Defining a World-Class Community

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Team

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Project Overview

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**

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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

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Customer Map

City of Scottsdale Customer Map
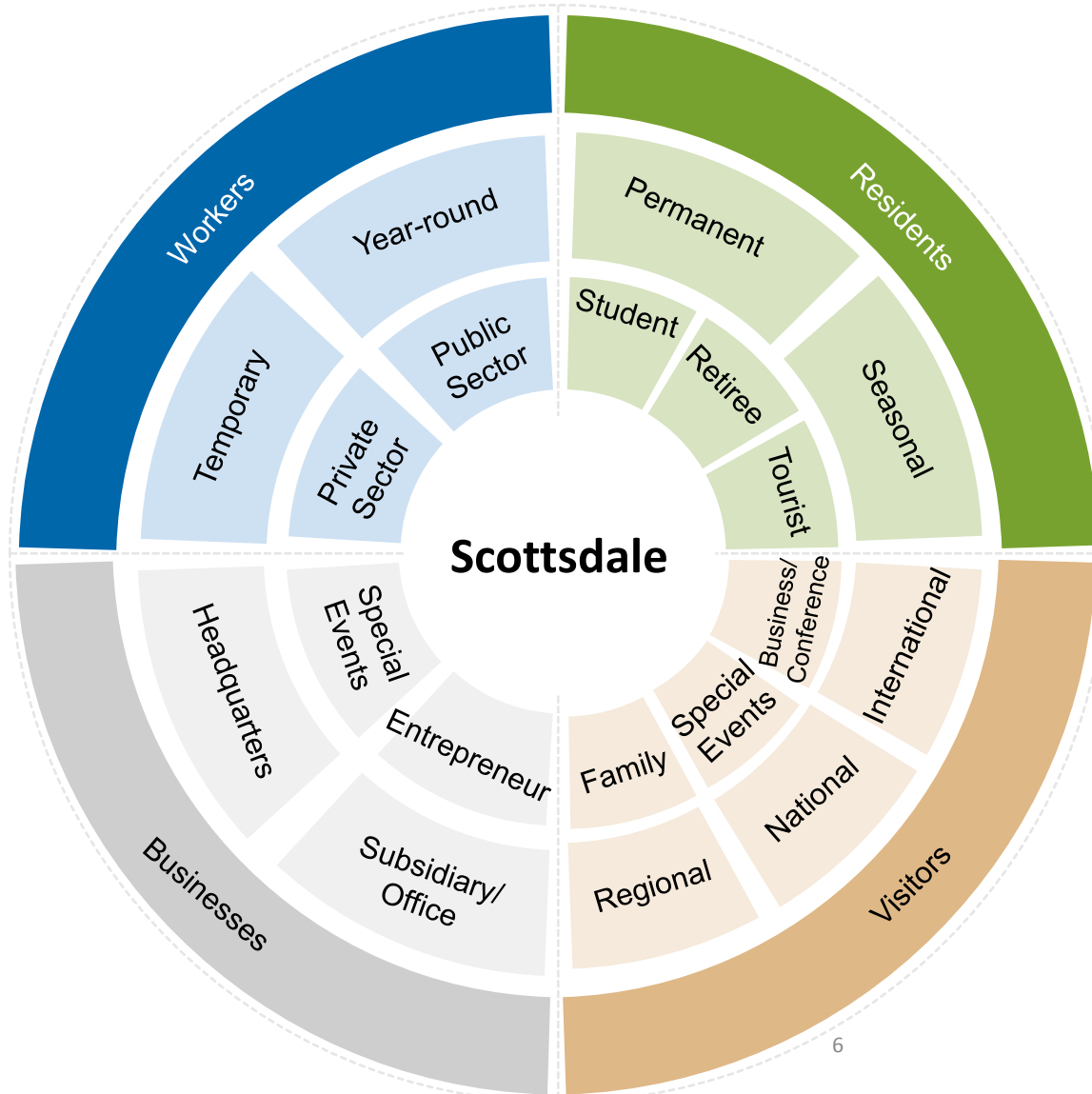
Definition

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

Subjective ———————————————————————————— Scientific

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Attributes from Expert Sources

Natural Assets
- Climate / Weather ★★
- Green Space
- Outdoor Access
- Body of Water

Cultural Assets
- Churches
- Architecture
- "Third Place"
- Outdoor Public Art
- Historical Monuments/Sights
- Museums/Galleries
- Venues

Other
- Concentration
- Social Capital
- Beauty at Night
- Seasonal Appeal
- Manageable Size
- Sufficient Diversity

