



5th Year

FY2011—FY2015 Sustainability Plan

Progress Report



CITY OF
GRAND
RAPIDS

At a Glance...

Economic Outcomes:

82% of targets have been met
17% of targets are in progress
1% of targets have little to no progress

Social Outcomes:

77% of targets have been met
22% of targets are in progress
1% of targets have little to no progress

Environmental Outcomes:

85% of targets have been met
15% of targets are in progress
0% of targets have little to no progress

Addressing our city's current needs, while preparing for our bright future

The City of Grand Rapids established its FY11 – FY15 Sustainability Plan in the spring of 2010 with specific economic, social, and environmental outcomes and targets. The following report outlines the progress that has been made throughout the past five years of implementation.



Cover Photo Courtesy of Skyler Mills

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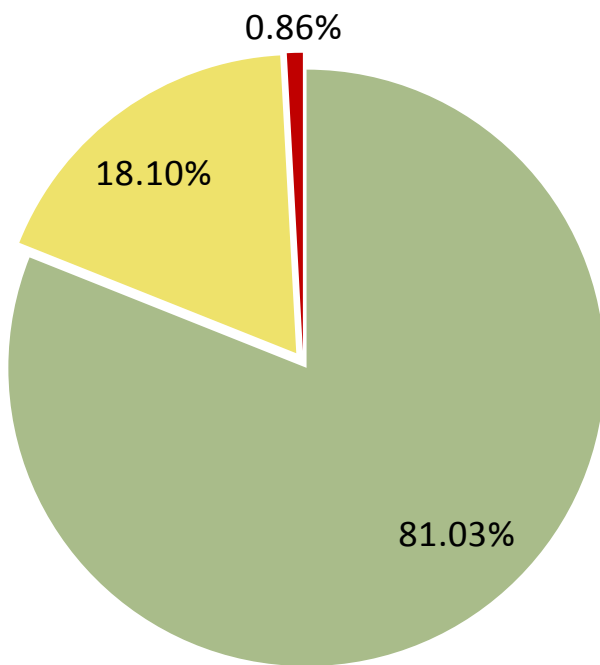
SOCIAL OUTCOMES/ 35

ENVIRONMENTAL OUTCOMES/ 52

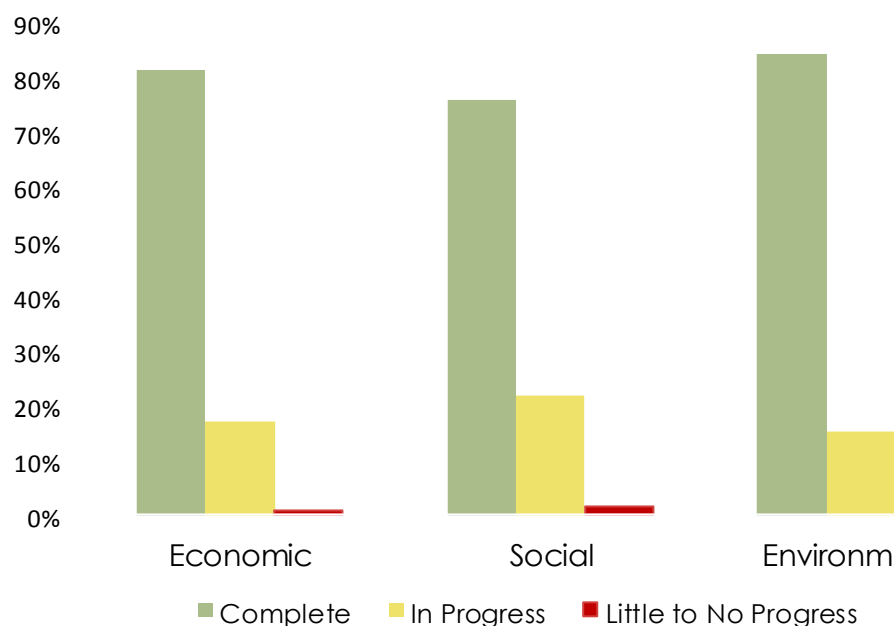
SUMMARY OF TARGETS

99.1% of our Sustainability Targets have been completed or made progress after the fifth, and final year of implementation.

FY2015 Results



FY2015 Results by Theme



Reports provided by the City staff for the fifth year of sustainability plan reporting show great results in all areas of sustainability. Progress throughout the last five years has been steady with none of the three themes of the triple bottom line (economic, social, and environmental) progressing more quickly than others. Maintaining a balance across themes has been an important component of the City of Grand Rapids Sustainability initiatives.

It is important to note that throughout the five years of the Sustainability Plan targets have been updated to better reflect data collection methods or to provide a new, extended target for a previously met goal. Since relevant changes were made to targets during FY13, every attempt was taken to compare progress throughout the last 5 years.

We can report however, that progress was made across the board in all areas of Sustainability, with 81.03% of the targets being fully met and 18.10% shown as having achieved significant progress.

In FY14 a total of 155 targets were classified as “complete”, in FY15 that number has risen to 188, a 14.5% increase.

Only 0.86% of targets show little to no progress, a decrease from last year. There are only 2 targets out of 232 targets that have shown little to no progress at the conclusion of our first five year long Sustainability Plan. 2 targets that were classified as red in last years report have since been met.

EXECUTIVE SUMMARY

2015 marks the end of the FY11-FY15 Sustainability Plan and the phase out to the next 5 year Sustainability plan FY2016-2020. It also marks the final year of the Mayor Heartwell's tenure as the City of Grand Rapids' mayor. During the past five years, City government implemented a variety of sustainability measures which include the use of alternative fuels in city vehicles, purchase of green blocks, implementation of renewable energy projects, energy and water conservation measures, and continuing attention to water quality in the Grand River and its tributaries. This document serves as both an annual update for the FY11-15 Sustainability Plan as well as a snapshot of the cumulative work performed over the last five years of Sustainability Plan implementation.

About This Report

The City of Grand Rapids FY11-15 Sustainability Plan, adopted by the City Commission in 2010, enabled the City staff to focus on making City operations more sustainable, with an emphasis on efficient use of resources, financial savings, and employee and community health using a Triple Bottom Line approach. The plan has highlighted all three areas of the triple bottom line-- economic, social and environmental. There are targets established within the Sustainability Plan, which helped City departments make wise business decisions regarding the investment of public funds while promoting the conservation and efficient use of energy, water, and other resources with consideration of the community implications of City actions. Over the last five years, incorporating sustainability into strategic and transformation decision making has resulted in improvements saving the City time and money, enhancing Grand Rapids' natural environment, and contributing to a healthier and more vibrant community.

Evaluating and tracking the City of Grand Rapids' progress toward the sustainability targets outlined in the FY11-FY15 Sustainability Plan has been a key component of plan implementation throughout the last five years. In order to determine progress data was gathered from relevant City departments. This report documents the immense efforts that have taken place to advance all of the Sustainability Plan targets throughout the last five years of plan implementation. The report includes a color-coded progress indicator for each target, detailing unexpected challenges and highlights the city's accomplishments. In the last five years Grand Rapids has become:

More Resilient

The City has invested in energy efficiency, renewable energy sources, alternative fuels, and has taken steps to prevent future damage from flooding.

Healthier

The City has removed all Combined Sewer Overflow points two years ahead of schedule, helping clean up water-ways contaminated by pollution, supported walking, biking and using alternative modes of transportation, implemented a single-stream recycling program, and increased urban canopy goals and native planting requirements.

A Better Place to Live

The City has invested in our downtown and neighborhoods to improve access to parks, recreation, and schools. Downtown Grand Rapids is rapidly growing with new restaurants, businesses, and hundreds of new housing choices for residents that are seeking a more walkable community.

EXECUTIVE SUMMARY (CONTINUED)

Celebrating a Decade of Sustainability & Resiliency

Grand Rapids is widely recognized as one of the most sustainable cities in America. In 2010 the US Chamber of Commerce gave Grand Rapids the “Nation’s Most Sustainable City” award, and in 2012 Mayor Heartwell and the City were given the first place Climate Protection Award by the US Conference of Mayors in the large cities category. More recently, the City received the “DTE Sustainable Energy Program of the Year-Municipal” and Grand Rapids received the “Award of Excellence” from the Michigan Recycling Coalition. In 2014 and 2015 consecutively, Grand Rapids received the “Most Progress on Water Conservation Award” from the Great Lakes and St. Lawrence Initiative, and Grand Rapids was ranked 3rd in Job Markets in the U.S. and Best city for raising a family by Forbes. Grand Rapids has been featured in Governing Magazine, Green Buildings and Design magazine, as well as Triple Pundit on the topics of sustainability and resiliency.

Looking Ahead

When working towards building a more sustainable city, we address a common vision that all Grand Rapidsians have for our city. We want a city that continues to thrive far into the future and provides opportunities for our children. We want a clean, healthy environment and lively Grand River. We want to support our local economy and to preserve the iconic creativity of Grand Rapids that has inspired many. We achieve these goals of sustainability by balancing the demands of economic vitality, environmental quality, and social equity while also balancing government accountability.

Despite all of the progress made throughout the last five years, Grand Rapids still has a way to go. Historic flooding in the spring of 2013 reinforced the need to adapt to potential climate change impacts and encourage reduction of greenhouse gas emissions throughout all sectors. This document reflects Grand Rapids’ evolving focus on sustainability and resilience, and provides a framework for an updated sustainability plan that will extend the City of Grand Rapids sustainability commitments beyond 2015. The City of Grand Rapids new FY16-FY20 Sustainability Plan will tie directly to the City’s Transformation Plan, creating a comprehensive approach that links sustainability with streets & infrastructure, quality of life, and transforming city operations.

With twenty-two colleges and universities in the metropolitan area, Grand Rapids is known as a knowledge center. Human medicine, medical education, and health research is the most rapidly growing economic cluster. Even during times of severe economic downturn, Grand Rapids has shown remarkable economic resiliency which has allowed the city to make tough decisions and improve government practices to make sure policies are fiscally resilient while operating in a way that is sustainable. Grand Rapids continues to serve as a model for sustainability for mid-sized cities in the Midwest and across the United States. As we move forward into our new FY16-FY20 Sustainability Plan, using the extended quadruple bottom line approach, we plan to address economic vitality, environmental quality, social equity and government accountability, and we will continue to move toward a brighter and more resilient future for Grand Rapids.

FY2011—FY2015 Sustainability Plan

*A detailed account of results reported on each
Outcome and Target area during the past 5
years of Sustainability Plan implementation
(July 1, 2011—June 30, 2015)*

KEY:



Target Met



Target in Progress



Little to No Progress

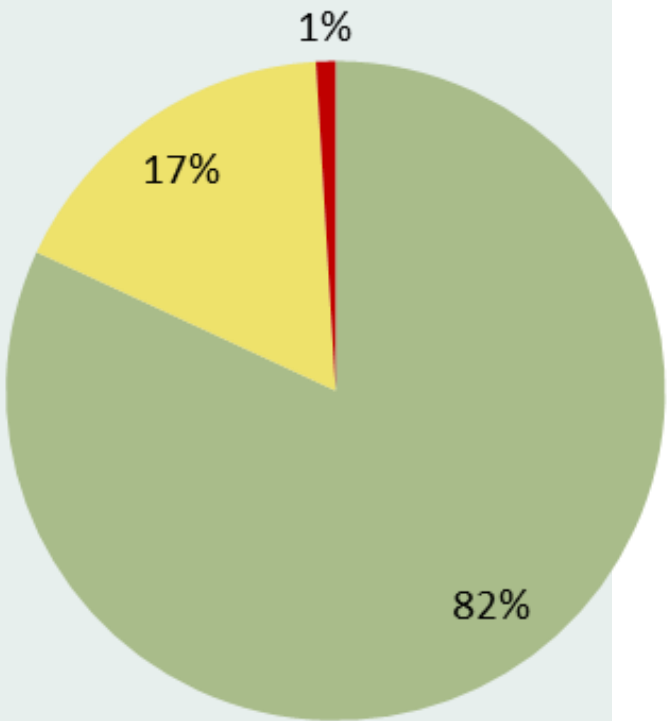
Prepared by the Office of Energy and Sustainability

October 19, 2015

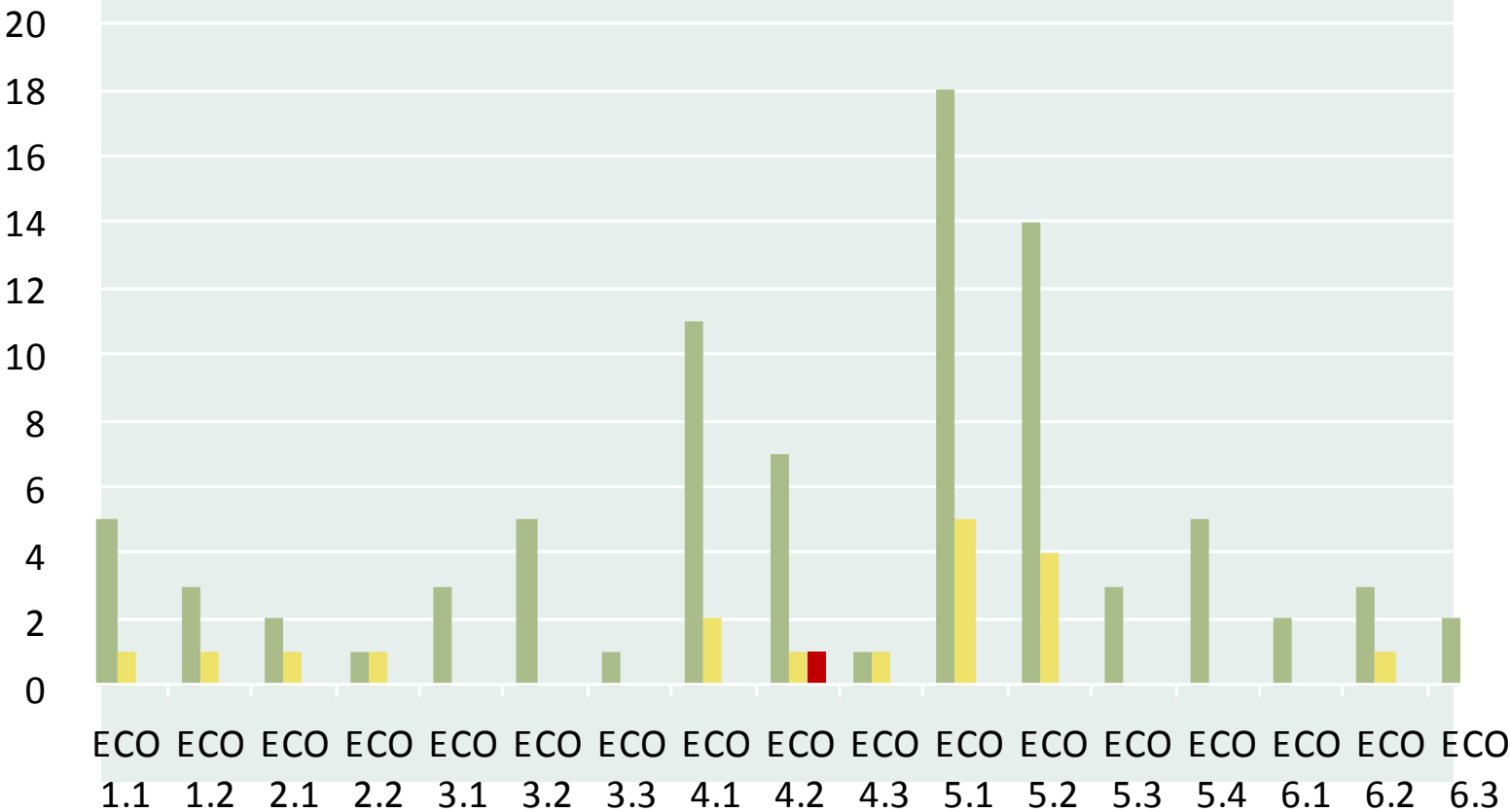
ECONOMIC OUTCOMES

Ensuring the economic vitality of Grand Rapids

FY2015 Economic Target Progress







FY2015 Economic Outcomes



ECO 1.1: Increase business investment

TARGET		PROGRESS 2010-2015
1. Increase private business investment by \$400 million between July 1, 2011 and June 30, 2015.		In Fiscal Year 2015 (FY15), Economic Development projects approved by the City Commission committed investment of \$348,362,957. Between FY12 and FY15, the total private investment committed to projects has been \$675,894,513, exceeding the target.
2. Increase the number of new businesses locating in the City of Grand Rapids by 30 between July 1, 2011 and June 30, 2015.		In the final year of Sustainability Plan implementation five new businesses were located in the City with the assistance of Economic Development. This brings the total to 35 new businesses that received assistance from the City between FY11 and FY15. To read more about this year's projects, visit page 9 and 13 .
3. 80% of jobs created or retained with incentives will be permanent, full time employment with benefits annually		In FY15, 742 new jobs were committed by companies receiving assistance from Economic Development. Of those, 589, or 79.3%, were to be full-time permanent jobs with benefits. During the full length of the plan (FY11—FY15) a total 5,702 of 7,081 new jobs, or 80.5% were created as full-time permanent jobs with benefits, meeting the target.
4. 10% of jobs created or retained with incentives will be in green or applied clean technology industries between July 1, 2011 and June 30, 2015		One job created was self-identified as a green or applied clean technology job. This was an industry that the City and its partners believed may have developed into a new cluster stemming from the previous years of decline in manufacturing; however, little progress has been made. This does not mean that jobs in the green or applied clean technology sector are not growing in Grand Rapids, instead it means they are not being created with assistance from the City's Economic Development department.
5. At least 50% of jobs created or retained annually will pay \$19/hour or more (approximately 250% of minimum wage).		In FY15, only 201 of 742 (27%) newly created jobs paid greater than \$19/hr. However during the last 5 years of the Sustainability Plan 1,536 of 3,076 jobs committed by employers were committed to pay \$19/hr or more, reaching the overall 50% goal.
6. \$30million in private funds will be invested in the restoration of vacant, blighted or contaminated land annually.		In FY15, \$272,359,219 of private investment was committed for projects on obsolete, vacant or contaminated land. The total between the full length of Sustainability Plan implementation, FY11 and FY15, was \$615,515,035.

