

City of Grand Rapids Strategic Plan Update

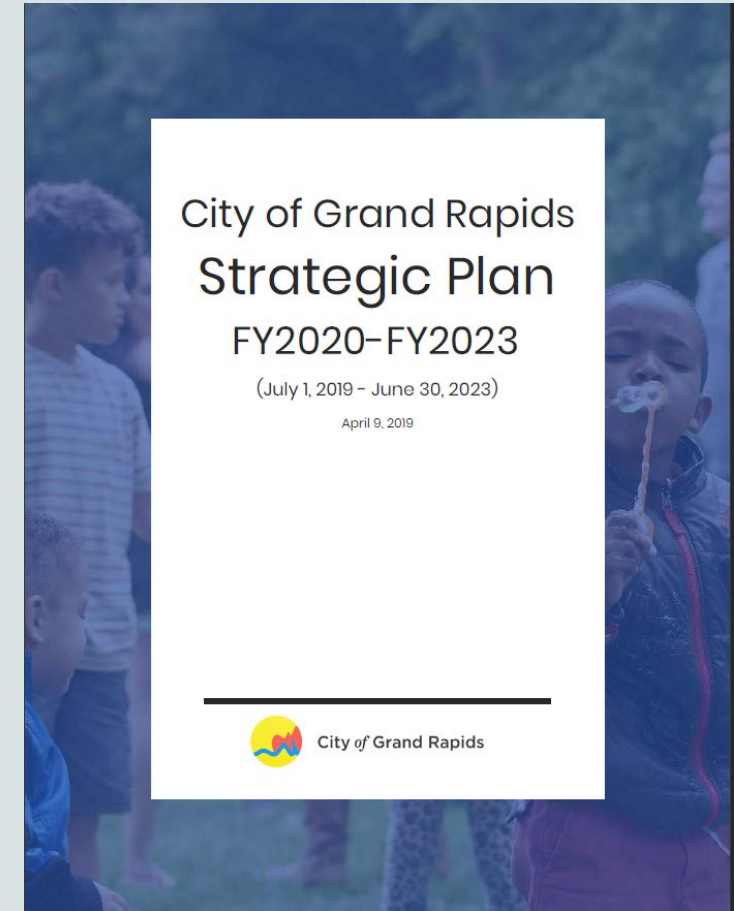
Committee of the Whole

November 1, 2022



Original 2019 Strategic Plan

- Approved by City Manager Washington and adopted by City Commission in April 2019
- Created to guide operations and financial investments
- Intended to be a living breathing document that would require updates
- Used extensively by City leadership and staff



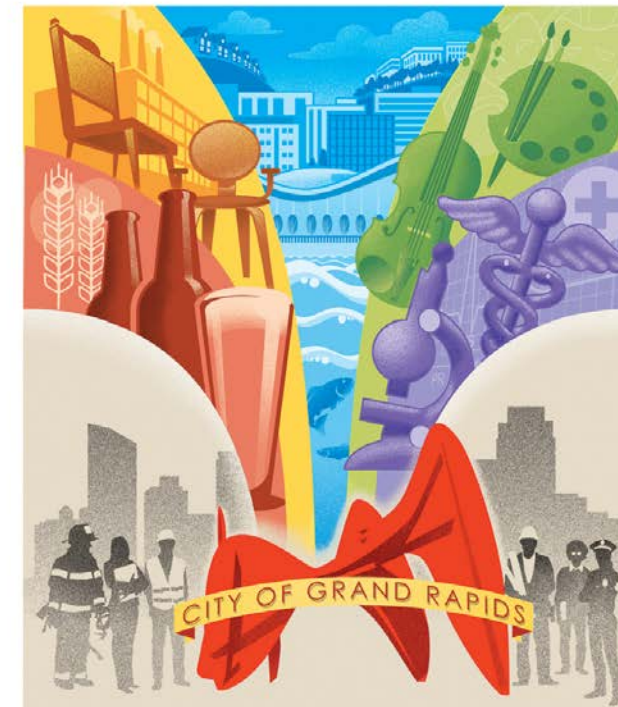
Need for a Refresh

- COVID response was a significant disruption. While we remained committed to mission, vision and values, the pandemic spurred innovation and agility that resulted in both temporary and permanent changes to our operations.
- The process of measuring and reporting since 2019 has revealed the need for adjustments and realignment not contemplated in the original plan.



