"> a. Hotels, night clubs, bars, and restaurants (number per capita, variety: distribution by price and type) b. AAA Five and Four Diamond hotels and restaurants (number) c. Michelin star restaurants (number) d. “The Globe Shopper Index” e. Tourists inflow (number) 	<ul style="list-style-type: none"> a. City records; Hotels – Expedia.com®; Booking.com; Kayak.com Restaurants, Bars, Night Clubs – Yelp®; Fodor’s Travel; Lonely Planet™ b. AAA News Room (Link) c. Michelin Selections, Michelin Travel & Lifestyle (Link) d. The Globe Shopper Index, The Economist Intelligence Unit (Link)
8. Tech Leadership	<ul style="list-style-type: none"> a. Innovation (number of patents per capita) b. Economic output in high-tech sector (% of total GDP) c. Workers involved in STEM (% of workforce) 	<ul style="list-style-type: none"> a. US Patent and Trade Office: Patent Applications (Link) Tips on how to search USPTO (Link) OECD Statistics (Link) World Intellectual Property Indicators (Link) World Bank patent apps. by country (Link) b. City records Bureau of Economic Analysis in the US Dept. of Commerce (Link) c. Custom study Occupational Employment Statistics by the Bureau of Labor Statistics (Link)
9. Safety	<ul style="list-style-type: none"> a. Fire response time (minutes) b. Police response time (minutes) c. Crime rate (number per capita, % of which violent) d. Identity theft consumer complaints 	<ul style="list-style-type: none"> a. City records b. City records c. Data from “City-data.com” (Link); City records d. Consumer Sentinel Network Data (2014), Federal Trade Commission (Link) Refer to page 17

References *continued*

Attribute	Metrics	References
10. Health-care	<ul style="list-style-type: none"> a. Cost per visit for doctors, dentists, and optometrist (\$ average) b. Medical response time (minutes) c. Hospital beds (number per capita) d. Top-ranked hospitals (number) 	<ul style="list-style-type: none"> a. Cost of Living Index (2013), Council for Community and Economic Research (Link) Refer to page 26 b. City records c. City records d. Best Hospitals (2013-2014), U.S. News & World Report (Link)
11. Transport	<ul style="list-style-type: none"> a. Household spending on transportation (\$ per year) b. Commute to/from work (average hours per day) c. Mode share (% of all travel done via car, bike, foot, bus, taxi, etc.) d. Parking spaces (per employee, visitor) e. Utilization of [bike lanes, trails, sidewalks] (number of users per day) f. Walk Score® 	<ul style="list-style-type: none"> a. Custom survey US Department of Transportation (Link) Bureau of Labor Statistics (Link) b. Inrix Traffic Scorecard (Link) c. OU Institute for Quality of Communities (Link) American Community Survey (US Census Bureau) (Link) d. City records Airport Guidebook for Evaluating Parking Strategies (Link) Refer to Page 8 e. City records f. WalkScore (Link)
12. Employment Options	<ul style="list-style-type: none"> a. Frequency of data collection (number of surveys per year) b. Unemployment rates (% of workforce) c. Incorporated entities (number) d. Gallup Payroll to Population Index e. Internship positions (number per worker) f. Worker confidence in strength of economy and availability of jobs (perception of residents) 	<ul style="list-style-type: none"> a. City records b. City records; Bureau of Labor Statistics (Link) c. City records; Hoovers™ (Link) d. US Payroll to Population Rate, Gallup® (Link) e. Internships.com® (Link) f. Randstad Employee Confidence Index (Link) Employee Benefit Research Institute (EBRI) Retirement Confidence (Link)

References *continued*

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13. Beauty at Night	<ul style="list-style-type: none"> a. Electricity usage in commercial properties after sunset (kWh after sunset per square mile) b. "DarknessMap" (experimental) 	<ul style="list-style-type: none"> a. Electric utility records Original survey b. DarknessMap (Link)
14. Social Brand	<ul style="list-style-type: none"> a. Mentions in social media (number per week) b. Mentions outside Arizona, US, North America (number per week) c. Positivity of sentiments (proprietary score) d. Google Search Trends (percent difference versus comparable cities) 	<ul style="list-style-type: none"> a. Available from numerous sources both for free and at cost: Socialmention.com – free (Link) HootSuite.com – freemium (Link) ViralHeat – \$50-500 per month (Link) b. <i>Same as above</i> c. <i>Same as above</i> d. Google trends site (Link)

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