1 **Context**

2 Defining Equitable Development and Mobility

3 Community Engagement Approach

4 Next Steps
Grand Rapids is a nationally competitive city well positioned to capitalize on recent growth.

- **3.8%** Population Growth (2010-2017) [American Community Survey]
- **26.5%** Job Growth (2010-2018) [EMSI]
- **2000** Units Completed or Constructed in DT (2017) [City Journal]
- **56%** Reduction in Downtown Office Vacancy Rate (2012-2018) [Colliers International]
Regionally, Grand Rapids stands out in the Midwest as a top-performing city based on its exceptional economic growth.

29th
Best-Performing City in the U.S.
Milken Institute 2018

1st
Best-Performing City in the Midwest
Milken Institute 2018

7th
Fastest-Growth Economy in the U.S.
Forbes 2018

36%
Wage Growth
(2011-2016)
Source: Milken Institute

24%
High Tech GDP Growth
(2016-2017)

129
Out of 200
High Tech GDP Concentration
(2017)
Despite the City’s recent growth, there are economic disparities among residents that reflect differences in racial background and neighborhood.

**Percent of the Population Below 125% of the Poverty Level, 2017**

- **All**: 29%
- **White**: 23%
- **Black**: 44%
- **Hispanic**: 46%

17 **Neighborhoods of Focus** *
- High Poverty Rates
- High Unemployment
- Low rates of educational attainment

* as determined by the Kellogg Foundation's 2016 research

Source: American Community Survey, 2017
Historic patterns of segregation and disinvestment have further exacerbated economic outcomes and disparities.

Source: American Community Survey 2017, ESRI
Grand Rapids needs an economic development and mobility plan that will address inequalities while building on recent investment and enhancing accessibility for all.
Our team will work with the Steering Committee to develop the Equitable Economic Development and Mobility Plan and a robust Community Engagement Plan.
Our work will result in several plans that will guide and inform equitable growth.

- **Vision Zero Action Plan**
  Detail existing conditions for transportation safety in Grand Rapids

- **Parking Strategy Analysis**
  Develop potential parking solutions based on existing and planned conditions

- **Community Engagement Plan**
  Generate feedback, input and buy-in from residents

- **TDM Framework**
  Report on existing conditions on commute patterns and costs

- **Cultural Change Management Plan**
  Assess the barriers to workforce diversification and develop solutions

- **Equitable Economic Development & Mobility Plan**
  Deliver final strategy detailing findings from analysis and engagement, and articulating an action plan for implementation
Over the next eight months, we will lead Grand Rapids through a strategic development and engagement process.

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<thead>
<tr>
<th>Phase</th>
<th>MAY</th>
<th>JUN</th>
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1 Context

2 Defining Equitable Development and Mobility

3 Community Engagement Approach

4 Next Steps
Over a five-month process, the City of Grand Rapids developed its first strategic plan, which explicitly calls out equity as part of its guiding values and principles.

**GRAND RAPID’S CORE VALUES**

**Accountability:** Always acting with integrity and transparency and being responsible for what we do and say.

**Collaboration:** Working together in partnership with others.

**Customer Service:** Professionally serving those who live in, work in or visit the city; providing respectful, excellent, high quality service and assistance before, during and after the person’s interaction with the City.

**Equity:** Leveraging City influence to intentionally remove and prevent barriers created by systemic and institutional injustice.

**Innovation:** Challenging how things have been done before; fulfilling community needs by offering new ways to serve our customers and enhance operations; being nimble, self-aware and open to feedback.

**Sustainability:** Ability to be maintained; making decisions with an understanding of how those decisions will impact the environment, people and communities, and finances, both today and in the future.
The Steering Committee’s work will be guided by equitable values and principles.

**Equity** is the condition that exists when one’s outcomes are not determined by one’s race, ethnicity, gender, ability, sexual or gender orientation, or zip code of residence.

The Equitable Economic Development and Mobility Strategic Plan will develop specific goals and strategies that recognize current disparities and barriers to access and will **utilize targeted approaches to seek to dismantle those disparities and barriers to create equitable access to opportunity**, which may include refinements to current programs to create more equitable outcomes.

