Capital City *Neighborhoods of Opportunity* Indicators:
Proposed Scope of Work
August 18, 2015

The Policy Institute at the University of Utah proposes the following scope of work for Salt Lake City. The Principal Investigator is Pamela S. Perlich, PhD., Director of Demographic Research.

Project Description

This project builds on the foundation of our previous work for Salt Lake City (including the Mayor's Office, City Council, Housing and Neighborhood Development, and A Capital City Education). Much of this work is now hosted on the Salt Lake City portal of the Utah Community Data Project (Figure 1). This expanding body of work provides the analytic foundation and technical framework for the extensions proposed here. Our cumulative work has illuminated the rapidly changing demographic landscape of Salt Lake City, especially over the past 15 years, and how these dynamics vary dramatically by neighborhood. Thus far we have focused on the composition and spatial distribution of these increasingly diverse people and households (Figure 2). Policies, programs, and investments of city government are integrally related and influenced by these unfolding dynamics. And the future of Salt Lake City is shaped by the city's ability to positively influence the opportunities for its increasingly diverse residents.

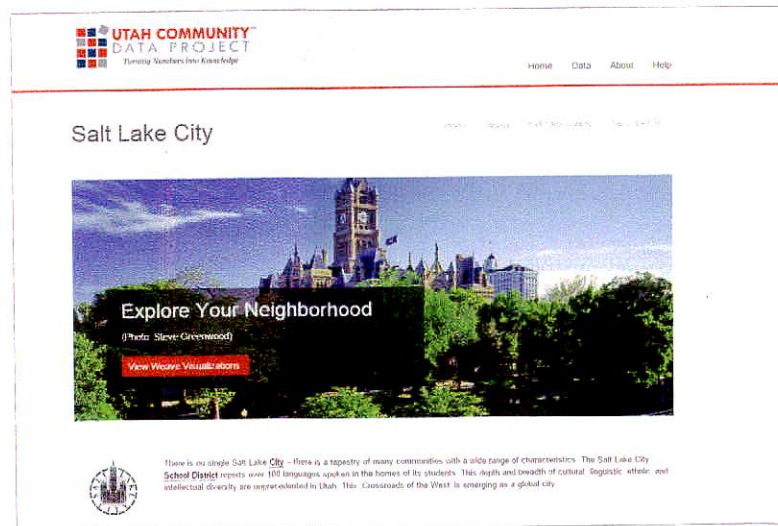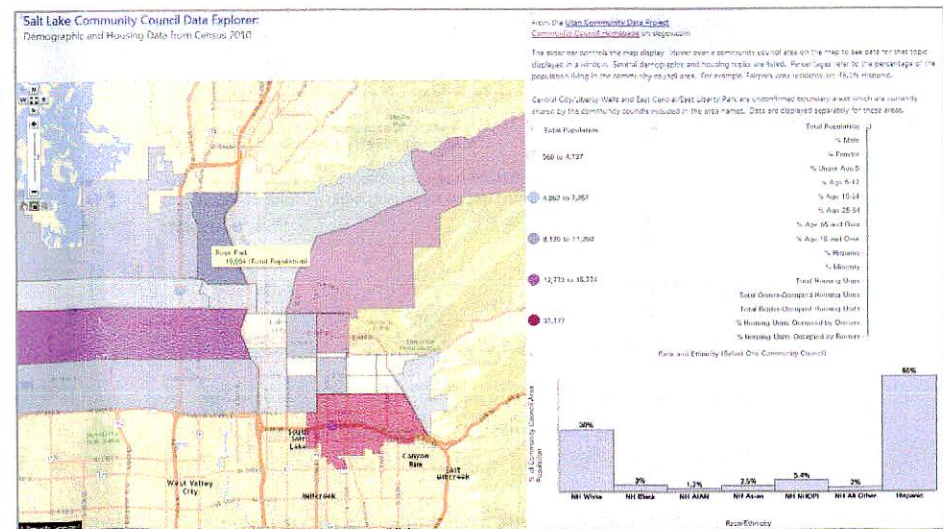### Figure 1: Salt Lake City Portal for the Utah Community Data Project

