



175



175

2025

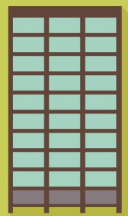
City Commission Workshop

November 13, 2025



CITY OF GRAND RAPIDS

175



5



Today's Agenda

- 8:00-8:15 Call to Order & Introduction
- 8:15-10:15 Presentation and Discussion on Governing Together – Mark Funkhouser
- 10:15-10:30 Break
- 10:30-12:00 Draft FY2027 Focus Areas for City Commission Workshop Discussion
- 12:00-12:15 City Manager's 2026-2030 Strategic Plan Update
- 12:15-12:40 2025 Water/Sewer Rate Study – Introduction and Initiation of the 20 Day Comment Period
- 12:40-12:45 Public Comments

Timeline for Discussions on Strategy and Performance

- November 13, 2025 Commission Prioritization Workshop & Commission Retreat
- February 24, 2026 FY2026 Mid-year Performance Update
- April 28, 2026 City Manager presents FY2027 Preliminary Fiscal Plan/Budget
- May 19, 2026 Commission adopts FY2027 Final Fiscal Plan/Budget
- September 22, 2026 FY2026 Annual Performance Presentation



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**City Commission
Governance Workshop**

Mark Funkhouser



Governing Together

CLARITY, COLLABORATION & FOCUS
FOR EFFECTIVE CITY LEADERSHIP

November 13, 2025



— Today's Agenda

1

Stage-Setting

2

The Commission as a Governing Body

3

Turning Priorities into Shared Impact

4

Collaboration & Boundaries with City Staff

5

Norms, Structure & Shared Commitments

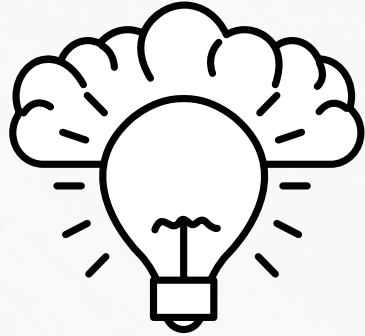
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Closing Reflections

— Objectives

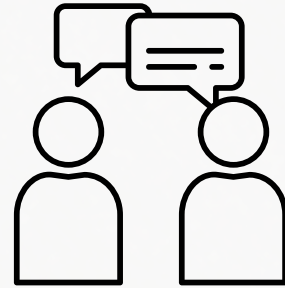
- Strengthen trust and working relationships among City Commissioners, the Mayor, and staff
- Clarify the roles, boundaries, and collaboration lanes between elected leadership and staff
- Support alignment around shared priorities and collective responsibility
- Equip Commissioners to translate individual policy agendas into action-oriented steps and city-wide impact
- Identify norms and structures to support outcome-oriented, accountable governance
- Explore how Grand Rapids can lead with focus and credibility “in its lane” while navigating broader pressures and public expectations

Session Structure



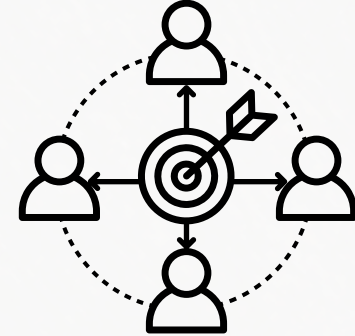
LEARN

Grounding the conversation in shared concepts and frameworks



EMERGE

Surface key observations, challenges and insights. Deepen mutual understanding.



CONVERGE

Translate group insights into tangible commitments and shared expectations.

— Round Robin

How do you define
Good Governance?

Institutional infrastructure: networks of trust, coordination, and shared accountability that allow communities to solve problems that don't fit neatly within one jurisdiction, department, or fiscal line item.

The real work of government: systems that help people think, decide, and act together.

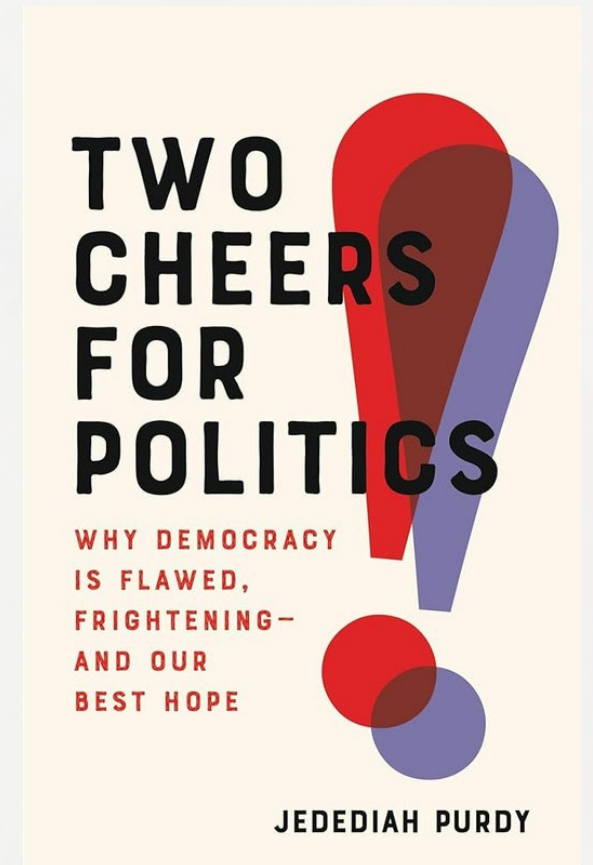
The Commission as a Governing Body

BALANCING INDIVIDUAL LEADERSHIP
AND COLLECTIVE IMPACT

What is Politics?

Politics is the way in which we contend with each other to decide which of our values we will make real.

“The point of politics is to turn collective life from fate to shared choice.”