Specific Amenities
- Hotel Options
- Restaurants / Cafes / Bars
- Classical Music
- Characteristic Souvenirs
- Shopping Options

Environment/Sustainability
- Air and Water Quality ★
- Peace and Quiet

People
- Talent (Education) ★★
- Creativity/Bohemia
- Tolerance / Openness
- Professional / Amateur Sports
- Cultural Events
- Social Diversity
- Attractiveness
- Good Drivers
- Nightlife
- Street Performers

Public Services
- Healthcare ★★
- Public Transportation ★
- Stability
- K-12 Education
- Pedestrian Friendliness
- Urban Design
- Public Restrooms
- Safety / Crime ★★
- Cleanliness (Garbage, Street)
- Wireless Availability / Coverage
- Free Attractions
- Proactive Policy Development

Economics
- Cost of Living ★ ★
- Employment ★
- Economic Growth
- Wage Growth
- Corporate Tax
- Personal Tax

Technology/Innovation
- Tech Leadership

World-Class Community

*Quality of Life
Quality of Place
Livability*

Legend
- ■ Category
- ☐ Attribute
- ★★ Referred more than 7 times
- ★ Referred 4 to 6 times

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From Attributes to Definition

World-Class Community

- Natural Assets
- Cultural Assets
- Specific Amenities
- People
- Technology/ Innovation
- Public Services
- Economics
- Environment/ Sustainability
- Other

fit
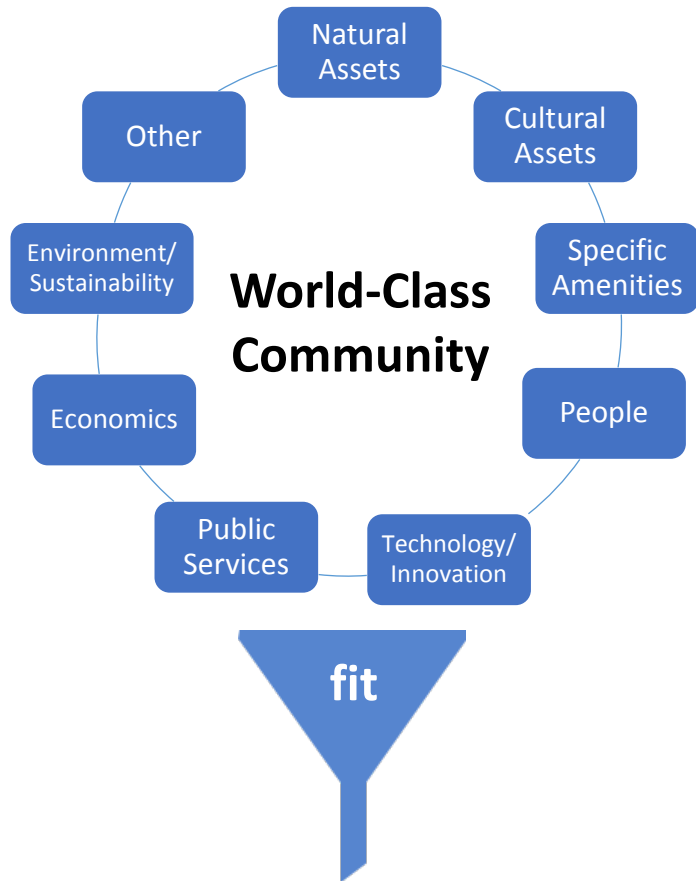
Definition
≈12 Attributes
3+ metrics each

Criteria for "Fit"

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

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Definition

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**

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Attributes

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)

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Attributes *continued*

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. Inclusive-ness	"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"

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Attributes *continued*

Attribute	Rationale	Metrics
7. Specific Amenities	The "creative class" chooses a location "based to a large degree on their lifestyle interests and the availability of respective amenities."	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	Diverse R&D expertise is linked to higher rankings in other attributes.	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	Safety is "most important to quality of life" for Scottsdale residents and many other communities.	a. Fire response time (minutes) b. Police response time (minutes) c. Crime rate (number per capita, % of which violent) d. Identity theft consumer complaints

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Attributes *continued*

Attribute	Rationale	Metrics
10. Health-care	Access to preventive health services and healthcare is "most important to quality of life" for Scottsdale residents.	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."	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."	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)

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Attributes *continued*

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"	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	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)

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Approach to Prioritization

Plot of 14 Attributes

Priority

- Ecological Quality
- Safety
- Transport
- Cultural Assets
- Natural Assets
- Beauty at Night

Social Brand

Specific Amenities

Tech Leadership

Human Capital

Lively People

Employment

Healthcare

Inclusiveness

High / Low — Influenceable (y-axis)