ECO 1.2: Create a nurturing environment for small and mid-sized companies

TARGET	PROGRESS 2010-2015	
1. Increase collaboration with Entrepreneurial Support Organizations (ESO) partners by increasing the number of referrals which result in assistance being provided by 50% by 2015.		Progress has continued with this target for the last 5 years. With the Emerge web portal and with the work of Neighborhood Ventures under its contract with the City, each year has consistently provided more referrals. In FY2015, Neighborhood Ventures made 297 referrals to various ESO partners.
2. Commit 75% of our resources to second stage companies by June 30, 2015.		In FY15, 10 of 17 projects that assisted companies were with Stage 2 or smaller businesses (58.8%). Between FY11 and FY15, 77 of 101 projects that assisted companies were with Stage 2 or smaller businesses (76.2%).
3. Refer at least five local companies or entrepreneurs annually to organizations that provide access to start-up or expansion capital (SBA loans, micro loans, venture capital, traditional financing, etc.).		Annually, this target has been consistently met. Through its contract with the City, Neighborhood Ventures was able to assist 7 companies with obtaining startup or expansion capital in FY2015.
4. Decrease public investment per job created by 25% by June 30, 2013.		The progress of this target has fluctuated throughout the years. Public Investment per job was steadily declining from FY11 (\$7,842) and FY12 (\$7,741) to FY13 (\$6,131 per job), but experienced an increase in FY14 (\$41,222) and also in FY15 (\$58,217). This change was largely due to the addition of privately owned ramped or underground parking as a brownfield eligible activity.



2015 ECONOMIC DEVELOPMENT HIGHLIGHTS

Vandermill, LLC

West Michigan is home to many different cider mills, but one in particular has stood out by investing over four million dollars to expand its company operations in Grand Rapids. VanderMill's expansion into Grand Rapids includes a new production facility that will open on 505 Ball Avenue NW and will also include a restaurant. The location on Ball Avenue was previously a 52,000 square-foot beer distribution center. The facility will be able to produce 500% more product than the original Spring Lake location, which produced 200,000 gallons of cider in its Spring Lake facility last year.

The City of Grand Rapids Economic Development Office mission is to retain and foster employment opportunities by improving the business environment and encouraging sustainable business development. Outcomes are measured in a variety of ways, including job creation and private investment. Other tools are employed to encourage sustainable development such as the Brownfield Redevelopment Authority's efforts to promote the reuse and redevelopment of vacant, obsolete, blighted or contaminated properties. With assistance from the City, these properties are given a new life.

**Brownfield
Redevelopment
activities are
crucial to City-
wide Sustainable
Development**

With the help of the City Commission and Brownfield Redevelopment Authority VanderMill, won support for tax incentives on the project. A City plan was approved that provides \$120,000 in reimbursements for public infrastructure improvements, environmental site assessment, and demolition in brownfield zones. The City Commission supported to provide industrial facilities tax exemption, reducing the company's tax liability for 12 years.




Vander Mill's new restaurant and production facility will be comparable to the craft breweries that Grand Rapids is already home to. The 4,500 square-foot restaurant will have twenty-four different ciders on tap. The company plans on opening its doors to the Grand Rapids public in late 2015.

VanderMill currently sells its cider products in Michigan, Ohio, Illinois, and Indiana. The company is the largest cider producer in the Midwest. The new location will give VanderMill the ability to expand its production.





VANDER MILL

ECO 2.1: Increase supplier diversity

TARGET		PROGRESS 2010-2015
1. Increase the number of vendors contained in the Equal Business Opportunity Certification Directory by an additional 10% over FY12 results by June 30, 2015.		The Micro-LBE directory is the only EBO certification document that is used by the City. The number of Micro-LBE listed at the construction period start on FY12 (Jan 2012) increased from 59 to 74, a 20.3% increase
2. Increase the dollar volume and percentage of contracts awarded to vendors contained in the EBO Certification Directory by an additional 10% over FY12 results by June 30, 2015		The Micro-LBE directory is the only EBO certification document that is used by the City. The dollar volume awarded to Micro-LBE contracts (sub and prime) increased from \$2.12 million (7.7%) to \$6.3 million (29.5%). This is a 21.8 percentage point change and a 195.5% dollar volume increase.
3. Increase utilization of the Bid Discount Program by an additional 10% over FY12 results by June 30, 2015		The effectiveness of the bid discount program is reflected in the dollar volume created by the 26 of 40 projects used 180 bid discounts in 2012. However, 25 of 40 projects used only 106 bid discounts in 2014. Even though percentage has dropped, contractors are using bid discounts more effectively.






ECO 2.2: Ensure fair, equal & open procurement, management & financial processes

TARGET	PROGRESS 2010-2015
<p>1. Increase the number of Micro Local Business Enterprise (Micro-LBE) Firms available for City use by 50% by June 30, 2015</p>	 See target ECO2.1.1.
<p>2. Ensure 100% of City established entrepreneurial opportunities have provisions that include Micro Local Business Enterprises (Micro-LBE), Veteran Owned Small Businesses (VOSB), Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) annually</p>	 Since 2012, purchasing and engineering bid documentation include wording that provide vendors the opportunity to benefit from the use of or by being a Micro-LBE and Veteran Owned Small Businesses. "Encourage" terminology is no longer used.



ECO 3.1: Increase employment opportunities

TARGET		PROGRESS 2010-2015
1. Create at least 500 jobs for youth by June 30, 2015.		This 5-year goal has been exceeded. In FY15, 93 jobs were generated for youth in the City of Grand Rapids for a total of 601 jobs, exceeding our 500 goal. 2015: City Clerk (34); GRPD (15); OCC (38); Parking (6).
2. Decrease the unemployment rate in the city to no more than 5% by June 30, 2015.		The Michigan Department of Technology, Management and Budget tracks the non-seasonally– adjusted jobless rates for the City of Grand Rapids. The rates have significantly dropped throughout the last 5 years. In FY10 the rate was 15.2%, FY11 12.5%, FY12 10.6%, FY13 10.0%, and FY14 8.8% At the end of FY15, the not seasonally adjusted jobless rate in the City of Grand Rapids was 5.4%.
3. Assist with projects that retain or create at least 3,000 jobs by June 30, 2015		In the last year of the Sustainability Plan, Economic Development assisted with projects that created 1,655 jobs. The total between FY11 and FY15 was 8,230, significantly meeting this target.



Young people ages 15 through 24-years-old, who live in the city of Grand Rapids or attend a local college or university, and complete the LEAD Program, are eligible for a Mayor's 100 employment experience.

2015 ECONOMIC DEVELOPMENT HIGHLIGHTS

Louise Earl Butcher shop

New businesses of different assortments keep opening in Grand Rapids, helping to grow the economy and provide diverse employment opportunities for citizens. Located in the Wealthy Theatre Historic District, the Louise Earl Butcher shop will soon be opening its doors for a new spin on a traditional European-style seam butchery.






The City of Grand Rapids provided an obsolete property rehabilitation tax exemption to the new venture to help decrease initial operating costs and stabilize the new start up. Rehabilitation of the previously boarded-up building on Wealthy Street includes repairing a deficient roof, and creating a new façade. The construction methods used for the façade involve salvaging the existing brick that are in good condition to restore the property to its glory.

The Louise Earl Butcher shop plans to open its doors to an unconventional experience fueled by sustainability. Packed meat will more or less be a thing of the past; instead meat products will be prepared as soon as they are ordered, sourced by local farmers and naturally raised. All remains will be used to make stock and lard. The shop will house a small assortment of groceries.


The investment from this project to the Wealthy Street corridor amounts to \$250,000, and plans to create five new jobs in the area. With this addition it will help make the area more livable, and allow local residents the benefit of having fresh meat, produce, and grocery items right at their disposal.



ECO 3.2: Increase employee skills and performance in delivering City services

TARGET		PROGRESS 2010-2015
1. Reduce training injuries by 95% by June 30, 2015		This target has fluctuated throughout the years. Training injuries reached an all-time low in FY13 when there were only 7 cases reported, down from 26 in FY12. In FY14, there were 16 training injuries, which still represented a decrease from FY12 results.
2. Ensure 100% compliance for required employee training and certifications annually		Employees have completed the required Safety Training and will commence other training in 2016.
3. Increase employee mentorship opportunities by June 30, 2015		City departments are partnering with numerous local businesses to provide mentorship programs.
4. Increase the level of employee cultural competency by June 30, 2015		Monthly, the Diversity and Inclusion Office published a listing or calendar of community diversity events – many of them free - for employees to participate in. Education increased the cultural competence of employees. New activities for 2016 include becoming a Welcoming City and encouraging employees to participate in various activities with the immigrant communities.
5. Increase sustainability activities undertaken by City employees by an additional 5% over FY12 results by June 30, 2015.		Staff sustainability activities have increased by over 20%. Throughout the last 5 years staff have participated in the development of a Sustainable Energy Plan, Sustainable Streets Task Force, and Seeds of Promise program. Staff also attended Sustainability conferences, developed the Stormwater Asset Management Plan, helped create the Climate Resiliency Report with WMEAC, implemented a solar RFP for the Butterworth Landfill, participated in urban forestry initiatives, and continued being engaged in climate resilience planning and implementation.






ECO 3.3: Increase career readiness of youth

TARGET		PROGRESS 2010-2015
1. Provide at least six internships annually to city high school youth		<p>Following recommendations from a GVSU class, the City has been more intentional about providing college students internships. There were a total of 54 internships reported in the last fiscal year alone.</p> <p>Executive (4); Engineering (5); GRPD (24); Communications (3); OCC (2); Environmental Services (3); Parking (4) District Court (9).</p>

ECO 4.1: Increase career readiness of youth

TARGET	PROGRESS 2010-2015	
1. Maintain general obligation bond credit rating and revenue bond credit ratings at AA with a stable outlook annually		The City's current General Obligation Rating (GO) credit rating is AA with a stable outlook. The City has been proactively addressing its legacy costs and has developed a sustainable five year budget plan during the transformation process. The City will be working with our Municipal Advisor to prepare presentations to the rating agencies to make them aware of our progress and push for a rating upgrade. The City also maintains a AA rating for the water system and a AA+ rating for the sewer system. Both ratings have been recently affirmed.
2. Maintain a 25 basis points spread (or better) between the average portfolio yield on City investments and the yield on the 90-day T-Bill annually		Since 2011, the City has consistently maintained a basis point spread above our 25 point goal, never having below 50 basis points. This goal is consistently achieved each year.
3. Maintain annual debt service coverage ratio of 1.2 in Enterprise Funds		Final rate study for calendar 2015 rates maintains an annual debt service ratio coverage for senior debt of 1.23 in Water Supply System Fund and 1.46 in Sewer Disposal System Fund.
4. Meet capital and operating metrics in the Water and Sewer Operating Funds, while maintaining a stable rate environment for customers annually		Final rate study for calendar 2015 indicates adequate cost recover has been met. City of Grand Rapids average residential quarterly bill for water will increase 3.34% and for sewer increase 3.59%.
5. Ensure that all operating and budgeting practices recognize the full cost of services by June 30, 2015		<p>In April 2013 City Commission approved a User Fee Policy (No. 700-10) which directed City Departments to achieve 100% full cost recovery for all City Fees, and if full cost recovery was not achievable, documentation as to reasons why full cost recovery was not possible. Reasons full cost recovery may not be achievable may include: 1) Restrictions by External Agencies; 2) Encouragement or discouragement of desired behaviors; 3) Effect on demand for a service provision; 4) Collection of fees is not cost effective; 5) Participation by certain demographic segments may be too costly; 6) Nature of the service</p> <p>Annually, City Departments complete a summary of all fees charged by their departments including the authorizing statute for the fee, % of full cost recovery achieved by the fee and availability of the service from another agency. The fees are combined into a "Omnibus" fee resolution approved during the budget process by City Commission.</p> <p>In future "Omnibus" fee reviews, City Commission will focus on fees that are increasing at a rate greater than inflation and those that are not achieving full cost recovery to ensure the policy is being adhered to. The City has done an impressive job over the last several years with matching fees to reflect the full cost of services and refinements continue to be made as better information becomes available</p>

ECO 4.1: Increase career readiness of youth (continued)

TARGET		PROGRESS 2010-2015
6. Institute business models for City Services (e.g. golf course, cemeteries, street lighting, stormwater, courts, streets, parks, and pools) by June 30, 2015		With the passage of a 7-year millage increase dedicated to parks and a 15-year income tax increase for streets, this target was able to be met. Asset management plans were developed for each of these areas and targets related to City Services were included in the new phase of the Transformation Plan.
7. Decrease the City's health care costs by June 30, 2015		Some progress was being made on this item related to claims utilization however, with the advent of the new Health Care Law, new costs associated with the law have been implemented which nullifies other cost decrease efforts.
8. Achieve 100% insurance compliance for all City contracts by June 30, 2015		The City was 95% compliant, per the FY14 report. There has been no reporting completed for this target since FY14.
9. Increase Income Tax receipts by an additional 3% over FY12 results by June 30, 2015		For FY2015, net receipts for the year were \$81,968,456.79 as compared to \$77,574,337.34 for the same period in FY 2014, representing an increase of \$4,394,119.45 or 5.66%. For FY2014, net receipts increased 2.79% over the same period in FY2013.
10. Ensure annual independent audit results in an unqualified opinion		This target has been consistently met during the last 5 years of the Sustainability Plan. The audit for FY15, completed last November resulted in an unmodified opinion. (Terminology was changed to unmodified instead of unqualified. The definition is similar and the goal of the independent audit.)

ECO 4.1: Increase career readiness of youth (continued)

TARGET	PROGRESS 2010-2015	
11.Ensure all fee-for-service activities recognize full costs by June 30, 2015		<p>In April 2013 City Commission approved a User Fee Policy (No. 700-10) which directed City Departments to achieve 100% full cost recovery for all City Fees, and if full cost recovery was not achievable, documentation as to reasons why full cost recovery was not possible. Reasons full cost recovery may not be achievable may include: 1) Restrictions by External Agencies; 2) Encouragement or discouragement of desired behaviors; 3) Effect on demand for a service provision; 4) Collection of fees is not cost effective; 5) Participation by certain demographic segments may be too costly; 6) Nature of the service.</p> <p>Annually, City Departments complete a summary of all fees charged by their departments including the authorizing statute for the fee, % of full cost recovery achieved by the fee and availability of the service from another agency. The fees are combined into a “Omnibus” fee resolution approved during the budget process by City Commission.</p> <p>In future “Omnibus” fee reviews, City Commission will focus on fees that are increasing at a rate greater than inflation and those that are not achieving full cost recovery to ensure the policy is being adhered to. The City has done an impressive job over the last several years with matching fees to reflect the full cost of services and refinements continue to be made as better information becomes available.</p>
12. Maintain unassigned GOF fund balance of at least 15% annually		<p>During the last economic downturn the city drastically cut staff and transformed operations to balance the budget. These tactics will no longer be available when the next economic downturn occurs, making it critical that the City continues to work to fully fund reserves and establish policy guidelines. The FY2016 Fiscal Plan forecasts a 15% unassigned GOF fund balance and a 10% Budget Stabilization Fund balance at the end of FY2020. If the plan forecasts hold true, the City will have fully funded both to the established policy guidelines. The budget is delicately balanced and forecasts assume continued income tax growth and sound fiscal expenditure constraint, both of which will be needed to hit the targets.</p>
13.Establish and maintain sustainable funding for public safety and quality of life services by June 30, 2015		<p>Phase III of the City of Grand Rapids’ Transformation Plan addresses the need for continuous improvement of city services, including public safety and quality of life services. The Police Department transformation is mainly focused on providing the same quality of service and level of efficiency with an effective authorized strength of 280 officers. The Fire Department is reviewing and implementing ten transformation goals and will operate with a sustainable staffing level of 190 employees.</p>

ECO 4.2: Optimize and maintain expenditure and operational efficiencies

TARGET	PROGRESS 2010-2015	
1. Aggregate the purchase of playground surface material with three other public entities by June 30, 2015		In FY13 conversations with other Parks and Recreation Agencies within Kent County to aggregate purchases of playground safety surface as well as other items began. Unfortunately, there has been no interest from other entities interested in jointly purchasing safety surface material.
2. Standardize IT purchases by June 30, 2015		The Technology Coordination Group was formed under Administrative Policy 15-05 to provide the City with coordinated oversight of technology investments. IT purchases also continue to be standardized through the establishment of term contracts for IT hardware, operating systems and software.
3. Increase timeliness and effectiveness of response to customer requests by June 30, 2015		With the successful implementation of the new 311 Customer Service Center, significant progress has been made in this area.
4. Increase cost avoidance due to efficiency by an additional 3% over FY 12 results in City facilities by June 30, 2015		In FY15, the City saw a 1.1% decrease in energy consumption, meeting the goal of 3% cost avoidance over FY12 results. FY13: 4.5% decrease FY14: 0.5% decrease FY15: 1.1% decrease
5. Obtain judgments at a minimum level of 80% of the amounts sought by the City in litigation in which the City is the plaintiff annually		Judgements have continuously been obtained of at least 80% of amounts sought by the City.
6. At least 80% of those lawsuits in which the City or a City employee is the defendant and monetary damages are sought by an opposing party will be concluded with a judgment of dismissal or no-cause of action annually		Consistently, at least 80% of lawsuits in which the City or a City employee is the defendant and monetary damages are sought by an opposing party are concluded with a judgment of dismissal or no cause of action.