COMMISSIONERS FACE INCREASING PRESSURES AND REAL TENSION POINTS:

Balancing activism and governance:

Desire to champion bold agendas vs. need to govern through process and consensus

Navigating public visibility and pressure:

Why aren't you doing more?" vs. what's possible within the city's scope and structure

Working together across differences:

Ideological, generational, and positional perspectives

Staying focused amid complexity:

Avoiding "everything everywhere" thinking and philosophical debates and focusing on what you can do and doing that well

— Mapping Your Commons

City Budget: A shared tool for delivering public priorities

Staff & Capacity:
The human /relational infrastructure that keeps government functioning

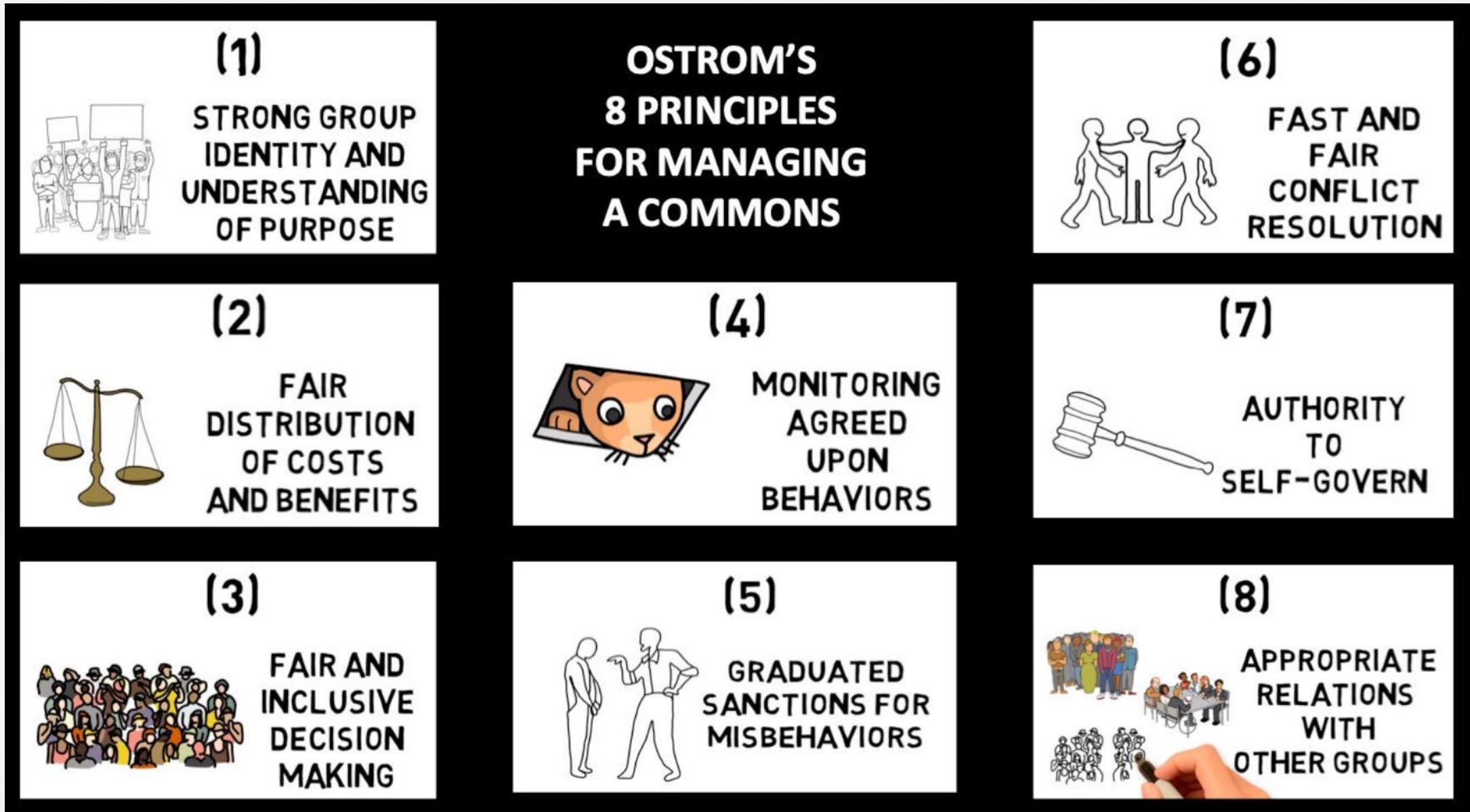
Public Trust & Legitimacy:
Confidence in the city's decisions and direction

Livability: Public safety, housing, infrastructure, and public spaces

A desirable place: How the city is seen by residents, businesses and partners

The Commission's limited bandwidth: what gets prioritized matters

Effective Governance of Common Pool Resources



OSTROM'S PRINCIPLES APPLIED TO LOCAL GOVERNMENT

(1)



**STRONG GROUP
IDENTITY AND
UNDERSTANDING
OF PURPOSE**

Well-Defined Boundaries: Clear rules lead to fair play. Set and communicate expectations around who decides what, when, and how.

(2)



**FAIR
DISTRIBUTION
OF COSTS
AND BENEFITS**

Proportional Equivalence: Balance benefits and costs. Ensure residents understand what they're paying for—and what they gain in return.

(3)



**FAIR AND
INCLUSIVE
DECISION
MAKING**

Collective Choice Arrangements: Give stakeholders a real seat at the table. People are more likely to support decisions when they help shape how public resources are used.

(4)



**MONITORING
AGREED
UPON
BEHAVIORS**

Monitoring: Trust but verify. People are more likely to follow rules when accountability is built in and reputations are on the line.

OSTROM'S PRINCIPLES APPLIED TO LOCAL GOVERNMENT

(5)



**GRADUATED
SANCTIONS FOR
MISBEHAVIORS**

Sanctions and Rewards: Design for behavior. Use incentives thoughtfully, encourage good conduct and discourage harmful practices.

(6)



**FAST AND
FAIR
CONFLICT
RESOLUTION**

Conflict Resolution Mechanisms: Debate, don't destroy. Expect disputes, especially over resources. Plan for them with fair, transparent ways to resolve conflict.

(7)



**AUTHORITY
TO
SELF-GOVERN**

Recognition of Local Rights: Protect local autonomy. Build policies that defend local decision-making and guard against one-size-fits-all mandates

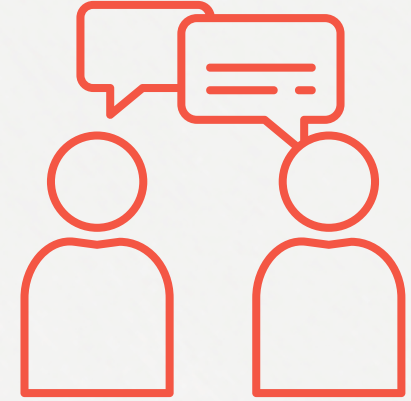
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**APPROPRIATE
RELATIONS
WITH
OTHER GROUPS**

Networked Enterprises: Stronger together. Share services across jurisdictions and build cross-sector partnerships to pool resources and solve community challenges.

