Strategic Priority: Economic Vibrancy and Affordability

Outcome: *Residents, employers and visitors want to come to and remain in the City of Grand Rapids.*

OBJECTIVE 1: Support housing development and services that help keep people in their homes.
1. Facilitate increased housing supply
2. Facilitate increased affordable housing supply
3. Reduce barriers to housing
4. Support maintenance of existing housing supply
5. Create services to help people stay in their homes
6. Create a pilot displacement and relocation policy

OBJECTIVE 2: Increase employment, wage growth and business ownership opportunities.
1. Focus efforts in historically marginalized communities/neighborhoods of focus
2. Support post-secondary degree attainment for people of color and first generation students
3. Increase the number of jobs supported by City incentives meeting or exceeding the ALICE wage

OBJECTIVE 3: Support the creation, growth and retention of businesses
1. Facilitate the creation and growth of small businesses
2. Increase the use of MLBEs in city contracts and city supported development projects
3. Leverage city incentives to support business attraction, growth and retention
4. Leverage river restoration project for economic growth

OBJECTIVE 4: Make it easy for businesses to operate in and do business with the City
1. Provide seamless business support services such as licensing, permitting and development approval
2. Create a small business development Ombudsman
3. Improve awareness of opportunities to do business in and with the City
4. Streamline access to City goods, services and construction contracts

Strategic Priority: Health and Environment

Outcome: *The physical, mental and social health and well-being of all people and the environment are protected and enhanced.*

OBJECTIVE 1: Mitigate and prepare for climate change impacts.
1. Reduce the carbon footprint of city operations.
2. Support programs and policies to reduce carbon throughout the community
3. Create a Climate Action and Adaptation Plan

OBJECTIVE 2: Ensure equitable access to and use of green spaces and increase recreational activities.
1. Increase green spaces in neighborhoods with current deficits
2. Ensure existing green spaces are well maintained
3. Collaborate with partners to increase offering and use of recreational programs
4. Partner with organizations and invest to close gaps in the regional trail system

OBJECTIVE 3: Protect and preserve our water resources and air quality.
1. Ensure safe and affordable water and sewer services
2. Increase recreational use of the river
3. Collaborate with partners to protect and enhance upstream water sources
4. Reduce stormwater runoff
5. Measure and understand air quality impacts to our community

OBJECTIVE 4: Minimize waste generation and promote waste diversion practices.
1. Improve the quality and amount of recycling collected throughout the city
2. Enhance compost operations for the community
3. Implement a zero waste pilot within city facilities

OBJECTIVE 5: Collaborate with and support partners working to reduce health disparities in the community.
1. Decrease the presence and impact of residential lead
2. Decrease impacts of inebriation in the Heartside neighborhood

OBJECTIVE 6: Increase the safety of homes while decreasing health and utility cost burdens for low to moderate income residents.
1. Develop a one-stop-shop "Whole Homes Program" that addresses home safety, health, efficiency and affordability
2. Support and leverage home repair and home safety services
3. Decrease the presence and impact of home health hazards
4. Leverage and enhance energy and water utility conservation programs

Strategic Priority: Safe Community

Outcome: *All people feel safe in our community at all times.*

OBJECTIVE 1: Effectively respond to all emergencies.
1. Meet or exceed response benchmarks
2. Ensure capacity to effectively manage and respond to multiple major incidents
3. Research and plan for emergency response needs for emerging trends

OBJECTIVE 2: Provide proactive prevention to reduce crime and enhance community safety.
1. Participate in police open data initiative
2. Utilize early intervention system
3. Improve police and community relations by developing a collaborative problem oriented process that includes resident voice in aspects of police operations
4. Implement an evidence-based crime reduction and fire prevention strategy in partnership with the community
5. Ensure people are safe in their homes
6. Ensure people are safe as they move through the city

OBJECTIVE 3: Plan for and manage recovery services needed after emergency events.
1. Ensure a fully functioning Incident Command System and appropriately trained staff
2. Partner with organizations and service providers to create community hubs where residents, businesses and visitors can go for assistance after emergency events

Strategic Priority: Engaged/Connected Community

Outcome: The City communicates proactively and transparently and all community stakeholders are able to easily and effectively engage in City services and operations.