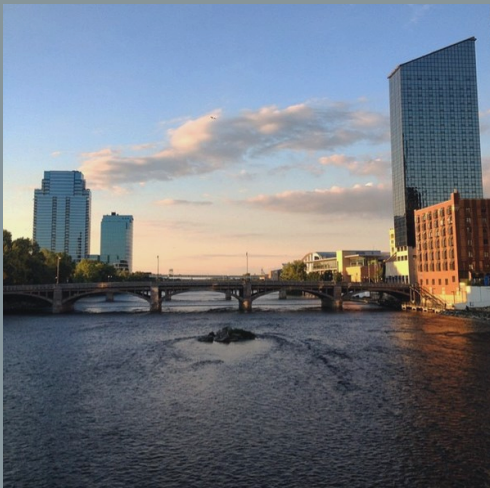
WATER PROTECTION & CONSERVATION

Water is a critical component of a successful, growing community in which residents can enjoy a high quality of life. Although Grand Rapids is fortunate to have abundant water supplies, the resource must be protected, conserved, and used in a sustainable fashion so that it may accommodate the population into the future. With proper management and planning the City of Grand Rapids has made extensive improvements to increase water conservation and quality efforts in the last 5 years, rooted in the knowledge that it is economically sensible for both the utility and its customers to invest in water efficiency rather than increased supply.

Each increase in capacity and supply costs the City operated water utility money to develop and operate. For two consecutive years, the City of Grand Rapids has received the "2015 Water Conservation Award" from the Great Lakes and Saint Lawrence Cities Initiative. The Great Lakes Saint Lawrence Cities initiative set standards for water conservation of 15 percent for both Canadian and American cities. Grand Rapids has been able to not only meet those goals, but has surpassed expectations by achieving 30.62 percent of water conservation from baseline 2000 water usage. Advancements in the city's water infrastructure played a vital role in reaching and exceeding the goal of the 15 percent reduction. The average water usage per meter in 2000 was 400 gallons per meter, per day. The usage in 2015 has dropped to 300 gallons.

"We set the example and need to protect our water supply and be good stewards of this great natural resource."—

*Joellen Thompson,
Water System Manager*



The Water System through universal metering, water accounting and loss control has been able to accurately measure water usage and locate issues that would cause a loss of water. Utilizing new technologies such as Variable Frequency Drives and a Supervisory Control and Data Acquisition System have played a vital role in controlling and reducing water usage in the City of Grand Rapids.

WATER PROTECTION & CONSERVATION

Grand Rapids understands that water conservation is the key to protecting our Great Lakes ecosystem for future generations. In the last 5 years:

2015- City installed a new variable-speed water pump to its Coldbrook Pumping Station, resulting in more than a \$147,172 energy efficiency rebate from Consumer Energy and is expected to save the city approximately \$150,000 annually in electricity cost.

2015- Constructed a \$1.2 million underground storage facility at Mary Waters Park to hold 720,000 gallons of stormwater.

2015- Completed a Combined Sewer Overflow elimination project three years ahead of a state-mandated deadline




2013- Received U.S. Forest Service grant to help conserve the Grand River. The grant allowed the City to plant and maintain 2,800 trees to intercept stormwater runoff and filter out pollutants before they enter the Grand River.

2010- Constructed a 270,000-gallon treatment system at Joe Taylor Park.



Additional benefits of water conservation include improved water quality; a reduced burden on surface water quality as less wastewater is generated; reduced greenhouse gas emissions due to reduced energy spent on water pumping; and increased spring, stream, and river flows as less of the



ECO 4.2: Optimize and maintain expenditure and operational Efficiencies (continued)

TARGET	PROGRESS 2010-2015	
7. Standardize the procurement of Professional Services by June 30, 2015		The Purchasing Department continues to track professional service contracts and is developing a procurement policy to define the roles of staff and processes to standardize the procurement of goods and services including professional services.
8. Standardize the procurement of commoditized goods and services by June 30, 2015		The Purchasing Department continues to implement new processes to allow us to achieve our goal of having all term contracts current and the ability to process new purchases in a timely manner. During the previous year Purchasing has reduced the number of lapsed contracts from 50% to 15% and has established 25 new term contracts to streamline the procurement of commoditized goods and services. The forthcoming implementation of a new e-procurement solution will further the standardization. The development of a procurement policy that governs the delegation of authority and roles of staff and process that encourage the efficient, effective, and fair public procurement is also currently underway.
9. Implement an e-procurement solution that integrates with the City's Financial Management and Inventory Control systems by June 30, 2015		The City is currently in the process of implementing a new Financial Management System which includes a new e-procurement solution that will be fully integrated. Current target date for implementation is January 4, 2016.

ECO 4.3: Adopt sustainable purchasing practices

TARGET	PROGRESS 2010-2015	
1. Increase the purchase of sustainable goods and services by 30% by June 30, 2015		Sustainable product and service options continue to be included in solicitations including items such as energy efficient lighting, alternative fuel vehicles, recycled content paper, and green and recycled content janitorial supplies and cleaning products. Departments are encouraged to utilize sustainable goods when economically feasible, however tracking the usage is difficult as there currently are no procedures in place for departments to centrally report on utilization Purchasing. We will continue to look for ways to track this target using the new FMS system.
2. Assure 100% of contractors are compliant with local tax and reporting responsibilities annually.		The Purchasing Department continues to work with Treasurers and Income Tax to ensure that contractors are in compliance with the City's tax filing requirements.

ECO 5.1: Improve the efficiency and effectiveness of City operations

TARGET	PROGRESS 2010-2015	
1. Increase the effectiveness of customer response by June 30, 2015		The 311 Team Agents have improved and increased both the quality and response time to citizen inquiries.
2. Reduce the amount of paper used (e.g. transition to paperless transactions, electronic storage, etc.) by 50% by June 30, 2015		Paper usage continues to stay consistent from year to year even with continued implementation of electronic processes and electronic storage. Since we have only experienced slight fluctuations in paper usage, this target has not been met. We are hopeful that the new FMS system, which will include integration with On-Base (an electronic data storage system) will allow for increased use of electronic storage City-wide.
3. Improve accounting accuracy of automated fuel dispensing systems by June 30, 2015		A new fuel management system has been installed with accounting controls and utilization tracking measures. This target is complete.
4. At least 75% of all employee job reclassification reviews will be completed within 6 months annually		Staff have moved towards the 75% of all job classifications reviews to be done within the 6 month time period however, the level of achievement on this as of end of the fiscal year is around 65% which meet that target.
5. Decrease the time from job posting to approval for hiring by at least 50% by June 30, 2015		With the implementation of Neo Gov Part II. We were on our way to provide an efficient online job posting process. Waivers are still held to review with City Manager once every three weeks. Positions are immediately posted upon approval by City Manager.
6. Increase the availability and number of customer self-service modules by 25%, by June 30, 2015 (e.g. permits, income tax, webprocure, etc.)		This is a continuous improvement effort – progress has been made with inspections.grcity.us through Citizen Access. Development and adoption continues, though slower than anticipated. Public Services improvements have been implemented for refuse payment and account lookup.
7. Increase inspector time in the field by at least 10% by June 30, 2015		Available inspector time for field inspections has increased by 10% since FY12.




ECO 5.1: Improve the efficiency and effectiveness of City operations (continued)

TARGET		PROGRESS 2010-2015
8. Decrease the time required to process permit applications by an additional 2% over FY12 results by June 30, 2015		Online permitting increased 72% from FY12 to FY15 and requires a fraction of the staff time needed to process paper applications.
9. Increase the efficiency and effectiveness of the location and layout of the Public Service Department's customer service area by June 30, 2011		This target was completed in FY2011. Customer service operations from the former Parks/Rec area were merged together with the former Streets/Sanitation to form the Public Services Department Customer Service during August 2010. This has proved to increase effectiveness and efficiencies in serving our customers in one location.
10. Increase the use of e-commerce by City customers by 50% by June 30, 2015		This is a continuous improvement effort – progress is underway with the creation of payment shopping carts citywide. Citizen engagement is a vital element that plays towards the success of this target.
11. Achieve 100% compliance with all applicable federal, state, and local requirements annually		The City continuously met all federal, state, and local requirements while providing excellent service to its customers.
12. At least 95% of positions requested through Civil Service System will be filled within 90 days by June 30, 2015		Progress has been made to fill most jobs in a more timely period and it is down from the prior 2 years.
13. Process at least 95% of employment waivers and employment applications for entrance, promotional and contractual transfers within 30 days by June 30, 2015		Processing of employment waivers and employment applications for entrance, promotional and contractual transfers is completed within 30 days of receipt.

ECO 5.1: Improve the efficiency and effectiveness of City operations (continued)

TARGET	PROGRESS 2010-2015	
14. Train 100% of City departments to use NEOGOV electronic requisition system by June 30, 2015		Currently 75% of departments actively use NEO- GOV for subject matter expert reviews and applicant referrals. In this fiscal year we are getting departments to utilize position requisitioning functions.
15. Achieve 100% IT network security by June 30, 2015		This is complete – though 100% security is impractical. Security audits were performed and continuous security measures applied.
16. Network storage/ archive capabilities increased by at least 400% by June 30, 2013.		This target was completed with continued improvements, and thresholds have been established for additional storage.
17. Increase to 100% the accuracy of processing and securing evidence and property for court purposes by June 30, 2015		The Department has committed to an audit of the Property Management Unit (PMU) on an annual basis. A new module was added to the new software system installed in 2012. In addition, an interface has been created between the new PMU software and our records management software that will increase accuracy and decrease duplication, saving officers time.
18. Achieve at least 82% of contracted IT staff utilization by June 30, 2012		IT staffing utilization is continuously tracked. Currently, there is 85% utilization.
19. Increase the uniformity and equity of real property and personal property assessments by June 30, 2015		In the 1st year of the Sustainability Plan the initial planning stages for this target were implemented. By the 2nd year, studies and site inspections were conducted at satisfactory rates. By the 5th year, a sustainable real property annual review program is firmly in place. ECF studies are performed annually to monitor uniformity of real property assessments. Personal property audits and canvasses are performed annually to insure reporting accuracy and reporting compliance.
20. Achieve 100% compliance with all deadlines set by courts and administrative tribunals annually		The City has consistently achieved 100% compliance with all deadlines set by courts and administrative tribunals.

ECO 5.1: Improve the efficiency and effectiveness of City operations (continued)

TARGET		PROGRESS 2010-2015
21. Increase business licensing compliance to 100% by June 30, 2015.		As of January 2013, the Clerk's Office has been working with BS&A to utilize the .Net Business Licensing software application for the Equalizer System, which is an update to the Equalizer – Business Licensing Module. The new software allows for customers to easily apply for a license online as well as make payments. Staff makes continual efforts to bring businesses into alignment with the statutory requirements.
22. Meet the negotiated timeline between the City and developers 90% of the time, following the completion of the permit application processing, by June 30, 2013.		Significant application form and system modifications have been implemented to begin gathering and tracking project milestones, requesting updates, and reporting them out to interested stakeholders, including City staff. It should be noted that project timelines are not "negotiated" between the City and developers; the developer controls the timeline and the City provides services (i.e., inspections) as requested.
23. Reduce the cost of inventory by 25% through transformation of stockroom operations by June 30, 2015.		The inventory currently tracked in the Water and Traffic Safety Department shows a baseline value in FY2010 of \$3,805,096. The value as of August 2015 is at \$2,773,406, a 27.1% reduction from baseline.



ECO 5.2: Improve customer satisfaction with City service delivery

TARGET	PROGRESS 2010-2015
1. Increase the number of LUDS and building reviews that meet the 5-day median review by at least 2% by June 30, 2015.	 <p>Review staffing was not adequate to meet workload in FY15 and 30% of reviews were completed on time compared with 26% on time in FY14 and 50% on time in FY12. Review staffing was added in the second half of FY15 and we anticipate substantial improvement in FY16.</p>
2. Increase first time accuracy of information needed for Planning Commission & Board of Zoning Appeal decisions an additional 2% over FY 12 results by June 30, 2015.	 <p>As measured by the number of applications tabled (5 out of 130), first time accuracy was maintained at a very high level in FY15 as compared to FY12. At this sample size, a 2% improvement is not possible; the minimum possible improvement is 20% (1 of the 5 tabled applications).</p>
3. Respond to 100% of citizen pothole service requests within 1 business day by June 30, 2015.	 <p>Continued Vital Streets work will help reduce service requests. Response time continues to be at 95% of service requests being met within one business day.</p>
4. Respond to 100% of citizen street maintenance service requests (excluding potholes, Capital Improvement Projects, and rehabilitation of infrastructure) within 72 hours by June 30, 2015.	 <p>The City continues to improve in response time to service requests with less turnaround time. The 311 benchmark is still within 24-48 hours response.</p>
5. Respond to 100% of traffic signal malfunctions within 2 hours by June 30, 2015.	 <p>City Works has been reconfigured to improve signal outage tracking. This target has been achieved and signal outages are being repaired within two hours.</p>
6. Complete 100% of accounting, collections, and disbursements within 3 business days of receipt by June 30, 2015.	 <p>Considering the decentralized nature of the city's receipting process, the city's success rate of over 99% is a very strong indicator of departmental success. We consider this target complete.</p>




ECO 5.2: Improve customer satisfaction with City service delivery (continued)

TARGET	PROGRESS 2010-2015	
7. Respond to 100% of street lighting outages within 72 hours of being reported by June 30, 2015.		This target is considered complete, as it has been achieved consistently, with the only exceptions being due to material shortages and unforeseen equipment malfunctions. These issues have been addressed and stockroom and equipment practices are being improved to prevent future instances.
8. Ensure that all information regarding road closures is available to citizens by June 30, 2012		This target was met in FY14 when a road closure tool was developed (click here to view current road closures throughout Grand Rapids). The tool was developed using geographic information systems (GIS) to provide citizens with an interactive, immediate way to view road closings. The tool is frequently linked to City press releases regarding road closures and mentioned on the City's twitter account to relay road closure information to citizens.
9. Ensure that 100% of all requests for customer service are responded to according to the departmental service agreements by June 30, 2015		With the implementation of 311, all requests are tracked and recorded to ensure responses are made in alignment with departmental service agreements and performance metrics. All requests are being responded to accordingly.
10. Increase communications regarding type of City services available and how to access services for non-English speaking residents by June 30, 2015		311 agents are utilizing the "Language Line" for all communications with non English speaking residents.
11. Increase diverse programming and additional language programming by 25% on the Government Access Channel by June 30, 2015		During the 1st year of the Sustainability Plan baselines for this target were identified. In the 2nd year Spanish language and closed caption programming was added. In the 3rd and 4th years of the plan, the Government Access Cable Channel had 4-5 hours of Spanish programming 7 days a week. Currently the channel is programmed 160 hours per week with live and recorded television programming. 45 of those hours per week, 28%, are diverse and additional language programming.
12. Ensure that at least 95% of requests for Encroachment and Temporary Occupancy Permits are processed within 5 days by June 30, 2015.		Summary: FY12 : 86%, FY13 : 88%, FY14 : 95%, FY15 : 91% This progress has seen continuous improvement throughout the last 5 years of Sustainability Plan . FY15 saw a drop due to a learning curve for a new employee, but still surpassed baseline percentages.



ECO 5.2: Improve customer satisfaction with City service delivery (continued)

TARGET		PROGRESS 2010-2015
13. Reduce the number of complaints received by June 30, 2015		<p>The City is committed to improving customer service and satisfaction. In the last few years of the Sustainability Plan multiple initiatives have been implemented:</p> <ul style="list-style-type: none"> • 311 Customer Service system— The system serves as a single point of contact for the City of Grand Rapids for all non-emergency requests & information. • Engaged neighborhood associations in providing code compliance and helping provide preventative services. • Launched a customer service application to enhance engagement with citizens in identifying areas of concern. • Established a Customer First Response Team (CFR) to serve as a single point of contact for Neighborhood Associations and Commissioners to take a holistic problem solving approach. • Launched SurveyGR, an online tool that provides residents with a single point of contact to share comments, concerns and suggestions.
14. Provide 100% of re-requested Police records within the legally required timeframe by June 30, 2015.		Increased staffing and stability in the Records Unit have allowed police record requests to be completed within the FOIA time frame 100% of the time.
15. Repair emergency watermain breaks and restore service within 5 hours at least 90% of the time by June 30, 2015.		<p>Summary: FY11: 81%, FY12: 90.3%, FY13: 87%, FY14: 90%</p> <p>In FY2014, the Grand Rapids Water System began collection of watermain breaks and water on/off occurrences data in a new SharePoint database. The new database records when water is turned off and turned on for all watermain breaks. In FY2015, a total of 130 watermain breaks occurred. The average duration of these watermain breaks were 4 hours and 42 minutes per break. However, only 68% of the watermain breaks were resolved with water back on in the 5 hours or less. It is indicative to note that the work load has increased according to City Works data. To accommodate this increase, field operations has assigned less employees per work order. In FY2014, 2.5 employees were assigned to work order. This has decreased to 1.6 in FY2015, which resulted in some longer outage times FY2015. Additionally, water main break cost for equipment, labor and materials has decreased by 15% in comparison to FY2014. The Water System is actively lowering cost while still providing good service.</p>
16.1 100% income tax refund checks processed within 45 days of receipt by June 30, 2015.		Taxpayers filed 68,780 income tax returns requesting a refund and 185 or 0.27% of EFT refund s were issued after June 30, 2015 .
16.2 100% electronic funds transfer (EFT) income tax refunds processed within 30 days of receipt by June 30, 2015.		Taxpayers filed 68,780 income tax returns requesting a refund and 185 or 0.27% of EFT refund s were issued after June 30, 2015
17. Achieve 100% accuracy on accounting, collections and disbursements entries by June 30, 2015.		The department strives for 100% accuracy, but errors do occur from time to time. The department consistently maintains accuracy levels at or above 99.9%. This target is considered complete.