Group Activity - 10 MIN



What does governing well together look like?

Where do we get stuck or fall out of our lane?

In groups of 2-3, identify how well do your current structures and procedures support these pillars?

Which principles could be strengthened?

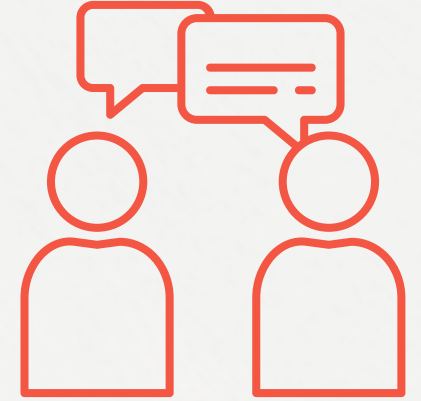
Share your ideas & insights!

Turning Priorities Into City-Wide Impact

FOCUS & GEL

ALIGNING PEOPLE TO PURPOSE

Group Activity - 15 MIN



MAPPING OUR COMMONS

- Pick one priority
- Link it to a citywide commons area
- Ask:
 - Is this an area where the City can realistically lead and deliver?
 - Where in the broader ecosystem can we support or influence?
 - What does doing this well—as a City—actually look like?
 - How does this help Grand Rapids “do the most good in its lane”?

Group Discussion - 15 MIN

GOVERNING WELL ISN'T ABOUT SOLVING EVERY PROBLEM IN ONE MOTION. IT'S ABOUT MAKING INCREMENTAL PROGRESS IN THE RIGHT Direction, together.

- What near-term, concrete actions could advance progress on the issue(s) your group identified?
- What tactics help us stay focused and collaborative, instead of getting pulled into abstract or all-or-nothing debates?
- Where do we need more alignment, and where might we let go of strategies that feel good but don't deliver results?



10-MIN



Collaboration & Boundaries with City Staff

FROM POLICY TO IMPLEMENTATION

CONSISTENCY, RESPECT, AND EFFECTIVENESS IN STAFF-ELECTED
INTERACTION

Governance Lanes

Commissioners set direction, policy, and accountability frameworks

Staff execute, manage operations, and advise based on expertise

The pressure to act:
Why electeds feel the pull, and what's at risk

ENTIRE COMMISSION
INDIVIDUAL COMMISSIONERS

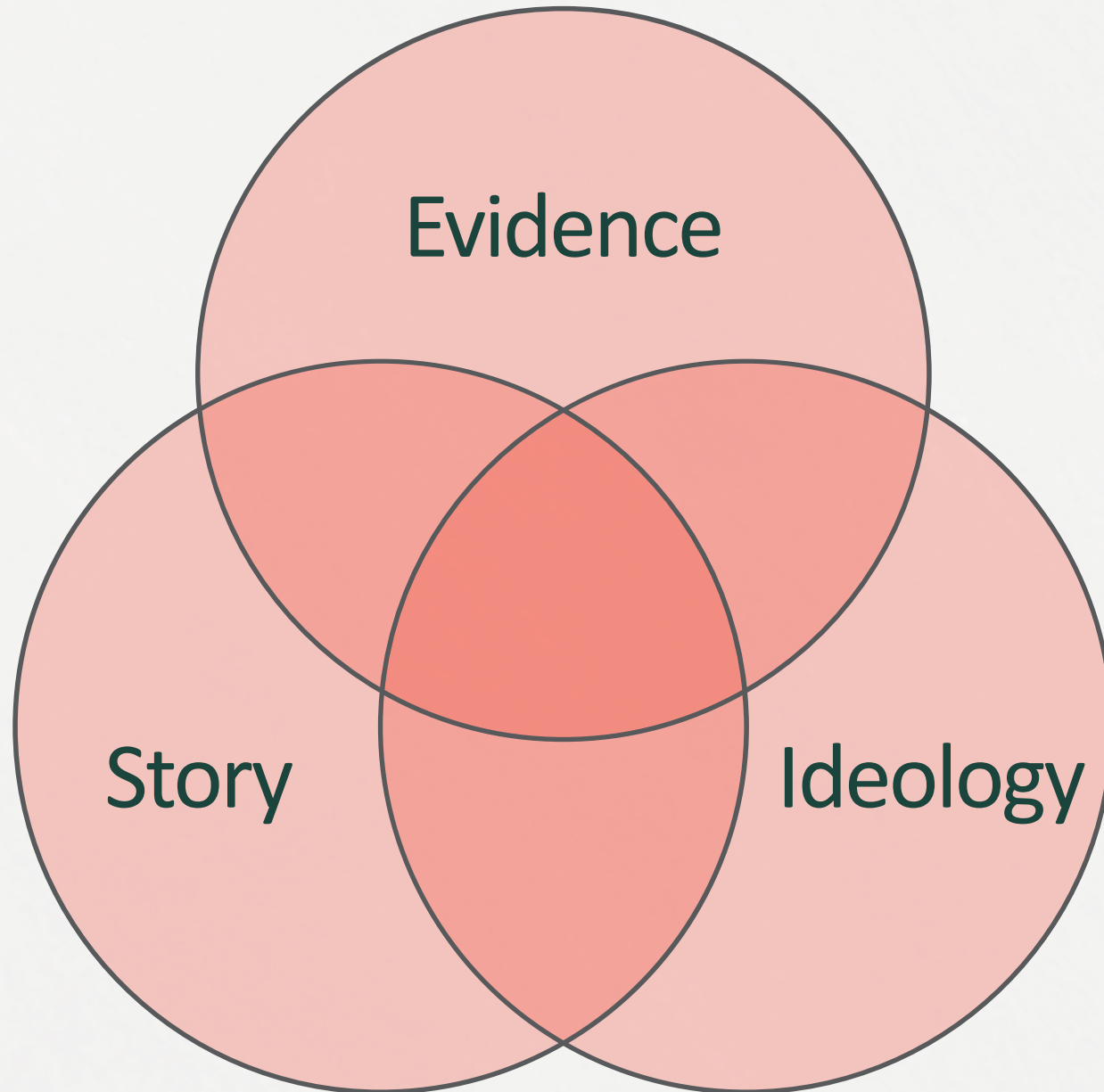
GATHERING INFORMATION

GIVING DIRECTION

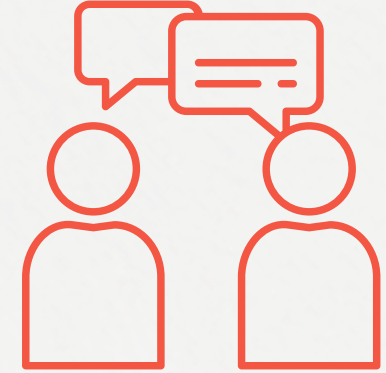
Oversight & Policy Development	Legislation
Communications with staff, the public & other Commissioners	Individual Commissioners directing City staff