Values

- No change to our 6 core values
- Enhanced our sustainability value by adding more emphasis on climate resiliency



Values

Our values are what we how we make decisions. They are embedded throughout the entire plan and drive all City work.

Accountability

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

Collaboration

Working together in partnership with others; teamwork.

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 interactions 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

Making decisions with the goal of achieving long-term net positive benefits that are informed by an understanding of how those decisions will impact climate resiliency and the environment, people and communities, and finances, both today and in the future.

Overview

- No change to vision, mission or 6 priorities
- 29 objectives with minor changes in language and refinement
- Eliminated operational strategies and metrics and focused on high level strategic initiatives
- Better organization

Vision

Grand Rapids will be nationally recognized as an equitable, welcoming, innovative and collaborative city with a robust economy, safe and healthy community, and the opportunity for a high quality of life for all.

Mission

To elevate the quality of life through City services.



Governmental Excellence

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



Economic Prosperity and Affordability

Residents, employees and businesses have pathways to financial growth and security.



Engaged and Connected Community

Residents and stakeholders have awareness of and voice in decisions that affect them, and receive culturally-responsive and proactive communication.



Health and Environment

The health of all people and the environment are advocated for, protected and enhanced.



Mobility

Innovative, efficient, low-carbon and equitable mobility solutions are safe, affordable and convenient to the community.



Safe Community

All people feel safe and are safe at all times throughout our community.

Updates to Objectives within the Strategic Plan - October 2022

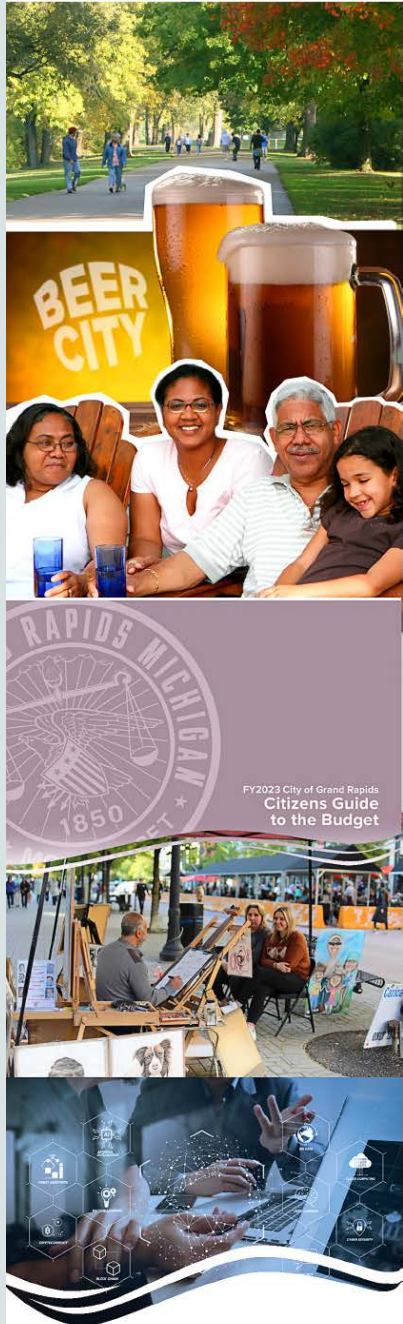
Status ▾	Priority ▾	Proposed New Objective ▾	Existing Objective ▾
No change	Governmental Excellence	1. Embed equity throughout government operations	1. Embed equity throughout government operations
No change	Governmental Excellence	2. Foster and maintain fiscal sustainability	2. Foster and maintain fiscal sustainability
No change	Governmental Excellence	3. Attract, hire, develop and retain high performing employees	3. Attract, hire, train and retain high performing employees
Combination	Governmental Excellence	4. Optimize facilities/workspaces and technology systems to meet the demands of government operations, the community and our growing/changing population	4. Ensure we have the appropriate number, location and type of facilities/workspaces to meet the demands of government operations, the community and our growing/changing population
Revision	Governmental Excellence	5. Develop and implement a data-driven strategic plan and performance management that support the City in achieving our vision	5. Leverage technology systems to support secure data collection and storage, performance management, decision making, internal communications and data sharing with the community
New, move	Governmental Excellence	6. Grow a culture of innovation and continuous learning that is people-centered, data-informed, experimental, and collaborative, and that staff are encouraged to better serve our community	6. Update the Master Plan to enable smart equitable growth
New	Governmental Excellence	7. Implement City priorities in collaboration with community partners to secure financial investments and achieve legislative and policy changes for the betterment of the community	
Move, revision	Economic Prosperity and Affordability	1. Complete a Community Master Plan update driven by smart growth principles and that establishes a vision that reflects the community's values and priorities	
Combination, move	Economic Prosperity and Affordability	2. Support the creation, retention and growth of businesses that enhance residents' employment opportunities	1. Support a resilient business environment by optimizing processes and regulations for property development and business-related permitting and approval processes and regulation
Move	Economic Prosperity and Affordability	3. Support a thriving and resilient business environment by optimizing processes and regulations for property development and business-related permitting and approvals	2. Support the creation, retention and growth of businesses
Combination	Economic Prosperity and Affordability		3. Increase residents' educational attainment, employment and wage growth
Combination	Economic Prosperity and Affordability	4. Ensure all residents have safe, stable and permanent housing	4. Support housing development and services to help keep people in their homes
No change	Economic Prosperity and Affordability	5. Support development and placemaking efforts that contribute to making Grand Rapids a destination city	5. Support efforts that contribute to making Grand Rapids a destination city