ECO 5.3: Maximize the usable life and/or improve the quality of City property

TARGET	PROGRESS 2010-2015	
1. Ensure scheduled facilities and vehicle maintenance work is completed on time 100% of the time annually		All public facility and fleet equipment assets are managed by an asset management program to ensure all scheduled and preventative maintenance is completed as required to comply with industry best practices and manufacturer's recommendations.
2. Make minor and safety sensitive repairs to Parks equipment and facilities within an average of 2 business days by June 30, 2015.		Staff at the Public Services Department have created monthly inspection checklists for each park to assist with identifying problems to be addressed in a timely and proactive manner. As a result, as of FY15, broken playground equipment requests average 1.3 days from initiated to being closed.
3. Ensure 100% of City facilities, capital equipment and infrastructure are maintained by asset management plan by June 30, 2015		All of the City asset classes are either updating current asset management plans or in the early, mid, or late stages of completing their AM plans. A performance table has been created to track the progress of the plans. Four group coaching and educational meetings have been conducted with several one-on-one meetings with each asset manager. Next step is developing a Vision Statement and Asset Management Policy for the City Commission to adopt.



ECO 5.4: Establish and maintain regional partnerships and cooperative relationships

TARGET	PROGRESS 2010-2015	
1. Respond to State and Federal legislative actions within 24 hours annually.		The City of Grand Rapids has responded to State and Federal actions within 24 hours of notice.
2. Increase ability for sharing security measures, new techniques and threat information with other critical infrastructure facilities by June 30, 2015.		Grand Rapids Water System staff continues to actively participate in the West Michigan Water Security Consortium reporting all suspicious incidents through the Department of Homeland Security Agent and providing additional information as requested. Our staff have attended and actively participated in each quarterly meeting in FY15. Water System staff are currently involved in several security projects and initiatives, including security system improvements at the Lake Plant, Oak Industrial, and Coldbrook Facilities, installation of cameras at remote facilities, and a SCADA project which has begun to provide an improved monitoring conditions of the system. Administrative staff are continuously updating the Emergency Response Plan, which is currently going through a substantive upgrade. The Grand Rapids Water System prides itself in providing high quality drinking water and keeping it safe is part of the high standard.

ECO 5.4: Establish and maintain regional partnerships and cooperative relationships (continued)





TARGET	PROGRESS 2010-2015
3. Increase the annual cost savings achieved through strategic partnerships and joint service agreements to \$2 million by June 30, 2015	 <p>The City is committed to establishing and maintaining regional partnerships. A list of strategic partnerships that have been created are listed below:</p> <ul style="list-style-type: none"> • Established the Kent County Dispatch Authority which created an emergency dispatching partnership with the City of Wyoming, providing \$775,000 per year in new revenues and \$1 million per year in savings. • Partnered with the cities of Kentwood and Wyoming to contract with IC-MA Center for Public Safety Management to explore innovative approaches to transforming police & fire services that would generate cost savings. • Partnered with Kent County to enable the County to conduct emergency management planning services for the City. We anticipate savings of \$100,000 per year collectively. • Established a service agreement with the City of Wyoming to provide water laboratory services. The collaborative efforts will produce savings of \$1,106,256 over five years (FY2013-17). • Partnered with the Michigan Municipal Services Authority (MMSA) resulting in the award of a \$3.6 million Michigan Department of Treasury – Competitive Grant Assistance Program (CGAP) grant, to assist in development of a cloud-based financial management system based on best business processes that will serve the City and will be available to all Michigan municipalities, including our development partner, Kent County. A subsequent grant of \$5 million was awarded for the project on April 1, 2014. • Acted as the fiduciary for a \$550,000 Economic Vitality Incentive Program (EVIP) Grant to cover the cost associated with establishing a drop box service with JP Morgan Chase in conjunction with the cities of Flint and Lansing. This is saving Grand Rapids approximately \$150,000 per year over the next eight to ten years for a total savings of \$1.8 million.
4. Increase the membership of the Community Sustainability Partnership by an additional 5% over FY12 results by June 30, 2015.	 <p>Since FY12, membership of the CSP has increased by over 17%. New members in FY15 include JDRF, Sembrando Flores, Boxzilla, Principia Media, Michigan Great Lakes West Chapter, Leed Solutions and Tripp's</p>
5. Increase opportunities for regional code enforcement by 50% by June 30, 2013	 <p>On June 19, 2012, the City Commission adopted the 2012 edition of the International Property Maintenance Code (IPMC) as the basis of its new Property Maintenance Code. This code replaced the City's Housing Code and became effective on July 1, 2012. Grand Rapids' code and review information was provided to the cities of Kentwood and Wyoming. It is anticipated that these communities will consider adoption which will serve to increase opportunities for regional code enforcement through standardization.</p>

ECO 6.1: Ensure downtown G.R. remains a lively, diverse & healthy regional center



TARGET		PROGRESS 2010-2015
1. Increase the diversity of business types in the downtown area by June 30, 2015		New businesses continue to open and commercial vacancy continues to decrease. Turnover still occurs, especially in less visible storefronts. The GR Forward draft plan discusses expanding job opportunities in order to ensure the continued vitality of the local economy, and specifies strategies to promote inclusion and equal participation in the local economy.
2. Increase awareness of the availability of accessible, safe, affordable parking options in the downtown area by June 30, 2015		<p>Information regarding parking downtown is posted on the City's Parking System web page. Included is information on easy, inexpensive, and free parking options.</p> <p>Additional information and suggestions are posted on parking during ArtPrize, student parking and links to transit, scooter, and event parking are provided. Information about our Jitney Service is also available. Security and dispatch are staffed 24 x 7.</p> <p>Click here to enter the Parking Services website.</p>



ECO 6.2: Increase the vitality of neighborhood business districts

TARGET		PROGRESS 2010-2015
1. Increase the diversity of business types in neighborhood business districts by June 30, 2015		The City's partner, Neighborhood Ventures, reports 99 new neighborhood businesses since the beginning of FY11 through FY15, including a reported 28 new businesses in the neighborhood business districts in FY2015.
2. Support increased neighborhood vehicle, transit and bicycle parking options by June 30, 2015		<p>Vehicle & Transit Parking: The City supports the DASH North bus in conjunction with the DDA and North Monroe TIF. The City continues to operate the DASH West, South, and to the Hill buses for persons who park on the outskirts of the downtown area and utilize transit for the final piece of their commute. The Parking System has encouraged DASH ridership during ArtPrize by offering extra operating hours. This bus brings riders to easily accessible and available parking areas and into downtown. The Parking System has also provided hooded meters for Silver Line bus users at Division and Wealthy.</p> <p>Bicycle & Scooter Parking: All City Parking ramps have installed bike parking options, and 2 ramps provide scooter parking as well. Three parking ramps have bike lockers for rent as well. The City manages bike lockers throughout the system, including new bike lockers in Parking Area 9 that were installed last year.</p>
3. Increase the number of neighborhood Micro-Local Business Enterprises (Micro-LBE's) opening or expanding after receiving technical assistance by 50 by June 30, 2015		Start-up business that received technical assistance are not eligible to become Micro-LBEs for two years, posing trouble for this target. In addition, Micro-LBEs are not tracked by neighborhoods. As of June 30, 2014 the number of Micro-LBEs was 71, a net addition of 31 since 2009.
4. Increase percentage of business fire save rates by 25% within the City and each Neighborhood Association area by June 30, 2015.		The commercial fire save rate continues to trend positively due to early notification of alarms and preventative efforts. FY15 saw a property save rate of 96.53%, protecting over \$65 million in commercial property that were exposed to fires.

ECO 6.3: Capitalize on the Grand River Area for economic development and people-oriented activities

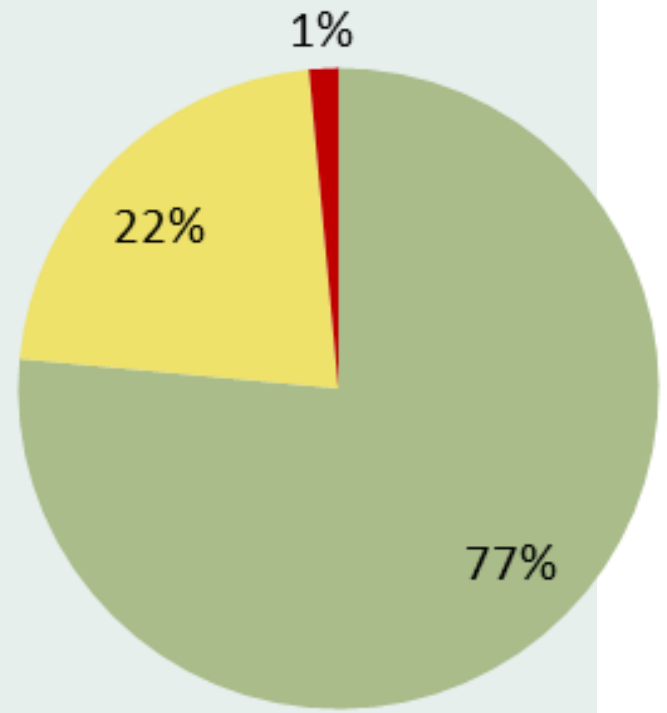
TARGET		PROGRESS 2010-2015
1. Increase the riverfront property available for economic development and people-oriented activities by June 30, 2015		As part of the GRForward process, the river corridor is being evaluated for flood protection, recreation and future land development purposes. The plan process will be completed by the end of calendar year 2015. Increasing the amount of land available for recreation and/or land development purposes is included in the plan's implementation strategies.
2. Increase public access to and activities on the Grand River by June 30, 2015		As part of the GRForward process, the river corridor is being evaluated for public access to the Grand River (wet) and along the river corridor (dry). The plan process will be completed by the end of calendar year 2015. Increased public access and programming opportunities will soon follow as part of the with river revitalization efforts and flood protection improvements. Physical implementation of the projects will begin with FEMA required improvements starting within 18 months.



SOCIAL OUTCOMES

Promoting the social equity of all residents

FY2015 Social Target Progress






FY2015 Social Outcomes



SOC 1.1: Increase housing choices for all residents and decrease homelessness

TARGET	PROGRESS 2010-2015
1. Increase access to permanent housing by 500 households annually	 <p>In FY2015, 1,382 households completed an Intake Assessment as the first step to creating a plan to resolve homelessness. Of those completing the assessment, 1,216 increased their knowledge about actions they can take to begin to address their housing crisis.</p>
2. Decrease the number of residents experiencing housing related legal matters by 5% annually.	 <p>This has varied throughout the last 5 years, with a great increase in FY12. FY11: 205 persons FY12: 446 persons, FY13: 138 persons, FY14: 169 persons and in FY 2015, 185 persons resolved their housing-related legal matter with regard to a housing crisis, improvement of housing quality, increased knowledge of the legal system, and/or removal of barriers to obtain or retain housing.</p>
3. Increase the number of people by an additional 100 over FY12 results who resolve their housing crisis and remain housed for at least six months by June 30, 2015	 <p>Due to limited availability of CDBG Public Service funds and continued decline in demand for foreclosure assistance, funding for Home Repair Services' Foreclosure Intervention Program was discontinued in FY 2014. Prior to the discontinuation of the program, over 1158 people successfully resolved their foreclosure crisis between FY12-FY15.</p>
4. Increase the number of affordable housing units by 200 by June 30, 2015	 <p>As of June 30, 2015, 165 homes have been developed and sold to income-eligible homebuyers. Additional units are underway and planned to complete this 200 housing unit goal.</p>
5. Increase the number of rehabilitated and/or repaired housing units by at least 1,800 by June 30, 2015	 <p>As of June 30, 2015, 2,875 owner-occupied homes have been rehabilitated to maintain safety, livability, and affordability.</p>

SOC 1.1: Increase housing choices for all residents and decrease homelessness (continued)

TARGET		PROGRESS 2010-2015
6. Increase the number of mixed income housing developments by 5% by June 30, 2015		In FY 2015, construction was completed on a 48-unit mixed-income development project located at 240 Ionia Avenue, SW. This brings the total to 87 unit mixed-income development projects within the last 5 years.
7. Increase affordability of housing for an additional 100 households over FY12 results by June 30, 2015.		In 2015, 43 households received financial assistance to avert homelessness. Fewer households were assisted in FY 2015 when compared to earlier Plan years as program priority shifted from a one-time arrearage model to a short-term rental assistance rapid re-housing model to target resources to those most in need. Still, a total of 2347 households received financial assistance during the last 5 years to avert homelessness.
8. Reduce the number of shelter beds in proportion to the increase in available and affordable permanent housing units by June 30, 2015		During the first year of this Plan, 54 shelter beds were taken off-line. A focus on quickly rehousing persons experiencing a housing crisis was therein implemented.



SOC 1.2: Ensure compliance with City ordinances & building, housing & nuisance codes




TARGET	PROGRESS 2010-2015	
1. At least 50% of nuisance complaints referred to Community-Based Code Enforcement Program on an annual basis will be resolved by a neighborhood association.		In FY15, 55% of nuisance yard complaints referred to Neighborhood Association partners were closed as compliant, a 2% increase since FY14.
2. At least 90% of multi-family rental dwellings will be certified to meet housing code standards by June 30, 2015.		As of June 30, 2015, 91% of multi-family rental dwellings were certified to meet housing code standards.
2.1 At least 60% of two-family rental dwellings will be certified to meet housing code standards by June 30, 2015.		As of June 30, 2015, 72% of two-family rental dwellings were certified to meet housing code standards.
2.2 At least 60% of single-family rental dwellings will be certified to meet housing code standards by June 30, 2015.		As of June 30, 2015, 50% of single-family rental dwellings were certified to meet housing code standards, a 21.6% increase since FY14.
3. At least 90% of trash and yard complaints will be closed, abated or in enforcement within 30 days by June 30, 2015.		In FY 2015, 99% of nuisance yard cases were closed, abated or in enforcement within 30 days of the initial complaint. This target has met its goal for the last 3 years.
4. At least 75% of housing code violation complaints will be closed, abated or in enforcement within 60 days by June 30, 2015.		In FY 2015, 83% of housing code violation complaints were closed, abated or in enforcement within 60 days of the initial complaint.
5. At least 98% of unsecured vacant building complaints will be closed, abated or in enforcement within 30 days by June 30, 2015.		In FY 2015, 99% of unsecured property complaints were closed, abated or in enforcement within 30 days of the initial complaint.

SOC 1.2: Ensure compliance with City ordinances & building, housing & nuisance codes (continued)

TARGET		PROGRESS 2010-2015
6. Increase initial Fire Code inspection compliance to 80% by June 30, 2015		GRFD has continued to address initial fire code compliance through educational and informational handouts. GRFD experienced an initial compliance rate of 44% during FY15. This is a reduction from the previous two years which is due to the increasing number of inspections in commercial occupancies that had not experienced a recent periodic fire code inspection
7. Increase the number of residential sprinkler and fire alarm systems City wide by 10% by June 30, 2015		GRFD advocates for sprinkler and fire alarm protection for all residential occupancies, regardless of type. Current building codes require sprinklers and fire alarms in all but one- and two-family dwellings. During FY15, more than 630 dwelling units with sprinkler and fire alarm protection were added in the city. In addition to these efforts, the Residential Safety Program, which focuses specifically on owner occupied one and two family dwellings, has reached 4,195 homes and installed 25,792 smoke alarms.
8. 100% of sidewalk snow removal complaints will be abated within 72 hours of the non-compliance notice expiration annually.		All City sidewalks are to be cleared of snow and ice to provide for safe pedestrian travel. When property owners fail to clear sidewalks and complaints are received, the Sidewalk Division inspects the property and notifies the owners if non-compliant. When owner does not clear by notice expiration, City arranges for clearing within the 72 hour time period The status of this target throughout the last 5 years of Sustainability Plan proved to adjust due to snowfall volumes of a given year. For most years, the target was met. In FY15 however, the Sidewalk Division processed 2,754 snow complaints, on average 64% of them were brought into compliance within 72 hours. Due to large volumes of complaints and heavy snow events 100% compliance was unobtainable.
9. At least 85% of inoperable vehicle on private property complains will be closed, abated or in enforcement within 30 days by June 30, 2015.		In FY 2015, 93% of inoperable vehicle on private property complaints were closed, abated or in enforcement within 30 days of the initial complaint.
10. 100% of businesses licensed by the City will have current licenses annually.		Annually and systemically, businesses are provided advanced notice indicating the expiration date of their current license and type. The Business Licensing Division processes allow for certain business licenses to renew by mail, whereas other business licenses must be obtained in person. With the enhanced reporting capabilities provided through the .Net Business Licensing software, real time data can be used to identify businesses without a current license. The Clerk's Office subsequently uses best practices to bring businesses into compliance that are operating without a license. Through proper enforcement procedures, the number of unlicensed businesses and the length of time businesses remain out of compliance has been reduced.