The Troika



Group Activity - 10 MIN



DISCUSS IN GROUPS OF 3 OR 4

- Where has collaboration with staff worked well—and why?
- Where do we need more clarity about roles, communication, or expectations?
- When do you see disagreements arise?

Report Out - 5 MIN

Shaping Norms & Structures That Stick

SHARED EXPECTATIONS & COMMITMENTS

NORMS = HOW WE BEHAVE

→ The informal agreements that shape how we show up at meetings, with staff, and with each other.

- Commissioners come prepared and stay engaged during meetings
- If we disagree, we assume good intent and address it directly
- We don't surprise staff—requests go through agreed-upon channels
- We give each other space to speak, and clarify when we need help

STRUCTURES = HOW WE WORK

→ Tools, practices, or routines that support consistency, accountability, and alignment.

- A standing check-in between the Mayor and each Commissioner
- A one-pager that delineates Commission-staff communication protocols
- A clear onboarding process for new Commissioners
- Quarterly roundtables for strategic alignment

Quick Brainstorm - 10 MIN



IN GROUPS OF 2-3

Brainstorm 2–3 ideas for each category:

- Norms that would help this body function more effectively
- Structures that would help institutionalize “good governance”

We’ll do a quick report-out and dot-vote to lift up a few shared takeaways.

WHICH 3 IDEAS OR COMMITMENTS SHOULD WE FORMALIZE OR CARRY FORWARD TO THE NEXT COMMISSION?

Closing Reflections



ONE NORM TO TRY

ONE THING YOU LEARNED

ONE CHANGE YOU'LL MAKE

“Politics is inevitable if we choose to coexist.”

Jedediah Purdy

**Durable stewardship depends on shared authority—
the willingness of citizens, agencies, and industries
to co-govern what they depend on together.**

Thank You

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**FY2027
Focus Areas**

DRAFT: FY2027 Focus Areas

Governmental Excellence		
<ul style="list-style-type: none"> Maintain fiscal sustainability; update policies related to cash & debt Hire, develop and retain a talented and diverse workforce Leverage benefits of Enterprise Resource Planning system and emerging technologies such as generative AI Implement the Strategic Plan & Community Master Plan Eliminate FOIA backlog Evaluate and prioritize implementation of facilities assessment recommendations 	<ul style="list-style-type: none"> Continue to leverage legislative and funding opportunities based on approved Legislative Priority Agenda Advocate for maintaining local control and defend against unconstitutional actions, policies, and proposals Support Kent County efforts to place a Museum/Zoo millage extension ballot initiative before voters Assess long-term funding opportunities for Vital Streets; plan for VSOC income tax extension ballot initiative 	<ul style="list-style-type: none"> Secure new three-year Third-Party Administrator contracts for employee healthcare and pharmacy benefits. Continue phased/targeted implementation of recommendations from the Compensation and Classification Study to ensure that employees are compensated fairly to the market Engage in resource planning including exploring new revenue sources to evaluate sustainable service levels as major projects are built in a growing city
Economic Prosperity & Affordability		
<ul style="list-style-type: none"> Support creation of affordable and market rate housing supply, leveraging full range of existing tools and partnerships; diversify housing types Continue implementation of the GR Land Bank Improve neighborhood business corridors and optimize authorities Support improvement in the Continuum of Care and other community partners' coordination and outcomes 	<ul style="list-style-type: none"> Continue public/private partnership effort to complete the amphitheater and soccer stadium Transformational Brownfield Projects with focus on economic inclusion and ensuring associated housing development Evaluate impact of EBO policy changes to determine effectiveness in eliminating barriers to competition in award of City contracts and leverage partnerships to support MLBEs, MBEs, WBEs, and other local entrepreneurship efforts 	<ul style="list-style-type: none"> Implement Third Ward Equity Funded projects Continue implementation of river restoration (lower reach construction, continue partnership around upper reach design) Continue construction of river edge projects (Public Museum, Leonard to Ann trail, Fulton to Wealthy trail, Oxford trail, Canal Park) Develop parking investment strategy including review of current parking portfolio to guide future infrastructure needs Expand access to safe, people-centered mobility options
Engaged & Connected Community		
<ul style="list-style-type: none"> Continue implementation and training on the City's Community Engagement Framework Enhance connections and outreach to community groups Continue immigrant/refugee community engagement 	<ul style="list-style-type: none"> Strategically enhance the celebration of arts, culture, and heritage in city neighborhoods and commercial districts Identify and execute on opportunities to support a City/County Arts and Culture Strategy 	<ul style="list-style-type: none"> Sustain 311 Customer Service levels and enhance access Implement improvements to enhance project communications and stakeholder engagement in City project design and construction processes
Health & Environment		
<ul style="list-style-type: none"> Sustain 100% municipal renewable energy with decreasing reliance on Renewable Energy Credits (RECs) Reduce municipal fleet emissions Explore opportunities to maximize use of the City's primary circuit by current City Facilities Begin deploying solar at Butterworth Landfill to power the City's primary circuit Create and implement a proactive urban forestry operating plan that maximizes resources to care for the health of the city's trees 	<ul style="list-style-type: none"> Implement priority actions in the Climate Action and Adaptation Plan Continue to evaluate and implement building decarbonization strategies in partnership with community stakeholders through the City's EH Zero initiative Expand on organics diversion programs piloted in FY2026 Implement updated materials management/collection strategy Achieve milestones on major park capital projects (complete Canal Park and Oxford Trail; finish Silver Creek Corridor planning process) Explore feasibility of improved recreational amenities (i.e., golf center, icehouse, pickleball) and other parks projects 	<ul style="list-style-type: none"> Continue lead service line replacements Continue implementing the lead hazard control program to address lead-based paint in homes Advance work toward circularity in City utility systems, prioritizing reuse of wood waste, water, heat, wastewater residuals, organics and carbon byproducts in a connected system Continue to prioritize investment in water, wastewater and stormwater infrastructure in accordance with ongoing applicable Comprehensive Master Plans
Mobility		
<ul style="list-style-type: none"> Enhance connectivity of and maintain bike/pedestrian trails, facilities, and sidewalks throughout the city Improve micro-mobility access and utilization for first/last mile 	<ul style="list-style-type: none"> Evaluate DASH service and explore alternatives Collaborate on regional strategic transportation planning activities (The Rapid, County, MDOT, GVMC) to support housing affordability and job opportunities 	<ul style="list-style-type: none"> Reduce speeding and improve safety and mobility for pedestrians, cyclists and other micromobility riders Continue implementation of parking rate competitiveness framework
Safe Community		
<ul style="list-style-type: none"> Improve community-police relations Enhance crime prevention and violence reduction actions, including youth programming and domestic violence prevention; create a violence intervention strategy Continue to support Cure Violence Expand opportunities for diversion from the criminal justice system 	<ul style="list-style-type: none"> Leverage public safety revenue sharing Evaluate and refine place-based / collective impact of safe community pilots Improve co-response models Re-start community policing program with assigned officers Implement wildlife management plan 	<ul style="list-style-type: none"> Operationalize new fire stations and complete training center Continue emergency management and resilience planning and implementation Prepare to support community through local disasters by implementing a Disaster Relief Fund that will leverage funding from local government and community-based organizations in the event federal/state funding is not available