Updates to Objectives within the Strategic Plan - October 2022			
Status ▾	Priority ▾	Proposed New Objective ▾	Existing Objective ▾
No change	Engaged and Connected Community	1. Enhance communication with the public	1. Enhance communication with the public
Combination, revision	Engaged and Connected Community	2. Elevate resident voice and ensure that the community has equitable and accessible opportunities to engage with the City in meaningful ways	2. Develop a community engagement strategy across all City programs and initiatives
Revision	Engaged and Connected Community	3. Incorporate processes to collect and integrate Commission, community and staff feedback and priorities into the City's strategy, performance and budgeting activities	3. Create a process to gauge and enhance community perception
Combination	Engaged and Connected Community		4. Elevate resident voice in City operations
Revision	Health and Environment	1. Reduce carbon emissions, support climate adaptation and increase climate resiliency	1. Reduce carbon emissions and increase climate resiliency
Small revision	Health and Environment	2. Ensure equitable access to and use of green spaces and recreational offerings	2. Ensure equitable access to and use of green spaces and increase recreational activities
Revision	Health and Environment	3. Supply excellent water, sewer and stormwater services, and protect and preserve our water resources	3. Protect and preserve our water resources
No change	Health and Environment	4. Minimize waste generation and promote waste diversion practices	4. Minimize waste generation and promote waste diversion practices
No change	Health and Environment	5. Collaborate with and support partners working to reduce health disparities and the resulting undesired outcomes	5. Collaborate with and support partners working ot reduce health disparities and the resulting undesired outcomes

