City of Grand Rapids
Sustainability and Transformation Plan
2017 December Update:
Progress and Potential
Values
Important personal
and community
priorities

Past
Preserve the best
of our past and
present

Reality
- $33 Million GOF deficit
- Significant decline in tax revenues
- Revenue Sharing cuts
- Unemployment
- Rising personnel costs

Transformation Together

Sustainable Future
What scenario will allow us to become the city we want to be?
Past
Preserve the best of our past and present

Values
Important personal and community priorities

Reality
- $33 Million GOF deficit
- Significant decline in tax revenues
- Revenue Sharing cuts
- Unemployment
- Rising personnel costs

Sustainable City Platform
Are we sustainable?
Are we there yet?
Sustainability Plan

• Strategic plan for the organization
• Long Term Focus
• Expanded the Triple Bottom Line to the Quadruple Bottom Line by adding Governance
• Economic, Environment, Social and Governance pillars
• 114 targets
• Second five-year sustainability plan (FY11 – FY15 was the first plan)

Transformation Plan

• Operation plan
• Focused on outcomes
• How we leap
• 171 Value Streams originally in Phase III
Disruption is achieved through the implementation of these plans, continually pushing us to achieve greater results.
Powerful plans lead to valuable results
Sustainability Plan: Current Update
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Transformation Plan - Last Update
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Transformation Plan- Current Update

Showing Momentum:
- No key decision within 30-160 days: 10%
- Key decision within 90-160 days: 15%
- Key decision within 30 to 90 days: 8%
- Key decision made implementing: 24%
- Completed: 36%

Next Steps:
- City Commission Decision: 2%
- Decision: 2%

Key Decisions within 30 to 90 days:
- Showing Momentum: 15%
- Key Decision within 30 to 90 days: 8%
- Implementing: 24%

Next Steps:
- City Commission Decision: 2%
- Decision: 2%

Completed:
- 36%

Not Pursing:
- 4%
Environment

- Resilient Systems
- Balanced Transportation
- Sustainable Assets
5.4.1.1: Increase tree canopy coverage in neighborhoods below 40% tree coverage by 3 to 4% per neighborhood.

5.4.1.3: Ensure at least 25 tree species are planted throughout the City.
5.4.1.5: Develop parkland and open space connections along the Grand River, including the development of a river trail.
12-34: Increase equitable access to parks through intentional co-creation of park design and function with residents to meet their cultural/neighborhood needs.
5.4.1.7- Restore the rapids in the river in downtown Grand Rapids.
5.1.1.2: Achieve 100% of energy use from renewable sources such as wind, solar, biogas, and geothermal.
12-02: Determine feasibility of Phase II biodigestion at GVRBA.
5.1.1.1: Reduce the City’s GHG emissions to 25% below 2009 levels.  
5.2.1.1: Implement climate resilience and best practices in infrastructure planning by considering best available climate projections and incorporating climate adaptation planning into capital, operating, and maintenance programs.
12-13: Develop a program to ensure special events requiring a City permit provide recycling containers throughout the venue. 12-15: Increase recycling customers to 60,000 to help reduce the amount of waste going into landfills.
6.1.1.1: Increase miles of on-street bike lanes to 130 miles.  
12-25: Determine the feasibility of a car or bicycle rental program.
12-22: Reinvent DASH services to meet the needs of the changing community in cooperation with DGRI and ITP
12-31: Develop and adopt a policy framework to implement vital streets.
12-29: Invest in each asset class according to asset management plans utilizing cost-effective, short-term debt and/or cash financing.
7.2.1.1: Develop an additional five miles of new sidewalks.
12-11: Complete design, financing, implementation plan and regulatory framework for flood control and mitigation consistent with the GR Forward vision and FEMA requirements.
12-17: Require that projects for transportation, water, energy, and other infrastructure investments include a thorough evaluation of natural infrastructure, alone or in combination with engineered or "gray" measures, to address issues such as erosion, storm water runoff, and flood storage.
Economic Opportunity
10-02: Facilitate development of MSU research facility on former Grand Rapids Press property.
10-07: Match public investment and incentives to private and other investments to encourage improvements of business districts. Create measurable and collect data from CIDS.
10-07: Match public investment and incentives to private and other investments to encourage improvements of business districts. Create measurable and collect data from CIDS.
1.3.1.1.: Ensure that 80% of jobs created or retained with incentives will be permanent, full-time employment with benefits annually.
10-11: Increase the planning and economic development awareness in neighborhoods experiencing growth.
Social

- Great Neighborhoods
- Social Equity
- Safe Community
11-31: Partner with community to implement a crime reduction strategy.
4.3.1.2: Increase the number of homes participating in the residential safety program by conducting at least 1,500 home safety assessments annually.
11-04: Implement a neighborhood match fund or similar initiative.
11-07: Increase the use of Brownfield incentives to improve vital neighborhood infrastructure.
2.3.1.2 Increase vehicle, transit and bicycle parking options by June 30, 2021.
2.4.1.1: Increase access to affordable housing by 650 households annually.
2.4.1.2: Increase the number of affordable housing units by 350.
11-15: Form a Housing Trust Fund.
11-40: Implement the City Manager recommendations regarding building Police and Community Relations.
11-21: Enhance training for all City leadership, police/fire staff, judicial workers, and public service to include mandatory cultural competence, racial equity, social systems, mental health first aid, and implicit bias training.
Governance

- Fiscally Resilient
- Transparent / Accessible
- Good Government
8.4.1.1: Reduce the cost of inventory tracked in Water and Traffic Safety to below $2.5M through transformation of stockroom operations.
10.1.1.3: Increase the use of online permitting by an additional 25% over FY15 results.
10.1.1.7: Repair emergency water main breaks and restore service within 5 hours at least 90% of the time.
Growing Our Own

10.2.1.1: Create at least 500 jobs for youth between the ages of 16 and 24.
13-34: Expand the 3-1-1 Customer Service program to include online and mobile access.
13-35: Expand the online payment menu to provide customers with the ability to pay multiple payments on one transaction.
13-37: Refresh City web portal and link it to expanded social media presence.
Values
Important personal and community priorities

Past
Preserve the best of our past and present

Sustainable City Platform

FINANCIAL RESILIENCE
Our Future