Steering with objectives
The role of survey data in the Mannheim system of strategic objectives

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Abstract

In 2008 the City of Mannheim started a broad administrative modernization process. One of the objectives is a move from structure-based to an effect-oriented approach with focus on creating and shaping rather than on administration. The effect-oriented management is based on objectives, objective agreements and a management information system. Seven strategic objectives and one central objective were defined – to be taken into account in every administrative action. The pending strategic objective system is therefore one of the most important instruments in strategic urban development planning.

In order to measure the achievement of objectives a system of indicators was implemented. Survey results play an important role when it comes to measuring effects as it is known that peoples’ perception of their surrounding often doesn’t match ‘objective’ findings but nevertheless affect their actions and therefore influence urban development. As an example, there is no correlation between the area of green space accessible to the public per inhabitant and the satisfaction with green spaces, yet the availability and satisfaction with green spaces is known to be an important factor when people choose a residential location.

As a participant of the German coordinated survey conducted in parallel to the European Perception Survey on quality of life in European cities since 2006, the City of Mannheim has access to the valuable results of this survey.