Updates to Objectives within the Strategic Plan - October 2022			
Status ▼	Priority ▼	Proposed New Objective ▼	Existing Objective ▼
New	Mobility	1. Implement proactive mobility and safety solutions through evaluation, engineering, enforcement, and education that results in safe, multi-modal transportation corridors	1. Create an accessible multi-modal transportation experience and reduce single-occupant vehicle travel
Combination, revision	Mobility	2. Create an accessible, low to no carbon multi-modal transportation experience and reduce single-occupant vehicle travel through 21st century mobility options	2. Pursue innovative, 21st century mobility options
Move, revision	Mobility	3. Develop a well-maintained and coordinated transportation network through planning, partnership, effective asset management, and efficient project delivery that strengthens Grand Rapids' economy	3. Develop an effective, customer-responsive parking system
Move, no change	Mobility	4. Develop an effective, customer-responsive parking system	4. Operate and maintain the City's transportation network and work with partners to connect to the regional transportation network
Move, revision	Safe Community	1. Providing constitutional and community policing services that enhance trust, transparency, accountability and the safety of ever resident, employer, employee and visitor	1. Develop knowledge and skills across City departments to better prepare for emergencies with a particular focus on our ability to deliver safety services to <u>vulnerable and historically marginalized populations</u>
New	Safe Community	2. Provide professional fire and emergency medical services that enhance trust, transparency, accountability and the safety of every resident, employer, employee and visitor	2. Create a shared understanding with the community regarding timely, equitable and effective safety outcomes and align performance expectations and resource investments accordingly
New	Safe Community	3. Enhance collaboration across City departments and with community partners and residents, focusing on the social determinants of health, to ensure safety for all	3. Enhance partnerships within the community to recover from significant incidents that occur in the City
Combination, revision	Safe Community	4. Mitigate, prepare for and provide timely, equitable and effective response to and support the community's recovery from emergencies and disasters, with an emphasis on violence reduction efforts where possible	4. Provide professional community oriented policing services to enhance trust, and ensure the legitimacy of the police department and the safety of every resident, business and visitor
New	Safe Community	5. Ensure civilian oversight of public safety with an emphasis on accountability, transparency, restorative justice and community involvement	5. Support efforts to ensure all residents have safe, stable and permanent housing

Metrics Appendix

City of Grand Rapids Strategic Plan Metrics Appendix (October 2022)					
Priority	Objective	Metric	Target	Frequency	Reporting Time
Mobility	O1 Traffic Safety	1. # of serious injuries and fatalities by mode	10% reduction	Annually	End of Calendar Year
		2. % of traffic calming projects that reduce the average vehicle speed to within 15% of the posted speed limit	100%	Annually	End of Calendar Year
	O2 21st Century Multi-modal Mobility	1. % of residents that indicated they have used public transportation instead of driving; carpooled with other adults or children instead of driving alone; or walked or biked instead of driving during the last 12 months (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
		2. # and % change in ridership for scooters, e-bikes and DASH	2% micro 5% DASH	Monthly	End of Fiscal Year and End of Calendar Year
		3. # of dedicated on-street bike lane miles	36 miles	Annually	End of Calendar Year
		4. # of sidewalk miles completed to close gaps or extend connectivity	1 mile	Annually	End of Calendar Year
		5. # and % of curb heads replaced with Americans with Disabilities Act (ADA) compliant curb ramps	100	Annually	End of Calendar Year
	O3 Transportation Network	1. % of streets, signal system and bridges meeting fair/good/excellent standards	70% streets 3% signals 70% signals 100% bridges	One-time Annually One-time One-time	November
		2. % of residents that rank the overall quality of the transportation system as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022
	O4 Parking	1. % occupied off-street parking in Downtown and neighborhood business districts (average and median peak)	< 75% average ≤ 85% median	Monthly	End of Fiscal Year and End of Calendar Year
		2. % occupied on-street parking in Downtown, neighborhood business districts and residential streets based on annual parking counts	< 75% average ≤ 75% peak	Annually	End of Calendar Year
		3. % of residents that rank the ease of public parking across the community as excellent or good (NCS)	Meet or Exceed Benchmark	Every 2 years	March of 2022



Recognition

#16 Best Places to Live,
[U.S. News and World Report, 2022-2023](#)

#18 Best Places to Live for Quality of Life,
[U.S. News and World Report, 2022-2023](#)

#4 City Where the Average Worker's Pay Has Increased the Most Since 2019,
[Entrepreneur, 2022](#)