DURING THE LAST 5 YEARS OF SUSTAINABILITY PLAN IMPLEMENTATION 25,792 SMOKE ALARMS WERE INSTALLED BY THE GRAND RAPIDS FIRE DEPARTMENT

SOC 1.2: Ensure compliance with City ordinances & building, housing & nuisance codes (continued)



TARGET	PROGRESS 2010-2015
11. Increase the City's overall Fire Code inspection completion rate to 60% by June 30, 2015 	<p>The Fire Code inspection rate for FY15 indicated a 9% increase in inspected buildings within the City. This brings the overall citywide inspection completion rate to 46% of commercial occupancies since FY11.</p>
12. Increase the number of residential sprinklers and fire alarms within government subsidized housing by 50% by June 30, 2015 	<p>Subsidized housing in Grand Rapids increased by 14 units during FY15 in the Creston Plaza area, none of which required sprinkler protection and all of which have hard-wired smoke alarm systems installed. The rest of the project will be completed by Dec. 2015 and will include a number of sprinklered buildings. Additionally, funding for the renovation of Adams Park apartments is in the works, and those units will be fully sprinklered with a building fire alarm system as well.</p>
13. Seek ordinance conformance among UMMM partners to accelerate collaboration and consolidation and to adapt to a more mobile society by June 30, 2013 	<p>Teams were formed in early 2012 to review existing ordinances and procedures and develop alternatives for Business Licensing, EMS (Emergency Medical Services), and IPMC (International Property Maintenance Code). A uniform IPMC was adopted with an effective date of July 1, 2012. Work continues on development of the Advanced Live Support (ALS) licensing framework with a consortium of Urban Metro Mayors and Managers communities, GVMC, KCEMS and others. The Grand Rapids City Commission and other participating communities adopted resolutions stating that they would participate in the development of the licensing framework. The Joint Business Licensing Team issued a Report that the Grand Rapids Business Registration Team is using as background.</p>



SOC 1.3: Ensure diversity, inclusion and nondiscrimination

TARGET	PROGRESS 2010-2015	
1. Decrease the number of fair housing tests that reveal evidence of differential treatment by June 30, 2015.		In FY 2015, 20 tests revealed evidence of discrimination and were resolved in accordance with established criteria. While this reflects an increase from FY 2014 when there were 12 tests revealing evidence of discrimination, it is less than the 28 tests in FY 2012. The FHCWM continues to educate the community on fair housing standards.
2. Increase the diversity (age, gender, race, ethnicity, socio-economic, etc.) on City boards and commissions by June 30, 2015		There has been a significant amount of progress made to educate, inform, recruit, and retain individuals from various ages, races, and genders to serve on the Citizens Boards and Commissions. A presentation was made to the City Commission in August 2015 to discuss the successes and failures of member composition for the current boards and commissions. Recommendations to improve the representation of minority and gender groups were also presented to the body, which were well received and supported. The Clerk's Office is committed to support the process through improved facilitation and recruitment processes.
3. Increase opportunities for employees to participate in educational activities regarding diversity and inclusion by June 30, 2015		Monthly, the Diversity and Inclusion Office published a listing or calendar of community diversity events – many of them free - for employees to participate in.
4. Increase the engagement of citizens in the City's diversity initiatives by 25% by June 30, 2015		In 2015, the Diversity & Inclusion office and the Community Relations Commission increased their social media presence by incorporating twitter into their presence – thus increasing engagement. Additionally, the CRC held a number of events including the Rosa Parks Essay Contest, recent Welcoming Cities event which invited members to participate in various manners, and planned police Community Relations activities.
5. Increase exposure of diverse populations to the services offered by the City by 25%, by June 30, 2015		This is a continuing and ongoing target. The Diversity and Inclusion Office promotes City services and activities at all their activities including, but not limited to: Linc Job Fairs, the Urban Core Collective Board Connect, the Urban League, the Hispanic Chamber Expo, GRCC Diversity Lecture Series, the West Michigan Leadership Coalition, ALPACT, NAACP meetings and activities and the Michigan Builders Exchange. Additionally, the CRC has a very active social media presence including Facebook and twitter.
6. Increase the number of ADA curb ramps annually.		The City Engineer's Office constructed a total of 1496 ADA compliant ramps during the last 5 years of Sustainability Plan implementation. FY11: 162 FY12:278 FY13:550 FY14:185 FY15:321

SOC 2.1 Increase Education Attainment

TARGET	PROGRESS 2010-2015	
1. Increase opportunities for 100 high school students to learn about the educational requirements for working in municipal government annually		Goal exceeded. The City provided educational tours and opportunities for over 2,406 youth to learn about municipal careers including environmental services (1184); GRPD (1000); Executive (60); OCC (162);
2. At least 80% of all after school and playground participants 8 years and older, who attend three or more days a week, will demonstrate gains in at least five of the nine identified performance indicators annually		Target removed in FY14. This target was being sufficiently met until the City determined it would no longer be a provider for afterschool programming, beginning July 2013. The Recreation Reaps Rewards program is no longer run through the city, thus progress cannot be reported.
3. Increase the number of city youth involved with after school and job readiness programs by 5% annually		Grand Rapids has one afterschool program site for every 294 children and for the greater Grand Rapids area one in every 694. Funding does not cover need in the city. Several afterschool sites were defunded in FY13 due to lack of state funds yet multiple schools were restored in FY14. Through the difficulty, the Expanded Learning Opportunities Network has continued to serve over 21,000 youth in our community and the OCC LEAD program has doubled its outreach over the last 2 years. Collectively, these efforts have met this target.







Since 2010, the LEAD Program has provided young people with the training and experience they need to kick-start their careers.

Training covers civic engagement, leadership and employability skills through resume, cover letter and interview workshops, business tours, an acting workshop, college visits, and much more.

Apply at grchildren.us

SOC 2.2: Increase volunteerism


TARGET	PROGRESS 2010-2015	
1. Increase the number of employees providing mentoring/coaching at the two youth centers and Camp O'Malley by June 30, 2015		In June 2015, the Police Department made a decision to permanently assign a police officer to the Paul I. Phillips Youth Center, increasing the number of officers assigned to the Boys & Girls Clubs to three. The Department continues to involve Community Officers in activities and assigns one officer to each week the Camp O'Malley summer programs.
2. Increase the number of students mentored by City employees by 5% annually.		Goal met. FY15 41 students were mentored by city employees through LEAD and Schools of Hope programs. In FY14 19 students were mentored and in FY13 69 students were mentored. Overall, this goal has been met.
3. Increase the volunteer opportunities for residents and businesses to assist with providing services (park services, code enforcement, etc.) 5% over FY2012 by June 30, 2015.		The City is committed to providing opportunities for the community to volunteer. MyGRCity Points continues to be effective in encouraging residents to volunteer and recycle. As part of Phase II of MyGRCity Points, the City established a partnership with United Way. This partnership is designed to provide new opportunities for residents and businesses to volunteer as part of the incentive program. A Community Engagement function has also been created within the Planning Department to engage residents and businesses during the design and implementation of new initiatives. The City additionally continues to work with nonprofits to mobilize beneficial projects for volunteers.






The Sparrows
1035 Wealthy St SE
September 10, 2015
9:00am – 10:30am

JOIN YOUR NEIGHBORS AND POLICE OFFICERS FOR COFFEE AND CONVERSATION!
No agenda or speeches, just a chance to ask questions, voice concerns, and get to know the officers in your neighborhood!

GRAND RAPIDS POLICE DEPARTMENT





SOC 2.3 Increase access to arts and entertainment opportunities


TARGET	PROGRESS 2010-2015
1. Increase the accessibility to City venues and resources for special events, festivals, artists, and film productions by June 30, 2015 	<p>In the past 5 years many advancements have been made:</p> <ul style="list-style-type: none"> • Event reservation requests are now taken earlier to get events scheduled sooner. • A simplified reservation sheet has been created and implemented. • A clearer timeline for submission/approval of applications was implemented. • Increased event funding was made available, helping facilitate new events such as GR JazzFest and Cinco De Mayo. • Heartside Park was added as a special event venue in 2014 • The OSE has been able to push more events to underutilized venues such as Heartside Park and Sixth Street/Canal Park during the FY15 timeframe.
2. Increase the opportunities for art experiences for residents and visitors by June 30, 2015 	<p>The OSE has been actively soliciting groups in an attempt to bring in art-related events to residents and visitors. In the last few years:</p> <ul style="list-style-type: none"> • GR Jazz Festival– new annual event started in 2011. • Expansion of City Lights Music Festival with help from Soul of City. • ArtPrize has significantly expanded boundaries (Ex. in 2015- Site Lab and Paul Collins Diversity Awards). • DGR! has increased performance art (music and other live entertainment) during the FY15 season as well at Rosa Parks Circle.
3. Increase the City's art collection while increasing and maintaining the standard of artistic quality of the collection and with no negative financial impact to the City by June 30, 2015 	<p>The City has increased its art collection vividly throughout the last 5 years through generous donations made by artists ranging from murals, linocut prints, memorial plaques, oil & acrylic paintings.</p> <p>This year we received two pieces courtesy of LaFontsee Galleries, “Sisters” by Dennis O’Mara, and “Two Dories” by Robert Stone. We continue to host the headquarters during Festival of the Arts in our lobby during Festival week-end. And yes, Mayor Heartwell offers his wall space for a rotating art gallery. This year we were proud to display art from students of WMCAT among other local artists.</p>





SOC 3.1: Increase access to & opportunities for civic engagement & community based leadership

TARGET		PROGRESS 2010-2015
1. Increase voter registration and participation by June 30, 2015		The Clerk and staff regularly attend voter registration events, visit high schools and colleges, provide voter registration materials to advocacy groups. and attend other organized functions to promote voter registration. In addition, the Clerk's Office collaborated with the Treasurer's Office to include a leaflet in the annual tax bills encouraging property owners to register to vote or become a member of the Permanent Absent Voter List.
2. Increase availability of information through website, media, social media, etc., regarding access to City services by June 30, 2015		<p>The City is continuing to expand the availability of information while increasing opportunities for residents to engage. Our partnership with GRPS to publish We Are GR has been successful. We have also increased our social media presence through the use of Facebook, YouTube and Twitter.</p> <p>We began live broadcasting the City Commission Meetings in Spanish which can be viewed online or on Cable Channel 26. This new initiative helped the City reach its Sustainability Plan goal to increase diverse programming and additional language programming by 25% ahead of schedule. We also partnered with La Mejor Hispanic radio station to provide weekly updates to the Hispanic Community of the services we provide as well as how the City is transforming. Most recently we began producing a television program in Spanish with Manuel Medina, The Hispanic Center, and Hispanic Chamber to educate the Hispanic community of the different services available by the City of Grand Rapids, Kent County, the State of Michigan, Neighborhood Associations, and other organizations financially supportive by the City of Grand Rapids. Click here to view recorded programs. And to view recorded shows with La Mejor click here.</p>
3. Increase the number of youth engaged in City projects by at least 1,000, by June 30, 2015		5-year goal met. The City embraces middle and high school teens engaged in civic projects. In 2013 the City exceeded this goal, in FY14 OCC engaged youth in various projects including voter registration and neighborhood gardening. Every year the city on average engages over 400 youth per year in city projects with the Mayor's Grand River Clean Up, the city planning processes, the GRPD, and non-profit assistance.
4. Increase the number of residents and businesses engaged in City projects by June 30, 2015		The partnership with United Way which helps implement MYGRCity Points is designed to increase the number of residents and businesses engaged on City projects. The City has also created a Community Engagement function within the organization to ensure residents and businesses are part of the process of new initiatives.
5. Increase the availability of information regarding opportunities for participation on City boards and commissions by June 30, 2015		Efforts have been made to widely distribute information regarding City Boards. Information on Citizens Boards and Commissions is currently available on the Clerk's Office website, City's Facebook page, City's Twitter posts, We Are GR, educational videos, media releases, and QR Palm Cards. Staff will continue to seek opportunities to make information available to the public.



SOC 3.1: Increase access to & opportunities for civic engagement & community based leadership (continued)

TARGET	PROGRESS 2010-2015	
6. Increase information available on City projects and opportunities for citizen input on City projects by 5% over FY2012 by June 30, 2015.		The Engineering Department works with the Community Engagement Division to increase engagement and communication with citizens during project design and construction phases. New and enhanced methods during the last 5 years include additional public meetings and mailers, a new 311 script to identify projects, new activities at meetings to solicit feedback, increasing and reorganizing information available on the road construction website, switching from paper to online surveys, and switching from Outlook to MailChimp for road construction update e-mails.

SOC 4.1 Improve access to local food sources

TARGET	PROGRESS 2010-2015	
1. Increase access for development of community gardens by June 30, 2015		Planning staff met with Levi Gardner from Urban Roots to discuss mobilizing community champions and potential zoning ordinance amendments to facilitate community gardening. There has been limited staff capacity available to work on this issue.
2. Improve access and availability of farmers' markets throughout the city by June 30, 2015		Several farmers' markets appeared during FY15 on church parking lots as a result of a prior zoning ordinance amendment that allows farm sales on institutional properties. The Planning Department is not involved in matching farmers with locations. A community champion is needed to facilitate such activities.

SOC 4.2 Increase and maintain human health and wellness

TARGET	PROGRESS 2010-2015	
1. Decrease the incidence of children with elevated blood lead levels contributed to by lead based paint to less than 40 per year by June 30, 2015.		Preliminary data provided by the Kent County Health Department indicates approximately nine (9) children had elevated blood lead levels during the 2014 calendar year, the most recent period for which data is available.
2. Increase the wellness of City employees and their families by June 30, 2015.		City's Health and Wellness Program (with incentive programs offered throughout the year) is continually maintained and we will continue to work with all stakeholders (City Commission, Top Management and Union Leadership). We implemented a Disease Management Program and implemented coverage of previous care services required by ACH. No true measure of employee health is available however.




SOC 4.3: Increase availability of recreational programs/facilities

TARGET	PROGRESS 2010-2015	
1. Add 5 new facilities, 3 of which will be the size of A gymnasium, where recreation programs can be offered By June 30, 2012.		Target deleted in FY2013.
2. Increase the number of people participating in recreation programming by 10% over FY12 results by June 30, 2013.	➤➤➤	Recreation enrollment has decreased over FY12 results. Fee increases over the past few years due to a requirement to achieve 80-100% cost recovery as well as the elimination of the Parks and Recreation's recreation brochure has contributed to this decline.
3. Increase by at least 20% over FY 2012, the number of children who learn how to swim by June 30, 2015.	➤➤➤	This target has fluctuated throughout the last 5 years. Swim lessons continue to be successful with 450 participants in the summer of 2015. However, swim lesson participant numbers fluctuate year to year. This is due to the City's Recreation Reaps Rewards (RRR) program being dissolved since FY12. However, in the summer of 2012, Amway provided a grant that allowed youth in the RRR program to take swim lessons at the City's pools. This allowed for approximately 630 people to participate in swim lessons compared to 450 people in summer 2015.
4. Increase by 2% over FY12 results the number of open swim visits by June 30, 2015.	➤➤➤	Summer 2015 open swim visits totaled 51,515, an increase of 19,529 open swim attendees, up 38%, from the Summer 2012 season. This increase is due in part to a generous donation from Bob Sullivan that allowed children under the age of 17 to swim free in 2015. In addition, an anonymous donor allowed the pools to be open for a few hours on July 4 which brought in 493 people for open swim.
5. Increase the number of youth participating in Boys and Girls Club/ GRYC by 20% by June 30, 2015	➤➤➤	Boys & Girls Club attendance: FY10 – 39,389, FY11 – 35,294, FY12 – 41,530, FY13 – 56,446, FY14 – 64,525, FY15 – 77,562. A 20% increase over FY14 and an increase of 96.9% since FY10 was seen in youth participation, greatly surpassing the 20% goal. The clubs continue to grow impressively.







Children participated in the World's Largest Swimming Lesson event at Richmond Hills Park pool in 2014. Lifeguards helped kids during the event that strives to bring awareness to the importance of teaching children to swim to help prevent drowning.

SOC 5.1 Reduce the occurrence of crime

TARGET		PROGRESS 2010-2015
1. Reduce the number of Part 1 offenses by 12% by June 30, 2015		<p>Part I Crimes: FY10 – 9984, FY11 – 8796, FY12 – 8389, FY13 – 7982, FY14 – 7368, FY15 – 8073.</p> <p>FY15 saw the first increase in Part 1 offenses (9.6%) in the past five years. Overall, though there was a 19% decrease in Part I crimes since FY10, surpassing the overall goal of a 12% drop by 2015.</p>
2. Reduce the number of Part 2 offenses by 30% by June 30, 2015		<p>Non-Aggravated Assault and Vandalism (combined): FY10 - 5890, FY11 - 5570, FY12 – 5729, FY13 – 5689, FY14 – 5460, FY15 - 6013.</p> <p>Although crimes continued to fall over the last 4 years, 2015 saw a 10% increase based on gathered data. This spike assumes an overall part 2 offense increase of 2% over the past five years. The increase is a result of a surge of vandalism complaints, notably graffiti. There was a push in 2014-15 to encourage reporting of graffiti in an effort to get it cleaned up. Reporting vandalism is available through the City's 311 system and phone app.</p>
3. Reduce the number of hate crimes by 20% by June 30, 2015		<p>The City of GR works closely with the GRPD and the Michigan Alliance Against Hate Crimes to monitor and address issues of hate in our community. Diversity & Inclusion staff worked with the Michigan Alliance Against Hate Crimes (MIAAHC) to bring forward additional Hate Crime and Bias Incident training. This training was held on November 11, 2014 at the Kellogg Center in Lansing Michigan. Additionally, in conjunction with the Grand Rapids Community Relations Commission, the Diversity & Inclusion Office explored additional police and Community Relations activities. FBI Hate Crime statistics indicate that there were 8 reported hate crimes in Grand Rapids in 2009; 7 reported hate crimes in Grand Rapids in 2010; and 6 reported hate crimes in Grand Rapids in 2011 and 6 reported hate crime incidents in 2012, a 25% reduction from 2009.</p>
4. Abate graffiti in the city within 3 business days after GRPD notification of need to abate by June 30, 2015.		<p>This target is being achieved, however, it still requires the property owner to sign a release form. Without the form, the response time would reduce more.</p>

SOC 5.2: Reduce the loss of life and property from fire and emergency medical calls

TARGET		PROGRESS 2010-2015
1. Respond within 6.5 minutes at least 90% of the time to all emergency calls annually.		GRFD continues to make progress towards their distribution goal of reaching the scene of an emergency within 6.5 minutes, 90% of the time. During the last 5 years GRFD met or remained close to the 90% goal, with an average of 85.8%. (FY10: 87.4%, FY11: 86.9%, FY12: 91.2%, FY13: 79.9%, FY14: 83.8%). FY15 saw a compliance rate of 83.77%, with further analysis and changes on the horizon during FY16, as part of the fire department's accreditation process.
2. Respond with sufficient level of fire personnel on scene within 10.5 minutes at least 90% of the time on a confirmed structure fire incident annually.		The GRFD continues to balance a high level of emergency and non-emergency activities, striving to assemble an effective response force of 19 personnel on the scene of a structure fire within 10.5 minutes to perform critical and time sensitive tasks. The average compliance rate for the last 5 years was close to the 90% goal at 85.8%. The FY15 compliance rate was below average at 79.53%. This is expected to increase during FY16 with the hiring of additional firefighters and further deployment changes based on in depth data analysis as part of the department's standards of coverage process.
3. Increase "Save Rate" for the estimated value of a structure and contents of each fire to 97% by June 30, 2015		The Save Rates for 5 years of the Sustainability Plan are as follows: FY11: 73.7%, FY12: 92.8%, FY13: 98.5%, FY14: 97.4% FY15: 97.0% The GRFD was able to achieve a save rate of 97% during FY15, protecting over \$135 million in property and contents at structure fires.
4. Minimize fire-related death through trending analysis		There have been a total of 5 fire related deaths in the last 5 years. Deaths and injuries as a result of fires continue to trend positively within the city, with one fire death occurring during FY15. Increased data analysis and targeted prevention programs have proven beneficial and will continue to be deployed in a focused manner.