OBJECTIVE 1: Enhance communication within government operations and with the public
4. Ensure public communications on city-wide and major issues, except imminent public emergencies, are properly vetted within the organization and shared with Commissioners prior to public announcement
1. Establish a target response time to customer inquiries
2. Improve information dissemination via online ward specific newsletters

OBJECTIVE 2: Develop a community engagement strategy across all City programs and initiatives.
1. Develop internal protocol on how community engagement should occur
2. Leverage and streamline existing engagement platforms and methods and identify new engagement strategies
3. Identify populations that have not been historically engaged and create a plan for engaging them
4. Increase Census 2020 participation

OBJECTIVE 3: Administer a citizen satisfaction survey and act on the results for service improvement.
1. Administer a citizen satisfaction survey
2. Create a process for incorporating feedback to refine and improve outcomes and benchmark results

OBJECTIVE 4: Engage stakeholders in an equitable manner and meet them where they are.
1. Provide support services, such as stipends, childcare, food and transportation, for major engagement activities
2. Offer meetings and events at a variety of times and locations
3. Expand stakeholder's ability to engage with the City remotely and via digital services
4. Offer more interpreted services

OBJECTIVE 5: Elevate resident voice in city operations
1. Develop equitable opportunities for resident service on boards and commissions
2. Educate residents about City services/plan development

Strategic Priority: Governmental Excellence

Outcome: A fiscally resilient government powered by high quality and knowledgeable staff provided with the appropriate tools and resources to offer excellent, equitable and innovative public service.

OBJECTIVE 1: Create and maintain fiscal sustainability.
1. Maintain or exceed GOF reserve policy levels
2. Grow the income tax base
3. Manage post-employment legacy costs

OBJECTIVE 2: Attract, train and retain high performing employees.
1. Reduce vacancy and turnover rates
2. Offer a competitive benefits package
3. Align staffing needs and skills with strategic priorities
4. Offer robust internship and apprenticeship programs
5. Develop mandatory employee training programs, including trainings on City values and cultural competency, and performance evaluations
6. Administer an annual employee satisfaction survey

OBJECTIVE 3: Ensure we have the appropriate number and location of facilities to meet the demands of government operations, the community and our growing/changing population.
1. Ensure that we are maximizing the use and occupancy of our facilities
2. Maintain the safety and effectiveness of all city facilities

OBJECTIVE 4: Resource allocation and major policy decisions are made through an equity lens.
1. All departments use the equity tool kit for all budgeted projects
2. Create and implement an equity scorecard for capital requests
3. Evaluate the equity impacts of all major policy proposals
4. Disaggregate all data by demographics
5. Develop strategies that address the systemic causes of disproportionate outcomes in the judicial system

OBJECTIVE 5: Ensure we have the appropriate technology and systems to support secure data collection and storage, decision making and sharing with the community.
1. Conduct a technology needs assessment
2. Increase the amount of open data accessible to the public
3. Embed data analytics into operational decision making
4. Enhance cloud-based data storage solutions

OBJECTIVE 6: Update the master plan to enable smart growth.

1. Ensure the Master Plan reflects future trends based on the results of the 2020 Census
2. Ensure appropriate land use strategies and economic development tools are used to create mixed density in downtown
3. Plan for the expansion of housing stock while preserving and enhancing neighborhood character in an affordable manner
4. Finalize all area specific plans and other major land use plans before beginning the master plan update

Strategic Priority: Mobility for All

Description: *People and goods are able to easily move through the City via multiple modes of mobility.*

OBJECTIVE 1: Create an accessible multimodal transportation experience.
1. Increase modes of mobility other than single occupant vehicles
2. Improve ridership on the DASH and the Rapid
3. Increase biking throughout the City
4. Increase the walkability of the City

OBJECTIVE 2: Pursue innovative, 21st century mobility options.
1. Pilot a carshare program
2. Pilot autonomous vehicle services
3. Create a bikeshare and e-scooter plan

OBJECTIVE 3: Develop an effective, customer responsive parking system.
1. Develop a parking master plan
2. Expand commuter parking
3. Develop future proofed parking developments (e.g. parking facilities that can convert to other uses)
4. Modernize parking equipment to allow for multiple forms of payment
5. Develop a system to share real-time parking availability with customers
6. Improve customer service for parking services

OBJECTIVE 4: Connect the City's transportation network to the region through partnerships.
1. Coordinate transportation investments with regional partners
2. Respond to employer transportation needs to support business recruitment and retention