**Mobility & Safety
for All Users**

Mobility & Safety: Foundations

Why are we here?

- Address specific questions from Annual Performance Report
- Identify the key areas where questions have been raised:
 - Why did we do that?
 - Why don't we do more (or less) of that?

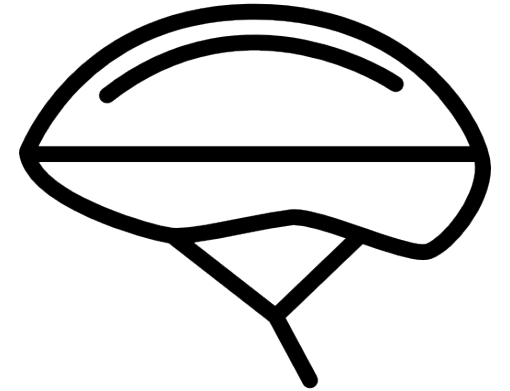
Objectives for today:

- High level orientation to applicable plans
- High level orientation to how a project moves from concept to construction (process)
- Review of upcoming work that has policy or process implications
- Identify where the “key questions” are addressed in those areas

Mobility & Safety:

Annual Performance Report Follow-up

- Delivered 6 specifically targeted micromobility safety campaigns across TikTok, Instagram, and Facebook
- Generated tens of thousands of views and thousands of audience interactions
 - Messaging emphasized helmet use, responsible riding, sidewalk/roadway rules, and safe parking
- Provided free helmets to all who request them through Mobile GR and LIME
 - 2022: 100 Helmets
 - 2023: 250 Helmets
 - 2024: 300 Helmets
 - 2025: 200 Helmets
- Distributed safety equipment, including helmets, at community tabling events
- Preparing to distribute additional safety gear at CNO events to increase neighborhood-based access
- 2026 Initiatives:
 - Continue free helmet giveaways and advertise program to increase participation
 - Increase targeted micromobility safety campaigns to 10+ for 2026, in collaboration with GRPD



Mobility & Safety: Annual Performance Report Follow-up

- Mobility and Safety Social Media Campaigns (2024)
 - 462 total posts promoting transportation safety and multimodal options
 - 5.5 million total local impressions and views across all platforms (TikTok, Facebook, Instagram, Reddit, YouTube)
 - Over 10,000 shares on campaign posts, amplifying reach even more
 - Over 63,000 engagements (likes, comments, and other interactions)
- @OnTheGoGR and GR Transportation social media channels have gained over 20,000 followers since launch in 2022.
- Continued year-over-year growth in reach, engagement, and audience size reflects strong public interest and impact in safety messaging efforts.

GR Transportation
December 28, 2023 · 🌐

Normally, we would post about traveling safely in the snow this time of year... But there is no snow! So, we will cover another critical issue. Do you know the 5-Foot Rule?

The City of Grand Rapids requires motorists passing a bicyclist to maintain at least a 5-foot separation between the vehicle's right side, including mirrors or other projections, and the bicyclist. Even if you have to slow down and wait for enough room to pass the bicyclist, you are required to leave 5 feet of space.

To help visualize, we have included some 5-Foot examples:

- Danny DeVito
- Half an alligator
- A pool noodle

ALWAYS STAY 5 FEET AWAY

1' 2' 3' 4' 5' 6' 7' 8'

👍👍👍 657

188 comments 89 shares

Mobility & Safety: Continual Improvement Processes

- Annual citywide crash review – Identify patterns and "hot spots"
- Review of requests – Resident, business, school requests
- Community Education & Engagement – Inform on safety, laws, and new infrastructure
- Enhanced pedestrian crossings – Location, crossing type, timeline
- Lowering speeds - Identify opportunities, strategies, and implementation.
- Asset management - Funding new infrastructure while maintaining existing.

Mobility & Safety: How We Decide and Budget for Capital Projects

Vital Streets

- Managed by Engineering and Overseen by Vital Streets Oversight Commission (VSOC)
- Streets budget is approved by the VSOC - Includes a list of projects that are entered into the annual budget by Street Classification (Federal Aid Urban (FAU), Major Non-FAU, and Local)
- Sidewalk - Systematic Program repairs and creates sidewalks (addresses complaints and safety issues, connects gaps between existing sidewalks)
- Public Works Temporary Paving Program overlays asphalt on roads in Poor condition (PASER 1 or 2)

Mobile GR Traffic Safety Projects

- Enhanced pedestrian crossings (\$140K)
- Neighborhood greenways (\$1.3M)
- Audible push button systemic improvements (\$200K)
- Vulnerable road user grant projects (\$375K)
- Traffic signal optimization (\$50K).