http://ucdp.utah.edu/county/salt-lake-county/salt-lake-city/

Figure 2: UCDP Community Council Data Explorer

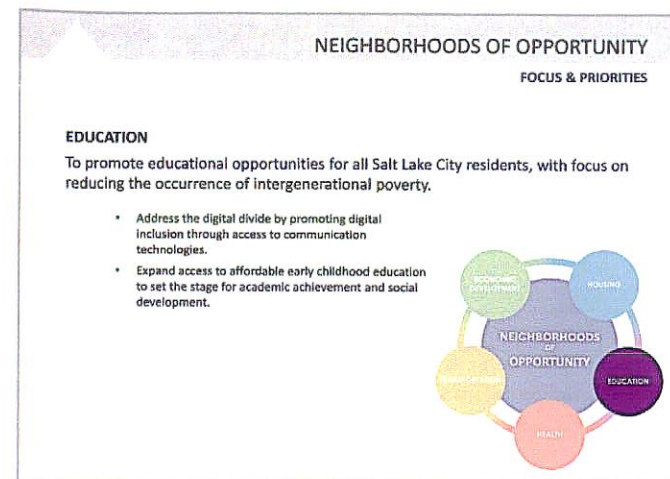http://weave.ucdp.utah.edu/weave.html?file=CommCouncil.weave

Salt Lake City has prioritized promoting opportunities for residents in all of its diverse neighborhoods in the recently proposed consolidated plan (Figure 3). The goal is to "expand opportunity within neighborhoods." The five policy objectives identified in the plan are to increase opportunities of all residents in all neighborhoods for Economic Development, Housing, Transportation, Health, and Education. In the case of Education, two objectives are identified: 1) increase access to broadband and other technologies and 2) increase access to early childhood education (Figure 4). Metrics can be developed to measure and track progress towards these objectives.

Figure 3: Salt Lake City Proposed Consolidated Plan Overview

http://slcdocs.com/council/agendas/2014agendas/August/Aug19/081914A6.pdf

Figure 4: Education Objective: Consolidated Plan

Dozens of cities and metropolitan areas across the county have already developed community wide visions for the future and neighborhood level indicators to measure both efforts underway to achieve these goals as well as direct measures of success. The field of community indicator development is rapidly evolving, especially with the advances in open source software, on-line mapping capabilities, open government and open data initiatives, and community asset mapping. The Boston Indicators Project is a stellar example of a decision support system focused on achieving neighborhood level goals. Their policy goals are organized around ten key dimensions which also overlap with much of the Salt Lake City Consolidated Plan (Figure 5). These metrics are used to develop dynamic data visualizations, policy analysis papers, and annual updates. Their indicators are explicitly and integrally tied to their visioning documents, policy plans, and annual reports. This creates a coherent story and information system that can allow policy makers, residents, business leaders, and community organizations to "get on the same page" with common language, data, metrics, and goals about neighborhoods and the city. Residents can use the system and research reports to better understand how their neighborhoods are changing and how they compare to others in the city (Figure 6).
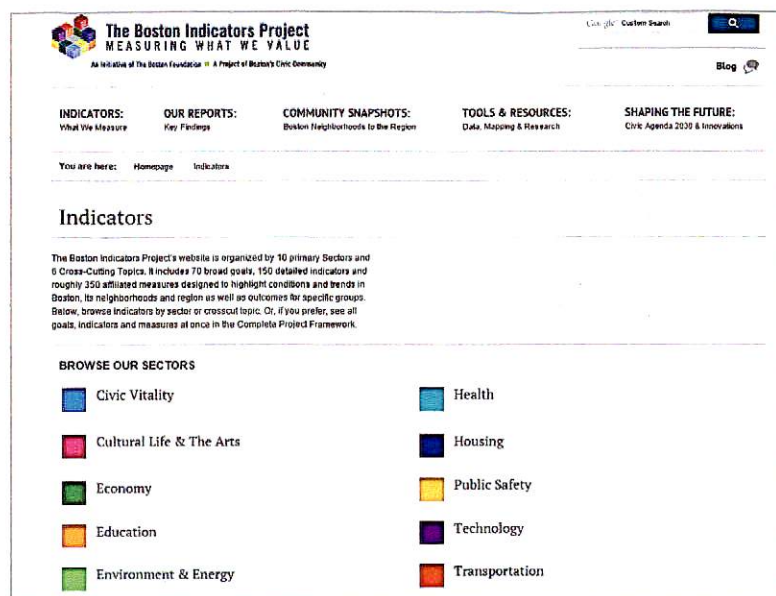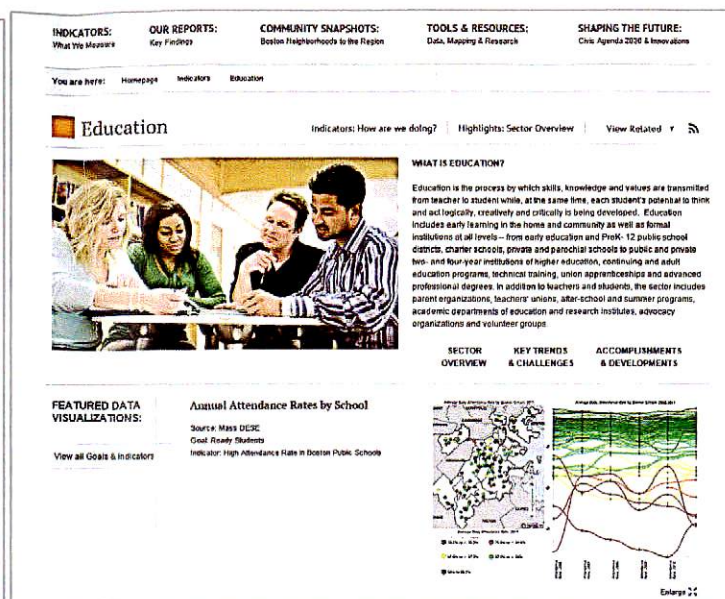
Figure 5: Boston Indicators Project