#5 Most Neighborly city in America,
[Neighbor Blog, 2022](#)

#1 Beer City USA (10 consecutive years),
[2022, USA Today 10 Best](#)

Smart 50 Awards
[\(GR PayIT\), Smart Cities Connect, 2022](#)

#1 Best Place in the U.S. to Raise a Family,
[Rocket Homes, 2022](#)

Consecutive Distinguished Budget Presentation Award
 (34 consecutive years), [GFOA, 2022](#)

One of 4 Best Cities to Start a Tech Career,
[Yahoo Finance, 2022](#)

31st in U.S. on 2021 City Clean Energy Scorecard,
[ACEEE, 2021](#)

Tree City USA Growth Award (23rd award),
[Arbor Day Foundation, 2021](#)

Best Cities for Musicians to Live in America (#30),
[Rent.com, 2021](#)

Gold Medal for Health and Wellness Policies,
[CityHealth, 2021](#)

49th Best Metro area for STEM Professionals,
[WalletHub, 2021](#)

2 Metro in U.S. in Sustainability Ranking,
[Site Selection, 2021](#)

Thank you to our plan contributors!

Gratitude for all
 contributors to the original
 2019 Strategic Plan



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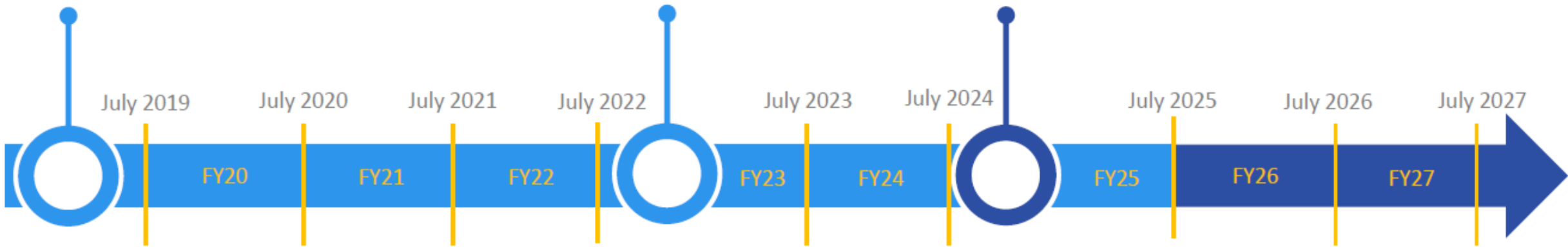
Adopted:
April 2019

**Strategic Plan
Update**

Expected Adoption:
Sept./Nov. 2022

**2nd
Strategic Plan**

Expected Adoption:
Summer/Fall 2024



Covers: FY20-FY23

Covers: FY23-FY25

Covers: FY26 – FY28/30

Jan. 2024 – Fall 2024
2nd Strategic Plan
creation process

Fall 2022 – Winter 2023

Community Master Plan public engagement.
Expected to be finalized Spring 2024

Wrap Up

- The final plan will be translated into Spanish

Thank you

grandrapidsmi.gov/strategicplan



Plan Elements

Strategic Priorities Strategic Priorities are the high-level buckets through which we organize our work	Using the plan We will use this plan to guide our operations and financial investments. As we continue to work more collaboratively internally and externally, we will uncover more opportunities for innovation, sustainability and enhanced customer service.
Outcomes Plan outcomes are what we hope to accomplish within each of the strategic priorities.	
Objectives Objectives identify where we will focus our efforts. There are multiple objectives within each strategic priority.	This plan is intended to be a living breathing document. We will continue to learn throughout implementation. We recognize and acknowledge that updates will need to be made and we commit to being transparent about our learnings and forthcoming updates.
Strategies Strategies identify how we will achieve our objectives and desired outcomes.	
Metrics We will measure how well we are achieving our objectives and desired outcomes through our metrics.	

Find information about this plan and monitor our performance at:
www.grandrapidsmi.gov/strategicplan

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