Mobile GR Neighborhood Traffic Calming Program (\$150K)

Mobility & Safety: How We Decide What Capital Projects to Build

Budget Process for Individual Projects

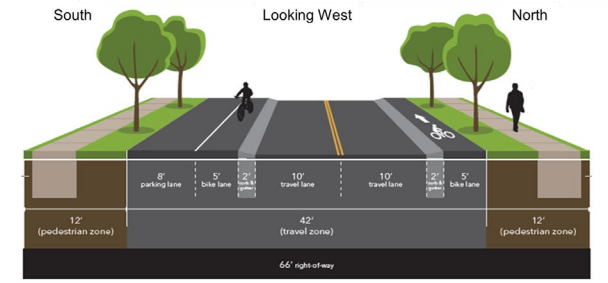
- Vital Streets projects presented to VSOC for budget recommendation.
 - Balance and distribution of investment by ward with Neighborhoods of Focus being prioritized.
 - Goal of 70% Good and Fair with every ward benefitting.
 - Asset Management Approach with annual Pavement Surface Evaluation and Rating (PASER) used to plan when additional investment (Reconstruction, Rehabilitation, or Preventative Maintenance) is needed to pull a street back from Poor to Good.
 - Leverage grants administered by MDOT with projects for FAU streets. Listed on the Transportation Improvement Plan (TIP) and Transportation Alternative Plan (TAP).
- Utility and other budgets (mainly asset management focus)
- Street Capital Fund (ACT 51 for cost share of MDOT projects on trunklines, new streets, traffic signals)
- Major/Local Streets Fund (ACT 51 for Street Operating and partial support of Vital Streets)

THE ABOVE RESULTS IN OUR 5-YEAR ROLLING CAPITAL PLAN

Mobility & Safety: Capital Improvement Planning & Design

- Community Master Plan & Area Specific Plans
- City Strategic Plan
- Equitable Economic Development & Mobility Strategic Plan
- Vital Streets – Plan, Design Guidelines, Sidewalk Program, Sustainable Streets Task Force, and Investment Strategies (balance and distribution).
- GR Bicycle Action Plan and The Rapid's Transit Master Plan
- Green Grand Rapids and Urban Tree Canopy Assessment
- City Ordinances and Codes
- City Utility Capital Improvement Plans
- Transportation Asset Management Plan – Condition assessment and investment strategies (pavement, bridges, stormwater, culverts, and traffic signals).

Mobility & Safety: How are Individual Projects Designed



- Establish Project Team - Project Manager, Design Engineer of Record, and owners of assets in the right-of-way (Water, ESD, ELC, Mobile GR, Engineering)
- Project Team Creates a Preliminary Cross Section Design
 - Cross Section Design complies with plans standards and conditions.
 - Conditions - Survey, pavement cores, soil type, utility conditions, existing cross section, traffic counts, parking counts, etc.
 - Standards - Minimum Street Dimensions - Vital Streets Design Guidelines based on Street Types and Mode from the Vital Streets Plan and traffic counts/safety.
- Enhance the design - Identify enhancements to the Vital Streets Design with Bicycle Action Plan, transit stops, Area Specific Plans, Corridor Improvement Plans, CIA/DDA enhancement opportunities.
- Preferred design alternative(s) - Complete base design with non-negotiable requirements and highlight potential options.
- Design Team validates alignment with plans and standards

Vital Streets Plan (Street Type) and Design Guidelines (Minimum Street Dimensions)



CITY OF GRAND RAPIDS
Vital Streets
PLAN



VITAL STREETS

Street Type

- Neighborhood Residential
- Link Residential
- Network Residential
- Crosstown Connectors
- Neighborhood Business
- Urban Center
- Maker/Industrial Primary
- Service
- Highways
- - - Trail (Existing or Proposed)



CITY OF GRAND RAPIDS
VITAL STREETS
DESIGN GUIDELINES

DESIGN ELEMENTS

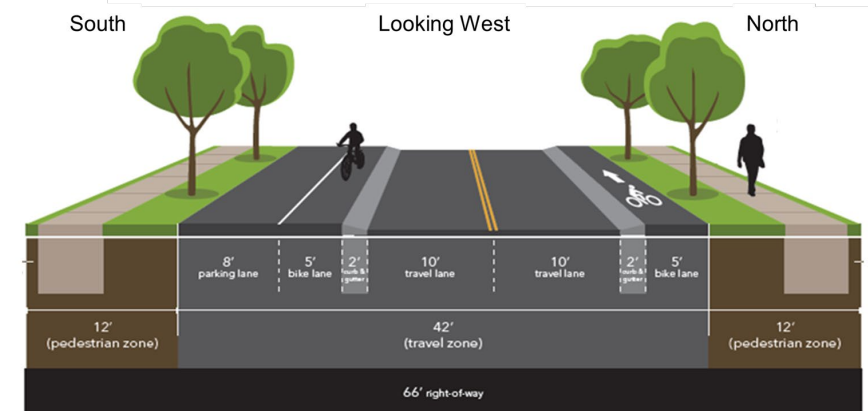
MINIMUM STREET DIMENSION TABLE

	Neighborhood Residential	Link Residential	Network Residential	Neighborhood Business	Maker/Industrial	Crosstown Connector	Urban Center
PEDESTRIAN ZONE							
Shy zone			2'	4'			2'
Sidewalk clear zone	5'	6'	6'	10'	6'	6'	10'
Landscape strip (trees and/or grass)	6'	6'	6'	6'	6'	10'	6'
Shared Use Path (Sidepath)	10'	10'	10'	10'	10'	10'	10'
Parkway	6'	6'	6'	6'	8'	10'	6'
Sidewalk cafes and vending				10'			10'
Curb extension	6'	6'	6'	6'	6'	6'	6'
STATIC ZONE							
Bus shelters		4.5'	4.5'	4.5'	4.5'	4.5'	4.5'
Bus Bults		6'	6'	6'	6'	6'	6'
On-street parking and loading	8'	8'	8'	8'	8'	8'	8'
Parkettes and Platform Dining				6'			6'
Bicycle corrals				6'			6'
TRAVELWAY							
Shared lanes	11'	11'	11'	11'	11'	11'	11'
Vehicle lanes	10'	10'	10'	10'	10'	10'	10'
Dedicated Transit Lanes			12'	12'	12'	12'	12'
Shared street	20'						20'
Bicycle lane		5'	5'	5'	5'	5'	5'
Contrailow bicycle lane		6'	6'	6'	6'	6'	6'
Protected bicycle lane/cycle track		8'	8'	8'	8'	8'	8'
Two-way cycle track		10'	10'	10'	10'	10'	10'
Transit queue jump lane			12'	12'	12'	12'	12'
Center/Right/Left turn lanes		10'	10'	10'	10'	10'	10'
Median		10'	10'	10'	10'	10'	10'

DESIGN GUIDELINES 2-3

Mobility & Safety: How do We Engage with Community on Individual Projects

- Design Community Engagement – Inform community of preferred design, seek input of lived experience, adjust for context sensitive design where appropriate.
- Reengage if changes are notable.
- Bid - Award construction contract and update schedule.
- Construction Preparation Meeting - Send mailers to everyone within 300-feet of the project. Host the meeting and share construction schedule, contact information, detour and access plan.