In 2015 the Grand Rapids Fire Department was awarded an Assistance to Firefighters Grant from the Federal Emergency Management Agency (FEMA) and the Department of Homeland Security (DHS) in the amount of \$1.3 million for Self-Contained Breathing Apparatus (SCBA). This AFG grant is the largest ever received by the Grand Rapids Fire Department.

SOC 5.3 Ensure capacity for responding to emergencies and disasters

TARGET	PROGRESS 2010-2015
1. Increase the City's wireless internet capacity by June, 30, 2015	 <p>This is a continuous improvement effort – expanding upon request. The City's broadband wireless communication leveraging WiMaz and LTE technologies is engaged. With over 300 units deployed, mobile Office capabilities were completed within the duration of this plan.</p>
2. All City employees involved in the National Incident Management System, as described within the City's adopted Emergency Management Plan will maintain 100% of the training requirements to ensure adequate preparedness by June 30, 2015	 <p>The City of Grand Rapids continues to invest a large amount of time and resources to disaster preparedness, with several training sessions taking place throughout the year. National Incident Management System coursework was delivered at the 100, 200, 300, 700 and 800 levels in FY15, with 15 City of Grand Rapids personnel attending the multi-jurisdictional courses.</p>
3. 100% of Neighborhood and Business Associations will receive annual training on All Hazards Emergency Preparedness and planning by June 30, 2015	 <p>Although over half of the city's neighborhoods received initial emergency management training by FY14, a personnel change in the emergency management office has resulted in the progress slowing on both the initial and continued annual training in FY15. Contact has been made to several neighborhood associations to continue this valuable endeavor. This proactive approach to handling emergencies in the community will better prepare citizens and businesses in Grand Rapids to mitigate emergencies.</p>
4. Regionalize Emergency Preparedness Planning by June 30, 2013	 <p>This target has been completed through the formation of a platform to regionalize emergency management activities. Work continues to further merge emergency operation guidelines (EAG's) for the counties of Kent, Ionia, Muskegon, Ottawa and the City of Grand Rapids.</p>

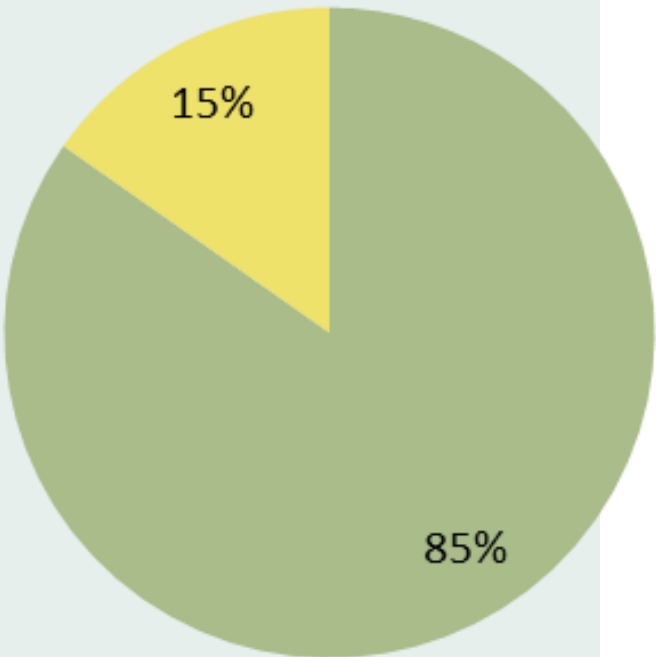
SOC 5.4: Increase crime prevention, neighborhood public safety, & neighborhood-based leadership or involvement

TARGET	PROGRESS 2010-2015	
1. Increase by at least 5% the public safety issues successfully resolved by June 30, 2015		In FY 2015, 3,150 neighborhood and neighborhood business district public safety issues were successfully resolved. This represents a 23% increase compared to FY 2014.
2. Increase by 5% over FY12 results the neighborhood conditions (safety and/or appearance) successfully resolved by June 30, 2015		In FY 2015, 627 significant neighborhood conditions were successfully resolved. This represents a 33% decrease compared to FY 2014 when significantly more housing units received safety improvements as part of a partnership with the Grand Rapids Fire Department that provided smoke detectors.
3. Increase by at least 5% the neighborhood stakeholders involved in resolving neighborhood issues by June 30, 2015		In FY 2015, 6,500 residents/stakeholders were involved in leadership roles assisting with resolution of neighborhood issues. This reflects a 50% decrease compared to FY 2014 when special leadership programming and additional funding collaborations were targeted in the Southtown area.
4. 100% of the Neighborhood and Business Associations will have a fire department advocate attending 50% of the regularly scheduled meetings by June 30, 2015		Aligning with the fire department's FY16-18 Strategic plan, which was constructed during FY15, all neighborhood and business associations are in the process of being contacted to ascertain interest in having a fire department advocate regularly attend meetings to exchange important information regarding the GRFD. Work has already begun in several neighborhoods and business districts.
5. Five Neighborhood Associations will have a 70% completion rate for the GRFD "In Home Fire Safety Inspection" program by June 30, 2015		The GRFD has expanded the program citywide, reaching 4,195 homes, installing over 25,792 smoke alarms and making 8,036 safety improvements while conducting the home safety assessments. The original five neighborhoods identified are still an area of focus, with 90% of the homes being canvassed to advertise the program and almost 2,000 homes participating. This has resulted in a completion ratio of 13.89%.

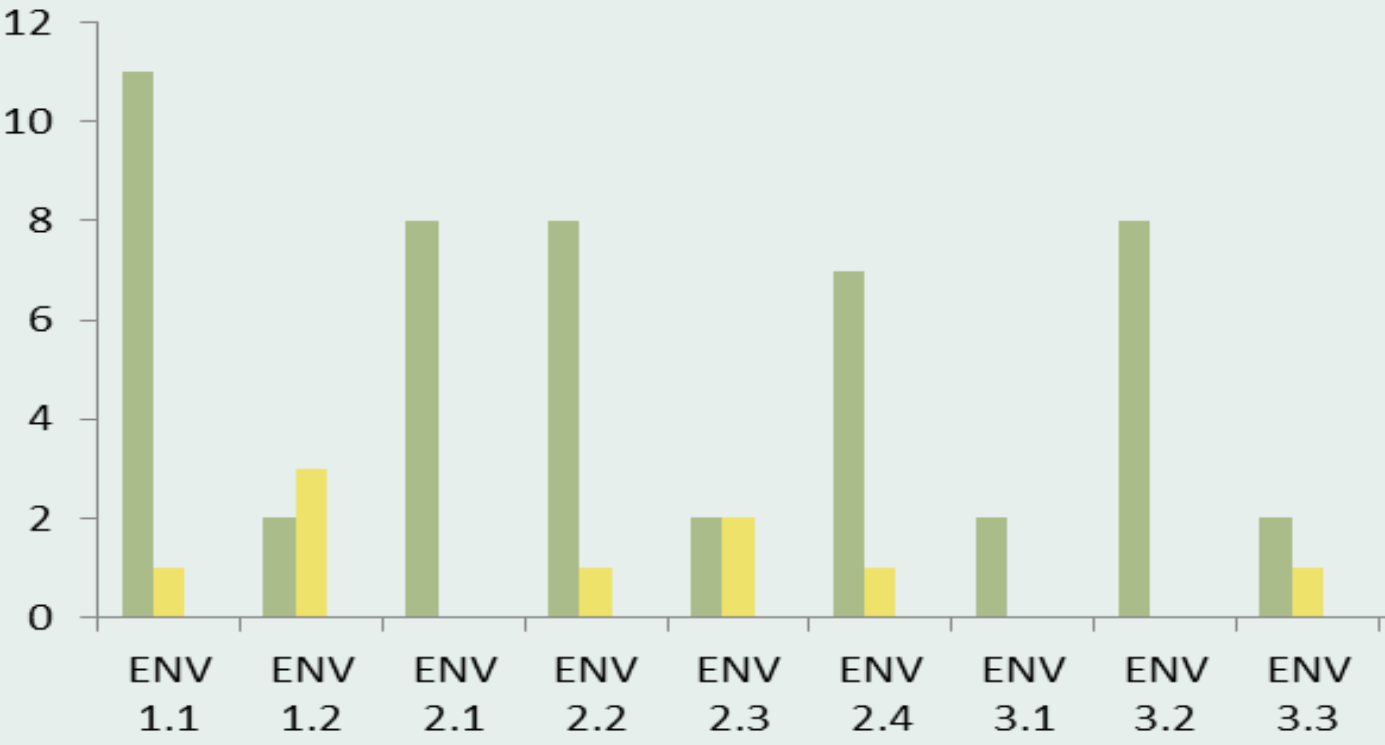
ENVIRONMENTAL OUTCOMES

FY2015 Environmental Target Progress

*Preserving our precious
natural resources*



FY2015 Environmental Outcomes



ENV 1.1: Reduce GHG emissions (carbon footprint) & impact on climate change

TARGET		PROGRESS 2010-2015
1. After meeting the obligations of the US Mayors Climate Protection Agreement for greenhouse gas emissions reductions by June 30, 2013, continue to reduce GHG at annual rate of 1%.		Energy and water conservation efforts taken by the City are estimated to have reduced City GHG emissions by an average of 2.6% annually since 2013.
2. Reduce parking exit time by 10% by June 30, 2015.		<p>Pay in the Lane equipment is maintained and emptied daily. For large events pay on entry is utilized so exit is extremely fast and only constrained by street traffic. For large daytime events, booths are staffed and transactions go quickly. If an unexpected "load out" (group of vehicles all leaving at the same time) occurs, shift supervisors, customer service representatives, and management will go and assist customers at the pay on exit machines.</p> <p>Fiber connections between the readers and system have been installed or upgraded for monthly parking customers. Data flows at the fastest speed allowed by these constraints. For additional information on the target, visit FY14's report.</p>
3. Reduce total direct and indirect CO2 emissions by an additional 2,000 metric tons over FY12 results by June 30, 2015.		<p>GHG emissions have been reduced by over 890 metric tons since FY14 due to efficiency improvements, waste reduction, and renewable energy production.</p> <p>FY15: 890 metric tons FY14: 550 metric tons (reduced energy usage) FY13: ~3,000 metric tons (new solar roofs, increased renewable energy purchase, installed electric vehicle charging stations). Total: 4440 metric tons</p>
4. Increase miles of on-street bike lanes to 70 miles by June 30, 2015		As of June 30, 2015 there were 72.5 miles of on-street bike facilities including first separated bike lanes (cycle track) on Monroe avenue from Guild street to North Park Street. In addition, the City Commission has updated city ordinances to provide clarity in rules of the road for bicycles, including affording cyclists a 5' safe passing zone; the first such rule to be adopted by a Michigan community.
5. Develop an additional 2 miles of new sidewalks over FY12 results by June 30, 2015.		The original target of 4 miles of new sidewalk was completed in FY12. No new sidewalk was constructed during FY13-15 due to lack of funds however the new vital streets sidewalk investment will facilitate reaching the extended goal in the 2016 construction season.
6. Increase the number of non-motorized trails to 12 miles by June 30, 2015.		The City now has 16.5 miles of non-motorized trails. The latest construction occurred on the Seward Avenue Bikeway, which added .5 miles of non-motorized trail to the inventory. This trail was built on former railroad property from Leonard Street to Richmond Street. 1 mile was added on the River Edges Trail from Canal Park to Leonard Street in FY13. 1.3 miles was added from Leonard to Ann street in FY12. The Oxford Street Bridge and trail were added in FY11.

MOBILITY

Grand Rapids has historically developed its transportation infrastructure around cars, as most other modern Midwestern cities, which has led to difficulty in traveling around the city by alternative means of transportation. Over the last 5 years of Sustainability Plan Implementation the City has helped to promote and provide citizens with non-car options including bicycle lanes, public transit, and safe pedestrian walkways. These efforts help a wider range of residents and workers gain greater mobility throughout the city while decreasing our City's reliance on fossil fuels. Enhancing our transportation portfolio as a city helps to reduce pollution, decrease cost of travel, and contributes to a more livable city. Investing in alternative means of transportation, while maintaining the existing automobile infrastructure sustains the ease of mobility for everyone.

IN THE PAST 5 YEARS:

ROAD MAINTENANCE—

Grand Rapids repairs and maintains 600 miles of street each year. In 2005, the city was repairing and repaving 23 miles of roads each year, and as of 2014 the mileage has increased to 39 miles, a 41% increase.



MOBILITY

BECOMING A CYCLING CITY—

Though considered a Bronze Bicycle Friendly Community by League of American Bicyclists, Grand Rapids' current [Bike Score](#) is only 55, which means the city has some work to do to improve our bicycling infrastructure. In the last 5 years, the City has been building up bike infrastructure and the city has made cultural advancements in cycling around! Notably, Grand Rapids has completed its Sustainability Plan target to increase miles of on-street bike lanes to 70 miles by June 30, 2015. Here are some noteworthy Cycling highlights from the last 5 years:

- In 2014, the City added its first protected bike lane to the bicycle infrastructure. The installation took place on a stretch of Monroe Avenue NW.
- Franklin Street, from Division to Grandville, has been successfully dieted from four lanes to three, which now includes bike lanes in both directions.
- A significant rising demand for bicycle infrastructure & expansion of the network for cycling routes has been seen from residents and organizations.
- Hundreds of bike parking spaces, public bike repair stations, as well as lockers to store bikes were installed through City & community partnerships.
- In partnership with DGRI and other community partners, the City has begun an extensive planning process for the development of protected bike lanes, a bike-share system and other initiatives to advance the city's evolving transportation strategy to serve people who bike.






The expansion of the City's street infrastructure, including the bike lane network is backed by the city's income tax; which voters recently extended until 2030. With the extra 10 million dollars in revenue both residents and visitors will not only enjoy new bike lanes, but also improved street infrastructure. Funds are also being allotted to streets that are savable by repair, and redesigning streets to fulfill needs of all residents of the city.



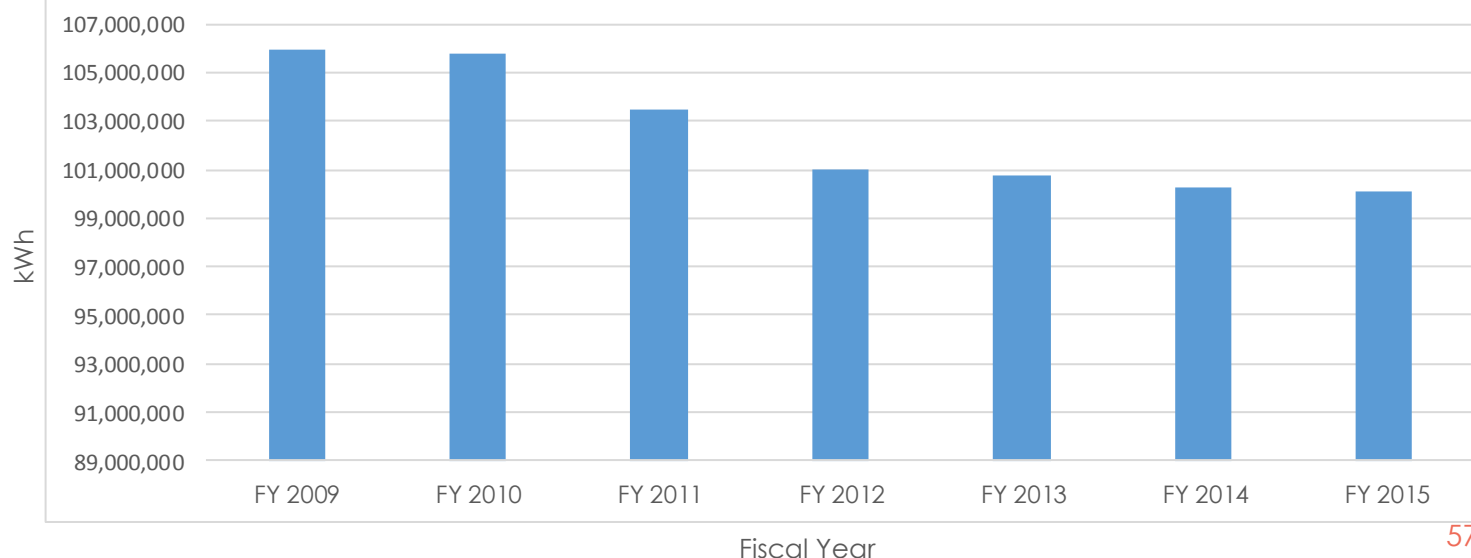
ENV 1.1: Reduce GHG emissions (carbon footprint) & impact on climate change (continued)