Low / High — Alignment with Strategic Goals (x-axis)
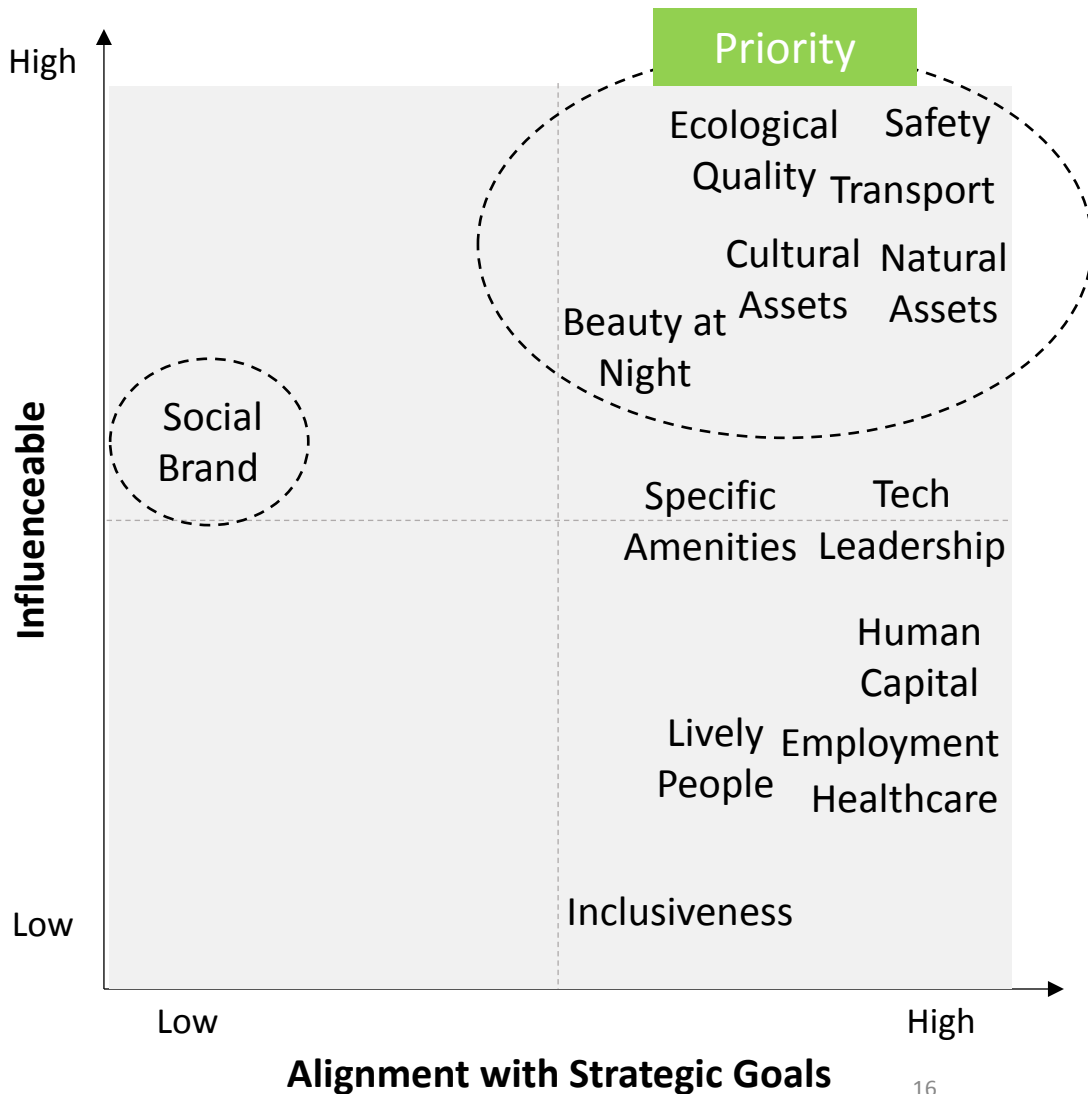
Other Possible Priorities