Mobility Projects: Engagement Improvement Process Update

“Super Six” Update

- Contact cards handed out to businesses were appreciated as a proactive touch point. No afterhours calls were received by staff indicating Contractor was leaving the job in a suitable condition at end of day.
- Positive feedback on signs placed on Monroe Center.

Design Process Update

- Reviewing detour and access plans for critical projects. These are always required but looking for opportunities to lessen impacts.
- Investigating a website or online presence for high impact projects (duration or extent) and projects in business districts.

2026 Construction Season Look Ahead

- Projects are finishing 2025 construction season and spring projects are being bid. Due to contractor availability Engineering is flexible with start dates when appropriate.
- Meeting in December 2025 to discuss anticipated construction start dates and community engagement strategies once start dates are set.

Mobility & Safety: Planning for Safety and Access During Construction

- Pedestrian access must be maintained during construction.
- Bike access is limited given site conditions and safety within construction zones.
- Parking and access is part of the detour and access plan. Daily changes for residents such as driveways being closed for concrete are communicated by the Contractor to the residents.
- Detour routes and access plans are required as part of the construction project.
- Enhanced communication strategies are being explored including more wayfinding and a project specific website.

Cesar E Chavez Avenue (Clyde Park to Hall)



1.

- Deteriorated pavement
- Sidewalk directly adjacent to roadway

2.

- Parkway buffer
 - Can reduce travel speeds 3-15 mph
 - 12% raise in local business revenue
- ADA compliant sidewalks

3.

- Rapid Flashing Beacon (Ped Crosswalk)
 - Reduce ped involved crashes by 69%
 - Reduce total crashes by 30%
 - Increased ped visibility

4.

- New pavement
- Narrow travel lanes
 - Typically reduce crashes by 20-30%

State Street (Lafayette to Madison)

Before



After



- 1.
- Deteriorated pavement (PASER 2 - 4)
 - Deteriorated curb and gutter
 - No bicycle or multimodal facilities
 - Sidewalk directly adjacent to roadway

- 2.
- Parkway buffer
 - Can reduce travel speeds 3-15 mph
 - 12% raise in local business revenue
 - ADA compliant sidewalks

- 3.
- New bike lane
 - Reduce injury of cyclist by 32%
 - Increase cycling traffic by up to 50%

- 4.
- New pavement
 - New curb and gutter
 - Narrow travel lanes
 - Typically reduce crashes by 20-30%

Ann Street (Monroe to Plainfield)

Before



1.

- 1. Deteriorated pavement (PASER 2-4)
- No separated bicycle facility

After



2.

3.

4.

- 2. Separated bicycle facility
 - 50% fewer bicycle-vehicle crashes
 - 50% fewer serious cyclist injuries
 - 44% fewer cyclist deaths
- 3. Marked crosswalks added

- 4. New pavement
- Narrow travel lanes
 - Typically reduce crashes by 20-30%

Fuller Avenue (Kalamazoo to Adams)

Before



1.

1.
 - Deteriorated pavement
 - No connected bicycle facility

After



2.

3.

4.

2.
 - New connected bicycle lane
 - Reduce injury of cyclist by 32%
 - Increase cycling traffic by up to 50%

3.
 - Marked crosswalks added
 - Curb extension
 - Improved transit facility

4.
 - New pavement
 - Narrow travel lanes
 - Typically reduce crashes by 20-30%

Leonard Street (Alpine to Powers)

Before



After



1.

- Deteriorated pavement
- No buffer between peds and drivers

2.

- Parkway buffer
 - Can reduce travel speeds 3-15 mph
 - 12% raise in local business revenue

3.

- Rapid Flashing Beacon (Ped Crosswalk)
 - Reduce ped involved crashes by 69%
 - Reduce total crashes by 30%
- Increased ped visibility

4.

- New pavement
- Narrow travel lanes
 - Typically reduce crashes by 20-30%

Mobility & Safety: What's Next

Community Master Plan Implementation

- **Budget Process**
 - Resource prioritization
 - Final years of Vital Streets Planning (5-year plan)
- **Mobility Blueprint: Defining GR Transportation Policy for a Safe Systems Approach to Investment**
 - Equitable Economic Development & Mobility Strategic Plan is operationalized into City Transportation Demand Management Policies & on-going Equity Framework implementation
 - Regular Commission, Mobile GR, Vital Streets and Planning Commission engagement to guide policy development
 - Opportunity to define policy and strategies to solve for GR's mobility needs identified in the CMP Process.

Mobility & Safety: Mobility Blueprint

Purpose & Vision

- Create a people-centered, data-driven roadmap for safe, equitable, and sustainable mobility in Grand Rapids.
- Integrate community priorities with City and regional goals to guide future mobility investments.
- Builds on the existing Equitable Economic Development and Mobility Strategic Plan and connects regional strategic plans including the Community Master Plan, Vital Streets Plan, SS4A Safety Action Plan, GVMC 2050 MTP, etc.).

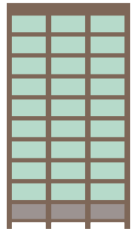
Engagement Process

- City Commission, Mobile GR Commission, Vital Streets Oversight Committee, and Planning Commission will provide feedback and direction throughout the process.
- Develop internal and external stakeholder groups for continued collaboration with key community partners.
- Build from the community feedback gathered in prior strategic engagement efforts.