TARGET	PROGRESS 2010-2015
7. Add ¼ mile of new sidewalks on major or regional streets annually	 <p>FY11: 3miles, FY12: .18 miles, FY13-15: 0 miles due to lack of funds. This target has fluctuated based on available funding. The City recognized a deficient amount of funds for streets and sidewalks as a main priority during the last 3 years. A new vital streets sidewalk investment plan was created in FY15 that will facilitate reaching this goal in the 2016 construction season.</p>
8. Increase the number of college/university students using the Downtown Area Shuttle (DASH) buses by 10% by June 30, 2015	 <p>GRCC and GVSU students ride the DASH shuttles to the Hill. Enrollment changes impact the number of students using these services. Parking Staff works hand in hand with The Rapid to make sure that the number of buses, routes, and stops meet the needs of our parking population (including students). Ridership data does not differentiate between students and other riders, but since total ridership has significantly increased, it is safe to assume we have met this goal.</p>
9. Decrease the total vehicle miles traveled by City employees by at least 2% by June 30, 2015	 <p>A survey on transportation to and from work was sent out to City employees in FY14 to better track the progress of this target. Using results from a sample of 232 employees the survey concluded that 11.2% of City employees use alternative transportation such as bicycle, bus, car-pool, vanpool or walking to work. Still, the vast majority of City employees drive alone to work. With the deployment of the new Silver Line, increased miles of complete streets and bike lanes, it is expected that City employees have decreased their total vehicle miles traveled to and from work by at least 2%.</p>
10. Increase the number of employees using the City/County ride share program by at least 5% by June 30, 2015	 <p>In FY14 City of Grand Rapids employees were surveyed on their transportation habits to work. Of the sampled 232 employees, 15 vanpool or carpool. There was no baseline to compare data to, but with the establishment of trackable data we will be able to report on improvements in coming years.</p>
11. Increase the mix of alternate fuel vehicles by at least 5% per year to achieve 25% of total inventory by June 30, 2015	 <p>Currently 35% of the City of Grand Rapids fleet utilizes alternative fuels. As an organization we have remained committed to focusing on sustainability and reducing our GHG emissions and impact on climate change with our motor vehicle fleet. We continue to implement alternate fuel vehicles into our fleet as opportunities present themselves. We continue to use B-20 Biodiesel fuel for our diesel fleet for all non-winter months. We have continued investing in hybrid cars for our light equipment fleet. We are also continuing to position ourselves for the eventual implementation of Compressed Natural Gas (CNG) vehicles into our fleet once CNG becomes available for our use.</p>
12. Ensure air quality levels are monitored and reported in compliance with our agreement with the Michigan Department of Environmental Quality (MDEQ) annually	 <p>Summary: Air quality provides a high level of reportable data at the monitoring stations that are maintained by the City. Throughout the duration of the Sustainability Plan, the EPA required a minimum level of 75% of the collected data to be reportable after being reviewed. During the 5 years of plan implementation, this target has consistently been met (FY11: Met above 75%, F12: 96%, FY13: 98.9%, FY14: 98.1%). The average quarterly reportable data for the past 5 years have been well above the minimum percentage required by the EPA. The lowest quarterly average for all locations was 93.3% with the minimum for a single location of 80% at the Wealthy Street location.</p> <p>Ozone: Neither the Grand Rapids nor Jenison monitoring locations that are maintained by Grand Rapids ESD employees exceeded the ozone standard during FY2015.</p> <p>Air Action Day Notifications: There were 3 AAD notifications in West Michigan during FY2015. These notifications are made when ozone levels are forecasted to exceed 75 parts per billion (ppb) over an 8 hour period or the particulates are expected to exceed 35 micrograms per cubic meter in a 24 hour period. The maximum daily ozone level measured at the Grand Rapids monitoring location was below the forecast, at 71 ppb.</p>

ENV 1.2: Reduce energy demand and fossil fuel consumption

TARGET	PROGRESS 2010-2015	
1. Reduce the City's annual consumption of gasoline and diesel fuel to 650,000 gallons by June 30, 2013		The City has steadily decreased its fuel consumption from 835,449 gallons in 2004 to 686,732 gallons in 2014. The City continues to make great progress in reducing the fuel consumption in its motor vehicle fleet. This reduction is the direct result of conservation strategies such as driver behavior changes, improved logistics, route optimization and the inclusion of alternative fuel vehicles.
2. Continue to target the City's annual electrical usage to be at or below 103,000 MWh by June 30, 2015.		The City's electrical consumption levels are at an annual level below 103,000 MWh. In FY2015 the usage was at 100,131 MWh.
3. Reduce the City's annual consumption of natural gas to 128,000 Mcf by June 30, 2013		A reduction of 15,000 Mcf over projected target has been completed.
4. Achieve at least 30% of energy use from renewable sources such as hydro, wind, solar, and geothermal by June 30, 2013		Currently, the city has over 27% renewable energy in its portfolio, with further renewable energy projects planned that will help to increase the usage of renewable sources over the 30% target.
5. Increase energy efficiency and conservation of City facilities by an additional 2% over FY12 results by June 30, 2015.		FY12 energy usage was measured as 100,993,553 kWh, in FY15 energy usage dropped down to 100,131,000 kWh, a 0.82 % decrease since FY12.

City of Grand Rapids Electricity Usage



ELECTRIC VEHICLE CHARGING STATIONS

The City of Grand Rapids is committed to being a supporter in the deployment of electric vehicles (EVs) and charging infrastructure. Electric vehicles advance the city's broader sustainability mission and help achieve emission goals.

The City of Grand Rapids charging stations were funded through a federal grant from the ChargePoint America Program through the U.S. Department of Energy American Recovery and Reinvestment Act's Transportation Electrification Initiative. ChargePoint stations are available at:

CITY OF GRAND RAPIDS

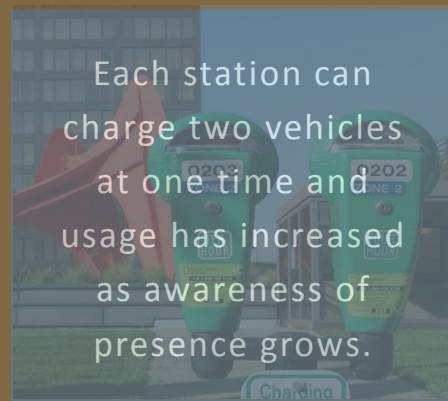
- Calder Plaza (2)
- Gallery Ramp (2)
- Ottawa-Fulton Ramp (2)
- Weston Ramp (2)

DEVOS PLACE CONVENTION CENTER

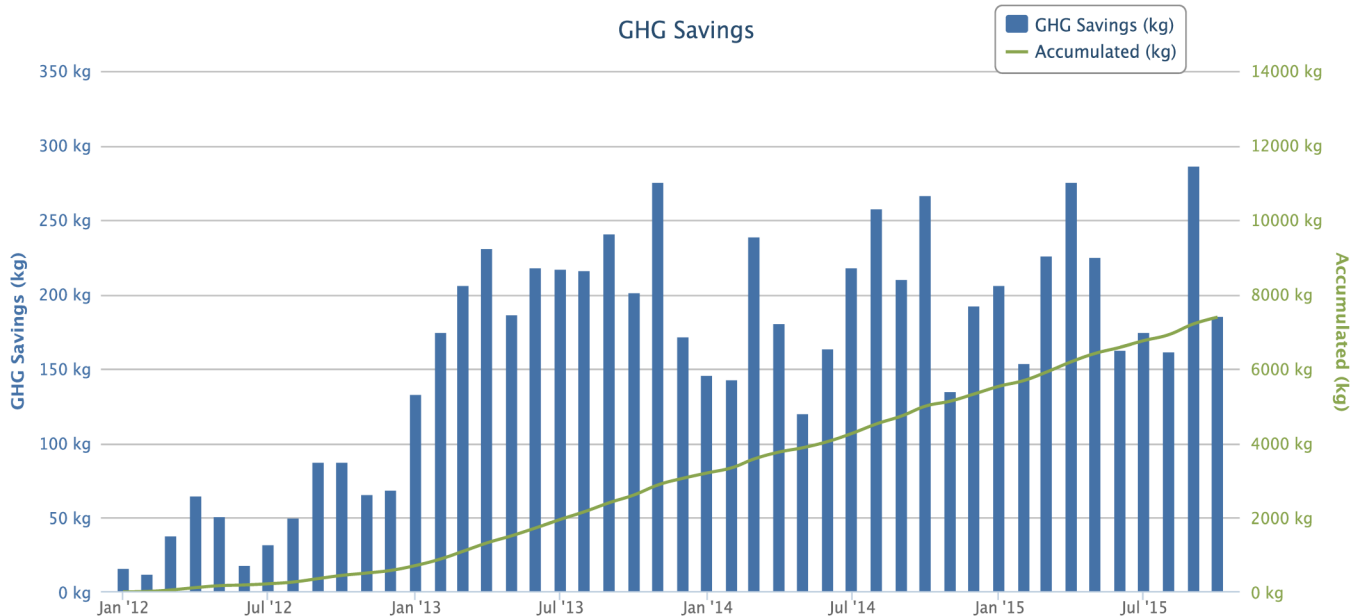
- Underground garage (2)

GRAND VALLEY STATE UNIVERSITY PEW CAMPUS

- Keller Lot (2)
- Seward ramp and lot (3)



Download the [Alternative Fueling Station Locator App](#) from the National Renewable Energy Laboratory to locate charging stations and visit the City of Grand Rapids Instructions on How to Use Electric Vehicle Charging Stations [here](#).



ENV 2.1: Maintain an adequate and safe water supply

TARGET	PROGRESS 2010-2015	
1. Average final effluent levels at least 10% lower than the maximum allowed by the Wastewater Treatment Plant's National Pollutant Discharge Elimination System (NPDES) annually		The Waste Water Treatment Plant continues to perform at levels well below the discharge permit. During the past 5 years of Sustainability Plan implementation effluent levels were respectively below permitted limits.
2. Reduce the annual customer consumption of water provided by the City's Water System per metered account by an additional 3% over FY12 results, by June 30, 2015.		<p>The Water System has been tracking overall and on a per-meter basis since the year 2000. In 2015, the Great Lakes/Saint Lawrence Cities Initiative for the second year running awarded Grand Rapids the "Most Progress in Water Conservation". This award was given to the City for reducing water consumption per meter by 33% from the year 2000 to 2013 by Grand Rapids City Residents. *</p> <p>The Grand Rapids Water System including its retail communities has experienced a reduction in water usage per meter since 2000 of 16% which equates to a 1.06% reduction per year. The Water System has seen a decrease of 4.39% since 2000.</p> <p>The Grand Rapids Water System has grown in terms of number of metered water customers by 9.37% since 2000. We are currently working on utilizing technology to indicate water loss in the system.</p> <p><small>*Does not include retail communities.</small></p>
3. Meet or exceed 100% of federal and state drinking water standards with no violations annually		<p>Summary: In the last 5 years of the Sustainability Plan, only 2 violations were reported in FY14, however they were just reporting violations. All water quality standards have consistently been met with no violations.</p> <p>FY15: The Water System had no violations of federal and state drinking water standards in FY2015. The Water System is proud to be providing high quality water that meets and/or exceeds standards.</p>
4. Increase reuse of captured water and/or "gray water" by June 30, 2015		<p>Summary: In the last 5 years: 103,200ft² of porous pavement has been installed, 86 infiltration basins, 1548 rain barrels and 26 rain gardens (over 200,000ft² of rain gardens).</p> <p>The city has various methods of capturing water for reuse. Approximately 95,000 square feet of porous pavement and 22 infiltration basins were installed in FY2015 as part of the Gay St., Union Ave, and Monroe Bike Trail Projects. In FY2015, an additional 185 rain barrels were distributed to City of Grand Rapids residents for a new total of 1548 rain barrels distributed. This an increase of 13.57% from FY2014.</p>
5. 100% compliance on testable residential backflow prevention devices in each zone surveyed annually		During the last 5 years of sustainability plan this target has largely been met. The target zone tested for FY15 was between Burton St. and 36th St. across the entire retail service area. 2202 accounts were sent notification regarding required testing and all but seven properties are in compliance. Properties not in compliance are shut off and will be required to show proof of compliance prior to having water restored.

ENV 2.1: Maintain an adequate and safe water supply (continued)

TARGET		PROGRESS 2010-2015
6. 100% compliance on testable commercial and industrial back-flow prevention devices annually.		<p>Summary: There are a total of 5,989 industrial/commercial accounts in the Grand Rapids Water System retail service area which must be routinely re-inspected for cross connections. This target has seen continuous improvement during the last 5 years of Sustainability Plan implementation. FY12: 98.65% FY13: 98.5%, FY14: 99.18%, FY15: 99.5%.</p> <p>FY15 Progress: After inspections were completed at the end of the calendar year, 5,959 (99.5%) of these accounts were in full compliance. Approximately 20% of these accounts are inspected annually, resulting in an inspection frequency of 4.93 years. This meets the requirements of the Michigan Department of Environmental Quality (MDEQ). At the end of the calendar year, there were 9,077 testable backflow preventers on record at commercial businesses, with 8,822 (97%) of these devices having current-year passing test results on record. This data was reported on the Annual Cross Connection Control report filed with MDEQ in January 2015.</p>
7. 100% of water services and sanitary laterals constructed per local and state codes annually.		<p>Summary: FY11: 93.3%, FY12:95.6%, FY13:99.3%, FY14:97.9%, FY15:100%</p> <p>FY15: The Water System and Environmental Services are responsible for ensuring that all water services and sanitary sewer laterals on private property are properly installed or repaired. This type of work requires enforcement of the Michigan Plumbing code and extensive review of the contractors who perform the construction work. In FY2015, 1351 inspections were performed on water services, storm sewer laterals and sanitary sewer laterals. There was 1 violation issued which was later retracted after corrective work. This indicates that 100% of local and state code was enforced in FY2015.</p>
8. Increase access to programs for properly managing and disposing of Pharmaceuticals and Personal Care Projects (PPCPs) by June 30, 2013		<p>Throughout the last 5 years of the Sustainability Plan, the Environmental Services Department (EDS) has been an active partner in the West Michigan Take Back Meds program. This program is designed for the proper management and disposal of unwanted or unused pharmaceuticals. It is not environmentally sound to dispose of unused pharmaceuticals in the solid waste system (trash) or our sewage system by flushing materials down the toilet. The joint partnership between pharmacies, law enforcement agencies, wastewater treatment plants and government agencies have provided a safe and convenient way to properly dispose of unused medicines through the West Michigan Take Back Meds program.</p> <p>A total of 6,474 pounds of unused pharmaceuticals were disposed of in the Take Back program in FY15, of which Grand Rapids ESD employees were involved with disposal of 1,597 pounds. A grand total of over 28,753 pounds have been safely disposed of and kept out of the environment as part of this program since the onset in 2010.</p>

ENV 2.2: Improve the quality of the Grand River & its tributaries

TARGET		PROGRESS 2010-2015
1. Achieve 100% compliance with NPDES permit requirements annually		<p>The Waste Water Treatment Plant (WWTP) experienced only 2 exceedances during the last 5 years of Sustainability Plan implementation. The WWTP experienced one exceedance of Ammonia during FY2015. On 6/3/15 the effluent Ammonia was 9.2 mg/l and the limit is 8.5 mg/l. All other parameters were in compliance for this reporting year.</p>
2. Achieve water quality index of 70 or higher on Grand River annually		<p>This target has been consistently met over the last 5 years as the annual average remains above 70. For the latest reporting year, the water quality index dipped below 70 in three locations in June 2015. The lowest recorded was 68.9 at the M-11 bridge. On an annual basis, the average remained well above the 70 requirement.</p>
3. Achieve 100% compliance with Stormwater Pollution Prevention Initiative (SWPPI), Public Education Program (PEP), and Illicit Discharge Elimination Program (IDEP) permits annually		<p>The City's annual stormwater report received a very positive response from the MDEQ in FY2015. An audit was performed by the MDEQ in September 2014 and the City was determined to be in full compliance with the requirements. Over the last 5 years, the City only received 1 notice of violation in FY2012. In that instance, the report was revised and the violation was quickly resolved. No violations have occurred since.</p>
4. Reduce wastewater flow by an additional 2% over FY12 results by June 30, 2015.		<p>This target has been modified from the original version of the plan. New, extended targets were set when a target in the Sustainability Plan was met. Due to changes in target wording throughout the last 5 years it is difficult to compare overall progress to previous years. Still, the wastewater flow reduced significantly in both FY11 & FY12, increase slightly in FY13 & FY14, and again decreased in FY15. The flow has been reduced by 1.1% on an annual basis comparing FY2012 to FY2015.</p>
5. Eliminate three of the remaining seven Combined Sewer Overflow points by June 30, 2015		<p>This target was met a few years ago. Of the 59 in system overflow points that existed in 1988, 0 remain! Crews completed work at the intersection of Washington Street and Lafayette Avenue -- the last of the 59 original overflow sites in July 201 — and was completed three years ahead of a state-mandated deadline. To read more about the project, read the article on page 59.</p>

COMBINED SEWER OVERFLOWS





This year Grand Rapids completed a significant 30-year environmental and public works upgrade three years ahead of a state-mandated deadline. As of June 2015, the City completed work on its combined sewer overflow (CSO) control program. The project began in 1987 with the construction of a 30-million-gallon retention basin and then continued with engineering for separation of the combined storm and sanitary sewers. At that time, the City's combined sewers carried approximately 1.96 billion gallons annually and encompassed an area greater than six square miles. The massive scope of work included abolishing 59 sewer overflow locations and direct discharges into the river, splitting and replacing combined stormwater and sanitary sewers, and installing 119 miles of new pipelines within urban settings.

The new separated system reduces the chance of localized flooding by increasing captured volume, and significantly safeguards and improves the Grand River's water quality by splitting sewage from the stormwater that is discharged into the river. The project incorporates green infrastructure and design components to decrease water flows over hard surfaces, and includes hydrodynamic separators to remove sediments. Completion ahead of schedule is a tribute to the City's partners in the engineering and construction industry and the will of residents and ratepayers. This community effort progresses not only the City of Grand Rapids but also every city, township and property owner downstream including, notably, Lake Michigan.

Protecting and conserving the Grand River & its tributaries is a priority for the City of Grand Rapids, as is continuing to ensure recreational opportunities and access for residents.




The \$382 million project was financed by enterprise, sewer, and transportation funds, which the City of Grand Rapids Engineering and Environmental Services departments managed. Design and construction services were bid and contracted to local consultants and contractors and reviewed by the City and incorporated City design standards. Some segments required easements for pump stations on Consumers Energy property. Some CSO projects were accelerated so they could be completed in conjunction with road projects when funds became available, and some included federal funds when in conjunction with highways. DEQ required Project Performance Certification with supervising and modeling to ensure the work met the goals to reduce sewage discharge to the river. The rehabilitation/reconstruction included utilities and infrastructure.