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

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Comparable Cities

All World Cities

OECD* Countries

Scottsdale Pop. ±20%

Suburbs

Potential Filters

- *No national capitals*
- *Proportion of MSA*
- *Workers in hospitality (%)*
- *Municipal credit rating*
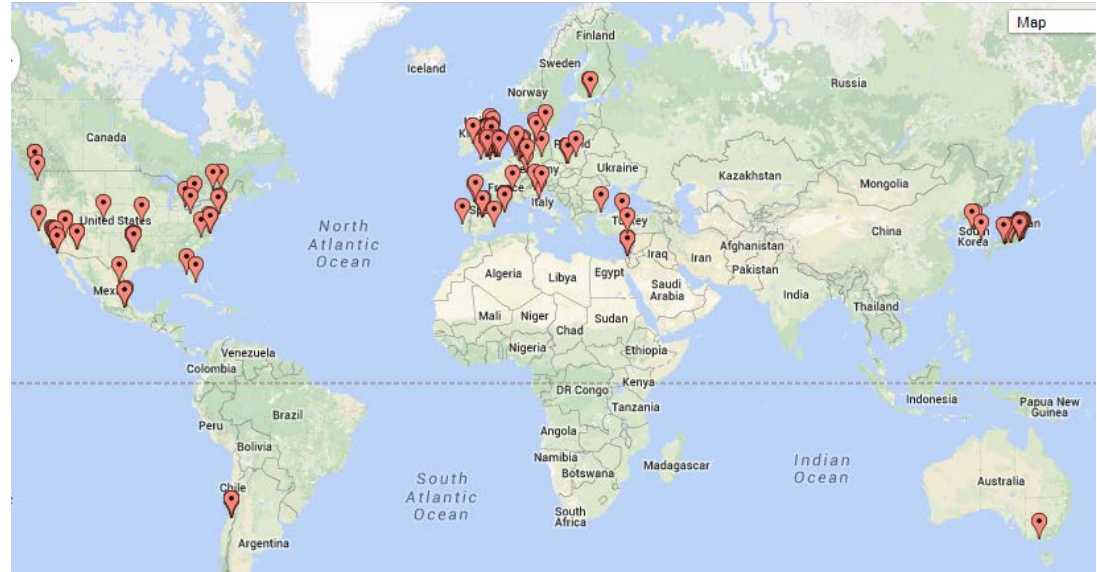
164 Cities
Comparable to Scottsdale

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

*Organization for Economic Cooperation and Development

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Next Steps

- **Survey** customers to validate and prioritize attributes

- **Evaluate** cost, data sources, process requirement for metrics

- **Select** comparable cities and set benchmarks

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Thanks & Questions

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Appendix

Contents

- **Attributes from Expert Sources**

- **From Attributes to Definition**

- **"Expert" sources**

- **Bibliography**

- **Notes and References**

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Attribute	Metrics	References
1. Natural Assets	a. Trails available (miles per capita) b. Preserve areas (m²/ area) c. Golf courses (number) d. Spending on parks per capita	a. City records b. City records c. Data from "ArizonaGolf.com" (Link) d. City records
2. Ecological Quality	a. "Air Quality Index" (number of good days per year) b. Maximum air pollutant concentrations c. Drinking water quality (contaminant level)	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	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)	a. City records (stadiums, arenas, auditoriums and convention centers) b. List of Accredited Zoos and Aquariums, Association of Zoos and Aquariums (Link) Exhibition & Museum Attendance Survey (2012), The Art Newspaper (Link) c. Phoenix-Scottsdale Arizona Area Guide (Link) d. City records

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References *continued*

Attribute	Metrics	References
4. Human Capital	a. Size of workforce (number) b. Educational attainment of workforce (median) c. Educational attainment (standard deviation) d. High worker engagement (% of workforce)	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	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)	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	a. "Haas Inclusiveness Index" b. "Esri US Diversity Index" c. "Religious Diversity Index " d. "Bohemian Index" e. "Gay Index"	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)

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References *continued*

Attribute	Metrics	References
7. Specific Amenities	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)	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	a. Innovation (number of patents per capita) b. Economic output in high-tech sector (% of total GDP) c. Workers involved in STEM (% of workforce)	a. US Patent and Trade Office: Patent Applications (Link) Tips on how to search USTPO (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	a. Fire response time (minutes) b. Police response time (minutes) c. Crime rate (number per capita, % of which violent) d. Identity theft consumer complaints	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

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References *continued*

Attribute	Metrics	References
10. Health-care	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)	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	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®	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	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)	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)

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References *continued*

Attribute	Metrics	References
13. Beauty at Night	a. Electricity usage in commercial properties after sunset (kWh after sunset per square mile) b. "DarknessMap" (experimental)	a. Electric utility records Original survey b. DarknessMap ([Link](#))
14. Social Brand	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)	a. Available from numerous sources both for free and at cost: Socialmention.com – free ([Link](#)) HootSuite.com – fremium ([Link](#)) ViralHeat – $50-500 per month ([Link](#)) b. *Same as above* c. *Same as above* d. Google trends site ([Link](#))

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Contact

Faculty Sponsor

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Consulting Team

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