— *Grand Rapids Equitable Economic Development & Mobility Strategic Plan Steering Committee*  
   *February 12, 2019*
The Equitable Economic Development and Mobility Strategic Plan will address 5 pillars with an lens of equity.
Pillar 1: Business Development

Traditional Approach
- Focus on business attraction
- Defining Success:
  - Total jobs created
  - GDP growth
  - Aggregate investment

Equity Approach
- Focus on addressing disparities
- Defining Success:
  - Income growth for low-income populations
  - Alleviate the racial wealth gap
  - Target City incentives to support local and small businesses
Pillar 2: Real Estate Development

**Traditional Approach**
- Focus on market growth
- Defining Success:
  - Private investment leveraged with public capital
  - Square feet built and absorbed

**Equity Approach**
- Focus on expanding access and ownership
- Defining Success:
  - Access to capital (public and private)
  - Increase property ownership among legacy populations
  - Community-based process
Pillar 3: Neighborhood Business Districts

**Traditional Approach**
- Focused on growth in spending
- Defining Success:
  - Improvement District tax revenues & expenses
  - Streetscape improvements made

**Equity Approach**
- Focused on community well-being
- Defining Success:
  - Public input from businesses, residents, and other stakeholders
  - Protection against displacement of legacy and minority-owned businesses
  - Resources for small businesses
  - Delivery of infrastructure and amenities for underserved populations
Pillar 4: Innovation and Entrepreneurship

Traditional Approach
- Focused on formal and higher education
- Defining Success:
  - Patents filed
  - Venture capital invested
  - Degrees awarded

Equity Approach
- Focused on talent development
- Defining Success:
  - STEM educational achievement in K-12
  - Affordability of entrepreneurship and access to resources for start-ups
  - Access to workforce training for high-tech jobs and career pathways
  - Support attainment of livable wage employment
Pillar 5: Mobility

**Traditional Approach**
- Focused on Return-on-Investment and efficiency
- Defining Success:
  - Miles of transit routes planned or built
  - Public and private dollars spent
  - Parking availability
  - Growth in transit ridership and revenues

**Equity Approach**
- Focused on improving safety and access
- Defining Success:
  - New connections to jobs, services and amenities
  - Reduction in transportation costs and time
  - Health and safety indicators in communities of concern
Defining key terms will enable the Committee to form a shared understanding and develop clearer goals.

What is your vision of an equitable economy in Grand Rapids?
1 Context

2 Defining Equitable Development and Mobility

3 **Community Engagement Approach**

4 Next Steps
Twenty-first century cities need a highly engaged citizenry, and institutions to support equity, especially in the context of rapid growth and change.

Equitable community engagement is both a means to a creating a successful project by providing ideas and input on the realities of city life and feedback throughout the process...

..and an end, through building an engaged community and establishing engagement infrastructure that can help the City implement its strategic goals and initiatives while staying accountable.
Successful community engagement ensures equitable participation by creating processes that inform residents and allow them to easily provide input.
The type of community engagement used will vary depending on the intended audience, goal, and timing of engagement.

- **Audience**: Whose voices are heard?
- **Goal**: What is the desired outcome of engagement?
- **Project Phase**: When should engagement take place?
A variety of community engagement methods can be tailored to meet the needs of the five pillars of the plan and collect input from a diverse range of groups.
hands-on activities
workshops, focus groups, & surveys
Audience | Whose voices are heard? How can we build an inclusive process to engage with frequently overlooked communities?

<table>
<thead>
<tr>
<th>Audience</th>
<th>Whose voices are heard? How can we build an inclusive process to engage with frequently overlooked communities?</th>
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<tbody>
<tr>
<td><strong>Leaders &amp; Interest Groups</strong></td>
<td><img src="image" alt="Surveys" /></td>
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<tr>
<td><strong>Engaged Community</strong></td>
<td><img src="image" alt="Surveys" /></td>
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<td><strong>Hard-to-Reach Groups</strong></td>
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Goal | What is the desired outcome of engagement?

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<tr>
<th></th>
<th>Surveys</th>
<th>Focus Groups</th>
<th>Communication</th>
<th>Mobile Engagement</th>
<th>Public Workshops</th>
<th>Online Tools</th>
<th>Hands-on Tools</th>
<th>On-site Events</th>
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Timing | At what points in the planning process should engagement take place?

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<th>Existing Conditions</th>
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4 **Next Steps**
Over the next month, our team will work on advancing the community engagement plan and evaluating existing conditions.

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<tr>
<th>Phase</th>
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At the next Steering Committee meeting on July 10, the team will bring its analytical findings to guide the Steering Committee in selecting initial strategies.