ENV 2.2: Improve the quality of the Grand River & its tributaries (continued)

TARGET		PROGRESS 2010-2015
6. Increase the number and square footage of sustainable roofs within the city over FY12 results by June 30, 2015		No green roofs on City property have been created in FY15. Within the community, the private sector constructed a green roof within the last year, additionally increasing green roof square footage within the city. In the last 5 years notable sustainable roofs throughout Grand Rapids have been installed on the Downtown Market, Rockford Construction, and City Hall.
7. Reduce stormwater discharge by an additional 20,000 gallons per rain event over FY12 results by June 30, 2015.		A lot of work has been done on this target, and is one of the targets in the Sustainability Plan that has continuously been extended after being met. In a partnership with WMEAC and Coca Cola, over 1,000 rain barrels have been distributed during FY2015 increasing the grand total of the past 5 years to 3,522. Each barrel can remove up to 50 gals per rain event, reducing over 176,100 gallons of stormwater per year!
8. Reduce the annual amount of road salt used by at least 20% of that used in FY12 by June 15, 2015.		The City makes continuous improvement in salt reduction. Pursuing other strategies, such as using liquid deicers, ensuring timely calibration of winter maintenance trucks and reducing usage per weather event helps in continued reduction of annual amounts of road salt.
9. An additional 2% over FY12 results of reconstructed streets, alleys, and City parking lots to be constructed of pervious or porous pavement by June 30, 2015		During FY12 14.3% of reconstructed streets, alleys and parking lots utilized porous pavement. In FY13 the percentage increased to 23%. Since then minimal engineering projects have utilized porous pavement during construction, however the target was still met in FY13.



ENV 2.3: Protect and maintain healthy ecosystems and habitat

TARGET		PROGRESS 2010-2015
1. Increase the percentage of tree canopy in the city to at least 37.5% by June 30, 2015		A GIS based Urban Tree Canopy Analysis within the Grand Rapids City limits was conducted by Plan-it GEO via a partnership between The Friends of Grand Rapids Parks and Parks and Recreation - Forestry Division. The results of the Canopy Study showed a current canopy percentage of 34%. The City's planting plan and canopy replacement strategies will be tailored to provide canopy replacement in areas identified as having high planting potential. The City's Landscape and Tree preservation requirements as per the Zoning Ordinance were updated in September 2015.
2. Increase the percentage of low-maintenance grasses and native plants used in landscaping throughout the city by at least 25% by June 30, 2015		Article 11 Landscaping and Environmental Protection of the Zoning Ordinance was completely re-written and is now titled Landscaping and Green Infrastructure. Tree canopy revisions will provide better protections for existing trees, improve tree viability, and increase tree canopy over time. Native plant requirements have been incorporated into the code and water-loving trees have been added to the acceptable species lists in environmentally sensitive areas near water bodies. Landscaping plans are now being required to identify natives so that we may begin to measure percentage of natives.
3. Increase the diversity of tree species planted in the City by at least 25% by June 30, 2013		<p>In 2013 The Urban Forest Committee recommended the adoption of an Approved Tree Species List that would be used as guidance for trees planted within the City of Grand Rapids. The list contains 67 different species that could be used when designing tree plantings. These species are categorized as Small, Medium and large, depending on the size of their canopy when mature. The overall goal of the tree planting program is Diversity and Canopy Replacement. Available soil volume and adjacent obstructions like impervious surfacing and overhead utilities will dictate the type of species selected.</p> <p>20 different tree species were planted as part of the City's canopy replacement efforts in 2015.</p>
4. Increase the participation in the Parks Alive Program by at least 25% over FY12 results by June 30, 2015.		In 2015 there were 4,018 volunteer hours logged through the Parks Alive program. The amount of volunteer hours logged has continued to increase over the past few years.

ENV 2.4: Reuse, recycle and reduce waste sent to landfills

TARGET		PROGRESS 2010-2015
1. Increase participation in recycling to at least 45,000 households by June 30, 2013		Recycling interest continues and participation has increased by 80% since 2010 and has reached 48,000 households.

MAYOR'S TREE OF YEAR (2015-2015)

Once a year, from a pool of public nominations, the city's Urban Forestry Committee chooses a Mayor's Tree of the Year that has a significant importance to the City of Grand Rapids. The Mayor's Tree of the Year helps to highlight the role of trees in making Grand Rapids a desirable and sustainable city.

🌳 **2012:** The first tree chosen was a 55-ft tall White ash tree along Wealthy Street. The ash tree plays an important role for the city because most of the Urban Canopy is made up of it. Due to Emerald Ash Borer infestations, many street trees of the ash variety had to be removed. The Emerald Ash Borer's effects can be prolonged as long as preventable EAB treatments are administered.

🌳 **2013:** Burr oak in Aberdeen Park. Burr oaks are known for their large size and for being shade trees. Their large size provides the city with many economic advantages such as stormwater interception and improved air quality. Most of these trees are not normally found in backyards, instead inhabiting parks and providing important wildlife value to urban species.

🌳 **2014:** The Dutch elm disease also caused harm to the city decades ago. This is why in 2014 an American elm on Monroe Ave. was named the tree of the year. The tree that was chosen lays on a property that was adjacent to a new development. The developer of the area, 616 Development, agreed to provide proper protection of the tree during construction work.

🌳 **2015:** A Hackberry tree was selected due to the role private landowners play in maintaining mature trees to our urban canopy. Mature trees provide social, economic, and environmental benefits for all residents and visitors of the city. The hackberry plays an important role in establishing a large species diversity throughout Grand Rapids. Hackberries are gaining popularity for use on urban streets and in parks because they're known for tolerating heat, drought, salt, air pollution, and strong winds. Hackberries produce a berry-like dark purple fruit that is a food source for many birds; the tree also provides important habitat for several species of butterflies.



//2014

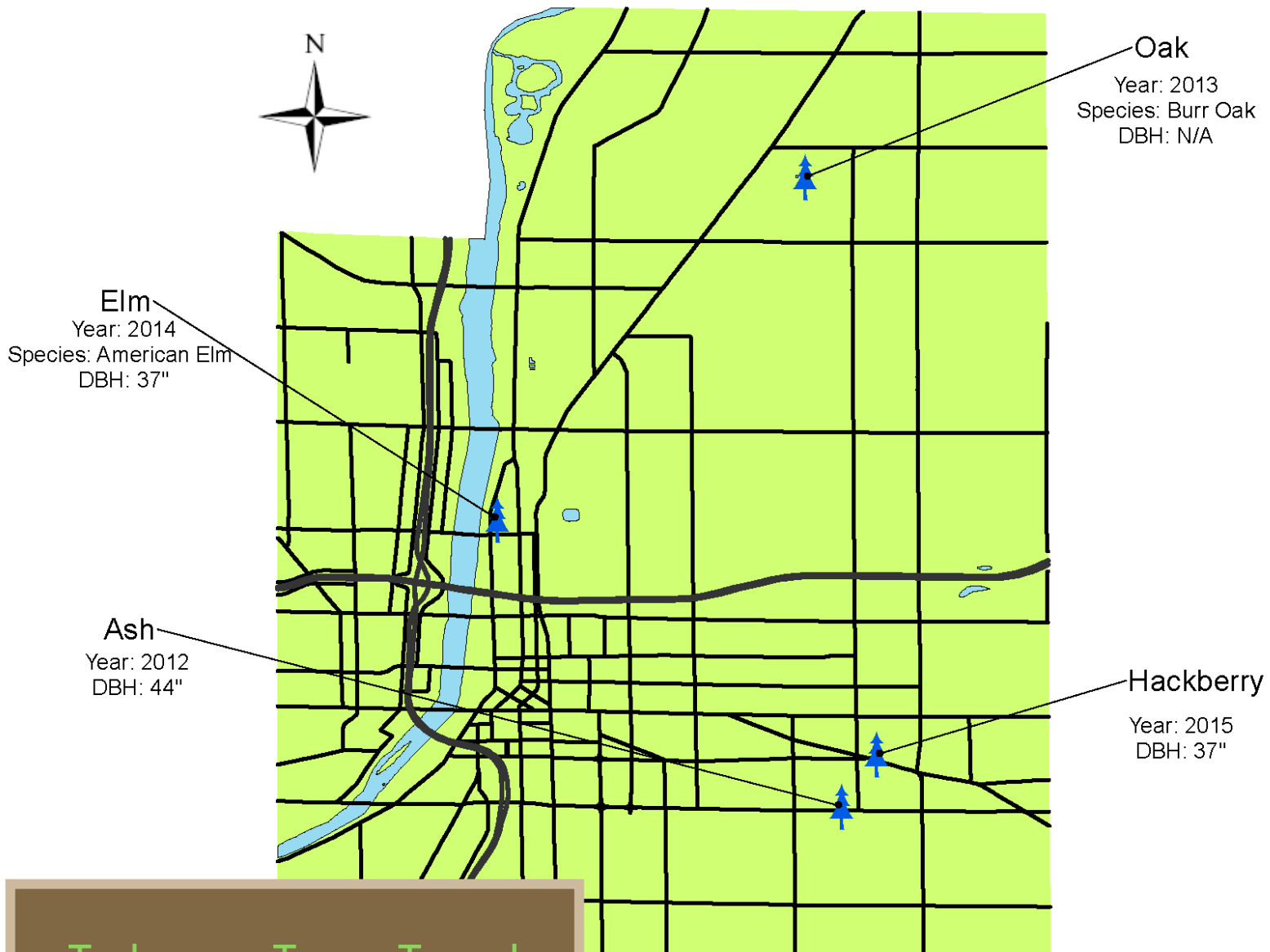


//2013



//2012

MAYOR'S TREE OF YEAR (2015-2015)



Take a Tree Tour!

Mayor's tree of year locations

2012: White ash along Wealthy Street west of Diamond Avenue SE .

2013: Burr oak at Aberdeen Park at Eastern Avenue and Evelyn Street NE.

2014: American elm at 820 Monroe Ave. NW

2015: Hackberry tree outside Mangiamo's restaurant off of Lake Drive



Legend

-  Mayor Heartwell's Tree of Year
-  Freeway
-  Major Roads

ENV 2.4: Reuse, recycle and reduce waste sent to landfills (continued)

TARGET		PROGRESS 2010-2015
2. Increase the number of households composting yard waste by an additional 5% over FY12 results by June 30, 2015.		Composting was facilitated with the passage of a City Ordinance amendment allowing back yard composting in approved containers in September, 2013. It is unknown if the number of households has increased since that time as there currently is no available tracking mechanism in place.
3. Recycle or reuse 100% of recyclable/reusable City-owned equipment and supplies annually		100% of City disposed equipment is either recycled or reused. All City surplus equipment is sold at auction, a contact is available for recycling of electronic equipment, and a recycling program is provided at City facilities.
4. Decrease the number of tons of City's waste diverted to landfills by an additional 2% over FY12 results by June 30, 2015.		As of FY14, refuse tonnage has decreased by nearly 25% since 2010. FY15 showed an increase in tonnage, changing the trend. Still, the target is met as results over FY12 The City is looking into the tonnage trends to determine the variables that may have caused a change within the last year.
5. Decrease the amount of the City's waste sent to hazardous waste landfills by at least 5%, over FY 2012 results, by June 30, 2015.		Continued improvement in effective street sweeping best practices further reduce the amount of hazardous waste going to the landfill. Best practice recommendations include established sweeping routes and designated times of year for most cost effectiveness and maximized pollution prevention.
6. Increase the reuse of materials from City deconstruction/demolition projects by 15% by June 30, 2015		100% of rotomilled asphalt is reused in paving projects and all concrete that is crushed is used as gravel aggregate base for road reconstruction projects.
7. Implement recycling in City owned parks, if an appropriate and efficient collection method is identified, by June 30, 2015		Recycle containers are made available for events held at parks, upon request. However, there has been too much contamination in recycle containers that were in parks for everyday use. More outreach and instruction needs to be created to improve use of recycling containers in Parks.
8. Increase residential refuse cart service by an additional 5% over FY12 results by June 30, 2015.		The City currently has 38,000 registered refuse cart customers, far exceeding the 5% target over the 12,000 FY2012 registered cart customers.

ENV 3.1: Ensure that sound land uses enhance the natural environment

TARGET	PROGRESS 2010-2015
1. Achieve 100% compliance with Zoning Ordinance regulations for landscaping, slope and stream protection annually	 <p>100% compliance with Zoning Ordinance regulations for landscaping, slope and stream protection is required before a land use (LUDS) permit may be closed.</p>
2. Achieve 100% compliance with Land Use Development (LUDS) permits annually.	 <p>100% compliance with applicable codes, statutes, and regulations is required before a land use (LUDS) permit may be closed.</p>

ENV 3.2: Ensure quality design and construction of the built environment in accordance with the City's Master Plan and zoning ordinance

TARGET	PROGRESS 2010-2015
1. Increase the percent of all project applications approved without waivers or variances from the Zoning Ordinance an additional 5% over FY12 results by June 30, 2015.	 <p>The percent of all project applications approved without waivers or variances from the Zoning Ordinance was 87% in FY15 vs. a goal of 80% in FY12, meeting this target by over 2%.</p>
2. 100% of public improvement projects designed in conformance with the City's Master Land Use plans annually.	 <p>Examples of efforts to design public improvement projects in conformance with the City's Master Land Use plans are the Southwest Area Neighbors (SWAN) Area Specific Plan (ASP) and park charrettes (e.g., Oakdale Garden Park).</p>
3. Increase the number of sustainable building (such as LEED, Green Built, etc.) certified commercial and residential projects in Grand Rapids by 25% by June 30, 2015	 <p>Fewer projects are being self-reported as certified sustainable (LEED, Green Built, etc.) which we understand to be a general industry trend. The number of certified sustainable projects was 13 in FY15 vs. 22 in FY12. The total number of sustainable building projects since the start of the Sustainability Plan is 88.</p>

ENV 3.2: Ensure quality design and construction of the built environment in accordance with the City's Master Plan and zoning ordinance (continued)

TARGET	PROGRESS 2010-2015
4. Increase the number of sustainable residential (re)development projects by an additional 50 housing/rental units over FY12 results by June 30, 2015. 	<p>More than 1,700 residential units have been renovated or constructed since FY12 – with at least 321 being sustainable housing/rental units issued.</p>
5. Increase the number of properties restored and protected within the ecological framework plan (Green Grand Rapids) by at least three properties by June 30, 2015 	<p>In FY12 this target was propelled after a Zoning Ordinance was amended to improve efforts to restore and protect natural features. Since then portions of the Eastern, Lexington, and Oakdale school properties have been protected within the ecological framework plan.</p>
6. Increase accessibility, aesthetics, and/or other aspects of the streetscapes of two city gateway corridors by June 30, 2015 	<p>FY11: Michigan Street Corridor Study underway to determine needs & design. FY12: Engineering secured a grant for Wealthy Street gateway with design planned for 2013 and construction in 2014. FY13: Enhanced accessibility on Plainfield Ave, Fulton St. Streetscape project. FY14: Enhanced accessibility and aesthetics on Monroe Ave and Seward Ave. FY15: Planning for increased accessibility and aesthetics on Pearl and Bridge street.</p>
7. Increase the number of acres of City-owned park property using low impact design (LID) standards by June 30, 2015. 	<p>On November 5, 2013, voters approved the levy of an additional tax millage of 0.98 mills for 7 years to be used for repair, rehabilitation and capital improvements of parks and playgrounds, and operation and maintenance of our three large swimming pools. Eight park improvement projects were completed during Summer 2015. To the extent possible, these projects were completed using LID standards (sustainable landscape plantings and storm drainage).</p>
8. 100% of sidewalk/approach locations constructed/repaired meet City specifications of construction and are safe for pedestrian travel annually 	<p>100% of City sidewalks that were constructed and repaired meet City construction standards</p>

ENV 3.3: Ensure access to parks and open spaces for all citizens

TARGET		PROGRESS 2010-2015
1. Increase the number of acres of City-owned parks and open space within the city by at least 10% by June 30, 2015		In June 2014, Friends of Grand Rapids Parks, a nonprofit organization dedicated to protecting, enhancing, and expanding the City's parks and public spaces, acquired a 2.88 acre parcel of land located at 1357 Fourth Street NW, adjacent to the Fourth Street Woods Park. Friends of Grand Rapids Parks donated this piece of property to the City of Grand Rapids for the purpose of preserving green space to help achieve goals in the Green Grand Rapids Master Plan. Other additional park acreage obtained in the last 5 years includes: Pleasant Park (2.4 acres), Tremont Green Space (2.1 acres), Lexington, Eastern and Oakdale parks.
2. Increase the number of people who live within ¼ mile of a park or open space by at least 10% by June 30, 2015		The total amount of acquired park land or open space since FY12 was 7.38 acres, increasing the number of people who live within 1/4 miles.
3. 100% of City-owned facilities and grounds will be ADA compliant annually		City Facilities and grounds comply with the ADA Accessibility Standards. Staff of Diversity & Inclusion, Engineering, Facilities and Fleet Management and Administrative Services are on the facilities committee and ensure that any new or reconstructed facilities comply with the ADA Accessibility Standards. All city facilities comply with the guidelines of the ADA.



ACKNOWLEDGEMENTS

A special thank you to all of the staff involved in providing data for the FY10-15 Sustainability Plan Progress Report throughout the duration of this plan. This report would not have been possible without your time and expertise being dedicated to this important work.

Thank you also to Mayor George Heartwell, the City Commission, and City Manager Greg Sundstrom for continued support and commitment to sustainability and sustainable practices and to Deputy City Manager Eric DeLong for his leadership and guidance.

OFFICE OF ENERGY AND SUSTAINABILITY INTERNS

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PHOTOGRAPHS TAKEN BY

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RECOMMENDED CITATION:

City of Grand Rapids, Office of Energy and Sustainability. (2015). FY 2011-FY2015 Sustainability Plan 5th Year Progress Report. Retrieved from www.sustainablegr.org



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