http://www.bostonindicators.org/

Figure 6: Education Indicators Over Time by Neighborhood

http://www.bostonindicators.org/indicators/education

We have the technology established to build a similar system for Salt Lake City. Boston Indicators Project has implemented the same WEAVE software for mapping that we have for the Utah Community Data Project. In fact, we have already begun building the foundation for this system for Salt Lake City. Our proposal is to build out all dimensions identified in the consolidated plan, beginning with Education. Building out the metrics for education will directly support A Capital City Education and its technical work with the National League of Cities as well as its requirement for the Lumina Foundation grant. We propose to continue our work with the Salt Lake Education Partnership Coordinator, Salt Lake City School District, University Neighborhood Partners, Salt Lake Community College and others to development appropriate metrics, analyses, reports, data vignettes, and on-line dynamic mapping visualizations in direct support of the work. We will continue to work with partners to develop, reconcile, and harmonize metrics that measure neighborhood conditions and outcomes, partner efforts and contributions, and community assets. Because the model guiding A Capital City is based on strengthening communities and families as well as opening opportunities for success, it is consistent with and mutually reinforcing of the goals outlined in the Salt Lake City Consolidated Plan. An additional dimension is identified in A Capital City Education: Civic Engagement. This has been identified as a citywide goal as well.

We have the further ambition that this analytic work will culminate in the creation of opportunity analyses and indices that can be used to identify obstacles to opportunities so that these can be addressed and eliminated. As is the case with neighborhood indicators, other cities have already successfully completed these types of analyses and their work can be instructive to us as we progress. The Denver Regional Equity Atlas is an outgrowth of their Mile High Connects regional opportunity partnership. Their Colorado Data Engine (http://codataengine.org/) has just been launched and is not as fully developed as our Salt Lake City portal of the UCDP.

Figure 7: Mile High Connects

http://milehighconnects.org/
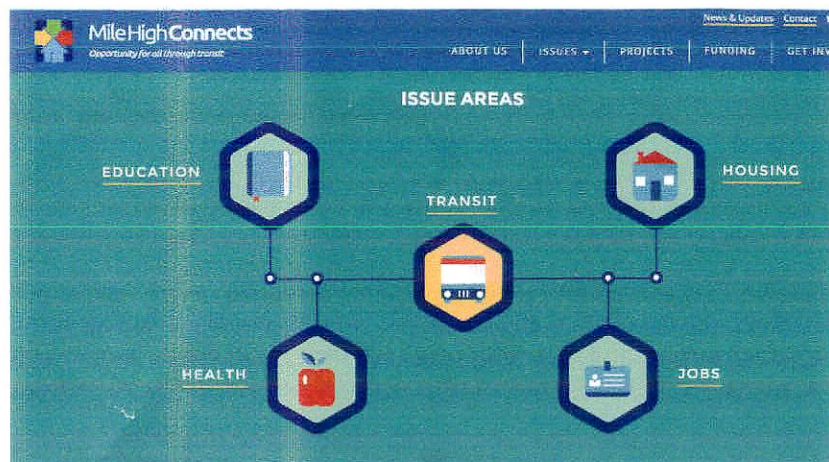
Figure 8: Denver Regional Equity Atlas