Connection to Focus Areas

- Enhanced connectivity of and maintain bike/pedestrian trails, facilities, and sidewalks throughout the city.
- Improve micromobility access and utilization for first/last mile.
- Collaborate on regional strategic transportation planning activities (The Rapid, County, MDOT, GVMC) to support housing affordability and job opportunities.
- Reduce speeding and improve safety and mobility for pedestrians, cyclists, and other micromobility riders.

Discussion



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Updating the Strategic Plan



Values

Our values are 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.

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 excellent City services.

Priorities



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

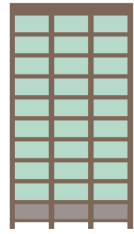
Innovative, efficient, low-carbon and equitable mobility solutions are safe, affordable and convenient to the community.



Safe Community

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

Questions?



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Financial Update

Financial Update – Economic Outlook

Positives

- Unemployment Rate: Nation 4.3%; Michigan 4.7%
- Inflation stable at 3.0%
- From July 2024 to July 2025 wages grew 1.5% faster than inflation – increased purchasing power for consumers (4.2% nominal average weekly wage growth vs 2.7% inflation average)
- Stable consumer demand

Challenges

- “One more 0.25% Fed funds rate cut in the next month is not a foregone conclusion” – inflation too slow to return to 2% target
- Weakness in economy driven by structural changes – technology & demographics
- Uncertainty around tariff policy changes and federal shutdown

Financial Update – City Outlook

- Implementation of adopted labor agreements @ \$33.5M over three years (@\$6M of this is General Fund)
- Impact of class/comp study and implementation timing
- Federal Government Shutdown
 - Grant & Programs – continuing services we currently contract for (\$2.7M currently being covered by City in lieu of inability to do drawdowns on federally funded programs)
 - Water/Sewer shutoffs suspended:
 - Currently impacts 900 residents per year
 - Average outstanding balance \$650 (80% pay off balance within 2 days of shut off)
 - Suspending shutoffs would impact system receivables @ \$50k per month
 - Consideration of refuse collections suspended/continuation of services

Financial Update – General Fund Cashflow Adopted Budget

General Fund	FY2026	FY2027	FY2028	FY2029	FY2030
Revenue					
Income Tax	118,939,112	121,494,601	123,934,154	125,758,497	129,333,650
Property Tax	19,108,130	19,638,282	20,214,732	20,779,588	21,315,487
Other Revenues	59,346,314	58,092,658	57,937,244	58,751,852	58,995,865
Total Revenues	197,393,556	199,225,541	202,086,130	205,289,937	209,645,002
Total Expenses	196,331,489	204,120,609	211,247,995	221,056,651	226,469,278
Surplus (Deficit)	1,062,067	(4,895,068)	(9,161,865)	(15,766,714)	(16,824,276)

Financial Update – Status of Year End/Audit

- Challenges with new ERP and Macatawa/Wintrust Merger
- Cash reconciliation – will impact postings of interest and market to market
- Compensated absences is still being analyzed (GASB methodology) – expected to post in next two weeks

Financial Update – Major Revenues

Description	FY2025 Estimate	FY2025 Actuals (unaudited)	Over/ (Under) Estimate
Income Tax	\$144,980,018	\$152,895,086	\$7,915,068
Base	\$143,660,772	\$142,270,179	(\$1,390,593)
Interest/Penalties	\$ 1,024,787	\$ 1,351,006	\$ 326,219
Refunds	(\$ 16,705,541)	(\$ 7,888,226)	\$8,817,315
Compliance	\$ 17,000,000	\$ 17,162,127	\$ 162,127

Description	FY2025 Estimate	FY2025 Actuals (unaudited)	Over/ (Under) Estimate
Property Taxes	16,037,957	15,454,488	583,469
Property Tax Administration Fee	3,047,382	3,129,256	81,874

Financial Update – Other Revenues

Description	FY2025 Estimate	FY2025 Actuals (Unaudited)	Over/ (Under) Estimate
State Shared Revenue (Constitutional)	19,287,654	21,540,258	2,252,604
State Shared Revenue /CVTRS (Statutory)	6,090,838	6,698,086	607,248
Gas & Weight Tax (Act 51) Revenue	28,905,596	30,252,781	1,347,185

Financial Update – Debt Issuances

- Recent Issuances (Since FY24)

- Lyon Square (LTGO) = \$9.1M
- Amphitheater (LTGO) = \$18.3M
- Scribner (LTGO) = \$54.5
- Amphitheater Parking Facility (LTGO) = \$22M
- ELC & Belnap Chiller & Parks (LTGO) = \$20.7M
- Soccer Stadium & Amphitheater (LTGO Secured with Hotel/Motel Tax from County) = \$122.3M

- Knapp's Corner Drainage (County Issuance) = \$14M
- Calder Plaza (LTGO) = \$12M
- Scribner Gap Funding (LTGO) = \$20M

- FY27

- Water (Rev Bonds) = @\$25-30M

- FY28

- Street Lighting (LTGO) = \$12M

- FY29

- Sewer (Rev Bonds) = @\$25M

- Future Issuance (Currently Planned)

- FY26
 - Water & Sewer Refunding (Rev Bonds)
 - Fire Training Center (LTGO) = \$34M

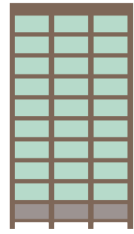
Impact of State Budget Changes

Revenue Sharing

- 6 payments/every two months for Constitutional and CVTRS
- Public Safety – payment schedule TBD
- Gas and Weight Tax –payment schedule TBD

Description	FY2026 Budget	FY2026 Estimate
State Shared Revenue (Constitutional)	\$21.5M	\$20.4M
State Shared Revenue /CVTRS (Statutory)	\$6.4M	\$7M
State Shared Revenue – Public Safety	N/A	\$1.7M
Total	\$27.9M	\$29.1M
Gas & Weight Tax	\$29.5M	\$34.6M

Questions?

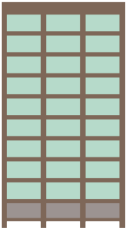


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Timeline for Discussions on Strategy and Performance

- November 13, 2025 Commission Prioritization Workshop & Commission Retreat
- February 24, 2026 FY2026 Mid-year Performance Update
- April 28, 2026 City Manager presents FY2027 Preliminary Fiscal Plan/Budget
- May 19, 2026 Commission adopts FY2027 Final Fiscal Plan/Budget
- September 22, 2026 FY2026 Annual Performance Presentation

Thank You



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