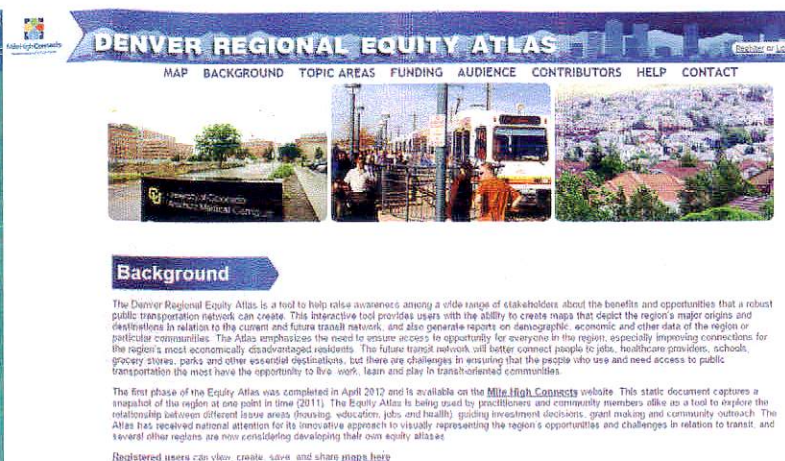http://www.denverregionalequityatlas.org/

Beyond the proposed longer-term work program outlined above, we propose to produce updated and expanded community context analyses. Given the rapid changes in developments and neighborhoods, the city could benefit from annual updates of population, households, and housing units by neighborhood. Again, most major cities have this work produced so that they have information beyond the previous federal Census, which is updated every ten years. These postcensal estimates (for 2011, 2012, and beyond) can be produced applying well-established techniques that use building permit data from the city in combination with other contemporaneous indicators (e.g., school enrollments, births, deaths, etc.)

We also propose to submit application for membership on behalf of Salt Lake City to the National Neighborhood Indicators Partnership, a consortium of cities with integrated neighborhood indicator systems (Figure 9). The membership process requires the demonstration that data is being utilized to inform local policies and decision making processes. We have worked with the Urban Institute (which provide technical and organizational support for the network) for the past several years to prepare for application to join. Salt Lake City was invited to attend their last two conferences (in St. Louis and Denver) as visitors (Figure 10). They see that we have the technical capacity. What we have lacked in our application efforts is the direct connection to ongoing work that informs policy in Salt Lake City. The proposed program of work that we have described here would absolutely connect our work with the operations of Salt Lake City on an ongoing basis. This will provide adequate evidence that Salt Lake City is worthy of joining NNIP. Salt Lake City's inclusion in the NNIP would be evidence that the city is implementing and evaluating plans to achieve a particular future, is engaged in a community wide neighborhood opportunity initiative, that decisions impacting neighborhoods are data-driven and transparent, and that we are an emerging global city with technical capabilities comparable to larger metropolitan areas. Note that two recent publications document the proliferation and success of community indicator systems across the country: *What Counts: Harnessing Data for America's Communities* http://www.whatcountsforamerica.org/ (Federal Reserve of San Francisco and Urban Institute) and *Strengthening Communities with Neighborhood Data* http://www.urban.org/strengtheningcommunities/ (Urban Institute).

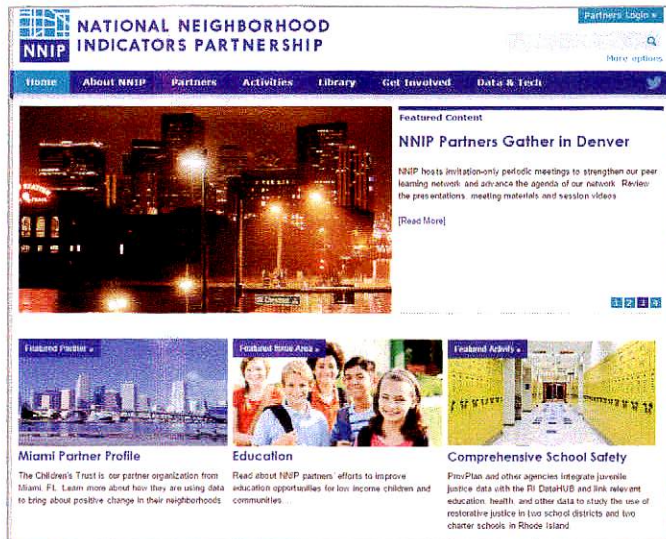Figure 9: National Neighborhood Indicators Partnership
http://www.neighborhoodindicators.org/

Figure 10: NNIP Members: Salt Lake City Could be Listed Here
http://www.neighborhoodindicators.org/partners/profiles